

ICT Strategy Action Plan

1. Strategic Direction

action/task	Priority	Timescale	by who (with)	resources	targets
1.1 Establish a review format for the ICT strategy on an annual basis to Board of Directors and Cabinet	H	Apr '07	AD, ICT (Cabinet member and BoD)	CR	Format agreed
1.2 Establish a process for confirming the ICT change programme (see 2.1 below) with the Board of Directors and Cabinet on a regular basis (at least annually) and on an ad hoc basis where significant changes are made during the year	H	Apr '07	AD, ICT (BoD)	CR	Process agreed
1.3 Establish measures which link the contribution of ICT to corporate business priorities	M	Apr '07	AD, ICT (Asst Chief Executive)	CR	Measures agreed and within TEN
1.4 Establish a mechanism which ensures ICT implication are considered in annual corporate business and financial planning and in reports to Cabinet, Committees and Council	M	Sept '07	AD, ICT (Asst Chief Executive and Chief Finance officer)	CR	Mechanism agreed and publicised

2. Enabling the full potential of information

action/task	Priority	timescale	by who	resources	targets
2.1 Consult on and confirm the principles of an Information Strategy	M	Dec '07	AD, ICT (SMT, BoD, Cabinet)	CR	Strategy consultation

2.2 Design appropriate procedures to monitor and enforce standards for data standards and management (linked to ongoing data quality work)	M	Sep '07	ICT BS Mgr	CR	complete Procedures complete
2.3 Devise standards of data and information management and a training programme to support good practice	H	Jan '08	AD, ICT (HR, T&D Mgr)	AR	Standards and training devised

3. Driven by corporate business requirements

action/task	Priority	Timescale	by who (with)	resources	targets
3.1 Establish a single corporate log of applications and requirements together with criteria for prioritisation of development and change on the basis of a business case	H	Aug '07	BD Mgr, ICT (IT users)	CR	Log complete
3.2 Establish a process for updating the log on a regular basis with the Assistant Director of each Division and Strategic Directors (at least annually or on request) to improve understanding of business needs	M	Aug '07	AD, ICT (SMT)	CR	Process agreed
3.3 Review and confirm arrangements for ICT account management meetings to be held regularly with each Assistant Director.	H	Jul '07	ICT BS Mgr (AD's)	CR	Arrangements confirmed and documented
3.4 Review the re-charging mechanisms to make these clear and as controllable as possible by business units	H	Mar '08	AD, ICT	CR	New recharging mechanism in place
3.5 Establish an ICT Champions forum (to consist of an ICT champion from each Division of the	M	Oct'07	AD, ICT	CR	Forum established

council)					
3.6 Consider and fully cost plans to adopt ICT support to cover the full business hours of all council services	H	Apr '07	ICT BS Mgr	£7,000	Proposal completed
3.7 Ensure standards are devised and implementation plans are in place to make all information services available from council offices, users homes and when mobile wherever this is reasonably possible	H	Apr '07	ICT Infrastructure Mgr	CR	Standards in place and options available to users
3.8 Devise plans to fully utilise the technology capability of IP telephony to deliver; Integrated fixed and mobile capability Options for complete ICT device integration Integrated voicemail and e-mail communications	M	Sept '07	ICT BD mgr	AR	Plans complete

4. Best Value

action/task	priority	timescale	by who	resources	targets
4.1 Review and confirm the performance measures on which the ICT service will be judged. Make service standards and ICT performance known to councillors and key service users and improve understanding of what the ICT Division does.	H	Jul '07	AD, ICT	CR	Set of performance measures, ICT open day held
4.2 Undertake ICT cost and user satisfaction survey and benchmarking at least every two years and publicise results with a record of intended actions	M	Annually	AD, ICT	£2,000 p.a.	Benchmarking done
4.3 Review, with external support, all ICT support	H	Aug '07	AD, ICT and		Review complete and

