

# **APPENDIX I**



**Haringey Council**

## ► **IT Strategy 2010 -13**

London Borough of Haringey

IT Services

Issued: July 2010



Delivering Technology Which Underpins Haringey Council's Priorities through

- Developing Strategic Services
- Ensuring Secure & Reliable Infrastructure
- Providing Shared Services
- Demonstrating Transparent Costs
- Communicating with Stakeholders
- Sustaining a Professional Workforce

# IT Strategy 2010-13

The London Borough of Haringey

## Table of Contents

<b>Executive Summary</b>	<b>3</b>
<b>1 Context</b>	<b>7</b>
1.1 Business Priorities – The Haringey Strategy & Context	8
1.2 Background – The Evolution of IT in Haringey	9
1.3 Presssure for Change	11
1.4 IT Services Strategy Objectives	12
1.5 IT Principles	13
1.6 Vision	14
1.7 Key Initiatives	15
1.8 The Government ICT Strategy	18
<b>2 Strategy</b>	<b>19</b>
<b>2.1 Objective 1. Develop Strategic Services</b>	<b>21</b>
2.1.1 Directorate Services	
Children and Young People's	21
Adult, Culture and Community	23
Urban Environment	24
People and Organisational Development	26
Policy, Performance, Partnerships and Communication	27
Corporate Resources	28
2.1.2 Corporate / Cross Business	
Improving customer focus and integration	30
Improved communication with our residents, stakeholders & Staff	31
Extending the way in which customers interact with the Council	32
Green Computing	33
Electronic Document and Record Management	34
Mobile Working	35
Exploiting key existing corporate business systems	36
GIS Strategy	37
Business Intelligence	38
<b>2.2. Objective 2. Ensure that we provide a secure and reliable infrastructure</b>	
Efficient and Sustainable Data Centres	39
Improved Security	41
Voice and Data on One Network	42
Desktop / Mobile Strategy	43
Support Service	45
<b>2.3 Objective 3. Actively pursue Opportunities to Share and Provide Shared Services</b>	<b>46</b>
<b>2.4 Objective 4. Demonstrate that All Costs are Transparent and Value For Money</b>	<b>47</b>
<b>2.5 Objective 5. Communicate and Consult with Our Stakeholders</b>	<b>48</b>
<b>2.6 Objective 6. Sustain a Professional, Highly Motivated IT Workforce</b>	<b>49</b>
<b>3 Project List</b>	<b>50</b>
<b>4. Conclusion</b>	<b>51</b>
Glossary of Terms	52

## Executive Summary



This Executive Summary provides an overview of: IT in Haringey, the pressures for change, IT Services' objectives, the vision and the strategy it encapsulates.

# Executive Summary

## The London Borough of Haringey

### Introduction

The last IT Strategy for Haringey Council was established in 2002 and set a roadmap for major changes in IT which have facilitated business transformation in the Council in recent years.

These changes have included the centralisation of IT, the delivery of the e-Government programme, the replacement of the infrastructure and the insourcing of IT Operations.

This has delivered a step change in the quality of the IT provision and an increase in the level of satisfaction across the Council to the extent that IT in Haringey obtained the 3<sup>rd</sup> best ever score recorded in London Councils in a recent independent User Satisfaction Survey.

However, the pace of change in the Council is significant and, in IT, new technological developments present constant opportunities for the Council to make innovative use of IT in its pursuit of business priorities.

In the same way that the business is in a constant cycle of change to improve the way in which it delivers its services to customers, IT must ensure it keeps pace with the demands generated internally, from external customers and by central Government and local partnerships.

### The pressures for Change

The main pressures for change on the Council are generated by:

The **Customer Dialogue** with its requirement to focus more on the needs of our customers and the local community generates opportunities for IT systems which can be a single source of information about our customers, allowing us to target services more effectively, move the emphasis from face to

face contact and exploit other channels of communication such as the internet.

**Safeguarding** vulnerable adults and children demands improvements in the quality of systems used. Information which exists on vulnerable residents needs to be more readily available and securely shared with partner organisations, particularly housing and health sector agencies.

The **economic climate** demands the Council generates savings which will be significantly increased over the next few years as the Government responds to the recession through cuts in public spending. This is further exacerbated by the economic downturn which has increased unemployment and the demand for benefits and welfare. The response must be to demonstrate value for money in all IT expenditure and ensure that the innovative introduction of technology will assist the Council in driving down the cost of the services provided to customers.

The Council is now very dependent on IT which underpins many key processes and these systems must be available and perform effectively and efficiently. The **IT infrastructure is ageing** and, in the future, will be prone to performance issues. This should be subject to a gradual and continuous renewal exercise.

### The Vision

Once the strategy has been realised, the IT landscape within Haringey will have changed significantly in support of the Council's main priorities. The strategy will create potential for: radical change in the way that citizens interact with the Council; flexibility in how employees perform their role; improved IT performance and reliability; better facilities for inter-working with partners; and an improved engagement between the business and IT Services over the choice and cost of services provided.

The community will have a web service which reflects their needs, improves their interaction with the council and creates greater scope for community participation in local government.

The standard facilities provided will offer business functionality which is superior to that on offer today.

Back office staff will have benefited from the introduction of an electronic system for managing documents which will simplify processes and eliminate wasted space; provide access to documents independent of location; reduce search and retrieval timescales; and provide automated and efficient workflow.

The introduction of new infrastructure will have: improved the operation and reliability of IT systems; provided a platform which increases the capability of sharing services across central and local government; and provided equipment which is fit for purpose.

### The Strategic Way Ahead

The strategy defines the key projects/activities and the business priorities that each of the projects will help to deliver. These projects are required to turn the vision into reality. Each will have its own business case and be individually approved by the Corporate IT Board

In outline it includes:

1. The **strategic business projects** which will be required from IT services to help underpin and provide innovative solutions to the Council's priorities and vision.

Within individual Directorates the strategy demands a greater understanding of business priorities and acknowledges the important role IT plays in supporting everyday activity. It will:

- ensure that critical applications are maintained and upgraded as appropriate; and
- Support strategic business initiative;

The strategy for each Directorate is outlined in the body of the document.

Across businesses this strategy will:

- Seek to improve customer focus and position customers at the 'heart of the council';
- Develop the Council's web facilities and improve resident participation in the Council's decision making, support channel shift, and deliver advanced content management;

- Extend the ways in which customers interact with the Council by providing greater scope for transactions over the web;
- Enable residents to access Council services from mobile devices (e.g. increase use of text by mobile phone)
- Support the Council's ambitions to be more environmentally sustainable by developing a range of green computing initiatives;
- Improve staff effectiveness and efficiency through better document and process workflow;
- Drive forward flexible, mobile and home working;
- Make the best use of the current IT systems portfolio and exploit key corporate applications;
- Position the Graphical Information System as the master repository for location based information; and
- Improve the technologies and applications used to help the Council acquire a better understanding of performance.

2. The **technical infrastructure projects** required to ensure that IT Services provide a secure and reliable IT environment which: replaces the existing infrastructure in a gradual, phased manner; will guarantee a stable platform for the new business projects delivered above; aligns with the Government's ICT Strategy; and ensures the performance of existing applications. Including:

- The gradual replacement of servers within the Council's data centres with more space efficient and less power hungry equipment;
- The replacement of our current approach to the storage of files;
- Greater levels of infrastructure security and support for the emerging mobile workforce and partnership working;
- The continued rollout of the convergence of the voice and data networks;
- The introduction of wireless networking into Council offices; and
- The phased renewal of our ageing PC clients (desktop and mobile devices).



3. The approach which will be followed to secure opportunities from **shared services** with and to provide shared services to others. This will support collaboration and joint working across, central, local government and other agencies.

These initiatives will all be underpinned by:

4. A demonstration of how IT Services will ensure that all costs are transparent, agreed and represent **value for money** across all services.
5. An explanation of how **IT Services will communicate and consult** with our stakeholders, customers and partners.
6. A focus on how IT Services will develop and sustain a **professional and highly motivated IT workforce** which delivers 'right first time' and exhibits a culture of continuous improvement.

## Conclusion

The strategy proposes a vision for IT which is designed to address Haringey's business priorities, presenting choice and flexibility for both employees and customers. The options available are described as is the action which needs to be undertaken to ease the pressure and accrue benefits.

Each of the projects proposed will only be undertaken after a Business Case outlining the financial cost; the resources required; the total cost of ownership; and the benefits achieved has been formally approved by the Corporate IT Board.

Once project approval has been granted the timeline for delivery will be defined.

The political and economic climates are subject to continual change and, as such, the IT strategy must be capable of adapting to these changing business priorities. This will enable the business to have the ultimate choice in what project is or is not undertaken.

# 1.Context



**Haringey Council**



This Context Section provides an overview of: business priorities, some background to IT in Haringey, the pressures for change, IT Services' objectives, the IT principles used, the vision and the key initiatives encapsulated in the Strategy.

# 1.1 Business Priorities

## The London Borough of Haringey

### The Haringey Strategy and Context

The Council's objectives are set having regard to national and local agendas and policies. These are interpreted locally and influenced by specific issues within the borough and by residents' concerns. The Haringey Community Strategy '**A Sustainable Way Forward 2007-2016**' articulates how the Council and its partners will work together and address the vision:

***'a place for diverse communities that people are proud to belong to'.***

The Strategy provides a focus for the creation of the Council Plan. The vision in the Council plan is to be: ***'a council we are all proud of'.*** This will be realised by:-

- **A Cleaner, Greener Haringey:** Protecting our environment by becoming one of London's greenest boroughs. Working with local communities to ensure the streets are cleaner, parks and green spaces are attractive.
- **A Safer Haringey:** Working to reduce crime and make people feel safer. Safeguarding vulnerable people.
- **A Healthy, Caring Haringey:** Tackling inequalities amongst adults and children. Reducing homelessness. Promoting independent living, enabling people to remain independent, have choice and control over their lives.
- **A thriving Haringey:** Creating a place where people can flourish and reach their potential. Tackling decline, attracting growth and creating a more vibrant local economy.
- **Driving change, improving quality:** Engaging and empowering people. Delivering value for money. Providing transparent and accountable leadership. Delivering high quality customer focused services.



Figure 1 Haringey from Alexandra Palace

The Council Plan contains many of the key initiatives for Haringey. A key priority in this plan is to ensure that our safeguarding services and arrangements for vulnerable children are fit for purpose and improve to reach the highest standards.

The plan also includes such items as:-

- Engaging with citizens through the Community Engagement Framework which will improve public services;
- Delivering value for money through the development of a single approach to the customer;
- SMART working which aims to reduce the overall cost of accommodation by rationalising the offices portfolio and implementing enabling technology and operational procedures, supported by staff using mobile, flexible and home working;
- Data Quality Standards to ensure all data used is accurate and of high quality; and
- The delivery of efficiency savings identified through the Value For Money reviews.



## 1.2 IT Background

### The Evolution of ICT in Haringey

IT Services provides specialist support and strategic direction for Haringey's ICT, encompassing:

- Operational maintenance and support, including Service (Help) Desk and technical change management;
- Business application management;
- IT project management;
- Supplier relationship management and procurement;
- Finance, Business Continuity Planning and IT Security; and
- Business aligned strategy and technical architecture.

IT Services delivers services to 5000 staff in the Council and its partners at 200 locations across the Borough and neighbouring areas. Secure mobile, remote and flexible access to the network and applications is also provided.

Systems' support is provided between 08:00 and 18:00, Monday through Friday; however, subject to operational constraints, systems are normally available outside these hours and at weekends.

### IS Strategy

The IS Strategies Project, delivered in 2002 supported the business vision, at that time, of making a step change in performance through business transformation. The use of technology was considered to be a key enabler of the transformation. This strategy set out a roadmap for the major developments in IT in recent years, a major component of which was the replacement of the infrastructure.

### IT Services Centralisation

The IT function was originally distributed across the Directorates within Haringey. However, from 1997 until 2003, the workforce was gradually centralised to provide a more integrated, strengthened and professional IT department. This delivered a more effective, efficient IT organisation for all of the Directorates within the Council.

### Technology Refresh

A new technology platform, including a web presence that was recognised as one of the most accessible government web-sites in the country and in the SOCITM top 10 local government sites, was introduced in 2004.

### e-Government

In 2005-06 the e-Government programme delivered considerable change to the applications service provided to the Council. The web-site was re-designed and a number of core e-enabled applications implemented. This included SAP, e-democracy, on-line e-payments, e-planning, Framework-i, e-forms, and Manhattan. All applications were upgraded to the latest supported version.

### In-Source IT Operations

In late 2006 the operational team was in-sourced. The additional cost of recruiting internal staff was offset against the lower costs for change in recent years, making this exercise effectively cost neutral. This resulted in the restructuring of IT Services and the shaping of service provision along ITIL (Information Technology Infrastructure Library) standards - industry best practice for IT management. Active investment in training has led to staff gaining IT qualifications in Microsoft Certified Professional, Citrix Certified Professional, Cisco Certified Network Professional, ITIL and Prince 2. This has led to a reduction in the use of external specialists during projects and upgrades.

### ICT in Haringey – Current Situation

#### Data Centres

Within the Borough there are two data centres which create an effective platform for business continuity. There are the two SANs (Storage Area Networks) which provide the bulk of data storage space for applications. There are 415 servers located in these centres hosting many of the Council's key applications.

