

Solihull MBC

ICT Strategy

2015 - 2018

Version 2.0



Innovation
Cost Reduction
Transformation

Version Control

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Solihull MBC's Information and Communications Technology (ICT) Strategy

1 Introduction

1.1 Vision & Objectives

The council's ICT vision is to:

- **Contribute** efficiency & innovation to the delivery of the Solihull Council Plan through technology.
- To help **shape** the council's plans, strategies & tactics with the opportunities presented by ICT innovations.
- **Keep** existing ICT implementations running as smoothly as possible for a minimised cost.

The ICT division (along with many staff across the directorates), seeks opportunities to take the business further into efficient operating with ICT tools and innovations. This includes identifying technical solutions to known business problems and also bringing new technology opportunities to the business. In this way the division both contributes to the council plan and helps to shape it.

Note that Digital Customer experience is addressed in the related but separate Solihull Digital Strategy (see 3.1). ICT has a material contribution to Digital which is expressed in the Digital Strategy.

1.2 The local and national context

The years 2015 – 2018 are likely to be years where ICT's contribution to public service at large and Solihull Council in particular is significant.

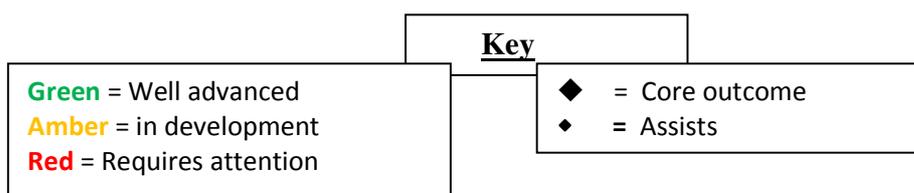
- As the Council's focus shifts to **Lives not Services**, and to working with partners to facilitate the co-production of outcomes, ICT has a critical role to play.
- The demand for ICT to help with the creation of efficient, automated business processes and agile working is growing, while **budget is reducing**.
- As customers expect more **digital** engagement with the authority, ICT's role in self service delivery is increasing.

As well as the Council Priorities described below, these three drivers, Austerity, Digital and Lives Not Services, will shape much of the strategic alignment of ICT and corporate strategy.

1.3 Strategic alignment

The ICT service offerings can be shown as seven categories, mapping onto the council's priorities in the following way.

		corporate priorities						
		Health & Wellbeing	Strong Communities	Managed Growth	Deliver Value	Care Bill	Shaping (6 Projects)	Transformation (General)
1. Agile ICT	Mobile, Hot Desk, BYOD, Print, WiFi				◆	◆	◆	◆
2. Enterprise Apps	Oracle, BI, Integration, Doc Man	◆	◆		◆	◆	◆	
3. Line of Business Apps	eg Planning, Social Care, Members	◆	◆		◆	◆	◆	
4. Cloud	Solihull Personal Cloud, Data Centre				◆			◆
5. Open Systems	Open Source, Open Integration, Open Data			◆	◆			
6. Digital	Broadband, Customer Experience, Inclusion	◆	◆	◆	◆	◆	◆	◆
7. Operations	Keeping systems running	◆	◆	◆	◆	◆	◆	◆



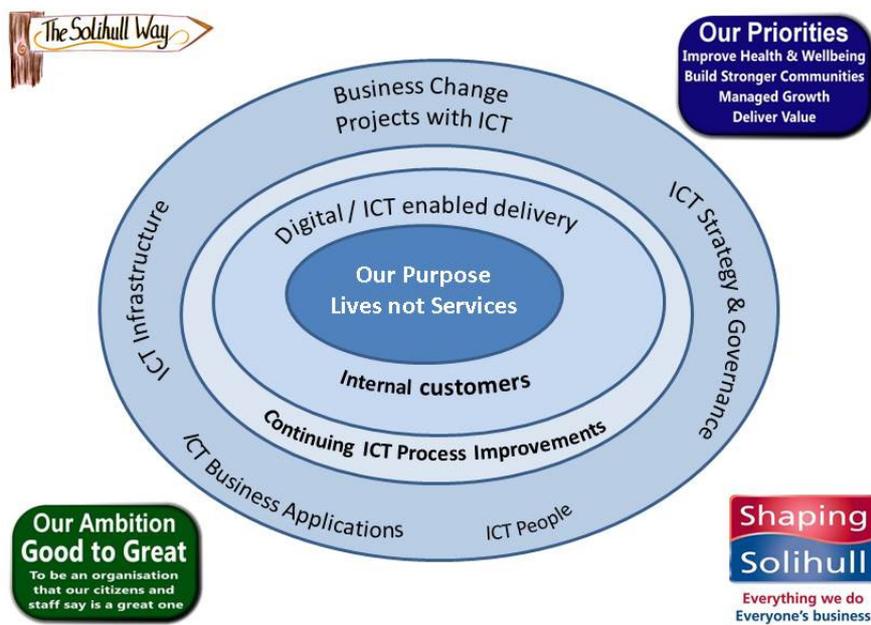
1.3.1 ICT in the Council Plan

Strategy / objective	What it is	ICT's role with key programmes
Improve Health and Wellbeing	a) Give every child the best start in life b) People in Solihull are enabled to maintain their maximum degree of independence and quality of life c) Strengthen the impact of ill health prevention and wellness services	Provide or help to provide ICT systems for: <ul style="list-style-type: none"> Children's Transformation Programme Prevention and Early Help Services for children and adults, including support to carers High quality information, advice and support-planning services that promote health, safeguarding and independence Integrated Care and Support Service information with the NHS Implement systems for the Care and Support Act
Managed Growth	a) Achieve growth that enhances Solihull's competitive advantage, future economic success and leading role in the regional and wider economy b) Maintain and enhance Solihull's character and sustainability	Provide or help to provide ICT infrastructure for: <ul style="list-style-type: none"> UKCentral (includes Solihull Town Centre, Chelmsley Wood, Blythe Valley and the UKC hub) High Speed 2 Local Development Framework implementation Solihull for Success

