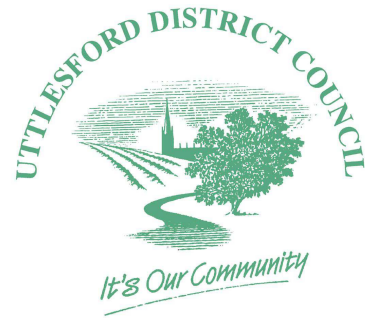


Information and Communications Technology Strategy 2006-11



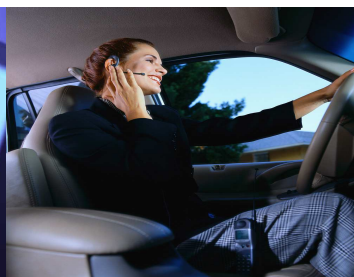
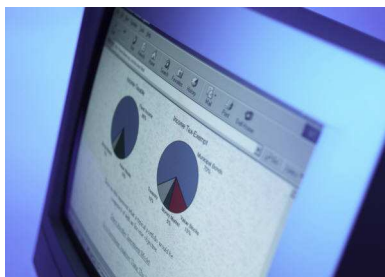
What we will do over the next five years

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 open 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

About Uttlesford and its priorities 4

Our ambitions 6

Where we've got so far

What we have achieved 8

What we need to do

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How we're going to do it

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1 - High level action plan 13 – 22

2 - Diagram showing relationship between systems,
citizens, members and staff. 23

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

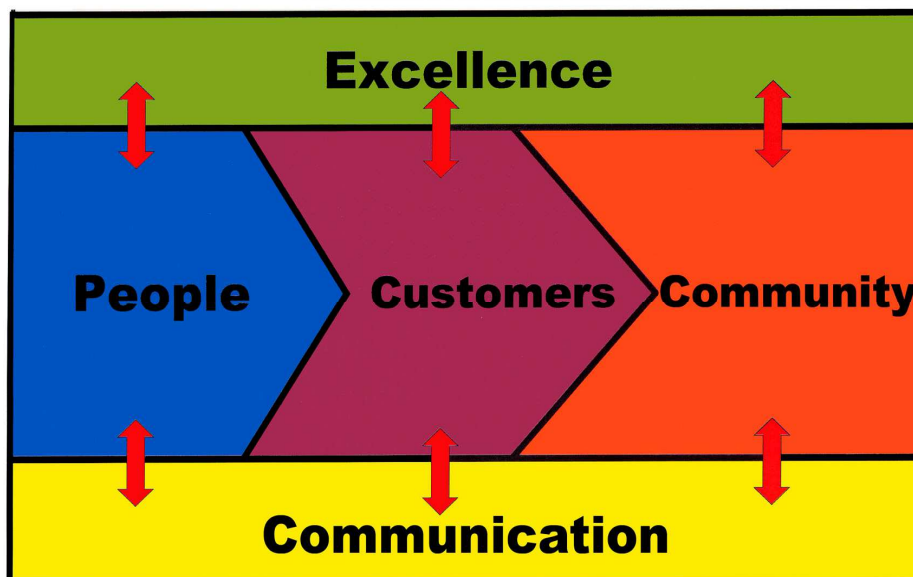
The **purpose** of Uttlesford District Council is to “improve the quality of life of the people who live in, work in or visit Uttlesford”.

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 and other development;
- Progressing the Council's Integrated Customer Management (ICM) process;
- User Focus & 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 we're heading...

Our ambitions...