The core of the data network is located in each centre and this acts as the aggregation and connection point for the Internet, Virtual Private Networks (VPNs), London Grid for Learning

(LGfL) and telephony connections. The main telephone switch is located in the west data centre. Outside of the centres there are various server groupings hosted by third parties for applications such as SAP and Civica Parking. These are provisioned by managed service contracts.

### Desktop Computing

The Council's desktop strategy is Thin Client which uses Citrix to publish IT applications and data to office, mobile and remote workers.

There is a mixture of thin (70%) and thick (30%) clients (PC desktops, laptops, PDAs, and smartphones) deployed. Thick clients exist where business applications are incompatible with citrix and often require directly connected printers or scanners.

The thin client strategy works well for remote access to council applications.

### Web

The Haringey website provides a customer facing internet connection to the Council. Harinet is the internal intranet service.

A webcasting facility is also available.

### Network

Haringey, as in many other large organisations, kept the voice and data networks separate.

However, the network is gradually migrating towards the convergence of voice and data. An out-sourced contract is in place with Logicalis for network support.

### Performance

The performance of the department is on a steady increase. The team manages: -

- Over 5500 support calls per month;
- 5000 users; 415 servers; 350 business and infrastructure applications; and
- Over 200 network connected locations.

The average call answer time has reduced and the number of calls fixed first time improved.

Service Desk Average Answer Time

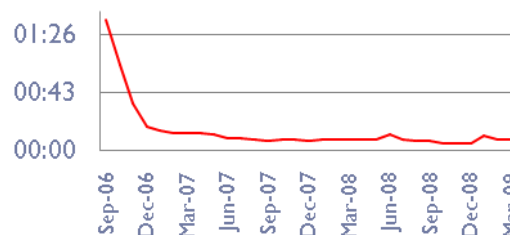


Figure 2 Service desk average call answer time

### Office & Mail

Microsoft Office 2003 suite and Exchange 2003 are used to provide office productivity tools and email across the organisation. Webmail and smartphones are used by staff to access their email when out of the office.

### Information Security

Haringey was the first English Council to hold ISO27000 certification (an international standard for information security management).

### Finance

The revenue budget for 2009/10 is £17.1m, including approximately £9.3m IT costs (staff (105), supplies and infrastructure), £5m business related costs (application service contracts) and £2.8m of financial costs (depreciation, accommodation, etc.). Breakdown:-

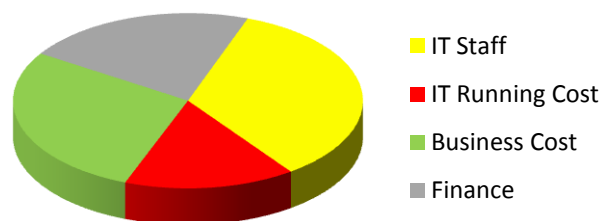


Figure 3 Revenue breakdown

The contractual spend represents some 43% of overall ITS' spend. The main suppliers are: Logica, Northgate, Civica and Logicalis.

### Socitm Benchmark

This independent benchmark against other London Boroughs demonstrates that IT Services are delivering value for money. It indicates that user satisfaction levels are good, performance is in the upper quartile, and cost in the middle range.

## 1.3 Pressure for Change

### The Customer Dialogue

**Community Engagement:** today there is considerable pressure for better communication with the wider community and greater community involvement in decision making.

**Improving Customer Focus:** A more integrated approach to customer relationship management is required. This demands customer orientated services provided over multiple channels and needs a gradual increase in our understanding and creation of the links between customer systems.

The **integration and sharing** of common customer data across platforms can be difficult. Linking business processes together can be cumbersome and impractical with existing systems. Linking the front and back office more efficiently could improve our effectiveness and support the desire to focus on frontline services.

### Safeguarding

**Safeguarding** vulnerable adults and children demands improvements in the quality of systems used. Data which exists on vulnerable residents needs to be securely shared with partner organisations, particularly health sector agencies.

### Value for Money & the Economic Climate

The **economic climate** demands that the Council generates savings over the next few years as the Government responds to the recession through cuts in public spending. This is exacerbated by increased unemployment and the demand for benefits and welfare.

**Value for Money:** Council services must be provided at the right quality, level and cost for the needs of our customers and the local community.

**Exploitation of key existing corporate business systems:** The variety of systems in use presents many challenges: support is expensive and difficult to resource; benefits of scale are not leveraged; and functionality in the core platforms is not fully exploited. Further exploiting the functionality in our core SAP and Microsoft platforms will deliver benefits.

**Automating manual processes:** Many processes are manual and depend on information held on physical, paper based, records and documents. The electronic storage and processing of this information could dramatically improve process efficiency.

**Mobile and home working** and providing remote access to business applications has the potential to provide significant performance and efficiency savings across the Council.

### Phased Renewal of Infrastructure

The IT infrastructure is now over 5 years old and will need to be **replaced** or we will see a gradual deterioration in its supportability and the level of service provided.

The Government security initiative **GCSx** adds to the pressure on infrastructure.

### Exploitation of Shared Services

**Sharing** information across the council and with partner organisations will deliver service value. The opportunities which exist to partner with Primary Care Trusts (PCTs), other local authorities and national government bodies will need to be explored.

### Green Computing

Haringey has developed the **Greenest Borough Strategy** and is committed to the efficient use of energy and natural resources.

## 1.4 IT Strategy Objectives

Figure 4 Strategy Objectives

The vision for IT is:-

***‘To be recognised as providers of value for money, business focused services, through the innovative use of our people and technology’***

The specific objectives which will deliver this vision and drive the strategy are:-



Support for business priorities is the ‘golden thread’ which weaves through the objectives.

- |   |   |
|---|---|
| <p>1. Develop strategic IT services that help underpin and provide innovative solutions to the Council’s priorities and vision.</p> <p>2. Ensure that we provide a secure and reliable IT environment.</p> <p>3. Actively pursue opportunities to both share and provide shared services to others.</p> | <p>4. Demonstrate that all costs are transparent, agreed and represent value for money across all services.</p> <p>5. Communicate and consult with our stakeholders, customers and partners.</p> <p>6. Sustain a professional and highly motivated IT workforce which delivers ‘right first time’ and exhibits a culture of continuous improvement.</p> |
|---|---|

## 1.5 IT Principles

In formulating the strategy, it is useful and effective to define a number of principles that will be used to guide the choices and direction. Below are principles that were used in the formulation of the strategy. These principles were created with a view to developing the current IT environment in line with business priorities and are based on best practice in the IT Industry.

The principles are directives that hold irrespective of circumstance. Once in place they will not be changed unless there is a fundamental revision to the structure or goals of the business. This concept leads to the first principle listed - that they cannot be ignored or superseded by other factors, they will always be followed.

- The primacy of principles.
- Microsoft Windows will be the default operating system for Council equipment.
- Microsoft Office will be the default productivity suite for the Council.
- SAP will be the default corporate application of choice and integration with all other applications will be achieved by using SAP integration products.
- IT Services will seek to selectively outsource, through managed service contracts, various non-critical aspects of the service provision where it is cost effective to do so.
- We will buy package applications not write software.
- We will configure software not customise base code. This implies that business processes are influenced by the software purchased. We do not acquire software and then customise it to meet existing business processes.
- All software and hardware must be supported and patchable for security issues and vulnerability, un-patchable software and hardware is not allowed to be connected to the network.
- Hardware will be replaced according to its particular defined lifecycle. In other words we recommend that we “sweat the hardware assets” in line with manufacturers’ recommendations. This implies the renewal of our infrastructure on a five year cycle.
- Where practical systems should be virtualised. This means that we will no longer seek to implement individual applications on dedicated physical servers but, instead, seek to provision the application on shared infrastructure.
- All new applications must present their user interface through a web server. This means that the browser interface common on all internet based applications will be the standard interface for applications used in Haringey.
- We only deliver the items in the service catalogue. If it is not in the catalogue it needs to be formally requested and subject to normal evaluation.
- IT Services own all Council IT equipment connected to the corporate data network, and the software and licences upon it.
- Data interfaces are to be through published XML or API interfaces. All suppliers will provide, maintain and document the interfaces to their software and publish the database schema.



## 1.6 Vision

Once the strategy has been realised, the IT landscape within Haringey will have changed significantly in support of the Council's main priorities. The strategy will create potential for: radical change in the way that citizens interact with the Council; flexibility in how employees perform their role; improved IT performance and reliability; better facilities for inter-working with partners; and an improved engagement between the business and IT Services over the choice and cost of services provided.

The community will have a web service which reflects their needs, improves their interaction with the council and creates greater scope for community participation in local government. The customer transactional interface will have moved from the existing face-to-face or telephone based interaction to one which exploits other channels such as the web.

The standard facilities provided will offer business functionality which is superior to that on offer today. More up to date office products (word processors, spreadsheets, calendars and web browsers) and tools which facilitate a better interaction between staff (enabling more online communications, consultation and information exchange) will support the development of staff productivity.

Back office staff will have benefited from the introduction of an electronic system for managing documents which will simplify processes and eliminate wasted space; provide access to documents independent of location; reduce search and retrieval timescales; and provide automated and efficient workflow.

A smaller, more integrated set of business applications will also simplify back office processes and have reduced the need for the repetitive, manual, input of customer and asset data. Single Sign-on will provide secure access to these systems.

The introduction of new infrastructure will have improved the operation and reliability of IT systems and provide equipment which is fit for purpose.

The augmented functionality presented by an IT capability for sharing services, developed by taking advantage of the Government's ICT Strategy, should mean that Haringey could have direct access to applications within other London authorities and partner organisations connected to the London Public Service Network. This could open up further opportunities to reduce the operating costs of IT by starting to exploit Capital Ambition's programmes for joint funding of shared Data Centres, infrastructure, applications and data storage. Improved business process efficiency could be delivered by collaboration with other London Councils and partners including PCTs, Police, Schools and Central Government.

The engagement between the business and IT Services will have developed fundamentally by a greater understanding of the services which IT can deliver; better alignment between IT and business priorities; and transparency over the cost of the services delivered.

A better informed, better aligned, more responsive, higher performing IT service will support IT Services' vision:

*'to be recognised as providers of value for money, business focused services, through the innovative use of our people and technology'.*

## 1.7 Key Initiatives

A series of projects and areas for investigation, grouped by IT Services objectives, are required to turn the vision into reality. Each of the projects must have its own business case and be individually approved by the Corporate IT Board.

The six objectives and their proposed activities are:-

1. Develop Strategic IT Services that help underpin and provide innovative solutions to the Council's priorities and vision

It is essential that IT Services deliver and support a software portfolio which underpins the Council's business priorities.

Within individual Directorates the strategy demands a greater understanding of business priorities and acknowledges the important role IT plays in supporting everyday activity. It will:

- ensure that critical applications are maintained and upgraded as appropriate; and
- Support strategic business initiatives.

In the Children and Young People's Service the key areas for action/investigation are: Children and Families which will require further development of Framework-i, the provision of appropriate ICT in support of the development of the First Response team and the provision of mobile technology for social workers. Support for the development of multi-agency teams. Children that are known to us require a review of all data and information held by the Directorate. **Mobile Working**, the **Children's Centre Database**, Sharing Information between partners; Implulse, FIS and the use of the Library System by Schools.

The Adult, Culture and Community Service requires the implementation of **Framework-i payments**, an investigation of **Mobile Working** and the completion of the **NHS Code of Connection**, linking with the NHS systems and support for the **Support First project**.

Urban Environment's use of CRM will be developed in the **SAP Strategy** project,

**Parking** requires further development, the use of **Mobile Working** and **EDRMS** will improve efficiency and value for money and the future direction of **Housing software** requires to be established.

The inclusion of succession planning and talent management in the **SAP Strategy** and technology which supports Community Engagement will be critical to People and Organisational Development.

Policy, Performance, Partnerships and Communications will be key stakeholders in the **Web Development** and the **SAP Strategy** projects. The development of **GIS** and **Mobile Working** will also support business priorities; and Communications will require to be supported by specialist IT technology in niche Services such as Marketing.

Corporate Resources priorities will be best served by the **SAP Strategy** and **EDRMS** projects and a variety of smaller activities (including **e-Benefits** and **e-Payments**) which are detailed in the Corporate Resources section.

Common, cross business activities will include:

- Seek to improve customer focus and position customers at the 'heart of the council' by developing and integrating SAP CRM with other customer applications within the **SAP Strategy** project.
- Develop the Council's web facilities by supporting a business led **Web Development project** which seeks to improve resident participation in the Council's decision making, support channel shift, implement social networking and deliver advanced content management.
- Extend the ways in which customers interact with the Council through **e-Payments** and **e-Benefits** projects. This will deliver channel shift and provide more transactions over the web.
- Support the Council's ambitions to be more environmentally sustainable by developing a range of green computing initiatives within the **Data centre equipment replacement** project.

