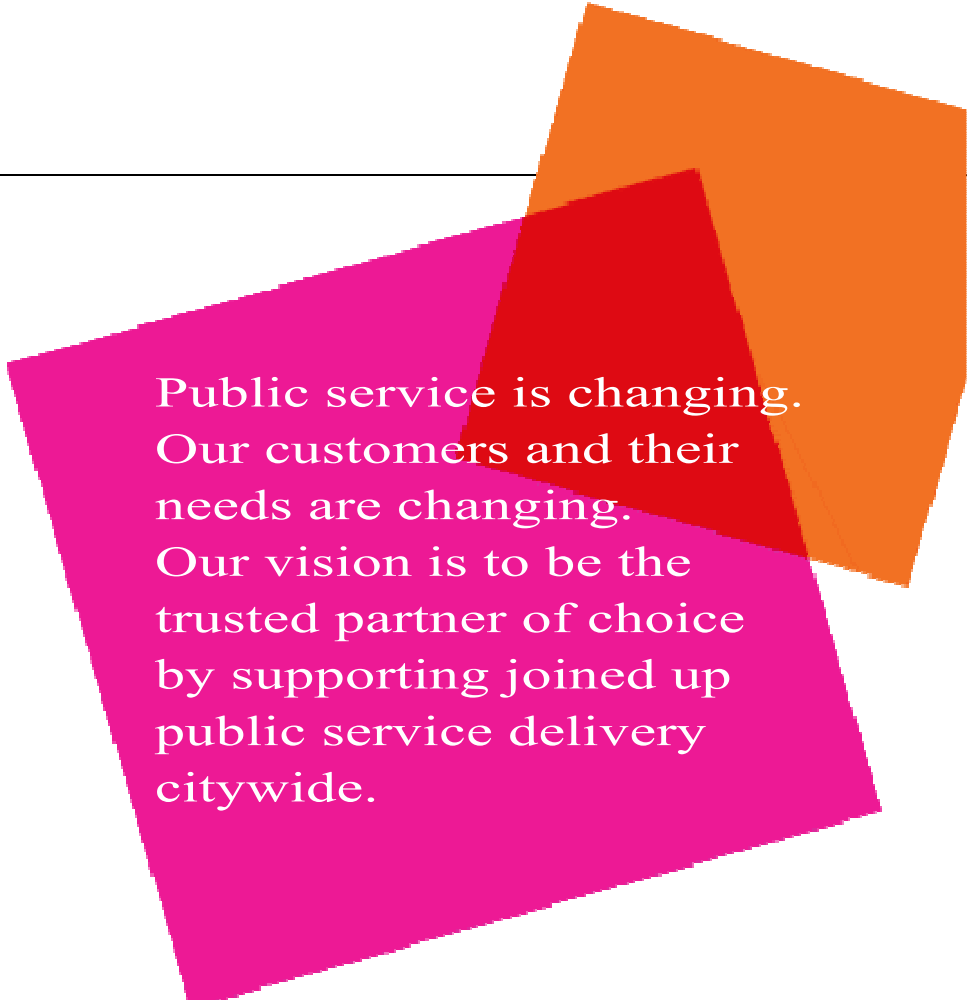




Brighton & Hove
City Council

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Public service is changing.
Our customers and their
needs are changing.
Our vision is to be the
trusted partner of choice
by supporting joined up
public service delivery
citywide.

Introduction

Why we're here again

It's been three years since we started working on a new strategy for ICT. With the rapid pace of change that we have come to expect in local government, it's perhaps inevitable that things have moved on so significantly in that time.

So, as we approach the mid point of this strategy, it seems a good time to review the original document and publish a mid-point refresh.

I think it's worth pointing out that the fundamental vision and goals have not changed. However, the organisational context and our own concepts and ideas have crystallised. Consequently, we hope that we've now been able to express our vision a little more clearly and concisely.

The key message

One thing that hasn't changed, but has actually become even more evident than three years ago, is that the use of technology is absolutely critical to an organisation's ability to achieve its aims and ambitions. As such, technology is at the centre of almost every aspect of council life.

This intrinsic link between IT and business operations means that future investment in technology is one of the fundamental means of addressing the financial challenges we face. However, I am

determined that we avoid the pitfall of making sporadic, tactical changes which at best only deliver small benefits to localised business areas (but may actually result in greater long term cost for the organisation). Instead we must apply technology in a well planned and strategic manner. It's also clear that we must be fully committed to ICT resourcing, whether this means ensuring that the workforce has the skills to use what is available or that business specialists are given the time and skills to lead on IT for their service area. It also means that there needs to be sufficient back office resource for delivering change projects and managing ongoing ICT services. It's not an easy case to make when budget pressures drive us towards reducing the very resources needed to support the investments we are making.

