City of Bradford MDC

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IT Strategy

Defining the future of IT

v1.4

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The Council's Challenge

Council Priorities

- Improving educational attainment.
- Supporting the District's economy, jobs and skills and city centre regeneration, improving infrastructure and promoting enterprise.
- Supporting the most vulnerable adults, children and families.
- Securing an adequate supply of decent and affordable homes.
- Reducing health inequalities.
- Safe, clean and welcoming neighbourhoods.

Challenges

- Dramatically reducing budget
- Welfare reform
- Increasing population
- The changing shape of local/regional government
- Public health transition

Enabling actions

Cost reduction, efficiency, collaboration and innovation

The IT Challenge

Partnership in need of reworking

- Not delivering as originally intended
- High cost without realising benefits
- Partnership staffing model not conducive in developing a high performing team

Unconstrained IT growth and change

- No clear effective organisation wide governance
- IT growth and change outside of the partnership agreement

IT disconnected from the organisation

- Organisational frustration
- IT reactive rather than proactive
- IT not enabling efficiencies
- Client side team focused on controlling the partnership
- No agility - not at forefront of change

Investment required in the next 18 months

- Replacement of end of life software
- New technologies

Conflicting external pressures

- Increase efficiency/security vs reduce cost

Organisational Issues

- Low IT capabilities in the organisations workforce
- Changing requirements of a flexible and dynamic workforce

NO IT STRATEGY

What can IT do for the Council?

Provide a demonstrable value for money service

Consider the total cost of IT, govern change, provide "good enough" solutions, maximise utilisation

Provide technology and innovation leadership

Be a trusted advisor, initiate change, provide a clear strategy, develop innovative solutions

Enable and improve efficiencies in the organisation

Provide holistic business process solutions, utilise technology, mobile and flexible solutions

Derive value from information

Manage information sources, input once/use many, data mining, single view of a citizen

Enable efficient collaboration

Provide a collaborative infrastructure, extend business processes beyond the organisation