- Improve staff effectiveness and efficiency through better document and process workflow by the delivery of a corporate **Electronic Document and Records Management System (EDRMS)**.
- Drive forward flexible, mobile and home working by initiating a **Mobile Working** project which defines the strategy in this area and scopes the business benefit.
- Exploit existing corporate applications and make the best use possible of the current IT systems portfolio. This will be achieved by a **SAP Strategy** project.
- Position iSMART GIS as the master repository for location based information by implementing the **GIS Phase 2** project.
- An investigation of what is required to link front and back office processes, under the auspices of the **SAP Strategy** project, which determines both our tactical and strategic data and application needs.
- Improve the technologies and applications used to help the Council acquire a better understanding of performance by delivering **SharePoint** a web based capability for exposing and analysing data within current systems.
- The replacement of our current Directorate File System by a **SharePoint** project which creates a new shared file structure and the base infrastructure for version control, searching and collaboration with partners.
- Greater levels of infrastructure security and support for the emerging mobile workforce and partnership working. This will require a **Security** project to be established which implements: personal firewalls, anti-virus software, secure servers, network access controls and tools for the investigation of security incidents.
- The continued rollout of the **IP Telephony** project which will complete the convergence of the voice and data networks. In so doing this will improve workforce flexibility, smart-working and mobility.
- A **Telecommunications** project which will investigate the use of instant messaging and the techniques used to establish an individual's presence on the network; introduce video conferencing, if a cost benefit is demonstrated; and rationalise our use of leased lines to support the data network.
- A **Wireless network** project will introduce wireless networking into Council offices.
- A **Desktop Replacement** project which undertakes the phased renewal of our ageing PC clients (desktop and mobile devices) before performance starts to deteriorate.
- An improved level of performance from the operational workforce will be delivered by business as usual developments which populate the configuration management database and drive process improvements; and a **Single Sign-On** project which seeks to establish 'self-service' and password and identity management.

## 2. Ensure that we provide a secure and reliable IT environment.

A secure, reliable infrastructure is required to deliver the above application strategy. The focus of this will be to: ensure that there is a phased renewal of the ageing infrastructure (consistent with the Government's ICT strategy); provide the tool set which facilitates business and resident interaction and collaboration over the web; and the products required to support flexible, mobile working. The infrastructure strategy recommends:

- The gradual replacement of servers within the Council's data centres with more space efficient and less power hungry equipment. This will require a **Data centre equipment replacement** project which rationalises and consolidates servers and updates server software.

## 3. Actively Pursue Opportunities to Share and Provide Shared Services to Others.

IT Services will continue to play a role in the development of the architectures and facilities which exploit the opportunities for partnership

internally, with PCTs and with local and national government.

A critical enabler of effective sharing will be the Government's ICT Strategy which focusses on:

- A common infrastructure;
- Common standards; and
- Common capabilities.

Internal partnerships will grow by encouraging departments to share common software and build further on opportunities with bodies such as Building Schools for the Future and in Primary Care Trusts (PCTs).

Capital Ambition (connected London), Government Connect, London Public Sector Network and North London Strategic Alliance all present medium to longer term benefits.

The potential opportunities for sharing are in improved supplier management; capacity management and resilience; and capability management.

As the Government's ICT Strategy gradually delivers some of its principle components IT Services will be positioned to contribute to the shaping and adoption of these when it is cost effective to do so.

4. Demonstrate that all costs are transparent, agreed and represent value for money across all services.

A Value for Money exercise is being undertaken to:

- Identify ways of making positive improvements to the service;
- Identify existing strengths; and
- Identify a minimum of 3% cashable savings;

This will: involve a line-by-line breakdown and analysis of all IT costs; provide a better understanding of the cost drivers; define the Business Service Offering requirement; compare IT costs in Haringey with other local authorities; and define the most appropriate organisational model.

A procurement exercise will help to identify savings opportunities within our contracts.

5. Communicate and consult with our stakeholders, customers and partners.

IT Governance will be further embedded at senior management level within the organisation.

This will enable the business to prioritise the work which is undertaken by ITS, ensuring its alignment with business priorities. It will approve the release of IT investment and the allocation of IT resources.

A Corporate IT Board has been established and meets every two months. Its remit will also include involvement in IT Strategy and ensuring value for money from IT Services.

6. Sustain a professional and highly motivated IT workforce which delivers 'right first time' and exhibits a culture of continuous improvement.

The strategy will be underpinned by a People Plan. The key objectives of this plan are:-

- Retain highly skilled and motivated staff
- Continue to build upon the Training and Development plan maintaining a culture of individual ownership of personal development
- Effective leadership and cross team working
- Career development planning
- Improve communications.

Consistent with the Government's ICT Strategy, IT Services needs to develop the capability of our staff by ensuring:

- Professionalism in IT enabled change;
- Reliable Project Delivery; and
- A step change in Supplier Management.

Each of the activities or projects mentioned above is covered in greater detail in section 2 - Strategy.

## 1.8 Government ICT Strategy

Alignment with the Government's ICT Strategy will be a critical factor in the future success of IT Services, particularly in terms of delivering benefit to Haringey in the shared service provision which it will ultimately deliver.

The Government Strategy recognises that each local authority has its own business strategy to deliver specific services and commitments. It proposes a standardised, flexible and efficient ICT infrastructure across Government to enable delivery of these individual objectives. The strategy will in the future enable the delivery of pan-government objectives, while maintaining control over delivery and personalisation for services unique to those organisations. Haringey in its IT Strategy must position itself to take advantage of the Government's initiatives as they emerge over the next few years.

The strategy sets out a direction through to 2020. Implementation will be through individual public sector organisations, exploiting the infrastructure to enable the delivery of their business plans.

The emphasis is on a vision which delivers common/standardised technology for public sector organisations. The main components are:

- **The Public Sector Network:** A single holistic Voice and Data telecommunications infrastructure;
- **The Government Cloud (G-Cloud):** An infrastructure that enables public bodies to select and host ICT services from a shared environment;
- **Datacentre Rationalisation:** A programme of Datacentre consolidation;
- **Government Application Store (G-AS):** a facility which enables sharing and reuse of online business applications, services and components across the public sector;
- **Shared Services:** The ongoing commitment to the development of the shared service culture; and
- **Common standards:** The development of architecture and open source standards across public services.

### Comparison

There is significant commonality in the service goals which the Government ICT Strategy underpins and those which Haringey's IT Strategy encompasses. This is not surprising as the drivers of the transformation of public services; improving delivery, access and efficiency; greening Government; and responding to the economic downturn encompass many of the primary drivers in the Council Plan.

Haringey's IT Strategy is focused on defining the strategic business projects which will be required from IT Services to underpin and provide innovative solutions to the Council's priorities and vision. The Government's strategy will ultimately provide new options for meeting Business Services but these are unlikely to emerge in the next two to three years. Consideration of these options in Haringey's project approval process will define the future interception of the Government's ICT Strategy.

At the heart of both strategies is the creation of a common, standardised, secure flexible infrastructure. The strategies are differentiated by the Haringey's approach which focuses on the shorter term (3 year) requirements. The Government strategy sets out a direction of travel through to 2020. The critical factor, in terms of alignment, will be to ensure that Haringey's shorter term requirements are achieved in a manner which is compatible with the longer term Government Strategy and that Haringey is continually positioned to take advantage of the opportunities that this strategy will create as and when the technologies are delivered.

Finally, the Government also places a continued emphasis on IT professionalism, reliable project delivery and supplier management. These items are not necessarily part of Haringey's IT strategy but all of these are areas of focus for IT Services and are currently being addressed.

The Government's ICT Strategy is a welcome set of guidelines into Government thinking in ICT and Haringey's IT Strategy must ensure alignment with each of the emerging constituents.



## 2. Strategy



**Haringey Council**



**Note:** The detailed strategy in this document is described under each of the six IT objectives.

## Strategy Format

The strategy now addresses each of the IT Objectives in turn:

**Objective 1.** Develop Strategic Services that help underpin and provide innovative solutions to the Council's priorities and vision.

This section describes the strategic needs of each of the individual Directorates and the corporate, business wide, IT services that will need to be delivered to the Council (for instance: mobile working, electronic document management, etc.).

**Objective 2.** Ensure that we provide a secure and reliable IT environment

Objective 2 describes the changes required to the IT infrastructure to renew the ageing supporting hardware and software; and ensure alignment with Government ICT Strategy.

**Objective 3.** Actively pursue opportunities to share and provide shared services to others.

This describes the approach to partnerships and sharing. The opportunities which exist and how they may be exploited.

**Objective 4.** Demonstrate that all costs are transparent, agreed and represent value for money

Objective 4 outlines the approach which will be undertaken to financial management. Including cost transparency and how value for money will be implemented and demonstrated.

**Objective 5.** Communicate and consult with our stakeholders, customers and partners

This promotes the IT approach to assessing our customer's requirements and ensuring that IT Services deliver to the key priorities.

**Objective 6.** Sustain a professional and highly motivated IT workforce which delivers 'right first time'

This details how the changes to our people and their skills required to deliver this strategy will be planned.

The detailed strategy is now outlined in each of the subsequent sections, in a consistent format which encompasses the current position, pressure for change, areas for action and benefits.

## 2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision. (2.1.1 Line of Business Level)

The following section provides an overview of the current Directorates and their line of business IT requirements. In supporting these requirements IT Services will:

- maintain a current understanding of the business environment, drivers and priorities;
- work with business representatives to define demand and identify appropriate technology solutions; and
- ensure that IT resources are directed according to agreed corporate priorities.

### 2.1.1.1 Children & Young People's Service

The focus of the Children & Young People's Service is on safeguarding children and children's education.

Framework-i is the core electronic social care case management system. The same system is used for both adults and children. The contract is due for renewal in 2011/12. Impulse is used for schools admission and Early Years (now FIS) deals with pre-school child care provision, and contributes childcare information to the DCSF's Parent Know How Database.



**ContactPoint<sup>1</sup>** is part of the Every Child Matters programme to improve the lives of Children and young people with a strong emphasis on early intervention for those who could benefit from additional services. It aims to help ensure all children get access to the services and support to which they are entitled as well as safeguarding vulnerable children. ContactPoint is a secure online directory.

Building Schools for the Future (BSF) has established a managed service contract for the delivery of improved ICT in secondary schools.

<sup>1</sup> The future of ContactPoint is now unclear as the coalition Government has indicated that this project will be subject to major cuts

**At a Glance:** *How initiatives at the Line of Business level support the business strategy.*

**Delivering customer focused, cost effective service** by delivering in a strategic manner the service expected within each Directorate.

IT Services have a role in monitoring the service performance of the third party involved.

### Pressure for Change

The Safeguarding Children Plan means that there is, and will continue to be, a heightened focus on ITS' support of social care systems, especially Framework-i, and for enabling information sharing with partner organisations.

The release of the national ContactPoint service and the provision of access to this service will impact on service provision through the provision of intelligence on other practitioners involved with the care of a child. This will also impact on Framework-i and Impulse both of which are being upgraded to automatically link into ContactPoint.

### Areas for Action

'Children and Families' will require:

- Further development of Framework-i and the need to address contract expiration in 2011/12;
- The provision of appropriate ICT in support of the development of the First Response team; and
- The provision of mobile technology for social workers.

'Support for the development of multi-agency teams' will drive:

- Better systems connectivity and information sharing;
- Integration with RIO and other health systems;
- An NHS Pilot Project; and
- Contactpoint (see footnote 1).

'Children that are known to us' require a review of all data and information held by the Directorate. This will include:

- The identification of all data and information repositories, including confirming the source of data, the rationale behind holding it (i.e. what have we got, why have we got it and where does it come from?);
- The functional analysis of all data and information repositories (i.e. what does it do?);
- Confirmation of the arrangements for cleansing and maintaining data and information integrity (i.e. how do we maintain it and what is the cost?); and
- The definition of archiving requirements and arrangements where relevant.

Upgrade and maintain the key support systems such as Impulse and FIS, to ensure that they are reliable and functional.

Develop **Mobile Working** and the **Children's Centre Database**.

Investigate the use of the Library System by schools and investigate sharing pupil administration systems with schools.

#### Benefits

Practitioners will be able to identify and contact one another quickly to co-ordinate the services which children require and intervene early where needs are identified.

Compliance with the Childcare Act 2006 (Provision of Information), which sets out the types of information required to be provided to parents and prospective parents by local authorities, will be achieved.

Efficiencies, performance and service improvements will be delivered through data sharing.

### 2.1.1.2 Adult, Culture and Community Service

Adult, Culture and Community Service is concerned with providing:

- social care to those aged 18 and over;
- recreation services (leisure centres, sports, parks, ground and tree maintenance, and the bereavement service; and
- culture, libraries and adult learning.



Figure 9 Alexandra Park library

The major systems used are:

- Framework-i for case management; delivered as a managed service by Corelogic, and supported by the Framework-I support team who develop and maintain the workflows;
- TALIS for Libraries;
- TLMS for the leisure centres; and
- LearnerTrack for Adult Learning.

#### Pressure for Change

The personalisation agenda enables the service user to take charge of their care provision by giving them an individual budget, and will oblige ACCS to act as a broker for those services that the individual feels best meet their needs. As part of this agenda, there will be increasing pressure for partnership working with agencies such as the NHS, and the resulting requirement to share and access each other's systems and data. This will be enabled through extending the secure network connectivity arrangements already in place for GCSx, to encompass connectivity to the NHS network N3, for access to their systems, and secure email.

The 'Sport First' drive supports the Wellbeing agenda which encourages people to exercise and stay fit and there are requirements to deploy mobile working and kiosks to increase the take up of leisure activities in the borough.

There are plans to extend WiFi in libraries and to update and extend the people's network to provide a wider range of ICT.

#### Areas for Action

Implement **Framework-I payments** module.

