



**PLYMOUTH**  
CITY COUNCIL



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# MANAGEMENT SUMMARY

This Information and Communication Technology (ICT) strategy provides a guide for how Plymouth City Council will use ICT. In the short term, the most vital requirement for this is enabling the transformational change towards becoming a “Brilliant Co-operative Council.” Brilliant services and savings will result from:

- Standardising the way we operate (bringing together the same things we do that are currently in separate silos)
- Simplifying ways of working to ensure we only do things that add value
- Sharing ways of working with partners.

Recognising that sometimes, sharing will deliver additional commercial income to the Council.

## How it all hangs together

The strategy aims to connect together the outcomes from the Plymouth Plan and the Corporate Plan to what we are delivering. For this strategy, what we are delivering is limited to ICT, although the mechanism to achieve this connection can link outcomes to what we are delivering across all our changes. To capture and track the linkages, there are a number of steps that need to be followed. In summary, the flow is as follows:

- Direction has been taken from the Corporate Plan and the Plymouth Plan
- From these plans a set of common drivers for change have been identified
- Responding to the drivers and plans has required the creation of a blueprint framework to help ensure that designs consider all aspects of change required to sustainably deliver benefits
- Each component of the blueprint has an associated strategic goal and a strategy developed to show how the goal will be realised – this document is the ICT strategy
- Architectural principles covering: business, data, applications and technology have been drawn up to help realise the goals and inform decision making
- An IT reference model has been created to support those principles relating to IT
- Each strategy contains a “to do” list in order to implement the strategy and these contribute to the journey plan for the Council
- The strategies also require the delivery of a set of capabilities which also contribute to the journey plan
- The journey plan will be overseen by the governance structure for the changes required

In order to ensure that all this work is conducted according to the Corporate Values each of the principles (which are used to inform decision making within the Governance Structure) have been mapped to the Corporate Values. Appendix I in the strategy document details the principles and highlights the support each gives to the Corporate Values.

## What we need to do now

The journey plan is still a work in progress as it requires an audit of existing strategies and an impact assessment of technical capabilities to develop it fully. It is also vital that this work is fully considered as it should be used to help define the structures required within Transformation and the business in order to deliver the changes. To date the impact assessment of strategies has been limited to the ICT Strategy, from this the following tasks have been identified that will be included in the full journey map:

- Impact the Plymouth Plan to ensure other drivers are not missing
- Organisational alignment with roles and responsibilities section
- Review existing strategies and develop strategies for missing components of the blueprint framework
- Create a journey plan for ICT and Transformation to meet the integrated health and social care ambitions of PCC and its partners
- Establish owners for systems and data
- Agree a funding strategy for core ICT components
- Organise transformation delivery teams to align with the journey plan

## What will make this work?

In order to standardise, simplify and share we will need a number of things to make it work:

- Innovation in designs (business and technical) to align technology to the vision of the organisation
- Productive relationships internally and with partners in terms of sharing ICT components and considering the requirements of all business areas when delivering changes
- The funding to invest in the right solutions to enable us to share capability across the organisation and with partners

## Finally, and most importantly:

- Corporate buy in and the discipline to follow the strategy.



# PURPOSE

## ‘Standardise, simplify and share’

This Information and Communication Technology (ICT) strategy provides a guide for how Plymouth City Council will use ICT. In the short term, the most vital requirement for this is enabling the transformational change towards becoming a “Brilliant Co-operative Council.” Brilliant services and savings will result from:

- Standardising the way we operate
- Simplifying ways of working to ensure we only do things that add value to customers
- Sharing ways of working with partners.

Recognising that sometimes, sharing will deliver additional commercial income to the Council.

One of the major aspects of the changes required to become a “Brilliant Co-operative Council” will be the improved accessibility and availability of services provided by the Council and other partners to our customers. This driver for change is broken down into a set of changes to the component parts of our business that include; role profiles, terms and conditions, processes etc. The changes also include ICT and it is the role of this document to describe the management and delivery of these changes.

The ICT Review Group will update this strategy in quarter 2, 2016 and thereafter on an annual basis in order to ensure that it stays responsive to meeting the needs of the city. Between now and the update in 2016, Enterprise Architecture (EA) will engage and sell the ideas in this version to staff and partners. The ICT Review Group will also implement the governance model and commence delivery of the journey plan. Staff and partners must understand and support this strategy, so that the business owns it.



# INTRODUCTION

## ‘A Council enabled by great IT’

Central government are reducing conventional funding sources to local government. In response to this pressure, the Council has committed itself to changes and reducing the cost of the way it provides services to customers. A portfolio of programmes and projects called Transformation are delivering the most significant changes (those requiring additional skills and capacity to add to the business). There will also be changes made within departments, without the need for formalised project governance, and such projects will also align with this strategy.

The changes require significant alterations to the data, applications and infrastructure; that currently supports the Council and its partners. This strategy sets out the expectations of the Council's ICT delivery partner (Delt<sup>1</sup>) and the Council in delivering the changes. The strategy shows a set of drivers and principles that establish a basis to make decisions on ICT investment by the Council. The same drivers and principles also provide Delt with strategic direction. The strategy also includes a section on governance which explains both how this document will be maintained; as well as how and where decisions will be taken as this strategy is implemented.

Plymouth City Council have adopted a ‘customer centric’ approach within this strategy to identify, first, the needs of the city; and then how the strategy will support the transformation of the Council, its partners and the city.

The strategy covers the following sections:

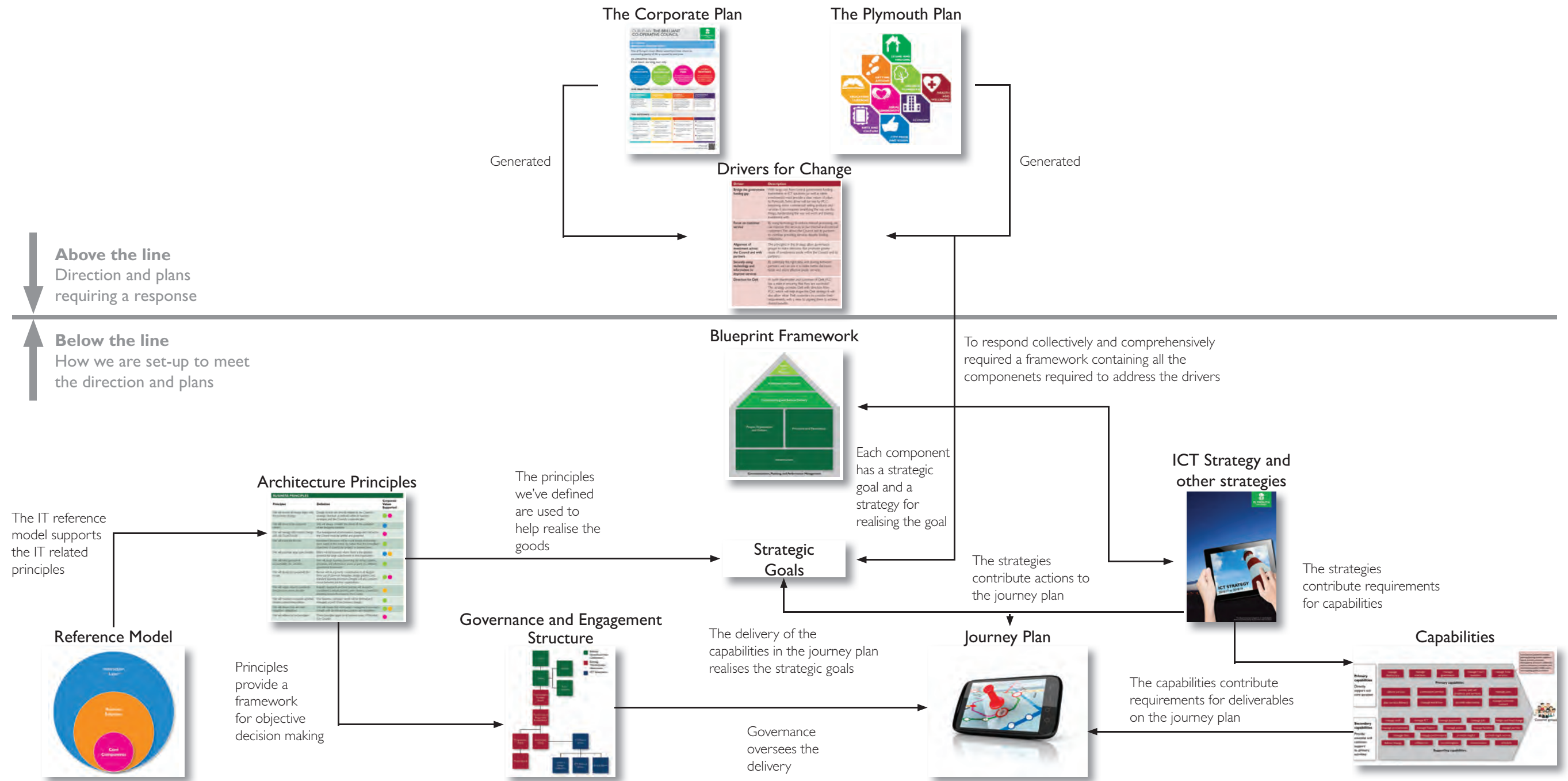
- Drivers
- Analysis of the Current Situation
- Vision Statement
- Reference Architecture
- Principles
- Strategic Alignment
- Governance and Engagement
- Roles and Responsibilities
- Capabilities
- Journey Plan
- Appendices

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<sup>1</sup> Delt are the organisation created and owned by PCC and the local Clinical Commissioning Group (CCG) as a shared service providing ICT services to both organisations and others.