In the end though, it's only through this committed, coordinated and strategic approach that we will be able to extract the maximum business benefit from our IT investment and ultimately continue to make a positive difference to the city.

Mark Watson, Chief Technology Officer

Executive Summary

This strategy provides the direction for ICT investment over a five year period. It demonstrates our intent to achieve closer alignment with organisational ambitions and in particular the business needs that drive ICT.

It is clear that adoption of more modern, efficient work practices will continue to lead much of ICT's activity, but the need to open our information out to residents, community groups and partner agencies will also begin to take shape during the life of this strategy. These demands which, on the face of it, appear to represent continuation of technical delivery are actually unprecedented in scale and complexity and will require some radical changes to the way in which ICT is managed and delivered.

Central to ICT's approach to meeting this demand will be the development of a conceptual technical blueprint, known as the Enterprise Architecture. Working towards a strategic and cohesive target architecture in this way will:

- reduce the ongoing cost of ownership through rationalisation and standardisation
- increase technical flexibility to meet changing business need
- ensure continued compliance with increasingly complex national security standards
- position us to take advantage of emerging methods of information delivery (mobile, cloud, shared services, etc).

Increasing organisational demand will also require us to focus on capabilities that offer best value, such as information management, business change management, technical design and service management. We will also continue developing our role as trusted strategic partner.

To support these changes and ensure coherence we will redesign ICT change, risk and operational governance controls. To complement this, it is essential that we encourage more rigour in the areas of financial and prioritisation governance within the business.

Finally, ICT financial management must be adapted and developed. Investment in technology will be aligned to the Enterprise Architecture and must be able to demonstrate a real return on that investment. ICT is also committed to gaining a far greater understanding of the true cost of providing services to the organisation. This will help us to demonstrate our value as well as encourage a more demand driven, customer centric approach to the delivery of ICT.

Demand

Organisational Context

Brighton & Hove is a vibrant and distinctive place to live, work and visit. We know that residents are happy living here, businesses want to locate here and increasingly visitors flock to the city.

However, the demands and expectations of our customers are continuing to rise while the delivery of services is becoming more and more challenging. Reducing resources and changes to the way that local government is delivered mean that we will have to work smarter and more efficiently to maintain our reputation. This goal is reflected in the first of our stated ambitions - **High performing authority, a fantastic and distinctive place to live, work and visit.**

Although the city's economy has fared relatively well despite the economic problems of the last five years, it is clear that we must work ever more closely with our neighbours in order to continue to grow. In particular we will continue to develop and exploit the benefits arising from our work as part of Coast to Capital, the Local Enterprise Partnership, and the South East Seven. We will also welcome new and profitable relationships with others. This is addressed in the organisations second ambition - **A leader of the city region.**

Our growing population, rising social care costs and changes to the way we receive funding mean that more has to be done with less. This is not only about how we spend our resources but also about

the flexibility of the organisation, reducing bureaucracy and supporting staff in getting things done. The Council is responding to this challenge in the third ambition - **Demonstrably making best use of all resources. Seeking to become a self-sustaining organisation serving its customers well.**

Organisational Success

The organisations ability to deliver its three stated ambitions will be driven by the Council's priorities for the period up to 2015. The first three of these priorities are outward looking:

- **Tackling inequality** through promoting enterprise and learning, reducing crime and improving safety, improving health and well-being, improving housing and affordability and providing quality advice and information services
- **Creating a more sustainable city** through promoting enterprise and learning, living within environmental limits and enhancing the environment and providing sustainable transport
- **Engaging people who live and work in the city** through our support for the Sustainable Community Strategy priority of 'strengthening communities and involving people'.

Organisational Capabilities

The fourth priority of **Modernising the Council** reflects the need for the organisation to build on existing capabilities and develop new ways of working that will help deliver sustained improvements. It brings together existing transformation programmes and reflects the aims of the People Plan.