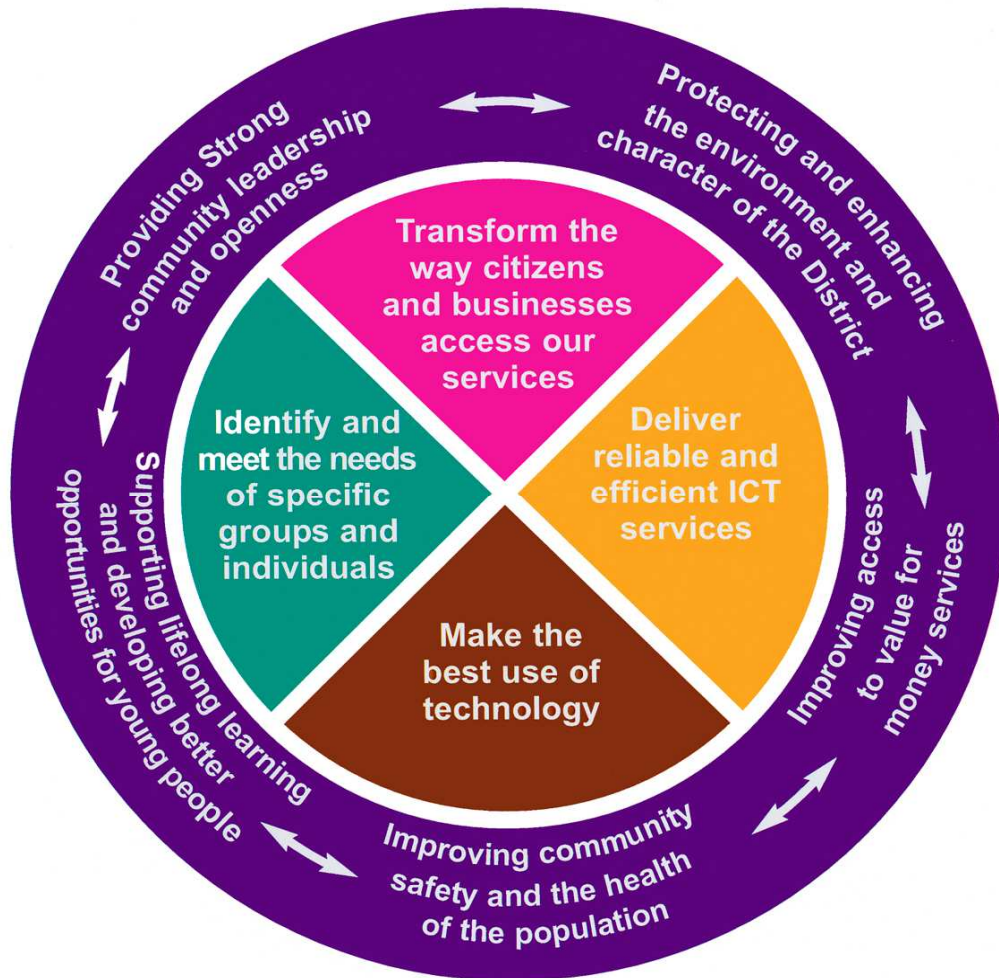
Technology alone does not transform service delivery but the council cannot change to meet modern citizens' expectations without it.

The ICT service will focus on the following 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, organisations and businesses with a choice and personalisation of interactions with the council. This to come through new ways to access council services and actively manage the shift towards the most efficient and effective access channels;
 - Gain a better understanding of our citizens, organisations and businesses to enable better responses to their needs.
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;
 - Introduce new, more efficient technology that frees up human 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 ICT 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.

These have been turned into priorities (page 9 onwards), which will be looked at over the coming years.

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.



Where we've got so far

What have we achieved in 2005-06?

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

What we need to do...

ICT priorities for 2006-11

Transform the way citizens, organisations and businesses access our services

- Promote the most appropriate and efficient access channel for customers;
- Through CRM technology, help deliver the programme of organisational 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 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 improve accessibility.

How we're going to do it...

Summary targets

Transform the way citizens, organisations and businesses access our services

Why?

To provide the service they need 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 through Government Connect (single sign on);
- Implement automated telephone payments;
- Replacement telephone system;
- Continue implementation of corporate Document Imaging Processing (DIP);
- Introduce 'New Ways To Pay';
- Integration of front and back office systems;
- Implement website self service module (Rightnow);
- Introduce access kiosks, initially in the council's customer service centre;
- Encourage citizens to use the most efficient access channel to suit their needs;
- Through CRM technology, help deliver the outcomes of the organisational re-engineering programme.