Strategy / objective	What it is	ICT's role with key programmes
Build Stronger Communities	a) Create the conditions for strong communities (which are cohesive and resilient) that make Solihull a destination of choice to live, learn, work and play b) Strengthen and extend community networks through growing co-production and community participation c) Increase social inclusion and access to services	Help implement systems for : <ul style="list-style-type: none"> • Families First Programme • The Social Council Programme (includes the Networked Councillor Programme) • Maintaining and investing in the public realm, particularly WiFi and Broadband, improving Digital Connectivity • Providing efficient housing maintenance systems to meet local needs, prevent homelessness and support growth
Deliver Value	a) Make the best use of our resources by aligning them to our Purpose, Ambition and Priorities b) Deliver maximum value to the customer through The Solihull Way c) Value and treat our staff correctly	ICT engagement with: <ul style="list-style-type: none"> • Redesign of Solihull Town Centre Offices to support Touchwood expansion • Co-location of services across the Council • Carbon Management Programme • Moving first contact to Connect • Contribute efficiency & innovation to the delivery of the Solihull Council Plan through technology. • To help shape the council's plans, strategies & tactics with the opportunities presented by ICT innovations. • Keep existing ICT implementations running as smoothly as possible for a minimised cost.
Digital	Enabling all customers and businesses to be included in the digital economy and digital society" & "ensuring our customers can access relevant services digitally"	<ul style="list-style-type: none"> • Specific accountability for digital infrastructure. • Working with directorates to develop digital inclusion, customer experience, business engagement and other initiatives.
Care Act +	Implementation of the Care and Support Act. Modernised law to put people's wellbeing at the heart of the care and support system. Also local multi agency objectives.	<ul style="list-style-type: none"> • Create the infrastructure to send and receive electronic data securely • Work closely with partners to address data sharing and governance related matters • Support the service area to identify and deliver most suitable method of sharing information
Shaping Solihull	Six projects from the Functional Review, of which ICT is one.	<ul style="list-style-type: none"> • Review of Oracle and organisation structure. Provision of ICT tools for the delivery of other projects.
Transformation (general)	IT enabled innovation a building block for all types and sizes of organisation	<ul style="list-style-type: none"> • Working with directorates to identify and deliver IT enabled Transformation

1.3.2 Lives not Services

ICT’s purpose is to continuously improve the efficiency and effectiveness of the authority and the customer experience. Every pound spent on ICT should move towards that objective. The ICT function seeks to ensure the council delivers to its “Lives not Services” ambitions.



2 Scope

The scope of this ICT Strategy is to cover the corporate services delivered by the central ICT service. This includes ICT services for elected members and council officers as well as their interaction with partners and suppliers. It also includes provisions for Solihull Community Housing and specific services for schools.

Other ICT services, such as the strategy for ICT in individual Schools and the provision of ICT services for (or from) partners is not covered directly within this strategy, although many of the corporate solutions are enablers for schools and partners.

A separate Digital Strategy exists (see 3.1), which includes considerations of digital customer experience. This is therefore out of scope of this strategy.

3 Key relevant business strategies

Three Council strategies are of particular relevance to the ICT Strategy. These are the Customer Strategy, the Agile Working Strategy and the Digital Strategy. The Care Act and strategic requirements for Health and Social care information sharing are also key, as is the councils Shaping Solihull programme. These are elaborated below.

3.1 Digital Strategy

The Council's digital strategy (a separate document, published on the council's web site) is jointly developed by digital leaders from across the authority. It is formed from 4 major components:

- Customer Experience
 - Ensuring that customer digital transactions with the authority (on the web site and elsewhere) is so good that customers prefer to use it.
- Digital Inclusion and Assisted Digital
 - Ensuring that citizens and businesses of the borough are able to be included in the digital economy.
 - Helping citizens to access the council's and other relevant online services.
- Digital Infrastructure
 - Ensuring the broadband, wireless and related digital infrastructure across the borough is fit for purpose.
- Other
 - A focus for other digital initiatives, such as the Social Council, the Networked Councillor, Digital Dashboards, Telecare, Open Data and Digital Officer.

3.2 Customer Strategy

The SMBC Customer Strategy has two key components of relevance to the ICT Strategy:

i) Driving customers to cheaper channels. This means that wherever appropriate we will seek to manage our interaction with citizens not with expensive face-to-face conversations or telephone conversations but with much cheaper email or text interaction and through citizens completing requests for services over the internet.

ii) Driving contact to the Contact Service. Migrating citizen's first point of contact from the specialist directorates to the Solihull Connect Customer Contact Service. Some 80% of calls can be dealt with without reference to specialist staff. This saves money and delivers a better service to citizens.

3.3 Agile Working (Buildings and Flexible working) plans

The ICT strategy aligns to the buildings strategy

- The council intends to re-develop the main Solihull Town Centre council offices, retaining half the building and increasing occupancy.

Related ICT objectives are to:

- Deliver flexible working with hot desking, Bring Your Own Device (BYOD) and mobile provisions.
- Relocate the data centre

- Cloud deployment

3.4 The Care Act & Health and Social Care information sharing

It is the strategy of Solihull MBC to work closer with NHS organisations, the police, the third sector and other partners. This requires sharing information electronically in a secure and effective manner.

Information sharing is recognised as a key theme of public service reform in Solihull.

The ICT objectives related to this are to:

- Create the infrastructure to send and receive electronic data securely
- Work closely with partners to address data sharing and governance related matters
- Support the service area to identify most suitable method of sharing information
- The implementation and support of information technology that meets these requirements

The Care Act creates a specific set of challenges and requirements which are met through the governance of the Care Act Implementation Board. These include:

- **MyLife Portal** - Information and Advice website consisting of text to support independence; self-assessments both financial and needs based; directory of local services.
- **Deferred Payments** - Tool to allow the calculation of deferred payment amount; application for loan processing; ability to apply admin and interest calculations to loan amount.
- **Multi-Agency View** - The ability to share specific client data in a secure way with third party organisations such as Health or Voluntary Sector; The ability for third party organisations to update social care records securely without the need for access to CareFirst
- **FACE Interface** - The ability to benchmark RAS assessments from within CareFirst linking to the FACE system. The interface will lead to quicker, more accurate calculations with less need to challenge
- **Contract Management** - The ability to link clients directly to providers; the ability to store information about providers such as inspections and certification; the ability to measure the impact of provider failure
- **MASH Protect** - An independent tool allowing for multiple agencies, such as NHS, Police and Social Care to record and assess first contact before taking further action. Can benefit both Adults and Children Safeguarding boards.

3.5 Shaping Solihull

The Council's Shaping Solihull programme commenced in 2014/15 and continues into future years. It consists of 6 major workstreams These are:

- Early Help and Intervention
- Commissioning
- Communities
- ICT

- UK Central and Managed Growth (UKC)
- Business Support

As well as the ICT specific workstream, there is an ICT component to most of the other workstreams, particularly in the provision of information to facilitate evidence based decision making to drive the outcomes set out in each.

