

Information & Communications Technology (ICT) Strategy

2011-14

OUR MISSION

To deliver excellent, customer focused
and cost effective housing services
to all our residents



Please feel free to get in touch with us if:

- You feel this document is not as clear and easy to read as you would expect; or
- You believe that we aren't doing the things that this document says we will do; or
- You just want to talk to someone about this document

Whatever the reason, if you want to talk to us about this document you should contact:

Head of ICT on Freephone 0800 195 5552

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Introduction

- 1.1** Within SHP a range of services are provided that support the delivery of direct services to the tenants and leaseholders of Sutton Council.
- 1.2** The Information & Communications Technology (ICT) team deliver the services relating to network infrastructure, hardware support & maintenance, desktop PCs, shared applications, access to third party applications, ICT training and telephonic services. This strategy identifies the medium term approach to the delivery of these services.
- 1.3** The ICT action plan, future developments and enhancements are primarily decided upon from a number of sources:
- Organisational plans;
 - Technology advancements;
 - Current technology achieving 'end of life' status;
 - Feedback from our internal and LBS customers and through the annual ICT survey;
 - Feedback from external customers through direct communications, focus groups, resident representative groups (SLA, SFTRA etc.), issues and complaints;
 - Changes to services as dictated by any overall changes in diverse and ethnic groups from analysis of You and Your Household data;
 - The ICT Strategy Group.

- 1.4** There are complementary support strategies for Communications, Finance and HR. Together with the strategies for the direct services and the strategic drivers our strategies provide the focus for achieving our Priorities.

Where Are We Now?

- 2.1** The current state of the service is reflected in the following:
- Having previously contracted almost all ICT services from the Council, we have been providing our own ICT services since 2007 and a large majority of staff feel this has led to improvements in service. This is reflected in the annual staff satisfaction survey which for the last two years has shown 100% satisfaction;
 - There is a high quality ICT staff which all staff feel are knowledgeable, helpful and friendly (April 2008 , June 2009 and July 2010 surveys);
 - The network infrastructure underpins all ICT services (including email, access to the web, the integrated housing management system (Northgate), financial systems and other administrative applications, telecommunications, documentation archiving services and systems and security systems;
 - Built on this is a large investment in desktop machines, printers, software, telephony equipment and mobile technology. Most staff use and rely on these facilities daily;

- In general, ICT services are responsible for infrastructure and widely-used, mainstream facilities, while teams provide resources for their own more subject-specific and locally-used ICT;
- ICT also host and provide support to some LBS applications (On-Line Application, Revenues & Benefits Business Objects reporting) as a means to provide income to the organisation awarded to SHP ICT in recognition of the proven improved provision of services;
- Policies are not affected by individual enthusiasms, small groups with disproportionate influence or pressure from suppliers;
- There is an ICT continuity plan in place to cover loss of access to Sutton Gate;
- There is a rolling refresh programme in place for desktop PCs so that no PC is not 'fit for purpose';
- Staff are able to access our network services from home where authorised;
- Access to the core Northgate Housing system is also made available to handheld technology remotely through the use of blackberries and laptops;
- Managers are also responsible for ensuring that their team members ICT skills are up to an appropriate standard and the ICT team are able to set up in house training facilities where appropriate;
- All contractors with access to our systems and data are now required to

complete a formal agreement to ensure that access to this data is protected and will not be disclosed to anyone other than the contractors using the information for the duties required from their work for SHP.

Where Do We Want To Be?

- 3.1** We want to see a service where all staff have access to the most appropriate and reliable ICT that makes them and the services they provide more effective, because there is:
- Access to ICT based on an 'anyone, anywhere, anytime, any device' approach;
 - A knowledgeable, helpful ICT staff team;
 - A business wide corporate information system providing unified access to coherent corporate data;
 - Widespread availability of reliable, easy to use hardware that is regularly updated;
 - The provision of an excellent support service based on a helpful, user friendly 'helpdesk' facility;
 - The use of 'real-time' portable access devices by all relevant staff;
 - Ready access to ICT training for all users;
 - The comprehensive use of ICT Enhancement Statements across teams to identify current and future ICT needs;

- Clear service standards, agreed with customers, regularly monitored and which inform service improvements;
- Fast, effective links to contractors and other partners promoting the efficiency of information exchange.
- The ability to provide a high level of services to any third party housing sector organisations requiring similar applications and support.

