

Public Document Pack



BARRY KEEL
Chief Executive
Floor 1 - Civic Centre
Plymouth
PL1 2AA

www.plymouth.gov.uk/democracy

Date 20/10/09 Telephone Enquiries 01752 307990 Fax 01752 304819
Please ask for Mrs Gemma Pearce, Democratic Support Officer e-mail gemma.pearce@plymouth.gov.uk

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

DATE: THURSDAY 29 OCTOBER 2009
TIME: 10.00 AM
PLACE: COUNCIL HOUSE (NEXT TO THE CIVIC CENTRE)

Committee Members–

Councillor James, Chair
Councillor Lowry, Vice Chair
Councillors Berrow, Dann, Sam Leaves, Lock, Stark, Stevens and Thompson

Substitutes–:

Any Member other than a Member of the Cabinet may act as a substitute member provided that they do not have a personal and prejudicial interest in the matter under review.

Members are invited to attend the above meeting to consider the items of business overleaf.

Members and Officers are requested to sign the attendance list at the meeting.

BARRY KEEL
CHIEF EXECUTIVE

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

PART I (PUBLIC PANEL)

AGENDA

1. APOLOGIES

To receive apologies for non-attendance by panel members.

2. DECLARATIONS OF INTEREST

Members will be asked to make declarations of interest in respect of items on this agenda.

3. MINUTES

(Pages 1 - 4)

To agree the minutes of the meeting held on 1 October 2009.

4. CHAIR'S URGENT BUSINESS

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

5. FEEDBACK FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD

To receive any feedback from the Overview and Scrutiny Board on issues which concern this panel.

6. BUDGET AND PERFORMANCE ISSUES

To consider budget and performance issues referred from the Overview and Scrutiny Management Board.

7. CIP 2 - INVOLVING RESIDENTS

(Pages 5 - 14)

To receive a presentation on CIP 2 including –

- an update on the place survey findings;
- current performance.

8. ICT STRATEGY

(Pages 15 - 38)

To receive a presentation on the ICT strategy.

9. PROVISION OF SCRUTINY RESOURCES

To discuss the provision of scrutiny resources, as referred from the Overview and Scrutiny Management Board.

10. EXEMPT BUSINESS

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve the likely disclosure of exempt information as defined in paragraph(s) ... of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE PANEL)

MEMBERS OF THE PUBLIC TO NOTE that under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

Nil.

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Support Services Overview and Scrutiny Panel

Thursday 1 October 2009

PRESENT:

Councillor James, in the Chair.
Councillor Stevens, Vice Chair.
Councillors Berrow, Sam Leaves, Lock, Lowry, Stark and Thompson.

The meeting started at 10.00 am and finished at 12.00 pm.

Note: At a future meeting, the committee will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

13. VICE-CHAIR

Resolved to appoint Councillor Stevens as vice-chair for this meeting.

14. DECLARATIONS OF INTEREST

There were no declarations of interest in accordance with the code of conduct.

15. MINUTES

Resolved that the minutes of the meeting which took place on the 6 August 2009 be confirmed as a correct record.

16. CHAIR'S URGENT BUSINESS

There were no items of Chair's urgent business.

17. FEEDBACK FROM THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD

The chair informed the panel that two issues had been referred to this panel from the Overview and Scrutiny Management Board –

- Role Profiles, which would be covered in this meeting;
- Scrutiny Resources, which would be reported to the next meeting;

The chair also informed that panel that he would be sitting, alongside the vice-chair, on a joint task and finish group with the Growth and Prosperity overview and Scrutiny Panel. The group would be monitoring the Plymouth City Bus Ltd Shareholding Project.

18. CORPORATE IMPROVEMENT PRIORITY 13 - SUPPORTING COUNCIL STAFF TO PERFORM BETTER.

The Cabinet Member for Finance, People, Property and Governance, the Head for Human Resources and the Assistant Head of Human Resources - Organisational Development gave a presentation to members on the People's Strategy and CIP13 "supporting staff to perform better".

Members were informed that -

- (i) the people's strategy focused on –
 - values of organisation and embedding them;
 - customer;
 - managing change;
 - culture of pride;
 - fairness;
 - communication
- (ii) there were various internal and external challenges for the future;
- (iii) several pieces of work had been undertaken around –
 - single status;
 - competency framework;
 - the staff induction;
 - staff attendance;
 - learning and development;
 - Human Resources IT management systems;
 - joining up the Accommodation, IT and People's Strategy;
- (iv) the indicator on role profiles showed as "amber" but officers were confident that it would be completed by the target date of December 2009.

Members questioned the Head of Human Resources on the People's Strategy and CIP 13 in relation to –

- (v) key performance measures;
- (vi) the staff survey;
- (vii) appraisals;
- (ix) the induction process;
- (x) staff training;
- (xi) the communications strategy.

Resolved to request -

- (1) that a letter be written to the Head of Human Resources thanking her for her presentation;
- (2) a list of key performance measures for CIP 13 along with the actual performance and target for each measure;
- (3) information on positive changes that have been made as a direct result of the last staff survey;
- (4) an example of the complete process for new appraisals in one service area, this should include actions taken after the appraisal;

- (5) a copy of the Communications Strategy.

19. **PEOPLE'S STRATEGY**

Members gave consideration to the People's Strategy 2009 - 2011.

Resolved to recommend the People's Strategy 2009-2011 to Cabinet for approval.

20. **QUARTERLY REPORT**

Resolved that delegated authority be given to the lead officer of the panel, in consultation with the Chair and Vice Chair of the Panel, to approve the Panel's quarterly scrutiny report which is to be forwarded to the Management Board meeting of 4 November.

21. **CO-OPTED REPRESENTATIVES**

Members gave consideration to the possibility of appointing co-opted representatives, however, decided not to at this time.

Resolved that the chair and Vice-chair consider the matter of witnesses as and when appropriate.

22. **SUBSTITUTE MEMBERS**

Members noted a report which detailed information on appointing a substitute member for a meeting of the Overview and Scrutiny Management Board

Resolved that Councillor Stark should attend the Overview and Scrutiny Management Board in the absence of Councillor James where practicable.

23. **TRACKING RESOLUTIONS**

Resolved to note and remove the completed resolutions from the tracking document.

24. **WORK PROGRAMME**

The Panel received their work programme for 2009/2010.

Resolved to –

- (1) note the work programme;
- (2) invite the Assistant Chief Executive to the next meeting of this panel;
- (3) invite the Assistant Director for Democracy and Governance to the first meeting of this panel following their appointment.

25. **EXEMPT BUSINESS**

There were no items of exempt business.

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CIP 2 Informing and involving residents

Purpose Improve how local people and visitors to Plymouth are informed, consulted and involved in the design and delivery of our services and functions, joining up with partner organisations where appropriate.

Key Improvements	Key Milestones/Timing	Key Performance Measure
To improve the information we give people about opportunities to have a say and get involved in service design and delivery	<ul style="list-style-type: none"> Set targets based on Place Survey 08 results and assess our position in relation to other authorities (June 09) Use Place Survey findings to update Communications Strategy targets for improving the number of residents who feel well informed about local public services (September 09) Run a corporate 'You said, we did' campaign (October 09) 	<ul style="list-style-type: none"> NI4 - % of people who feel they can influence decisions in their locality - baseline to be set following publication of Place Survey findings 2008 How well informed people feel about local public services - baseline to be set following publication of Place Survey findings 2008
To improve how we consult people about the services and functions we provide	<ul style="list-style-type: none"> Run and publish results of an interim Place Survey (March 10) Adopt the Statement of Community Involvement (SCI)/ Compact Code for Consultation (April 09) and develop an action plan to promote its use across the partnership (December 09) Working with partners, develop actions (including development of associated 'tools') to ensure a consistent approach to engaging and consulting with diverse communities (reflecting all equalities strands, and including vulnerable and disabled people) (March 10) Review Plymouth Points of View (residents panel) (December 09), and depending on what the findings say, re-issue the contract (March 10) Identify ways to improve the use of ICT and web-based systems to inform and consult people (December 09) Build engagement and consultation values into the corporate competency framework (June 09) Run the statutory Place Survey (December 10) 	<ul style="list-style-type: none"> Proportion of direct consultation carried out during the year that is in accordance with the principles of good practice. 4 surveys run using Plymouth Points of View (Plymouth's residents panel before December 09: 1 in 2008/09, 3 in 2009/10)
To improve how we involve people in service design and delivery over and above informing and consulting them	<ul style="list-style-type: none"> Agree our approach to involving local people in decisions about service provision in their local areas (includes work with Area Committees) (March 10) Commence 2009/10 Member Learning Programme (June 09) - include training about the 'Duty to Involve' Develop actions to improve involvement of local people in decisions about how money is spent (December 09) Working with partner organisations, implement a full programme of activity to involve local people in decisions about how money is spent (December 10) Run induction for newly elected members (May 10) 	<ul style="list-style-type: none"> NI3 – Civic participation in the local area - baseline to be set following publication of Place Survey findings 2008
To improve how we act on information from engagement and consultation to support service design and delivery	<ul style="list-style-type: none"> Develop corporate and partnership-based engagement and consultation governance structures to improve understanding of roles and responsibilities (September 09) Work with partner organisations to develop a pilot project to improve the use of available information to inform business planning and target setting through development of the 'Data Hub' (March 10) Run a project to develop guidance about combining findings from statutory surveys (e.g. the Place Survey) and customer profiling information to support service design and delivery (December 09) 	<ul style="list-style-type: none"> Milestone rather than performance target applicable