# HOW IT ALL HANGS TOGETHER

The figure below sets out how the direction set for the Council and City have been responded to in this document as well as by Transformation as a whole.



## In summary, the flow is as follows:

- Direction has been taken from the Corporate Plan and the Plymouth Plan
- From these plans a set of common drivers for change have been identified
- Responding to the drivers and plans has required the creation of a blueprint framework to help ensure that designs consider all aspects of change required to sustainably deliver benefits
- Each component of the blueprint has an associated strategic goal and a strategy developed to show how the goal will be realised – this document is the ICT strategy
- Architectural principles covering: business, data, applications and technology have been drawn up to help realise the goals and inform decision making

- An IT reference model has been created to support those principles relating to IT
- Each strategy contains a “to do” list in order to implement the strategy and these contribute to the journey plan for the Council
- The strategies also require the delivery of set of capabilities which also contribute to the journey plan
- The journey plan will be overseen by the governance structure for the changes required

Note: whilst this model implies that changes will be based on new requirements emerging from corporate drivers, it is also likely that requirements for change will emerge from identified failings of existing systems.

# DRIVERS

## ‘Much more than just savings’

This section identifies some of the key drivers that have influenced the development of the ICT strategy:

Driver	Description
<b>Bridge the government funding gap</b>	With large cuts from central government funding, investments in ICT solutions (as well as other investments) must provide a clear return of value to Plymouth. This driver will be met by PCC becoming more commercial/ selling products and services. It also requires simplifying the way we do things, standardising the way we work and sharing investment with partners.
<b>Focus on customer service</b>	By using technology to reduce manual processing, we can improve the services to our internal and external customers. This allows the Council and its partners, or other stakeholders, to continue providing these services despite funding reductions.
<b>Alignment of investment across the Council and with partners</b>	The principles in the strategy allow governance groups to make decisions that promote greater reuse of investments made within the Council and by partners.
<b>Securely using technology and information to improve services</b>	By collecting the right data, and sharing between partners, we can use it to make better decisions faster and more effective public services.
<b>Direction for Delt</b>	As both shareholder and customer of Delt, PCC has a stake in ensuring that they are successful. This strategy provides Delt with direction from PCC, which will help shape the Delt strategy. It will also allow other Delt customers to consider their requirements with a view to aligning them to achieve shared benefits.

Note: the first 3 drivers are considered corporate drivers to inform the development of the blueprint, the last 2 are specific to the ICT strategy.

# ANALYSIS OF CURRENT SITUATION

This section provides an analysis of the current situation and the performance of ICT over the last three years. The last ICT strategy was set out in 2012 and ran until 2015. The following table sets out an assessment of the seven commitments made in the 2012-15 ICT Strategy:

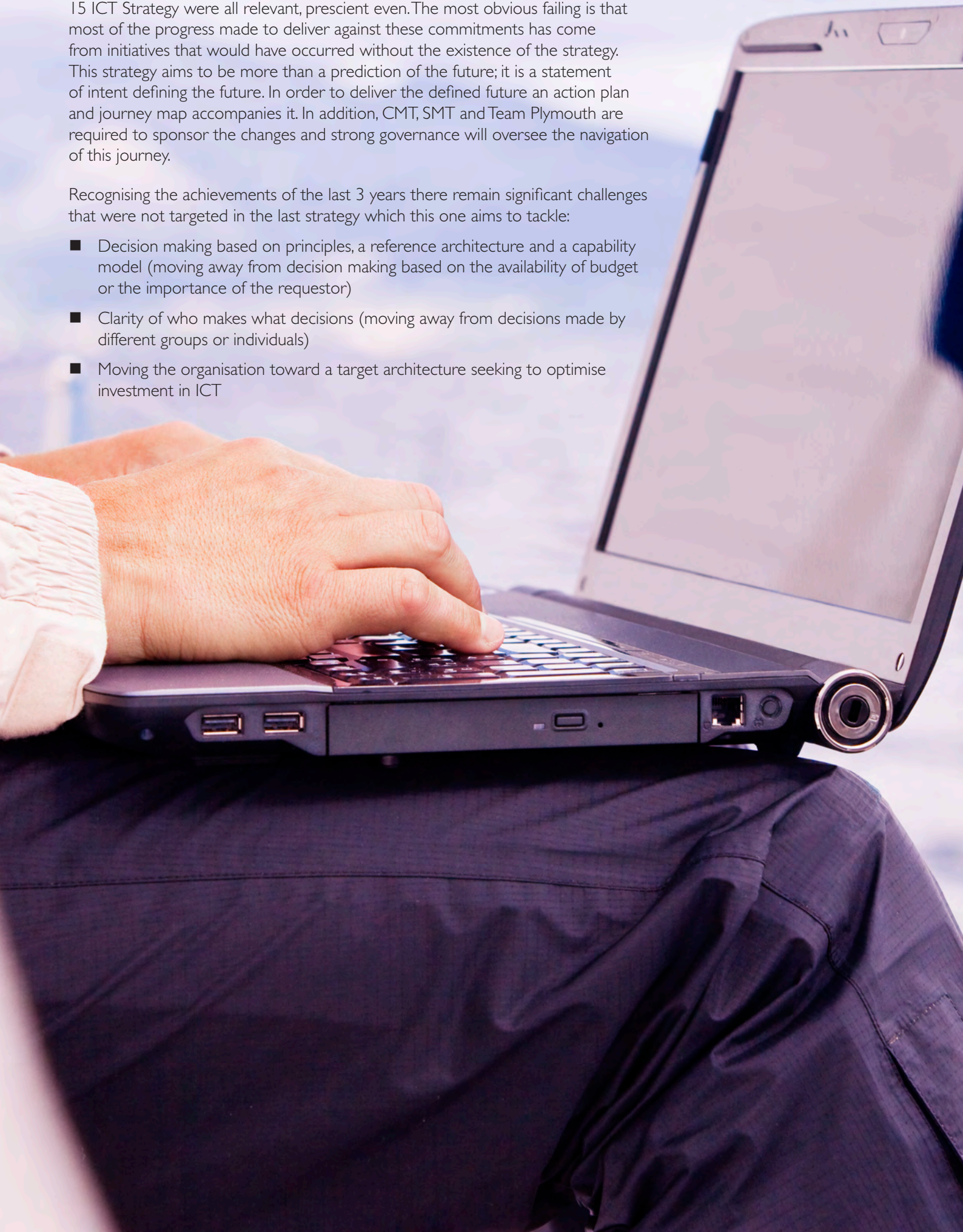
<b>Commitment (from 2012-15) ICT Strategy</b>	<b>Delivery assessment</b>
<b>Deliver a private cloud for Plymouth</b>	The creation of Delt (and work pre dating this change) has resulted in PCC now benefiting from what is effectively a private cloud. Note: there is no standard definition of private cloud so for the purpose of this document it has been based on virtualised servers that can be switched on and off with little notice.
<b>Delivering democracy, openness and transparency</b>	The Pledge to provide web casting for Council meetings has achieved a big step forward against this commitment. In addition, social media is beginning to be more widely used by members and staff to communicate with customers, partners and other service users.
<b>Delivering benefits realisation</b>	Defining, managing and delivering benefits from ICT or other investments are still a weakness for the Council. This strategy will oversee the development of standard investment appraisal techniques and risk based contingency standards.
<b>City promotion</b>	Delivery of city centre Wi-Fi as part of the Digital Plymouth initiative and the realisation of requirements associated with the History Centre will raise the profile of Plymouth.
<b>Customer Care and Service Planning</b>	Since the start of Transformation, service reviews have defined a number of significant ICT requirements. This has led to the purchase of Firmstep to provide a digital services platform providing: forms, workflow and integration. This will allow automation to replace manual and complex existing business processes.
<b>Modernisation of the Council</b>	Work against this commitment has focused on collaboration to support easier sharing and working together: <ul style="list-style-type: none"> <li>■ across the Council,</li> <li>■ between the Council and customers/citizens,</li> <li>■ between the Council and its partners.</li> </ul>
<b>Technology Blueprint</b>	This work looked to standardise on the Microsoft Enterprise Strategy, which has improved performance and cost through initiatives such as Lync allowing for consolidation of voice and data networks. Secure printing has also delivered benefits to the Council.



