Shropshire Council
ICT Strategy

2011- 2014

May 2011

Foreword

Shropshire Council's ICT Strategy is the framework to help us make the most of information and communications technology (ICT), transforming the services we provide, delivering better solutions for less.

We will look at all the options available to us that will help our residents and stakeholders access our services when and how they prefer. This will give us a corporate approach, delivering the best results for the Council, cutting down on silos and duplication. We will:

- Focus on our customers and communities
- Maximise our existing infrastructure
- Investigate and develop future technological opportunities
- Make it easier for people to give us and access our information
- Develop ways for people to work from a variety of locations and be flexible in this approach

The ICT Strategy explains how we will use technology solutions in efficient, sustainable, and customer focussed ways. This is only possible when we balance what our customers want, the technology available to us and the resources we can access.

Kim Ryley
Chief Executive

There are huge benefits to be gained from the effective use of modern technology, both for Shropshire's communities and the Council.

I am committed to pursuing broadband coverage to all of the county, without which local businesses will not achieve their full growth potential, and our communities will be less connected than they should be.

I am also looking forward to working in new, more flexible ways with colleagues, enabled by ICT helping us to support the interests of our communities whilst reducing the costs of what we do.

Martin Taylor-Smith
Portfolio holder
ICT & Transformation

Shropshire Council ICT Strategy

Introduction

Shropshire Council's ICT Strategy has been developed with a view to harnessing the power of Information and Communications Technology (ICT) to facilitate the transformation of Council services, delivering better for less and making services more accessible to the community of Shropshire.

The strategy has three high level elements:

1. **Governance: setting overall direction and priorities for the development and deployment of ICT within the Council.**

2. **The Strategy: setting out business environment, business objectives and ICT strategic direction to support Council priorities.**

3. **The ICT 'Road Map': setting out timescales and dependencies.**

The high level elements are supported by more detailed technical strategies and policies, detailing architecture components and agreed ICT standards and policy framework which encompass these three components:

1. **Technical Architecture Strategy (Hardware components, lifecycles and standards).**

2. **Information Management Strategy (Storage, security, data quality and access policies, facilitating and encouraging customer self-service).**

3. **Business Plans, Resource Plans and Project Plans.**

Service Delivery

The success of service delivery is dependent upon business requirements capture, analysis of those requirements and design and delivery of solutions tailored to meet those requirements.

It is critical that ICT projects are designed to improve service delivery and are managed and implemented by experienced ICT professionals who understand the business, in line with proven project management methodology such as Prince 2. This will ensure that control and regular performance management are maintained and delivered within budget thus avoiding any overspend across the organisation.

Positioning the ICT Strategy

Diagram 1 illustrates how the ICT Strategy relates to the business objectives, the governance of ICT operations, and the operational activities delivering outcomes to meet the service area objectives.