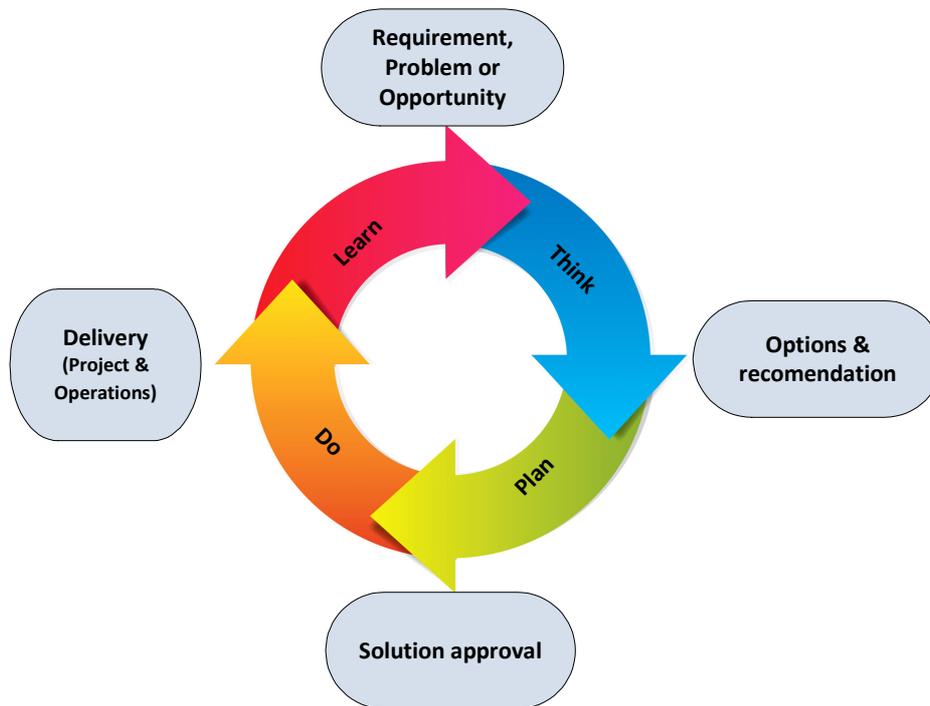
It is anticipated that the five non-ICT workstreams will articulate their systems integration and business intelligence requirements and develop project plans and business cases for delivery.

4 ICT Commissioning and Governance

The governance arrangements are currently under review, as part of the Shaping Solihull “Functional Review”, to streamline the process for approving and delivering projects.

Recently a significant number of business change boards have been established (such as the Agile Working Board and the Care Act Implementation Board) which are commissioning projects directly. In order to accelerate the approvals process, these boards are currently allowed to bypass the ICT Programme Board. This can create conflicts of prioritisation; the functional review will recommend the most suitable arrangements.

Overall, the process can be described as follows:



ICT is an enabler to the delivery of the information strategy; the governance of ICT falls within the remit of elected members, specifically the Cabinet Member for Resources.

4.1 Elected Member Cabinets

Material investment decisions are made by elected members, following options appraisals and recommendations from officers. Full Cabinet and OSMB receive a quarterly ICT Programme highlights report and other reports, as appropriate. Elected members occasionally give delegated powers for decision making around certain specific agreed programmes and also will review and decide on specific investments.

4.2 The ICT Programme Board

The ICT Programme Board consists of officers and will perform the detailed scrutiny for all ICT investments for recommendation to senior officers and elected members. The Programme Board also balances priorities

between projects and helps to resolve risks and issues. Substantial changes are brought before members as recommendations.

Access to central ICT capital funding, overseen by elected members is obtained through the ICT Programme Board.

Access to central ICT staffing resources, over and above the “business as usual” delivery is also prioritised through the ICT Programme Board.

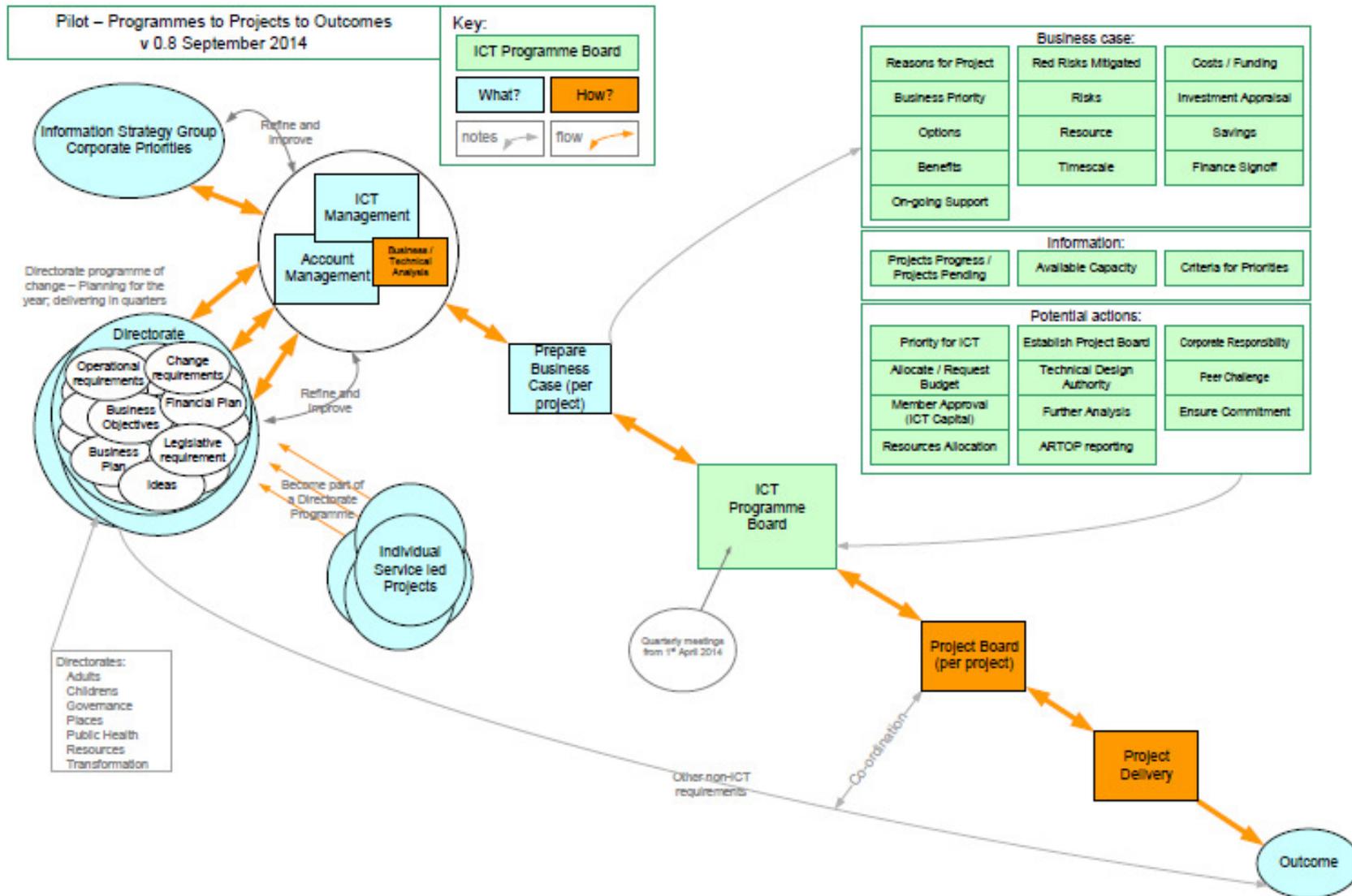
Membership of the ICT Programme Board will be:

- Head of ICT (Chair).
- Representative of the Director for Adult Social Services & Strong Communities
- Representative of the Director for Children’s Social Care, Targeted Support, Education & Skills.
- Representative of the Director for Managed Growth, Economy, Infrastructure & Environment.
- Representative of the Director of Change
- Representative of the Head of Customer Services
- Representative of the Resources Director
- Finance Advisor for ICT
- Procurement category manager for ICT
- ICT Programme Manager
- ICT Technical Operations Manager
- ICT Applications and Business Services Manager
- The Directorate Account Managers for ICT

The ICT Programme Board meets regularly and has recently chosen to meet virtually (ie by holding email discussions) to increase pace and efficiency. Only where more complex proposals surface that cannot be satisfactorily resolved by email, will the board come together physically.

