



Working together for the people of Herefordshire



Herefordshire Public Services Information and ICT Strategy 2011-2015

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1.0 Introduction

Information is a critically important organisational asset and, like other key assets (e.g. staff, finance, and property) needs proactive management to maximise its value for our customers and our organisations. Information is also unique in that the more it is used, shared and managed, the greater the benefits that can be leveraged from it. There are also increasing customer expectations and legislative drivers that we preserve and safeguard our information.

Information, Communications and Technology (ICT) is now becoming increasingly ubiquitous and used in almost every aspect of our lives. Examples abound across commercial and public sector organisations; of how IT has transformed the efficiency of operations, increased availability, speed, convenience, choice and satisfaction of providing services and how communities and individuals have used IT to engage, communicate and enhance the quality of their lives.

This Information and ICT strategy seeks to set out objectives and principles, aligned with other key strategies (e.g. Localities, Engagement, Customer Services) and transformational programmes (e.g. Rising to the Challenge) to provide a corporate framework for using Information and ICT to support organisational objectives and drive benefits to our communities and customers.

Background

The partnership between Herefordshire Council and NHS Herefordshire, jointly commissioning and providing a range of public services has enabled the development of a shared vision, values and priorities.

A number of joint strategies now provide a cohesive and consistent view of how, in partnership between ourselves and with others, we will implement our priorities in serving the needs of our communities and customers. This strategy seeks to provide additional clarity and detail on how we will use Information and ICT to do this.

Whilst the focus of our efforts remain on serving our communities and customers, significant organisational changes as a result of our unique local circumstance and national policy direction needs to be accounted for. The move towards a primarily commissioning based organisation, working with a range of partners necessitates we take an outward facing approach to our strategies and seek to influence and be influenced by our partners' strategies.

Context of Herefordshire

Herefordshire has many attributes to be justly proud of, however, in developing this strategy we need to take account of its older demographic profile, access to services in many parts of the county and availability of choice and infrastructure (e.g. broadband penetration)

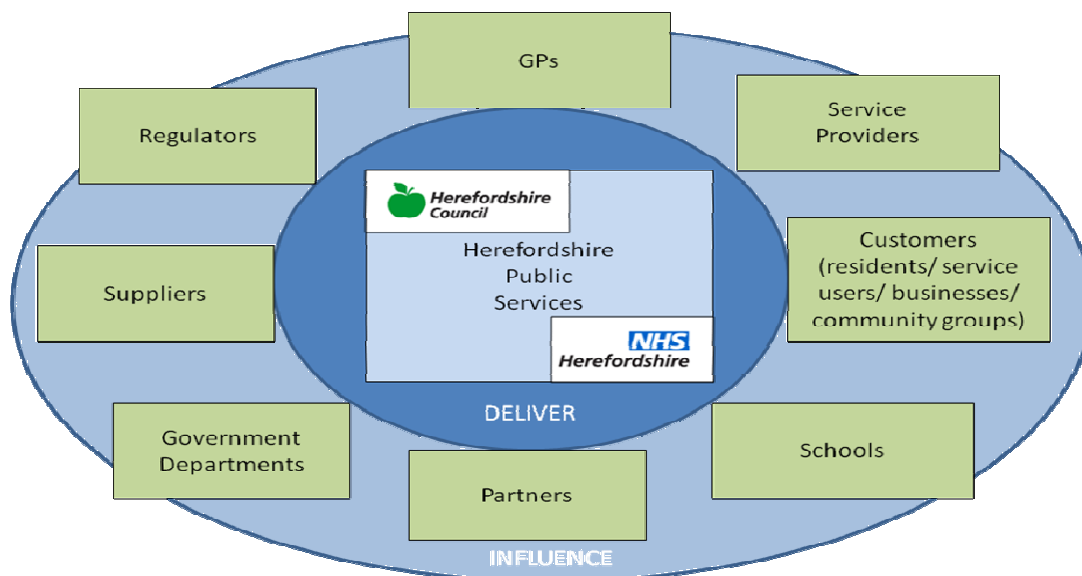
These pose challenges for public services, but also generate opportunities to do things to suit our own local context.

2.0 Scope of Strategy

This strategy sets out a vision, objectives and principles for Information and ICT to be at the heart of driving and supporting transformational change across Herefordshire Public Services, working with our partners to enable achievement of the our objectives. It will be used to direct focus and effort to agreed priority areas of work.

