

Oxford City Council

ICT Strategy 2015 – 2018

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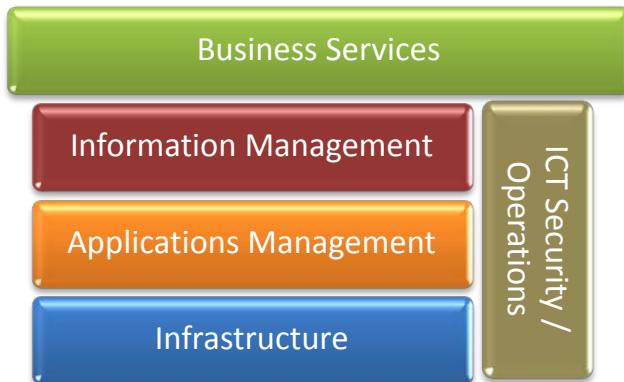
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2 Overview

This ICT Strategy identifies how ICT underpins the priorities that are described in the Corporate Plan 2015-19.

A set of ICT principles are listed which guide and shape decisions on new systems and investment. The principles are technology and product neutral and help prioritise ICT projects in line with the organisation's overall objectives.

The Strategy sets out the vision for the key ICT components as shown in the diagram below:



Finally the roadmap highlights the key projects and gives a high level view of the programme of work over the life of the Strategy.

The ICT Strategy is informed and supported by more detailed sub strategies for –

- Information Management
- ICT Security
- Digital

3 OCC Business Drivers

The Oxford City Corporate Plan 2015 – 19 sets out 5 corporate priorities with an ambition statement associated with each one:

A Vibrant, Sustainable Economy	• a strong local economy, supported by effective education and training.
Meeting Housing Needs	• more affordable, high-quality housing in Oxford.
Strong, Active Communities	• communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities.
A Cleaner, Greener Oxford	• in the city centre, in our neighbourhoods and in all public spaces.
An Efficient and Effective Council	• a flexible and accessible organisation, delivering high-quality, value-for-money services.

ICT is an enabler: so whilst it may not deliver these outcomes directly, it has a key part to play in helping the relevant business areas achieve their service plan targets. Having said that, ICT is critical to the delivery of the fifth priority, an efficient and effective council.

4 ICT Principles

4.1 Business Requirements

- Business need will be the primary driver of technology solutions and their evaluation
- There will be early, two way engagement with Services on business programmes
- Systems will facilitate and encourage flexible / mobile working
- The Council must be compliant with its statutory obligations
- The cost to the business will reflect the actual cost of the IT solution (external and internal)

4.2 Information Management

- Information is a strategic asset to the Council
- Collect data once, make available to other systems through integration
- Provide access to data that is appropriate, secure and controlled

- Ensure that provision of data is fit for purpose and balances the needs of internal and external stakeholders

4.3 Applications

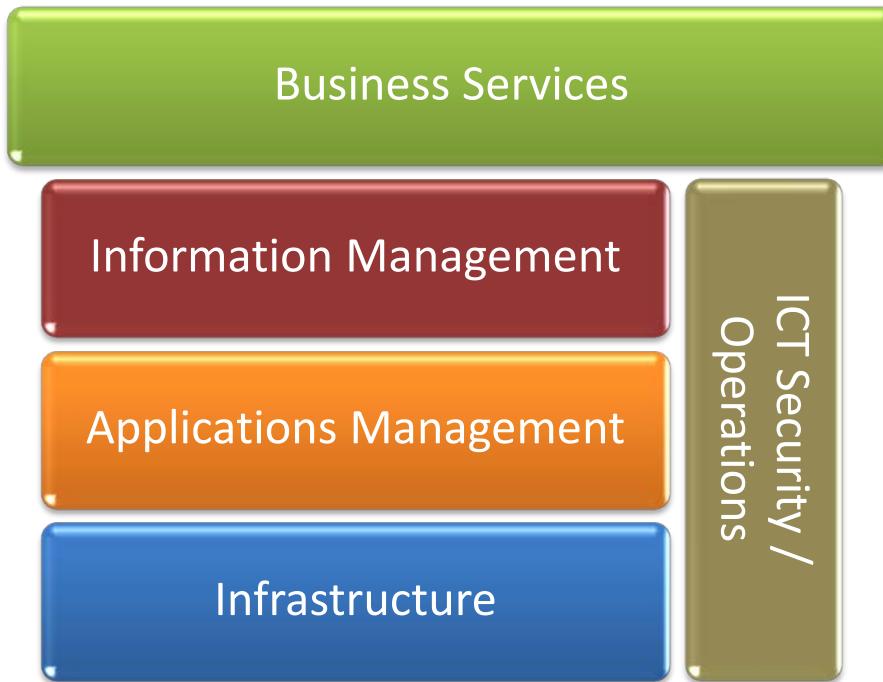
- Favour packaged solutions to in-house / bespoke development
- Use open standards by default and consider open source options wherever possible
- Make use of core corporate applications where appropriate
- Aim to reduce the number of different applications in use over time
 - Acknowledge that there is a place for specialist applications in some areas
- Take a holistic approach to business / application requirements
 - Provide business analysis resource to identify need
 - Use total cost of ownership to consider all cost and resource implications

