



Business Development and ICT Strategy

2007-2012

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ii **Executive Summary**

Information is the lifeblood of this Council, one of the fastest-growing environments and central to improving performance across the organisation. The impact on residents and businesses is equally inescapable.

As a Council, we are increasingly dependent on ICT to plan, deliver, shape and improve our services to meet the needs of our residents and stakeholders, to extend accessibility to them, and to fully exploit the opportunities available through partnership and shared working.

The Council has already made significant investments, and realised significant outcomes as a result. It now needs to build on these to take the authority and the District to the next level.

This Strategy will ensure that our ICT facilities remain fit for purpose, are responsive, flexible, provide high levels of availability, reliable and open to developing in partnership as well as being open to offering developments to other organisations. It will continue to support the delivery of Council priorities, as well as providing support to all Council services and facilitate maximum return on investments.

The Council is going through a period of radical change, which is leading to a fundamental shift in the way we operate internally, but more importantly how we relate to our residents, local businesses, other public service providers, our partners and national government. Our residents, key stakeholders and partners want to see better value, more choice and improved response.

Our Vision for the Virtual District of Stratford on Avon addressed these expectations. Business solutions to deliver that Vision, whilst at the same time remaining flexible and open to future changes which will deliver further benefits to our stakeholders.

iii **Assumptions**

This Strategy provides an overall Vision supported by aims, objectives and expected outcomes. In preparing this Strategy the following assumptions have been made: -

- The Council remains committed to the intentions embodied in the final IEG statement and the Vision for the Virtual District of Stratford on Avon;
- The Council considers the future funding and staffing requirements as part of the normal budgetary process;
- The Council's current locations remain the same and any changes are costed and planned separately;
- The Council will continue to provide comparable services.

Part One - Background

1 National and Regional Priorities

The ICT and Business Development Service Units within Change and Performance support the delivery of all services (statutory and non-statutory), and the development of e-services and integration of systems is critical to the Council's ambition of 'achieving excellence'.

Whilst there are no specific Best Value Performance Indicators (BVPIs) its facilitation of the service efficiency and transformation programme makes an essential contribution to the Council's improvement across all BVPIs.

During the life of this Strategy, national service standards will be introduced to assess performance in key areas such as customer service, access to services, value for money and partnership/shared working. As these are introduced, they will be adopted and reported against.

2 History of the provision of ICT and Business Development

The ICT and Business Development Service Units have been through a number of changes since 2004 when a strategic review was undertaken to assess the Council's position to deliver the national E-Government programme, and ensure it would deliver the necessary efficiencies and business changes. This identified the key building blocks, which needed to be put in place to ensure that future service delivery was flexible, sustainable and equip the Council for partnership, and shared working. It identified the existing staffing structure had insufficient capacity in the critical areas of business development, project and change management.

A revised staffing structure and capital programme were approved to provide a secure foundation for delivery of e-enabled services, as well as and put the Council in a strong position to share resources, facilitate the migration through the Website, Customer Contact Centre, planned one-stop shops and deliver the Council's Strategy to shape services around customer needs. Phase 2 was approved in late 2005 to run until late 2008 with Phase 3 timetabled to be presented to the Council by October 2007.

Putting ICT and Business Development into Change and Performance has strengthened the links between ICT delivery, project management, performance management, business continuity and corporate consultation. It has also strengthened the involvement and commitment of staff, delivery of projects on time and to budget, skills gaps and succession planning. It ensured the Council completed the national E-Government programme in line with national targets, leading to a very positive report from the Audit Commission in 2006 on the Council's progress with the E-Government and transformation agendas.

3 Achievements, View of Stakeholders and Finding from Key Inspections

Recent achievements include:

3.1 Serving our Residents and Visitors

- Lifting the Council's Website national position from 442 to 42 on initial launch to the top 5% UK Local and Central Government Websites,

- Implementing E-Planning and the new Revenues and Benefits ICT System (phase 1 of shared working across all Warwickshire and neighbouring authorities) and developing the approach to corporate project management, e-payments, on-line sports directory (with the ability to make pitch bookings), food premises hygiene database.
- Arranging for over 40 parishes (to date) to each receive £5,000 grants to develop individual Websites.