Evaluate the C&YPS **Mobile Working** initiative and whether/how this can be extended to Adult social care staff.

Complete the **NHS Code of Connection** / Information Governance and implement connectivity to the N3 network.

Implement messaging with NHS systems to support the introduction of the Common Assessment Framework for adults, and access to NHS systems and data.

Implement the software modules that support the **Sport First** project – such as kiosks, online booking and recording of members' fitness activities.

#### Benefits

The provision of technology enablers will support the implementation of key Central Government social care initiatives.

In common with C&YPS, these initiatives will deliver improvement in service provision with partner organisations through information sharing.

It will promote the outcomes of the Wellbeing Agenda.



### 2.1.1.3 Urban Environment



Figure 10 Wood Green rooftops

Urban Environment (UE) is responsible for:

- Frontline Services (highways, parking, waste management, enforcement and transport);
- Strategic & Community Housing (advice, assessment, income recovery and temporary housing); and
- Planning, regeneration and Economy.

UE also manages Homes For Haringey (HfH), the Arms Length Management Organisation (ALMO) responsible for Haringey's housing stock. Technical infrastructure, procurement and project support services are provided to HfH through a Service Level Agreement (SLA) with IT Services.

The key IT systems supporting UE include:

- Civica – parking management;
- Confirm – location based asset management;
- i-Lap – development and building control;
- M3 PP – enforcement; and
- OHMS – housing rents, repairs & estate management.

#### Pressure for Change

Urban Environment is coming under increasing pressure to increase its customer focus through improved understanding of customers, enhanced service delivery and the provision of feedback to service users of the status, planning and timings to fulfil their requests – irrespective of whether a service is delivered

directly by the Council or through a service provider.

The financial climate means that the Directorate will continue to be challenged to 'do more with less' and will be looking at technological opportunities that support this goal.

The need to use intelligence from across the Council to support the safeguarding of vulnerable adults and children is particularly relevant in Strategic Housing because of their contacts in the community.

#### Areas for Action

Increase in customer focus will be driven through the **SAP Strategy - CRM** which will be driving to provide a 'single source of customer information'. The development of integration between CRM and the back office systems will enable both service efficiencies and the ability to provide service status feedback to customers.

The existing **Parking** system is no longer being developed by the supplier and does not provide functionality to support on-line self service. In particular, electronic parking permit issue and renewal is not possible. Work is hand to upgrade this system and realise benefits including efficiency savings and the introduction of electronic service delivery, including on-line payments. This upgrade will also be evaluated to determine whether the system can be extended to other enforcement functionality and provide application rationalisation opportunities.

The introduction of **Mobile Working** and the supporting technology which is of significant interest in a number of business areas including building control, street work, enforcement, inspections and home visits.

An exercise to determine future direction of **Housing Software** will be established.

Integration of housing software with social care software may be required to support recommendations of the JAR report in respect of information sharing.

There is potential to roll out **EDRMS** (Electronic Document and Record Management) early in Strategic and Community Housing.

## Benefits

Mobile and flexible working has the potential to enable improvements in service provision and efficiency by increasing the time officers spend in the field and reducing the time that field based roles spend performing administrative and back office functions.

It is also seen as key to providing effective assessment of property condition and remedial action which will enable HfH to maintain or improve their inspection rating. This is essential to secure funding to complete the decent homes programme.

The ITS mobile strategy project will define options for providing mobile working within UE for introduction to the various field based roles.

The availability of self service parking functionality will provide another access channel for service users, reduce the number of avoidable contacts and provide efficiencies in both front and back office functions.

Integration of housing and social care software will lead to improvements in safeguarding children.

#### 2.1.1.4 People and Organisational Development

People and Organisational Development (POD) includes Human Resources (HR Support, Pay and Pensions); Learning Services; Local Democracy and Member Services.

SAP is in place for HR, payroll and training.

Heywoods system manages pensions.

Modern.Gov system supports Local Democracy and Members by providing secretariat functionality across the Council and publishing minutes, agendas and Member information to the public.

Member's specific IT needs are supported by a small dedicated team of IT specialists.

##### Pressure for Change

The provision of a 'self-service' approach to HR could deliver benefits in transactional HR and should be re-appraised.

There is a requirement to improve efficiency, particularly in the administration of training including extending the methods of delivery and enabling provision of training to partnership organisations.

Flexible working will be extended and options for flexible resourcing investigated.

There are legislative requirements to increase community involvement in local democracy and the availability of technologies such as social networking will provide opportunities to support greater involvement in local democracy.

In addition there is an increasing need to manage talent and succession planning in the organisation. This requires extension to the existing SAP functionality.

##### Areas for Action

The requirement for self service will be re-evaluated by SAP Programme Board to establish whether there is sufficient sponsorship to include this in the SAP Strategy.

The SAP Strategy will investigate the new SAP module, Enterprise Learning, to establish whether this has functionality to improve

efficiencies in the administration and delivery of training.

Technology is required to support staff to exploit flexible working and resourcing.

Work with Local Democracy and Members and other key stakeholders such as Neighbourhoods and Communications to identify and action opportunities to use technology to support community engagement.

Include the requirements for succession planning and talent management in the **SAP Strategy**.

##### Benefits

Greater use of SAP will provide further opportunities to realise the benefits of the earlier investments. The use of the 'self-service' approach to HR will deliver savings within the HR function and support a council wide change in the role and responsibility of staff managers.

The benefits from flexible working extend to improvements to staff working conditions, productivity and morale as individuals gain flexibility in their working patterns as well as the more traditional benefits associated with space saving, reduction in accommodation and reductions in time lost through sickness and travel delays.

Greater involvement of residents and local organisations in the democratic processes will ensure that the Council's priorities meet local needs.

### 2.1.1.5 Policy, Performance, Partnerships and Communication Service

The Policy, Performance, Partnerships and Communication Service (PPP&C) comprises Communication, Community Safety, Partnerships, and Performance & Policy.

The Communication Service is the owner of the strategic development of the Council's web presence and intranet (Harinet), in respect of design, structure and content.

Performance and Policy is the owner of a number of key corporate systems used across the Council including Geographical Information systems (GIS); performance reporting (Covalent) and complaints management (Respond).

#### Pressure for Change

Today there is a desire to:

- use technology to provide better interaction with the wider community facilitating greater resident participation in local democracy;
- update the Council's website to increase the range of services available to residents on-line;
- update the intranet to provide better information and knowledge sharing capabilities;
- manage and share information, such as the Borough profile across the Haringey Strategic Partnership (HSP);
- identify specific segments and interests across our residents, partners and stakeholders to support targeting of events, consultation and service provision; and
- adopt a more strategic approach to the deployment of GIS, particularly in support of mobile working.

#### Areas for Action

Work with Communications and other key stakeholders in a **Web Development** project to define how recent web technologies – such as collaboration, information sharing, user centred

design and interoperability can be used to support engagement and information sharing across the Council and with partners and customers.

Evaluate through the **SAP Strategy** project whether the use of SAP as a corporate performance management tool will provide benefits in this area.

Define the future approach to supporting the complaints management processes and whether the introduction of **SAP Strategy - CRM** in this area will provide a more comprehensive view of the customer base.

Ascertain whether **SAP Strategy - CRM** should be extended to support the needs of consultation and other areas to maintain information about customer interests, as well as service usage.

Extend the current **GIS** capability to include integration with other systems and initiatives such as mobile working.

IT Services will work with Communications to ensure that niche Services such as marketing, design and print have a cost effective IT infrastructure to deliver service to the council.

#### Benefits

A new website will assist in the delivery of the Customer Focus Strategy, Smart Working and, in essence, improve customer service and the efficiency of staff.

This will assist in the delivery of the New Media strategy in PPP&C.

The extension of SAP to other corporate applications will support the applications rationalisation initiative and the provision of a single source of key data.

### 2.1.1.6 Corporate Resources

Corporate Resources consists of Access and Customer Focus, Corporate Property Services, Finance Services, and Legal Services. It is a heavy user of IT systems and, as in all Directorates, challenged with improving and developing its services.

SAP is the major IT system in use supporting: Finance, Payroll, HR, Procurement, Asset Accounting and Customer Relationship Management. There is a managed service in place with Logica and an Enterprise License with SAP.

#### Pressure for Change

**Access and Customer Focus** which includes IT Services has in recent years implemented the Customer Relationship Management (CRM) module in SAP. CRM and the customer is at the heart of the business' transformation agenda which plans to focus on data aggregation, process integration, information presentation and business intelligence exploitation. The challenge will be to ensure that SAP is efficient and effectively maintained and developed in a manner consistent with Customer Services Customer Focus Strategy. Further, a degree of integration is required between the various systems which support customer interactions.

**Corporate Property Services** exist to provide effective management of the Council's property resources and use Manhattan to support property asset and work management. Challenges in this area are to implement the Corporate Accommodation Strategy and to effectively manage the remaining property portfolio, including improved reporting and repairs scheduling; managing property assets, particularly disposals; and the improvement of performance analysis around the Commercial Portfolio.

**Finance Services** covers financial management and strategic planning, audit, accounting and control, and procurement, most of which use SAP; and Benefits and Local Taxation which uses iWorld and Civica W2 to support the service. Corporate Finance and Benefits and Local Taxation in particular are required to manage and support their systems

and processes to meet continually changing legislative and regulatory requirements. All are challenged with delivering their services within a defined financial budget, ensuring compliance and demonstrating value for money.

**Legal Services** promote and protect the Council's corporate objectives through legal advice and action.

The service is responsible for maintaining the council's Local Land and Property Gazetteer (LLPG), which is a central reference for all addresses used by the major council applications such as Local Land Charges, Council Tax and the Electoral Register. There is a 'hub & satellite' arrangement in place to keep applications synchronised to the gazetteer. These and Visualfiles (Legal Case Management) are the main applications in use.

#### Areas for Action

The key initiative will be the development and delivery of the **SAP Strategy** which will underpin the achievement of many of the business objectives of Corporate Resources. The strategy will include both the extension and further exploitation of existing functionality, such as CRM, and the introduction of additional modules. It will also inform the support model for SAP future developments and deployments, and examine the options for the delivery model when the current contract ceases.

**Electronic Document and Record Management systems** (EDRMS) development is aligned to the Accommodation Strategy and is a key requirement in the Directorate to improve performance through integrity and accessibility of information, reducing storage costs and ensuring legal admissibility.

Pressures exist to keep Local Land Charges at the latest releases to comply with Legislation. Likewise the data integrity of the LLPG needs to be maintained at the highest standard, as it will be the basis for distributing the 2011 Census.

Other likely demand for IT Services includes:

- Introduction of **e-Benefits** in BLT and Customer Services;



- Expansion of the on-line payment capability (**e-Payments**);
- Treasury management;
- Budget management;
- Management of large capital programmes;
- Compliance of the purchase to pay process;
- Automated e-invoicing;
- Continuous improvement to the efficient and effective collection of council tax;
- Improved take up of housing benefits and more efficient processing; and
- Conversion to the new financial reporting standards (IFRS).

Benefit
---------

The alignment of the SAP CRM strategy with the Customer Focus Strategy will enable the Council to improve its understanding of, and engagement with, customers, targeting consultation and the provision of services. This will also enable the Council to meet the CAA key lines of enquiry in this area.

Other initiatives will:

- improve financial management across the authority;
- increase compliance and efficiency;
- improve council tax collection rate; and
- improve housing benefit processing while reducing overpayments and fraud.

**2.1 Objective 1.** Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

### 2.1.2 Corporate Level – Cross Business

#### 2.1.2.1 Improving customer focus and integration

Today customer service is supported by processes which require customer service officers to use a variety of IT systems to fully satisfy a customer enquiry.

Within applications there are different standards for the key customer data entity.

The link between front and back office processes is often difficult.

The primary system in use is SAP CRM in the Customer Service Centres (CSCs); other systems such as iWorld and Civica are used dependent on the customer query and all are supported by e-forms.

There are no electronic interfaces between systems. The manual integration and the face-to-face, or phone, based nature of the transaction reduces efficiency, extends call durations and reduces the potential of delivering a self-service facility to our customers over a range of different channels.

The double keying of customer details into more than one system is commonplace.

#### Pressure for Change

A more integrated approach to the services which support customer relationship management is required. This can only be developed in consultation with the business. This demands simple services provided over multiple channels and needs a gradual increase in our understanding of and creation of the links between systems.

Customer Focus requires facilities that focus on the customer and track the customer experience over time. There is a desire to have a single view of the customer and the CSCs wants be able to process many more calls quickly, efficiently and effectively.

**At a Glance:** *How improving integration and customer focus supports the Business Strategy*

**Delivering customer focused, cost effective service** by linking front and back office processes and focusing on the customer interaction

Critically, it is desired that a customer is provided with an instantaneous formal close to the enquiry, not a delay to await the outcome of a transaction in another department.

Many of the services on offer in the call centre are also required over the web and thus improve 'self service' to our residents.

#### Areas for Action

This area will be addressed by a project which exploits the capability inherent in SAP; creates the potential for the customer to be used to link front and back office processes; links telephony and data; and makes use of new internet technologies. This will require inclusion of CRM and a review of SAP's capability of linking processes and data within the **SAP strategy** project.

The exploitation of **IP Telephony** will enable enhancements to be made to the Call Centre telephony capability.