4.4 Infrastructure

- Provision of a resilient and scalable infrastructure which allows all systems to scale up or scale down as business requirements change
- Match the duration of IT contracts to the business environment
 - Agree a core contract volume for organisation wide contracts, scale from that
 - Consider options for subscription / pay as you go style services (eg public/private/government Cloud services for infrastructure and Applications)
- Provision access from any location with any device where technology and security permits
- Be agnostic about the operating system and form— allow the best fit for business needs and provide technical solutions that support this
- Further collaboration with partners through the shared use of the Council's infrastructure and vice versa
- Adhere to recognised standards (e.g. for service management, project management and security) and supported systems (e.g. packaged applications)
- Publish and review annually a defined set of supported devices / technologies which are the Council's standard for future procurement of both Infrastructure and Applications

5 ICT Vision

The model below describes the hierarchy of components and services for ICT. It emphasises the importance of the business and service requirements in driving ICT change. It also demonstrates how information management and then application management sit above the infrastructure that is required to run ICT.

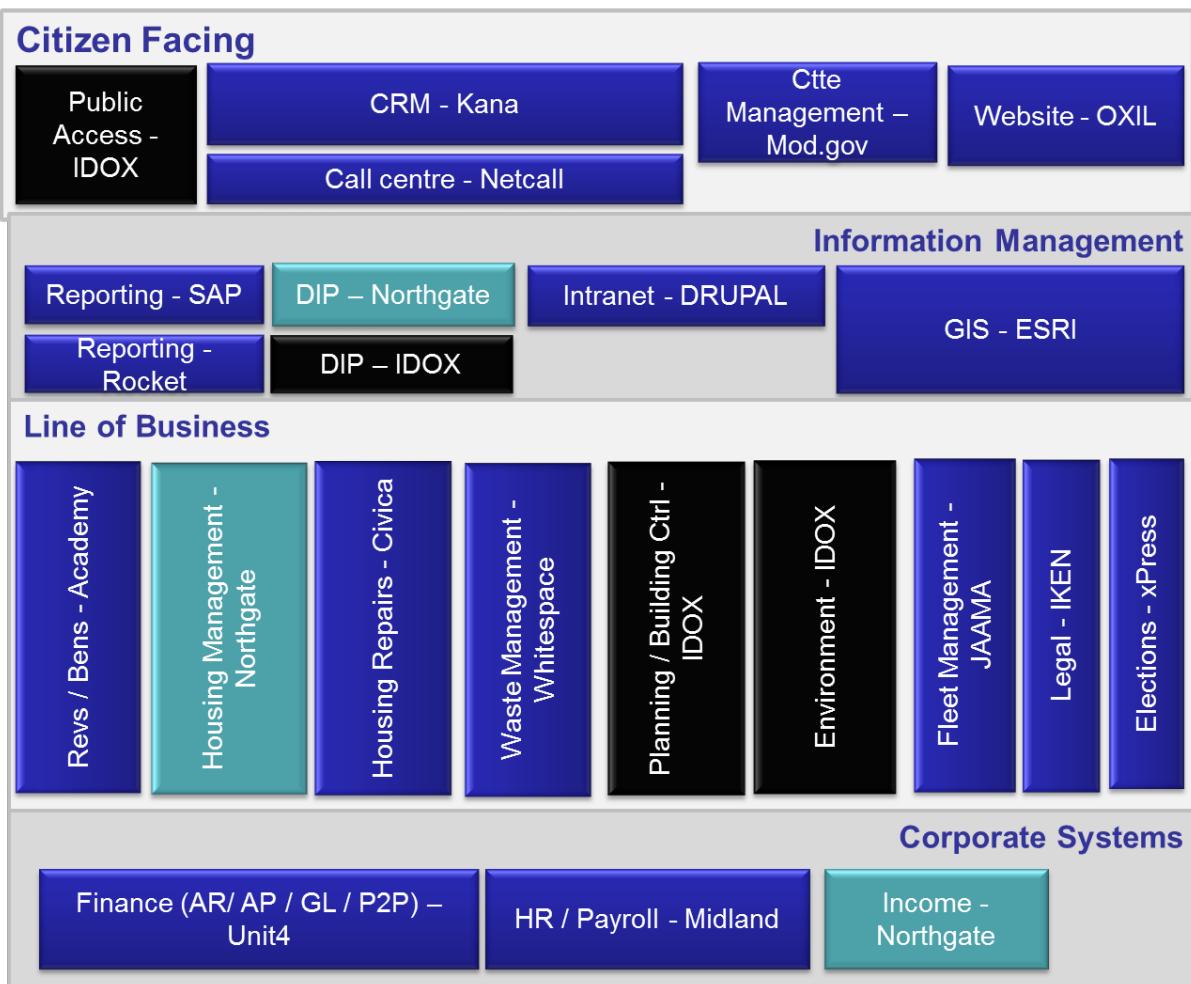


5.1 Information Management

- Working to an approved Information Management Framework
- All data is classified and recorded in an Information Asset Register
- Retention and deletion policies are enforced in line with the asset classification
- Use of protective marking and classification allow flexible use of cloud based services where appropriate
- Information Management is embedded in the culture and a mandatory part of staff induction and training
- Access to data controlled by user rather than choice of device, location or network
- Active community of data analysis professionals using a common register of datasets and tools

5.2 Applications Management

The schematic below shows the mix of software applications used across the organisation. It is restricted to 23 key systems out of a portfolio of over 40 applications that are in use.



- Provide a coherent set of applications that meet business needs
- Use best practice methods and tools to communicate between systems (webservices)
- Use open standards by default and open source where appropriate
- Use application portfolio categorisation to drive investment decisions