Diagram 1
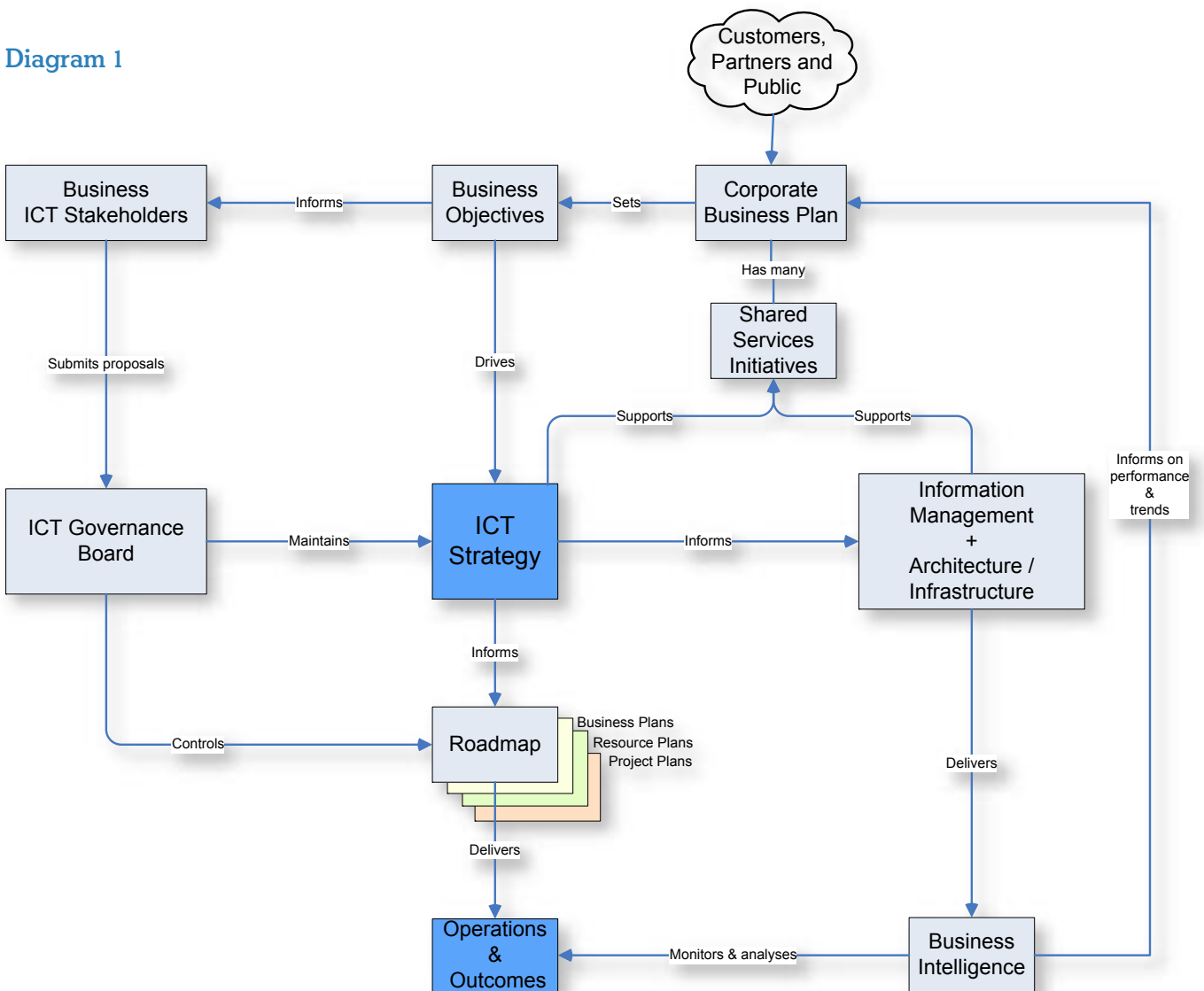
The Governance model

ICT performs a fundamental and crucial role in enabling the Council to carry out its business and deliver efficient and effective services to the community of Shropshire.

The ICT Governance Board (Appendix A) will set the overall direction and priorities for the development and deployment of ICT in the Council ensuring that ICT plans take in the 'whole' Council perspective in terms of streamlining information flows, focussing on customers and communities, optimising infrastructure and will:

- Provide a clear vision, strategy with strong corporate governance of ICT.

- Ensure that there is a corporate approach to ICT investment and prioritisation of initiatives, supported by well defined business cases.

- Represent all service areas using the ICT Stakeholder Group (Appendix B).

- Take responsibility for the ICT Strategy.

- Scrutinise all ICT investment proposals and delivery of business benefits.

Strong governance will ensure that the investment in technology is prioritised, resources are used to best effect and that the financial and organisational impact of new technologies is fully understood and embedded in new ways of working.

Where do we want to be?

The Council's Medium Term Financial Plan sets out a strategic framework of priorities for reshaping the role of the Council and redesigning service delivery to further improve the quality of life for the people of Shropshire.