The assessment presented on the previous pages represents a mixed bag containing some notable successes as well as leaving room for improvement. Perhaps the most notable success is that the commitments made in the 2012-15 ICT Strategy were all relevant, prescient even. The most obvious failing is that most of the progress made to deliver against these commitments has come from initiatives that would have occurred without the existence of the strategy. This strategy aims to be more than a prediction of the future; it is a statement of intent defining the future. In order to deliver the defined future an action plan and journey map accompanies it. In addition, CMT, SMT and Team Plymouth are required to sponsor the changes and strong governance will oversee the navigation of this journey.

Recognising the achievements of the last 3 years there remain significant challenges that were not targeted in the last strategy which this one aims to tackle:

- Decision making based on principles, a reference architecture and a capability model (moving away from decision making based on the availability of budget or the importance of the requestor)
- Clarity of who makes what decisions (moving away from decisions made by different groups or individuals)
- Moving the organisation toward a target architecture seeking to optimise investment in ICT



# VISION STATEMENT

## 'Focussed on customers'

In July 2013, the council set itself the target of becoming "a Brilliant Co-operative Council" by creating a new Corporate Plan. The 'plan on a page' commits the Council to objectives that will result in positive outcomes for the city. The plan also sets out a Co-operative vision for the Council, describing the key values that the Council will promote.

It is Plymouth City Council's vision for ICT services to enable the change to become a "Brilliant Co-operative Council."

**OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL**

**CITY VISION**  
Britain's Ocean City

One of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone.

**CO-OPERATIVE VALUES**  
One team serving our city

- WE ARE DEMOCRATIC**  
Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.
- WE ARE RESPONSIBLE**  
We take responsibility for our actions and expect others to do the same.
- WE ARE FAIR**  
We will be honest and open in how we act, treat everyone with respect, champion fairness and create opportunities.
- WE ARE PARTNERS**  
We will provide strong community leadership and work together to deliver our common ambition.

**OUR OBJECTIVES** Creating a fairer Plymouth where everyone does their bit

<p><b>PIONEERING PLYMOUTH</b></p> <p>We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.</p>	<p><b>GROWING PLYMOUTH</b></p> <p>We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.</p>	<p><b>CARING PLYMOUTH</b></p> <p>We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.</p>	<p><b>CONFIDENT PLYMOUTH</b></p> <p>We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.</p>
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**THE OUTCOMES** What we will achieve by this plan

<ul style="list-style-type: none"> <li>The Council provides and enables brilliant services that strive to exceed customer expectations.</li> <li>Plymouth's cultural offer provides value to the city.</li> <li>A Council that uses resources wisely.</li> <li>Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>More decent homes to support the population.</li> <li>A strong economy creating a range of job opportunities.</li> <li>A top performing education system from early years to continuous learning opportunities.</li> <li>Plymouth is an attractive place for investment.</li> </ul>	<ul style="list-style-type: none"> <li>We will prioritise prevention.</li> <li>We will help people take control of their lives and communities.</li> <li>Children, young people and adults are safe and confident in their communities.</li> <li>People are treated with dignity and respect.</li> </ul>	<ul style="list-style-type: none"> <li>Citizens enjoy living and working in Plymouth.</li> <li>Plymouth's brand is clear, well known and understood globally.</li> <li>Government and other agencies have confidence in the Council and partners; Plymouth's voice matters.</li> <li>Our employees are ambassadors for the city and the Council and they are proud of the difference we make.</li> </ul>
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#Plymouth  
www.plymouth.gov.uk/ourplan

ICT services will support the vision of the city and the outcomes of the Plymouth Plan by focussing on each of its customer group's needs. The Plymouth Plan engagement provided the following customer statements<sup>2</sup> to help understand their needs of ICT:

<sup>2</sup> With the exception of those attributed to Members and Managers which were sourced directly through meetings and discussions

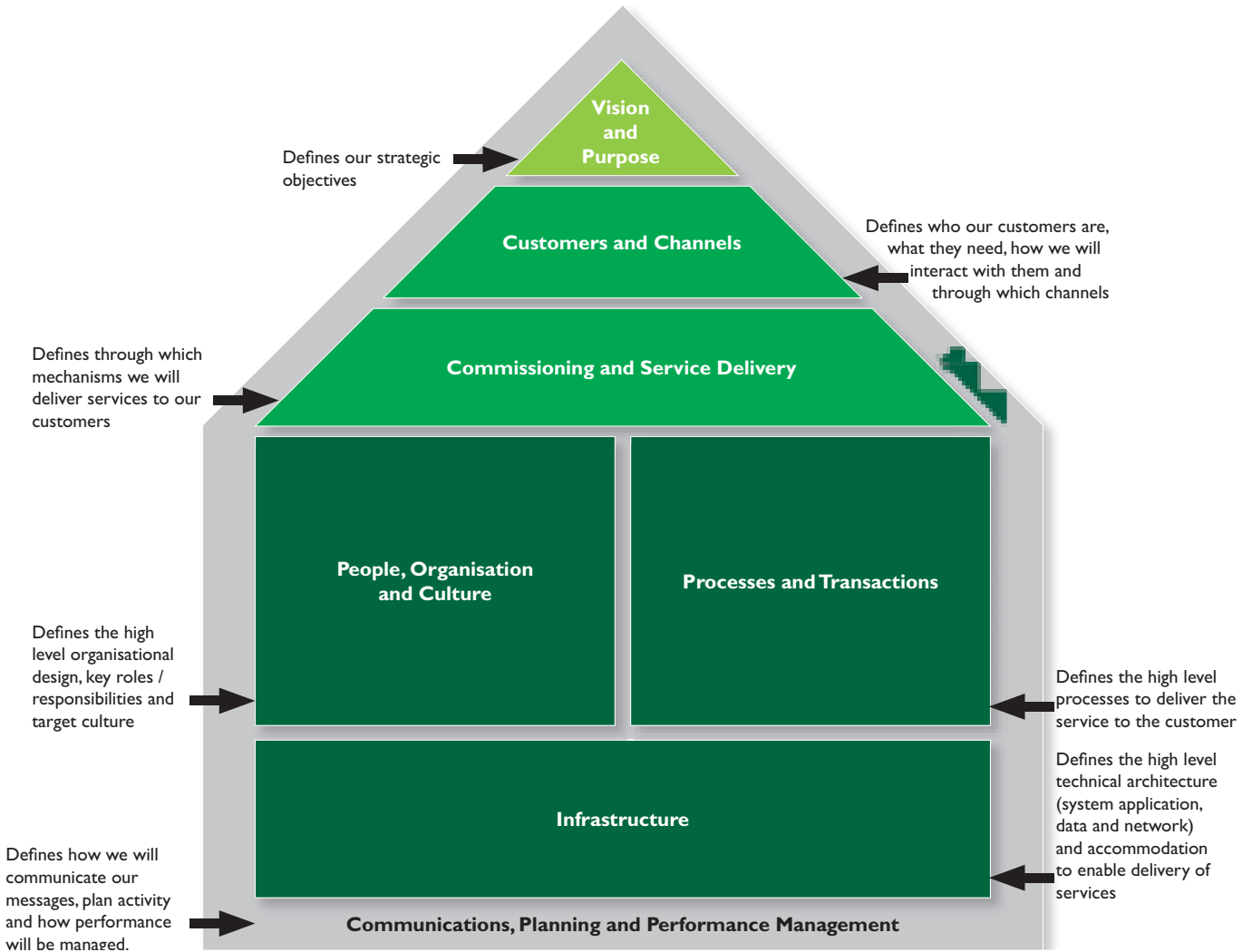


<b>Customer Group</b>	<b>Comment/need</b>
<b>Citizens</b>	<p>"I want easy access to information and the services that the Council has to offer"</p> <p>"I want straightforward ways to communicate with the Council"</p> <p>"I want more interactive customer service and useful information from the Council's social media accounts"</p>
<b>Teachers</b>	"I want to use real information about the city to teach my students"
<b>Visitors</b>	"I want information on all of the events in the city and easy ways to find services if I need them"
<b>Businesses</b>	<p>"I want access to useful data that can support my work"</p> <p>"I want a way of contacting the right people in the Council when I need help"</p>
<b>Partners</b>	"I want to share information with the Council and other partners so we can become more collaborative"
<b>Elected Members</b>	<p>"I want to know what service my constituents are using and what service levels they are receiving"</p> <p>"I need easy access, wherever I am, to Council systems and documents"</p>
<b>Managers and their Services</b>	<p>"I need to be able to see:</p> <ul style="list-style-type: none"> <li>■ my budget and it's variances,</li> <li>■ my people and their attendance and</li> <li>■ the latest relevant performance of my service"</li> </ul> <p>"I need easy access wherever I am to Council systems and documents"</p>
<b>Employees</b>	<p>"I want to work from home as effectively as I do at work"</p> <p>"I want access to online services at public events and meetings"</p> <p>"I want ways to manage social media interaction 24/7"</p> <p>"I want to share information easily across Council departments"</p>

In order to ensure change takes the Council toward its vision and that the changes are sustainable we have created a framework to ensure that designs consider all aspects of change required. The framework is a collection of components, which include technology and infrastructure but also show the required linkages to other components. It will help fully cost changes and consider all aspects required to deliver the planned benefits.