3.2 **Development of the Virtual District of Stratford on Avon**

The major achievement in 2006/2007 was to be among the ten national finalists in the Digital Challenge Competition. The service developed its bid for The 'Virtual District of Stratford on Avon' programme entirely in-house – working with key partners including f the County Council, Police, CVS, NHS, and the PCT and from the private sector, BT and Alfred McAlpine.

A West Midlands Regional Winner, we were the only District Council to reach the national finals. The Council is now a regional centre of excellence for digital inclusion and part of the national DC10 group working together to deliver programmes for digital inclusion, the Green agenda and using ICT to improve efficiency and effectiveness. The DC10 are collaborating to gain national and European funds – which would not apply to this District if applied for in isolation.

3.3 **Serving our Internal Customers**

Recent achievements include: -

- In-house development of corporate applications
- Corporate project management
- Business Process Re-engineering using Sprint.
- Development of corporate approach to document management and facilitating the corporate back scanning project
- Development of services into the Corporate Contact Centre and development wards single person database
- Migration from Lotus Domino to Microsoft Exchange
- Implementation of Citrix technologies to facilitate mobile working
- Development of the use of digital pen and paper
- Migration from desktop to network printing
- Implementation of new voice and data networks

3.4 **E Government Inspection 2005 by the Audit Commission**

In 2005, the Audit Commission undertook an inspection of E-Government. The main conclusions from the review were:

There are clear benefits to citizens and service users from the council's investment in electronic government, e.g. improved access to services and information about services.

The council is using electronic government as a vehicle to improve its services.

- 1 The Council can clearly identify savings from its investment and through working in partnership with other Warwickshire Councils.

- 2 The service is better positioning itself to tackle future challenges and national imperatives, with clear targets and objectives for the short to medium term, linked to the council's corporate objectives.
- 3 The council still needs to finalise, approve, and adopt a comprehensive strategy to give clear direction to ICT, electronic government and business improvement over the medium to long-term.

Areas for Improvement

- 1 The development of a longer term strategy for the service and for the customer contact;
- 2 The further promotion of access channels to ensure maximum take up;
- 3 Ensuring that residents and users are engaged in the design of the service;
- 4 The establishment of a staff user group to improve liaison with internal users

3.5 Consultation/customer feedback

External Consultation and Customer Feedback

Detailed consultation of external customers and stakeholders was undertaken as part of the Digital Challenge Programme. The findings are reflected in this Strategy and are available on request.

There has also been extensive consultation with internal users, and their requirements are also addressed.

4 Partnerships

Key Partnerships, which influence the delivery of this Strategy: -

- Warwickshire Direct Partnership (Warwickshire County Council and District/Borough Councils)
- Stratford Strategic Partnership
- SOCITM (Society of Information Technology Management)
- DC10 (Digital Challenge 10)
- BT
- Advantage West Midlands
- Parish Councils
- Partnership with the Voluntary Sector, i.e., COMPACT
- Shared Services Partnerships, i.e., Revenues and Benefits

The Council's involvement in the DC10 (Digital Challenge Top 10) Partnership, as well as working with Advantage West Midlands and BT, have the most potential for the Council to bring in external funding as well as provide opportunities for shared development and raise the Council's profile in regional and national scene.

Change and Performance explores every opportunity to work in partnership, and will take them forward whenever there is the business case to do so. A number of the developments currently being undertaken may be highly attractive to other Councils and enable the Council to secure a further return on its investment to date.

5 **How the service supports the Corporate Priorities**

This strategy will continue to support the delivery of: -

- The Council Plan (Community Plan, Corporate Strategy, Council Improvement Plan, Service Standards and Best Value Performance Indicators) and include national service standards as they are introduced, to assess performance in key areas such as customer service, access to services, value for money and partnership/shared working.
- The work of the LAA
- Workforce Development Strategy
- The Corporate Risk Register
- Consultation Strategy
- Customer Access Strategy
- Value for Money Policy
- Partnership Policy
- Procurement Policy
- Performance Management Framework
- Service Plans
- EMAS

Part Two- Future Developments

1 **Overall Vision and Philosophy**

This Strategy continues on the work started in Digital Challenge, which outlines a Vision for South Warwickshire in respect of e-services and reducing exclusion. This Vision is fully supported by all the partners involved in the programme.