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Corporate Improvement Priority (CIP) 2: Inform and involve residents

Support Services Overview & Scrutiny Panel

29th October 2009

1. Purpose

1.1 The overall purpose of CIP2 is to improve how local people are informed, consulted and involved in the design and delivery of services and functions joining up with partners organisations where appropriate.

2. Background

2.1 The content of CIP2 is based on a combination of national policy, inspection findings specific to Plymouth and what local people have to say about their feelings of involvement and influence over local decision-making.

2.2 In terms of national policy the key guidance (now legislation) is the 'Duty to Involve'¹ which came into force in April this year, the requirements of which are at the core of CIP2.

2.3 In terms of feedback from residents, our main information is taken from the results of the 2008 Place Survey which tells us that 22% of residents say that they feel like they have influence over decisions made in their local area.

2.3 Findings from last year's Access to Services inspection and Equality Standard for Local Government (ESLG) Peer Assessment whilst – in terms of overall score – were both good for the council, also contained some challenges for us. These include: do more to involve residents (including vulnerable and disabled people) in service design as well as delivery; co-ordinate our engagement and consultation processes better; join up better with our partners; allow more time and provide more support to enable people to take part and have their say.

2.4 In summary, examples of good quality information, consultation and involvement exist within the Council, but there is room for improvement, and CIP2 aims to provide a focus for this.

3. Key improvement areas

3.1 Drawing on the requirements of the Duty to Involve, the key improvement areas included in CIP2 are:

- To improve the information we give to people about opportunities to have a say and get involved in service design and delivery
- To improve how we consult people about the services and functions we perform
- To improve how we involve people in service design and delivery
- To improve how we act on information from engagement and consultation to support service design and delivery

4. Key performance measures

4.1 The main measure for CIP2 is National Indicator (NI) 4 – the percentage of people who feel they can influence decisions in their locality. This is measured through the Place Survey, which all authorities are required to run every two years. The first Place Survey took place in 2008 and provided us with a score of 22% for NI4. Our current target for the next Place Survey is 23.44%, but our aim would to exceed this.

¹ See Appendix 1 for more information about the Duty to Involve

4.2 A further measure for CIP2 is National Indicator (NI) 3 – the level of civic participation in the local area. This is also measured through the Place Survey. The score from the 2008 survey was 13.8%, and our target for the 2010 survey is 15.24%.

5. CIP 2 Milestones – overview

5.1 The following table provides an update on the current set of milestones (i.e. work streams) included in CIP2 (2009-10).

●	1. Set targets based on Place Survey 08 results and assess our position in relation to other authorities.	The Place Survey report for Plymouth was published in September, providing information to help service managers establish baseline results and set targets in relation to key indicators for future years.
●	2. Use Place Survey findings to update Communications Strategy targets for improving the number of residents who feel well informed about local public services.	This relates to the comment for 1 above – with publication of the Place Survey report, information became available to update targets in the Communication Strategy. This is just one example of how information from the Place Survey is used to inform service planning and refine targets.
●	3. Run a corporate ‘You said, we did’ campaign.	A pilot ‘You Said, We Did’ campaign took place along side a scheduled phase of consultation activity associated with the City Centre Area Action Plan (part of the Local Development Framework). Building on this pilot, the ‘You Said, We Did’ campaign will be rolled out over coming months.
●	4. Run and publish results of an interim Place Survey.	We are required to run the Place Survey every two years, but locally will be ensuring an annual supply of information in relation to the 18 National Indicators (NIs) measured through the survey. This work is under way to inform target-setting in relation to Council services including those supporting the Local Area Agreement.
●	5. Adopt the Statement of Community Involvement (SCI)/ Compact Code for Consultation and develop an action plan to promote its use across the partnership.	The Statement of Community Involvement (SCI) and Compact Code for Consultation is one and same thing and was launched as part of the Compact in May this year. The SCI is guide for engagement and consultation based on a set of 8 commitments. We and our partners are in the processing of embedding these commitments as standard practice.
●	6. Working with partners, develop actions (including development of associated ‘tools’) to ensure a consistent approach to engaging and consulting with diverse communities (reflecting all equalities strands, and including vulnerable and disabled people).	Through this work stream we aim to increase the amount of joined up activity we do with partners in relation to engagement and consultation. This links with improved governance arrangements described in 16 below. Additional external resources will be sought to support this activity where identified.

●	7. Review Plymouth Points of View (residents panel) (Dec 09), and depending on what the findings say, re-issue the contract.	The panel will be reviewed in the run up to Christmas, and new requirements tendered for before March, the aim being to continue to run this important means of consulting with local residents.
●	8. Identify ways to improve the use of ICT and web-based systems to inform and consult people.	IT-based and on-line departmental consultation requirements are being looked into with the aim of improving how we communicate with the public through our website and other on-line channels (links with milestone 17).
●	9. Build engagement and consultation values into the corporate competency framework.	With publication of the competency framework (which contains competencies referring to engagement and consultation skills), this work stream is now complete.
●	10. Run the statutory (2010) Place Survey	This is a 2010 milestone – related work is scheduled but yet to start.
●	11. Agree our approach to involving local people in decisions about service provision in their local areas (includes work with Area Committees)	This activity recognises the important links between CIP2 and on-going work in relation to delivering services through 'Localities'. Departmental consultation leads across the Council have already supported the recent phase of localities consultation and will (along with other stakeholders) continue to be involved in identifying how the public should be involved in the delivery of services on a localities basis.
●	12. Commence 2009/10 Member Development Programme - include training about the 'Duty to Involve'	An initial 'Duty to Involve' briefing was provided to Member Support Group in June 09. This will be followed up with further Member briefings as part of an on-going programme for staff and Members. (See Appendix 1 for more information about the Duty to Involve).
●	13. Develop actions to improve involvement of local people in decisions about how money is spent.)	Through the CIP2 programme manager, PCC is supporting 'participatory budgeting' activity in Devonport (through Devonport Regeneration & Community Partnership) with the aim of learning how this might inform similar activity elsewhere in the city. We also continue to allocate funds to communities through Area Committees (Local Environment Fund).
●	14. Working with partner organisations, implement a full programme of activity to involve local people in decisions about how money is spent.	This 2010 milestone will be informed by an assessment of activity described in 13 above.
●	15. Run induction for newly elected members.	This is a 2010 milestone – related work is scheduled but yet to start
●	16. Develop corporate and partnership-based engagement	Agreement of new LSP governance structures (now scheduled for December) will inform how governance in

	and consultation governance structures to improve understanding of roles and responsibilities.	relation to engagement activity is developed across the partnership and corporately.
●	17. Work with partner organisations to develop a pilot project to improve the use of available information to inform business planning and target setting through development of the 'Data Hub'.	A research proposal has been drafted to examine information needs using a series of focus groups made up of Plymouth Points of View (Plymouth's residents panel) participants. This work will be carried out in Oct/Nov, and its findings will inform future CIP2 work streams.
●	18. Run a project to develop guidance about combining findings from statutory surveys (e.g. the Place Survey) and customer profiling information to support service design and delivery.	Work will be starting soon on this work stream, the results of which will add to the set of analytical tools available to support managers plan services and set associated targets.

Key:

- - progressing as planned
- - work stream complete

*Jo Atkey
Policy and Performance Officer
20 October 2009*



Duty to Involve - Advice Note

Introduction

From April 2009, we will be required to take appropriate steps to ensure that local people² are informed, consulted or involved in what we do.

Whilst this doesn't mean that we need to invent completely new ways of doing things, we do need to understand better what we're already doing to inform, consult and involve people and make any necessary improvements. In general, local people need to feel that they have more opportunities to have their say and be involved.