# PCC BLUEPRINT FRAMEWORK

The blueprint will define the capabilities required by Transformation. This will allow projects and programmes to consider, plan and cost all aspects of the change. This way changes will be comprehensive in coverage and deliver benefits that have the best chance of being sustained. The blueprint will design a Council that is standardised, simplified and adopts shared solutions.

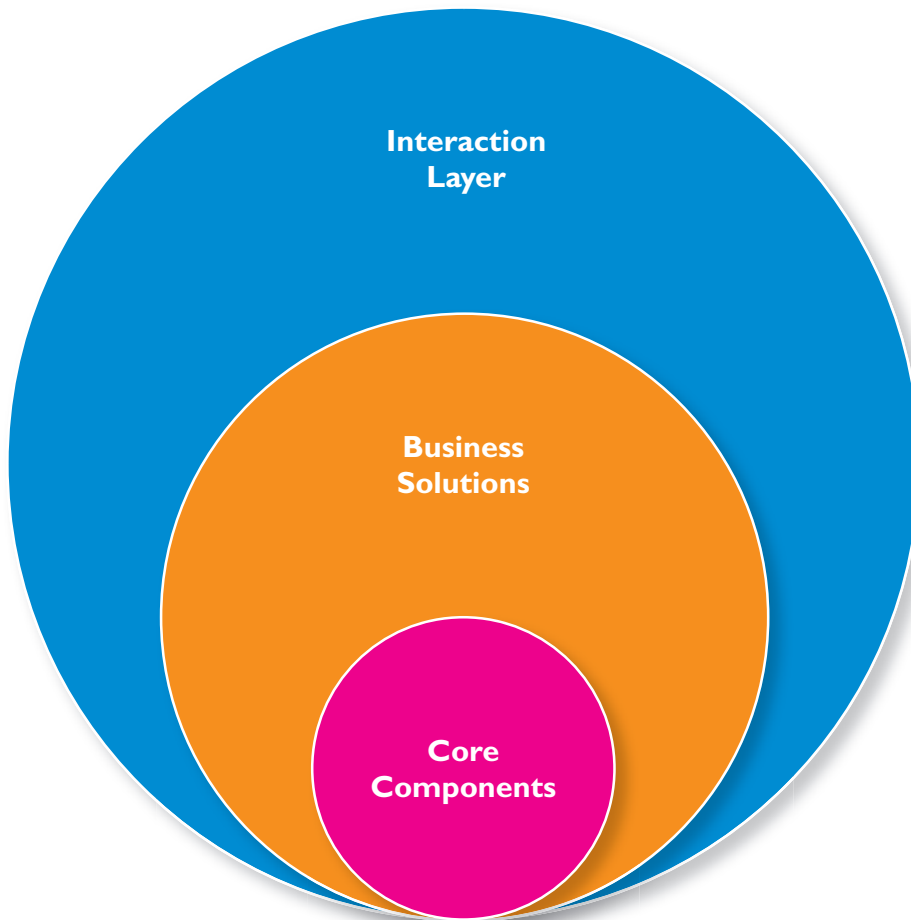




# REFERENCE MODEL

## ‘Designed to standardise, simplify and share’

This section provides a high-level view of the ‘to be’ technical requirements for Plymouth City Council. To keep things simple, and drive toward standardisation, three categories have been defined. Exceptions to the model will occur in practise. The exceptions will be justified, agreed and the implications accepted.



**Core Components:** These are the systems shared across multiple business areas. The Council’s strategy will promote the re-use of these systems wherever possible. Examples include a master citizen record, document management, a single payment engine, email, telephony etc.

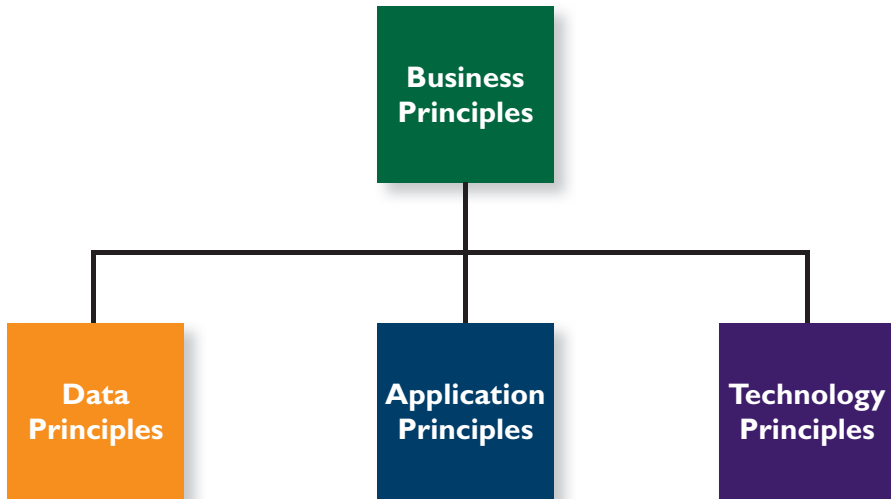
**Business Solutions:** Business solutions drive productivity and agility (in combination with other elements of the blueprint). These systems provide functionality that are suitable for sharing across several departments or may be specific to just one service. Examples include systems supporting planning, scheduling, routing, expenses, finance, sickness etc.

**Interaction Layer:** Customers will access services from the Council through this technology. The systems will represent functions from the core components and business solutions in a way that suits the customer. Examples include a web site and digital services platform, an intranet, a portal for HR services, a portal for Councillors etc.

# PRINCIPLES

## ‘The right people, the right decisions, the right time’

When designing, procuring and implementing ICT services, Plymouth City Council will abide by a set of principles to underpin the ICT strategy. The principles align to the values defined in the Corporate Plan. The principles divide into domains; Business, Data, Application and Technology. As the figure below illustrates, the Business principles inform (and override in the event of a conflict) the others.



The full list of principles for each of these domains is appended to this strategy as Appendix I. Note: the governance groups tasked with using them would take a common sense approach to applying the principles. This means that principles from whatever domain will be overridden where there are convincing (cost/benefit, considering total cost of ownership) reasons. Decisions to override principles will be taken consciously, understanding them as exceptions, to ensure the implications are properly considered.

Across each domain, the principles can be summarised as follows. We will:

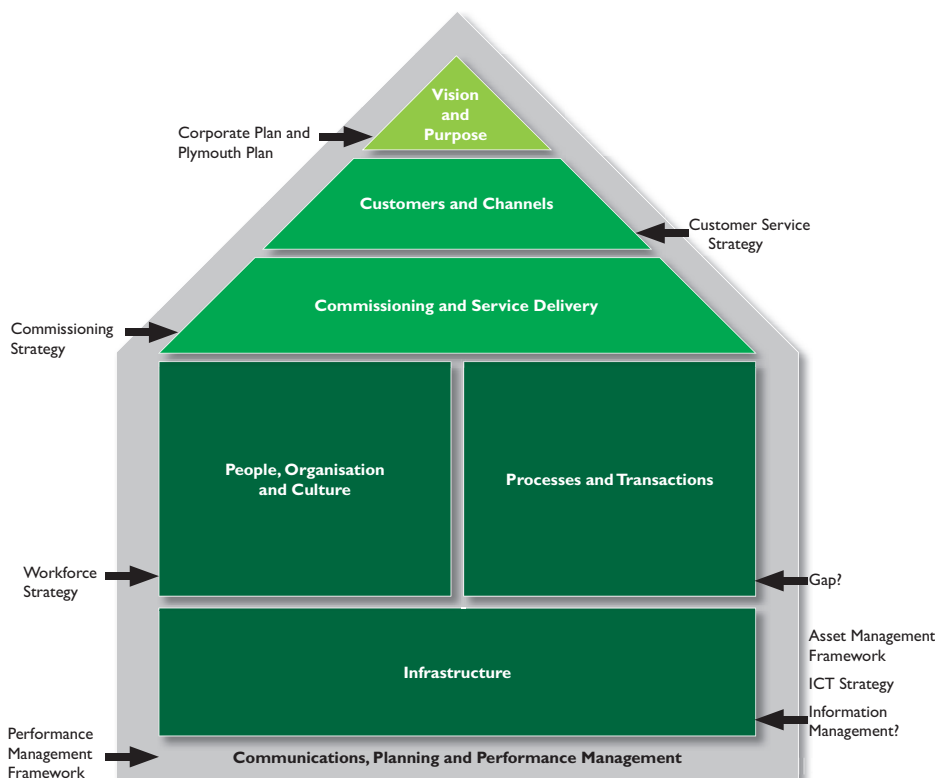
- Seek opportunities to implement common solutions – looking to standardise, simplify and share
- Focus on our customers and outcomes they need to receive
- Requirements will be owned by the business throughout their lifetime
- Decisions will be based on objective data (including total cost of ownership, risks and benefits) and principles
- Data will be owned and treated securely

# STRATEGIC ALIGNMENT

## ‘Joining IT up’

The ICT Strategy fits into a landscape of other strategies<sup>3</sup>. Each component within the Blueprint requires a definition of how it will develop. The version of the blueprint in the diagram below shows the strategies that currently link in – and some of the gaps that are emerging as a result of work on this strategy. The most significant gap is a strategy for operational service delivery to cover processes and transactions as well as the workforce implications. Increasingly the Ulrich Model is the basis for design in service reviews, and this is therefore likely to form the basis of the operational service delivery strategy. Appendix 2 of this strategy contains an outline of the Ulrich Model.