In order to achieve these priorities, the organisation will need to become expert in:

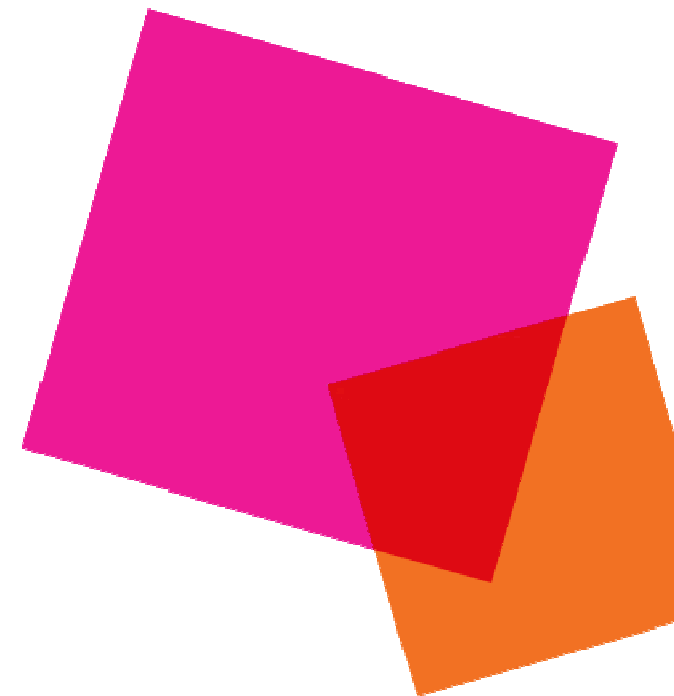


ICT Contribution to Organisational Success

ICT has a clear and significant role in contributing to organisational success. The following table links key organisational needs with the corresponding ICT contribution:

Organisational requirement	ICT contribution
<p>High performing services</p> <p>Deliver services effectively and efficiently using information that is reliable, high quality, joined up and easily accessible.</p>	<p>Source, develop and support more intuitive systems and tools that help rather than hinder frontline staff.</p> <p>Introduce technologies which combine to give a single view of the customer.</p> <p>Establish the policies and procedures to ensure that information is managed within the legal and regulatory framework.</p> <p>Introduce standards for information management which ensure that good quality information is available at the right time to the right person.</p>
<p>Customer Access</p> <p>Improve employee efficiency and customer experience by enabling self service options and improving access to knowledge and services.</p>	<p>Replace outdated technologies in order to improve web services and enable online transactions, personalisation and self-service.</p>

Organisational requirement	ICT contribution
<p>Modern work styles</p> <p>Enable staff to work in a flexible environment and increase the efficiency of the field workforce.</p>	<p>Introduce technologies that allow the workforce to access ICT services from any location.</p> <p>Introduce mobile services to those who need them.</p>
<p>Collaboration</p> <p>Remove the technical barriers to sharing information and working collaboratively with other departments, partners and the public.</p>	<p>Design technical solutions allowing safe and secure third party and public access to information.</p> <p>Establish the policies and procedures to ensure that information is shared within the legal and regulatory framework.</p>
<p>Sustainability</p> <p>Introduce solutions and technologies which reduce environmental impact.</p>	<p>Promote the use of technologies that reduce the organisation's carbon footprint.</p> <p>Where possible, use local providers to support sustainable economic development.</p>



Supply

ICT Processes and Services

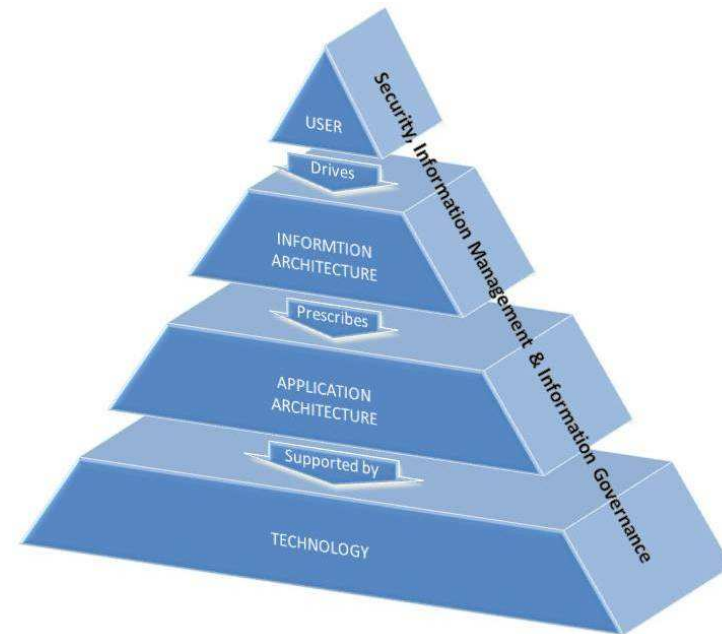
The following table shows the services that are currently provided by ICT:

Category	Services	
Technical services	Access to Intranet	Messaging
	Access to Internet	Network provision
	BACS administration	Office moves
	Core desktop	Print and copy
	File Storage	Telephony
	Hosting	
Professional services	ICT investigations	Hardware disposals
	Business analysis	ICT consultancy
	Disaster recovery	Information management
	Change delivery	Paper document storage
	Data Protection	Security breach investigations
	Freedom of Information	Technical project management
Application services	Application installs	Remote access for suppliers
	Application support	Reporting
	Database administration	Training
	Data services	

ICT processes are based on ITIL v3 which provides a best practice framework for delivering ICT services.