What does it mean?

The new duty will impact on all our services and functions, meaning that we need to think about how local people need to be informed, consulted or involved in all aspects of our work.

In thinking about 'representatives of local people', we need to think about people who work or study locally, visitors; businesses and anyone else likely to have interest in what it is we are doing. We shouldn't just be thinking about people who live in Plymouth.

We also need to think about the different communities in Plymouth, for example using established tools like Equality Impact Assessments (EIAs) to assess who the most relevant people might be to involve in the development of different aspects of our work.

The new duty challenges us to think about how we can do things better; including joining up better with other services and partner organisations. We will also need to think about how we reflect the requirements of the new duty in contracts with organisations delivering services on our behalf.

The three ways of involving people better that we are advised to consider are:

INFORM	Giving people information so that they understand the services we provide and also understand how they can have a say and get involved. In doing so, we need to think about different needs, and provide information in different languages and formats as appropriate.
CONSULT	Consultation means giving people a restricted choice and role in solutions. You may start a conversation about a problem, offer some options, allow comment, take account and then proceed – perhaps after negotiation. Consultation can be formal (e.g. on things like the Local Development Framework); satisfaction surveys (e.g. The Place Survey), or informal (e.g. attending an event such as the Respect festival and asking people to express a preference using sticky labels.)
INVOLVE	We also need to consider other ways that enable people to get involved in what we do over and above informing and consulting them, including: <ul style="list-style-type: none"> • Providing opportunities for people to influence decisions • Enabling people to provide feedback on decisions, services and policies (e.g.

² Guidance refers to 'representatives of local persons', but for simplicity, this briefing note will use the term 'local people'.

	<p>Have Your Say)</p> <ul style="list-style-type: none"> • Working with service users on the design of policies and services (e.g. through commissioning processes) • Enabling people to carry out /co-produce some services for themselves (e.g. managing a community resource, litter picking and street clean-up; managing assets) • Enabling people to work with us to assess our services (e.g. mystery shopping)
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Depending on the issue, we may need to consider one, two or all three of the above methods. There is much good practice that we can draw on locally and from further afield to help determine what approach we should use – case studies will be developed to help illustrate the options we should consider, and further guidance will be available from the government in due course.

What doesn't it mean?

It doesn't mean that we're doing it all wrong and need to start again! The new duty doesn't replace existing statutory requirements to involve local people in decision-making (e.g. in relation to the Local Development Framework). It doesn't replace existing non-statutory agreements (e.g. the Compact Plymouth 2020 has with the third sector). Neither does it bring with it any new powers. It challenges us to think whether we can do more, and whether we can do things together with partners.

In the context of the new duty, the term 'representative' doesn't mean elected members. The duty recognises the vital role Councillors have as advocates for local people and extends the range of opportunities for people to have their say and get involved.

Applying the duty successfully

The government does not lay down firm guidance about applying the duty, but if we're doing it well engagement and consultation standards should be embedded in service delivery, policy and decision-making, and we should be achieving the following:

- Understanding when we should be using 1, 2 or all 3 of the suggested involvement techniques, and applying a corporate approach
- Clearly communicating the purpose and level of all involvement activity: being clear about whether we are e.g. consulting on a topic or providing a direct opportunity to participate in a decision. The ladder of participation is a useful tool for understanding and explaining these differences (ref).
- Targeting information, consultation and involvement opportunities at the right people
- Understanding the needs of vulnerable and marginalised groups, and reflecting this in our engagement and consultation activity
- Effectively co-ordinating our engagement and consultation activity between departments and (working with the Local Strategic Partnership) with partner organisations
- Providing good quality information to people about our services and opportunities to provide feedback and get involved
- Consistently keeping people 'in the loop' – in other words telling them what we've done as a result of their comments and feedback
- Routinely involving people in assessing the effectiveness of our services
- Sharing information resulting from engagement and consultation activity across departments and with partners in order to maximise its impact
- Running timely, cost effective engagement and consultation activity that is proportional to the issue in question
- Monitoring the effectiveness, impact and inclusivity of involvement activity

Ultimately, if we're applying the duty effectively, feedback from local people will be that they feel engaged and involved in local decision-making.

Who should be informed, consulted and/or involved

Different service areas need to understand for themselves who to involve and how that involvement can best be achieved. In addition, much information is now available to us about diverse communities in the city and the groups that seek to represent them. Contact details are available from the Social Inclusion Unit and the Corporate Performance Unit.

Equality Impact Assessments (EIAs) can also be used to determine who should be involved in developing and reviewing policies, strategies and functions.

When thinking about who to inform, consult or involve, we also need to think about the role of the third sector³. In some cases, third sector organisations will be affected by, or interested in a particular service or function in which case we will need to inform, consult or involve them in some way. In other cases, they may have a role as an advocate for local people, in which case we may choose to involve them as well as local people. In other cases, because of the expertise and knowledge they have, we may need to work with them to engage with marginalised and seldom heard people. The Compact supports our work with the third sector, and helps us determine our relationship with them in different scenarios.

It is important that information provision, consultation and involvement opportunities are not limited to those with the 'loudest voice'. Following the good practice guidelines above will help to ensure that everyone in Plymouth not only has the *opportunity* to become involved, but can do so with confidence that their involvement will be valued and their voice heard.

Meeting the new duty

The following section provides some examples of what we're already doing to meet the requirements of the new duty. It also suggests what we could do to further improve how we are delivering the new duty. Neither list is exhaustive.

What we've already done to meet the new duty

- Informing, consulting and involving people across a range of different services – including the provision of a large of range of information about the services we provide; running statutory (e.g. Local Development Framework, The Place Survey) and non-statutory consultation activity, and involving service users in commissioning some key services
- Revised our Statement of Community Involvement and linked it to the Compact
- Producing reports of consultation activity
- We have a residents panel (Plymouth Points of View) which has been in operation since 2002
- Run Neighbourhood Management pilots in Stonehouse and North Prospect which have empowered people to become involved in their local communities
- Through Area Committees, we involve local people in discussions about a full range of topics including setting budgets
- Established 'Have Your Say', our Corporate compliments, complaints and feedback system
- In some cases, we have handed over assets (e.g. buildings and land) to community groups for them to run and manage themselves
- We involve representatives of local people and groups on most of our Area Committees and Overview & Scrutiny Panels
- Established contracts to support the establishment of Plymouth Local Involvement Network (LINK) to enable people to have their say about health and social care; and which help the over-50s to have their say about issues that matter most to them (Plymouth Advisory Partnership for Older People)
- We have an established Youth Parliament

³ Defined by the government as 'non-governmental organisations that are value driven and which principally reinvest their surpluses to further social, environmental and cultural objectives. It includes voluntary and community organisations, charities, social enterprises, co-operatives and mutuals.'

- We've published our integrated Equality Scheme (2009-2011) which has consultation with diverse communities at its core
- Translate Plymouth – well established and providing translation and interpretation in a range of languages and different formats (e.g. Braille)
- Support for the Respect Festival and Plymouth Pride Event, both of which are key events at which we engage and have the opportunity to consult with diverse communities

What else we could do or do better:

- Promote the Statement of Community Involvement (SCI) as the basis for effective and consistent engagement and consultation
- Learn and share good practice about engagement and consultation between departments and with partner organisations
- Join up with others more – departments and partner organisations - to avoid over-consultation
- Make better use of the results from consultation, inspections and feedback from other sources – in other words, use what information we have as widely as possible
- Regularly provide feedback to people about the things we've consulted them about – so that people feel their views have genuinely been taken into account
- As a matter of course, provide clear and up-to-date information about our services and opportunities to get involved – in doing so take into account the needs of diverse communities (e.g. provide information in different languages; formats etc.)
- Develop and use tools to help design consultation and involvement activity
- Set up service specific advisory panels where appropriate to do so
- Do more to enable people to take part in decisions about setting corporate and service-specific budgets
- Promote the use of petitions to inform and influence local debate
- Use Equality Impact Assessments (EIAs) more as a means of involving diverse communities in the development and review of services and policies
- Work with Members to continue to improve scrutiny processes to ensure scrutiny is as effective as possible as a consultation mechanism
- Use existing resources (e.g. staff, software) more efficiently to maximise use of what we already have and avoid duplication

Policy context

Local Government Act 1999

Local Government White Paper, October 2006 '*Strong and Prosperous Communities*'

Local Government & Public Involvement in Health Act 2007, November 2007

'Communities in Control: real people, real power' White Paper – extending the duty to a wide range of agencies, July 2008