Another gap to address is our approach to Information Management (IM). To address this, IM needs are being gathered across the Council. Key requirements come from a wide range of stakeholder groups and projects. These include: Integrated Intelligence, the Integrated Health and Wellbeing programme and the Information Lead Officer Group. Information Governance, records management and data quality methods are under development to support these internal needs and to ensure that we comply with data legislation. A formal project will manage the design and rollout of these IM capabilities which will be delivered as part of the ICT journey plan.



As the blueprint framework is developed more work will be done to create and maintain strategies defining the components of the blueprint. The strategies need to align in order that efficient delivery of the drivers is possible. One of the governance functions described in the next section is to ensure that key strategies connect and owners maintain them.

<sup>3</sup> The Plymouth Plan uses the language of “Plan Fors” to describe these strategies, however the documents themselves have been approved with titles such as the Commissioning Strategy.

# GOVERNANCE

## ‘A fair city where everyone does their bit’

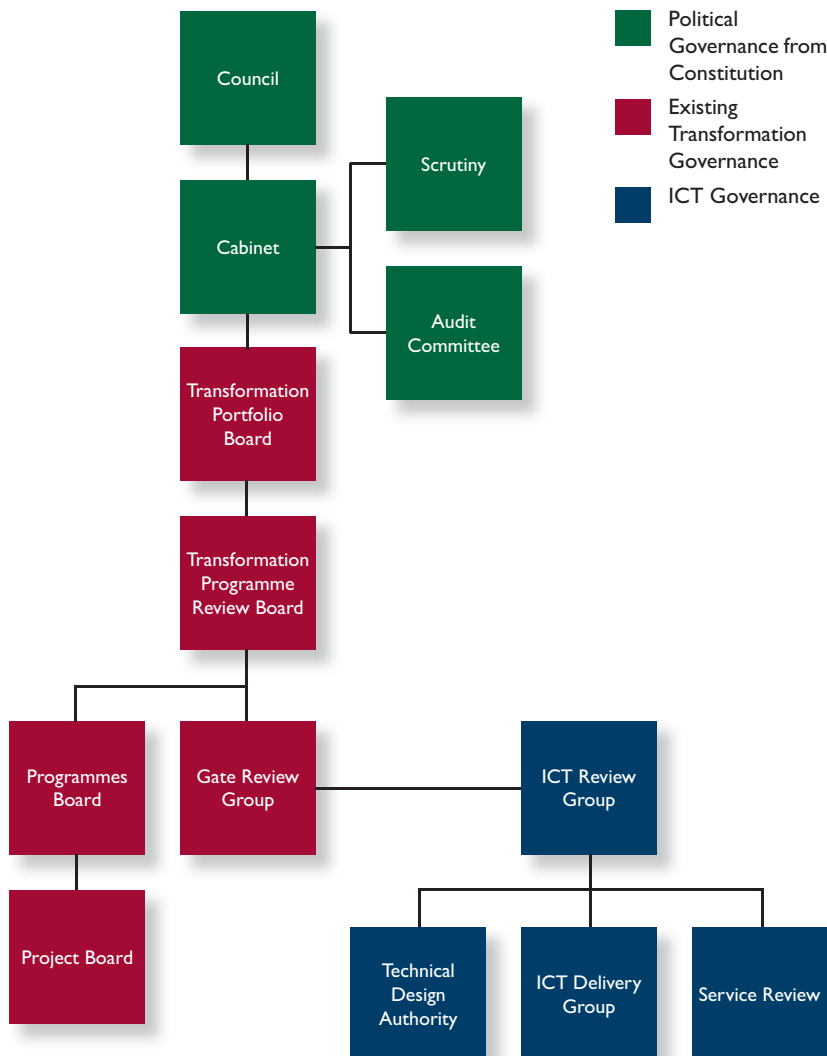
The key success factors to implementing successful ICT governance are:

- The full buy-in of the Chief Executive, Corporate Management Team and Senior Management Team as well as understanding and compliance at all other levels of management
- Clear participation and co-operation of the business, all directorates, corporate functions and other partner organisations
- No protected interests i.e. no one person, interest or service area wields undue influence in decision making
- A formal change process that balances the needs of the business overall

One of the proof points confirming that this is all working well will be that there is a clear and commonly held understanding of the ICT strategy and governance. This can then be shared with the leaders of Delt Shared Services.

Decision making around this strategy will be the responsibility of PCC Corporate Management Team meeting as the Transformation Portfolio Board. Approval of this strategy requires CMT, SMT and Team Plymouth to all commit to abide by the decisions made in pursuit of this strategy.

The diagram below sets out the agreed governance process for change management within Plymouth City Council. This includes the specific governance required to manage and deliver the requirements for ICT delivery.





For the avoidance of doubt, this structure will provide Governance for:

- ICT Strategy and
- Implementation of the ICT Strategy

Specifically the ICT Review Group will be responsible for most decisions associated with the ICT Strategy.

This structure will focus on the exceptions and difficult decisions. Where proposals comply with the principles proposed, fit with the relevant strategies, designs, and have the funding required, little time or effort will be spent on them by the structures set out in this section of the strategy.

The purpose of each decision-making element is below.

Governance	Purpose
<b>Transformation Portfolio Board</b>	The Transformation Portfolio Board will: <ul style="list-style-type: none"> <li>■ Own and champion the overall Transformation portfolio including commissioning and terminating programmes and projects</li> <li>■ Sign off project related decision papers for Cabinet</li> <li>■ Approve the rationalisation of assets across the organisation (including technology)</li> </ul>
<b>Transformation Programme Review Group</b>	The Transformation Programme Review Group will: <ul style="list-style-type: none"> <li>■ Approve / terminate the progression of a project through the project lifecycle after Project Initiation</li> <li>■ Manage cross-portfolio dependencies</li> <li>■ Escalate issues to the Transformation Portfolio Board</li> <li>■ Approve programme related change requests</li> <li>■ Approve project completion</li> <li>■ Ensure business benefits are realised</li> </ul>
<b>Programme Boards</b>	The Programme Boards will: <ul style="list-style-type: none"> <li>■ Approve project related change requests outside of project tolerances</li> <li>■ Manage programme dependencies</li> <li>■ Escalate issues to the Transformation Programme Review Group</li> </ul>
<b>Project Boards</b>	The Project Boards will: <ul style="list-style-type: none"> <li>■ Approve change requests within project tolerances</li> <li>■ Approve documentation for submission to Programme Board</li> </ul>
<b>Gate Review Group</b>	The Gate Review Group will: <ul style="list-style-type: none"> <li>■ Review change requests and ideas from the business that require project skills and resources</li> <li>■ Approve / terminate the progression of a project through the project lifecycle until Project Initiation</li> </ul>

Governance	Purpose
ICT Review Group	<p>The ICT Review Group will:</p> <ul style="list-style-type: none"> <li>■ Own the Council wide ICT strategy and implementation</li> <li>■ Ensure ICT is aligned with the Council's strategic objectives</li> <li>■ Review the Council's progress towards the ICT Strategy and take corrective actions</li> <li>■ Ensure technical benefits<sup>1</sup> are realised</li> <li>■ Manage high level risks and issues</li> </ul>
Technical Design Authority	<p>The Technical Design Authority will:</p> <ul style="list-style-type: none"> <li>■ Approve designs and change requests with impacts on Council Data, Applications and Technology</li> <li>■ Ensure architectural compliance</li> <li>■ Ensure and promote alignment to corporate strategy. This meeting includes representation from Delt Shared Services Ltd, so that the technical elements of PCC's ICT Strategy are addressed in the delivery plans.</li> <li>■ Recommend to TPB the rationalisation of corporate assets.</li> </ul>
ICT Delivery Group	<p>The ICT Delivery Group will:</p> <ul style="list-style-type: none"> <li>■ Review the progress of ICT projects</li> <li>■ Work to forecast the delivery requirements to allow Delt Shared Services to build a workforce plan.</li> <li>■ Escalate technological issues and risks to ICT Review Group for resolution.</li> <li>■ Manage relationships with ICT suppliers working with Delt and CCG as appropriate.</li> </ul>
Service Review	<p>The Service Review will:</p> <ul style="list-style-type: none"> <li>■ Approve SLA and improvement plans</li> <li>■ Review service performance</li> <li>■ Produce security related actions</li> <li>■ Review Delt financial actuals and forecasts</li> <li>■ Periodically review contracts and license renewals</li> <li>■ Approve joint communications plans</li> </ul>

The aim of these structures will be to delegate as much as possible so that decisions are made at the lowest level meeting in order that only exceptions are escalated. Escalated exceptions will need discussion and understanding where the implications are profound and/or expensive.