Enterprise Architecture

The following section describes how four key components (the user experience, information, application and technology) are organised into a conceptual blueprint known as the Enterprise Architecture.



User experience

Our long term aim is to deliver a user experience that is:

- **Standardised**
- **Role based**
- **Configurable**
- **Accessible**

We intend to develop an intuitive interface which can be accessed from anywhere with an internet connection. The components or modules which make up the interface will be personalised depending on user role. For example, a care worker may select components which display current cases or recent discussions with colleagues, while a resident may select a geographic view of local planning requests, or alerts on outstanding council payments.

This configurable yet standardised approach has the potential to greatly reduce overall support, management and training costs in the back office. For our customers it will improve the user experience and improve public perception of the organisation and the city.



Information architecture

Until now, there has been no overwhelming requirement for a corporate approach to Information Management. This has led to:

- vastly different approaches to information management across the organisation
- a proliferation of local ‘line of business’ and bespoke applications
- large volumes of paper files
- multiple information stores with significant duplication.

These factors combine to create a high cost and high risk information architecture. To mitigate these risks and help the organisation realise its strategic ambitions, information will need to be recognised as an asset that requires strategic management along with other key resources such as people, finance and physical assets.

ICT will work with all departments to:

- develop a map of the organisation’s information asset so that it is clearly understood what can be shared and what can be published
- develop management practices to ensure information is well managed at every point of its lifecycle, from creation and collection through to usage and eventual archive and destruction

- develop a coordinated approach to information governance to ensure that information is used and stored to the appropriate security standards.

Information Architecture Operating Principles

1. Information is stored and used securely

The storage and use of information is lawful and protects confidentiality, privacy and intellectual property. Information and data is made available to those who need it subject to appropriate safeguarding to ensure security.

2. Information is captured once and reused

Information is treated as an asset. Information assets are re-used wherever it leads to improved data quality, a single version of the truth, reduced cost and increased sustainability.

3. Information is fit for purpose

High quality information and records management practices are used to ensure that information assets are reliable and relevant. Information lineage, relationships and sources are recorded and made visible to enhance the quality of information.

4. Information is managed using common standards

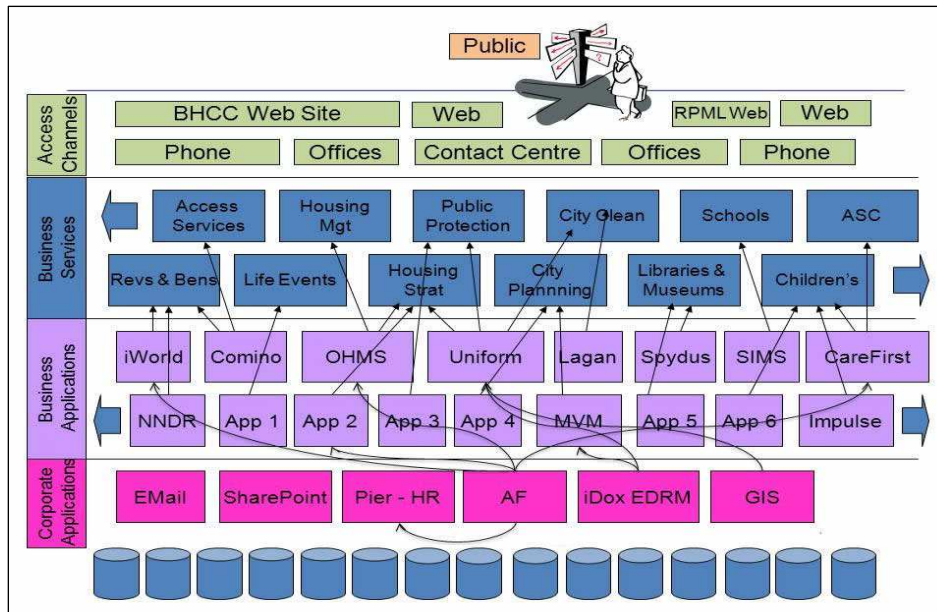
Information is described using a common and widely understood terminology so that it can be stored and found easily.

