

Hammersmith and Fulham

IT Strategy 2010 - 2013

Enabling transformation
through efficiency



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1. Executive Summary





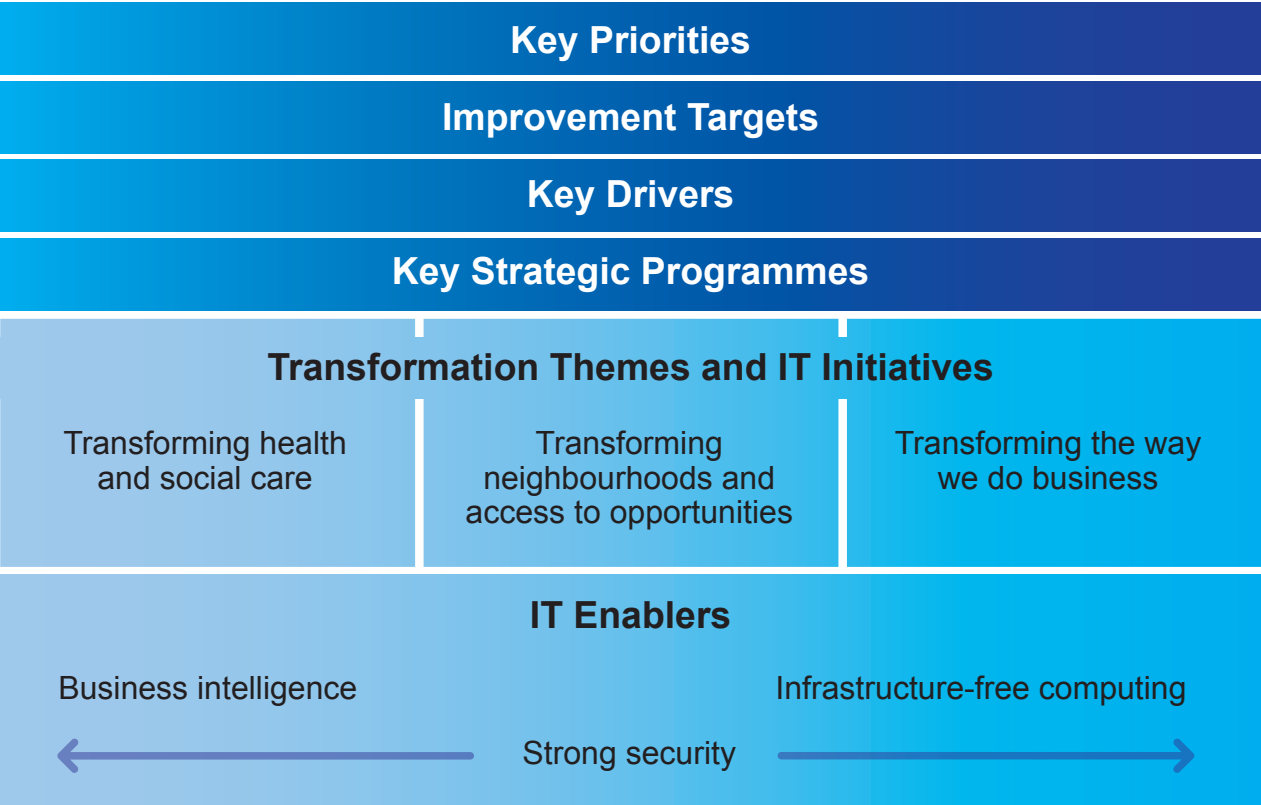
1. Executive Summary

The council faces significant financial and operational challenges and requires IT to support its response. This strategy sets out the context within which the council operates. Key drivers are asset management, budgetary control and cost reduction. This strategy describes how IT will enable it to rise to meet those challenges through establishing a sound platform of key enablers and deploying a range of

initiatives to deliver operational advantage.

- The council’s corporate plan sets out the following transformation themes through which it addresses the challenges (section 2)
- Transforming health care and social care;
 - Transforming neighbourhoods and access to opportunities;
 - Transforming the way we do business

Figure 1. IT Strategy Overview



These support the council's seven priorities (section 2.1).

Its transformation agenda focuses on improving resident satisfaction through increased quality and responsiveness of services, while at the same time dramatically reducing cost. Smart IT has a key role to play in helping H&F work together with residents, within the council, across the borough, with neighbouring boroughs and across public services generally.

The IT strategy overview in Figure 1 above sets out the context within which the strategy has been developed emphasising the importance of having a sound platform on which to build Smart IT which is simpler, better connected and easier to use to provide operational advantage.

Smart IT will deliver better use of technology to enable public services that have an impact on residents' daily lives;

through greater choice and personalisation, giving frontline staff the tools to deliver better public services through effective partnership working.

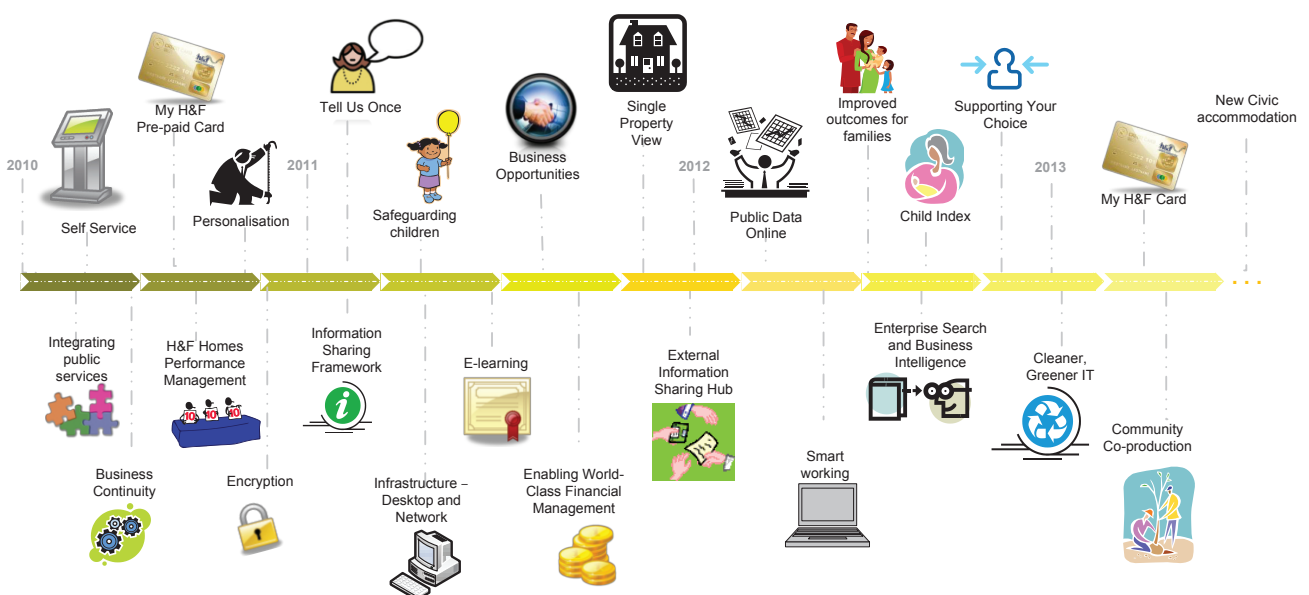
The vision of this IT strategy is in summary (section 3.2):

- Enabling a customer focus by providing the right tools
- Making every service mobile to deliver convenient and responsive services
- Supporting new ways of working through information and technology
- Building Jericho style security to meet modern demands for accessibility
- Managing information better to realise better value from its investment
- Rationalising applications – reducing, reusing and recycling

The IT strategy seeks to achieve this by enabling:

- Productivity improvements through improving transactional services, and by

Figure 2. Future Roadmap



helping front line staff to be more effective with information readily available where and when needed getting it right first time every time;

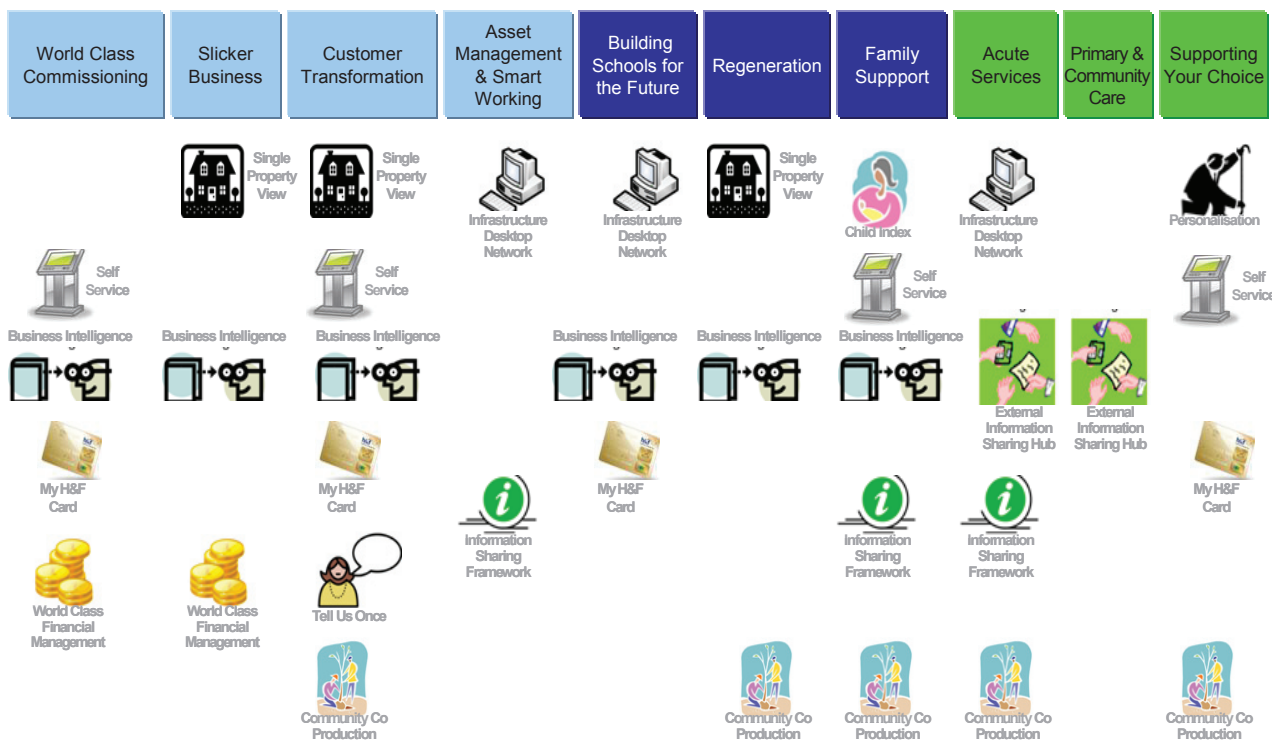
- Facilitating cost-effective services through channel migration, with further web transactions for customer self service, collaboration, and co-production leading to better targeted services.