In support of these priorities the ICT Strategy is committed to the following principles:

- Improve information management by establishing a secure, single data store for the whole Council providing business intelligence without the constraint of individual service silos.

- Deliver higher quality services, faster, for less.

- Streamline infrastructure and operations to enable a rapid and flexible response to the ever changing needs and priorities of the business.

- Invest in information resources, tools and technology to deliver savings, efficiency and benefits across the whole customer base.

- Establish shared service arrangements and beneficial partnerships to reduce cost and/or improve efficiency and effectiveness in the delivery of services.

- Strengthen customer account management to ensure that ICT proactively supports the new community based services by underpinning the concept of locality and community working.

- Adopt a more commercial stance in delivering public services by offering tailored systems, infrastructure and support that deliver secure and flexible services to multiple independent customers whilst continuing to be managed as a single entity.

- Establish Shropshire as the 'Best Value option' in delivering public services, thereby positioning the Council as the 'provider of choice' for ICT infrastructure, initially covering the Local Enterprise Partnership (LEP) area, but extending without geographical constraint as new opportunities arise and as partnerships develop.

- Further reduce the ICT 'Carbon Footprint' by enabling technology to support flexible working, reduce power consumption across the organisation whilst improving the quality of frontline services.

How do we get there?

The ICT Strategy provides an overview of how we will deploy new technology in support of new, more efficient, sustainable, flexible, and customer focused ways of working whilst minimising risks which could jeopardise the delivery of business critical ICT systems. Successful transformation will be dependent on the combination and balance of People, Processes and Technology.

Aligned to the Council's Target Operating Model (TOM), the strategy will evolve in response to legislation, the maturity of the changing Council, developing business models, changing customer demands and the suitability of emerging technologies.

Reduce costs and deliver better services for less

Each business case for ICT investment will be carefully scrutinised and prioritised by the ICT Governance Board to ensure that it meets key objectives. Post implementation reviews will then be conducted to ensure that savings/benefits have been delivered.

Open Source and emerging technologies such as social media and community based services and delivery methods such as Cloud Computing and Software as a Service will be deployed where there is a demonstrable business case.

Until now, computer applications have been designed to serve the Council, rather than the customer. We will move away from "Best of Breed" solutions and focus technology delivery on meeting the needs of the customer. Information will be structured and stored centrally and through collaborative working practices will provide secure access to a wider range of professionals, partners and service users.

Invest to save and improve

The Council has already made significant investment in ICT infrastructure which delivers a cost effective, quality service which is continually improving and compares well against that provided by similar authorities (scrutinised and independently verified through benchmarking conducted by the Society of IT Management).

We will continue to explore the growing opportunities to offset costs and improve economies of scale arising from changes in public

sector funding and Government ICT strategy recommendations.

Where there is a clear business case, we will invest in new technologies and methods to deliver improvements in efficiency and effectiveness (improved workflow, flexible/mobile working, joined up data, customer and staff self-service facilities and collaboration tools).

Information Management

In order for the Council and customers to benefit from the information that we hold and to provide the best possible services to our customers, we will need to adopt a 'whole council' approach to information management.

By adopting a 'whole council' approach to business intelligence, information management and its governance will allow us to break down departmental silos and providing complete data sets. These data sets can be used by the Council and partners to develop business intelligence about what has happened, what is happening and what is likely to happen. This information will help inform business decisions and address Government transparency requirements.

Diagram 2 illustrates a data store (warehouse) where information within the organisation is leveraged to provide critical intelligence needed to manage the business more efficiently and effectively.

"We need to be ambitious, think internet first when we design services, and put the needs of the hardest to reach at the heart of industry, charity and government. There is a social and moral case to make sure more people are online but there is a clear economic case too. We will all be better off when everyone is on line."