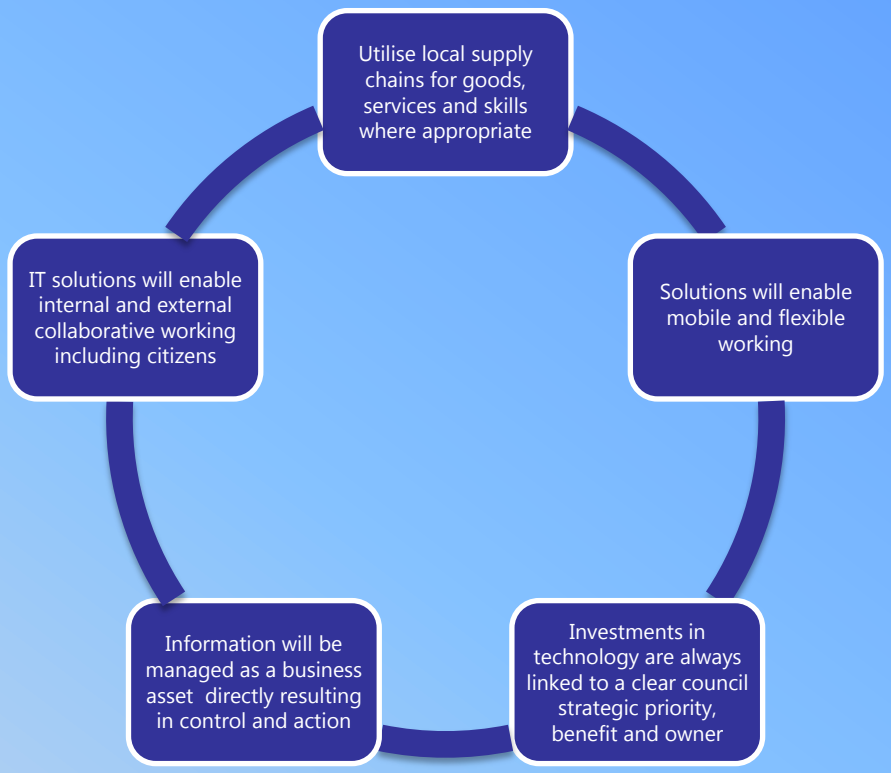
Secure information assets

Provide appropriate protection for information assets

Meeting the challenge: Vision

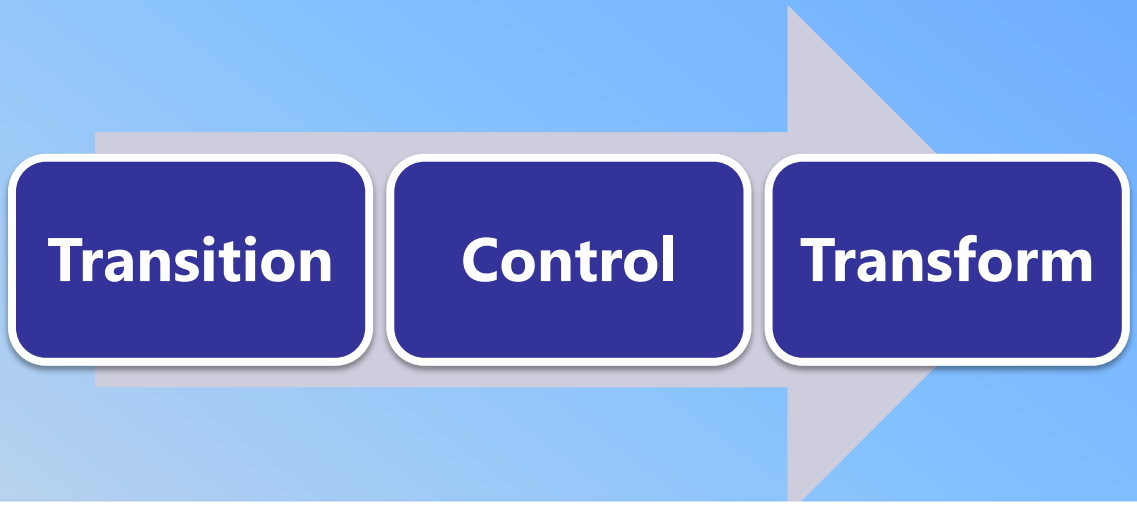
Deliver a valued IT service to the Council, the district and its citizens.

Meeting the challenge: Principles



The IT Strategy has been determined based on the above principles – they are designed to form the backbone of the strategy – all decisions made as part of the strategy must consider and align with one or more of the these principles.

Meeting the challenge: The Plan



Transition

Post strategic partnership, the IT organisation will transition to Council control.

Control

The corporate IT organisation will gain control of the wider organisations IT services where appropriate.

Transform

All IT services will be assessed for suitability and value for money with all alternatives being considered. Potential alternatives would use innovative, disruptive or external solutions.

Proposed Target Operating Model

IT Assistant Director

- Strategy/Vision
- External Partner Relationship
- Lead Business relationship manager

Information Governance

Planning and Administration

- Governance
- PMO/Project Management
- Change Management
- Benefit Realisation
- Business Analysts
- Finance/Budgeting
- Procurement/Contract Management
- Audit Compliance
- Risk Management

Enterprise Architecture

- Architecture Management
- Information Management
- Security
- Technology Roadmaps

Business Systems

- Core corporate business application management
- Specialist Systems Analyst
- BI/reporting

Applications Management

- Applications Support
- Generic Database Management

Web Services

- Intranet sites
- Internet sites
- Middleware
- App development

Service Operations

- Helpdesk/Desktop Support
- Server Management
- Storage Management
- Network Management
- Communications

IT Skills and Training

- Training plans
- Training documentation
- IT skills capability
- Organisational skills capability

Member Support

- Premium Member Support
- Member IT Needs
- Member IT Training

Organisational Principles

Do what we say we are going to do

Build trust, relationships and confidence by meeting committed deadlines.

Clear roles and responsibilities

Ensure ownership and accountability to enable efficiency and avoid duplication.

Appropriate skills and training

Ensure quality of delivery and allows for innovation.

Behaviour driven performance

A behaviours framework for performance management focuses effort and directs improvements.