The key milestones on the path to deliver the IT initiatives (section 5) and IT enablers (section 6) that realise this strategy are illustrated in the roadmap above and supported by a funding plan.

Some IT initiatives have been mapped against H&F transformation programme in Figure 3 to illustrate that some initiatives will support multiple programmes.

Figure 3. IT initiatives supporting the Transformation Programmes

Supporting the Transformation



The proposed IT initiatives on the future roadmap are mapped in Figure 4 against the transformation themes they support.

Success in delivering the IT strategy is dependant on having the right skills and expertise to realise the council’s vision. In 2006 the council laid the basis for successful

delivery by establishing H&F Bridge Partnership as the council’s strategic partner and IT service provider, (section 4). They will continue to support the council’s objectives by

- Reducing the costs in the IT operation, providing investment for the current transformation programme and supporting programme delivery

Figure 4. IT Initiatives and Transformation themes

| Themes | IT Initiatives |
|---|--|
| Transforming health care and social care | <ul style="list-style-type: none"> ✓ Supporting your choice: Giving service users control of the support they need through choice on provisioning of the services. ✓ Child Index: Extending customer insight to children and their families, to assist the support of residents and protection of vulnerable children. ✓ Integrating public services: Supporting collaboration across organisations to deliver joined-up services. ✓ Safeguarding children: Enabling a holistic approach across services and organisation boundaries in promoting the welfare and safety of children. ✓ Managed learning environments: Engaging pupils, parents and carers in advancing academic progress. |
| Transforming neighbourhoods and access to opportunities | <ul style="list-style-type: none"> ✓ Crime prevention: Sharing information assets with the police; using crime analysis applications to interrogate police data. ✓ Sharing services with our partners: Collaborating with other public sector organisations including the West London Alliance to leverage best practice, knowledge sharing and potential efficiencies across neighbouring organisations. ✓ Incident reporting: Enabling the public to report street scene incidents online with more efficient resolution. ✓ Cleaner, Greener IT: Meeting greening IT targets; reducing travel through increased SmartWorking. Improving energy management on equipment to reduce CO2 emissions. ✓ Community co-production: Engaging residents through social media to become co-producers with the council to improve services and encourage community engagement and cohesion. |
| Transforming the way we do business | <ul style="list-style-type: none"> ✓ Self-service & e-enablement: Responding to customer demands for convenience, 24*7 online services to improve the customer experience and reduce operational support costs. ✓ Personalisation: Design of services that identify residents and recognise their individual needs. ✓ My H&F card: A multi-function pre-pay card promoting services relevant to residents’ needs, extending and promoting the use of local businesses and community services. ✓ Tell us once, use many: Residents engaging with the council will have appropriate information securely shared across the council and partners to make it easier to deal with the organisation. ✓ Multiple engagement channels: Delivery of high quality first time resolution of customers needs irrespective of the access channel. ✓ Business insight and intelligence: Improving the use of information and management reporting to promote better decision making. ✓ Enabling world class financial management: Improving budget management across organisation. ✓ Single property view: Holistic view of street and property assets in the borough to inform council operations. ✓ SmartWorking: Enabling flexible working, knowledge sharing and collaboration to improve efficiency. ✓ E-learning: Performance management supplemented by role-based training and accessible e-learning to drive individual and organisational performance. |

Social and Economic Constraints



- Reducing the cost of council services through enhanced IT provision supporting the council's broader plans for transformation, commercialisation and the strategic programmes
- Proactively identifying technology opportunities for H&F to exploit, deploying innovation to provide a flexible platform to respond to a dynamic social and political environment
- Leveraging the wider shared service capabilities and synergies within the Agilisys group

- Developing business opportunities across the public sector in London, a key focus being development and implementation of shared services, to bring income into H&F

Effective IT governance combined with effective project management will deliver the required benefits, enabled by the Corporate Programme Management Office (PMO).



2. Council Priorities and Programmes




2. Council Priorities and Programmes

Council Key Priorities

2.1 The council has an over-riding objective of putting residents first and delivering the following priorities:

Figure 5. H&F Council Priorities





2.2 These priorities and the actions to put them into practice have been brought together in the council's **Corporate Plan 2009/2012** ([Appendix 1](#)) and in departmental business plans. The plan sets ten challenging improvement targets.

Operating Context

2.3 **Resident satisfaction:** in 2009 the Government published the outcomes of the national Place Survey undertaken in all local authority areas. Resident satisfaction with the way H&F runs things improved by 6% to 59%, compared with the last national survey in 2006. This outcome places H&F 10% above the national average and within the top five authorities in London for resident satisfaction. H&F is also in the top five London authorities for satisfaction with value for money.

2.4 **Asset Management:** the council will continue to reduce its requirement for property by better use of premises, disposing of those that are surplus to requirements. SmartWorking and Electronic Document Management System will further reduce the requirement for expensive office space and the council will continue to consolidate civic operations in the Hammersmith hub ahead of the completion of the new Civic Accommodation.

2.5 **Budgetary control:** finance is expected to be even more testing in the next few years, with significant reductions in general government grants expected to reduce year on year to levels well below previous years. H&F aspires to continue its reduction

in council tax and deliver further efficiencies by including value for money as a key target. IT will contribute by enabling further efficiencies in service delivery and provide managers with the relevant information to control budgets effectively.

2.6 **Cost reduction:** the council will use business intelligence and customer insight to ensure services are appropriately targeted and commercially provided. It will also reduce costs through category and vendor management and competition. In addition, the council through HFBP can trade IT services and provide shared services and facilities like pre-paid cards to other local authorities.

2.7 **Localism:** sets out a whole area approach to public services which will benefit residents by streamlining funding and removing barriers to co-operation. The new localism also sets out new freedoms from central performance and financial controls for the strongest performing places to deliver improved outcomes, drive growth and realise additional savings.

2.8 **Integrating Public Services:** aims to improve resident and customer satisfaction with public services in H&F by aligning two organisations to deliver high quality, timely, effective services, with best value for money; delivering real, early benefits that will make a difference to residents; supporting both organisations, NHS HF and H&F, to achieve and maintain excellence in delivering their functions; and, over the long term, reduce health inequalities and regenerate neighbourhoods.

2.9 *Government freedom, fairness and responsibility agenda*: the council will deploy appropriate technology to allow local engagement and policy determination. Delivery of services like Support Your Choice will be enabled through delivering market making technology.

Key Strategic Programmes

2.10 The key strategic programmes required to meet the improvement targets are outlined below.

Transforming health and social care:

- *Primary and community care*: developing integrated commissioning services for residents which improve patient and service outcomes across organisational boundaries and reduce unnecessary admissions to hospital and reliance on statutory services through preventive and targeted services delivered in the most appropriate settings at the most appropriate time;
- *Reproviding acute services*: working to deliver healthcare closer to home in the most appropriate settings;
- *Supporting your choice*: offering service users more choice and control about how their allocated funding is used to meet their needs. Increasing personalisation of services and avoiding unnecessary dependency; improving the quality of signposting and information to the whole population.

Figure 6. H&F Transformation Programmes



Transforming neighbourhoods and access to opportunities:

- *Regeneration*: encompassing physical, social and economic regeneration, this seeks to build decent neighbourhoods by addressing housing, educational and health needs, making H&F a borough of opportunity for the local economy, improving residents’ perception and making H&F a cleaner, greener borough;
- *Family support*: coordinating the response to the multiple housing, educational, social and health issues affecting the most deprived families, with a focus on prevention and early intervention to break the cycle of poverty and dependency and to help them secure better opportunities;

- *Building schools for the future*: reviewing the way forward for our schools over the next 10 years. The original programme is on hold.

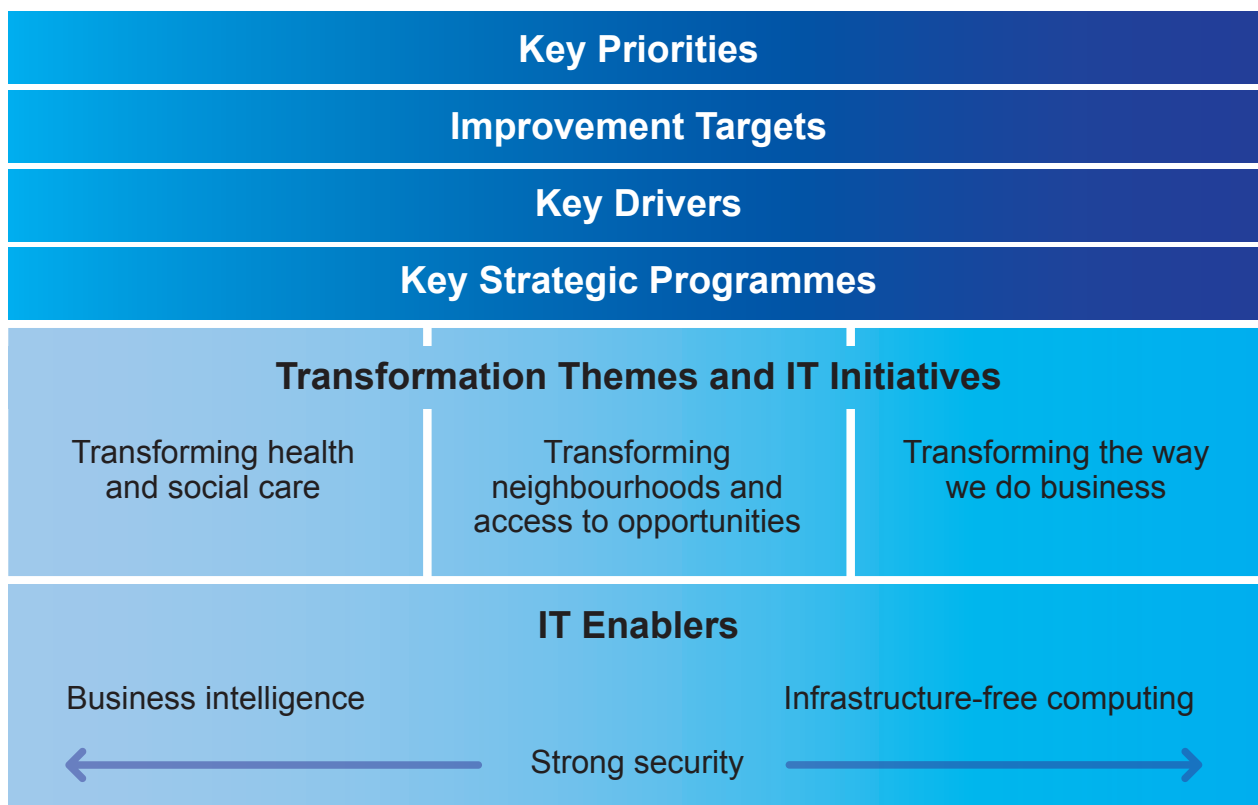
Transforming the way we do business:

- *Customer transformation*: building on the customer access strategy work to align people, processes and technology so that customers (including residents and businesses) are clearly at the heart of how H&F works, making the council both easier and faster to do business with but also delivering efficiency;
- *Slicker business*: improving the efficiency of core administrative processes through initiatives such as exploring opportunities to share services with neighbouring organisations on a tactical or strategic basis,

implementing the corporate services review, improving procurement capability and world class financial management to allow us to focus on core activities and avoid duplication;

- *Efficient use of assets (Corporate Accommodation)*: driving through improvements in the use of assets such as buildings through SmartWorking, and facilities management, transforming the way the council works and optimising use of property;
- *World class commissioning (WCC)*: achieving the competencies, and behavioural changes to enable commissioning that delivers better health and wellbeing for the population, improved health outcomes and reduced health inequalities.

Figure 7. IT Strategy Overview





3. The IT Vision



3. The IT Vision

3.1 As well as continuing to deliver its key priorities, the council is embarking on significant transformational change and sees this business change being enabled by technology. Technology alone will not transform the council, but the council cannot transform to meet residents' expectations without it.

3.2 The vision of this IT strategy is in summary:

- Customer focus
- Every service mobile
- New ways of working
- Jericho style security
- Managing information better
- Rationalisation of applications – reducing, reusing and recycling

Customer focus

3.3 There will be a paradigm shift in interaction with our residents. Eliminating the need for face to face interactions will be a priority but key to that is really knowing customers, holding a single public service record for our residents and delivering a shared identity service. This will in turn enable tailored service provision, clear and relevant communication and the potential for cross selling and commercialisation of services as well as the targeting of those who would normally be digitally excluded.

The council's brand will therefore be critical to promote but how services are provisioned will be irrelevant as long as the quality and brand is maintained.

New ways of working

3.4 With commodity computing it will be possible to eliminate desktop devices and desktop phones. Staff are then freed to work wherever and whenever they need to. Technologies like presence/availability, videoconferencing, collaboration, unified messaging, social networking, and smart meetings will deliver a SmartWorking environment, enabling staff to work together across space and time.

Every service mobile

3.5 Residents will be able to access any service on the move e.g. via an iPhone. In an increasingly interactive world, this in turn means H&F needs to ensure it can respond to its residents and customers demands and enable efficient information exchange through open and secure information portals and supporting business applications – for example, '*Supporting your choice*'.

3.6 Deploying services across a range of platforms will also enable front-line workers to work efficiently and responsively in

providing services to residents by providing information where and how it is needed.

Jericho style security

3.7 Jericho style security offers a solution by removing the perimeter, or outer security boundary from the organisation. It protects systems and data on multiple levels by using a mixture of encryption, inherently-secure computer systems and data-level authentication rather than relying on protecting the network boundary.

3.8 A more mature approach to security than the current stance embedded in Government Connect codes of connection will become the norm. Supported by information classification, personal information will be better managed. A central point of truth for identity will be established building residents trust to hold, process and share securely data about them.

Managing information better

3.9 Information is a key resource i.e. valuable and essential for the proper conduct of all aspects of the council's business.

- Staff need information to do their jobs efficiently and effectively – information and information technology **support the business objectives;**
- Data requires a strong framework to ensure consistency internally and with relevant national standards – information will operate within a **centrally managed framework** offering a more holistic view of information across its services and better information to identify opportunities for service improvements and process efficiencies;

- In order to operate efficiently, data must be secure and available – information will be **securely available where required.**

3.10 This will be developed further through a Council-wide information management strategy.

Rationalisation of applications – reducing, reusing and recycling

3.11 The principle of consolidating and reducing the number of applications H&F is using will be adopted to reduce complexity and enforce a more standardised approach, thus facilitating more shared services. Staff will only have access to the functionality of an application that they need. These measures will simplify training requirements, improve data quality and reduce support costs. This will be further supported by improving systems integration to remove duplication of data entry and the consequent problems of data integrity.

Opportunities

3.12 The specific opportunities for transformation through efficiency are detailed in section 4. Overall this technology-enabled transformation will help ensure that:

- Residents and businesses have choice and personalisation;
- Residents find it easier to deal with the council;
- Residents feel more engaged;
- Residents benefit from efficiencies;
- Managers are able to free resources from back office to the frontline;
- Frontline staff have better tools to undertake their jobs, and the opportunity



to provide better service as a result;

- Council provides value for money services as these are configured in the most efficient way possible.
- Council can maximise the commercial potential of the way services are provided while offering choice to customers.

Key Features

3.13 The key features of the IT vision include:

- An **integrated** approach to capturing and using data, with no duplication of data entry and a common user interface;
- Fast and **efficient data entry** and retrieval;
- Secure **access to information wherever it is required**. This is likely to require continued and increased investment in devices such as laptops and PDAs;
- Virtually **paperless** operation – recording and accessing data electronically;
- **Reliable hardware, software and networks** with minimal downtime and effective support;
- A **computer literate and well-trained workforce** who are confident about using technology.



4. IT Governance

4. IT Governance



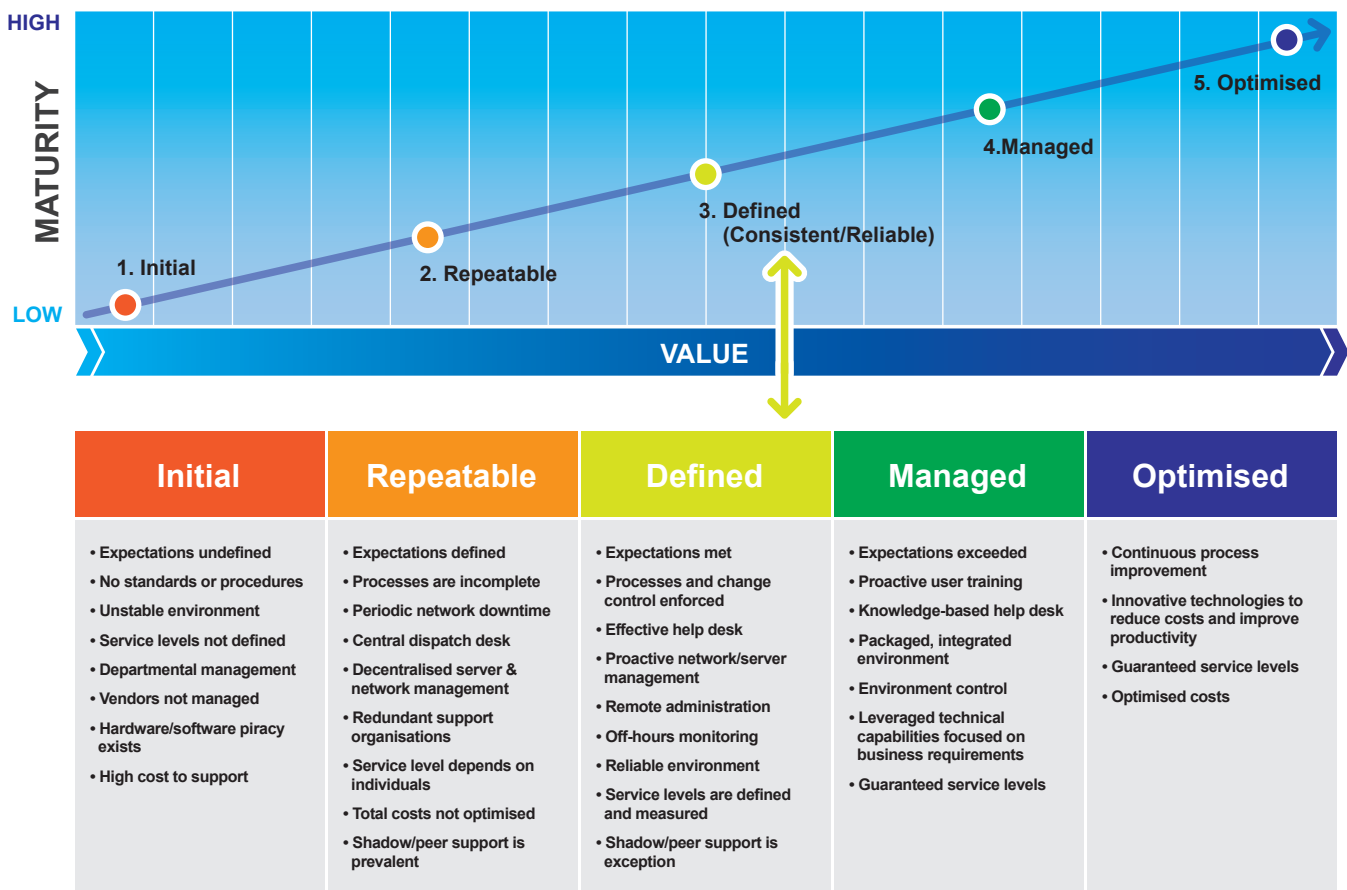
- 4.1 H&F IT services have been provided through a joint venture company (JVC), H&F Bridge Partnership, since November 2006. The mutually agreed vision between H&F and Agilisys in creating HFBP was to act as strategic partners rather than acting independently, strengthening both organisations. A JVC model was selected to exploit shared service opportunities, both at H&F and across the public sector in London.
- 4.2 The main goals for HFBP are:
- reducing costs in the IT operation, providing investment for the current transformation programme and supporting programme delivery, thereby securing its position as the service provider of choice for H&F as IT delivery and projects partner;
 - reducing the cost of council services through enhanced IT provision, supporting the council's broader plans for transformation and the strategic programmes;
 - proactively identifying technology opportunities for H&F to exploit, deploying innovation to provide a flexible platform to respond to a dynamic social and political environment;
 - leveraging the wider shared service capabilities and synergies within the Agilisys group;
- 4.3 Effective IT governance combined with effective project management will deliver the required benefits. The Corporate Programme Management Office (PMO) has a crucial role to play in developing effective programme and project management across a range of initiatives:
- the H&F "Centre of Excellence" for programme and project management, developing the skills required
 - the H&F Project Management Toolkit and Programme Management Framework providing effective support for programme and project managers and sponsors
 - the Programme and Project Management Governance Framework, providing effective selection and prioritisation of initiatives and subsequent management and escalation of risks and issues.
- 4.3 Effective IT governance combined with effective project management will deliver the required benefits. The Corporate Programme Management Office (PMO) has a crucial role to play in developing effective programme and project management across a range of initiatives:
- developing business opportunities across the public sector in London, a key focus being development and implementation of shared services, to bring income into H&F. See [Appendix 3](#) for further details.