It is the intention that Directorates will establish their own ICT priorities in dialogue with ICT staff, jointly develop feasibility studies and outline business cases and bring prioritised proposals to the board.

This process is shown on the diagram on the following page.



4.3 Other related governance structures

4.3.1 Agile Working Board

The agile working board is overseeing the deployment of hot desking technologies, mobile working, telephony and decision making around enterprise document management. The Agile working board is chaired by the Director of Resources and has representation from across the council.

4.3.2 Oracle Exploitation Board

The oracle exploitation board is overseeing the enhancement of the Oracle e-business suite, through a capital investment plan. The board is chaired by the Director of Resources and has representation from all of the Oracle e-business heads of service (Finance, HR, Contact Service, Income and Awards, Procurement) and ICT.

4.3.3 ICT Project Boards

High profile ICT project have a Steering Board, with a sponsor, senior customer and senior ICT representation.

4.3.4 Directorate ICT Prioritisation

Each directorate is invited to make its own decisions to commission the ICT investments that meet its strategic objectives. ICT offers strategic alignment assistance, including an alignment methodology and some capacity from the two ICT account management officers and other ICT staff. In practice, this works out differently in different directorates.

In Places (Managed Growth, Economy, Infrastructure & Environment), the DLT regularly reviews ICT priorities, and uses the prioritisation alignment methodology in conjunction with the ICT account manager for Places and the Technical Design Authority. Where projects require central ICT funds, or the use of central ICT resources, a business case is taken to the ICT Programme Board.

In Adults and Childrens social care (Adult Social Services & Strong Communities and Children's Social Care, Targeted Support, Education & Skills), the emphasis is more singular from an ICT perspective and prioritisation is focussed on maximising the value of the social care system, Care First. Other priorities, particularly around integration initiatives with external partners are set with DLT. The Care Act requirements are overseen by the Care Act Implementation Board. Other work is commissioned by the CareFirst exploitation board and by the CareFirst Process improvement board. All initiatives should be reviewed by the Technical Design Authority to ensure optimum technical architecture fit. Where projects require central ICT funds, or the use of central ICT resources, a business case is taken to the ICT Programme Board.

In Education (within Children's Social Care, Targeted Support, Education & Skills), the priorities are set around the DLT's vision and priorities and staff are appointed with education budgets. Where projects require central ICT funds, or the use of central ICT resources, a business

case is taken to the ICT Programme Board. All initiatives should be reviewed by the Technical Design Authority to ensure optimum technical architecture fit.

In **Schools**, the priorities are set by the regional school collaboratives and by individual school governance; chosen ICT solutions are procured from the Council or elsewhere.

In **Transformation, Governance and Health** priority setting is aligned to the directorate objectives which may result in a commissioning business case being taken through the ICT Programme Board, where projects require central ICT funds, or the use of central ICT resources. All initiatives should be reviewed by the Technical Design Authority to ensure optimum technical architecture fit.

In **Resources**, priority setting is predominantly through the Oracle Exploitation board and the individual business system owners. Where projects require central ICT funds, or the use of central ICT resources, a business case is taken to the ICT Programme Board. All initiatives should be reviewed by the Technical Design Authority to ensure optimum technical architecture fit.

All directorates channel their requirements through the ICT Programme Board or other related governance structure and ICT resources are balanced between the competing demands. All directorates should ensure their initiatives are reviewed by the Technical Design Authority to ensure optimum technical architecture fit.

4.3.5 Business system prioritisation

Each core business system (Social Care, Finance, HR, Planning and so on) has a named “business system owner” and a business system asset owner.

Asset Owner: With overall responsibility for the accuracy, integrity, use and security of the information. (Usually a Director or HoS and not necessarily a user of the system)

System Owner: With responsibility for ensuring processes and procedures are in place to ensure the above.

The list of business system and asset owners is appended to this strategy (see Appendix B)

It is the business Asset Owner in consultation with the business System Owner who sets the priorities for changes and enhancements and who commissions activity from the ICT Division.

4.3.6 Digital

The Heads of Customer Contact Service, Income & Awards and ICT are jointly overseeing the development of digital delivery, with reference to elected members, colleagues and partner organisations.

The Digital Strategy is available on the Council Web Site.

4.4 Technical Design Authority (TDA)

The risk of re-inventing the wheel is a common problem in large organisations. A departmental procurement of a CRM solution when there is already a central solution that could be used, for example, would waste money. Similarly, where there is a need for a new system, if it can be based on technologies already supported the total cost of ownership will be lower, than if it introduces new and unique technologies that are unlikely to be used elsewhere.

It is important to ensure that new initiatives make best use of existing ICT investments, and minimise support run costs by minimising the spread of different technologies.

To this end, proposals for new projects must be approved by the Technical Design Authority (TDA) before a business case is taken to the Programme Board or commissioned in any other way. The TDA consists of senior ICT leaders and technical specialists and meets either physically or virtually, when there is a need to do so.

4.5 Change Advisory Board (CAB)

In a complex inter-connected environment it is important that changes to live systems are made in a controlled and planned way. Technical staff should not be making changes without the approval of the business users who should understand the implications of the change and have carried out user acceptance testing where appropriate.

To this end, all material changes to the live environment must be approved by the Change Advisory Board (CAB). The CAB consists of representation from all directorates, the ICT Change manager, testing co-ordinator and senior ICT staff.

