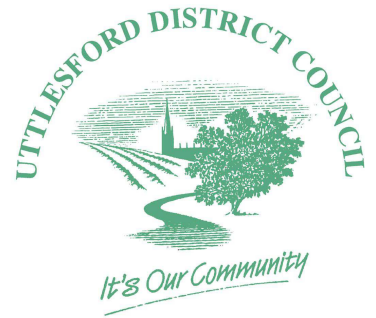


Information and Communications Technology Strategy 2006-11



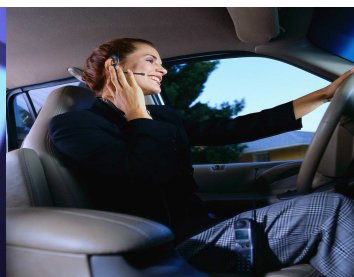
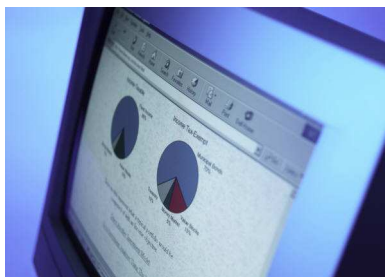
What we will do over the next five years

Where we're heading

Where we've got so far

What we need to do

How we're going to do it



About this plan

- We want to have an ICT service that has a clear direction and set of priorities, that is innovative, responsive and serves the needs of the people that live in, work in and visit the district of Uttlesford.
- To do this we need a clear strategy that pulls together our existing challenges and commitments, sets out our priorities and considers what has been achieved so far so that we are clear where we should be concentrating our efforts for the next five years.
- This strategy also reflects the priorities set out by central government in seizing the opportunities provided by technology to transform services provided to citizens.
- This strategy is for the staff that deliver ICT services for the council, councillors, our partners, other council employees and for the citizens and businesses in the district. It illustrates the longer-term direction for the next five years and also includes a high-level action plan with specific targets for what we want to achieve.
- We've tried to set things out in an honest and easy to read way. It's a major challenge to get a strategy to work for everyone, so we'd be pleased to hear how you think we've done and how we can do better next time.
- If you have any comments, do contact Mike Brean, Executive Manager (Customer Services) on 01799 510330 or Adrian Webb, Head of ICT on 01799 510421. Alternatively you can e-mail to mbrean@uttlesford.gov.uk or awebb@uttlesford.gov.uk

If you need this strategy in large print or audiotape please do get in touch by ringing the ICT help desk on 01799 510412.

The strategy is on our website at www.uttlesford.gov.uk

Where we're heading

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citizens, members and staff. 18

Where we're heading... About Uttlesford and its priorities

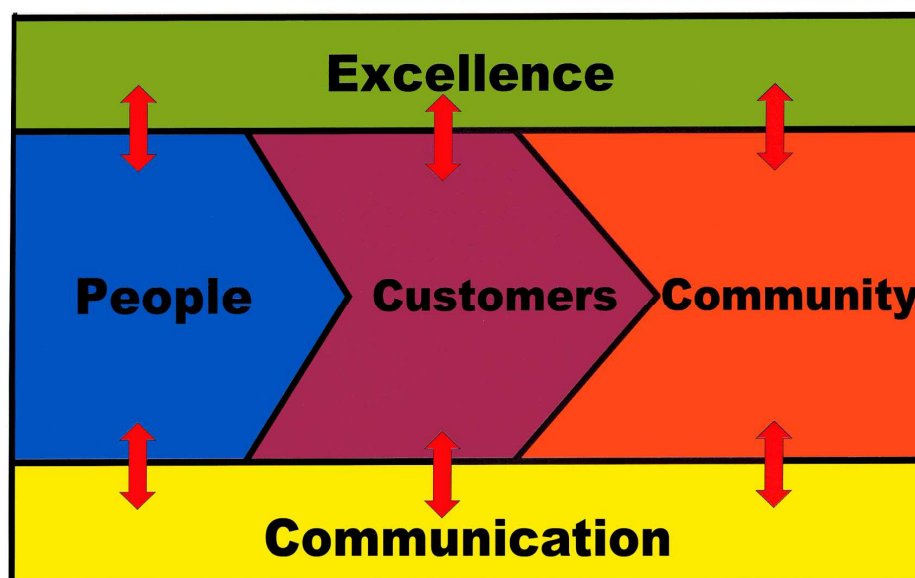
The **purpose** of Uttlesford District Council is to “improve the quality of life of the people who live, work or visit Uttlesford”.

The council has identified five ways in which quality of life can be improved: these are the five **goals** of the council's Quality of Life Plan:

- Provide strong community leadership and openness
- Protecting and enhancing the environment and character of the district
- Improving access to value for money services
- Improving community safety and the health of the population
- Supporting lifelong learning and developing better opportunities for young people

In order to be able to fulfil its purpose, the council needs to improve its own performance. The aim is to achieve continuous improvement and be recognised as an organisation, which characterises **excellence** in public service.

We have represented a framework for excellence in a graphic, which is called the 'Uttlesford Excellence Model', incorporating the key **themes**, which underpin the council's improvement programme.