Organisational scope

The strategy has a sphere of delivery covering Herefordshire Council and NHS Herefordshire, and a sphere of influence covering customers, partners, providers, regulators, suppliers.



Functional scope

The strategy encompasses Information, Knowledge Management and Information Technology. In the context of this the organisations and this strategy, the following definitions are used for these terms.

Information	the raw and aggregated data that we create and use and share
Knowledge Management	the application of information to commissioning and provision of services
Information Technology	the tools used (applications and IT) that are used to process information and knowledge

Timescale scope

This strategy covers the five year period from 2011-2015.

This strategy should be reviewed annually or as a result of major policy developments or shift in organisational priorities.

Vision:
**To use information and technology to improve outcomes for our communities, drive excellence and efficiency in service delivery
 improve the experience of our service users, working in partnership with others**

- Principles – Information:**
- Better information use results in better decisions and better services
 - Information is a valuable shared organisational asset – capture once, use many times
 - Information requires consistent and proactive management from creators and users to extract maximum value from it
 - Information needs to be kept valuable (Confidentiality, Integrity, Availability)
 - Information literacy is an essential requirement for all staff
 - Information expectations are explicitly built into provider agreements’ from whom we commission services



- Principles – Technology:**
- Use of existing technology assets will be maximised
 - Have a defined (and limited) range of technology standards will be adopted to maximise efficiency, enable interoperability and consistency of user experience
 - Development of new technologies/applications will be balanced alongside sustainability of existing
 - IT literacy is an essential requirement for our staff
 - Technology expectations are explicitly built into provider agreements’ from whom we commission services

4.0 Vision

The vision of the HPS information and ICT strategy is:

To use information and technology to improve outcomes for our communities, drive excellence and efficiency in service delivery, and improve the experience of our service users, working in partnership with others.

5.0 High-Level Objectives

There are five Strategic Objectives, each to support the central organisational objective of 'Better Outcomes for Herefordshire'.

Organisational Objective:

Outcomes for Herefordshire:

Supporting the delivery of outcomes for the people, communities and places of Herefordshire

These are further expounded in the Joint Corporate Plan as sub-outcomes:

1. Creating a thriving economy
2. Improving health and social care
3. Raise standards for children and young people
4. Promote self reliant communities
5. Create a resilient Herefordshire
6. Commission the right services

Strategic Objectives:

Enabling a Digital County	Investing in a digital Herefordshire to service, engage with and support our communities and businesses and learning opportunities.
Better Information & Knowledge Management	Extracting value out of the information assets of the organisation, creating knowledge, keeping the information valuable.
Equipping the digital workforce	Developing an appropriately skilled workforce, where information is used intelligently and technology is used naturally
Driving efficient processes	Adopting lean ways of working, continuously improving our processes, and exploiting technology to automate tasks.
Information and Technology for service delivery	Using information and technology to deliver efficient services, maximising the investment already made in technology, developing connected solutions across our partnerships and adopting new technology when the business case is sound.

6.0 Detailed Objectives

Each strategic Objective is broken down into a number of supporting detailed objectives

Strategic objective:

Enabling a
Digital County

Detailed objectives:

1. Digital Service Delivery
 - Use Information and Technology to deliver services for our customers
 - Proactively support self-service for our citizens and customers
 - Encourage channel shift to more efficient on-line methods alongside traditional methods
 - Engagement and empowerment using digital channels, integrated with traditional channels
 - Work with partners to deliver seamless services
2. Improve broadband infrastructure
 - Work with a range of partners to improve the broadband infrastructure for the county:
 - Public Sector
 - Private Sector
 - Communities
 - Exploit the public sector as a provider, consumer and enabler of ensuring achievement of our broadband ambitions
3. Encourage business use of information and technology
 - Encourage businesses to re-use our publicly available data to enhance services, products and information to our customers
 - Encourage businesses to transact with us and others using on-line methods
4. Encourage communities' use of information and technology
 - Empower our communities to engage with us using digital alongside traditional methods
 - Encourage our communities to use available information to better understand and support their needs and build sustainable communities
5. Enhance the learning experience and opportunities
 - Use technology to enable access to and enhance the delivery of education and learning for all our young people
 - Use technology to provide for lifelong learning opportunities

Strategic objective:

Better Information &
Knowledge
Management

Detailed objectives:

6. Data Quality
 - One version of the truth – not many
 - Ensure data is accurate, reliable, timely, complete, relevant and valid.
7. Information Management
 - Information is managed from creation to disposal in line with best practice information lifecycle management techniques
 - The organisation can account for its information assets
8. Information Use
 - Information is consciously used for
 - Informing customers, staff and partners
 - Empowering
 - Transparency and public accountability
 - Evidenced –based decision making
 - Commissioning services
 - Planning services
 - Delivering services
 - Monitoring services – assurance and risk management
9. Information Sharing & flow
 - Developing and promoting an information sharing culture and having appropriate policies and procedures that promotes the safe sharing of data and information across the organisation, with our customers and partners.
10. Information Assurance
 - Establishing and preserving the confidentiality, integrity and availability of information

Strategic objective:

Equipping the
digital workforce

Detailed objectives:

11. Culture

- Promoting the value of using information and having an evidence-based approach to service commissioning and delivery
- Better customer outcomes are able to be delivered through the improved use and sharing of information and technology
- Staff collaborate across organisational and service boundaries using technology

12. Self-service

- Staff are able to commission / provide services using information and technology to maximise customers use of self-service
- Staff able to self-serve for their own work within the organisation
- Staff are able to use self-service to maximising learning opportunities

13. Awareness and Training

- Developing awareness and training programmes to develop the skills and confidence of staff to use information intelligently and technology comfortably and as an integral and natural part of their role.

14. Empowerment and Accountability

- Empowering staff with the ability to use information and technology to improve services
- Holding staff to account for the information they create and use and placing expectations that available technology is used – link to performance management

15. Agile workforce

- Staff are agile in the way they are able to accomplish their work, with a flexible range of working practices that suit the employee and the service supported by technology.
- Better work-life balance is achieved through the use of technology
- Modern technology is used to maximise the effectiveness of the time our elected members and Non-Executive Director provide to our council and NHS.

Strategic objective:

Driving efficient
processes

Detailed objectives:

16. Lean & Standardised processes

- Processes are designed to:
 - provide value to the customer
 - eliminate steps which do not add value – reduction in 'waste'
 - have a smooth flow between steps
- Processes are standardised so variability in outcome is minimised

17. Continuous improvement

- Processes should be continuously reviewed and improved, more efficient, less wasteful ways of achieving customer outcomes are sought

18. Automation with technology

- Where technology can automate processes or deliver self-service, the use of such technology should be fully exploited

19. Align process across between programmes/projects

- Ensure process changes from different programmes and projects are aligned
- Adopt consistent and standardised business analysis and change methods across programmes and projects

Strategic objective:

Information and
Technology for
service delivery

Detailed objectives:

20. Integrated solutions

- Applications should be integrated to meet business requirements, reduce data duplication, and provide a consistent view of the information.
- Technology should integrate across the different vendors and platforms used to provide a 'seamless' experience to our users and customers
- Where services are commissioned across other providers, systems will be integrated, wherever possible, to support joined-up delivery
- Work with partner organisations to integrate information and systems to enable joined-up commissioning and delivery of services.

21. Availability & Accessibility

- Technology should be available to users when and where required and support agile working
- Resilience should be built into systems
- Technology solutions should not restrict our any users from the opportunities it present

22. Value for Money technology

- Share the infrastructure across all partners to reduce cost
- Standardise on infrastructure to maximise usage
- Move to hosted/cloud-based services where business case is sound
- Where investment has been made in technology and applications , this should be fully maximised, the capabilities of the systems should be fully used
- Where new business requirements are identified, the re-use of existing systems will be considered prior to buying/building new systems

23. Sustainable support

- Sustainable support models for technology and applications will be implemented, maximising efficiency by
 - Sharing services with partners
 - Adopting a multi-sourcing approach working with other public providers and private sector vendors
 - Business ownership of the systems
- Appropriate governance mechanisms will be used to manage information and technology developments and operations.

7.0 Principles

These are the two sets of principles for the strategy; each set provides a different focus

Information Focus:

- Better information use results in better decisions and better services
- Information is a valuable shared organisational asset – capture once use many times
- Information requires consistent and proactive management from creators and users to extract maximum value from it
- Information needs to be kept valuable (Confidentiality, Integrity, Availability)
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- Information expectations are explicitly built into provider agreements' from whom we commission services

Technology Focus:

- Use of existing technology assets will be maximised
- Have a defined (and limited) range of technology standards will be adopted to maximise efficiency, enable interoperability and consistency of user experience
- Development of new technologies/applications will be balanced alongside sustainability of existing
- IT literacy is an essential requirement for our staff
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8.0 Linkages with other Strategies / Transformation Programmes

The HPS Information and ICT strategy supports other key organisational strategies. This section provides cross-references to these. Regular reviews of the strategy can ensure that any future organisational strategies can be reflected in this strategy.