- Migrate to browser based systems wherever possible to allow them to be delivered on any device
- Provide mobile access to all core business systems

5.3 Infrastructure

- Endpoint:
 - Provide a range of devices to meet specific user needs with choice of screen size, performance, battery life and cost
 - Use consistent, flexible device management tools to ensure devices can be managed regardless of type
 - Robust asset management processes in place so that all devices are controlled and accounted for
- Networks:
 - Robust, resilient connections between all connected sites
 - Flexible local area network design allows staff and partners to work from any site

- Corporate wifi available in all buildings
 - One voice device per person provided using a converged fixed and mobile phone network
 - Flexible device management solution allows staff secure access to data from remote networks
 - Maintain Public Sector Network and Cyber Essentials compliance
- Servers and Storage:
 - Robust, resilient server design with no single points of failure
 - Flexible capacity to increase / decrease number and scale of servers on demand
 - Able to mix different cloud services based on security, capacity and price
 - Backup and Recovery driven by agreed recovery point and recovery time objectives agreed with business service owners
 - Elastic Disaster Recovery capacity able to grow to meet 100% of business need if necessary
- Systems Management
 - Proactive services to maintain technical infrastructure
 - Capacity planning and demand management built into project and change management processes
 - Effective event monitoring to identify and act on issues with automated alerts that integrated with the core IT ServiceDesk solution
 - Reliable patch management processes ensuring that security compliance is maintained

5.4 Security

- Information Management will be embedded in Service Plans and staff development as a natural part of normal working practices.
- The internet platform will be the primary channel for publishing information to citizens, businesses and other interested parties.
- The Information Asset Register will be used as the primary source of identifying and managing data.
- The classification scheme will be in use for all new items and 80%+ of legacy data so that security and access controls are applied consistently and efficiently.
- Email and shared folders will be used as transitory message and document stores only until data is posted / published in its long term location.
- The intranet platform will be the natural place to manage as well as publish internal information with reducing reliance on document libraries.