Maturity Model and Transformation of Service

- 4.4 The council has a good IT technical infrastructure which is well placed to grow and develop as delivery of the IT service moves up the maturity curve (illustrated in Figure 8 below). The overarching industry trend is that organisations want to concentrate on their core business and move away from providing an IT service.
- 4.5 As of April 2010, the technical infrastructure arm of HFBP is now part of the Agilisys Managed Service and it will be able to leverage the best from both organizations to provide a more mature technology model moving forward.

- 4.6 During a recent council audit, it was observed that the existing charging mechanism for file storage was impressive because it makes transparent to the client the cost and consumption of unstructured storage.
- 4.7 As part of the maturity model all computing resources will be migrated from the traditional model into a cost per unit of consumption. This will allow the council to pay for its IT infrastructure as a service (IaaS), and further improve the transparency of its IT budgets.

Figure 8. IT Operational Maturity Model





- 4.8 Delivering the optimised band on the IT operational maturity model will include:
- improved metrics on service delivery
 - reduced costs by leveraging efficiencies from virtualization and other innovations
 - standardisation of processes
 - improving resilience in the service and reducing application downtime, whether planned or unplanned
 - further improving the SLA on number of calls resolved at first point of contact
 - implementation of a Technical Design Authority
 - technical roadmap which will proactively deliver the benefits of new technologies.



5. IT Initiatives

5. IT Initiatives

5.1 This section details the IT initiatives that have been created to help enable the council’s strategic programmes, grouped by the three themes identified below.

| Themes | IT Initiatives |
|---|--|
| Transforming health care and social care | <ul style="list-style-type: none"> ✓ Supporting your choice: Giving service users control of the support they need through choice on provisioning of the services. ✓ Child Index: Extending customer insight to children and their families, to assist the support of residents and protection of vulnerable children. ✓ Integrating public services: Supporting collaboration across organisations to deliver joined-up services. ✓ Safeguarding children: Enabling a holistic approach across services and organisation boundaries in promoting the welfare and safety of children. ✓ Managed learning environments: Engaging pupils, parents and carers in advancing academic progress. |
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| Transforming the way we do business | <ul style="list-style-type: none"> ✓ Self-service & e-enablement: Responding to customer demands for convenience, 24*7 online services to improve the customer experience and reduce operational support costs. ✓ Personalisation: Design of services that identify residents and recognise their individual needs. ✓ My H&F card: A multi-function pre-pay card promoting services relevant to residents' needs, extending and promoting the use of local businesses and community services. ✓ Tell us once, use many: Residents engaging with the council will have appropriate information securely shared across the council and partners to make it easier to deal with the organisation. ✓ Multiple engagement channels: Delivery of high quality first time resolution of customers needs irrespective of the access channel. ✓ Business insight and intelligence: Improving the use of information and management reporting to promote better decision making. ✓ Enabling world class financial management: Improving budget management across organisation. ✓ Single property view: Holistic view of street and property assets in the borough to inform council operations. ✓ SmartWorking: Enabling flexible working, knowledge sharing and collaboration to improve efficiency. ✓ E-learning: Performance management supplemented by role-based training and accessible e-learning to drive individual and organisational performance. |

Social and Economic Constraints

Figure 9. H&F Transformation Programmes and Initiatives

5.20 Community co-production involves residents participating in decisions about policies and funding priorities, giving communities the ability to take control of budgets through community-led debates, neighbourhood votes and public meetings. This gives residents an opportunity to have their say on council services for their neighbourhood, ranging from community wardens to tackle anti-social behaviour through to new play areas for children or better transport solutions.

5.21 People want access to information and online tools which allow them to participate and engage with the council rather than having a passive relationship with them e.g. the cycling accident hotspot website where cyclists themselves have fed back on safer routes and helped councils redesign routes more safely. The established access channels will be supplemented by web-based engagement channels to promote residents' involvement in co-production with the council.

5.22 Elected members will be provided with tools to enable them to engage effectively and securely with their constituents, including having visibility of enquiries, complaints and compliments.

Transforming the way we do Business:

Self Service and E-enablement

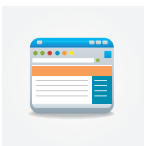
5.23 The council places its customers at the heart of its services and future plans. With a rise in social networking and tailored communications around the needs and

interests of the individual and of specific interest groups, there is recognition of a paradigm shift in the way people interact and collaborate. The council aims to exploit the social networking medium to interact and collaborate with its customers, for example, using Facebook to communicate with staff and customers in emergencies or using Twitter for complaints.

5.24 The council aims to develop the website as a key customer channel whose importance can only dramatically increase. Website development will respond to the needs of the community, providing a portal to access services on-line. The website needs to be developed inline with 'One Website' Integration and Usability Policy ([Appendix 6](#)).


5.25 The council aims to improve significantly the customer experience on the H&F website by providing the ability for residents to transact with direct access to their council tax account, and/or their housing benefits account together with the ability to complete a visitor parking permit application. Further personalisation, accessibility and usability improvements are also aims.

5.26 Other projects include developing self assessment processes for disabled people registering for housing and adaptations; contact centre and web improvements for tenants to order repairs, make payments, book appointments, and log faults; continuing to rollout across all parking zones electronic permits, SmartVisitors and electronic blue badges to reduce the growing problem of their theft and misuse.




Transforming health care and social care:


Supporting Your Choice

- 
- 5.2 Residents will have more control and choice about the services they receive, through selection of providers for the services they need. The WLA authorities will match residents' needs with providers' offerings through an online brokerage service enabling the council to robustly monitor the quality, performance and value for money of the services delivered.

Child Index


- 
- 5.3 Customer insight will be extended to include children and families in the borough in the form of a child index, giving those areas with appropriate security rights the relevant information to provide prompt and appropriate support.

Integrating public services and safeguarding children


- 
- 5.4 A holistic approach to providing care and council services means improving interactions with service users and collaborating with external agencies on the welfare of residents. IT will enable the integration of public services by sharing information and systems to facilitate collaboration. As part of the work being undertaken locally to reduce the risks in relation to safeguarding children, improvements in IT systems, in particular reporting, are intended to reduce the amount of time spent on administration or processing data, thus providing more time for face to face time and other best social work practice, including:

- More direct contact with children and families;
- Undertaking risk analysis and assessment;
- Formulating (with managers) appropriate plans and interventions.

Working together across organisations


- 
- 5.5 There is a need to exchange information securely with other organisations such as the third sector. Many of the frontline workers jointly deliver services to vulnerable children and adults with the third sector, comprising charities, charitable companies, social enterprises and entrepreneurs, volunteers and not-for profit organisations. This generates specific requirements for secure access to and transmission of sensitive information. We need to work closely with external partner organisations to provide efficient and effective services to our residents. Standardisation of information and communications will enable data and services to be shared between organisations as they build and share extranets.

Transforming education through technology


- 
- 5.6 H&F will look to transform teaching and learning for children and young people living in the borough, seeking ways to enable personalised learning regardless of location, and making it possible for students and teachers to collaborate with each other and connect to the resources they need, simply, quickly and securely, putting children on the super highway by giving them access to suitable devices.

Transforming Neighbourhoods and Access to Opportunities:

Crime Prevention

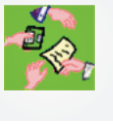


5.7 Analysis currently undertaken of adult crime is to be expanded to include youth crime. Existing crime analysis applications can be used. Patterns and frequencies of adult and youth crime, and comparisons of deprivation or other resident characteristics can inform decisions on service provision. Other data from the police, such as sources of 999 calls, can also be mapped to show distributions of emergencies, which, in turn, can be used by relevant business areas.



5.8 Improved liaison between the metropolitan police and H&F Homes (HFH) anti-social behaviour (ASB) officers and/or Legal services would reduce the need for police to review paper files. The adoption of an electronic hub approach to facilitate data sharing, similar to the way NHS HF shares data with external organisations, will be investigated.


Sharing services with our partners




5.9 The council is committed to shared solutions with other public sector bodies and is actively working with the Royal Borough of Kensington & Chelsea (RBK&C), Westminster, Rochdale MBC, WLA, Capital Ambition, Bexley and Wandsworth on a series of programmes. It is essential for public sector bodies to adopt standard policies and processes so that the economies of scale can be realised. IT will be a key enabler in delivering such shared services building on a potential shared network for London. The most

advanced initiatives are the contact centre, legal, highways, parking back office, schools improvement, commissioning adult social care, CCTV for community safety and parking, and integration between the council and NHS HF.

Incident Reporting




5.10 Systems will be implemented to enable residents to view and report street scene incidents online while linkages to back-office applications will be improved, so issues can be handled and resolved promptly, while providing residents feedback on resolution to incidents cleared and hot spots.



5.11 Currently there is a two-way link between the contact centre's primary business application, Lagan Frontline, and the back-end system, Confirm. However, each incident could be more effectively dealt with if spatial data were to be captured to pinpoint the actual site through the Geographic Information System (GIS) and passed to Confirm. The council's officers responsible for inspections will also be collecting location-specific data via their hand-held devices linked via GPRS to the back-end Confirm system, using maps on the hand-held to increase spatial accuracy.