Statutory Guidance: '*Creating Strong, Safe and Prosperous Communities*', July 2008

Other useful reading

[The Duty to Involve: Making it Work](#) - Community Development Foundation

This briefing note has been produced in conjunction with the Zebra Collective



Plymouth City Council

Information

Communication

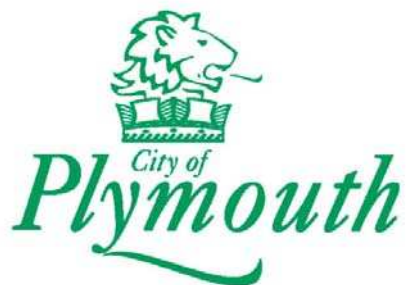
Technology

Strategy

2008-2011



Neville Cannon



Document Control

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V0.2	24/03/08	N. Cannon	Redraft	
V0.4	14/08/08	N. Cannon	Draft for consultation	
V0.5	19/08/08	N. Cannon	DS Comments	
V0.6	24/09/08	N. Cannon	CB Comments	
V0.7	25/09/08	N. Cannon	PG Comments	
V 0.8	24/11/08	N. Cannon	Glossary	
V0.9	2/12/08	N. Cannon	CMT Comments	
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Foreword

This document sets out the standards for delivery of Information Technology (IT) for Plymouth City Council, and articulates the vision and roadmap for the Authority moving forward to March 2011.

ICT means all technologies, processes, disciplines and skills that are provided by the ICT function (department) or that involve ICT. These range from the management of projects and business change to the management of the organisations technical architecture and include the procedures and skills that enable the productive application of data and information.

The aim of this document is to provide those working for, and with, the Authority the 'high-level' vision and roadmap of the Authority's intentions with regard to the continued, business led, technology implementation plans. It is not a detailed breakdown of the entire individual work-streams that combine to form the ICT programme. That information will be found within the individual programme and project plans.

The overall objective of this strategy is to support the transformation of Plymouth City Council into an excellently informed and customer focused Authority delivering its services in the most effective and efficient means. This will ensure that the Council is well placed to play a leading role in the local community, delivering excellent outcomes to the citizens of Plymouth.

To date, much has been achieved and PCC is now fitter to face the challenges of the future. We cannot sit back as there is constant change to be addressed through careful consideration and planning.

This strategy looks to develop on this continuing foundation building and deliver to PCC a support service that underpins excellent service delivery. This will be achieved through the continuing integration of end-user, ICT's customers, requirements into an overall planning process that determines the priorities for ICT and the Council as a whole within a sustainable investment programme.

Neville Cannon
Head of ICT

1. Introduction

The Plymouth 2020 local strategic partnership has a shared vision of making Plymouth “One of Europe’s finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone” by 2020.

To achieve this shared vision the partners have agreed to focus their priorities around four themed areas aimed at making the city healthy, wealthy, safe and wise. The diagram below shows how the vision for the city is being delivered through theme groups and supported by the partnership.



Partners have their own visions and strategies that ultimately aim to deliver that shared vision for the city. Plymouth City Council’s vision is to deliver excellent local services to Plymouth residents and has set itself the goal of becoming an “excellent” authority by 2012.

Priorities for achieving excellence

The Council has identified 14 key priorities to help achieve excellence and the shared vision for the city. These are organised under the three themes of improving our customers' experience, improving our city and improving our council. The priorities are:

Improving our customers' experience

- Improving customer service
- Involving and informing customers

Improving our city

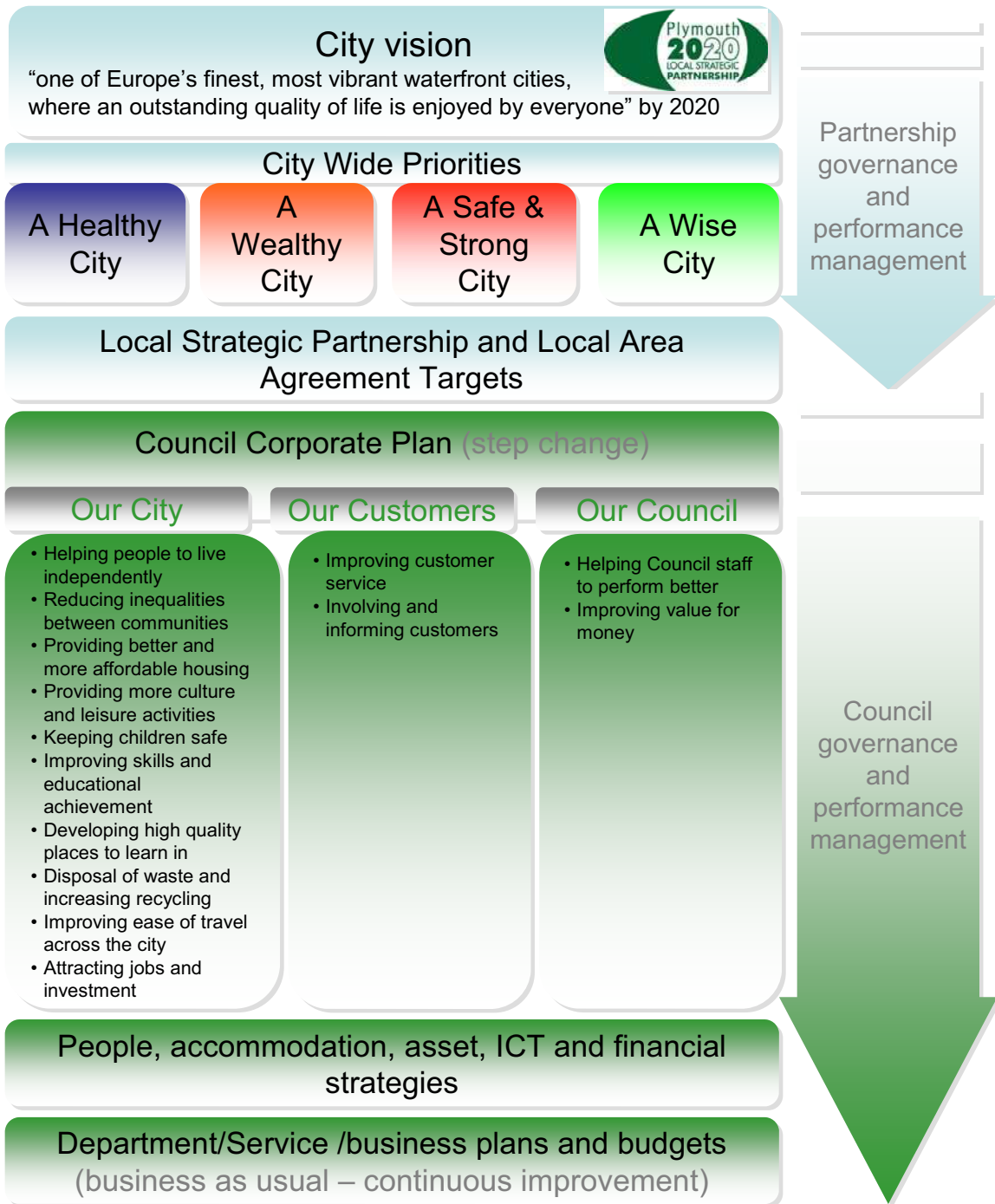
- Helping people to live independently
- Reducing inequalities between communities
- Providing better and more affordable housing
- Providing more culture and leisure activities
- Keeping children safe
- Improving skills and educational achievement
- Developing high quality places to learn in
- Disposing of waste and increasing recycling
- Improving ease of travel across the city
- Attracting jobs and investment

Improving our council

- Helping Council staff to perform better
- Providing better value for money.

Focusing on achieving these priorities will enable the Council to achieve high levels of customer satisfaction and reach – and retain – a Comprehensive Area Assessment rating of “excellent”. The Council’s planning and budget setting for FY 09/10 and beyond has been developed on the basis of focusing on these priorities.

This document sets out how the ICT Strategy supports the delivery of the Corporate Priorities to help the Council transform itself by 2012 in order to realise this vision. This strategy has been developed in alignment with the Accommodation Strategy, the People Strategy and the Financial Plan to provide integrated support to the corporate goals. The diagram below illustrates the relationship between the city goals, the Council’s Corporate Improvement Priorities and the support required from the ICT Strategy:



2. Executive Summary

Information lies at the heart of what Plymouth City Council (PCC) does. How we capture, store and use information is vital to the services we provide to the public and key to us meeting our corporate objectives and improving our overall performance.