Our Strategic Objectives

4.1 In order to achieve our desired service level we have prioritised a number of strategic objectives and identified the scope of each objective across the service. These strategic objectives are:

- **To ensure that the most reliable ICT hardware and devices are available to all relevant staff [IT01]**
Covering servers, cabling, desktop PCs, printers, telephonic hardware
- **To make available to teams readily accessible ICT applications that improve their service delivery [IT02]**
Covering shared applications (corporate and team based), third party applications
- **To provide a high quality ICT support service that meets customers' expectations [IT03]**
Covering helpdesk services, service standards, training

4.2 To measure our progress in meeting these objectives we use quantitative and qualitative indicators including:

- Customer satisfaction with services including the helpfulness of ICT staff;
- The fitness for purpose of hardware (e.g. PCs, servers, printers, mobile devices, telephone equipment);
- The reliability of the network and applications used across it;
- The reliability of Connectivity services (Blackberry and Virtual Private Networks, both measured automatically);
- That valuable early warnings of potential issues on the telephony network are monitored and actioned at the earliest possible opportunity;
- How well protected the network is from known Virus's, Trojans and Windows issues;
- How well unsolicited and SPAM e-mails, and any possibly including virus's, are 'filtered' from the SHP network;
- Performance against service standards;
- Value for money indicators.

Our Drivers

5.1 In delivering ICT services we will seek to embed the organisation's strategic drivers:

- To help staff provide the best possible services to their **customers** we will set challenging reliability and availability targets and demanding support service standards. We will improve customer access to services by electronic means, in particular via the internet.

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- To address the **diversity** of SHP staff we will adopt an ‘anyone, anywhere, anytime, any device’ approach to ICT access and Helpdesk support will be increasingly available for remote access. ICT systems will be used to improve disabled staff’s working environment and physical access to ICT facilities will be improved. General accessibility features for ICT systems will be implemented where viable and steps will be taken to make ICT systems accessible to disabled individuals wherever a specific need is identified.
 - We will minimise **risks** to information security and service continuity. Planning for new systems will be based on open standards which enable maximum inter-compatibility, maintainability and future-proofing and over dependence on proprietary systems. Reliability, support and maintainability are major considerations in the choice of all equipment and systems and we will pursue a preference for proven technology over recently-released products.
 - In pursuing opportunities for **value for money** in service delivery best practice and benchmarking will be used in reviewing costs. The environmental impact will be minimised by careful choice of equipment and design of working practices. The number of different operating systems and product versions will be rationalised and unnecessary proliferation avoided including discouraging the use of

diverse printers in favour of shared network devices. The acquisition of common ICT equipment will be based on formally researched and technically sound purchasing agreements, interpreted to internal purchasers via clear and current value for money guidelines.

- ICT will take account of sustainability issues by continually monitoring the development of ICT, ensuring that equipment is not replaced or renewed unless there is a significant benefit to the organisation and ensuring that where possible ‘old’ removed equipment is recycled in the most environmentally friendly way, usually providing recycled equipment to Resident Associations and other organisations who make use of the equipment where there is none in existence. When purchasing new equipment, sustainability and impact on the environment will be a compulsory requirement for assessment in the identification of a suitable product.

Issues To Consider

6.1 The issues which may impact on the delivery of the ICT service that we are currently aware of are:

- The pace of change in ICT shows no sign of slowing. It is occurring in the technology itself, in the availability of electronic information and in consumer connectivity. There will be massive developments in these areas over the forthcoming years.

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- SHP is reliant on the use of third party applications in a number of areas (e.g. Agresso, payroll, cash receipting) and will be affected by the third party's approach to support, updating and possible application change; Decisions by external customers to whom we provide ICT services (e.g. LB Sutton Council) may affect the level of inward investment.