Multiple channel access and web self service will need to be explored in the **Web Development** project which investigates the use of web tools.

#### Benefits

The biggest benefit of this approach is that it will progress our journey to deliver a customer focused strategy. Better value for money will also be gained by reducing overheads on the delivery services.

SAP and its integration with the web will enable us to 'manage customer contact across all contact channels' and will allow 'customers to self-serve and to choose the channel most convenient to them'.

A 'get it right first time' approach will also have a direct impact on the achievement of an NI 14 (avoidable contacts) reduction.

**2.1 Objective 1.** Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

#### 2.1.2.2 Improved communications with our residents, stakeholders and staff

The web continues to be one of the main channels of communication with our customers and a critical source of information for our staff.

However, the facilities provided are functionally poor when compared with the type of facilities available on popular websites such as google and yahoo.

#### Pressure for Change

Today there is considerable pressure for:

- greater community involvement in decision making and the promotion of democracy, through two way web casting, electronic surveying; and electronic petitioning;
- better communication with the wider community;
- simpler, unstructured, search and retrieve access to the millions of documents held by the Council;
- improved content management, the existing system is now out of date; and
- the use of the web as an additional channel for customer transactions which supplement and replace face-to-face and telephone interfaces.

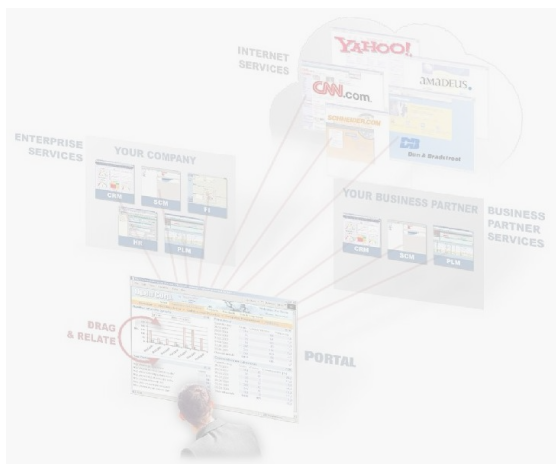


Figure 5 The web

**At a Glance:** How communicating with our customers supports the Business Strategy

**The Delivery of a new media website is a critical component of the Community Engagement Framework.**

#### Areas for Action

The internet and intranet facilities will be developed to provide:

- a personalised web based access point for all customers and staff which will provide: a 'single point of entry' to all of the services provided by Haringey;
- two way broadcasting over the internet, e-petitioning and e-surveying;
- a replacement for the existing content management system;
- a route to other local authorities, community and government services; and
- tools for better engagement with our residents.

A business led **Web Development** project will be established to identify and document the business requirement, address business change and detail the plan for delivery.

#### Benefits

The benefits of this initiative are wide ranging.

It will enable a channel shift for customer transactions.

It will integrate a number of strategic objectives across the council for instance a customer focus strategy, the desire to provide a single point of contact for all services, the desire to expand self service both for customers and staff, personalisation and social networking.

It will be a key enabler of the Community Engagement Framework and create a vehicle through which customers can be more involved in Council decision making.

**2.1 Objective 1.** Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

### 2.1.2.3 Extending the ways in which customers interact with the Council

Customer interaction takes place over the web on a 24x7 basis for the payment of: business rates, council rent, and council tax.

Environmental issues are gathered online in electronic forms. Planning applications can be made over the web.

There is an electronic interaction with post offices, banks and retail outlets via All Pay.

There is phone and face-to-face contact made on a variety of issues with different business units.

#### Pressure for Change

There is a desire to extend the range of services which are available 24x7 over the web and other channels.

Providing a better service to our customers drives an improvement in the interaction with them and simpler methods of responding to their enquiries.

In parallel, there is the requirement to reduce the cost of customer interaction and, in particular, reduce the demands it makes on Frontline services.

The perception that customers have of the Council should be that it is responsive and modern and up to date in its use of the technology options which exist in providing an easy to use web service.

The Council should be compliant with the standards in this domain, such as the Payment Card Industry Data Security Standards (PCIDSS).

#### Areas for Action:

The **Web Development** project will deliver a platform upon which greater transactional activity can be undertaken with our customers. In particular:-

An **e-payments** project has been established, which will deliver new [centralised] ePayment

**At a Glance:** How extending the ways in which customers interact with the Council supports the Business Strategy

**Deliver customer focused, cost effective service** by providing customers with access to an on-line payment and benefits service.

functionality to LB Haringey in 3 incremental phases:

- Upgrade ePayment system (AuthorityICON) to replace existing system (RadiusICON);
- Migrate Parking Fine payment services to the upgraded ePayment system; and
- Manage the take-up of ePayment functionality by other council services.

An **e-benefits** project (ABC) has been established to support BLT's objectives of automating benefits claims. This provides an intelligent form that enables mediated applications via Customer Services and potentially via other authorised third parties such as Registered Social Landlords (RSLs) and Citizen Advice Bureau (CAB).

The introduction of a self-service capability within the CRM will be investigated as part of the **SAP Strategy** project. This will deliver significant enhancements to the transactions which can take place over the internet.

#### Benefit

e-Payments will enable LB Haringey to be compliant with the PCIDSS, thereby delivering: improved and secure web payment; improved and secure telephone payment; secure chip and pin payment; minimised data security breaches; and counter fraud opportunities.

e-Benefits will simplify the application process for claimants, ensure validation where appropriate and enforce mandatory information.

Improvements will be delivered in NI 181 the time taken to process new benefit claims and reductions achieved in NI 14 the number of avoidable contacts.

This will increase the ease of use of services by our customers and their perception of Haringey as a Council which embraces modern developments.

## 2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

### 2.1.2.4 Green Computing

Green computing is a high profile item in everyday IT activities and influences many of the ways in which the department operates, from sourcing equipment, through delivering the service in the most energy efficient manner, to recycling. Implementing services, such as IP Telephony, also helps others reduce their carbon footprint.

The adoption of a 'Thin Client' strategy for our desktop has been very effective in reducing our energy consumption and our IT carbon footprint.

The problem is further addressed by a complex mix of people, networks, and hardware, and by a sophisticated range of solutions.

#### Pressure for Change



Figure 6 Data Centre power supply backup

The Greenest Borough Strategy priority four: Leading by Example indicates that the Council is committed to improving the quality of life for everyone in the borough and must lead by example and act as a role model to our residents and to our business community. We will adopt best practice environmental management standards and procurement principles in our own operations.

*At a Glance: How green computing supports the Business Strategy*

***Making Haringey one of London's greenest boroughs** is enabled by reducing the carbon footprint*

#### Areas for Action

The specific areas which will be addressed are often referred to elsewhere in this document. For visibility they include:

- The **Data centre equipment replacement** project which will reduce the number of servers in the data centre and the space and energy consumption required to support service delivery;
- Storage: there will be a migration to new high capacity, small footprint and energy efficient SANs under the same project;
- Thin Clients and efficient desktops – The thin clients, and their future replacements (**Desktop Replacement** project) will utilise far less energy than traditional workstations;
- Equipment sourcing: IT Services will only procure from manufacturers with the appropriate green credentials and seek to source PCs and servers which have operating systems which support power saving and efficient power supply units;
- Electronic management of paper documents will be promoted (**EDRMS** project);
- Move to colour MFD printing;
- Re-cycling of ageing equipment, printer cartridges and paper will be further expanded; and
- The use of telecomputing to reduce travel, and our staff footprint, will be encouraged by the delivery **IP Telephony** and services such as video conferencing.

#### Benefits

These initiatives will significantly reduce our carbon footprint and help meet the targets in NI 185 (Co2 reductions from local authority operations), 186 (per capita CO<sub>2</sub> emissions in the local authority area), and 194 (level of air quality). In so doing assist in the delivery of 'making Haringey one of London's greenest boroughs'.



**2.1 Objective 1.** Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

#### 2.1.2.5 Electronic Document and Records Management

Physical records and documents are kept in all areas of the council. In many cases, these contain important information and legislation demands that they are kept for many years.

Much of this information is unstructured. It is stored in different filing systems, and standards vary across the Council. Files can be stored in business units, off site and in other Council premises. Searching for information can be time consuming and unproductive. Information is often duplicated taking up valuable space, and poor version control can mean it is not clear what versions are the most up to date.

Records and documents are held in many IT systems.

##### Pressure for Change

Records stores take up expensive space, they can sometimes be lost or deleted and staff productivity is reduced searching through them.

Difficulties in controlling access have led to important information being in inaccessible areas and thus unavailable, duplicated and in multiple versions. As a result it can be difficult to guarantee the integrity of information and to ensure the legal admissibility of appropriate documents.

Records are not always available to staff.

Improvements are required to process flows of information across the Council.

The Data Protection Act, Freedom of Information Act and Intellectual Property Rights increase the demand for good, flexible access to records.

##### Areas for Action

Haringey has established a project, the Information Governance Framework, to manage all media; and to identify how these information assets can be best used to improve council performance. Once the full plan is developed, there will be a demand for IT

**At a Glance:** How electronic records management supports the Business Strategy

**Delivering customer focused, cost effective service** by reducing storage space used by paper records and thus helping to deliver the SMART working initiative.

systems to manage the cataloguing, storage and retrieval of documents and records.

It is possible that any systems deployed will need to be integrated with secure off-site storage & scanning facilities to provide a complete operational management solution.

A corporate **EDRMS** (Electronic Document and Records Management System) project will be undertaken. The business strategy proposed in the project will address the way we manage documents and extend functionality to meet the full records management requirement.

##### Benefits

The council's accommodation strategy is focused on eliminating wasted space and disposing of excess buildings. The removal of unwanted records is a key enabler.

Significant benefits will be obtained by SMART working through: improved performance; greater staff effectiveness and efficiency; and document and process workflow.



Figure 7 Document management processes

**2.1 Objective 1.** Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

#### 2.1.2.6 Mobile Working

Mobile working is currently used in a number of areas across the Council but its use is sporadic and is an adjunct to business processes. Evaluation of the potential for efficiency savings and the associated change management has been limited.

Our current policy on wireless mobile working, for security reasons, has been to restrict its use to council members and a limited user group with modern secure laptops.

A pilot of network based telephony (IP Telephony) has been completed within IT Services. This has demonstrated that the further deployment of network based telephony will support the ability of our workforce to move around the Borough and still have access to telephony services.

The SMART working initiative aims to promote mobile working.

##### Pressure to Change

Mobile working, providing remote access to business applications and other services provided by IT, is recognised as having the potential to provide significant performance and efficiency savings across the Council and in particular, for field workers.

The desire here is to gain productivity from our personnel by making sure that computer based services are readily available to record transactions, access information and report progress.

A range of technology to support the different types of mobile working is now available; however, the rapid evolution of mobile technology and the introduction of security standards for the handling of classified information, through GCSx, will necessitate further review of the technology offering.

A more secure smart phone, such as the Blackberry is required.

***At a Glance:** How mobile working supports the Business Strategy*

***Delivering customer focused, cost effective service** by creating a more agile and mobile workforce.*

Demands are emerging from frontline staff for increased access to IT systems from their place of work.

##### Areas for Action

The initial focus in this area will be the establishment of a **Mobile Working** Project which should gain a clear understanding of the requirements for this technology, the development of supporting business cases and the creation of any supporting policies.

It is likely this work will be undertaken in conjunction with People and Organisational Development to ensure that any changes to, or impact on, HR policies, are also considered.

A **Wireless Network** project will be undertaken, where it is cost effective, to implement a secure wireless capability for staff.

##### Benefits

It is envisaged that as the workforce becomes increasingly more mobile the expansion of wireless service will be critical to ensuring that access to the council's voice and data network is available irrespective of the Haringey location visited.

All areas will be accessed securely by mobile devices including breakout rooms and conference facilities.

The service will support a variety of devices including notebook computers and tablet PC's.

We will be able to record information in real-time or communicate with staff without the need for them to travel to a council office.

Staff will be able to work from home and as they travel to and from work. Frontline staff, with access to the systems they require when they require them, will feel more empowered to carry out their work.

Reduced travel has a consequential impact on reducing our CO<sub>2</sub> emissions.

**2.1 Objective 1.** Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

**At a Glance:** How exploiting existing systems supports the Business Strategy

**Delivering customer focused, cost effective service** by improving and integrating processes; and rationalising the existing applications portfolio.

#### 2.1.2.7 Exploiting key existing Corporate Business Systems

Service provision is catered for by a mixture of SAP at the corporate level, a large number of standalone systems delivering line of business functionality, and the Microsoft Office Suite for personal productivity.

SAP is currently utilised to support Finance, Human Resources and Payroll, Customer Relationship Management, Procurement (Supplier Relationship Management for on-line purchasing and Contract Management), and Asset Accounting.

##### Pressure for Change

The variety of systems in use presents many challenges:

- the integration and sharing of common data, such as customer or location, across platforms can be difficult, if not impossible;
- linking business processes together can be cumbersome and impractical;
- Linking front and back office efficiently is difficult;
- maintenance of multiple systems diverts scarce IT resource away from strategic projects;
- Functionality present in SAP and Microsoft is not fully exploited; and
- Cross-application management reporting is reduced.

##### Areas for Action

It makes sense to further develop our use of the SAP and Microsoft product suites and in so doing rationalise our portfolio and further develop our ability to integrate processes.