Deliver reliable and efficient ICT services

Why?

To provide a more resilient 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 joined up services and minimise disruption;
- Infrastructure review, including network;
- New telephone system, which will help in future shared service delivery;
- Proactive exploration of partnership and shared service arrangements;
- Further develop the support desk (knowledge base);
- Intranet self help for users;
- Revision of Service Level Agreements;
- System monitoring tools (downtime).

Make the best use of technology

Why?

To transform service delivery

Benefits:

- Easier for citizens, organisations and businesses to interact 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;
- Replace the telephone system with a new feature rich system with voice over internet protocol and contact centre functionality;
- 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 and health sector;
- Introduce public access kiosks, initially in the councils customer service centre;
- Work with specialist providers;
- Proactively explore accessibility tools;
- Develop partnerships with other organisations (Libraries);
- Roll out mobile working;
- Enable customer information gathering;
- Actively encourage access channel shift.

Financial resources:

The financial resources for carrying out the above actions are included in the ICT 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 ICT 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, organisations and businesses access our services			
Continue implementation of mobile working technology using Assert and mobile Ocella	Introduce Assert as part of phase I of organisational re-engineering (OR) programme in benefits by Sept 06. Pilot Assert with mobile member of staff by Oct 06. Pilot mobile Ocella by Aug 06.	A Webb M Jimmick	Improving access to value for money services
Implement Government Connect (single sign on)	In place by Mar 07.	M Jimmick	Improving access to value for money services
Implement automated telephone payments	In place by Aug 06.	M Jimmick	Improving access to value for money services
Replacement telephone system	In place by Sept 06.	A Webb N Wittman	Improving access to value for money services
Continue implementation of corporate DIP	Fully implement in development services by Oct 06. In place in an additional service by Mar 07.	M Jimmick	Improving access to value for money services

Actions	Targets/milestones	By who	Link to council's corporate goal
Transforming the way citizens, organisations and businesses access our services			
Introduce 'New Ways To Pay'	In place by Sept 06.	M Jimmick (IT elements)	Protecting and enhancing the character of the district
Integration of front and back office systems	Ocella (environmental services) integration by July 06. Revenues and benefits by Aug 06. Other areas as OR programme completed.	A Webb	Improving access to value for money services

Actions	Targets/milestones	By who	Link to council's corporate goal
Deliver reliable and efficient ICT services			
More multi-skilling to aid service continuity	Skill sets and training plans currently being developed as part of appraisal process.	Line Managers	Improving access to value for money services
Infrastructure review, including network	Network review completed in Mar 06. Work to be completed by Aug 06.	A Webb N Wittman	Improving access to value for money services
New telephone system, with the option to share services	New system in place by Sept 06.	A Webb N Wittman	Improving access to value for money services
Proactive exploration of partnership and shared service arrangements	Position statement on customer service centre development received from North Essex partnership. Proactively exploring opportunities for partnership working (GIS support).	M Brean A Webb	Improving access to value for money services
Further support desk development (knowledge base)	Initial knowledge base in place by Dec 06.	N Wittman	Supporting lifelong learning and developing better opportunities for young people
Revision of SLAs	Work has started. To be completed Mar 07.	N Wittman	
System monitoring tools (downtime)	Some monitoring in place following Exchange replacement programme. Other systems subject to review.	A Webb	Improving access to value for money services

Actions	Targets/milestones	By who	Link to council's corporate goal
Make the best use of technology			
Continue implementation of mobile working technology using Assert and mobile Ocella	Introduce Assert as part of phase I of organisational re-engineering (OR) programme in benefits by Sept 06. Pilot Assert with mobile member of staff by Oct 06. Pilot mobile Ocella by Aug 06.	A Webb M Jimmick	Improving access to value for money services
Replacement telephone system	In place by Sept 06.	A Webb N Wittman	Improving access to value for money services
Continue implementation of corporate DIP	Fully implement in development services by Oct 06. In place in an additional service by Mar 07.	M Jimmick	Improving access to value for money services
Implementation of CRM and integration of front and back office systems	CRM system being deployed in main reception and CICs in July 06. In customer service centre by Nov 06. Ocella (environmental services) integration by July 06. Revenues and benefits by Aug 06. Other areas as OR programme completed.	A Webb M Jimmick	Improving access to value for money services
Explore benefits of DigiTV	Review to be done by Mar 07.	M Jimmick	Improving access to value for money services
Replacement legacy system programme	Roadmap reviewing legacy systems to be developed by Dec 06.	A Webb	Improving access to value for money services