Martha Lane-Fox,
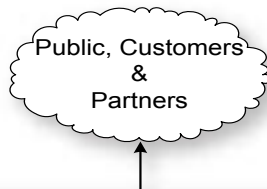Founder of Lastminute.com and UK
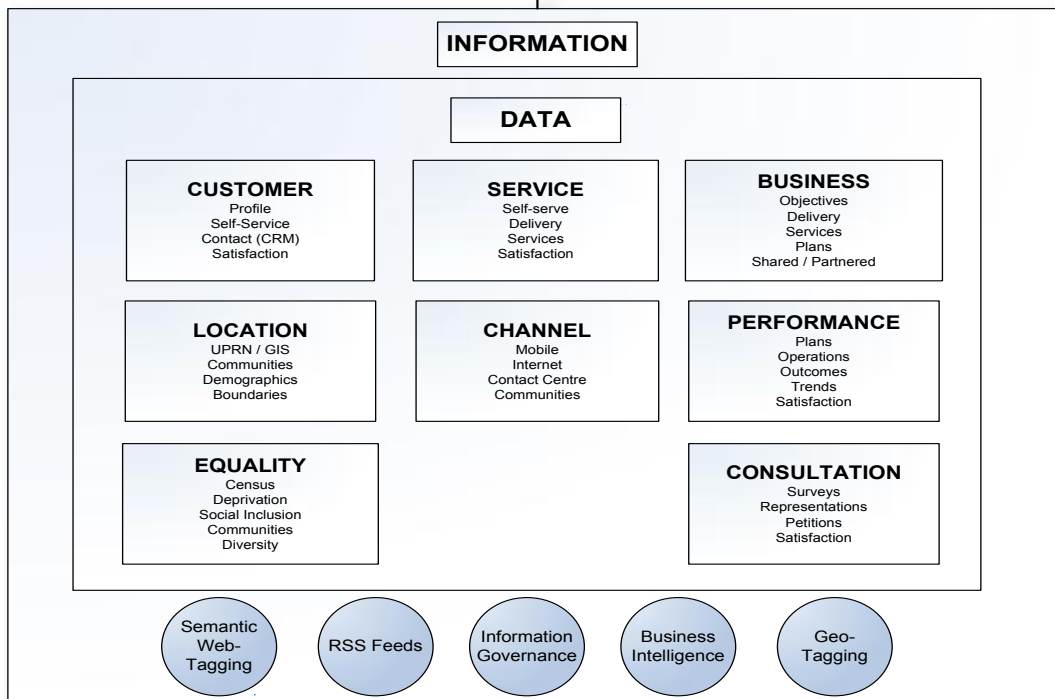Government Digital Inclusion Champion

Diagram 2

The ICT Strategy will support the strategic priorities set out in the Council's Medium Term Financial Plan:

Economic Growth

We will further explore opportunities to partner a private sector supplier in a joint venture to provide a public broadband communications service into areas of Shropshire, and will:

- Engage with neighbouring authorities to explore options for joining together Wide Area Networks in order to provide additional resilience and facilitate partnership working over a larger geographical area.

- Work closely with our Communities to ensure Shropshire has county-wide broadband access leading to increased business growth, innovation, productivity, employment opportunities and greater social inclusion.

Flourishing Communities

- Improved customer focused service delivery that will enable collaboration between professionals across all sectors of the community. This will reinforce the need for a modular and standardised approach to ICT infrastructure supporting localism, improving access to services (including the Web), enabling self-service and facilitating mobile and agile working.

- Provide capability to support mobile and flexible working, reducing travel whilst increasing business efficiency and effectiveness at all levels within the community of Shropshire.

- Introduce new collaboration tools allowing multi skilled groups of locally based officers and service providers to work more interactively with shared access to relevant and up-to date information.

- Provide timely access to self-serve information about local services to our citizens.

- Support and encourage improved data sharing between service delivery partners, including third sector and volunteers to enable more effective partnership working by using globally accepted open standards for data interchange.