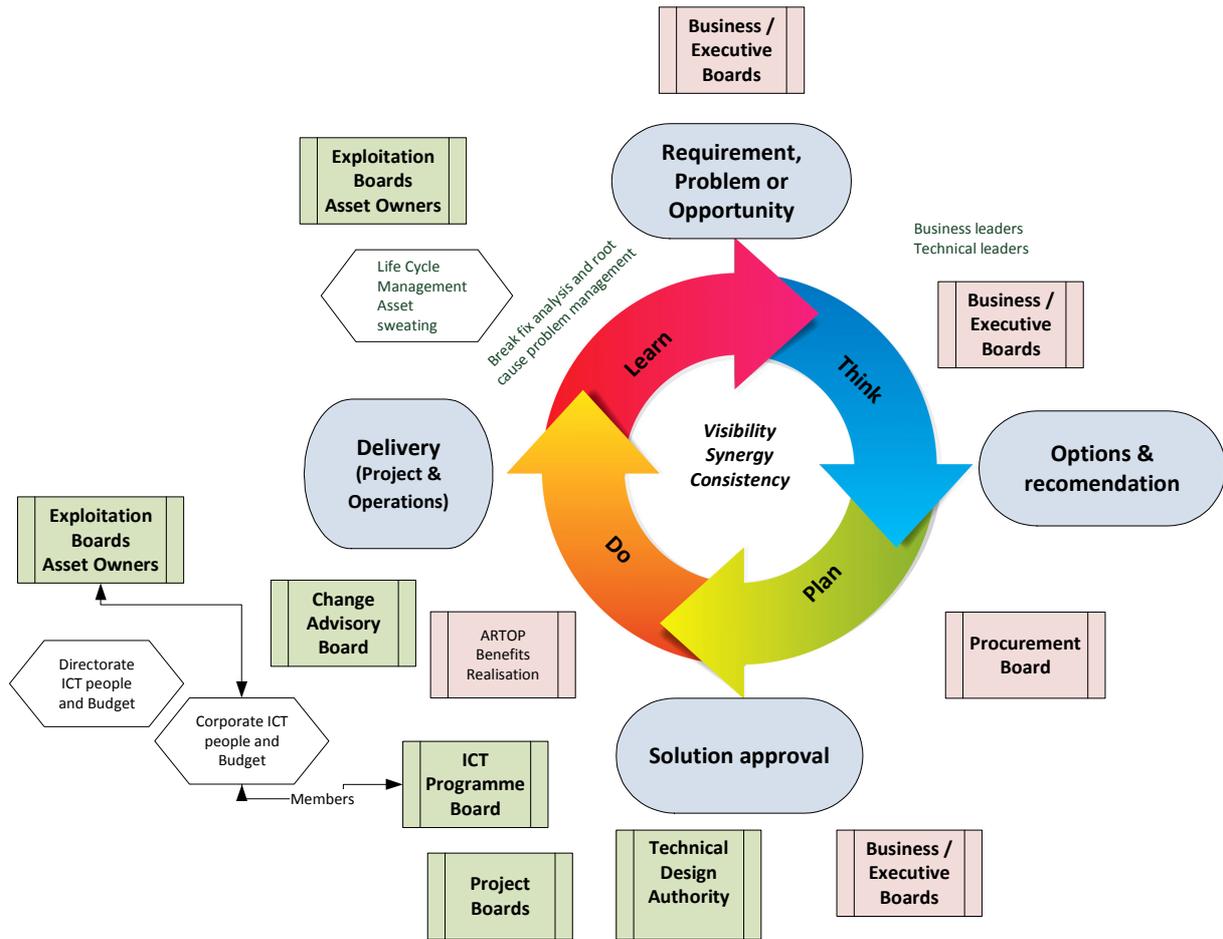


Figure 1 "Think Plan Do Learn" commissioning cycle

The commissioning process for ICT projects follows the Think, Plan, Do and Learn commissioning cycle. Some agile projects will go rapidly through this process and emerge in re-thinking within a few months. Others, like CareFirst will remain in Do and Learn for many years.

The governance of projects is overseen by specific Business Boards and/or by the ICT Programme Board, depending on the nature of the project and other governance requirements.

Executive, Business and Technology Boards of relevance include:

Executive Boards	Business Boards	Technology Boards
<ul style="list-style-type: none"> • Members (Resources, Cabinet & other) • CLT • Shaping Solihull / Functional Review 	<ul style="list-style-type: none"> • All DLTs ICT Prioritisation • Business system & asset owner prioritisation • Resources DLT/Director • Agile Working Board • Digital Steering Group • Care Act Implementation Board • Co-location Board • Procurement Board • Care First Process Improvement Board 	<ul style="list-style-type: none"> • The ICT Programme Board • ICT Project Boards • Oracle Exploitation Board • Care First Exploitation Board

[Note: Boards shown in purple have emerged in the last 12-18 months]

ICT Procurements, typically passing through the Procurement Board, should not be approved without the approval of the ICT Programme Board, or the Head of ICT.

5 Risk

5.1 Risk management

Risk management is a key component of the ICT delivery strategy and is delivered in line with the Council's risk management practice.

As part of the Project Management method, all ICT projects are required to develop and maintain an issues register and a risk register.

5.2 Security

It is an unfortunate fact of modern life that information security provisions have become necessary to protect the organisation and safeguard our customers' information. A pragmatic balance is sought between allowing ease of access and creativity of Council employees, and necessary security restrictions.

Security of customer information and related data is of critical importance to the Council. The introduction of the Public Sector Network (PSN) and close scrutiny of its compliance, allied with regular ICT security audits and penetration testing, creates a secure infrastructure to support this critical requirement of SMBC.

SMBC's ICT security approach is to adopt and influence best practice guidelines as they evolve and ensure that good value for money investment decisions are made (through the governance processes described in this document) to deliver appropriate ICT security.

This includes virus protection, firewalls, mobile device encryption, strong passwords, locked down desk-tops, two factor remote access and related provisions.

5.3 Business continuity

The Business Continuity and ICT Disaster Recovery (DR) strategy and plans are developed in close partnership with the Council's emergency planning team.

A framework agreement for ICT DR provision has been negotiated by Solihull MBC on behalf of all the regional local government organisations as a shared service benefit.

The business continuity plans of the organisation are underpinned by the ICT disaster recovery plans, but all areas of the organisation are expected to deliver continuity plans in the event that ICT services are unavailable.

5.4 Audit

ICT Audit is a complex task requiring specialist knowledge. The Council's strategy is to procure ICT Audit Services from specialist providers, in conjunction with other neighbouring councils, but managed through the internal Audit function.

6 Service quality and measurement

The ICT service is delivered according to the best practice guidelines of ITIL (the Information Technology Information Library).

The ICT service and quality measures are defined in a Service Level Agreement (SLA).

Key measures (such as time take to resolve incidents and the availability of key business systems) are taken monthly and published on the intranet. Problem management is undertaken to identify trends and treat causes, not just symptoms.

7 ICT Public Service Strategic Alliances

Information sharing is recognised as a key theme of public service reform in Solihull.