Actions	Targets/milestones	By who	Link to council's corporate goal
Make the best use of technology			
Exploit SMS text messaging	In conjunction with new telephone system.	A Webb N Wittman	Improving access to value for money services
Investigate emerging technology	Ongoing.	All	As appropriate
Explore energy saving technologies	Head of IT member of council working group. Work currently ongoing.	A Webb	Protecting and enhancing the character of the district

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	Ongoing	A Webb	Improving access to value for money services
Work with the voluntary and health sector	Work currently underway with CAB.	M Jimmick	Improving access to value for money services
Introduce public access kiosks	Initially in customer service centre by Mar 07.	N Wittman	Improving access to value for money services
Work with specialist providers	Specialist products in customer service centre and CICs by Mar 07.	A Webb	Improving access to value for money services
Proactively explore accessibility tools	Ongoing	A Webb	Improving access to value for money services
Develop partnerships with other organisations (Libraries)	In place by Mar 07.	A Webb (IT elements)	Improving access to value for money services
Roll out mobile working, where appropriate	Benefits by Oct 06. Building surveyors by Oct 06.	A Webb	Improving access to value for money services
Enable customer information gathering;	Through CRM to commence Nov 06.	A Webb (IT elements)	Improving access to value for money services

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, organisations and businesses access our services			
Continue implementation of mobile working technology	Consider outcomes of OR programme in phases II, III and IV.	A Webb	Improving access to value for money services
Integration of front and back office systems	In readiness following phases II, III and IV of OR programme.	A Webb M Jimmick	Improving access to value for money services
Implement website self service module (Rightnow)	By Mar 08 (subject to funding).	A Webb	Improving access to value for money services
Introduce access kiosks	Consider roll out following use in customer service centre implementation.	N Wittman	Improving access to value for money services

Actions	Targets/milestones	By who	Link to council's corporate goal
Deliver reliable and efficient ICT services			
More multi-skilling to aid service continuity	Ongoing	Line Managers	Improving access to value for money services
Proactive exploration of partnership and shared service arrangements	Implement any decisions emanating from North Essex partnership or Centre Of Excellence East study.	A Webb	Improving access to value for money services
Further support desk development (knowledge base)	Ongoing	N Wittman	Supporting lifelong learning and developing better opportunities for young people

Actions	Targets/milestones	By who	Link to council's corporate goal
Make the best use of technology			
Replacement legacy system programme	Implement roadmap.	A Webb	Improving access to value for money services
Investigate emerging technology	Ongoing	All	All
Explore energy saving technologies	Ongoing	A Webb	Protecting and enhancing the character of the district
Roll out mobile working, where appropriate	Mobile working will be outcome of OR programme. To be implemented as appropriate.	A Webb	Improving access to value for money services

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	Ongoing	A Webb	Improving access to value for money services
Work with the voluntary and health sector	Explore opportunities as they become available.	A Webb	Improving access to value for money services
Introduce public access kiosks	Ongoing	N Wittman	Improving access to value for money services
Work with specialist providers	Ongoing	A Webb	Improving access to value for money services
Proactively explore accessibility tools	Ongoing	A Webb	Improving access to value for money services
Develop partnerships with other organisations (Libraries)	Consider other opportunities (including mobile libraries) by Mar 08.	A Webb (IT elements)	Improving access to value for money services
Roll out mobile working, where appropriate	Mobile working will be outcome of OR programme. To be implemented as appropriate.	A Webb	Improving access to value for money services

UTTLESFORD DISTRICT COUNCIL
E-GOVERNMENT MODEL