It also details how services will be supported to enable them to deliver real benefits and efficiencies to the residents, businesses, partners, suppliers and key stakeholders of South Warwickshire. It moves the Council from delivering services electronically to meeting the challenges of the transformation agenda, which focuses on the following: -

- Business process management
- Improving performance and credibility
- Focusing on the customer
- Driving down costs
- Developing new skills

Fundamentally it seeks to shift the emphasis from technology to processes, information and relationship management and on the outcomes that stakeholders will see from successful delivery. It is supported by the SDC Library of Technical Procedures and Standards, which detail the technical standards and development approaches.

This strategy will help the Council meet many of the challenges being faced over the next few years namely: -

- The demand for improved customer service through increased access at a time and place to suit personal circumstances.
- Deliver more for less, but still ensuring our services are more efficient and effective.

- Flexible services and approaches, which ensure the Council, can fully exploit any opportunities to work in partnership or share developments.
- Respond to the growing use of technology and growing data volumes within the Council and the trends of IT use within the public sector.
- Respond to external demands, government regulation and technology standards and protocols.

It will also focus on solutions to increase take up of e-services, opportunities to reduce exclusion and ensure that local services are shaped around the needs of customers, rather than individual service providers.

It builds on the experience from the private sector, which demonstrates that electronic public services need to be easily accessible, in a user-friendly way (e.g. joined up and local), and closely satisfy a real customer need.

The actual take-up of services, improved satisfaction of our customers and stakeholders with the services we provide, together with a clear demonstration of efficient, value for money services are the ultimate measure of successful delivery.

As previously stated, the Council has already made a significant investment in ICT facilities and services and has achieved a great deal as detailed in the achievements section; strong foundations are in place and this Strategy builds on that progress to sustain the momentum of change and ensure the Council is best placed to take full advantage of the partnership/shared working.

2 **Vision**

'Bringing multi-agency services, learning opportunities and entertainment to the fingertips of our residents, workers, visitors and those who wish to learn. Ensuring that technology is used to deliver tangible benefits to our customers through the development of cost-effective, efficient, well managed and secure ICT facilities'.

In summary this Vision will: -

- 1 Transform services around the customer and enhance user choice. Enable everyone (internally and externally) to access information and services electronically when, where and how they need it, using mechanisms which are simple and coordinated across all agencies
- 2 Deliver efficiency gains by working to join up services through partnership working and fully exploiting initiatives such as local area agreements and the shared services agenda to deliver efficient, high performing services shaped around individual needs.
- 3 Facilitate close partnership working with other councils/organisations to provide increased capacity, reduced costs and share knowledge and expertise.
- 4 Enable easy sharing of information and promote the view that ICT should be held on common systems wherever possible.
- 5 Allow processes and services to be delivered more efficiently and effectively, enabling new ways of working.

- 6 Capture, process, securely store and retrieve information reliably and conveniently from multiple access points.
- 7 Manage information for results and fully exploit this valuable asset as a lever to achieve better public services across all areas.
- 8 Provide robust evidence that the Council is using ICT more strategically by linking technology and information management to other key strategies and policies.
- 9 Improve satisfaction levels across all customers and ensure that all ICT and Business Development related services are viewed as excellent, the staff seen as enthusiastic and possessing the skills and drive to deliver planned improvements.
- 10 Clearly show the Council as a single organisation with a sense of common purpose.

The following approaches will be applied consistently across all corporate projects: -

- All new ICT systems will be compatible and able to integrate with other systems (internal and with key identified partners);
- Whole-life costs for new systems will be provided at the start, including sinking funds for the replacement of critical systems;
- Systems will be designed and procured that require minimal operator intervention and downtime for upgrades, etc;
- All current systems will be reviewed to standardize and rationalize to reduce duplication and limit the use of ad hoc systems;
- Centrally continue the provision of key corporate services, including web developments, customer relationship management, document management, workflow, business process re-engineering, authentication and authorisation.

3 **Benefits and Outcomes**

This Strategy will facilitate: -

- The alignment of ICT and related development resources to ensure they are flexible and responsive to business needs and reflect corporate priorities. This will help the Council become more agile, valued by customers and stakeholders and better able to respond to rapidly changing circumstances.
- Improved customer service and improved choice of access, which is available when needed at a cost, which is transparent and represents good value for money – anytime, anywhere.
- New/enhanced business solutions, which help deliver and monitor excellent services.
- Cashable and non-cashable savings through greater efficiency and improved productivity.
- A more efficient and smooth working between the various internal services and with our partner organisations.

- Strong business continuity arrangements across all service areas
- Better-trained users who are able to use ICT more effectively and efficiently.
- New opportunities of working collaboratively with others.