It is essential, therefore, that we handle this information in ways that directly support our services, which are secure, resilient, robust and offer real value for money. The technology used in support of our systems is a means to an end, which we must ensure is utilised effectively and efficiently.

Therefore the overall aim of this Information Communication Technology (ICT) Strategy is to support fully Plymouth City Council's Corporate Plan; it's associated Corporate Improvement Priorities and improve the outcomes for the city of Plymouth.

ICT supports the operations of the business departments. It is focused on reducing risk, maximising our ability to exploit information and increase value for money. To do this we have five principle objectives:

- To ensure that the service delivered represents value for money.
- Joining up partner organisations effectively
- Ensure that assets (information, processes, systems and technology) are shared and reused as much as possible.
- Ensuring that PCC fully exploits its information to achieve its objectives.
- Ensuring compliance across the organisation to reduce operational and reputational risks.

A key step towards achieving these objectives is our commitment to developing a common infrastructure across the Authority. This has been recognised in earlier strategies and continues with the formal adoption of enterprise architecture. This common infrastructure will provide an efficient, robust platform for delivery departments and partners upon which they can build business applications and service their information, security, and change management needs. It also facilitates standardisation of office provision as required by the Accommodation Strategy and supports the transition to the latter stages of office development referred to in that Strategy. This is a complex transition and will be planned over the period to 2012 and will encompass plans for the Corporate estate over the same period.

The means to achieve this will be the creation of an enterprise architecture framework. **Enterprise Architecture** is the organising logic for business processes and IT infrastructure reflecting the integration and standardisation requirements of the Council's (and latterly the LSP's) operating model. It will be based on mapping our systems, processes, information flows and dependencies firstly across the Council and subsequently will need to be

expanded to encompass the LSP. This is not an end in itself but an evolving activity that will help identify the options and subsequently inform the investment appraisal process. The primary purpose of describing the architecture of an enterprise is to improve the effectiveness or efficiency of the business itself. This includes simple operational aspects such as office moves. Currently IT equipment and furniture is moved adding to the planning complexity of such moves and ultimately their cost. This is recognised within the Accommodation Strategy and both departments are working together to drive out the required VFM cost savings.

We will need to work with partners and delivery groups in aligning their ICT strategies, providing principles and standards agreed collectively. This will support the Local Strategic Partnership (LSP) ability to fulfil its role to deliver improved services to the public.

Funding the ICT activities of the Authority will remain a key challenge over the period of this strategy, as it will take this time to deliver the Medium Term Financial Plan (MTFP) and all its forthcoming pressures. With the ongoing requirements to deliver modern services, which are invariably dependent upon better use of IT, ICT will remain in need of investment throughout the life of this strategy and beyond. However some gains (for example from flexible working) will be made along the way and it is therefore imperative that every opportunity to realise savings is taken. This requires the appropriate consolidation of services and functions in order to affect economies of scale without hindering performance and the flexibility of the operation.

If the Authority is too reach its aim of being recognised as Excellent, then there are a number of desired outcomes that are required to be delivered by individual Directorates. These, in turn, are supported by four strategies that are interrelated and must be mutually supportive if the necessary benefits are to be achieved and subsequently deliver the ambition of the Council.



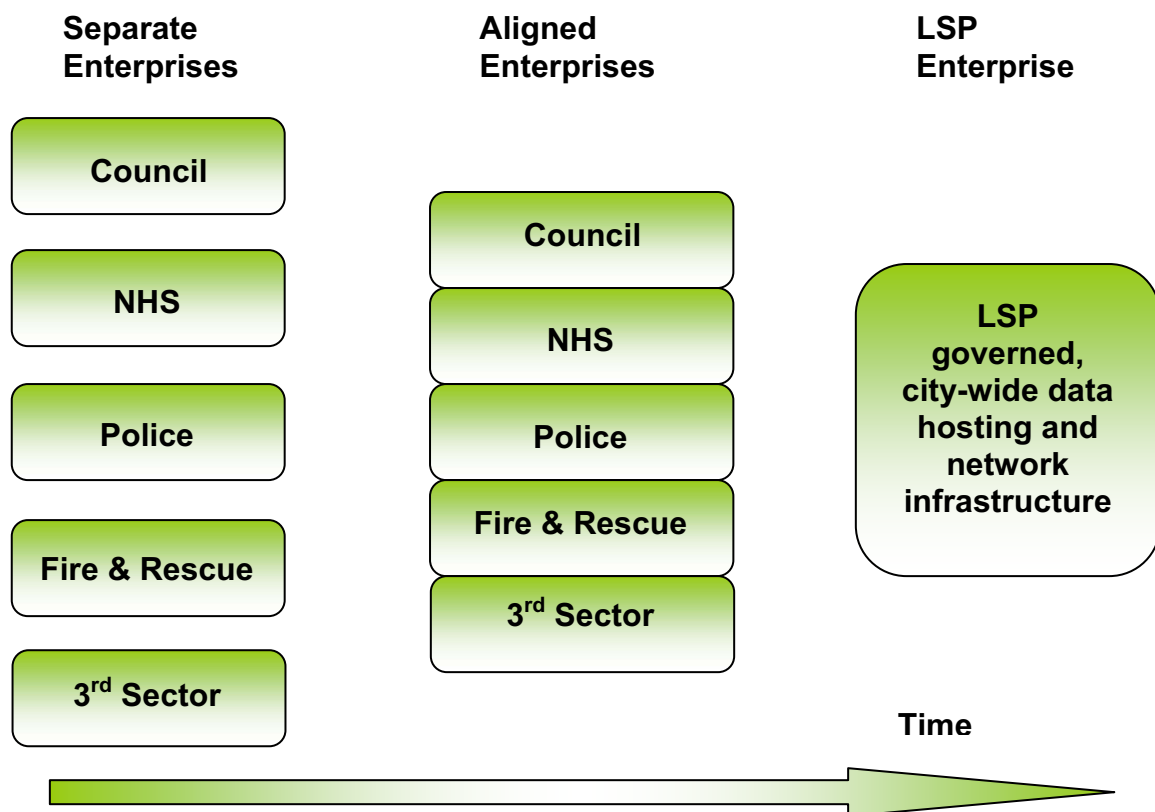
However, the emerging security threats and the need for increased shared working will play an increasingly significant factor in the planning of high availability, resilient and secure service provision.

ICT systems increasingly need to communicate with each other, both within the Council and with an increasing number of bodies and partners. To support this, and to aid the combating of fraud, there are certain services such as identity management, for which interoperability between systems is essential. However, communication between systems is ineffective without an

agreed strategy for joining together processes and determining responsibility for controlling any given data source.

While much of the required urgent remedial action to safeguard the continuing operations of the Authority has been completed; the failures that have occurred have provided necessary reminders that ICT plays a crucial role in the continued operations of the Council. Furthermore that many future service delivery enhancements are reliant on a resilient ICT application and infrastructure. Developing the business continuity plans and arrangements therefore will be a central feature of all new project planning and implementations.

This move to encompass enterprise-wide applications and licensing is leading the consolidation drive within PCC. The Authority has historically operated from within Directorate silos. This has hampered previous attempts to benefit from economies of scale and from the simplification of the numerous applications, operating systems and hardware platforms. The Authority has now embarked on a process that will establish Microsoft Windows XP (and a possible move to Vista when appropriate) as the Standard Desktop operating system, leased PC's and a consolidated UNIX platform.



Finally we will continue to develop the ISD profession corporately which will ensure that the Authority has the capability to exploit its information in a secure and efficient manner.

In summary, the main outcome of this strategy will be to ensure that the organisation has spent money, and focused staff's efforts on activities that most fully support the business' strategies and goals; and stops spending resources on things that don't!

3. Purpose Aims and Scope

3.1 Purpose

The ICT Strategy supports the Council in achieving its purpose, its vision and its ambition by supporting the activities directed at meeting its Corporate Improvement Priorities (CIPS).

This strategy cannot sit in isolation and must be considered alongside the HR, Accommodation and financial strategies for the Authority, if the Council is to deliver maximum benefits and to increase the rate of improvement.

Adopting and delivering new ways of working is crucial to the continued improvement of PCC and so these strategies will require to be fully integrated and resourced appropriately to ensure delivery of the required outcomes.

New flexible ways of working such as hot-desking and home working require a co-ordinated approach to provide suitable facilities, technology and supportive management culture and ability. Therefore this strategy will continue to be developed collaboratively with our internal partners and the outputs will be seen in the detailed ICT annual action plans and through the provision of suitable HR activities to provide the necessary management policy framework and the required culture change.