Throughout this document processes and governance have been described which show the flow between the most important drivers of change and the responses required by ICT. However, it is also important to recognise that there are situations that arise when a new priority emerges at speed and requires a response. In this case the flow described in the “how it all hangs together” section may be inappropriately lengthy. Provided these situations are limited in number then they will still be possible to respond to whilst maintaining the integrity of the reference model and capability designs. Requirements without strategies will be handled and decisions made on them which are likely to create non-aligned solutions. For this reason where urgency dictates a design it is likely to have to be recognised as tactical with a view to re-aligning it over the longer term. These solutions by definition are more likely to cost more than would otherwise be the case.

<sup>1</sup> Technical benefits are those that accrue to Delt and will be realised by PCC via lower charges, where agreed



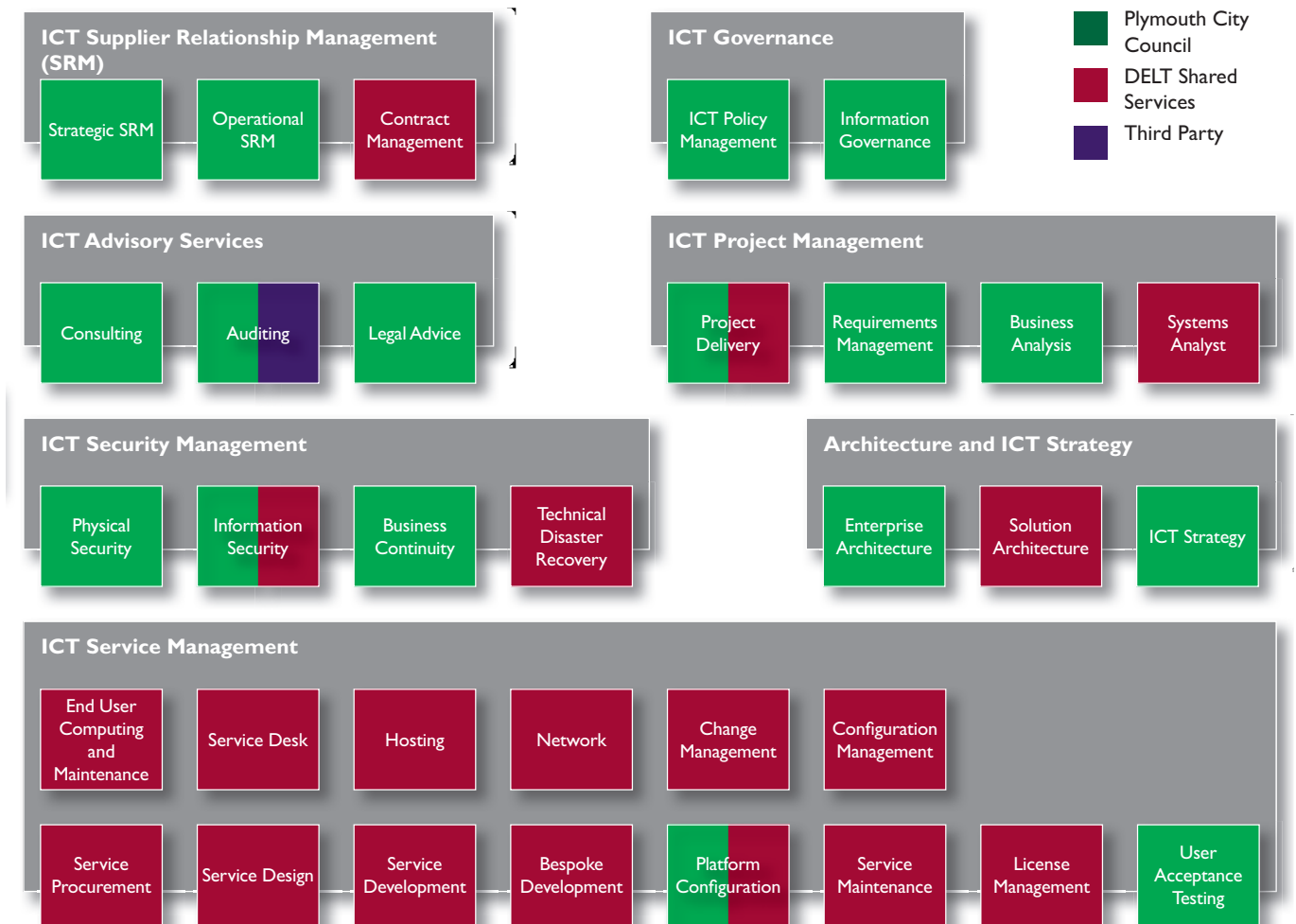
# ROLES AND RESPONSIBILITIES

## ‘Making IT happen’

This section provides a view of the responsibilities for ICT services. The first diagram shows the division of accountability for the functions listed, the second diagram shows the division of responsibility.

A joint working group comprising both Delt and PCC staff have developed the division of responsibilities for services. The development of this split has highlighted a number of exceptions where parties are currently performing roles that are not consistent with these proposals. Changes to ensure alignment with this model will be included in the journey plan.

## The ICT Services Accountability Model





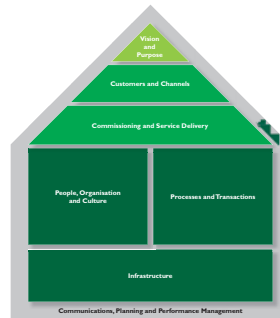
# The ICT Services Responsibility Model



# CAPABILITIES

Turning strategies into reality requires us to redesign what we do. The building blocks for designs are known as capabilities. A capability describes ability that an organisation, person, or system possesses. They are expressed in general and high-level terms. Each typically requires a combination of:

- organisation,
- people,
- processes,
- technology



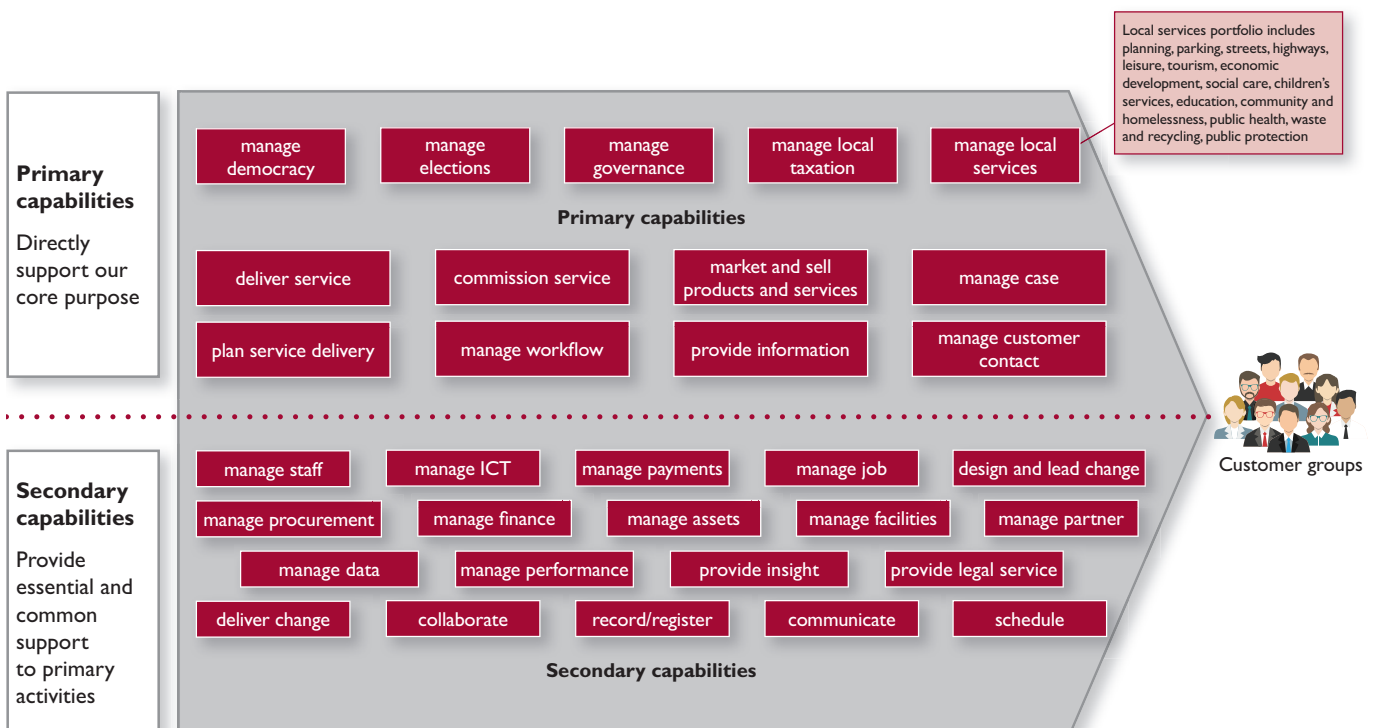
They may also include other components listed in the PCC Blueprint Framework.

As the diagram below shows, our primary capabilities are there to deliver outcomes and value to our customers, these will be supported by a set of secondary capabilities.