ICT continuously seeks to deliver economies and efficiencies through strategic alliances with other public service organisations:

- The council is developing an integrated care record between health and social care with Heart of England NHS Foundation Trust (HEFT), University Hospital Birmingham, the local CCG and CSU, and Solihull Mental Health Trust, amongst others.
- SMBC lead on the shared procurement for Public Service Network (PSN) across the West Midlands. The main partners are Warwickshire County, all the Warwickshire districts, Worcestershire County, Birmingham City, West Midlands Police, HEFT) and many more listed on the PSN page of the SMBC Digital Strategy.
- For Lichfield District Council SMBC IT provides Oracle financials as a service.
- SMBC are currently in an advanced negotiation with Warwickshire CC for a shared library management system.
- SMBC meet regularly with Warwickshire and Coventry ICT procurement to identify common procurement savings opportunities.
- SMBC are working with 8 other authorities, nationally to commission shared digital assets with GDS.
- Our broadband Commissioning for Solihull from BT with BDUK is run jointly with Coventry and Warwickshire

- With SOCITM West Midlands, we are engaged in on-going ICT category management review across the West Midlands, led by Walsall Council and the Cabinet Office.
- With the Greater Birmingham and Solihull LEP, we are developing the digital strategy, including the provision of Broadband voucher tokens for business.

8 Corporate ICT sub strategies

The technical ICT strategy is composed of several “sub-strategies” which all embrace the general principle of driving as much value as possible from existing investments and solutions. A short description of each key sub-strategy is given below.

8.1 ICT Agile Working Strategy

It is the Council’s intention to reduce the core council building size. Half of the Council House will be redeveloped for retail and the remaining half will be converted to a modern, agile working space. The building will be open plan and highly flexible. Staff will no longer have offices, all staff will be equipped to work from anywhere at touchdown spaces, hot desks, from home and in the field. Across the borough, council buildings will be reduced in number and more efficiently used.

Alignment:	<ul style="list-style-type: none">• Deliver Value
Governance:	<ul style="list-style-type: none">• Agile Working Board
Overlapping strategies:	<ul style="list-style-type: none">• Agile Working
Benefit:	<ul style="list-style-type: none">• Efficient and effective workforce.• Building cost reductions

8.1.1 Agile Devices: Mobile, Hot-desking & Bring Your Own Device (BYOD)

The mobile working strategy is centred on providing shared equipment on shared desks that any registered user can use. Deploying “thin client” solutions across the borough makes this possible. Combining this with home working solutions, giving staff the ability to access Council information securely from privately owned devices at home, increases flexibility. In addition to this some staff may be allocated a laptop, smart phone, or tablet device by their manager.

Increasing numbers of staff are requesting access to use privately owned smartphones and tablets to access and process council information. The strategic response is to allow and encourage this through secure solutions. Staff are able to make ICT equipment choices, in conjunction with their managers, to achieve the mix of corporately and privately owned devices that best suits their operational needs.

8.1.2 Agile Conferencing, Telephony & Unified Communications

As staff move around the council, working in different locations on different days, they need to be able to receive phone calls wherever they are. This is achieved through “hot desk phones”, where the user simply logs into the phone which then rings when an incoming call is received on that device.

In addition to this, “soft phone” solutions will be available. A softphone is a software program for making telephone calls using a general purpose computer, rather than using dedicated phone handsets. Often a softphone is designed to behave like a traditional telephone, sometimes appearing as an image of a phone, with a display panel and buttons with which the user can interact. A softphone is usually used with a headset connected to the PC or tablet and can be enabled to work across the internet, from home or elsewhere.

Soft phone solutions are part of what is known as “Unified Communications” or UC. The Council will roll out a UC solution ahead of the building changes. As well as softphone solutions, UC also offers instant messaging (like texting), presence (so you can see if someone is online) and video conferencing.

8.1.3 Agile Print

Wherever staff are working, they will want to be able to print. This is made possible with a single print contract across the buildings and an access system based on staff ID cards. This contract has recently been re-negotiated to achieve this objective.

8.1.4 Agile WiFi

More mobile working with more mobile devices creates an on-going requirement to refresh and extend the reach of the council’s WiFi solution. This is available in all core council buildings for staff, partners and visitors, as well as for staff with BYOD devices.

8.1.5 Agile Document Management

The Agile Working Programme board has considered and rejected proposals to invest in a corporate document management system.

The view take by the board is that staff should rationalise their electronic storage, apply retention policies and tidy up what they have on shared file servers.

Some business areas will invest in local document management solutions and there may come a time when these are consolidated into one. However for the foreseeable future there is no plan for a corporate document management or EDRMS (electronic document records management system).

8.2 Enterprise applications strategy – business support

The Council requires systems with which to deliver business support functions. The strategic objective is to deliver this with optimised value for money and resilience.

Alignment:	<ul style="list-style-type: none">• Deliver Value
Governance:	<ul style="list-style-type: none">• Oracle Exploitation Board
Overlapping strategies:	<ul style="list-style-type: none">• Finance, HR, Customer
Benefit:	<ul style="list-style-type: none">• Efficient and effective workforce.• Evidence based decision making• Failure demand reduction

8.2.1 Oracle exploitation / replacement

For the delivery of the key corporate functions of Finance, HR, Payroll, Customer Relationship Management (CRM), Procurement and Training Management, the council has made a long term investment in the Oracle e-business suite.

There is a requirement to market test this solution for best value and assess the business case to migrate to something else. However, until such a decision is made the enterprise applications strategy is to extract as much value from Oracle as is possible with the inherent capacity constraints of a local authority.

An Oracle Exploitation Board has been established to oversee a capital investment plan to enable more of the oracle functionality to be deployed for officers, citizens and members.

Alignment:	<ul style="list-style-type: none">• Deliver Value
Governance:	<ul style="list-style-type: none">• Oracle Exploitation Board
Overlapping strategies:	<ul style="list-style-type: none">• Finance, HR, Customer
Benefit:	<ul style="list-style-type: none">• Efficient and effective workforce.• Evidence based decision making• Failure demand reduction

8.2.2 Business Intelligence and Reporting Strategy

Amongst the oracle exploitation workstreams is a project to upgrade the reporting and business intelligence solution. It is the strategic intention to bring this business case and procurement to a decision making point in parallel with the exploitation / replacement decision making.

Alignment:	<ul style="list-style-type: none"> • Deliver Value
Governance:	<ul style="list-style-type: none"> • Resources Cabinet • Oracle Exploitation Board • ICT Programme Board
Benefit:	<ul style="list-style-type: none"> • Efficient and effective workforce. • Building cost reductions • Evidence based decision making

8.2.3 Integration strategy

One of the initiatives to emerge from the Oracle exploitation work has been further integration investment. Three of the top five issues that users have with Oracle relate to integration. Now, with a leading edge integration tool procured and implemented for January 2015 (WebLogic), better integration is possible, particularly with citizen web forms and CRM, but also across the e-business suite and across non-Oracle applications as well.