5. Information is designed for use

Information is easily available to those that need it, when and where they need it. Access complies with required standards, policies and agreements. Information design authority is vested in the Chief Information Officer / Head of ICT.

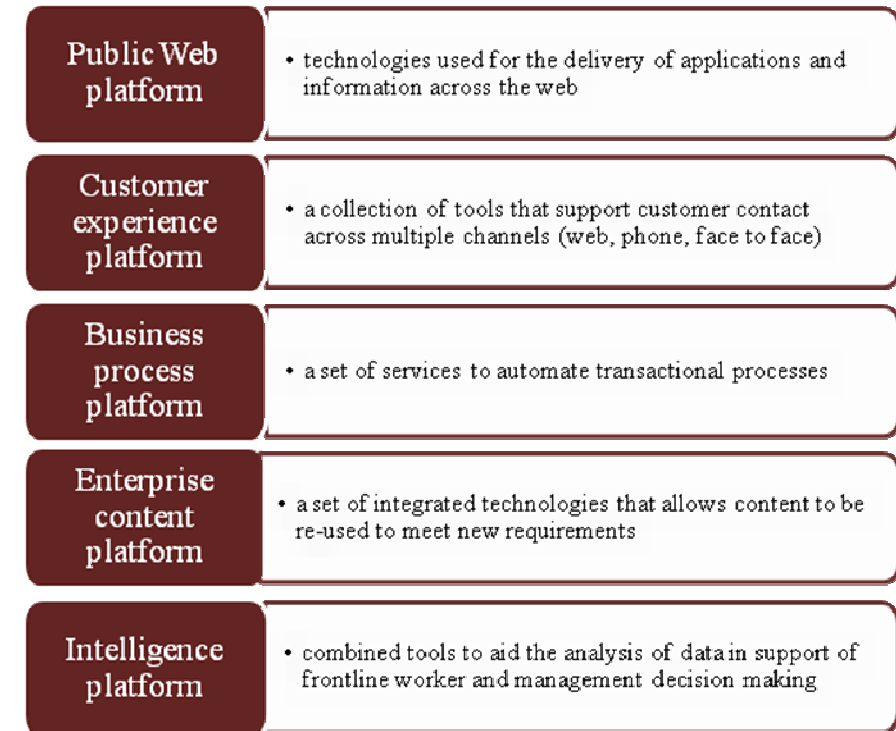
Application architecture

The diagram below shows the current application and information architecture which reflects the organisation's traditional siloed structure grown organically over many years. This has created an environment with more than 300 applications, massive duplication of systems and data, applications which impose business processes and non-standard disparate information structures.



This approach is both costly to maintain and is a barrier to interoperability and information sharing as well as carrying a high level of risk for the business and their customers.

To overcome these issues, we will redesign the application architecture around a set of core platforms:



Ultimately, we will deliver a simpler architecture that will:

- Reduce the ongoing cost of ownership and development by rationalising and re-using systems and applications
- Reduce duplication in systems and data to improve data quality
- Enable information sharing and delivery of business intelligence to improve workforce efficiency and enhance collaboration
- Improve customer experience through personalised access to services
- Increase technical flexibility which enables quicker business change.

Technical architecture

Sporadic investment in the organisations technical environment has resulted in an infrastructure which is complex, fragile and costly to manage and change.

During the life of this strategy, ICT will ensure that mechanisms are put in place to ensure a more consistent, steady flow of funding in order to maintain a fit for purpose technical infrastructure. Key areas of investment in the coming years are:

Communications networks

The current network infrastructure is reaching end of life and will be replaced. The Wide Area Network (WAN) will be replaced through the joint procurement of a Public Sector Network (PSN) with East Sussex County Council. In addition we will redesign the Local Area Network (LAN). These changes will:

- Significantly improve speed of access for our users
- Enable continued compliance with increasingly complex technical security standards set by national government
- Allow for controlled access by partners and suppliers
- Allow for new methods of information delivery (SaaS, Cloud, PaaS, shared services etc) where appropriate.

We will also expand the implementation of IP telephony across the entire organisation. This approach will increase standardisation, reduce maintenance overheads and support the workstyle approaches developed through the modernisation programme.

Storage

The data storage facilities are no longer fit for purpose and will be decommissioned and replaced with an off-premises, commoditised service. This approach will provide more flexibility in our infrastructure and increase both cost and carbon efficiencies.