Who will benefit?

- 1 Residents and local businesses
- 2 Our partners, our suppliers and other stakeholders
- 3 Elected Members and other representatives
- 4 Officers of the District Council

What will they see?

Residents and local businesses will be able to: -

- Easily obtain and find information organised around specific needs (not who provides the service) with clear details of available services and facilities, how to access and use them.
- Expect a consistent level of service provision regardless of the method of access – phone, face to face, letter/email, the Web, messaging, digital TV or through mediated service delivery.
- Have personalised services that detail their current and historic dealings with public services.
- Participate in the way services are run and developed and influence local decision making without being hindered by personal circumstance (lack of transport, inconvenient timing of meetings, etc) or lack of knowledge about how or where to get involved. Access will be possible either through Digital TV, kiosks, via mobile technologies, face to face, by traditional PC access or through mediated delivery.
- Be confident that their personal data held by the Council is managed according to best practice, secure and that personal details will not be mislaid or lost.
- Know that their enquiries, applications and requests will be tracked and progressed seamlessly between agencies.
- Understand that their Council Tax is being spent wisely.

Partners and other Stakeholders will be able to: -

- More easily manage the exchange of data with the Council safely and appropriately.
- Integrate their systems and processes to those of the Council, to improve service levels and efficiency, to deliver tangible benefits to all stakeholders
- Ensure that residents do not become 'lost' between agencies.

Elected Members and other community champions will: -

- Be able to retrieve and use data to inform their decisions about policies and priorities and be given every opportunity to increase their skills in accessing the information.
- Have easy access to performance data, which enables them to monitor and evaluate the effectiveness and efficiency of the services commissioned, purchased and provided by the Council.
- Be equipped to engage in effective scrutiny across all related public services and associated procedures and policies.
- Be able to identify, understand and respond to the needs of their constituents
- Have accurate and timely information to resolve most enquiries at initial point of contact.

Officers within SDC will: -

- Have accurate and timely information to enable the majority of enquiries and issues to be resolved at initial point of contact.
- Be able to act as a representative/advocate beyond their service specialism.
- Become less reliant on paper-based systems and be more familiar and skilled in using electronic means of collecting, using and transmitting data.
- Monitor, analyse, project and control budgets and make appropriate links between activity data and financial data.
- Manage and use knowledge, retaining appropriate records.
- Research and investigate new ways of working and develop more effective business processes.
- Move easily between services as a result of standardised processes and environments.

4 How will this be achieved?

The following key themes will form the basis of the ICT and Business Development Programme 2007-2012. Where there is a key objective, this is summarised at the end of the section.

The Executive Steering Group will monitor the Programme.

4.1 Resource Statement

This will be detailed in the report being presented to the Executive in October 2007.

4.2 **Future Provision of ICT and Business Development Service**

The Change and Performance Service is critical to the delivery of this Strategy. The ICT and Business Development Service Units were strengthened in 2004 and 2005 and the current staffing structure runs to October 2008. A report will be presented to Council by October 2007 on the proposed arrangements with respect to ICT and Business Development staffing.

To date these strengthened teams have facilitated year-on-year revenue savings as reliance on third party suppliers reduces annually. Skills have been increased as well as the ability to work in partnership and undertake developments on behalf of partners. The Service has attracted external funding and continues to explore opportunities to bring investment into the Council to benefits the residents, businesses and stakeholders of South Warwickshire.

The effectiveness and efficiency of the service will be measured and compared with the 'best in class' Councils and the target will be to achieve top quartile performance as detailed by SOCITM (Society of IT Managers) in respect of service efficiency and value for money services.

Key Objective

By August 2007, complete the evaluation and undertake consultations in respect of the ICT and Business Development staffing requirements for presentation to Council in October 2007.

4.3 **Making the most of our key asset – our people**

Whilst the central ICT and Business Development Service Units will continue to seek out and lead on highlighting opportunities for exploiting technology, engaging with businesses and demonstrating how technology can aid service transformation, the full potential of our ICT investment can only be realised if all users are trained and able to use them. Equally, there is little point in having sophisticated hardware or software, which is only used to half its potential. People and technology need to be in balance and there is a critical need for increased training to fully exploit the investment made in ICT.

Key Objective

By April 2008 develop a programme (in consultation with all key stakeholders) to ensure that all staff and elected members obtain the ECDCL qualification as a minimum.