As joined up information becomes an increasingly sought after business requirement, the strategy is to exploit this new investment with prioritised business integration from 2015.

Responding to the requirements of the Families First initiative of Troubled Families requires more joined up internal information as well as access to and from partner organisations.

Alignment:	<ul style="list-style-type: none"> • Deliver Value • Improve Health and Wellbeing • Build stronger communities • Managed growth
Governance:	<ul style="list-style-type: none"> • Resources Cabinet • Oracle Exploitation Board • ICT Programme Board
Overlapping strategies:	<ul style="list-style-type: none"> • Families First • Agile Working • Common Care Record
Benefit:	<ul style="list-style-type: none"> • Efficient and effective workforce. • Building cost reductions

The Council's major enterprise systems integration is shown on the map at appendix A

8.3 Line of Business Applications Strategy

Each directorate has its own Line of Business Applications. As these come up for renewal and as new requirements emerge a decision should be made by the directorate, in conjunction with ICT, as to the strategic commissioning decision to be made.

In many cases the ICT applications service may be well placed to provide support, but increasingly a “cloud” solution, where ICT provides no more than secure internet access may be suitable.

The core strategy is to review on a case by case basis and make well informed commissioning decisions. Related to this is the observation that the total number of applications is increasing and that there are inevitable functional overlaps between them. An applications synergy review may be undertaken to identify opportunities for efficiency savings.

Alignment:	<ul style="list-style-type: none">• Deliver Value• Improve Health and Wellbeing• Build stronger communities• Managed growth
Governance:	<ul style="list-style-type: none">• DLT• ICT Programme Board
Overlapping strategies:	<ul style="list-style-type: none">• Council Plan
Benefit:	<ul style="list-style-type: none">• Efficient and effective workforce.

8.4 Cloud and Data Centre Strategy

8.4.1 Cloud

“Cloud” as a delivery model where applications or infrastructure is externally hosted and charged for on a consumption basis, offers great opportunities for efficiency gains, resilience and flexibility. Experience has shown that some solutions show a compelling business case for cloud delivery, whereas others do not.

The Council’s strategy for cloud is therefore to review applications as they are commissioned and create a business case to consider cloud, externally hosted or locally hosted options.

At present cloud and externally hosted applications and infrastructure include:

Cloud

- Modern.Gov

- Yammer
- Citizenscape
- Wide Area Network (WAN)
- Good for Enterprise & Good Dynamics Mobile Device Management

Hosted

- Cash management

8.4.2 Solihull personal cloud

One interpretation of cloud, is from a user’s perspective. Often expressed as “Can I access all my stuff from wherever I am?”

The Solihull agile and mobile working solutions strategy provides officers and members the ability to view a large and increasing amount of data and systems from any device in any location. Security considerations and the requirement to safeguard citizen’s information results in certain restrictions being in place, but the Solihull council secure local cloud platform provisions enable an ever increasing “personal cloud” for officers and members.

8.4.3 Data Centre

As part of the council’s Agile strategy and buildings plan the data centre is to be relocated. The strategy has been to review the best business case for Cloud, co-location (both private and public sector offers) and a local build.

In our case, because we have a suitable location in a building that we own, the commercials create an overwhelming business case in favour of a local build. Over a ten year period, this will cost less than half as much as co-located solution, either from a framework, or from a competitive tender. Over the next ten years, as more applications have been migrated to cloud, it may be feasible to decommission, downscale or sell co-location space in the data centre.

Alignment:	<ul style="list-style-type: none"> • Deliver Value • Improve Health and Wellbeing • Build stronger communities • Managed growth
Governance:	<ul style="list-style-type: none"> • DLT • ICT Programme Board
Overlapping strategies:	<ul style="list-style-type: none"> • Council Plan
Benefit:	<ul style="list-style-type: none"> • Efficient and effective workforce.

8.5 Open Systems

The Council seeks to improve value for money and operating efficiencies through commissioning open systems. The council is a founder member of the Open Systems Alliance.

Form an alliance of key stakeholders (people, communities and organisations) to work collaboratively in order to:

1. Accelerate the use of open source products wherever there is a business case to do so and accelerate the development of open systems, data sharing and the interoperability of IT systems in local government.
2. Deliver open source enterprise architectural components, including common APIs (application programming interfaces), common web services and code sharing.
3. Disrupt proprietary software markets by encouraging cheaper, open and interoperable solutions.
4. Promote local government's National Procurement Strategy for IT including the use of the Crown Commercial Services' Local Authority Software Agreement (LASA) & other open systems compliant frameworks.
5. Harness the creativity and talent of existing digital communities and leaders that are already innovating and delivering disruptive solutions in local government.
6. Develop and promote the architectural blueprints needed for delivering the next generation of local government digital services.

8.5.1 Open Interfaces

The costs of Application Programme Interfaces (APIs) are a prohibitive factor in the joining up of business systems. The campaign for Open APIs has a vision where buyers pay for the system and any interfacing is freely available through common standards. This drives down the costs of making systems talk to each other, enhancing business benefits in initiatives like Troubled Families and Early Help.

The ICT strategy is to favour systems that offer an open API in any procurement.

8.5.2 Open Source

The Council's strategy for Open Source is to deploy Open Source wherever there is a business case to do so. As practical examples, the Council has:

- Pioneered the deployment of Linux as the platform on which to run the core business systems of Finance, HR, Payroll and CRM. These Oracle e-business suite systems have been running on Open Source Linux at SMBC for over a decade, saving over £1m.

- Migrated the Council’s citizen facing Internet web site to an Open Source Web Content Management solution.
- Migrated the Council’s internal facing intranet to an Open Source Web Content Management Solution
- Deployed numerous Open Source solutions for infrastructure monitoring and management
- Deployed Open Source scheduling and team prioritisation “Kanban” tools.

The Council anticipates migrating more solutions to Open Source over the coming years, but has not yet found the case to deploy Open Source desktop tools throughout the organisation to be sufficiently compelling.

Alignment:	<ul style="list-style-type: none"> • Deliver Value
Governance:	<ul style="list-style-type: none"> • ICT Programme Board • Agile Working Board
Benefit:	<ul style="list-style-type: none"> • Cost reduction • Efficient and effective workforce.

8.5.3 Open Data

As more organisations publish accessible Open Data, more businesses are finding ways to make use of the data to provide services that people want. This is potentially in the heart of Lives Not Services and of co-production with local communities.

The Council has agreed that Open Data has a potentially significant role to play in providing the fuel of the knowledge economy.

As such Open Data relates to Managed Growth, Building Strong Communities, and Improving Health and Wellbeing; as well as meeting national transparency objectives.

Although the council recognises the local and national economic benefits of publishing Open Data, it has insisted that the cost of production should be zero. The Council will meet its statutory obligations for publishing procurement and pay data. The Senior Leadership Team has instructed that the production of any other Open Data should not absorb cost or effort that might otherwise be focussed on, for instance the delivery of Social Care systems.

Alignment:	<ul style="list-style-type: none"> • Deliver Value • Improve Health and Wellbeing • Build stronger communities • Managed growth
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Governance:	<ul style="list-style-type: none"> • CLT (Corporate Leadership Team) • Open Data team
Overlapping strategies:	<ul style="list-style-type: none"> • Council Plan
Benefit:	<ul style="list-style-type: none"> • Managed Growth • Building Strong Communities • Improving Health and Wellbeing

9 Top Ten Percent of ICT Projects 2015 – 2018

This section lists the significant projects that ICT Services expects to undertake or support during the period 2015-2018. There are hundreds of other projects; those listed below are singled out as being of particular strategic significance.

Digital Note: The list below does not include most digital customer interaction projects, such as '*Cheaper Channels*'. For information on these, readers are advised to consult the Council's Digital Strategy 2014.

Managed Growth Economy, Infrastructure & Environment Directorate

Project	Description	Est. Target Date
Online Payments	To generate efficiencies through the development of online payment forms.	Dec 2015
Strategic Highways Contract	Possible implementation of a new ICT system to support the new Highways contract.	April 2016
Public Protection	Procurement and implementation of a new ICT system for Public Protection.	July 2016

Adult Social Services & Communities Directorate

Project	Description	Est. Target Date
Mylife Portal	Implementation of a customer portal to support the CareAct by enabling people to find social care information in their area that can help them maintain their independence.	April 2015
Social Care Multi Agency View Phase 1	Implement a solution from OLM to allow specific client data to be securely viewed and updated by third party organisations such as Health without the need for access to CareFirst.	May 2015
Care Act completion	Implement the CareFirst modules: Care Billing and Deferred Payments, to support the CareAct.	April 2016
General Inter-agency shared systems	Beyond "Social Care Multi Agency View, develop more system and information sharing with partner agencies	Ongoing

Solihull Community Housing

Project	Description	Est. Target Date
Open Housing	Implementation of the Open Housing Rents module replacing the soon to be de-supported Academy Rents system.	Jan 2017

Children's Services & Skills

Project	Description	Est. Target Date
CareFirst Review	Review of CareFirst to assess its continued suitability for Childrens Services.	July 2015
Document Management	Feasibility for roll out of the PaperLite document management system to Childrens Services.	July 2015
CareFirst Processes and procedures	Consistent recording procedures in Childrens documented and in use.	June 2015
General Inter-agency shared systems	Beyond "Social Care Multi Agency View, develop more system and information sharing with partner agencies.	Ongoing

Schools

Project	Description	Est. Target Date
Office 365	Replacement of MS Office in schools with the cloud based Office 365.	July 2015

Corporate, Transformation and Resources

Project	Description	Est. Target Date
General Inter-agency shared systems	Beyond "Social Care Multi Agency View, develop more system and information sharing with partner agencies.	Ongoing
ICT Structure Review	Review of the ICT Division to ensure it is fit for the future.	June 2015
Oracle Strategy	Review to determine whether or not Oracle eBusiness suite is the best solution to provide the Council's CRM, HR and Financial systems in future.	June 2015
Windows 2003 server migration	Migration of systems off Windows 2003 Server to overcome Microsoft's de-support of the operating system.	July 2015

Project	Description	Est. Target Date
Oracle Exploitation	Programme aimed at initiating projects to generate efficiencies by exploiting the current Oracle e-Business suite functionality. Depends on Oracle Strategy decision.	Oct 2015
Oracle Reporting	Procurement of a modern reporting solution for Oracle and other key Council systems to enable better informed decisions to be made. Depends on Oracle Strategy decision.	Oct 2015
WMPSN Services	Build on the success of the WMPSN by undertaking a further tender for PSN Services with the aim of generating further savings both within the Council and across the West Midlands Region through shared procurement and shared services.	April 2016
Data Centre Move	Part of the Council House redesign – the relocation of the existing Data Centre from the Council House to a custom built facility in the Civic Suite.	Sept 2016
Agile Working	To enable the new ways of working initiative. Includes the move to unified communications and mobile technology.	Sept 2016
Oracle Fusion	Migration of the Council’s Oracle eBusiness Suite to the next generation solution. Depends on Oracle Strategy decision.	Mar 2017
Email cloud	Migration of the Council’s email solution to the Cloud.	April 2017
Income Management	Review of the Council’s Income Management system to determine its fitness for purpose. Retender the contract for Income Management and ePayments.	Sept 2017
Integration	Integration of key systems to generate efficiencies by helping to eliminate duplicate keying.	Ongoing
Reporting and/or Business Intelligence	Replace “burning platform” Oracle Reporting system and/or develop business case for wider Business Intelligence	June 2015
Document Management	Continue with existing deployment of many point solutions for document management and collaborative working and/or develop business case for few and more widely deployed solutions	Dec 2015

10 Glossary

Some ICT terms explained to help you with this document:

Agile ICT

The ICT element of the corporate strategy of a new way of working (Agile). Workers can access all the technologies and information they need to perform their job where and when they need or chose to do so.

Applications (apps)

Applications are software products designed to perform a specific function directly for the user.

Cloud

Using a network of remote servers hosted on the Internet to store, manage, and process data, rather than a local server or a personal computer. Often procured on a “per user, per year” basis, rather than as a licence.

Digital

Electronic technology that generates stores and processes data. Digital has come to mean the internet oriented ways for people to communicate with each other and enter into transactions, such as online shopping, downloading music and online requesting services from a Council.

Enterprise apps

Applications that a business would use to assist the organization in solving enterprise problems. It usually refers to a software platform that is too large and too complex for individual or small business use.

Hardware

The machines, wiring, and other physical components of a computer or other electronic system.

ICT Infrastructure

The hardware, software, network resources and services required for the existence, operation and management of an enterprise IT environment.

Open Systems

Computer systems in which the source code is available for anyone to use and/or modification from its original design.

Oracle

Oracle is a company that provides business hardware, applications and databases. The Council procured from Oracle the “e-business suite” of applications that delivers the key functions of Finance, HR, Payroll, Procurement, Customer Relationship Management (CRM) and Training/Learning Management.

The Council has also standardised on the Oracle database. Our Social Care and our Income and Awards applications also run on the Oracle database.

PSN

PSN is the Public Services Network, created to share information systems between public service organisations. Solihull is the lead organisation for the West Midlands PSN, which includes Heart of England Foundation Trust (HoEFT) Hospital, some of the police forces (with more planning to join), Warwickshire County Council and a dozen other regional organisations.

Socitm

Socitm is “an IT professional body for people involved in the leadership and management of IT and digitally enabled services delivered for public benefit”. As well as providing membership and peer networking services, Socitm delivers national benchmarking, consulting and research publications.

Software

The programs and other operating information used by a computer.