Expected Impact

7.1 We expect, through the successful implementation of this strategy, to have the following impact:

- **Customers** will be dealing with staff who are able to use ICT to provide more timely and effective services. We will be able to respond better to their individual needs because of the information we are able to keep and access electronically. They will be able to access a wider range of our services through the use of technology, particularly the internet.
- **SHP** will have modern, reliable and effective ICT systems and resources supported by a motivated, well trained and helpful ICT team. The staff in general will be well trained in the most effective use of ICT in delivering services to their customers.
- **Contractors** and other partners will have access to our ICT systems in order to be able to exchange information with us more effectively and efficiently.

Resources Required





8.1 To successfully deliver this strategy we will require the appropriate level of resources, the implications of which are:

- The current level and structure of staffing is sufficient for all current requirements. Future expansion of systems or applications must take in to account the implementation and ongoing support requirements;
- Both for staff retention and for service improvements, there is a need for a substantial investment in personal development and training;
- Annual budgeting for ICT must include the one-off funding requirements of specific developments, regular system enhancement costs (e.g. rolling refresh programmes) and ongoing maintenance, support and service charges;
- Budgeting for turnover of equipment will be based on careful consideration of expected lifetimes. The standard write-off period of 3 years has increased as technology has advanced for many types of ICT equipment and 4 years is more realistic.
- New ways of raising inward investment will be investigated (e.g. supplying chargeable services to third parties).





Strategy Delivery

9.1 The actions required to implement this strategy in its first year are contained in the appended ICT Service Plan 2011-12.













Service Plan Key

Reference	Service Improvement Plan reference	Summary of action	Responsible Officer	Start date	End date	Evidence of action having been completed
	Expected impact on customer focus (access, care or involvement)			Expected impact on risk		
	Expected impact on equality & diversity			Expected impact on value for money		

Improvement Actions











IT.IA.11.01	SIP11.01	Make ICT service provision a viable option for potential external customers	MF	Oct-11	Dec-11	Service specifications for business development opportunity
	Customers will see the benefits of improved value for money and more efficient services			Reduces the risk that individual services and the organisation as a whole will not remain viable in the medium term		
	Services will be delivered to provide the best value for money to all diversity strands			Additional sources of income will be identified and existing services will be provided more efficiently		

Operational Actions

IT.OA.01	Gain Accreditation for ICT Services in SHP	MF	Apr-11	Jan-12	Accreditation Confirmation/Certification	
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Will prove to potential Customers that SHP ICT is a Quality Provider of Services.				
	 ✓					
IT.OA.02	Provide a Years Evidence in all Recorded Performance Indicators for ICT Services and Checks	MF	Jan-11	Dec-11	Provides Statistics For Promoting SHP ICT Services To Be Used In Promotional Literature and Presentations	
	✓ 	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Evidencing the Annual Performance of SHP ICT in Service Delivery and Quality of Service as to Make SHP ICT a Strong Choice for Potential ICT Service Customers.				
						
IT.OA.03	Produce a Benchmarking Report for Services Measured Against Other Almo's and Local Authorities	MF	Jan-12	Jan-12	Provides Statistics For Promoting SHP ICT Services To Be Used In Promotional Literature and Presentations	
	✓ 	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Evidencing the Annual Performance of SHP ICT in Service Delivery and Quality of Service as to Make SHP ICT a Strong Choice for Potential ICT Service Customers.				
						