All of these capabilities will interact with each other to help us achieve our organisational goals. By selecting our technologies based on the capabilities that we all share we will simplify and standardise our systems.

Over time, we will build up a model of our capabilities. As new strategies are developed, our capability model will be impacted and changed to meet the new requirements. When areas within the business wish to develop or create new capabilities, they will need to consider the requirements for each of the different components in the PCC Blueprint Framework.

The capability model presented below is based on existing strategies.



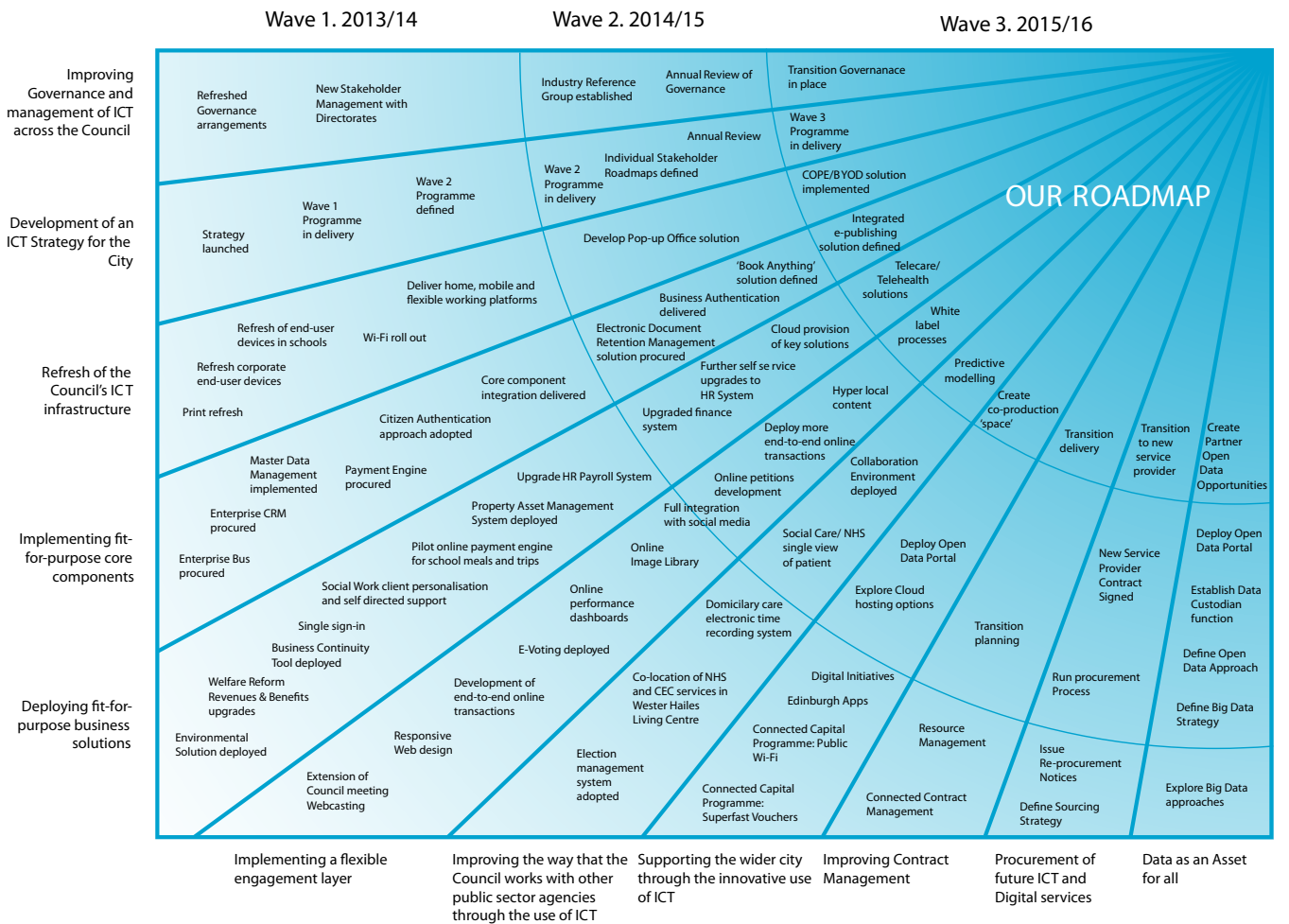
# JOURNEY PLAN

The journey plan is still a work in progress as it requires an audit of existing strategies and an impact assessment of technical capabilities to develop it fully. It is also vital that this work is fully considered as it should be used to help define the structures required within Transformation and the business in order to deliver the changes. It will also provide Delt with clarity of the work required of them and therefore more confidence in their anticipated income from PCC.

To date the impact assessment of strategies has been limited to the ICT Strategy, from this the following tasks have been identified that will be included in the full journey map:

1. Impact the Plymouth Plan to ensure other drivers are not missing
2. Organisational alignment with roles and responsibilities section
  - Should the Carefirst Support Team move to Delt?
3. Review existing strategies and develop technology capability impact assessments
4. Develop strategies for missing components of the blueprint framework
  - E.g. information management, operational service delivery, commercial strategy, communications strategy, business planning framework etc.
5. Develop a solution to allow decisions and progress through the governance structure easy to locate and clear enough to justify and manage expectations
  - E.g. could interested stakeholders visit a website to look up projects they were interested in to understand what decisions had been taken on it and what the current status was?
6. Create investment appraisal standards and templates for ICT business cases
7. Establish owners for systems and data
8. Agree a funding strategy for core ICT components
  - E.g. should they be funded by the first business case requiring this capability or should the benefit of sharing be spread across all those who use the capability?
9. Develop the journey plan for ICT changes
10. Develop the journey plan for Transformation
11. Cost the journey plan for ICT (timing and scale of revenue and capital expenditure)
12. Organise Transformation delivery teams to align with the journey plan
















**In order to demonstrate how the journey map is likely to look, below is an example map from Edinburgh Council:**













# APPENDIX I - DESIGN PRINCIPLES















## BUSINESS PRINCIPLES

Principles	Definition	Corporate Values Supported
We will ensure all change aligns with the business strategy	Design choices are directly related to the Council's strategic direction as defined within its business strategies and the Council's corporate plan	 
We will strive to be customer centric	We will always consider the needs of the customer when designing solutions	
We will manage information, change and risk, Council-wide	The management of information, change and risk across the Council must be unified and governed	
We will invest for the city	Investment decisions will be made based on the long-term needs of the entire city rather than the immediate objectives of a particular project or business area	
We will prioritise large scale benefits	Effort will be focussed where there is the greatest potential for large-scale benefit to the organisation	 
We will take operational accountability for solutions	We will assign business ownership for all key systems, processes and information assets as part of a defined governance framework	
We will design co-operatively for re-use	Re-use will be a priority consideration in all designs, from use of common templates, design patterns and standard business processes. Designs will also consider re-use between partner organisations	 
We will adopt industry standards/ best practise where possible	Industry standards and best practise will always be considered a default priority, unless there is a benefit to adopting standards unique to the Council	
We will maintain corporate activities, despite system interruptions	Our business continuity needs will be defined and managed as part of any business change	
We will ensure that we meet regulatory obligations	We will ensure that information management processes comply with all relevant laws, policies and regulations	 
We will adhere to the principles	These principles apply to all business areas of Plymouth City Council	













## DATA PRINCIPLES

Principles	Definition	Corporate Values Supported
We will treat information as a valuable asset	Information is an asset that has value to the organisation and is treated in accordance with its business criticality	
We will ensure information is understood throughout the organisation	Information is defined consistently throughout the organisation; the definitions are easy to understand and made available to all staff	
We will take accountability for information assets	Each information asset has an owner who is accountable for the continuous improvement of data quality, data standards and data processes	 
We will actively manage information assets	Data lifecycles are understood and managed, according to business rules and requirements, in order to ensure data integrity and reduce total cost of ownership	
We will openly share information	Information is used collaboratively between internal business functions, with external partners and the general public	 
We will protect information assets	Information is protected from unauthorised use and disclosure	