Device & desktop

Within the life of this strategy we will upgrade both operating system and core office tools. This will provide an opportunity to adopt a more coherent approach to strategic desktop design which aligns with a device strategy based on the roles and needs of our end users.

We will continue to exploit the desktop assets we have and seek to extend their life by operating them as thin clients in flexible working environments. We are also committed to providing secure devices suitable for field workers throughout the corporate modernisation programme.

Identity Management

We will implement an approach to identity management which:

- Allows role based access to the network for our workforce
- Provides managed access to appropriate information for our partners and suppliers
- Ensures that our customers can safely and confidently transact with us through digital channels.

Technology & Application Architecture Operating Principles

1. Strategic change

Major investment in technology is based on clear corporate strategic requirements. Localised investment is consistent with the corporate approach, demonstrates an understanding of long term objectives and shows a clear return on investment.

2. Simplified architectural design

Technical complexity and diversity is removed to provide the best opportunity for interoperability, sustainability and consistency at the best possible value.

3. Flexibility

Technology is sufficiently flexible to allow for business change without adding undue cost.

4. Maximise applications and technologies

Existing applications and technologies are utilised to extract the full business benefit. Where possible, they are re-used or redeveloped to meet similar business requirements. Where duplication exists, we work with the business to rationalise our architecture.

5. Financially sustainable solutions

Where possible, highly bespoke systems and technologies are avoided in favour of solutions that are easily supportable, have longevity and add organisation wide value.

6. Accessibility

Hardware and software components will only be adopted by the organisation where design is shown to allow equality of access to information and functionality.

People

It is our belief that ICT can add most value to the organisation as a trusted strategic partner. In contrast to external IT suppliers, we can bring an independent view of technology and offer advice based on need rather than profit.

The first step towards adopting the role of strategic partner was to restructure the ICT service in order to build capacity for increased business support and engagement. This was completed in July 2010.

To build on these improvements we will increase capacity and/or capability in a number of key areas. These include:

- **Information management**
Information management, records management, data management
- **Business change management**
Business/systems analysis, relationship management, project and programme management
- **Technical design**
Technical architecture, solutions design, solutions development, testing, service design, release management, capacity and availability management

- **Service management**

Business reporting, supplier management, service management, contract management, financial management

We will adopt a pragmatic approach to building these new capabilities. Where possible we will seek to develop or re-skill current staff. If this is not feasible we may seek to recruit to some roles on a permanent basis. However, where appropriate, we will consider using external expertise for short periods in order to develop standards and working practices and transfer those new skills and competencies to our permanent staff.

In focusing ICT capabilities in areas where we are able to offer best value to the organisation, it is possible that we will transition one or more services to an alternative method of supply. However, shared services, typically with other local authorities, or commercially supplied service will only be considered where it can be demonstrated that whole 'end-to-end' services can be delivered more efficiently without compromising security.

Sourcing

ICT will adopt the following set of sourcing principles to ensure consistency, fairness and strategic fit. The application of these principles will be managed through ICT Governance and be subject to performance measures.

Manage cost

- We will seek to adopt the most appropriate and best value method of supplying all ICT services
- Where possible we will ensure suppliers use open standards
- We will engage with communities of interest, such as the local development community and local businesses
- We will continue to consolidate current supplier numbers to a more strategic and manageable level.

Add value

- We will support business IT procurement activities to ensure specifications reflect real need and meet corporate standards.

Sustainability

- We will encourage partners and suppliers to consider the environmental impact of their products and services
- Where appropriate we will use local providers to support sustainable economic development.

Ensure flexibility and scalability

- We will always have an exit strategy when entering contractual agreements
- Contracts will enable us to scale supply in accordance with demand
- Suppliers must be willing and able to support integration with our enterprise architecture.

Legal

- Procurement will always be conducted in accordance with the relevant UK and EU legislation
- In order to minimise the overall cost of procurement, we will seek to extend current contracts or use existing framework agreements before considering full OJEU tenders
- We will work with legal services to ensure that technology contracts have terms and conditions that enable legal compliance.

Control

ICT Principles

To support the delivery of our strategy, we will adopt a number of operating principles:

Customer service and business alignment

- We will place customer need at the centre of all our activity
- We will be clear and transparent
- We will provide services accessible to all
- We will use customer feedback to influence strategy and direct service design and delivery.

Provide value for money

- We will invest in services and technology that seek to ensure business benefit and operational cost effectiveness
- We will adopt common information, application and technology standards which will lay the foundations for a more interoperable and agile environment.