Business relationship management is everybody's job

Ensures a consistent approach to organisational engagement.

Standards based

Use of standards such as ITIL and TOGAF ensure governance and repeatability while avoiding duplication. Standardised metrics provide benchmarked performance. Agile project management will be used to ensure that benefits are delivered early.

Governance Overview

CMT

•Overall spend approval
•Escalation

Partnership Governance

•Strategic partnership development
•Partnership performance management

IT Programme Board

Attendees:

AD: IT (Chair)
Appropriate AD's (or delegates)
IT Team Managers
Enterprise Architect
Strategic Partner

Remit:

•IT change approval
•IT/organisational alignment assurance
•Benefits realisation assurance
•Enterprise architecture assurance
•Project prioritisation
•Programme risks and issues management
•Contractual requirements

Technical Design Authority

Attendees:

Enterprise Architect (Chair)
IT Team Managers
Strategic Partner

Remit:

•Lead IT Infrastructure governance
•Approve IT infrastructure change
•IT Infrastructure dependency management
•Drive innovation
•Roadmap approval
•Capacity management

IT Operational Board

Attendees:

AD: IT (Chair)
Nominated departmental reps
IT Team Managers
Enterprise Architect
Strategic Partner

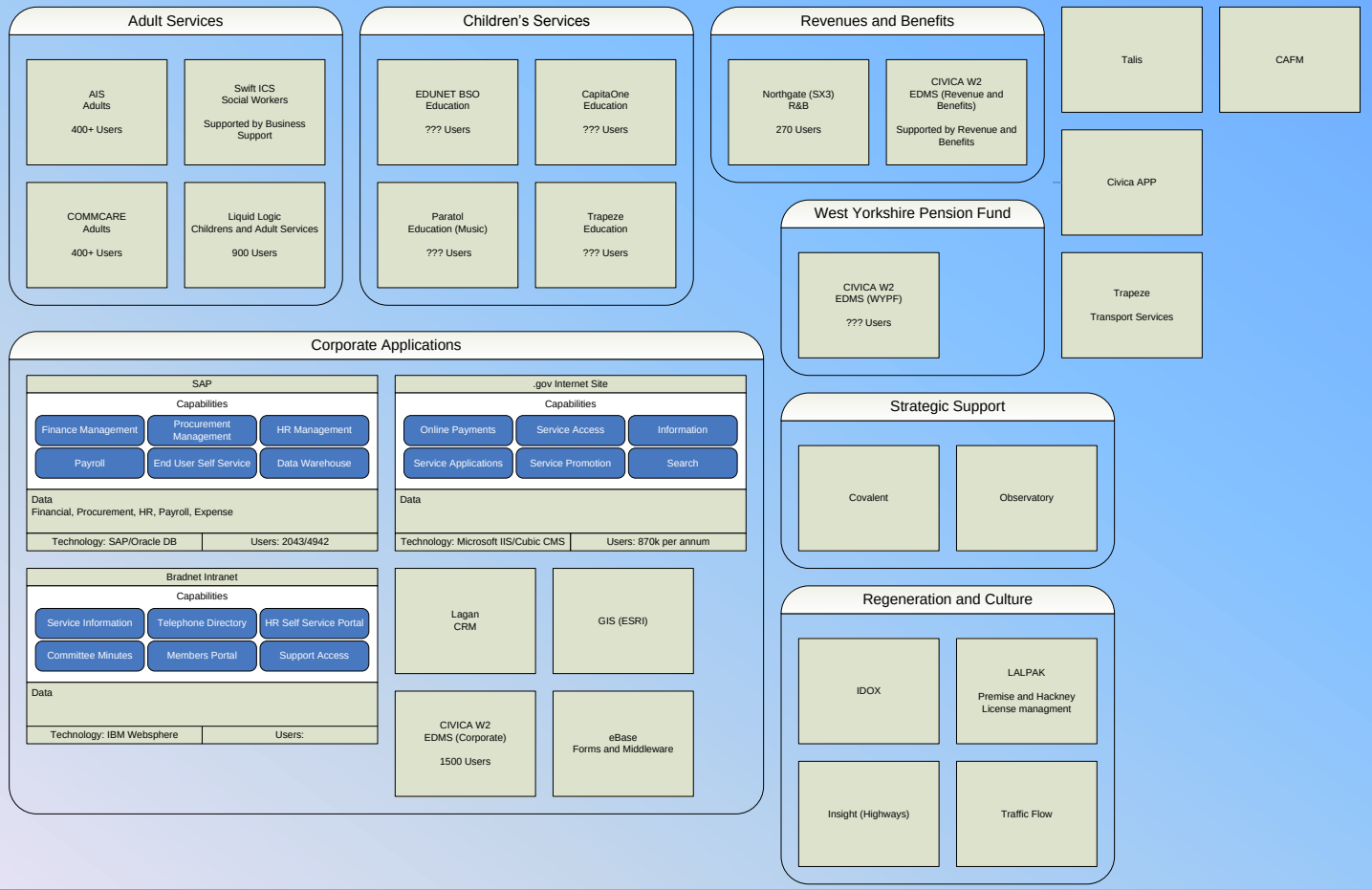
Remit:

•IT/Organisation relationship management
•Key IT communications channel
•Issue escalation

To ensure a true organisation/IT partnership that delivers technology change, an effective governance structure needs to be in place. It is also important to have an IT programme management mechanism in place that balances demand from corporate programmes, services and business as usual work streams.

Governance – Enterprise Architecture

The enterprise architecture is the map of applications and systems we have in the council. Controlling how every aspect of this map changes allows direct control of the total cost of IT within the organisation.



Governance – Enterprise Architecture

Control

Regardless of where the application or system is managed within the organisation, it will fall under corporate IT enterprise architecture governance. This will rigorously manage the change and growth of our applications and systems. This will enable us to maximise the use of existing applications, rationalise the architecture, manage business continuity and ensure that the organisation as a whole has a value for money enterprise architecture.

Definition

Each application and system utilised by the council will have a clear service description, service level agreement, information asset description, owner, cost and roadmap that align it with the organisational need. This will aid the decision making and change management process and also set user expectations on how a service is delivered.

Service Review

A review will be carried out with each service facilitated by IT. This will be to determine which applications and systems are on the enterprise, how they are defined and how the roadmap of the application or system aligns with the service's strategy. This information will then be used by IT to generated a consolidated view.

Bradford Council IT, Members and the District

Member Support

Members currently access the same services through the same channels as all Council employees. It is recognised that this is does not meet all the requirements of Members so a separate Members review will be carried out and a roadmap of changes will be developed in conjunction with the Members.

Education Establishments

Closer links with educational establishments will be develop to foster a collaborative working relationship that delivers valuable outcomes to all parties.

Digital Programme

A digital programme will be created to encompass the regional super connect cities (SCC), broadband UK and metro wireless projects to ensure that the projects are delivered but more importantly to make sure that the region is taking full advantage and maximising the benefits of these initiatives.

Technology Leadership

Bradford Council IT will take the lead for the district on all technology matters and a roadmap of activities will be developed in conjunction with other services.

Summary

Initiative	Strategy
Value for Money Service	• Corporate IT control of the enterprise architecture • Rigorous change management • Deliver a professional standards based IT service • Predictable IT cost
Technology and innovation leadership	• Clear roadmaps for all services • Assessment of transformational technologies is essential • Establish links with local education establishments
Enable efficiencies in the organisation	• Alignment and proactive engagement between IT and the organisation • Technology aligned with business processes • IT skills and training programme • Solutions will enable mobile and flexible working
Derive value from information	• Information managed as a business asset • Information defined in the enterprise architecture
Enable efficient external collaboration	• Introduction of collaboration technologies • Extension of business processes outside the organisation • Collaborative procurement activities
Secure information assets	• Pragmatic security solutions integrated into business processes

What does this mean to you?