4.4 **Ensuring Reliable Services**

The Council's dependence on ICT continues to grow. Services need to do more with the same resources or in some cases with fewer staff. It is therefore essential that: -

- The resilience of our systems is sufficient. Failures are bound to occur, so our systems need to cope, e.g., by having no single point of failure or being able to recover very quickly.
- The security of our systems does not stifle our ability to do things efficiently and effectively, but equally prevents malicious or unintended damage to our systems or our data.

In the main authorisation, authentication and data encryption are and will remain the cornerstones of our approach. This will ensure we safeguard sensitive and personal information.

- The capacity of our systems is sufficient to cope both with natural growth in use over the planned period and unforeseen peaks brought about by other events.
- Any loss of service resulting from a failure is kept to a minimum and we increase the resilience of our ICT Systems to minimise disruption and safeguard business continuity.

Key Objectives

Service reliability is tested and reported on annually. This will include corporate ICT security and acceptable use procedures and robust targets for minimising system downtime

Robust forecasting of ICT space requirements is undertaken on an annual basis.

4.5 Anywhere, Anytime

The demand for access to services outside of normal working hours continues to grow and is following the trend often seen in the private sector (changed opening hours and increased usage of the Website). The critical element is to ensure that investment provides benefits. This requires focused efforts to publicise and promote channels such as the Website and where necessary spend time educating customers on how to use the ICT tools or assisting them through their first e-transaction.

Providing access to information and services anywhere, anytime can reduce peak demands by simply having the facility to provide information and accept requests over the weekend, e.g. through e-forms, the Council will be able to reduce pressure at key times.

In respect of our internal Officers and elected members this element primarily relates to mobile and flexible working both supported by the Council's Home Working Policy and Remote Working Procedure.

Key Objective

Realise the ambition of anywhere, anytime ensuring the following key areas are given an on-going priority in the Business Development work programme: -

- Development of the public website and extranets so they are of the highest standard and meet high standards of language (Plain English), accessibility and usability and promote them as a single source of accurate, up-to-date information.
- Make it as easy as possible for the public to communicate with the council, and for staff to communicate with each other via electronic channels.
- Ensure a consistent experience however people chose to contact us through electronic channels and provide high-levels of service and responsiveness.

- Be recognised as being at the forefront of electronic communications for all audiences.
- Support services in providing their services and service information on-line.

4.6 **Reduced Duplication**

During customer consultation one of the biggest frustrations expressed is the need to keep providing the same information. Within the Council it is essential to reduce the number of times the same information is entered into back office systems, not only to increase efficiency, but to reduce errors.

The main way this will be achieved is to join up systems so that information to be retrieved from a single source or passed seamlessly from one service to another (internally and externally). This will only be undertaken where a good business case exists. For example, integrating an e-form with a back-office system should only be undertaken when the costs of managing the 'lack of integration' outweigh the costs of integration. Business analysis and evidence of need will determine the priority that systems integrations take

Key Objectives

By April 2008, have a consistent approach in place to ensure there are no 'local' or 'ad hoc' development undertaken independent of the ICT and Business Development Service Units and all applications reviewed to ensure they meet e-gif standards.

By April 2008, complete the delivery of the CRM Programme and associated business process re engineering across all service transactions.

4.7 **Exchanging Information**

The need to exchange information between agencies is essential. The national standards were established as part of the national E-Government programme and are known as the e-gif standards to facilitate the recording and transmission of data.

It is essential that all software vendors and developers work to adopt these standards to enable the Council to fully exploit the opportunities created for cheaper and more efficient software for the public sector.

Information being shared by the Council with other agencies will always be done within the appropriate legal framework. Use of data sharing protocols such as FAME (Framework for Multi-Agency Environments) will be used and best practice established wherever possible.

Key Objective

By April 2010, all applications used by the Council will be e-gif compliant and the Council will have a data sharing protocol in place which all partners are signed up to.

4.8 **Return on Investment**

The Council will make the most of its resources and ensure the maximum return on its investment. This will be achieved by: -

- Matching capacity against demand
- Focus investment in those areas where there is greatest potential for return
- Exploit existing arrangement and license agreements
- Continuing to explore joint-purchasing arrangements through Warwickshire IT Officers Forum, the Warwickshire Direct Partnership and collaboration through the DC10.
- Using e-procurement solutions to minimise the cost of purchasing
- Reviewing replacement policies
- Continuing to research fresh technologies and solutions, which suit our business and support the Council's priorities and aspirations.
- Make further progress to fully exploit the investment made to date and ensure that future investments provide value for money to people, processes, partners and technology.
- Support service areas to realise their investment in technology.