Cleaner, Greener IT



5.12 The council has a strong green agenda. IT can help to reduce the large carbon footprint contributing towards global warming, for example by efficient document storage and power management in IT equipment. Technology enables SmartWorking, eliminating unnecessary travel, saving and optimising the use of

5.27 Tactically enriching the website will provide communities of interest with the opportunity to work together to build and own their services. The resulting portal should be clearly branded and state the Council's ethos and way of working, offering a commitment on what the Council will do in return for a pattern of behaviour from the customer.

5.28 The public will be able find information themselves without submitting a Request for Information (RFI). Common RFI data such as council spend or parking ticket volumes issued can be published on the website so customers can self serve. FOI RFI's previously answered will be resolved more quickly by directing customers to the published information on the website reducing staff effort.

Personalisation

5.29 Residents will have better access to information and services through a personalised customer portal with online and mobile self-service capabilities.

5.30 This builds a platform for the new localism agenda and for future online transactions, and to enable higher take up of targeted services through reducing barriers for customers.

5.31 Personalisation and registration also offer the opportunity to market to residents interested in specific services and to keep them up to date with current topics of interest and enhances the council's ability to understand the needs and concerns of residents.

5.32 The council's 6 methods of online registration will gradually reduce to one through the self service portal - while this does not realise savings in itself, it avoids future cost in building further point registration for each service and removes a deterrent to customers wishing to use the website.

My H&F Card

5.33 A multi-function My H&F card will promote services and local businesses to residents, while providing improved customer insight needed to tailor service delivery. H&F cards with a prepaid facility will be made available so that residents can conveniently access the services that they want. Mobile devices will be used to view balances and top up cards to improve customer convenience further, reducing the need to physically go to locations that provide top-up facilities.

5.34 The H&F card will also provide residents access to services - sporting facilities, libraries, parking in the borough as examples. This card will also be programmable to fit different user profiles based on research into what most delivers value to our customers. Examples include concessions, entitlement or access to facilities, rewards, shop local and payments.

Tell us Once

5.35 Tell us Once is a major programme being led by the Department for Work and Pensions (DWP) on behalf of Government as a whole to transform the way in which people can tell Government (central and local) about changes to their





accommodation. SmartWorking also improves staff productivity through increased availability, overcoming the restrictions of location and traditional working hours. A number of key carbon reduction initiatives have been implemented since 2008.

5.13 The government has set targets for local authorities to reduce carbon emissions. The council's carbon management project is both monitoring the NI185 target on use of energy and delivering on the council's carbon commitment to reduce carbon by 40% over 5 years.

5.14 The data centre service supplier has opened its first Energy Centre, a carbon neutral data centre in the Netherlands, which now has double the power previously available with zero effect on the environment. This adopted 'free cooling' techniques, using outside air to cool the equipment inside. The council will consider whether to relocate its services to a carbon neutral data centre.

5.15 Another technology that can be deployed is one for the telephony and data networks that will power off these services when not in use, for example overnight, but not to the extent of jeopardising service where really needed.



5.16 Smart building software (an extension of that described above) can also be deployed particularly in new buildings and is recommended for the new Civic Accommodation. This permits central management and monitoring of all facilities

– power, data and phone network, lifts, security access, heating, ventilation and lighting etc. from one central location, which can be anywhere in the world by using Internet Protocol (IP) technology.

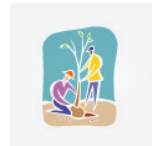
5.17 Although the council is reviewing its workplace strategy, to date thin client deployment has made power environmental savings in preserving the use of otherwise outdated PCs beyond their natural lifecycle. The WEEE regulations have done much to encourage proper disposal of equipment, and to encourage re-use where possible. Thin client technology not only prolongs the life of hardware, but helps with security issues such as using Government Connect.

5.18 Desktop workstations should be used for as long as possible and recycled internally based on fitness for purpose. So far this has pushed the lifetime of the average workstation up to 8 years (previously 3 years) resulting in both efficiencies and carbon emission savings.



Community Co-production

5.19 The localism agenda looks to devolve powers from national and regional levels to local councils and looks to ways in which councils can be made more accountable to local people rather than to national regulatory bodies and central government. Public attitudes are changing: increasingly people expect to be informed and consulted about how services are going to be run and how their money is going to be raised and spent.



circumstances. At its heart is the proposition that people should only have to tell us things – like a birth or death – once and the information will be shared with all the government departments and agencies that need to know.

5.36 The council aims to reuse existing data held on customers within the client index. A single proof of identity for residents can be presented and maintained across the organisation, saving the customer time, for example when processing school applications. By linking the school applications system to the council tax record via the client index, it should simplify the school applications process and enhance residents' experience of the service. Instances of fraudulent applications could also be highlighted.

Multiple Engagement Channels

5.37 We aim to tailor communications to residents based on their needs. To do this, we need to use customer insight provided through the integration of the client index, gazetteer and relevant datasets across business areas.

Business Opportunities

5.38 Potential uses for targeted communications are:

- Customers paying business rates can be targeted about trade waste, and potential customers can be identified by joining up data;
- Residents registering for a marriage certificate can be provided with brochures for council-owned wedding venues such as Fulham Palace;

- Information packs targeting specific life-events, e.g. "welcome to the borough" packs for residents moving within or into the borough, can provide key information;
- Payment points in the borough such as nearby post offices can be highlighted to residents via eGIS either online or via post.

5.39 The council will support residents in how they want to communicate, e.g. online or mobile devices. Quality face to face communication for those residents who require it will be supported by integrated access to information.

Information Sharing Framework

5.40 The council aims to make better use of its assets. Information is one of its key assets and IT can promote slicker business by ensuring that access to data is appropriate, and that the data itself is accurate and available in a timely manner - right access, right information, right time.

5.41 Maintaining web information currency is critical to the credibility of the service the council provides and will be a key task for information management.

5.42 Sharing data between public sector bodies is crucial to enable effective services. We aim to ensure that information will be securely shared across business areas and external partners, in line with DPA and other legislative requirements.

5.43 Sharing information across business areas will provide a holistic view and therefore allow staff to make informed decisions and provide a better service to customers. In

order to achieve this, the council needs a corporate framework of agreed principles for data sharing across business areas and with external organisations. The DPA must not be used to justify unnecessary barriers to sharing information.

5.44 Building a corporate data sharing framework requires:

- A catalogue of information within H&F, detailing who owns it and who the information is shared with (including systems);
- Information classification tools which assess data sensitivity within an agreed security framework, ensuring that the access is appropriate to the data;
- Effective information management based on evaluation of best of breed functionality in relation to records management and enterprise wide search;
- The ability to share data for all purposes by ensuring consistent and appropriate customer declarations when the data is captured (Fair Processing) ;
- A supporting technology framework meeting appropriate obligations and guidelines.

5.45 Some examples of data sharing benefits are detailed below:

- The council tax team would be able to make an informed decision on not pursuing non-payments where it is impossible to collect council tax, if HFH points out arrears in rents;
- Sharing data on diversity, vulnerability, high support needs and mental health problems across HFH and health, will enable HFH to allocate correct housing;

- Delighting customers by not having to answer the same questions to staff from different departments.

5.46 A corporate electronic document management system (EDMS) is used to manage documents and workflow by storing and retrieving document images and is integrated with line of business applications used by some business areas such as social care and revenues and benefits.

5.47 Rolling out the corporate EDMS more aggressively to other business areas, such as finance, environment and human resources, will realize further benefits. By linking the EDMS to an offsite physical document storage facility, frequently retrieved documents can be digitised and placed online for faster retrieval.

Business Insight and Intelligence

5.48 Knowledge management and sharing (KM) involves using the ideas, knowledge and experience of employees, customers and suppliers to improve an organisation's performance. Without KM, people in organisations tend to remain fixed in silos, poorly knitted together, with little sharing of good practice and prone to duplicating work. This proves time-consuming, costly, and can lead to disappointing results. H&F needs to invest in KM to provide a set of practical approaches and collaboration tools to ensure that we learn from past experiences and share these lessons. This will help to build the council's knowledge.

5.49 Learning to work within the council's frameworks requires considerable effort,

because of the inherent complexity of all the knowledge that is needed. Use of systems is an essential part of the skill set required to undertake specific roles. The intranet is a useful tool for knowledge management and sharing. The council will investigate the use of wikis for business areas such as finance and the use of blogs to share knowledge and experiences. Proper knowledge management requires dedicated resources with the right skills and therefore investment.

5.50 There is a need to create networking opportunities appropriate to a distributed workforce using technology opportunities such as forums and social networking sites. This depends as much on culture as it does on technology.



5.51 The council has a number of datasets that should be seen as organisation-wide assets, including customer, property and geographic information. Re-using these existing datasets is more cost-effective. By linking up data and broadening its use, the council has a better understanding of the customer's needs.

5.52 The council aims to improve reporting by allowing business areas to more easily produce reports from multiple data sources. Rationalisation of database reporting tools is required to optimise the licensing costs, as well as enabling a holistic view across H&F. This must be supported by investment in council-side report-writing skills. Rationalising tools will enable report writing expertise to be more widely available, across the council.



5.53 The council's geographic information system (GIS) contains a range of spatial information - maps, graphs or data - that can help analysis and inform decision-making. It helps to identify where features, services and needs may be by mapping them to locations and can demonstrate trends and correlations graphically to help improve service delivery and planning. Geographic information is available for public access via the H&F website while eGIS is used internally across the whole council.

5.54 Accurate and up-to-date geographic information is essential to support decision-making and for H&F to maintain an accurate representation of its services and other public sector services in the borough. The council can use GIS for example on analysis of concentrations of road traffic accidents against planned developments for areas of highway in high concentration zones. This can be used for planning preventative action.

5.55 The client index helps the council understand its customers. Data is fed from 8 key business areas into the client index which is then matched and merged into one single view of the customer which enables key business areas to view and update customer data.

5.56 The council aims to improve the accuracy of the information on our customers to design our services around their needs of the population. This will be done by aggregating data from libraries, school applications and potentially violent service users (PVSU) to the client index, allowing

more business areas to have better customer insight.