activity undertaken outside of the ICT division where there is a substantial technical element of support or system maintenance and plan following conclusions			relevant service AD's	£1,000	plans made
4.4 Establish a log of all those officers involved in low level technical activity outside the ICT Division. Confirm the role and establish any standards and guidance necessary to adhere to corporate ICT standards	M	Mar '08	AD, ICT and relevant service AD's	CR	Log and standards complete
4.5 Evaluate the options for achieving better efficiency and standards of service by collaboration, sharing, or outsourcing of some or all of the ICT services currently supplied in house. Produce plans to implement one of these options.	H	May '07	AD, ICT	CR	Report to Board of Directors
4.6 Set targets and produce a plan to reduce dependence on ICT support centre assistance where this is effective and achievable providing whatever alternative support and training is required to meet this goal	M	Jan '08	ICT BS Mgr	CR	Plan complete
4.7 Review the ICT Support Centre with the aim of 'tailoring' support against the type and frequency of demand and with an overall goal of 'first time fix' as close as possible to the customers requirements	H	Aug '07	ICT BS Mgr	CR	Review complete
4.8 Review all procurement of ICT equipment and hardware to ensure consistency with best value and corporate standards across the council. Make purchasing via ICT mandatory	H	Sept '07	ICT BS Mgr (Proc Officer)	CR	New procurement standards and routes complete
4.9 Review the use of software and reallocate software licences as required to ensure proper corporate use of purchased software	H	Jan'08	ICT BS Mgr	CR	Software reallocated

4.10 Review and record training required and undertaken for all ICT roles within the council. Follow up and consider this training plan in each financial year.	M	Jan '08	AD, ICT (HR, T&D Mgr)	CR	Training reviewed, planned & costed
4.11 Produce standards and guidance for ICT supplier management and implement these	L	Aug '08	AD, ICT (Procurement Mgr)	CR	Standards produced
4.12 Consider corporate software standards and options to move to open source for corporate business platforms and applications	M	Sept '08	ICT Infrastructure Mgr	CR	Options paper
4.13 Review the use of the replacements and renewals budget and kit standards to enable future flexible working options	H	Mar '07	ICT BD Mgr	CR	Options paper
4.14 Review current use of corporate applications, by prioritised area, to see if there is more value to be extracted	M	Start Apr '07, complete Aug '09	ICT BD Mgr	CR	Review complete
4.15 Provide technology facilities which will enable a fully digitised (paperless) organisation as far as is practicable	M	Apr '08	ICT Infrastructure Mgr	AR	ICT Architecture updated

5. Innovative

action/task	priority	timescale	by who	resources	targets
5.1 Produce information and guidance on using the consultancy services provided by business development functions within ICT. Ensure these are considered prior to proposals to amend or add to the corporate ICT activity	M	Aug '07	ICT BD Mgr	CR	Guidance complete
5.2 Devise a training programme to support good practice in the management of change and support	L	Dec '07	ICT BD Mgr (HR T&D Mgr)	AR	Training programme

corporate standards (such as PRINCE2) where these are agreed

agreed

6. Reliable and secure

action/task	Priority	timescale	by who	resources	targets
6.1 Devise monitoring arrangements for all ICT policies and standards. Implement these and any resulting actions	M	Dec '07	AD, ICT	CR	Actions taken or planned
6.2 Complete business continuity planning in line with the corporate business continuity strategy and take necessary actions	H	Mar '07	ICT Infrastructure Mgr	AR	Plan complete, actions planned
6.3 Assess compliance with ISO27001 (BS7799) and produce an action plan for compliance	M	Mar '08	ICT Infrastructure Mgr	CR	Compliance planned
6.4 Review the recording and adherence to common data and software standards to ensure data is reliably gathered, stored, maintained and retrieved in robust ways	M	Dec '07	ICT BS Mgr	CR	Review complete
6.5 Consider introduction of the IT Infrastructure Library (ITIL) to ICT Division	M	Dec '07	ICT BS Mgr	CR	Options paper
6.6 Review use of Outlook and e-mail issues and volumes and plan necessary actions	H	Apr '07	ICT Infrastructure Mgr	CR	Review done and actions planned

Legend for 'Resources'

CR = Met within current resources

AR = Additional resources required (not yet quantified)

Amount in £ = additional resource required, current estimate