The council has identified four key priorities for the period April 2006 to May 2007. These are:

- Implementing the council's Recycling Strategy
- Dealing with the proposals for the expansion of Stansted Airport
- Progressing the council's Integrated Customer Management process
- Improving and developing user focus and community engagement

The ICT strategic plan will play a key role in enabling the council to meet its corporate priorities. The high-level action plan will link the ICT service priorities with those of the council's.

Where do we want to be...

Our ambitions...

Technology alone does not transform service delivery but the council cannot transform to meet modern citizens' expectations without it.

The ICT service has set out the following priorities to enable the council to fulfil its corporate goals: -

1. Delivery of services around citizens and businesses
 - Enable the delivery of joined up services that meet the council's objective to deal with enquiries at the first point of contact;
 - Provide services that are easily accessible to all, having regard to the needs of key customer groups;
 - Provide citizens and businesses with a choice and personalisation of interactions with the council. This to come through new access channels to access council services and actively manage the shift towards the most efficient and effective;
 - Through the use of customer information, gain a better understanding of our citizens and businesses to respond to their needs and manage performance.
2. Enabling efficient service provision
 - Integrate front and back office systems so that duplication of effort is removed;
 - Replace expensive and inefficient staff intensive legacy systems;
 - Investigate and introduce new, more efficient technology that frees up resources;
 - Actively manage the shift of citizens and businesses towards the most efficient and effective access channel;
 - Encourage continuing innovation through the design of better, more joined-up services as technology itself develops;
 - Release resources by standardisation, simplification and sharing.
3. ICT learning and development
 - Through the council's leadership and management development programme, senior ICT staff will be equipped to deliver the priorities in this strategy;
 - Train and develop ICT staff and support their career development;
 - Support the development of IT awareness and enabled skills across the whole council.
4. Developing partnerships to deliver services
 - Develop partnerships with key system and service providers;
 - Move to a shared services culture in information and infrastructure.

The following diagram shows how the ICT priorities sit within the five goals of the Quality of Life Plan: with each of the four priorities making a contribution to the achievement of each of the five goals.

Insert diagram here.

Where we've got so far

What have we achieved in 2005-06?

- ✓ Implementation of new ICT structure following structural re-organisation in June 2004.
- ✓ Implemented workflow technology in the benefits service.
- ✓ e-Government compliance (BV157) by the deadline of 31 December 2005.
- ✓ Piloted voice over internet protocol (VOIP) for home workers.
- ✓ Improved customer service with less down time and better help desk response times.
- ✓ Successfully brought together disparate parts of the ICT service into one location.
- ✓ Invested significantly in core hardware.
- ✓ Started to integrate back office systems with the CRM.
- ✓ Successfully managed the migration from Citrix for office bound staff enabling greater system availability.
- ✓ Successfully procured a CRM system to meet the demands of the new customer service centre.
- ✓ Upgraded and improved councillors' home computing arrangements to MSAM.
- ✓ Implemented FIS phase II and snowdrop.
- ✓ Continued the roll out of home working for staff.
- ✓ Successfully completed the Northgate housing upgrade.
- ✓ Joint procurement of marketplace.
- ✓ Completed infrastructure upgrades.
- ✓ Active involvement in the innovative Essex on-line partnership.
- ✓ Website development, including partnership working with local historians.
- ✓ Developed new ways of working for the visually impaired.
- ✓ Introduction of automated telephone payments.
- ✓ Implemented the new licensing system.
- ✓ Development of Essex extranet.

What we need to do...

ICT priorities for 2006-11

Transform the way citizens and businesses access our services

- Promote most appropriate and efficient access channel for customers;
- Continue website development;
- Through technology, enable the business processing re-engineering of back and front office processes

Deliver reliable and efficient ICT services

- Ensure service continuity;
- Training and development and multi-skilling of staff and users;
- Infrastructure review and development;
- Systems assurance and security;
- Enable the development of partnerships;
- Enable shared services development.

Make the best use of technology

- Continuation of mobile working;
- Roll out of document imaging processing and workflow;
- Implementation of the customer relationship management system;
- Back office systems integration;
- Improved telephony, including voice over internet protocol;
- Investigate implementation DigiTV;
- Be aware of emerging and technology.

Identify and meet the needs of specific groups and individuals

- Production of management information and customer intelligence;
- Use of most appropriate and efficient access channels;
- Undertake technological adjustments to enable customer accessibility.

How we're going to do it...

Summary targets

Transform the way citizens and businesses access our services

Why?

To provide the service they want and when they want it

Benefits:

- Improved service through ICM and first point of contact;
- Improved efficiency

Actions:

- Continue implementation of mobile working technology using Assert and mobile Ocella;
- Implement government connect (single sign on);
- Implement automated telephone payments;
- Replacement telephone system;
- Continue implementation of corporate DIP;
- Introduce 'New Ways To Pay';
- Integration of front and back office systems;
- Develop website;
- Implement website self service module (Rightnow);
- Introduce access kiosks;
- Encourage citizens to use the most efficient access channel to suit their needs;
- Carry out a structured programme of organisational re-engineering.