We will have alignment between IT and the organisation

We will have ruthless focus on reducing the enterprise architecture and maximising utilisation

We will achieve “good enough” rather than aiming for “perfection”

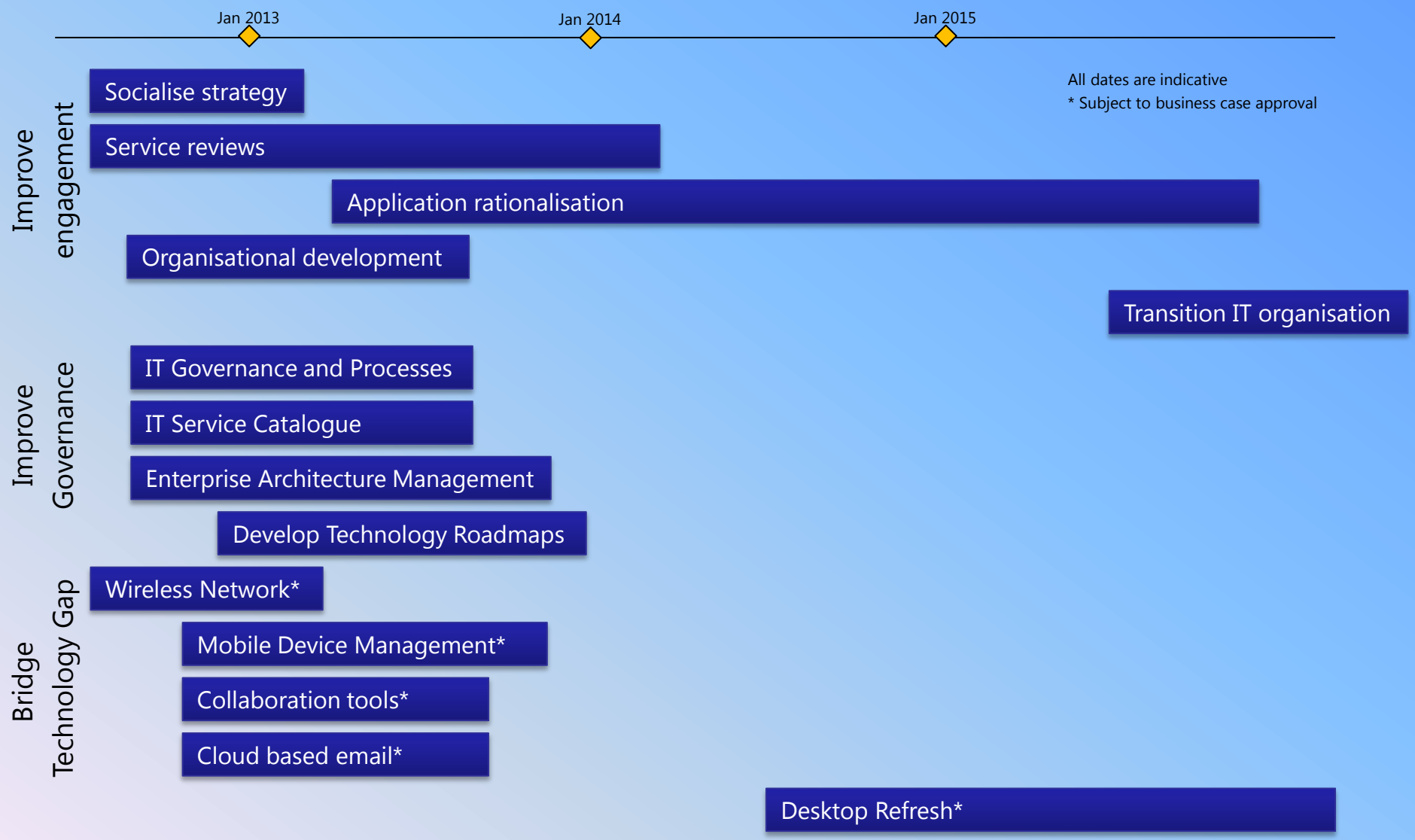
You will not always get what you want, but you will always get what you need

We will have a valued and agile IT service

What's Next?

- Socialise the IT strategy and gain buy-in
- Improve change governance
- Service Reviews
- Roadmaps
- Fill the technology gaps
- Ensure we have the right people in the right roles

Action Plan



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