ICT Vision

To support the continuous improvement of operational service delivery, by enabling informed decision making, through the use of secure and appropriate access to information when and where needed via a professional ICT service.

3.2 Aim

The aim of the ICT Strategy is to maximise the benefits of using ICT to PCC as a whole in achieving its corporate objectives. PCC recognises the need to work closely with our partners and the government departments and agencies to ensure the information systems and technology used is appropriately joined up. Examples include the use of Government Connect and Government Gateway.

One of the principle assets of PCC is the information it gathers and holds. The effective and intelligent use of information is critical to the success of the Authority. The ICT strategy is about ensuring we make the most effective and efficient use of our information, reducing risk and improving value for money.

PCC is aware of the need to seriously commit to establishing an environmentally sustainable operation. An aim of this strategy is, therefore, to assess its current IT landscape and to take a co-ordinated approach to further developing ICT in ways which are environmentally responsible and

sustainable. This sustainable agenda is also a driver for a number of initiatives that can bring real business benefits, efficiencies and better control of IT.

ICT accountabilities align with the corporate governance model and thus:

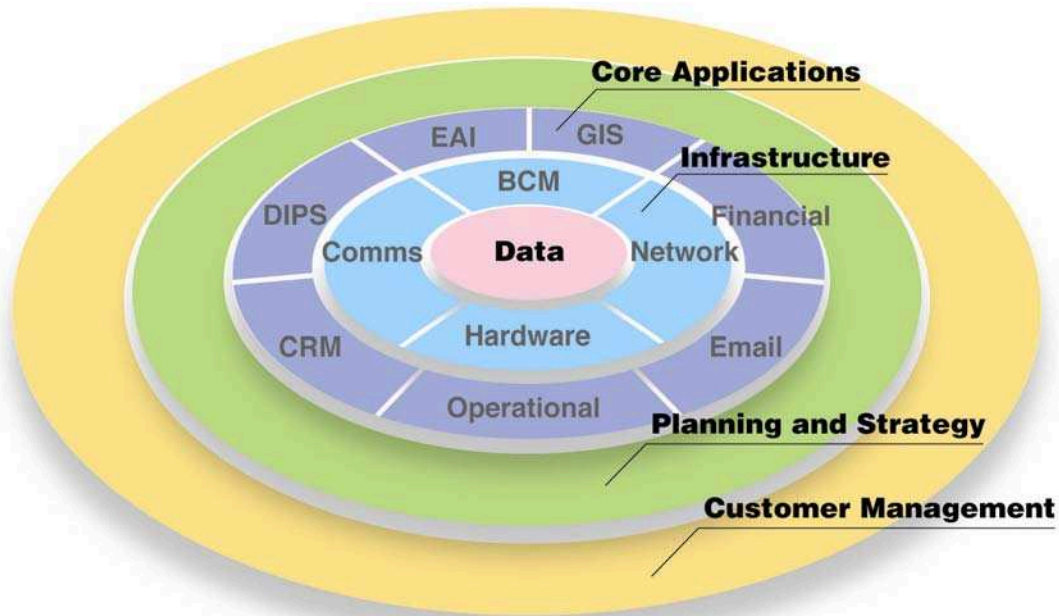
- Support the delivery of a prioritised capital programme
- Ensure that ICT projects are project and programme managed effectively.
- Provides strategic advice to Directorates and the Corporate Management Team, providing leadership for the ICT strategy and profession including the development of operational policies on ICT matters as well as encouraging ICT-enabled change programmes where appropriate.
- Drives forward the continued improvements in records management and information security.
- Provides a robust and resilient infrastructure and architecture to deliver all the Authority's Line-of-Business applications.

An aim of this strategy is recognising the need for flexibility which means that it is designed to evolve as the organisation moves forward and improves in a balanced and coherent manner. All aspects must remain in tune and in touch with each other, or unnecessary stress and strain will be put on individual components. Strategy is therefore not a one-time event, this needs to be a living and breathing document/process and engagement of the wider Authority is to be welcomed through the evolution of the Technology Project Board into an enterprise governance board that will be known as the ***Plymouth Information Technology Board*** (PITB) and will be the link to the Local Strategic Partnership to drive forward common, city-wide, strategies.

3.3 Scope

While the Plymouth City Council Corporate Plan runs to 2011, this strategy has a longer planning horizon of 2012 to take account of the long-term nature of ICT provision.

A key principle of this strategy is to provide enterprise technical and information architectures and services, where appropriate, to achieve the necessary economies of scale, reduce replication and maximise the benefit from utilisation of agreed standards. This is a structured way of capturing and describing PCC's information, processes, systems and technology.



The core applications highlighted provide the priorities for the enterprise systems. These building blocks are augmented by those critical line-of-business (LOB) applications that form the operational sector. These applications will also see themselves shown prominently within the business continuity plans.

This is aided by the centralisation of the ICT spend from across the Authority. It is accepted that while smaller departmental solutions may be speedier in implementation they often limit the overall scope of benefit realisation. Furthermore there is no guarantee that current departmental or even Council boundaries will remain static, hence there is even greater need to ensure that a flexible information architecture exists.

There will clearly need to be a balance between tactical and strategic investment and while technologies such as Unified Communications will undoubtedly play an active future role the benefits realised, from this or any specific technology or solution, must be prioritised to ensure ICT investment actively supports the financial ability of the Authority while enhancing operational capability and reducing operational risk.

This, in essence, is the enablement of agile IT.

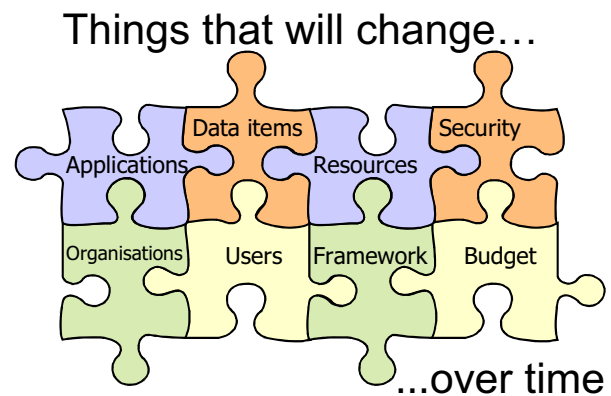
3.4 A Challenging Climate

In common with other organisations, PCC faces the challenge of effectively managing risks related to the information it handles and stores, particularly at a time when the volume and complexity of information is growing rapidly. These risks apply not only to potential misuse or loss of information but also the risks associated with not sharing information appropriately. These risks particularly apply where information flows, or should flow, across organisational boundaries.

There is also a high degree of IT-enabled change both in progress and planned across all of the Authority's business areas. Much of this relates to business processes, the introduction of new or replacement systems and the interchange of information. This change represents a significant investment by the council, the aim of which is to improve frontline services.

Within this context, the aim of the ICT strategy is to assist the Authority in managing and reducing the exposure to risk and maximising the benefits from its investment.

Such an ICT strategy can only deliver tangible benefits if the Authority has the appropriate level of capability. Accordingly, the development of the ICT profession within the council forms a key part of the strategy, which will be translated into actions to develop the skills of existing staff and strengthen the existing team through the recruitment of suitably skilled and experienced resources.



To highlight the change in emphasis from technology towards information management it is intended that the Head of ICT role provides a focal point for the continuing drive to improve information management and data quality standards across the council.

4. ICT Strategy Objectives

The overarching objective of the ICT strategy is to support the operations of the businesses of Plymouth City Council. With this in mind, the Authority has developed 5 principal objectives.