Modernising Infrastructure and new ways of working

As we update and modernise the Council's ICT infrastructure, we will aim to continue to reduce our Carbon footprint and will deploy a modular approach service orientated architecture (SOA), utilising standard components that enable greater levels of integration and re-use, whilst simultaneously providing the ability to respond more rapidly to change.

- Reduce license costs, maintenance complexity and support costs, we will develop standard configurations for PC and desktop laptop computers, building on our use of low energy desktop machines and moving to a virtual desktop and mobile/handheld environment.

- Continue to replace all desktop printing devices with more cost efficient 'Multi-functional Devices'.

- Exploit the modern ICT Data Centre utilising the latest technologies to control excess heat and reduce power consumption whilst also providing sufficient capacity and flexibility to enable us to provide services to third parties.

- As new technologies and methods become more established and secure, we will further deploy lower cost methods of ICT service delivery such as more Open Source software and commodity computing e.g. Cloud Computing, Software as a Service (SaaS), Infrastructure as a Service (IaaS) and Platform as a Service (PaaS).

Public Confidence

- We will continue to pilot social media applications to improve community consultation, participation and democracy.

- We will continue to ensure that personal information is kept securely and that mobile devices are encrypted and that the ICT Service remains compliant to government information security standards and legislative requirements.

High Quality Education and Skills

ICT Services will further develop and extend the ICT service provided to Shropshire schools and will look at innovative and collaborative ways to provide responsive but cost effective support.

We will offer additional services within the school community using the Wide Area Network (WAN).

Focus on Prevention

ICT will play an important role by assisting agencies to share information confidentially and securely between professionals both within the Council and with partner organisations.

Staff Productivity

We will migrate to industry standard, desktop software under an Enterprise License Agreement that will provide license flexibility (allowing growth or contraction) and new functionality including information sharing and collaborative working capability and optional upgrades to new software versions during the license term.

We will seize opportunities for further convergence of voice and data unified communications, reducing infrastructure costs and increasing functionality to provide features such as desktop video conferencing, virtual telephones and integrated voice messaging.

ICT has a major part to play in enabling Shropshire Council to transform service delivery through supporting mobile and flexible working and the changing working practices this involves.

Further development of Shared Services

We will take a leading corporate role in delivering on the shared services agenda. We will build on and develop relationships with both commercial and public partner organisations to increase our effectiveness and scope, improve our efficiency in service delivery and to reduce cost or generate income.

- **We are engaging with private sector suppliers to address market failure in the provision of broadband services to rural communities. In addition, we are talking with neighbouring authorities to join networks together to reduce cost and improve resilience, but also creating potential for commercial provision of other services on a shared services basis.**

Diagram 3 illustrates key business elements and represents the information used to support the delivery of unified business intelligence across all business operations including those involved in shared service initiatives.