IT.OA.04	To Identify and Qualify Staff in Specific Specialist ICT Areas to Certification Standards	MF	Apr-11	Jan-12	Certifications
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		To Evidence that SHP ICT Staff are Qualified to Provide ICT Services to a High Standard.			
IT.OA.05	To Cost Service Provision for Each ICT Solution Available to Customers	MF	May-11	Sep-11	Price List of Solutions
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To Provide a Range of Solutions and Costs so as to Bring Investment into SHP at a Competitive Rate and Cost effectiveness to SHP			
IT.OA.06	To Review and Improve the Current Business Continuity and Disaster Recovery Plan	MF	Jun-11	Jul-11	Revised Plan (Document)
	 ✓	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Evidence That the SHP ICT Business Continuity and Disaster Recovery plan is Fit For Purpose and a Proven Solution.			
IT.OA.07	To Test the agreed Business Continuity and Disaster Recovery Plan	MF	Aug-11	Dec-11	Test Report
	 ✓	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Eliminating the Requirement for Multiple Log In's, Decreasing the Variables for Password Reset Requests and Associated Work and Making Signing In Easier For Customers.			
IT.OA.08	To provide 'Single Sign On' Authentication for Network Users	MF	Apr-11	Aug-11	Roll Out
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Eliminating the Requirement for Multiple Log In's, Decreasing the Variables for Password Reset Requests and Associated Work and Making Signing In Easier For Customers.			
IT.OA.09	To Review and Improve the Current Service Standards for ICT Provision	MF	Apr-11	Aug-11	Revised Service Standards (Document)
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		To Improve the Service Expectations for ICT to All Customers.			
IT.OA.10	To Ensure all Hardware, Operating Systems and Applications are capable of 'multi-domain' Management	MF	May-11	May-11	Test Plan Completion
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To Allow More than One Domain (Business Account) Across The Network			

IT.OA.11	To Actively Involve SHP ICT in Northgate Developments	MF	Apr-11	Mar-12	SIG Attendance
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		To ensure SHP Have Key Roles in Involvement and Development of the Northgate Housing System			
IT.OA.12	To Provide a range of options allowing secure access to the SHP Network	MF	Apr-11	Dec-11	Access Procedure
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		To ensure almost any form of required access to the physical network is available and secure			
IT.OA.13	To Install a more Robust Call Logger to Enable Telecoms Call Logging Data to be re-costed When Required	MF	May-11	Jun-11	Call Logging Reports
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Widen Availability Of Telecoms Services Available.			
IT.OA.14	To Install A Full External Site For All Aspects of SHP's ICT Portfolio	MF	Apr-11	Aug-11	Fully Functional External Site
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Prove SHP Can Provide What They Say They Can.			
IT.OA.15	To Specify the hardware upgrade requirements to support the Northgate Application upgrade to Version 6	MF	Apr-11	Sep-11	Server Purchased
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To upgrade the hardware to allow the Northgate application to upgrade to the latest version before support on the 5.16 versions are withdrawn.			
IT.OA.16	To Upgrade the Northgate Application to Version 6	MF	Apr-11	Sep-11	Go-Live
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To upgrade the hardware and software to enhance Northgate to the latest version before support on the 5.16 versions are withdrawn.			
IT.OA.17	To Install a firewall between the the SHP network and the LBS router	MF	Apr-11	Aug-11	Firewall installed and network diagram updated
	 ✓	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Install firewall to add extra security to external access to Sutton gate network			

IT.OA.18	To implement a measurable in-house Shredding service to replace the Shred-it service	MF	Apr-11	May-11	Procedure and report
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To replace the costly and non full-proof current procedure for shredding, saving costs and ensuring shredding completed.			
IT.OA.19	To decrease the amount of mail having to be franked	MF	Apr-11	Aug-11	Decreased franking volumes
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Putting a process and procedure in place to minimise the volumes of work in franking outgoing mail.			
IT.OA.20	To review postage usage and costs throughout SHP	MF	Apr-11	Oct-11	Postage guidance notes
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To review and implement a procedure reporting postage costs and usages to all departments across SHP, analyse and provide guidance on saving costs.			
IT.OA.21	To review, analyse and provide guidance on reducing printing costs throughout the organisation	MF	Apr-11	Aug-11	Printing guidance notes
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Review the usage of printing, cost and provide reports and guidance to all managers to reduce costs.			
IT.OA.22	To promote the availability of meeting/function/training rooms in Sutton gate outside the organisation to bring in revenue.	MF	Apr-11	Aug-11	Room leaflet
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To cost, produce room flyer, produce procedure and distribute externally.			



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Making Services Accessible To All
Achieving Value For Money
Providing Quality Homes
Creating Safe, Welcoming Neighbourhoods