Operate Safely

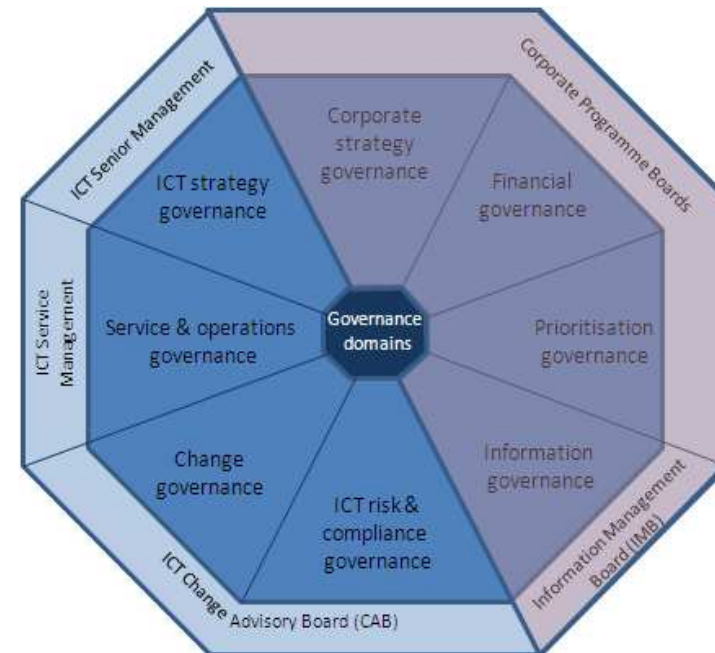
- We will meet national compliance standards for information governance and information management
- We will manage risk using the standard corporate approach.

Operate Sustainably

- We will make decisions which take into account environmental impact and aim to support sustainable economic development.

ICT Governance

Spend on technology is one of the most significant areas of investment for any organisation. Governance around this investment exists in order to protect against risk and ensure that the expected return is achieved. There are four specific areas of governance which are managed by ICT, and four in which the corporate centre must lead.



Governance managed by ICT

Service and operational governance help ensure that existing services are fit for purpose and continue to meet the needs of the user. This will be achieved by providing detailed service designs which are agreed with business users and a more transparent approach to operational risk management. Changes to services and operations will be agreed via the Change Advisory Board (CAB).

Change governance helps ensure an approved change is made in a rational and predictable manner in order to reduce any possible negative impact on the wider user community.

Strong change governance will be achieved through establishing a robust set of enterprise architecture standards and operating principles which are applied through the existing CAB process. Additionally, ICT will continue to apply project management methodologies and seek to increase the level of effective business sponsor involvement, project definition and risk management.

Risk and compliance governance is critical in ensuring that the information held by the organisation is adequately protected. This will be achieved through improving the approach to technical security and also ensuring that risk and compliance governance is a fundamental part of change and service management.

Underpinning these three areas of governance is **ICT strategy governance** which aims to ensure ICT and business alignment through strong business engagement and regular strategic review.

Governance requiring a corporate lead

Prioritisation governance ensures that work with highest business benefit becomes the focus of the limited ICT resources.

Financial governance ensures that predicted business benefits or returns on investment are accurate and achievable. Financial governance should also ensure that change work is fully financed and is able to meet project and ongoing costs. In order to facilitate this process, clear and transparent costs will be provided by ICT.

Information governance, in conjunction with ICT risk and compliance governance, ensures that the organisation is able to protect and exploit its information asset. This will be achieved through building awareness, encouraging business prioritisation and ownership and improving information management practices.

Underpinning these three areas of corporate governance is **corporate strategy governance** which ensures that an organisational direction with desired outcomes is clear and widely understood throughout the authority.

ICT Financial Management

The current financial climate has the potential to be both an opportunity and a threat for ICT. The opportunity lies in changing the organisational culture to one in which business improvements using technology are viewed strategically and are understood in terms of tangible business benefits. Conversely, the threat lies in the temptation to control IT spend through indiscriminate cuts which undermine long term organisational efficiency.

The demand for greater rigour in ICT financial management is perfectly valid, and is one that is being tackled. However, it is important to be mindful that the short term gains from arbitrary cost cutting, either in existing services or ICT change work, come with a high level of risk.

Firstly, the day to day running of ICT operations is inextricably linked to business operations, so significant cuts present real risk for front line services. These range from the inconvenience of less responsive and more frequently unavailable systems to the more serious consequences of a failure to meet national compliance standards set by government.