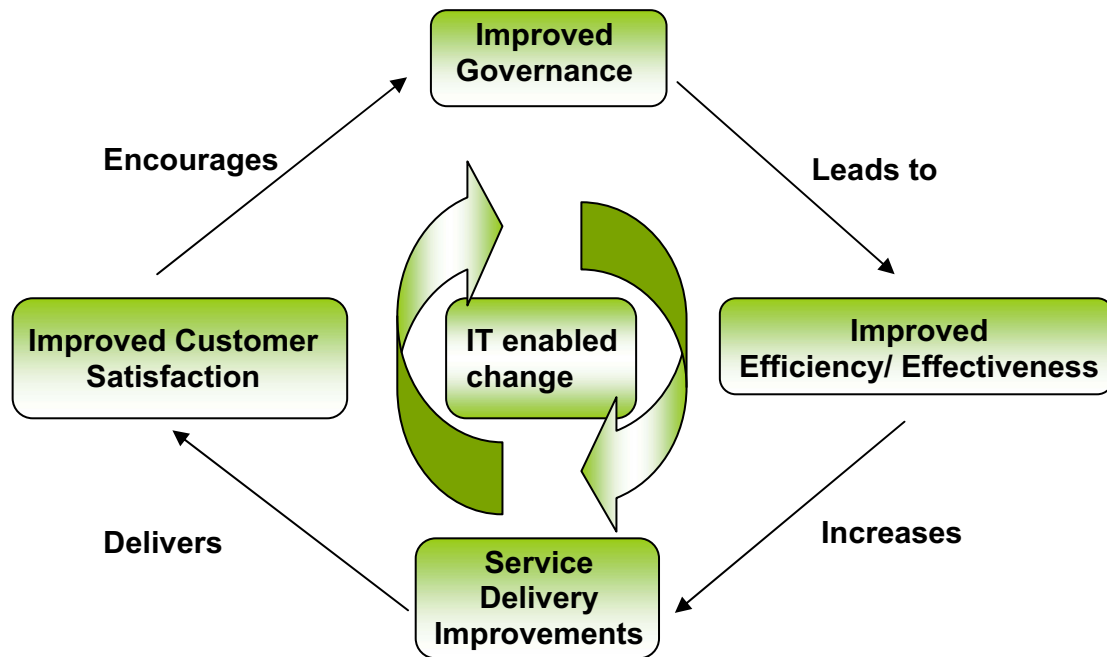
- To ensure that the service delivered represents value for money.
- Joining us and our partner organisations effectively.
- Ensure that assets (information, processes, systems and technology) are shared and reused as much as possible.
- Ensuring that PCC fully exploits information to achieve its objectives.
- Driving compliance across the organisation to reduce operational and reputational risks.

Principal Objectives

- **VFM:** deliver services that demonstrably demonstrate that they represent value for money.
- **Joining up:** improve effectiveness and reduce operational and reputational risk by joining up ICT capabilities where there is a need to work together with partner organisations.
- **Sharing and Re-Use:** improve efficiency and reduce costs through sharing, re-use and commonality of ICT capabilities across the Authority.
- **Information Exploitation:** ensure we make the best use of the information we collect and store in the public interest whilst increasing our confidence in our ability to protect our data, particularly that relating to individuals.
- **Compliance:** reduce the cost of compliance, and risk of non-compliance with ICT-related legislation, regulation and government strategies

The Plymouth Information Technology Board (PITB) will be established and this group will own and agree the standards and principles that will define how these objectives will be delivered across the organisation. The aim of this group will be to ensure that the services provided are cost-effective, secure, robust and resilient via, wherever possible, the enterprise architecture.

It is expected that these objectives will follow the virtuous circle of objectives shown over.



Virtuous Objectives Circle

5. Delivering the ICT Strategy

5.1 Progress and Achievements

The last few years has seen the ISD transform. ICT spend has been centralised, the department has been restructured and operate ITIL best practice standards. It has seen the desktop being refreshed and the removal of the Mainframe and Novell servers. The processes and skills to deliver systems analysis, development and support have been consolidated to provide a more efficient and effective service.

Improvements have also been delivered with the introduction of standardised business case templates for investments and improved project and programme mangement.

Key business applications, such as Housing, Council Tax and Benefits, Social Care, Education and Planning have been replaced or upgraded. We have also moved HR and Payroll off of the Mainframe, allowing this to be decommissioned and onto a new SAP platform.

The new structure has facilitated two new posts, those of the Technical Architect and the Information Security Manager. These two roles have given focus and direct attention to the creation of an enterprise architecture model for PCC and been responsible for the creation of a Devon-wide Security Policy and baselined standards.

A common infrastruture for the Authority is being developed in conjunction with a developing 'roadmap' to meet future council needs.

PCC has also played an instrumental role in the development and national roll out of Government Connect. This adoption and development of national standards and working with Government Departments is set to continue.

The Authority has also adopted an Information Management Strategy, developed as part of an ongoing Information Assurance programme which is being designed to deliver control and compliance measures, management processes and to develop an information management culture.

5.2 Continuing the Journey

The aims and objectives outlined earlier apply to four key aspects over the coming years. These are:

- Enterprise Architecture
- Information Management (including Information Assurance)
- Future IT Provision
- ICT Profession and Skills

5.2.1 Enterprise Architecture

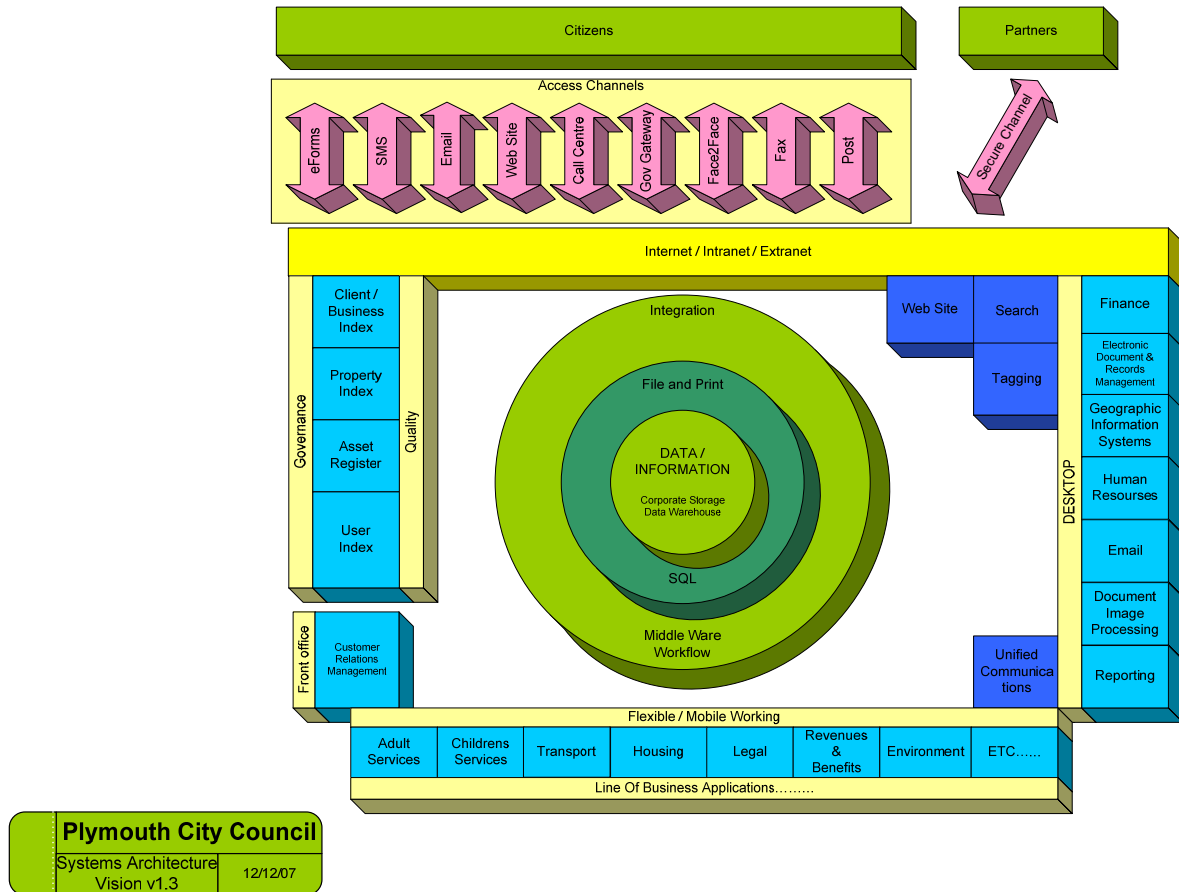
The Enterprise Architecture is a structured way of capturing and describing PCC's information, processes, systems and technology. It provides a way of mapping IT elements across the organisation and its boundaries and assists in highlighting the interdependencies between systems and information flows.

Adopting this model delivers many benefits, for example costs savings, risk reduction and improved customer service.

It will also assist the Authority in meeting its statutory returns as well as government targets and initiatives such as the 'Tell us once' campaign. In addition it will inform the development of sustainability plans as we drive forward to reduce our carbon footprint in line with Council policies and targets.

A new initiative process is also being added to provide early visibility of, and influence over new initiatives at their formative stage. The technical roadmap will be a cornerstone of this process.

The diagram below shows the IT system components of the developing architecture.