Enabling World Class Financial Management

- 5.57 This will improve processes and presentation of integrated finance and activity information to ensure best in class performance levels, enabling managers to self-serve with financial reports. A number of transformation programmes create the need for the council to change and/or create sophisticated workflows and decision engines which will assist in providing self-documenting processes that are refined over time. There will be a significant shift towards a learning organisation as the benefits of self-documenting processes are realised and promoted.

Single Property View

- 5.58 H&F maintains property and street gazetteers as the core address and street information for the borough. Maintaining the accuracy of the gazetteer is crucial to responsive and reliable service delivery by H&F and other providers to our customers, such as the blue light emergency services. Business areas such as the contact centre and parking have systems linked to the property gazetteer, and highways use the street equivalent. Each property is referenced by a Unique Property Reference Number (UPRN) and each street by a Unique Street Reference Number (USRN).
- 5.59 The council aims to make the property gazetteer the main source of property data across the council in order to enable efficient

and integrated service delivery, achieving the goal of “capture once, use many times”. To do so, we need to ensure that the gazetteer is complete and up-to-date by comparing it with other address datasets such as those in electoral registration and council tax, addressing anomalies.

- 5.60 The street naming and numbering process also needs to be reviewed to accommodate the business needs of different departments; for example, the process should allow for referencing of locations earlier in the address life-cycle, before formal creation in the gazetteer.

- 5.61 This will involve:

- Providing a Single Property View - a property dashboard based on data from key prioritised applications.
- Providing access to all documents held on specific properties by indexing documents in the council’s EDMS based on the gazetteer’s UPRN;
- Identifying all key applications using and storing property addresses that will benefit from an address look-up to gazetteer;
- Developing a gazetteer search function for these applications to utilise.
- Introducing changes to systems holding addresses, to capture the UPRN;
- Matching and cleansing existing address data in these applications against the gazetteer, resolving any data discrepancies such as missing UPRNs. Where appropriate, the address format could be standardised to the gazetteer master for consistency;
- Incorporating the gazetteer search function into back office systems in order



to look up address data at the point of data entry.

Smart Working

- 5.62 Through the SmartWorking programme, the council is working to create a more flexible, versatile and therefore more efficient workforce. To achieve this, H&F is introducing new technology, and different working practices in a way that can deliver substantial benefits in employee motivation, productivity and service delivery. This in turn will realise accommodation savings while increasing the options in attracting and retaining the right people, improving customer service and increasing residents' satisfaction with the service we provide. It is recognised that this will require a different level of IT support service.



- 5.63 The council aims to make staff more effective by providing them with access from any location to real time information and the systems to help them do their work.

E-learning

- 5.64 e-Learning allows more cost-effective provision of mandatory and skills enhancing training. This requires multimedia and development of the workplace strategy, together with course content. The requirement for role based training originates in the need to guide individuals in learning the required skills for being able to work more productively and efficiently armed with a better understanding of the systems capabilities available to them.






6. IT Enablers

6. IT Enablers

6.1 H&F currently has over 3,800 staff with IT access using more than 3,900 workplace devices around 400 of which are laptops or tablet PCs. Over 1500 staff are able to SmartWork. 2,500 mobile phones and more than 700 Blackberries are in use. IT is deployed at 55 sites across the H&F corporate network with additional services provided for remote access and third party providers via the Internet, GCSX & N3 networks. Service is provided from one out of borough data centre and one computer room in the borough.

6.2 Key features of the IT strategy are set out below:

- 
- Business intelligence based on a centralised information sharing framework enabling information to be entered once and used many times within an IT integration hub, thus improving data quality, enabling efficiencies in data collection and enabling a resident-centric perspective of service provision;
 - Standardisation of applications and hardware, reducing diversity and complexity, allowing fewer staff to concentrate on delivering a higher quality service with greater availability;
 - Multi-channel applications ensuring that services are available through mobile devices, web browsers, e-mail and

and telephone as appropriate. Single sign-on, personalisation and device awareness make it easy for residents and staff alike to interact with different applications through different channels as they wish to get their tasks done;

- Strong security underpins the service.

6.3 These features are set out in the Strategic IT Framework (SIF), which represents a blueprint for technological change. This is underpinned by developments to provide a reliable, flexible and cost-effective IT infrastructure that responds to the changing business requirements, based on:

- Network links provided as a service rather than through dedicated hardware;
- Improved security arrangements supporting collaboration and mobile data;
- Business continuity service providing resilience for thirty critical applications;
- Enabling sound and vision to the desktop enabling access to training materials or staff briefings;
- A new workplace strategy, to improve functionality and performance
- Cloud computing, offering secure, cost-effective and scalable data storage;

6.4 To realise the vision, the following innovations in IT will be needed.



6.17 Interoperability, open standards and service oriented perspectives are key requirements for applications in order to meet H&F's goals of integrating public services. Significant progress has been made through the Strategic IT Framework (SIF) blueprint for change, and this will continue to be developed to reduce the number and complexity of interfaces, increase consistency of data, reduce the number of applications and increase the opportunities for shared data and services.

6.18 Application purchasing will focus on applications which meet and migrate rapidly to this strategy by eliminating diversity. Costs will be driven down by robust vendor management, contract renegotiation and the use of competition for IT service.

6.19 The council will increase collaboration, with partners, reduce costs and increase flexibility and innovation by making use of open source software wherever it is possible. It will look specifically at the potential use of Open Office as a free alternative to the Microsoft Office suite of interrelated desktop applications. The council will also reduce costs by making optimum use of publicly available open standards, particularly around component based design.

6.20 The current strategy for deploying Linux workstations will be reviewed in the context of the Council's new Enterprise Agreement with Microsoft.

6.21 Open source has been used where possible within the application infrastructure. Currently Apache is used as the web server for both Frameworki and Trent; Tomcat is used to a limited extent within Trent and Academy. Use of these platforms is restricted by application vendor support.

Business Continuity

6.22 Business continuity will be implemented to give H&F resilience for around thirty first order applications, determined by their criticality to business operations.

6.23 Modern networks allow distribution of data and services across multiple sites for business continuity thereby providing a single pool of capacity in a virtual data centre which ensures cost effectiveness by using all servers all of the time. With this infrastructure in place whole server mirroring can be employed, where necessary, to provide high availability protection for legacy applications.

6.24 Overall, these approaches deliver reduced costs and higher availability of end user services to meet the developing 24x7 perspective of residents and the increased flexibility that benefits all users.

Workplace (Desktop) Strategy

6.25 Currently the council is committed to thin client or standard PCs as the most cost effective way to deploy services. A new strategy is under development to make it easier for staff to roam between devices and so optimise use of accommodation.



6.5 Smart IT has a key role to play in helping H&F work together with residents, within the council, across the borough and with neighbouring boroughs. Smart IT is simpler, better connected and easier to use.

6.6 Delivering the IT to run the business depends on a reliable, flexible and cost-effective IT infrastructure that responds to the changing business requirements.

6.7 This will be based on further virtualisation, encompassing everything from desktops through to the network, plus incorporating more resilience in the design of new technology provision. This will mitigate the relatively high support costs and maintenance associated with the current infrastructure, by:

- Enabling more flexibility around installing different software versions;
- Thin provisioning of data to make more efficient use of storage;
- Supporting a distributed business continuity solution for increased resilience.

Strategic IT Framework (SIF)

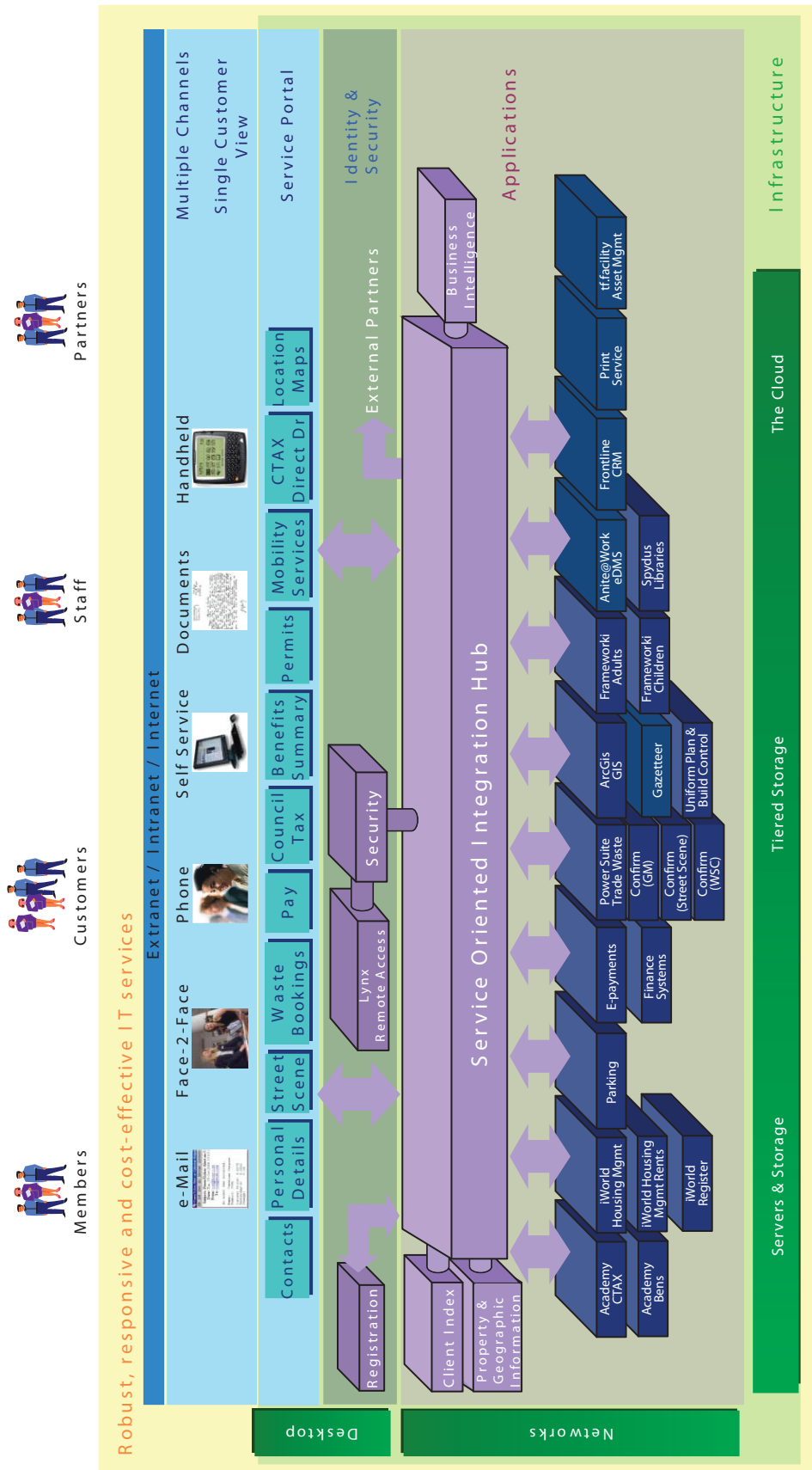
6.8 The Strategic IT Framework (SIF) is a blueprint for change. Hardware, software and process standardisation will help to reduce support and maintenance resources and costs. The SIF allows applications to be effectively integrated to enable greater value to be derived.