Secondly, by reducing ICT capacity and capability to carry out change work, we are effectively removing the organisation's ability to make co-ordinated business improvements using technology. As a

result, departments will increasingly seek to develop direct relationships with line of business suppliers who can offer moderate short-term efficiencies but are unable to leverage the significant efficiencies of a strategic corporate approach to technology. Furthermore, a continuation of this siloed approach to technology will build in enormous additional long-term management costs.

ICT strongly advocate an alternative approach to attempting to control spend in this way.

First and foremost it is critical that ICT get a better grip on the true cost of providing services to the organisation. In order to do this, ICT will initiate a project to gain a detailed knowledge of the 'whole-life' cost of those services outlined on page 8. This level of understanding will be open to scrutiny by all service users and will encourage ICT to adopt a more demand driven, competitive and customer centric approach to service management.

Understanding costs at this level of detail will also enable ICT to clearly demonstrate where it is able to provide best value to the organisation. Services which are not adding value will be stopped or transitioned to other methods of supply, such as shared services or fully commissioned services.

This approach to costing ICT services will also be required should ICT be in a position to seek commercial opportunities by providing services outside of BHCC.

ICT also advocates improving the corporate approach to financing ICT change. However, while ICT clearly has a role in providing advice and guidance on technical change, financial governance and prioritisation governance, as shown in the previous section, should largely reside outside of ICT. Nevertheless, these disciplines are critical in order for the organisation to focus limited resources in the areas of greatest return.

ICT will further support a more robust approach to organisational investment in technology by continuing to supply technical project management. However, the value of this resource is maximised when supported by strong project sponsorship from the business and an open and honest approach to achieving a return on investment and benefits realisation.

ICT Metrics

The proposed approach to financial management will provide ICT with greater control and understanding of the cost of ICT. This will clearly form the basis of an important performance measure. However, the introduction of a balanced scorecard approach will add context and perspective to a pure financial measure.

To achieve this, ICT will present a range of measures which demonstrate:

User orientation: our ability to deliver service to a high level of customer satisfaction

Business contribution: our success in delivering products and services which are aligned to strategy, provide value for money and meet long term need

Operational excellence: our ability to run efficient services based on effective processes and high quality service management practices

Future orientation: our success in maintaining a fit for purpose technical environment, services and workforce which is able to meet future challenges.

Risk

Business Risk	Description and impact	Mitigation
Cultural Change	Technology changes will only achieve maximum benefits when they are implemented alongside cultural, policy and process change. There is a significant risk that change will continue to be predominantly made in isolation and the full benefits will be missed.	Support the development of organisational change governance which ensures that the cultural, policy and process changes are embedded as an integral part of any change.
Financial Investment	ICT's role as an enabler of organisational efficiencies and savings may not be recognised. As a consequence, indiscriminate cost cutting could result in ICT being unable to make the investment needed to keep the existing technical environment fit for purpose and to deliver the transformations outlined in the strategy.	Ensure that ICT is able to demonstrate value and that the strategy is clearly aligned with the desired outcomes for the organisation.
Corporate & Departmental Governance	There is a significant risk that the organisation will not define and implement strategic criteria for the selection and prioritisation of corporate investments. A continuation of a tactical, departmental approach to change initiatives will result in more extravagant investments which fail to achieve their stated benefits and contribute little to corporate objectives.	Support the development of prioritisation and investment governance within the business and document the target architectural design to support strategic investment.
ICT Risk	Description and impact	Mitigation
Capacity	The organisational imperative to increase operational efficiency has led to an unprecedented level of demand on ICT. Alongside the need to maintain and support a growing technical estate this is putting increasing pressure on reducing resources. Attempting to introduce a programme of strategic change into this environment carries a high level of risk and may lead to a degrading or inconsistent level of service.	Implement strategies to free up business as usual resources (supplier partnership arrangements, service desk channel shift, licence management system) and introduce a new financial model which allows capacity to flex with demand.
Complexity	Many of the concepts and solutions that will comprise the Enterprise Architecture are complex and challenging to implement. This is particularly the case given the diversity of the organisation and the limited resources available to make the changes. As a result of this complexity there is a significant risk that analysis and planning will consume time and resource and hinder progress on delivery.	Design a strategic architecture balanced against the need to take some pragmatic, tactical decisions which allow us to deliver against more immediate demand.
Cultural Change	The successful implementation of this strategy will require a significant shift in the method of service delivery and potentially the actual services that are being delivered. In addition to changing technologies, we will need to develop a deeper understanding of business demand and a contextualising of technology's value. There is a risk that some of the ICT workforce will find it difficult to adjust to this degree of change.	Implement the Way We Work programme to assist managers and staff through the change process.