Deliver reliable and efficient ICT services

Why?

To provide a more robust, resilient and reliable ICT service

Benefits:

- Less downtime;
- Greater security;
- More efficient and effective.

How we're going to do it...

Summary targets

Actions:

- More multi-skilling to aid service continuity;
- Infrastructure review, including network;
- New telephone system, with the option to share services;
- Proactive exploration of partnership and shared service arrangements;
- Further support desk development (knowledge base);
- Intranet self help for users;
- Revision of SLAs;
- System monitoring tools (downtime).

Make the best use of technology

Why?

To transform service delivery

Benefits:

- Easier for citizens and businesses to transact with the council
- Easier for the council to go about its business;
- Provide value for money to the council tax payer;
- Easier for staff to work;
- Help eliminate waste and save energy.

Actions:

- Continue implementation of mobile working technology using Assert and mobile Ocella;
- Replacement telephone system;
- Continue implementation of corporate DIP;
- Implementation of CRM and integration of front and back office systems;
- Explore benefits of DigiTV;
- Replacement legacy system programme;
- Exploit SMS text messaging;
- Investigate emerging technology;
- Explore energy saving technologies.

How we're going to do it...

Summary targets

Identify and meet the needs of specific groups and individuals

Why?

Ensure ICT enables the council to meet the needs of all customers

Benefits:

- Full inclusion;
- Greater understanding of customer needs.

Actions:

- Work with Uttlesford Access;
- Work with the voluntary sector;
- Introduce public access kiosks;
- Work with specialist providers (T&T);
- Proactively explore accessibility tools;
- Develop partnerships with other organisations (Libraries);
- Mobile working;
- Enable customer information gathering;
- Access channel shift.

Financial resources:

The financial resources for carrying out the above actions are included in the IT capital and revenue programmes for 2006-07. Work to be undertaken in subsequent years will form part of future bids for resources

People:

The above actions will be undertaken by the IT section and ICM project team, in conjunction with the relevant service as appropriate.

How we're going to do it...

High level action plan for 2006-07

Delivery of services around citizens and businesses	Enabling efficient service provision	ICT learning and development	Developing partnerships to deliver services
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Actions	Targets/milestones	By who	Link to council's corporate goal
Transforming the way citizens and businesses access our services			
Continue implementation of mobile working technology using Assert and mobile Ocella			
Implement government connect (single sign on)			
Implement automated telephone payments			
Replacement telephone system			
Continue implementation of corporate DIP			
Introduce 'New Ways To Pay'			
Integration of front and back office systems			
Develop website			
Encourage citizens to use the most efficient access channel to suit their needs			
Carry out a structured programme of organisational re-engineering			

Actions	Targets/milestones	By who	Link to council's corporate goal
Deliver reliable and efficient ICT services			
More multi-skilling to aid service continuity			
Infrastructure review, including network			
New telephone system, with the option to share services			
Proactive exploration of partnership and shared service arrangements			
Further support desk development (knowledge base)			
Intranet self help for users			
Revision of SLAs			
System monitoring tools (downtime)			
Make the best use of technology			
Continue implementation of mobile working technology using Assert and mobile Ocella			
Replacement telephone system			
Continue implementation of corporate DIP			
Implementation of CRM and integration of front and back office systems			
Explore benefits of DigiTV			
Replacement legacy system programme			
Exploit SMS text messaging			
Investigate emerging technology			
Explore energy saving technologies			

Actions	Targets/milestones	By who	Link to council's corporate goal
Identify and meet the needs of specific groups and individuals			
Work with Uttlesford Access			
Work with the voluntary sector			
Introduce public access kiosks			
Work with specialist providers (T&T)			
Proactively explore accessibility tools			
Develop partnerships with other organisations (Libraries)			
Mobile working			
Enable customer information gathering;			
Access channel shift			

How we're going to do it...

High level action plan for 2007-11

Delivery of services around citizens and businesses	Enabling efficient service provision	ICT learning and development	Developing partnerships to deliver services
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Actions	Targets/milestones	By who	Link to council's corporate goal
Transforming the way citizens and businesses access our services			
Continue implementation of mobile working technology using Assert and mobile Ocella			
Integration of front and back office systems			
Implement website self service module (Rightnow)			
Introduce access kiosks			
Develop website			
Deliver reliable and efficient ICT services			
More multi-skilling to aid service continuity			
Proactive exploration of partnership and shared service arrangements			
Further support desk development (knowledge base)			
Intranet self help for users			

Actions	Targets/milestones	By who	Link to council's corporate goal
Make the best use of technology			
Replacement legacy system programme			
Investigate emerging technology			
Explore energy saving technologies			
Identify and meet the needs of specific groups and individuals			
Work with Uttlesford Access			
Work with the voluntary sector			
Introduce public access kiosks			
Work with specialist providers (T&T)			
Proactively explore accessibility tools			
Develop partnerships with other organisations (Libraries)			
Mobile working			
Enable customer information gathering;			
Access channel shift			

UTTLESFORD DISTRICT COUNCIL
E-GOVERNMENT MODEL