A **SAP strategy** project has been initiated to determine the Council's priorities over the next three years. This will:

- Investigate how we can make better use of what we currently have and ensure that the current modules are fully exploited;
- Identify Customer facing areas in the Council where SAP CRM's capability can deliver benefits;
- Determine whether there are requirements for any extension to SAP and whether there are requirements for new functionality;
- Review the potential of SAP to replace existing IT systems;
- Identify the requirements to Integrate SAP (Including SAP CRM) with other IT systems and the underlying technical requirements; and
- Determine the requirements for SAP Business Warehouse/Management Information requirements.

The Microsoft product suite is explored further in the Infrastructure Strategy.

##### Benefits

The effort required to provision and support these services will be reduced.

It will increase our bargaining power, as we reduce the number of suppliers we deal with, lower integration costs and improve the availability and delivery of support.

A smaller set of services will ensure simpler integration.

Better management information will assist the organisation in its understanding of costs and performance.

Process improvements will contribute to the reduction of avoidable contacts (NI14).

**2.1 Objective 1.** Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

### 2.1.2.8 Geographic Information System (GIS) Strategy

Location based information is at the heart of GIS. The fundamental building blocks of this are maintained by the Authority Liaison Officers in Legal Services but attribute data, such as road works, housing and community information, is maintained across a number of departments.

There are a variety of GIS software products in use. Recently, we agreed to standardise on MapInfo and a new corporate GIS system, iSMART. This new software has Intranet and Internet GIS capabilities. It also has a mobile working feature and is able to link to other internal and external applications.

#### Pressure for Change

There is a need to rationalise the many applications in use.

Mobile GIS is required within Haringey for operational use to access records on the ground.

Information released through the web must be quality assured and maps produced for the public must follow Ordnance Survey Mapping Service Agreement (MSA) guidelines.

Functionality of the current web-based Internet GIS application is restricted.

The demand for GIS as an analysis and decision making tool has increased and is unlikely to abate.

#### Areas for Action

A **GIS Phase 2** project and sponsor will be established to:-

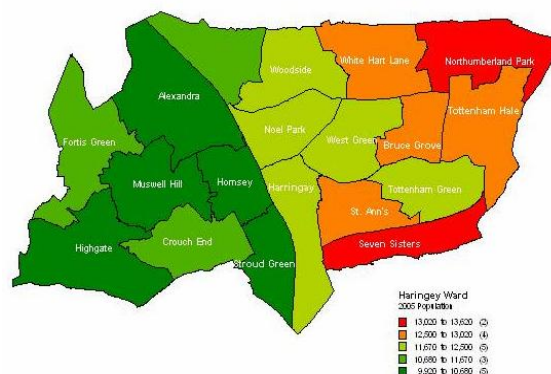
- Investigate further GIS Mobile Working and the use of the corporate GIS system;
- Integrate iSMART with internal business applications such as SAP, Confirm and M3PP;

**At a Glance:** How GIS supports the Business Strategy

**Delivering customer focused, cost effective service** by delivering location based information to mobile workers

- Link iSMART to external business agencies such as the police, central and government; and
- Develop iSMART's reports further.

Figure 8 GIS Population map of Haringey



#### Benefits

iSMART is web-based, easy to use, and can present location information out in the field where it is most needed.

It will improve the perception of the council, deliver efficiency savings and provide enhanced location based information reported by ward: community data, services data and residents feedback.

The intelligent use of GIS data will improve evidence based decision making.

This will reduced the number of GIS suppliers and overall cost.

Improved location based intelligence will advance the community engagement strategy.

**2.1 Objective 1.** Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.  
(2.1.2 Corporate Level)

**At a Glance:** *How business intelligence supports the Business Strategy*

**Delivering customer focused, cost effective service** by creating a focus for the interrogation, analysis and interpretation of management information.

### 2.1.2.9 Business Intelligence

Business intelligence refers to skills, technologies, applications and practices used to help the Council acquire a better understanding of performance. Appropriately applied it provides historical, current and predictive views of Haringey's operations.

Today spreadsheet input is collated within Covalent and used for performance reporting against the Council's key indicators.

SAP reporting is used for procurement and CRM.

Business objects are used to interrogate many of the other systems in use.

#### Pressure for Change

There are almost 200 National Indicators which provide opportunity to measure our performance relative to other local authorities. Measuring, gathering, presenting and acting on this information is a big task.

To provide sophisticated input to performance management the data gathered must be current, and reflect today's performance.

The existing applications portfolio could be used to provide more clarity on the factors which influence performance. Cause and effect are not always clear and determining the implications of change can be difficult.

Information is often siloed and restricted by a particular business area's view of the data and the limitations in current applications. It can be difficult reconciling data in one system with data in another.

Opportunities for predictive analysis, forecasting and optimisation are limited.

#### Areas for Action

There is a fundamental need to develop the IT infrastructure to deliver a web based capability

of interrogating the data which lies within existing systems, exposing this data in a manner which it can be manipulated, compared analysed, integrated and then displayed in a simple to use dashboard. Microsoft SharePoint in conjunction with the **SAP Strategy** project will review the requirement to meet this demand.

This dashboard could integrate existing tools such as Covalent and the applications portfolio to present different views of this data to different strata of management and share across the web with other organisations such as Primary Care Trusts and residents.

Infrastructure developments can only provide the capability. Business projects require to be implemented in a manner which exploits these facilities.

#### Benefits

Management and residents will have a more informed, up to date, picture of performance and the items which influence that performance. This can be used to shape performance and align this with the Council's priorities.

With this information employees will be more empowered to perform in their areas of responsibility.

Employees and residents will be connected by information more efficiently and effectively and, as a consequence, collaboration and sharing will be simplified.



## 2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

The IT Infrastructure components are:

- The Data centre and its Server and Storage contents;
- The Security Infrastructure;
- The Voice and Data Network;
- The Desktop and Mobile devices; and
- The Support Service.

These are the fundamental technology components and services required to ensure the delivery of a robust and secure operational service.

Today our technical architecture is ageing and, in the future, will be prone to performance issues. The principal components have typically been in place for 5 years or more. This exceeds the normal approach in the IT world, where technology developments drive a more aggressive refresh cycle.

The recent customer satisfaction survey and benchmark indicate that although application availability is good there is a degree of frustration with the functionality and performance provided by our infrastructure.

Each component is now addressed in the following sections.

### 2.2.1 Efficient and Sustainable Data Centres.

Each application is supported by one or more servers hosted in two data centres with little spare capacity.

Within the data centres are two Storage Area Networks (SANs) which provide the bulk of data storage space for the council's 415 servers.

There are also 2 server rooms housing Libraries and Haringey Adult Learning Services managed equipment. Additionally there are a small number of other legacy servers in various locations.

Beyond the Borough there are various server groupings hosted by third parties for

***At a Glance:** How providing efficient and sustainable data centres supports the Business Strategy*

***Making Haringey one of London's greenest boroughs** is enabled by reducing the carbon footprint*

applications such as SAP and Civica Parking, which form part of managed service contracts.

Files are stored on the SANs in a directory structure which emulates the organisational structure of Directorates, Business Units, teams and individuals called the DFS (Directorate File System).

#### Pressure for Change

The current server population makes large demands on space and electricity supply.

As the content of the data centres age they will become less reliable and require greater support. Their environmental credentials are low and there is limited space for future expansion.

A number of servers run unsupported software and present security and business continuity risks.

The Directorate File System makes it difficult to share files in a structured manner using version control. This inevitably leads to the duplication of files and the overuse of storage space.

This structure also limits our ability to search and to share over the web.

#### Areas for Action

**A Data centre equipment replacement** project will reduce the number of components, the space utilised, the energy required and the impact on the environment by delivering:

1. Server Virtualisation which will introduce a virtual server environment for applications which will allow for multiple systems to be installed on a single computer server.

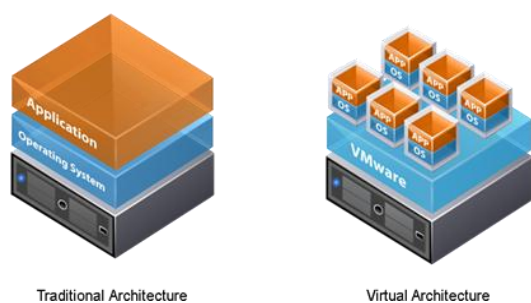


Figure 9 Server virtualisation

2. **Server Rationalisation** which will rationalise the existing server estate to reduce our licensing requirements and remove legacy servers, many of which run unsupported software and hardware. Government's and Haringey's policy will be that unsupported or un-patchable operating systems and applications will not be connected to the network unless a legitimate business case exists for their continuance.

3. **SAN Replacement** which will implement a number of new storage devices with a more resilient design, which will cater better for the information governance requirements of IGF.

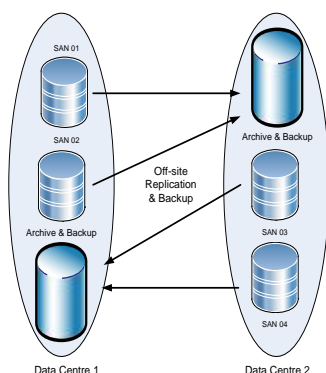


Figure 10 SAN resilience

4. A project which will define the roadmap for upgrading old and out of support software.

A **Sharepoint** project will be established to replace the existing Directorate File System. This project will set up new shared workspace areas for Directorates, Business Units and teams. These new workspaces will encourage staff to share data in a more structured way to remove duplication and bring document versioning control, a failing in the current DFS solution. The workspaces will be provided using Windows SharePoint Services Team Sites.

This technology is provided free to use by Microsoft, but also integrates into Windows SharePoint Portal Server. This integration provides the mechanism by which documents stored in team areas can be indexed and if appropriate made available for searching and viewing by other teams and individuals.

This project will provide the foundation for sharing, version control and better housekeeping but the full exploitation of this capability will only be achieved by authorised business projects which expand these features.

### Benefits

This will improve the green credentials of the data centre and reduce energy consumption.

Running costs will be reduced and the implementation of virtual servers will ease future capital requirements.

Replication, improved reliability and resilience will guarantee a better level of business continuity.

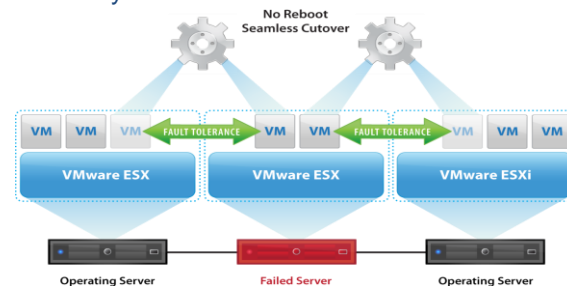


Figure 11 Virtual server resilience

The Sharepoint platform will also provide better foundations for file sharing, housekeeping and data classification on unstructured data.

An enhanced infrastructure will provide a more reliable and easier to implement platform for future business applications.

The phased implementation of this strategy means that enhancements to the application infrastructure can be implemented gradually as capacity is created within the data centres.

This work will position Haringey well for future Government sponsored initiatives to migrate to shared datacentres.

## 2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

### 2.2.2 Improved Security

The current security model is designed to restrict access on the perimeter of our network. This is achieved through the use of firewalls, proxy servers, content filtering devices and security processes.

The GCSx project has recently enhanced many security features.

#### Pressure for Change

The current approach will not cater well in the future with the requirement to provide greater access to the Council's IT services nor partnership working with the Police, PCTs, other Boroughs and government agencies. Nor will it satisfy the business requirement for greater diversity of network connection to support home and remote working.

Mobile devices require greater local security.

Often devices are not protected against Malware (malicious software) which attempts to infiltrate a computer without the owners consent.

Intruder detection must be strengthened and tools provisioned to help with security investigations.

The government has recently suffered some high profile security breaches and Haringey cannot afford to experience the same type of issues.

#### Areas for Action

A **Security project** will be established which will adopt a new security management approach, subject to debate with the business over the balance of cost v risk. This will develop a layered, strength in depth, approach to security. Clients and servers need to become self reliant for their first layers of defence. A number of security activities will be undertaken, either as business as usual activity or within new strategic projects. These include:-

**At a Glance:** How improved security supports the Business Strategy

**SMART working** within a secure environment will be enabled by this facility.

- The development of new security profiles based on who, how and from what device a request is made;
- The development of technology solutions to support this approach;



Figure 12 Security factors

- The establishment of a Firewall upgrade project;
- The installation of personal firewalls on clients;
- The deployment of anti-virus software and anti-malware suites as appropriate;
- The security hardening of all servers; and
- The implementation of full Network Access Controls (NAC) and a Security Incident and Event Management (SIEM) tool.

#### Benefits

Haringey will be compliant with standards proposed in the Government's ICT strategy.

This will provide a security model which enables flexible and home working; and creates an environment which is conformant with GCSx and within which government agencies can partner.

SIEM will meet a number of audit requirements.

## 2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

### 2.2.3 Voice & Data on One Network

Haringey Council, as in many other large organisations, has for many years kept the voice and data network separate. In 2008-09 a pilot of IP Telephony (network based telephony) was completed within IT Services. Approval has been given to replace the existing Ericsson telephony system with IP Telephony.

#### Pressure for Change

There will be pressure to provide home-worker staff with full functionality telephones utilising voice over data broadband services installed at their homes.