6.9 Whilst many components have been implemented as shown in Fig. 10, there is a need to continue development of the SIF to deliver:

- Fewer point to point interfaces to the financial system;
- Increased consistency of data across systems with more effective integration;
- Better information presentation from multiple sources;
- Further reduction in the number of applications used by the council;
- Deliver an architecture to enable shared service at local or pan London levels.



Figure 10. IT Architecture Tiers



It will also deliver multimedia (video and audio) to the device, bandwidth permitting.

The strategy will address

- the SmartWorking programme giving the flexibility of being able to work from any location and to collaborate more effectively internally within H&F, laying the foundation for achieving the Civic vision
- foundations for shared service and benefits delivered through economies of scale

6.26 This will provide consistent device performance, multimedia, a reduction in power consumption, protect the council's information to minimise the risk to its reputation and cost reduction, including in deployment, support and office moves.

6.27 The council currently makes extensive use of Windows XP. This must be replaced by 2014 as at that point Microsoft will cease to provide security patches for it.

Security

6.28 Strong security on Lynx remote access and device encryption will make SmartWorking safe and reliable for council staff.

6.29 Several high profile personal data breaches have occurred in the last couple of years within other public sector organisations. Investment in encryption will reduce the impact of inadvertent disclosure by ensuring any lost data cannot be read. This will be underpinned by developments in policies and staff awareness.

6.30 Close collaboration with third parties and the use of cloud technologies pose information security challenges. Previously organisations have relied upon providing strong electronic boundaries to the internet to secure their systems.

6.31 This will need a collaboration platform (a combination of sharing, encryption, secure messaging and digital rights management) that allows third parties to interact with H&F without bringing the third party into GC scope and can control who by and where council information is accessed. Information classification (the marking of council data according to security level) will be increasingly important as the collaboration platform will make its decision on what can be shared based upon a documents' protective marking.

6.32 The council needs to ensure that its network meets the operating requirements of working with partners across the strong network boundary wall by strengthening authentication. Network security renewal also addresses new security threats to provide assurance of continuing availability and confidentiality – which will also enable it to maintain compliance with Government Connect. Finally, this will also enable it to continue supporting SmartWorking and new services like multimedia.

6.33 The council needs to align with the security trend to move away from H&F's current flat network to a model whereby there is a secure core with layers of degrees of trust around the core.



- 6.10 The principle behind consolidating and reducing the number of applications H&F are using is to reduce complexity and achieve a more standardised approach. There will be a move towards building applications that map the requirements of the individual employee's needs. Staff will only have access to the functionality of an application that they need. These measures will simplify training requirements, improve data quality and reduce support costs.

Virtualisation

- 6.11 Virtualisation has already played a key role in reducing infrastructure and operating costs and the impact on the environment, through physical consolidation and power reduction. Further virtualisation within desktop, storage, networks and servers will continue to drive more efficiencies. This is a key step towards the infrastructure-free or Cloud computing. Selection of application vendors based on their delivery and support of virtual platforms permits flexible provisioning.

- 6.12 A key driver of cost in IT is the steady growth in data storage, including specific retention requirements, which can be mitigated through tiered storage trading speed of access for reduced cost for data that is accessed less regularly. Storage virtualisation provides replication and distribution mechanisms which support backups, business continuity and transparent interoperability with cloud based storage.

Cloud Computing

- 6.13 Initiatives like Cloud and Software and Infrastructure as a Service (SaaS/IaaS) will change IT provisioning dramatically. There will be technical and economic benefits from the scale of the shared service under the Cloud. Designers can pick components from a variety of suppliers to provide a best fit of application design to the needs of the users. The use of standard modules employed by a larger variety of users will improve application quality.

- 6.14 H&F will spend less on its own infrastructure and eliminate the need for upfront capital investment as it moves to models which provide IT on a pay as you go basis. This will also reduce costs, eradicate downtime, improve productivity and 24/7 services. This facilitates the council's overall asset management agenda and the move to commissioning rather than a direct service provision.

Rationalisation of Applications

- 6.15 Standardisation of applications and hardware reduces diversity and complexity, which allows fewer staff to concentrate on delivering a higher quality service with greater availability.
- 6.16 Standardised browser support and thin-client friendly user interfaces make applications easy to access from anywhere whether they are being used by residents on a mobile connection or by staff in a council office.



6.34 Employee authentication service (EAS) is a government service that enables the identity of the user to be checked when they are online by using a PIN and token or card. eCAF and the Housing Benefits Customer Information System (CIS) are already using EAS.

Telephone handsets

6.35 Unless the council adopts a Voice over IP strategy which is not currently planned, few telephone handsets need to be replaced because Openscape in combination with the current telephony infrastructure will achieve the SmartWorking vision.

Networks

6.36 Modern networks are considerably higher bandwidth and lower latency than older networks, as well as being considerably cheaper. Replacing them directly supports the new generation of multimedia based applications and communications, as well as the more graphical interactions which many users now prefer.

6.37 Most of the core data networks that enable access to files, e-mail and corporate applications are technically obsolete – they are unlikely to fully support modern applications, only limited technical support is available, and spares are no longer available. Deploying network services through external suppliers rather than software and hardware will increase flexibility of response to the changing estate, and achieve savings overall. In order to support the network requirements of H&F, a new network design will be implemented, offering:

- Increased availability and performance;
- Support for SmartWorking solutions;
- Flexibility in connections to facilitate the accommodation strategy;
- Increasing capacity for Internet provision.

Technology Roadmap

6.38 HFBP will put in place a technology roadmap which will support the strategic developments described above. Other elements of the roadmap will be the business as usual work that is required to keep the infrastructure up-to-date and secure while taking advantage of upcoming technologies that improve functionality and stability. This roadmap is shown in [Appendix 8](#).

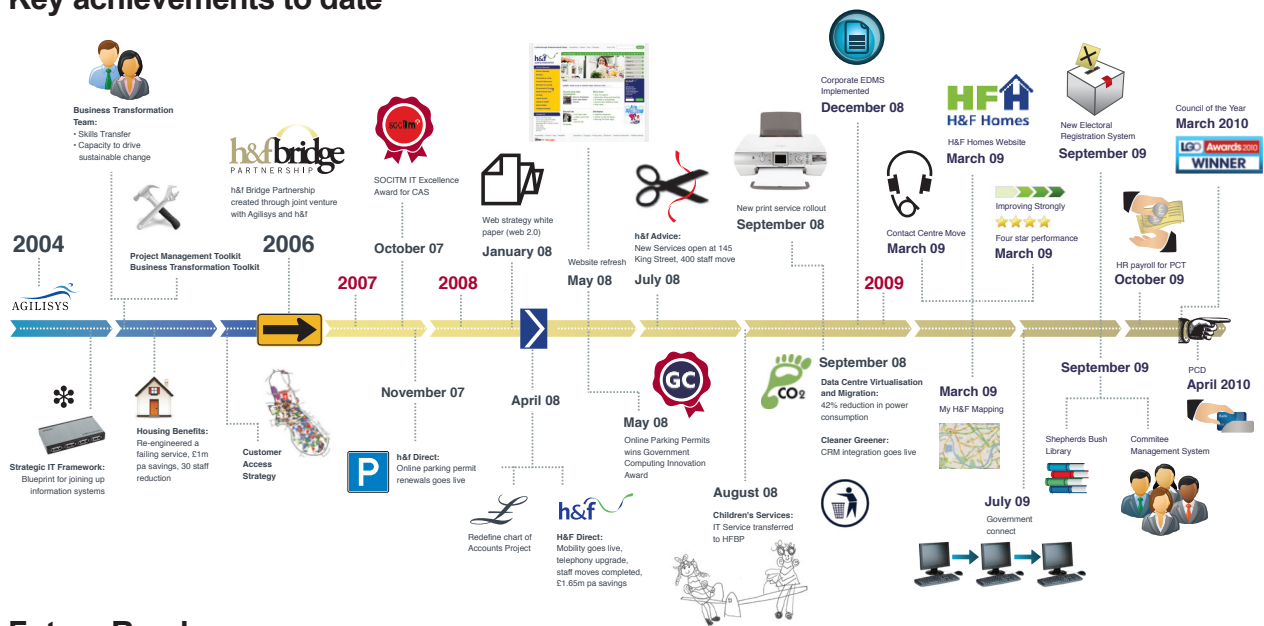




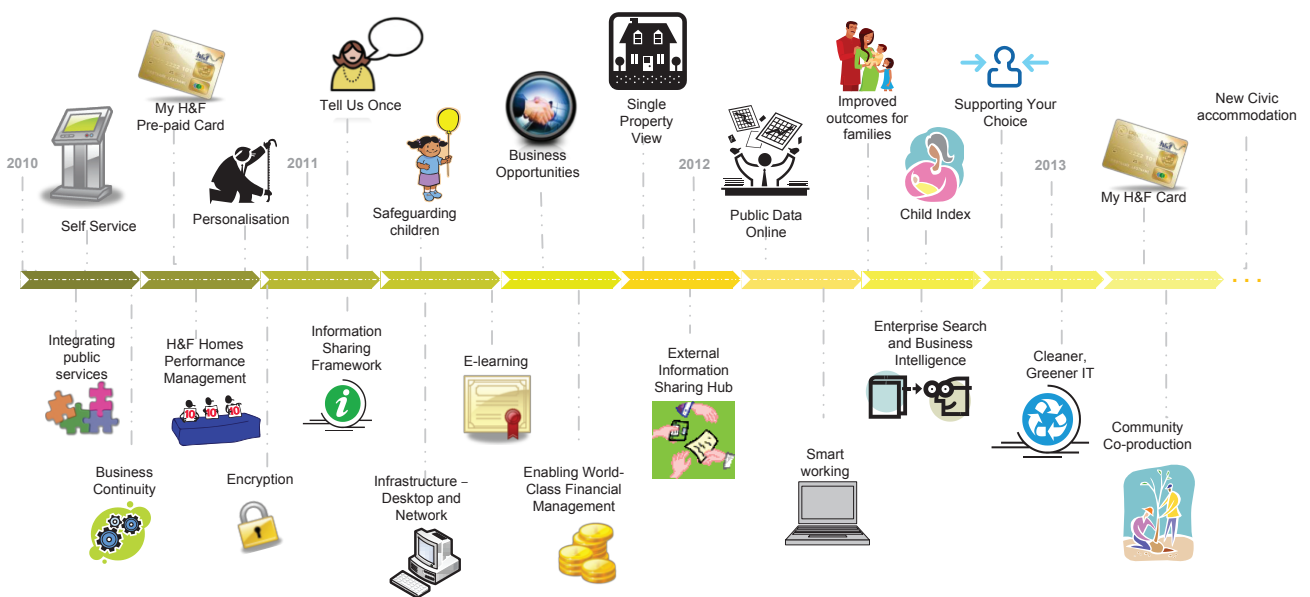
7. Action Plan, Timetable and funding for the IT Strategy