Key Objective

By September 2008, have in place a return on investment protocol shared by our key stakeholders with a template, which will ensure that the most efficient approach has been taken in respect of ICT and Business Development projects.

Ensure that all shared/partnership opportunities are fully explored to ensure the most cost effective and efficient approach.

4.9 System Standards

The Council procures the services of established and leading local authority suppliers for the supply, support and maintenance of all strategic applications (CAPS, Civica, IBS, Northgate and BT). Whilst this approach has a solid foundation, further evaluation will be undertaken to ensure all applications (strategic and operational) are providing value for money and if there are any opportunities to: -

- Reduce costs without loss of strategic functionality
- Reduce overheads
- Promote further joined up working with our partners
- Reduce the complexity and number of interfaces needing to be maintained
- Reduce supplier management costs
- Reduce training costs as the front-end developments are streamlined across all service areas.

In addition by standardising to systems and approaches in the following areas will significantly increase efficiencies and reduce overheads: -

- Standard hardware – servers, desktops, laptops, PDAs (achieved in the main)
- Standard software – corporate software – same products and same versions (achieved in the main)
- Standard databases
- Standard approaches – authentication, systems development

- Standard processes and procedures

Promote the principle of extending, not adding. The aim here is that new and existing business requirements should, wherever possible, use and extend existing facilities, rather than resort to buying or developing alternatives. This is particularly true to core applications such as e-forms, records and document management.

4.10 Software Application Development

We currently have a mix of ready-made software 'packages' from external suppliers, customised applications developed in house and ad hoc developed applications and databases, which have been developed to meet specific business and customer needs. The Challenge for the Council is to obtain the right balance.

In many cases third party applications do not always meet our business requirements and require significant customisation to make the application 'fit for purpose' to support/enhance the transition towards streamlined processes.

The question we always ask – do we expect the business to fit around the technology, or do we develop technology to fit the needs of the business?

Working in collaboration also means that we can tackle this challenge more effectively. The Council's recent submission to the Digital Challenge is an excellent example of collaboration in action. It has provided us the opportunity to link with 9 other local authorities, pool and share resources, and work together to attract external funding from national and European arenas.

The ICT and Business Development Programme will detail the review of current applications to be undertaken to ensure they meet future business needs as well as ensuring we explore all opportunities for shared working to maximize efficiencies.

Our successes in delivering this Strategy and associated standards, procedures and action plan depend on some key factors: -

- Being clear at the outset of the business justification and the total life costs (and opportunities)
- Active involvement, support and commitment of all staff and elected members in ensuring that full exploitation, effective training and implementing the required changes to business processes are undertaken.
- Buy in by elected members and senior Officers of the investment required. This will be supported by robust business cases.
- An efficient, responsive and transparent process of delivering new ICT solutions.
- Availability of resources (human and financial)
-

Key Objective for System Standards and Applications Development

By August 2007, finalise the 5-year programme to review all strategic ICT applications including a review of the corporate ICT server farm. This will be supported by the revised procedure on hardware and software procurement, both

of which will ensure that, where possible, opportunities for shared working, rationalising systems and removing duplications are explored during the development of the business case.

Monitoring

The delivery of this Strategy and ICT and Business Development Plan will be monitored by the Executive Steering Group and reported through the normal Service Planning monitoring process. The monitoring arrangements will include the progress towards achieving all efficiency savings identified.

5 Conclusion

This Strategy has both an external and internal focus. The external focus is to deliver the Vision as laid out in the 'Virtual District of Stratford on Avon', which has been developed through partner and stakeholder consultation. The Virtual District Programme seeks to use ICT in innovate ways to: -

- Promote and enable independent living
- Increase public participation in the way services are delivered and developed
- Provide new opportunities for learning and increasing knowledge
- Assist in strengthening the local economy and encouraging investment into our District

For internal services this Strategy seeks to support the development and delivery of efficient, high performing, value for money services across all areas and facilitate opportunities for shared working, which will improve services to our customers.

Overall the Strategy works on the premise that technology only has real value when it addresses real needs and creates real efficiencies.