Internet Protocol Telephony (IPT) will also be required to connect Council sites which are not currently part of the old voice network.

The telephony platform needs to be augmented to provide additional functionality and services such as: soft-phones, instant messaging, integrated voice and data messaging, video calls and meetings, collaborative whiteboard and document meetings, and fixed to mobile convergence – presenting desk-phone functionality on Council owned mobile-phones.

Mobile and Smartphones are deployed to many staff in addition to desk phones. This means individuals have more than one contact number and this can cause confusion.

The council is dispersed over 200 sites and needs an inter-site video communications.

The requirement for instant messaging between sites and individuals is growing.

#### Areas for Action

IPT will be rolled out under the auspices of SMART working **IP Telephony** Project and further, should be implemented in all sites if a business case can be demonstrated.

A **Wireless network** project will introduce wireless networking into Council offices.

**At a Glance:** How voice and data on one network supports the Business Strategy

This is a key enabler of the **SMART working corporate initiative** and will build quality services.

A **Telecommunications** project will:

- investigate the use of Microsoft Office Communications Server as the hub for instant messaging and the technique used to establish an individual's presence on the network;

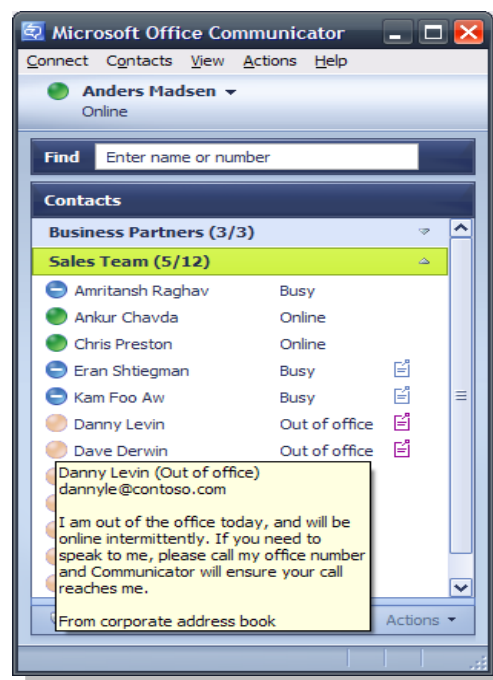


Figure 13 Office Communicator Server presence

- Rationalisation of the data network to make more efficient use of leased lines; and
- introduce a Video Meeting Service, if a cost benefit is demonstrated.

#### Benefits

This is a key enabler of SMART working and will build quality services.

This should significantly improve the flexibility of staff movement within the council, enabling staff to share desks, work from different locations and in so doing reduce space occupancy and cost.

Haringey will be able to integrate with the Government's Public Sector Network proposals for voice and data convergence.

## 2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

### 2.2.4 Desktop / Mobile Strategy

The Council's desktop strategy is Thin Client which uses Citrix to publish IT applications and data to office, mobile and remote workers. There is a mixture of thin (70%) and thick clients (30%) currently deployed.

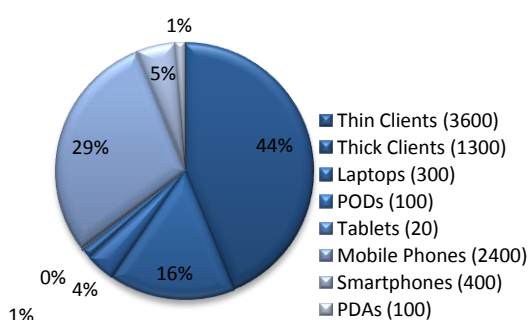


Figure 14 Breakdown of client device

The desktop/mobile strategy must address the requirements of the 5 types of worker defined by the SMART working initiative.

**At a Glance:** How providing personal productivity tools supports the Business Strategy

**Delivering customer focussed, cost effective service** by providing modern, fast personal hardware and software

The use of Citrix implies that any office worker has access to IT facilities from any desk in the Council.

Webmail is available to all staff and has 1400 active users and secure access from home computers and laptops is provided by an IRAS (Internet Remote Access Service) system.

The main productivity applications are Microsoft Office 2003 and Outlook 2003. The browser is Internet Explorer v6. An upgrade to Exchange 2007 has commenced.

Mobile phones and Smartphones are increasingly being used to access the Council's network and applications. The Buying Solutions agreement provides for the replacement of handsets, free of charge, every two years.

Worker Type	Description	Current Facilities
Flexible Office Worker	Able to work from variety of desks, floors and potentially buildings. Possible now, but enhanced with IPT.	Thin Client (70%) or Thick Client, Phone tied to desk and Office 2003 via Citrix. Phone flexibility provided as IPT deployed.
Fixed Office Worker	Officer's duties enforce a dedicated desk provided for them to work at e.g. Receptionist, or adaptations needed for their needs.	Thin Client (70%) or Thick Client, Phone tied to desk and Office 2003 via Citrix.
Home Worker	Officer working from home more than 3 days a week, with network & equipment provided by Council (BLT have 50 currently).	Council provided network and equipment. Mobile and fixed lines for telephony.
Field Worker	Officer who works out in the community often using online & offline technology.	Small group. Tablets and laptops. Wireless disabled.
Mobile & Ad-hoc Home Worker	Requires access to network and limited set of applications from home or when travelling.	Range of options: Some use laptops others use home PC. Webmail, smartphones and IRAS.



## Pressure for Change

The major concern for the user interface is the age of the equipment and software on it. The PCs nearly all date from 2004-05 and so are at least 5 years old and out of warranty. The specification of the units is low and insufficient to run newer versions of the Windows operating system. They also do not have the performance to run personal firewalls and security suites. The graphics performance is poor.

The Windows XP, Internet Explorer v6 and Office 2003 core software platform does not support many of the richer features being requested by users and already available in the home computing world. Microsoft has already released Internet Explorer v8 and Windows 7.

The business desire to use new web technologies, rich multimedia content and webcasts cannot be adequately provided on the current Citrix infrastructure.

GCSx security implications mean that: all PC equipment (desktop and mobile) must be compliant with the mandated Government roll out schedule; and alternative email phones such as the Blackberry need to be investigated.

Presence (the ability to detect that an individual is logged on to the network) whilst innately built into the Microsoft software has yet to be made available to our user community.

## Areas for Action

There will be a phased upgrade of all desktops and mobiles. A **Desktop replacement project** will be established. This project will define the service offering for office, field, home and flexible workers. The migration will be phased, but also targeted to achieve the maximum benefit and the business consulted in the debate of cost to replace against risk of not.

The strategy adopted for each worker is defined in the table below.

Several server applications will need to be upgraded but these will also provide enhanced functionality to the user interface.

A software upgrade roadmap, which migrates the clients to Windows 7, IE8, and Office 2007, will be implemented at a pace consistent with business requirements and cost.

## Benefits

By adopting standard refresh cycles for equipment the activity will be spread out and be able to become a continuous maintenance process rather than a large risky project.

This approach will also smooth the financial demand instead of a large call for capital every 3 or 5 years.

Worker Type	Strategy
Flexible Office Worker	Upgrade thin clients with low energy replacement, with sufficient computing power to replace thick as well.
Fixed Office Worker	All equipment capable of audio and video streaming, instant messaging and video meetings. Office 2007 & IE8 deployed over Citrix. IPT delivers phone extension mobility.
Home Worker	As above. Use IPT to provide Council extensions to home. Instant messaging and video meeting capability to improve communications.
Field Worker	Range of options: laptop to tablet to home PC. Laptops – upgrade to be GCSx compliant with wireless capability.
Mobile & Ad-hoc Home Worker	Replace smartphone with Blackberry in line with GCSx compliance. Deliver compliant GCSx home working solution.

## 2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

### 2.2.5 Support Service

Operational problems/queries are raised by phone with the IT Service Desk. 300 calls are answered per day and 90% of all calls are answered within 20 seconds. Password resets account for 20% of all calls. 70% of problems are fixed on the initial call.

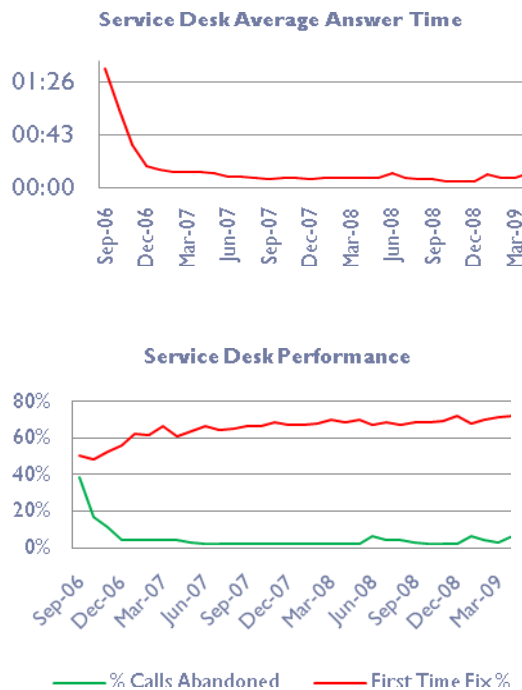


Figure 15 Service desk performance

The average call answer time has reduced and the number of calls fixed first time improved.

IT Services have adopted two frameworks to provide governance to its operational and project services: ITIL (the Information Technology Infrastructure Library) and Prince2 (Projects in a Controlled Environment).

#### Pressures for Change

The ageing infrastructure adds to the support pressure for operational staff. This will, if not addressed, lead to an increase in calls and a decrease in performance.

**At a Glance:** How the support service assists the Business Strategy

**Delivering customer focused, cost effective service** by improving ITS' operational performance, improving the service performance and reducing the cost.

Process efficiency can be gained around password reset with the adoption of appropriate tools.

The scope of configuration management could be extended to create more efficient processes around change, enabling a more comprehensive impact assessment of all change.

#### Areas for Action

The support service will be improved by the establishment of a 'Self Service' culture and a **Single Sign-On** project which will enable users to undertake activities such as password management, online help and single-sign on. The identity management approach will ensure consistency with national government standards.

This will be underpinned by process improvement using ITIL (Information Technology Infrastructure Library) support processes, the introduction of a CMDB (Configuration Management Database) and the implementation of an Enterprise Architecture toolset which will help define the information architecture within the Council.

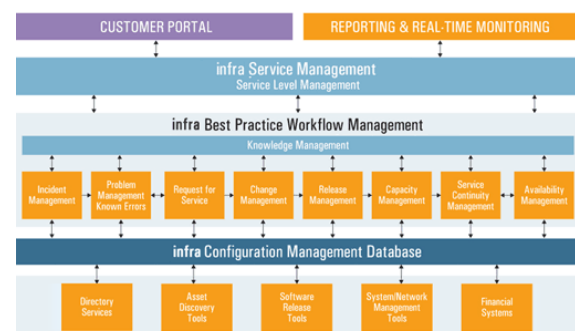


Figure 16 ITIL service management model

#### Benefits

The main benefits will be an improvement in the service and reduction in the cost to serve.

**2.3 Objective 3.** Actively pursue opportunities to both share and provide shared services to others.

### 2.3 Partnership Opportunities

The Government's ICT Strategy proposes a common infrastructure; common standards; and common capability across central and local government. This is designed to position ICT as a key enabler for the exploitation of Shared Services. The main components of this will be:

- The **Public Sector Network** – a single, holistic voice and data network;
- The **Government Cloud (G-Cloud)** – an infrastructure which enables public bodies to select and host ICT services;
- The **Government Application Store (G-AS)** - a marketplace for the sharing and reuse of online business applications on a pay by use basis;
- **Data centre rationalisation** – a programme of data centre consolidation;
- **Common standards and capability** - for architecture, software and people who work in ICT.

#### Pressure for Change

Central Government, responding to the need to: improve public service delivery; improve access to public services; and increase the efficiency of public service delivery, is driving the agenda for shared services across local government.

By 2020 there will be a step change in the way that shared services are perceived, operated and paid for.

#### Areas for Action

IT Services will seek to perform a role in the Government's ICT Strategy for facilities which exploit the opportunities for partnership.

The development of Haringey's ICT infrastructure will progress in a manner which is aligned, where appropriate, with Government initiatives. This will enable Haringey to adopt beneficial developments when it is cost effective and consistent with the Council's strategy.

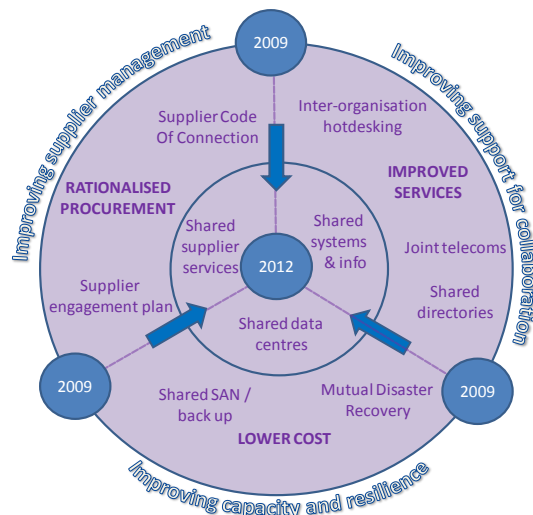
**At a Glance:** How partnership opportunities support the Business Strategy

**Delivering customer focused, cost effective service** by reducing the cost and simplifying customer processes.

A good example of the type of initiatives this will spawn is Capital Ambition's Connected London Strategy, which aims to:

- Simplify access to London services such as call centres, websites, etc;
- Provide professionals across agencies with secure access to the information they need to carry out work from home and office;
- Reduce costs of ICT products and services through the development of shared services and joint procurement.