7. Action Plan, Timetable and funding the IT Strategy

7.1 Key achievements to date

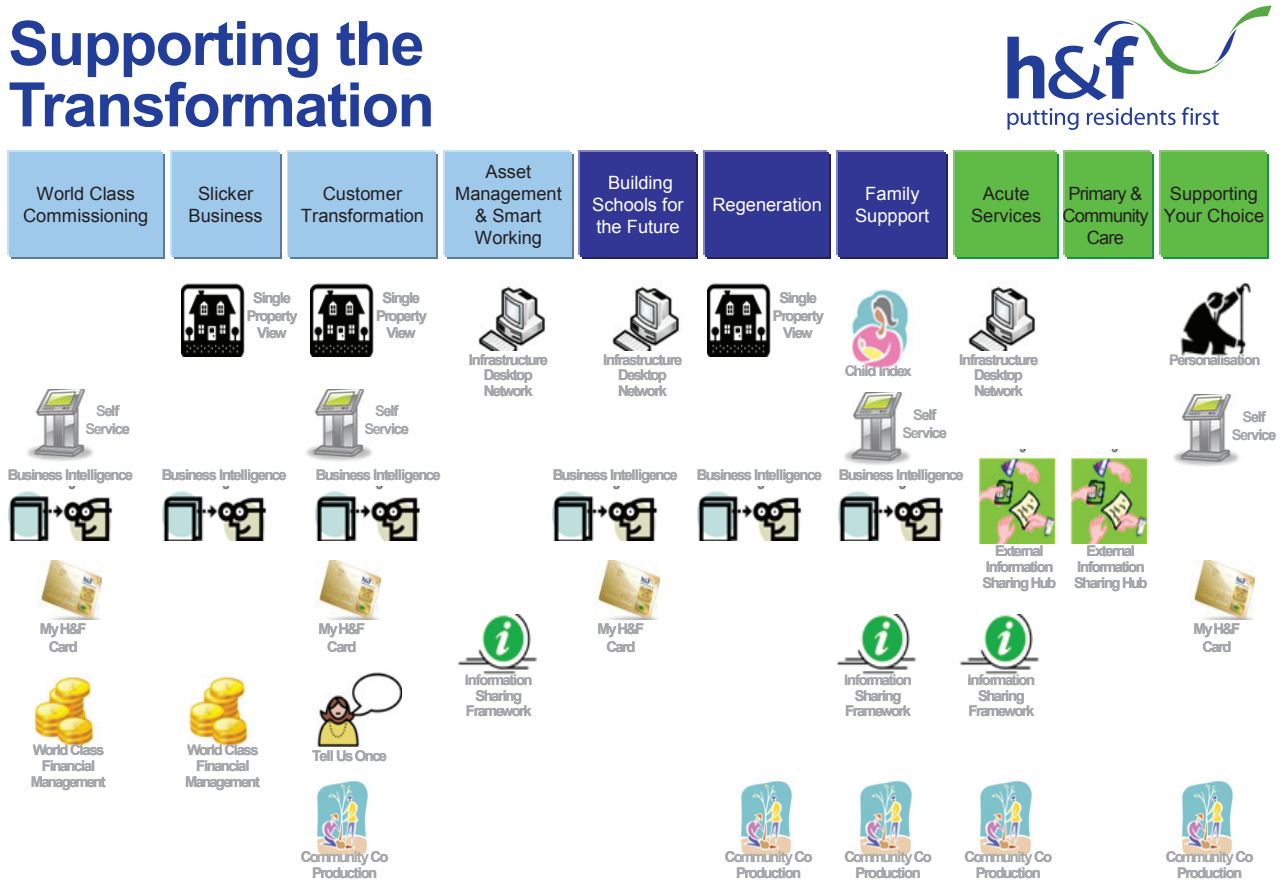


7.2 Future Roadmap











7.1 Some IT initiatives have been mapped against H&F transformation programme in Figure 11 to illustrate that some initiatives will support multiple programmes.


Figure 11. IT initiatives supporting the Transformation Programmes



















7.2 IT initiatives from the future roadmap are summarised below together with an indication of the one-off cost required (£ represents a cost of less than £50,000;

££ means a one-off cost of between £50,000 and £100,000; and £££ denotes a cost greater than £100,000).

| Initiative | Purpose | Indicative cost | Owners |
|--|---|-----------------|----------------|
| Integrating public services  | Implementing services to enable collaboration across council, PCT and other key partners, with access to shared information and calendars | £ £ £ | Geoff Alltimes |
| Self service  | Enabling residents to undertake key transactions online without face-to-face contact | £ £ £ | Lyn Carpenter |
| Business continuity  | Implementing a new service to provide continuing access to IT and first order applications in the event of an emergency | £ £ £ | Jackie Hudson |
| H&F Homes Performance Management  | Implementing a system to enable visibility of key performance measures across H&F Homes, enabling targeted management action | £ £ | Nick Johnson |
| Personalisation  | A single personalised customer portal with online and mobile self-service capabilities providing residents with better access to information and services | £ £ £ | Jane West |
| My H&F Pre-pay card (Pilot)  | Piloting a multifunction pre-pay card to promote improved service delivery, customer insight on take up and also move to cheaper payment channels. | £ | Lyn Carpenter |
| Encryption  | Implementing encryption controls across laptops and removable media (including USB sticks and CD-ROMs), to secure portable data from potential loss | £ £ £ | Jackie Hudson |
| Tell us once  | Implementing processes and supporting technology to enable residents to tell us once about changes to their circumstances, to make it easy for residents to deal with the council | £ £ | Lyn Carpenter |

| Initiative | Purpose | Indicative cost | Owners |
|--|---|---|-----------------|
| Information sharing framework  | Agree customer declarations to protect residents' privacy and facilitate effective information sharing internally and with partners |  | Jackie Hudson |
| Infrastructure – desktop and network  | Virtualisation, workplace strategy and other initiatives to refresh the core infrastructure to enable key elements of SmartWorking, eLearning and other transformational initiatives |    | Jackie Hudson |
| Safeguarding children  | Training staff, and implementing processes and supporting technology to reduce the amount of time spent on processing/administration and to improve safeguards for the welfare and safety of children |    | Andrew Christie |
| eLearning  | Implementing eLearning technologies to enhance the skill base of our staff and improve efficiency of delivering mandatory training |    | Jane West |
| Single property view  | Creating a single property view to enable access to all information about a property in one place, enabling better planning and reducing the number of site visits |   | Nigel Pallace |
| World Class Financial Management  | Improving processes and presentation of integrated finance and activity information to ensure best in class performance levels |    | Jane West |
| Public data online  | Putting as much information as possible online for residents and businesses to self-serve, creating engagement and opportunity |  | Jackie Hudson |
| External information sharing hub  | Implementing solutions to enable secure information sharing with partners |   | Jackie Hudson |
| Improved outcomes for families  | Implementing systems enabling key features of the Family Support Programme, to enable services to be effectively targeted and delivered |    | Andrew Christie |



| Initiative | Purpose | Indicative cost | Owners |
|--|---|---|-----------------|
| SmartWorking  | Implementing a more flexible working environment, balancing organisational development, technology, service delivery and accommodation. |  | Nigel Pallace |
| Child index  | Linking information on services provided to children across the council enabling more responsive, appropriate and cost-effective provision |  | Andrew Christie |
| Supporting your choice  | Implementing systems enabling key features, both to enable clients to select suppliers and to facilitate H&F quality management |  | James Reilly |
| Enterprise search and business intelligence  | Sharing information and reporting across business areas to encourage a joined-up view of information, reducing department silo views, thereby allowing staff to make informed decisions and provide a better service to customers |  | Jackie Hudson |
| Cleaner, Greener IT  | Implementing IT initiatives to help reduce the large carbon footprint, for example document storage and power management in IT equipment |  | Jackie Hudson |
| My H&F card  | Introducing a multi-function card to promote services and local businesses to residents, and provide improved customer insight to tailor service delivery |  | Lyn Carpenter |
| Community Co-production  | Implementing engagement channels such as social media and online communities to promote residents' involvement in co-production with the council |  | James Reilly |
| Technology Roadmap  | Implementing infrastructure technologies that will support the strategic developments included in the IT Strategy. Additionally, carry out business as usual technology refresh ensuring the infrastructure is up-to-date and secure while taking advantage of upcoming technologies that improve functionality and stability |  | Jackie Hudson |

8. Link to Appendices



8. Link to Appendices

Appendix 1 – List of Referenced Documents

Corporate Plan 2009/2012 ([Corporate Plan 2009/2012](#))

Departmental business plans ([Business Plans](#))

[Appendix 2 – Action Plans To Achieve IT Initiatives](#)

[Appendix 3 – H&F Bridge Partnership – working together with the council](#)

[Appendix 4 – Glossary](#)

[Appendix 5 – IT Infrastructure \(Detailed\)](#)

[Appendix 6 – Website integration and usability policy](#)

[Appendix 7 – Future Scenarios](#)

[Appendix 8 – Technology Roadmap](#)