Customer Services Strategy

The HPS Customer Services strategy has 4 key aims:

Aim	Relevance and links to Information and ICT Strategy
Informed Services	Using the information and intelligence we have to understand the needs of our customers Commission effectively across providers by having information quality and Value for Money of service provision Joined-up picture of our customers – through appropriate sharing of information across partners.
Accessible Services	Encourage easy access including shift self-service, Make it easy to find and discover information. Service provided is seamless regardless of provider – commissioner to ensure information for hand-off points and interactions between providers are managed. This may include technical integration of different providers' systems
Listening Services	Interaction with customers through variety of traditional and new media channels, joined-up, not separate. Able to pick-up customer feedback from multiple internal and external channels.
Trusted Services	Need to assure and evidence we can safeguard customer data.

Locality Strategy for Herefordshire

The locality strategy has 4 objectives:

Objective/ sub-objective	Relevance and links to Information and ICT Strategy
1: STRENGTHENED COMMUNITY LEADERSHIP	Decision making at local level will need information at local level and services mapped to localities
2: SERVICES MEETING THE NEEDS OF COMMUNITIES	Improved local access to services – will need information about what services are available locally and how to access via multiple and joined up access channels
3: JOINED UP LOCAL SERVICES <ul style="list-style-type: none"> • Maximum integration of services in localities through sharing of resources. 	Will need to integrate sharing of information resources, and across providers to ensure seamless service provision.
4: WORKING IN PARTNERSHIP WITH EMPOWERED COMMUNITIES <ul style="list-style-type: none"> • Better communication with our communities; • More people actively involved in their community; • Appropriate and accessible community engagement; • Local people involved in local decisions 	Facilitating digital engagement across physical and virtual communities, providing information at the local level

Engagement framework

The engagement framework has 6 objectives:

Objective/ sub-objective	Relevance and links to Information and ICT Strategy
More participation by local people... in decision making as a resident or as a service user, and in local democratic processes	Opening up our information to enable local participation
More responsive public services... from greater participation, personalisation and choice, delivering services closer to communities.	Greater access to participate through multiple channels Having systems able to support personalisation Delivering services in multiple channels
Better decisions by involving local people... in locality based partnerships, and in town and parish councils through participatory budgeting	Budgetary information at local level, joining-up finance (and other) information at local level
Empowered communities... taking advantage of opportunities presented through the Localism Bill, right to buy, neighbourhood planning	Greater ability to understand need at a local level, easier to understand what is happening at a local level, link-up local opportunities
Improved service quality... localising service delivery reflecting community choice and need	Provide performance information on service quality, at a local level, providers able to provide and join-up services at a local level (systems integration)
Participation from all parts of the community... supporting the seldom heard voices and focusing on vulnerable groups	Using traditional and new media to enable maximum participation

Rising to the Challenge Programme

Customer Focus	Customer Organisation:	CRM project
	Channel Shift Strategy	Web Services
	Signposting Phase 1:	Information services, e-referrals
	Reputational Management Strategy	Reputation in new media
	Tell Us Once	Information sharing, lean processes, Systems integration
	Website Development	Website development
	Intranet Development	Intranet development
Communities First	Co-Location	Joint network
	Primary Capital Strategy	
	Localities Strategy	Information by locality
	Community Asset Audit	GIS mapping
	Ledbury Centre	ICT infrastructure and connectivity
Streamlining The Business	Organisational Design - Phase 1	Collaborative Working
	Commercial Strategy	
	Shared Services	Agresso, intranet
	IERS - Civica	Civica
	EDRMS	EDRMS
	ISS - Agresso	Agresso
	ISCS - Frameworki	Framework-i
	Accommodation Programme	Agile and collaborative working technologies
Better Services	Health & Social Care Commissioning Strategy	Digital Service Delivery
	Health & Social Care Commissioning Programme	Digital Service Delivery
	Service Integration Programme (Integrate Care Organisation)	ICT Strategy for Wye Valley Trust
	Partnership Commissioning Framework	
	Mental Health Procurement	ICT transition plan
	Putting People First (PPF) Programme	
	Market Development	
	GP Consortium	
	QIPP (quality, innovation, productivity, prevention)	Telecare
People and Performance	Organisation Development Strategy	Intranet, self service, agresso/ESR, AT-learning
	P+ Improvement Project	P+
	Flexible Working (HR and ICT)	Agile working
	Leadership Development Pathways	Intranet, self service, elearning portal, WM360
	Common Appraisal Process	Intranet, self service, agresso/ESR, AT-learning,
	"Why?" Initiative	Intranet, self service
	Project and Programme Development	Shared Services, development of transformation function
	ICT enablement	ICT Infrastructure
	Information & Intelligence	Intelligent Efficiency review

9.0 Other Supporting strategies

A number of other documents will support this strategy:

- Digital Channel Strategy
 - Digital channels have their part to play in transforming the way we choose to deliver our services and can alter our relationship with those we serve. This strategy sets out a framework for the strategic development of the Herefordshire Public Services digital channel to deliver against the key objectives in the customer services strategy. The web can support a cohesive presentation of services to the public and staff across different digital services. Whichever service channel people choose to use, the customer experience should be positive, coherent and efficient.
- Technology blueprint
 - The technology blueprint details the information technology roadmap that will be followed to deliver the objectives in this strategy. It will outline the technology platforms and vendor solutions.
- Information Governance Strategy
 - The Information Governance strategy will underline the importance keeping information safe and valuable and define the framework that will be used to do this.
- Research and Intelligence Strategy
 - This strategy will focus on the effective use of research and intelligence to determine the needs of our communities using an evidence-based approach and ensuring we maximise the use of qualitative and quantitative information to our decision making, commissioning and monitoring processes.

10.0 Strategy Governance

The people and performance workstream of the 'Rising to the Challenge' transformation programme will be the governance body responsible for reviewing, monitoring, revising and setting the strategic priorities for this strategy.

Proposals are being developed to have 'design authority' to provide assurance that solutions fit within the agreed business and information and technology frameworks.

11.0 Implementation

A number of projects are already in progress and these will be aligned to this strategy. A final implementation plan will be developed alongside the 2011/12 service planning process. The implementation plan will be kept under review to ensure alignment with the strategy and organisational objectives.

Funding for strategy:

Herefordshire Council:

Revenue budgets are provisioned for delivery of the ICT Strategy, business cases will need to be developed and agreed to access these.

Organisational strategies with ICT requirements have budgets to implement these requirements.

NHS Herefordshire:

Business cases will need to be developed and agreed to demonstrate affordability and value for money for delivery of the strategy.

Partners:

Where services are commissioned by HPS, providers will have certain Information and Technology expectations set which providers will be expected to meet.

Funding for projects in collaboration with other partners will be dealt with on a case-by-case basis.

12.0 Glossary:

Term	Definition
Agile working	A flexible way of working that allows access to data from any location and allows work to be completed from any locations (within reason)
Broadband	Internet speeds of greater than 2MBS (Mega Bits per Second), dial-up broadband using a telephone line provides speeds of 56k (Kilo Bits per Second)
Channel shift	Proactive encouragement to use digital channels
Channels	The mechanisms through which services are provided
Digital channels	Services provided through Web & internet based services, digital TV, mobile phone etc
Digital Engagement	Engaging with communities and customers through digital channels
GIS	Geographic Information Systems – systems which allow representation of spatial data
ICT	Information Communication and Technology
Information	the raw and aggregated data that we create and use and share
Information Governance/Assurance	The strategies and policies by which information is kept secure
Information Lifecycle Management	The proactive management of information from creation, usage, storage and disposal
Information Technology	the tools used (applications and IT) that are used to process information and knowledge.
Knowledge Management	the application of information to commissioning and provision of services
Lean	A process improvement methodology that seeks to eliminate ‘waste’, i.e. steps which do not add any value to the end customer
New Media	Communications through On-line, mobile, channels as opposed to traditional media (newspapers etc)
Self Service	The ability for customers/staff to do access information and services direct, without the need for active intermediaries, e.g. applying for a course through the internet
Social Media	On-line tools such as social networking (e.g. facebook), blogging, mirco-blogging (e.g. Twitter) etc
Telecare	Technologies that allow remote monitoring of service users (e.g. blood pressure, falls etc) and allow a greater degree of independent living
Traditional channels	Services provided through telephone and face-to-face contact etc