5.5 ICT Operations

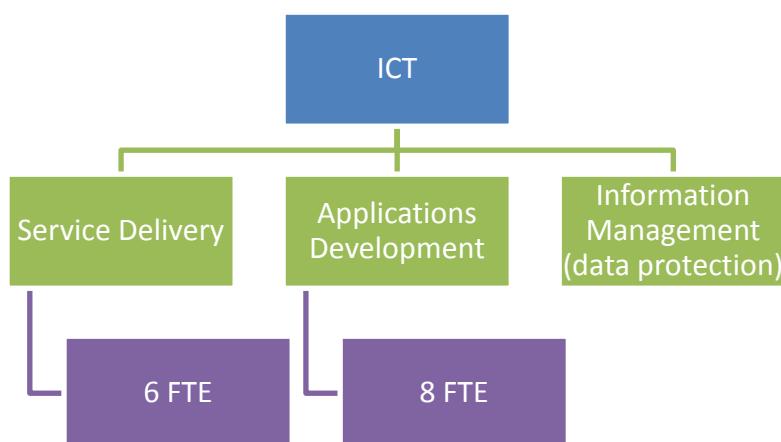
- Service catalogue in place for provision of ICT services
- Self Service portal becomes the primary channel for ICT support
- Asset management processes ensure control and value for money
- Integration tools link infrastructure to Service Desk
- Automation tools provided end to end delivery of key service requests
- Service reporting in real time direct to end users

6 Resource Profile

6.1 Staffing

The chart below shows the organisation structure as at January 2015. The service is now operating at full establishment following a period of recruitment and stabilisation.

The ICT teams work alongside the Business Partners in Transformation. The role of the Business Partners is to work with Services to identify the systems and processes that will help the business deliver their Service Plans and provide a conduit with the ICT ‘back office’. The ICT Teams support the Business Partners to understand what can and can not be achieved with the current applications / infrastructure and what changes or additional capabilities are available.



6.1.1 Vision

- Knowledge is documented and shared within and across teams for all applications and support processes
- At least two staff have expert level knowledge of all major systems (top 10 by expenditure as a minimum)
- Projects are delivered using a blend of resources from the relevant Service department, Transformation Team, Applications Development and Service Delivery Teams
- The Service Improvement Plan delivers a minimum of 100 incremental changes per annum
- ITIL best practice for service design and delivery is embedded in all operational processes

7 Roadmap

The ICT Workplan is used to record and control the wide range of projects that are required to maintain and develop the ICT service for the Council. In any one year this amounts to 100+ projects which vary in size from a few days to many months.

There is a smaller group of key strategic projects which are directly relevant to the vision set out in this Strategy.

7.1 Information Management Framework

Information is at the heart of ICT services provided to the business. The Framework includes a series of projects which help identify, classify and understand the information that is needed, how it is used and who has access to it. These projects will run throughout the period of this Strategy as they become an established part of the ICT management process.

7.2 Applications Rationalisation

A major review of the existing portfolio of applications was carried out in 2014. This identified 6 key themes focussing on specific groups of applications. The projects within each theme will be completed over the life of this Strategy to consolidate the applications portfolio.

7.3 Digital Platform

The Customer Contact Strategy focuses on developing online self service options, increasing channel shift and reducing digital exclusion. These objectives depend on having an ICT capability and platform to deliver new and updated online services which take advantage of a wide range of internet technologies.

7.4 New ICT Partner(s)

The majority of core infrastructure services are currently delivered through a Partnership Agreement with the County Council. This ends in March 2016. A new set of infrastructure services will be procured and implemented in 2015 ready for the transition from the County. The new services will include flexibility to take advantage of new technologies and delivery models (eg cloud services) as they evolve and mature.

7.5 Converged Telephony

A procurement to replace the existing landline and mobile phone contracts with a single converged solution was started in 2014. The new solution will be rolled out in 2015. This will reduce the overall cost of telephony as well as provide a platform for increased mobile and flexible working.

7.6 Endpoint Devices Refresh

The Partnership Agreement with the County Council included a refresh of end user devices (laptops and desktops). The refresh programme ended in April 2014. A new endpoint strategy will be developed in 2015 to cover laptops, desktops and tablet devices. This will be rolled out over the life of this Strategy to ensure that staff have access to a device (or devices) that suit their business needs.

7.7 Systems management and Maintenance

Each year there are a range of projects that are needed to keep the application portfolio and core infrastructure up to date. These may be driven by legislative requirements, keeping on supported versions of applications or, technical components (eg upgrading to Windows 7).

7.8 Roadmap

The chart below shows indicative timescales for key ICT projects:

