ICT Service Plan 2017/18– Lead: Paul Ward

Title	Why	What	Ref	Divisional Plan Ref(s)
Technology Consolidation	As an organisation we use a large number of different types of technology; be that systems, servers, desktops/laptops, networking technologies or mobile devices. Our technologies range from the very old to the very new and are based on varying architectures and platforms. It is very costly for the organisation to support this amount of varied technology and also stops us from being as efficient as we can as an ICT service. We need to review these technologies with an aim to consolidate down where we can, pushing for the maximum amount of benefit from the technologies that remain. The remaining technologies will also need to have plans to ensure they are resilient and kept up to date to meet the growing demands of the organisation.	Review our technology estate and proactively look to consolidate where possible with a target of increasing efficiency for the end user and reducing the corporate spend on technology support. For the technologies that remain ensure that each have resilience plans and roadmaps for upgrade which are proactively monitored and maintained. Engage with users in their use of the technologies via the establishment of user groups (where practical depending on the size and use of the technology). We should also proactively look for opportunities of consolidation across the West Midlands Combined Authority region.	ICTSP1	Ready for a modern digital world, Building better services
Digital Innovation Digital Coventry	The ICT and Digital industries move at an incredible pace. It is essential for any modern organisation to make sure that they are keeping up with the pace of those changes and making the right technology decisions and choices. We need to start pushing the boundaries on some of the traditional ways in which we view technology and data and how we deploy, develop and support these. Supporting the Digital Coventry strategy, we need to be able to encourage the development of Coventry as a modern and forward thinking place to live, work and do business based on a strong digital offering. This will include working closely with other organisations within the city and third parties to support initiatives such as (but not limited to), public Wi-Fi, driverless cars etc.	Continually review the ICT & Digital marketplace and industry keeping up to date with all of the latest developments with a view on how they might bring efficient technology opportunities to the organisation. Seek to push the boundaries and challenge the norms in how we implement, consume and deliver ICT and Digital services. This should support the work taking place within the directorates, in line with the Digital Coventry Strategy, to enhance the digital offering of Coventry as a place to come and live, work and do business.	ICTSP2	Ready for a modern digital world, Building better services, Always improving outcomes
Data to allow us to always improve outcomes	As an organisation we collect a lot of data in a lot of disparate systems. The data sets often remain in isolation within those system. We need to tap into the power of this data and what it is telling us as an organisation. We need to start to explore the building corporate data sets that are created from a combination of federated, merged and combined data sources from the relevant underlying systems. We also need to ensure that the systems we have can talk to each other and share data between them from both a reporting and operational point of view.	Provide tools, technology, platforms and skills to develop and support a resilient and robust data architecture and environment for the organisation. This should support corporate data reporting and integration requirements, demands and needs in line with the Information Management Strategy. From an ICT Service point of view we need to be collecting and analysing the relevant data to influence service improvement plans for all of our service offerings. We will also create a set of refreshed Key Performance Indicators and Performance Dashboards for the service which will be proactively monitored and reported on.	ICTSP3	Ready for a modern digital world, Building better services, Always improving outcomes
Ready for a modern digital world	A modern workforce is supported and enabled by the use of modern technology and systems. We need to be able to support the ethos of new ways of working including; working at different locations, clear desk, being innovative and trying new things, collaboration across the council and with partners and paperlite. Technology isn't the complete solution to delivering these but it certainly provides the enabling building blocks. Though exploiting the functionality of our technologies we can develop tools and functionality to help underpin the new ways of working.	Provide tools, technology, platforms and skills to develop and support a resilient and robust systems architecture and "digital workplaces" (including mobile working) for the organisation. This should support the corporate direction for new ways of working and enabling an agile workforce. As an ICT service we shall also adopt a "Getting Fit for the Future" ethos, ensuring we are prepared for the new ways of working and leading by example to the rest of the organisation. This will include supporting a move to the new office facility during 2017.	ICTSP4	Building better services, Always improving outcomes
Happier customers	ICT is an essential enabler for the organisation. We have a direct customer base of roughly 5,500 users (or approx. 10,000 if we include schools). Our customers then go on to support 350,000 residents and thousands of business. It is essential that we put the customers at the heart of how we design, build, deliver and improve services. For ICT this means not only focussing on our internal customers but also providing world class digital services to the customers of the wider organisation.	Provide a customer focussed, high performing ICT support service to the organisation by redesigning all services and processes to be based around customer / user need. Regularly collect customer feedback and build improvement plans based on the customer insight. Proactively work with services to build ICT and Digital services to enhance productivity and customer satisfaction. Work with services to create future business, ICT and digital strategies showing how they can develop their business. Each member of ICT should spend at least one day shadowing a customer in a service other than ICT to gain a real insight as to how ICT can help enhance productivity within services.	ICTSP5	Building better services, Always improving outcomes, Happier customers
Security by design and getting the basics right	The demand on ICT to provide up to date technologies and provide the latest and greatest solutions is ever increasing. As the consumerisation of digital technology becomes more common place, people expect to be able to have the same, if not better experience with technology at work as they do at home. This presents a challenge when looking at the complexity and size of the technology environment we have within the organisation against the backdrop of ever increasing cyber threats such as cyber-attacks, viruses, ransomware etc. For us to be as agile and secure as the organisation needs us to be, it is really important that we adopt a security by design principle for all of our service offerings. It is also really important that we have robust processes in place to make sure we are as efficient as possible and that all of our offerings are fully tested before being released to customers.	Develop a suite of redesigned ICT Service Management processes which are customer focussed and take advantage of the efficiencies that the latest technologies bring. Ensure that there are robust asset management practices in place within ICT so we know exactly what kit is being used where and by who. Review all standard offerings across all teams and make sure that they are robust, fully tested and secure. Review our cyber resilience technologies and processes ensuring that they are robust and agile enough to meet the ever changing demands of the modern cyber security world. Ensure that the ICT service is GDPR ready for May 2018 and our technology platforms are compliant with the legislation. Ensure that the ICT service is run in the most cost effective way through the proactive management of budgets and contract, looking at innovative models of service delivery.	ICTSP6	Ready for a modern digital world, Always improving outcomes
Services that work when we need them	ICT and Digital technologies are a fundamental part of most, if not all of our services as an organisation. It is therefore essential that the technology not only works, but performs well, when it is needed. As the organisation changes, the nature of when ICT services are needed also changes. It is important that we adapt our service provision to meet the new availability and performance needs of the organisation. It is also important that we plan for the worst and ensure we have robust resilience plans in place to ensure that we can bring our technology back on-line in the event of an emergency situation, supporting the business continuity plans of the wider organisation.	Review the structure and scope of the ICT service in line with wider organisational changes and demands. Review, refresh and publish our ICT Strategy and Technology standards documents. Review, refresh and publish all ICT policy documents – working closely with Information Governance colleagues where required. Develop and test resilience plans for all technology components provided by ICT to meet the needs of the business continuity plans of the wider organisation working closely with Resilience Team colleagues.	ICTSP7	Ready for a modern digital world, Building better services, Happier customers