## APPLICATION PRINCIPLES

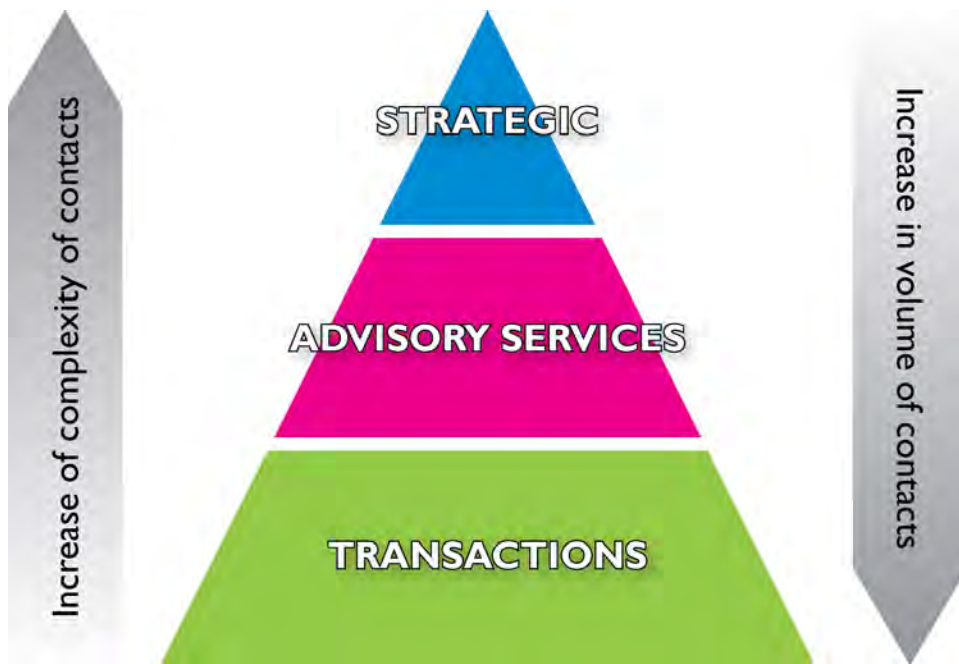
Principles	Definition	Corporate Values Supported
We will manage all applications as part of the Enterprise Architecture	All Applications are managed as part of our Enterprise Architecture. This includes those managed by external service delivery partners	
We will actively manage application lifecycles to deliver the best value from our investment in ICT	Application roadmaps will be actively managed. The lifecycle will range from initial sourcing through to retirement. Management of roadmaps will include evaluation of the purpose to which applications are put. This will help to make best use of investment in ICT	 
We will actively standardise, simplify and share applications'	We will actively look for opportunities to standardise, simplify and share applications	
We will design applications to provide the right user experience to meet business and user needs	Applications must meet both business and user needs effectively. The right user experience must be delivered to the right users to support productive use	
We will design to re-use application components based around open standards	Applications should be modular and based around open standards. They must include flexible mechanisms for integration and data exchange	 
We will minimise vendor lock-in	Vendor lock-in should be minimised so that the Council is not tied too closely to specific technology products. The ability to support business change at fair cost must not be unreasonably restricted	
We will choose configuration over customisation	Applications that can meet business and user needs through simple product customisation will be preferred to those that need expert IT configuration	 
We will favour re-use before buy before build	ICT delivery will prioritise the re-use of existing applications where there is a strong functional fit. Where significant gaps exist, cloud services, commercial products or open source solutions will be evaluated. Building our own bespoke applications will generally be a last resort	
We will use modern service and API methods to join-up applications	Applications will be integrated using modern web service and API methods. New applications will be expected to provide these capabilities	 
We will ensure that applications are secure by design	Appropriate application security must be implemented to protect resources and data. This forms part of a broader and deeper multi-layer approach to security	

## TECHNOLOGY PRINCIPLES

Principles	Definition	Corporate Values Supported
We will rationalise our ICT where possible	We will actively seek to reduce the size of the Council's ICT estate, where feasible and when business needs allow	
We will commoditise our ICT infrastructure	Hardware and software that is purchased for hosting Plymouth City Council ICT services will be based on commonly available components and interfaces	 
We will always consider cloud based solutions	When designing ICT solutions we must consider commodity technologies that are delivered on demand via the internet, fully managed and charged on a flexible, per user, basis	
We will ensure hosting platforms are flexible and appropriately scalable, as required by services	When building or refreshing our hosting platforms, we will ensure that they are appropriately sized. We will choose technology that can be scaled easily for both performance and capacity and, where possible, expanded separately for all resource types e.g. processor, memory, network, disk space	
We will aim to keep pace with developments in technology	We will be proactive in planning and implementing ICT upgrades, exploiting new technologies and functionality whenever there is a defined benefit to the Council	 
We will ensure portability and interoperability between environments, including those on and off premise	The use of virtualised servers and a common hosting platform will increase portability and reduce our management and provisioning overheads. Extending this approach to include a common off-premise platform would be too restrictive but cross-platform portability can be achieved through use of open formats and common tool sets	
We will ensure solutions create appropriate audit and management information	We will ensure that all new hosting platforms provide sufficient access and capacity information. Where practical, this information should be centralised to give a view of the entire ICT estate	 
We will ensure that consumerised IT can be implemented	We need to make it possible to use the sort of general, modern, commodity technology that works well for consumers and for other businesses	
We will design services to meet agreed business service levels	All existing ICT services have varying levels of resilience. As part of future service design, we will ensure that dependencies are understood and the new services are sufficient to meet current or future business needs in the event of a failure	
We will use infrastructure that is secure	Our aim is to ensure that unauthorised people cannot exploit the ICT used to store, process or manage Council information and systems	

# APPENDIX 2

## ULRICH MODEL

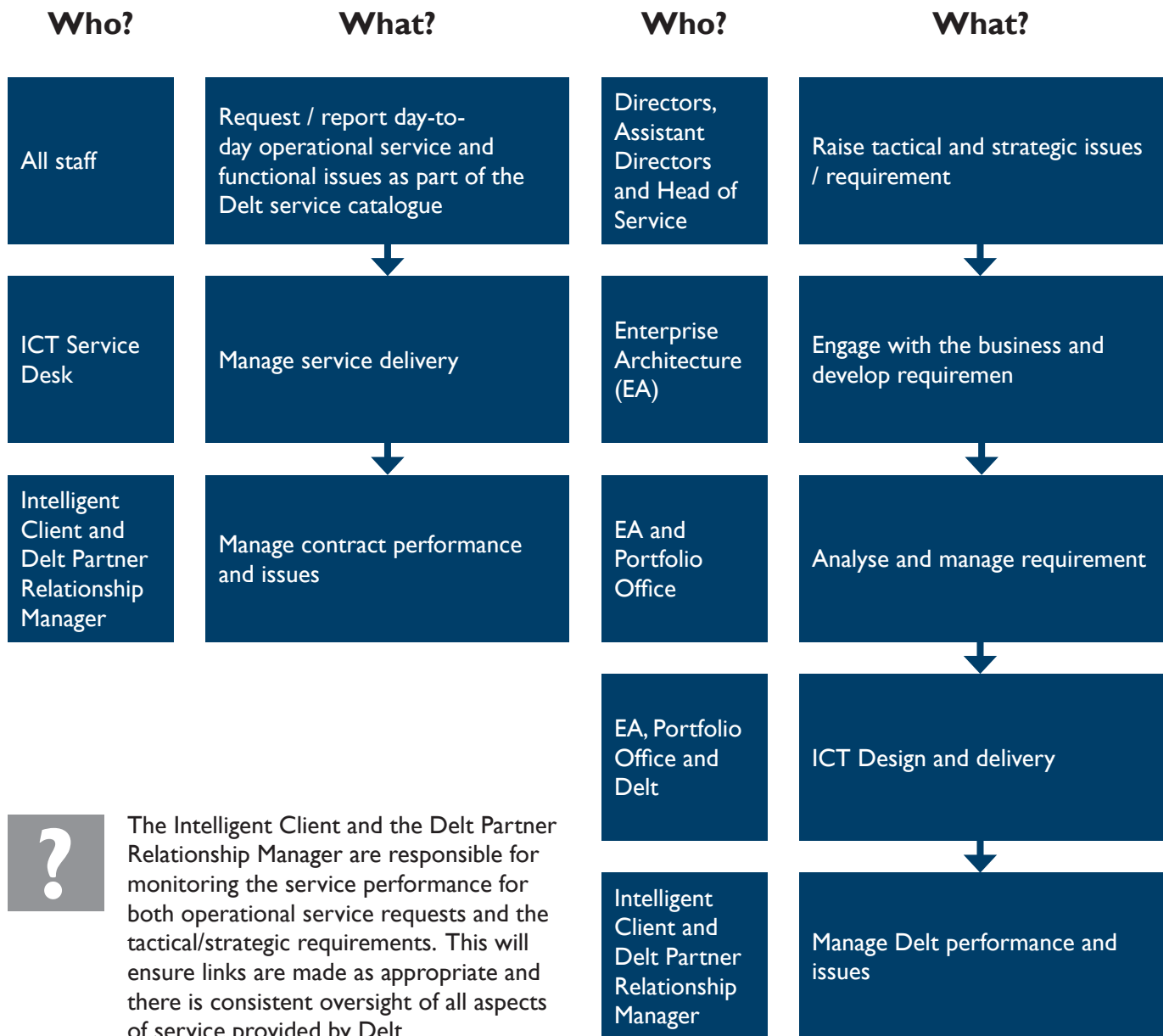


# APPENDIX 3

## ICT ENGAGEMENT MODEL

**?** An operational service is something included in the Delt service catalogue

**?** A tactical or strategic requirement instigates a change to the way we operate with existing processes and technology



**?** The Intelligent Client and the Delt Partner Relationship Manager are responsible for monitoring the service performance for both operational service requests and the tactical/strategic requirements. This will ensure links are made as appropriate and there is consistent oversight of all aspects of service provided by Delt





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