5.2.2 Information Management

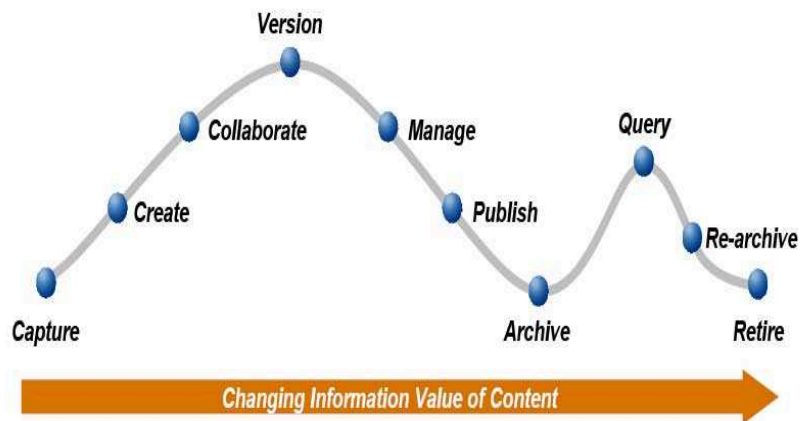
Information and records management are critical elements of the overall Information Assurance Programme that is currently being established. Over the lifecycle of this strategy a number of information related initiatives will be undertaken to modernise and formalise our information management arrangements, policies and procedures. These activities will cover three workstreams:

- Delivering control and compliance measures.
- Establishing an information management culture.
- Establishing data quality management processes.

More broadly on information management we shall endeavour to continue work on creating the capabilities to improve knowledge management across the Authority; specifically with the production of tools, policies and standards.

Improving information assurance is a critical outcome from adoption of the enterprise architecture and tools such as Government Connect secure email system (GCmail). We will therefore need to ensure that we align our activities with the

government agenda by acknowledging best practice as proposed by documents such as “*A National Information Assurance Strategy*” from the Cabinet Office.



The ability to protect information will become the focus of our security activities and will become intrinsic elements of our future strategy and policy development. These developments will undoubtedly impact the guidance we must offer staff. Therefore to ensure compliance we will make certain that staff have sufficient training, knowledge and understanding of information management risks and can better demonstrate compliance and good Information Management (IM) practices across the businesses.

5.2.3 Future IT Provision

The model for ICT was for a move to a centralised service, and this has been established. This move has resulted in significant savings being delivered. Tighter contract management has become possible and consolidation is now being driven forward, extending the sharing and re-use model.

This consolidation will continue and the centralised model will continue to be utilised to provide a shared service model for commodity IT services.

PCC plans to have an IT infrastructure that exploits virtualisation technology; a fully enabled mobile working environment; a single and resilient network that enables secure working within an integrated provision, robust data repositories and application services and appropriate data recovery (likely to be via cold or warm stand-by systems); and more integrated voice, data and video services. Future applications will need to conform to more open standards and a Service Orientated Architecture (SOA), being modular and achieving greater levels of interoperability and will be primarily based upon component and packaged software.

Establishment of the principles to underpin these future plans is being developed with the Technical Architect and the PITB. These principles are in the separately appended document; ‘**Enterprise Information Management Principles**’.

It is hoped that these best practice principles will be able to be adopted across the LSP as this will enable the necessary behaviours to develop and provide the basic decision framework within which strategy alignment can occur.

5.2.4 ICT Profession and Skills

Plymouth City Council is committed to developing the performance, capability and capacity of IT, knowledge, information and records management professionals and end users in delivering the strategies and operational needs of the business.

ICT has undertaken a review of role profiles and is continuing in the professionalisation of its staff. ICT will work to ensure that competencies model, the adoption of industry standard qualifications, more robust management of the IT and IM professions and a strengthening of performance management standards will provide PCC with the skills and competencies required to deliver improvements in this area.

Government's ambition for technology enabled change is challenging but achievable provided it is accompanied by a step-change in the professionalism with which it is delivered. This requires: coherent, joined up leadership and governance; portfolio management of the technology programmes; development of IT professionalism and skills; strengthening of the controls and support to ensure reliable project delivery; improvements in supplier management; and a systematic focus on innovation.

Cabinet Office,
Chief Information Officer Council website 2007

The required competencies and any gap analysis will be undertaken utilising the Skills Framework for the Information Age (SFIA) as its baseline measure as this is an ICT industry standard framework.

5.2.5 Key ICT Strategy Products

The following key strategy products will be delivered in 2008/09:

- ICT Strategy scope and objectives (this document)
- ICT strategy action plan
- Enterprise Architecture systems and technology views
- ICT standards and principles
- ICT Roadmap

- Information Assurance products (arising from the Information Assurance Programme)
- ICT profession action plan
- Sustainable IT action plan

5.3 Governance, Organisation, Roles and Responsibilities

5.3.1 Corporate Governance

The HICT and the Directorate ICT Programme Boards (DICTPB) are responsible for ensuring that they take full account of ICT planning and operations throughout the lifecycle of the project and or programme. This includes ensuring compliance with corporate guidelines on capital bids and monitoring.

The Plymouth Information Technology Board (PITB) is responsible for overseeing all aspects of ICT which requires a cross-cutting view. It provides a steer by consensus, with decisions regarding the Enterprise Architecture and provides the central driver to ensure that consolidation is embedded within the Service planning process. The secretariat for the PITB sits within the ICT Department.

Each DICTPB will also be responsible for determining the respective Directorate priorities. Where capacity issues are encountered, the PITB, will make any final arbitration or decision, as delegated by the Corporate Management Team (CMT). The HICT is a member of the PITB and strengthens the governance of the Board by ensuring projects and programmes adhere to the PCC ICT strategic objectives and standards.

The DICTPBs and the PITB will be supported on specialist technical matters by the establishment of a Technical Design Authority. This group will be responsible for ensuring that future introductions of technology are compatible with the existing infrastructure and future roadmap.

5.3.2 Roles and Responsibilities

The DICTPBs are responsible for:

- Determining the overall requirements for their Directorate, including required timescales and relative priorities.
- Develop ICT strategies or service plan requirements that incorporate agreed corporate initiatives
- Ensuring ICT strategies contribute to the overall vision, aims, objectives and core values of the Council.

- Overseeing the business resource input to the change programme or project.
- Establishing appropriate planning processes for business change programmes.
- Ownership of the information they use to deliver their business functions, and compliance with corporate information assurance and data handling measures.
- The specification and high-level design of the systems to implement its business
- Making use of the IT and IM centrally provided IT services according to the overall agreement on the use of the resource.

The HICT has responsibilities to:

- Provide strategic advice on critical ICT issues, including information risk.
- Ensuring that ICT strategies contribute to the delivery of 'Best Value'
- Play an integral role in council central activities by setting the ICT strategy and contributing and ICT viewpoint on: strategic policy and objectives, planning, approval, performance, risk and audit processes.
- Provide leadership for the IT profession including developing and managing the implementation of the strategy.
- Encourage ICT-enabled change programmes and ensure their fit with the ICT Strategy and enterprise architecture.
- Provide the Authority link with external bodies in relation to the provision of ICT services or general ICT matters.
- Provide ICT input to corporate processes including:
 - Business Planning
 - Operating Reviews
 - Capital Programme Board
 - Corporate Impact Group
 - Programme and Project initiation

Appendix A Glossary

CIP's – Corporate Improvement Priorities, the 14, focussed, priority action areas for the Council's contribution to improved outcomes for the City.

Enterprise Architecture is the organising logic for business processes and IT infrastructure reflecting the integration and standardisation requirements of the firm's operating model. This drives forward consolidation and seeks to ensure single core systems are used where possible.

ICT – Information Communications Technology

ISD - Information Services Division

PITB – Plymouth Information Technology Board, the governance mechanism for ensuring operational business requirements, the city's LSP partners and PCC's strategy and action plans align to maximise benefit.

SOA -In computing, **Service-oriented architecture** provides methods for systems development and integration where systems group functionality around business processes and package these as *interoperable services*. SOA also describes IT infrastructure which allows different applications to exchange data with one another as they participate in business processes. Service-orientation aims at a *loose coupling* of services with operating systems, programming languages and other technologies which underlie applications. SOA separates functions into distinct units, or services, which developers make accessible over a network in order that users can combine and reuse them in the production of business applications. These services communicate with each other by passing data from one service to another, or by coordinating an activity between two or more services.

TOGAF -**The Open Group Architecture Framework** is a framework for Enterprise Architecture which provides a comprehensive approach to the design, planning, implementation, and governance of an enterprise information architecture. The architecture is typically modeled at four levels or domains; Business, Application, Data, Technology. A set of foundation architectures are provided to enable the architecture team to envision the current and future state of the architecture.

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