Figure 17 Capital Ambition strategy



IT Services is actively participating in the projects underway for local government. ITS will seek to incorporate them into our roadmap when it is advantageous to do so.

#### Benefits

- Improved capacity, resilience, support for collaboration; and opportunities to combine contracts and supplier management;
- A simplification and standardisation of ICT across the public sector that enables interoperability and data sharing; and
- Successful partnerships which share data will help to safeguard vulnerable children and adults.

## 2.4 Objective 4. Demonstrate that all costs are transparent, agreed and represent value for money.

The revenue for 2009/10 is £17.1m including approximately £9.3m IT cost (staff, supplies and infrastructure), £5m business related cost (application support contracts) and £2.8m of financial (depreciation, accommodation etc.) cost.

Third Party support and maintenance or managed service contracts contribute to a large portion of the revenue recharge. As a consequence, Supplier and Contract Management is a critical area for the department.

### Pressures for Change

The current economic climate creates pressure to reduce IT costs.

The Council's overall performance is reviewed and publicly reported by the Audit Commission. It is important that the Council, and therefore IT Services, can demonstrate continuous improvement in:

- The cost of services and efficiency in delivering them;
- The quality and impact of services provided;
- The performance and delivery of our services; and
- Customer satisfaction with our services.

Today, business units require greater clarity in the definition of the capital and revenue costs of IT. More transparent costs will also help Directorates in their understanding of the value of IT delivery.

A number of contracts are due for renewal in 2011/12 and the potential exists to tender these to both reduce cost and create more integrated applications.

### Areas for Action

ITS will deliver a proposal on how a procurement exercise will seek to manage many of the contracts which expire in 2011/12

**At a Glance:** *How demonstrating costs are transparent, agreed and represent value for money supports the Business Strategy.*

**Delivering customer focused, cost effective service** by demonstrating value for money.

This will only be progressed if it is supported by the business.

IT costs, and their impact on Directorates, will be better understood; and IT will ensure that the full cost of IT projects and their subsequent impact on revenue is fully understood and examined during business case proposals.

To demonstrate our current value a Value for Money study is being undertaken during 2009/10 to:

- Identify ways of making positive improvements to the service;
- Identify existing strengths; and
- Identify a minimum of 3% cashable savings;

This will: involve a line-by-line breakdown and analysis of all IT costs; provide a better understanding of the cost drivers; define the Business requirement; compare IT costs in Haringey with other local authorities; and define the most appropriate organisational model. It will highlight areas of opportunity and instigate a roadmap for their delivery

### Benefits

Implementation of these activities will ensure that ITS deliver the required budget cuts agreed over the next three years.

This should reduce third party IT support contracts and deliver more integrated applications (the degree of success achieved in this area will have an impact on the level of integration required between applications and as such influence the overall strategy for integration);

Delivering the VFM exercise, with its focus on what is the business requirement and what is affordable, will also support the Council's overall objective of delivering, customer focused, cost-effective services.

## 2.5 Objective 5. Communicate and consult with our stakeholders, customers and partners.

The relationship between IT and the Business is defined around the senior IT management team's responsibilities. For instance interactions on: innovation and strategy take place with the Chief Technology Officer; problems, changes and outages are communicated through Operations; upgrades with the Application Support Group; projects through the Project Delivery team; cross business applications through the Corporate Applications Programme Manager; and supplier management through Service Delivery.

### Pressure for Change

In today's financially constrained world, greater attention must be paid to the relationships with our stakeholders to improve our alignment with the Council's priorities. IT Services delivery performance in meeting these alignment objectives must also be better understood.

This will require a new set of stakeholder engagement processes, such as Demand Management, improved IT Governance, business involvement in IT Strategy decision making, prioritisation and risk management. These will all be designed around the need to consult more deeply with the business.

The IT Communications strategy will need to identify our key stakeholders and how we will communicate and consult with them to ensure that IT service delivery remains business focused and aligned with Council priorities.

Innovation through IT could help address some of the pressures exerted on the business to improve performance and perception, and reduce cost.

It will also seek to ensure that our customer base is able to understand what we can deliver and is able to engage with us to ensure effective use of our services. The strategy will be aimed at ensuring that communications remain current and effective, and wherever possible, embedded into our service delivery processes.

**At a Glance:** *How communicating and consulting with our shareholders supports the Business Strategy*

**Delivering customer focused, cost effective service** by seeking to align and prioritise our work based on business priorities.

### Areas for Action

A communications strategy will be developed.

IT Governance will be improved at senior management level within the organisation. A Corporate IT Board has been established and meets every two months. This enables the business to prioritise the work which is undertaken by ITS, ensuring its alignment with business priorities. It will approve the release of IT capital and the allocation of IT resources. Once prioritisation has been established, this board's involvement in IT Strategy, IT financial approval, IT Risk Management; and the evaluation of IT performance will all be explored.

A new approach to how IT can be used to provide innovative business solutions will be proposed to the Corporate IT Board.

A Value for Money exercise will ensure that the business service offering requirements are understood and costed proposals presented to the business for review and agreement on the definition of the future service.

A more interactive approach by IT Services in the Business Planning process could aid innovation.

An automated operational performance dashboard is a benefit which arises out of the strategic improvements within the operational area, and this could be presented to our customers on a Service Portal.

### Benefits

The improved understanding of 'what is required' by the Council and 'how it will be delivered' by ITS will lead to a better deployment of IT systems, more aligned with the Council's strategy, and a more cost effective, efficient service.



## 2.6 Objective 6. Sustain a professional and highly motivated IT workforce which delivers 'right first time'.

The IT skills and organisation have been developed and shaped by centralisation and the in-sourcing of the Operations function. The focus, over recent years, has been to develop in-house technical and operational skills to ensure the performance of the infrastructure.



Figure 18 IT Services staff

The current People Plan is focused on developing our staff and has the following objectives:

- Retaining highly skilled and motivated staff;
- Continuing to build upon the Training and Development plan maintaining a culture of individual ownership of personal development;
- Effective Leadership and cross team working;
- Career development planning; and
- Internal communications - continue to improve communications/consultation with staff to work towards a better understanding of the purpose of the Council and its policies/values and how IT Services contributes to the success of Haringey.

### Pressure for Change

Alignment with the Government ICT Strategy of developing a common capability in: professional IT-enabled change; reliable project

**At a Glance:** *How sustaining a professional, highly motivated workforce supports the Business Strategy*

**Delivering customer focused, cost effective service** by seeking to align the skills of our resources with the demands of the business.

delivery; and stronger supplier management and procurement.

Further strengthening of the IT skills set will be required to deliver this strategy.

In particular, the increased proliferation of ITIL Service processes implies the need for further training in these disciplines.

New Demand Management processes require to be supported within Business Relationship Management and Service Delivery.

The introduction of project portfolio management through the Corporate IT Board will significantly impact on Project Delivery resources.

Other critical areas of staff development required to support this strategy are: Web and data architecture to support integration; improved application maintenance and upgrades and business analysis skills to capture business requirements.

### Areas for Action

The implementation of this strategy will require the development of the IT Services People Plan to support the new ways of working which provide greater communication with stakeholders and transparent costs, new service delivery and project delivery processes.

It will also require a programme to develop the skills within the department.

### Benefits

The delivery of a more professional IT organisation, within which staff are highly skilled and motivated; apply a quality approach to the work they undertake; and subsequently are more productive. This will assist with staff retention, career development and recruitment.

### 3. Project List

IT Objectives	Project	Business Area
1. Develop Strategic IT Services that help underpin the Councils priorities and vision of excellence	<b>SAP Strategy</b>	Cross Business
	<b>Children's Centre Database</b>	C&YPS
	<b>Framework-I Payments</b>	ACCS
	<b>NHS Code of Connection</b>	ACCS
	<b>Sport First</b>	ACCS
	<b>Parking</b>	UE
	<b>Housing Software</b>	UE
	<b>Electronic Document &amp; Records Management System</b>	Cross Business
	<b>Mobile Working Projects</b>	Cross Business
	<b>Web Development</b>	Cross Business
	<b>e-Payments</b>	Cross Business
	<b>e-Benefits</b>	Cross Business
	<b>GIS Phase 2</b>	Cross Business
2. Ensure we provide a secure and reliable environment	<b>Data Centre Equipment Replacement</b>	Cross Business
	<b>SharePoint</b>	Cross Business
	<b>Security</b>	Cross Business
	<b>IP Telephony</b>	Cross Business
	<b>Telecommunications</b>	Cross Business
	<b>Wireless Network</b>	Cross Business
	<b>Desktop Replacement</b>	Cross Business
	<b>Single Sign-On</b>	Cross Business

Each of the projects will only be undertaken after a Business Case outlining the financial cost; the resources required; the total cost of ownership; and the benefits to be achieved has been formally approved by the Corporate IT Board.

The timeline for delivery will be firmed up once project approval has been granted. There is a direct relationship between many of the items in sections 1 and 2. This interdependency is a key consideration in all Business Cases.

## 4. Conclusion

During the reading of this strategy, the aim has been that the awareness of Haringey's IT landscape (the infrastructure, the applications hosted, the costs and governance involved) has increased; the issues confronting it have been explained; and the business drivers, which must be addressed to move the Council forward, detailed.

This document has proposed a strategic vision for IT which is designed to address Haringey's business priorities, presenting choice and flexibility to the management team within the Council.

The options available have been described on each page of the Strategy in a format which explains the current position, the pressures faced, the action which needs to be undertaken to ease the pressure and the benefits which will accrue.

Each of the projects proposed will only be undertaken after a Business Case outlining the financial cost; the resources required; the total cost of ownership; and the benefits achieved has been formally approved by the Corporate IT Board.

Once project approval has been granted the timeline for delivery will be defined.

## Glossary of Terms

**Active Directory** – MS technology to provide directory services

**Audit Commission** – watchdog for public services

**Blog** – website which provides regular commentary on a topic

**BSF** – Building Schools for the Future investment program

**Citrix** – used to provide MS services across the network

**Client** – a system which accesses a remote service on another computer

**CEF** - Community Engagement Framework

**CRM** – Customer Relationship Management

**Category Management** – a range of products broken down into related groups

**CAA** - Comprehensive Area Assessment

**Capital Ambition** – London's improvement and efficiency partnership

**CITB** – Corporate IT Board for J|IT governance

**CMDB** – Configuration Management Database

**CSC** – Customer Service Centre

**Council Plan** – the plan which outlines how Haringey will deliver the Community Strategy

**Data Protection Act** - regulations for the processing of information on individuals

**Data Quality Standards** – standards which improve the quality of public sector data

**Demand Management** – the process of assessing and prioritising the requirement for IT project services

**e-Forms** – an electronic version of a paper form

**e-Government** – the ICT used to deliver government services

**e-Petition** – an electronic petitioning facility

**e-Survey** – an online surveying capability

**EDMS** – electronic document management system

**Enterprise 2.0** – the latest electronic technologies and business practices

**Exchange** – MS messaging product

**Firewall** – system designed to block unauthorised access

**FIA** - Freedom of Information Act

**GCSx** – Government Connect System (network)

**GIS** – Geographical Information System

**Haringey Community Strategy** – the Council's and partners strategy for working together

**IPR** - Intellectual Property Rights

**ICT** – Information, Communications & Technology

**IE8** – Internet Explorer browser version 8

**IGF** – Information Governance Framework

**IPT** – Internet Protocol Telephony

**ITIL** - Information Technology Infrastructure Library

**JAR** - Joint Area Review

**KLOE** - Key Lines of Enquiry

**LAA** - Local Authority Agreement

**LGfL** – London Grid for Learning

**LPSN** – London Public Service Network

**Malware** – Malicious software

**MS Office** – Microsoft Office software

**MS Outlook** – email service

**NAC** – Network Access Controls

**NI** - National performance Indicators

**NNDR** - National Non-Domestic Rate

**OCS** – Office Communicator Services

**Personalisation** – tailoring services to the individual

**PCIDSS** – Payment Card Industry Data Security Standards

**PCT** – Primary Care Trust

**PDA** – Personal Digital Assistant

**Prince 2** – Projects IN Controlled Environments

**PPM** - Project Portfolio Management

**SAN** – Storage Area Network

**SAP** – Enterprise resource planning

**SIEM** – Security Incident and Event Management

**SharePoint** – tool for hosting web sites

**Smartphone** – PC functionality on a phone

**SMART working** – processes which support flexible, mobile and home working.

**SOCITM** – Society of IT Management

**SRM** - Supplier Relationship Management

**Thick Client** – Personal Computer accessing remote services on another computer

**Thin Client** - restricted PC device accessing remote services on another computer

**Transformational Government** – see e-government

**URF** - Use of Resources Framework

**Virtualisation** – a software implementation of a machine that executes programs like a real machine

**VFM** – Value For Money

**VPN** – Virtual Private Network shares a larger network

**Webcasting** – media file distributed over the internet using streaming media technology

**Web 2.0** - web design which facilitates interactive sharing, collaboration and interoperability

**Wiki** – a tool often used to create collaborative web sites

This page is intentionally left blank