Diagram 3
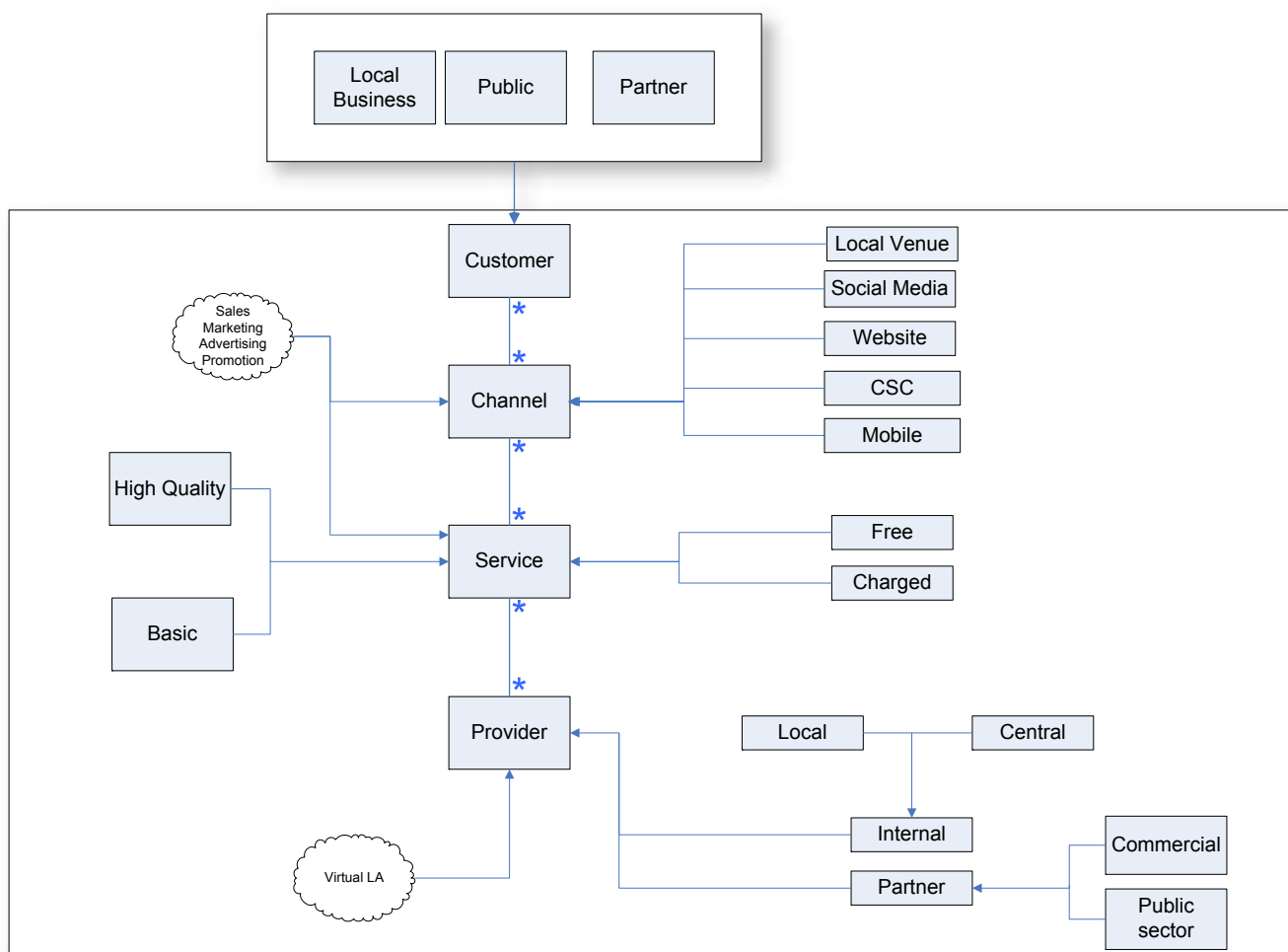
Adopting a more commercial approach

As we replace and update applications and services, we will structure these to leverage existing investment. This will allow use by separate organisations on a chargeable basis. This is often termed 'Multi-Tenancy' and supports shared services initiatives. Examples of areas where we may deliver commercial /semi-commercial services are broadband, data centre, support, resilience and shared multi-tenancy applications.

We will continue to provide ICT support for service redesign and transformational initiatives deploying technologies such as Customer Relationship Management (CRM), Geographic Information Systems (GIS), Electronic Document

Management (EDM) and workflow to increase the availability of self-serve applications and reduce human intervention in end-to-end redesign and automation of processes.

Diagram 4 illustrates the existing business applications and common corporate applications used by the authority to deliver its business services.

- **We are committed to significantly reducing the number of legacy systems used across the organisation. When new systems are introduced, old systems will be removed, otherwise people will fall back to using familiar tools and new investment will not become embedded, nor will efficiency or cost savings be achieved.**

Diagram 4
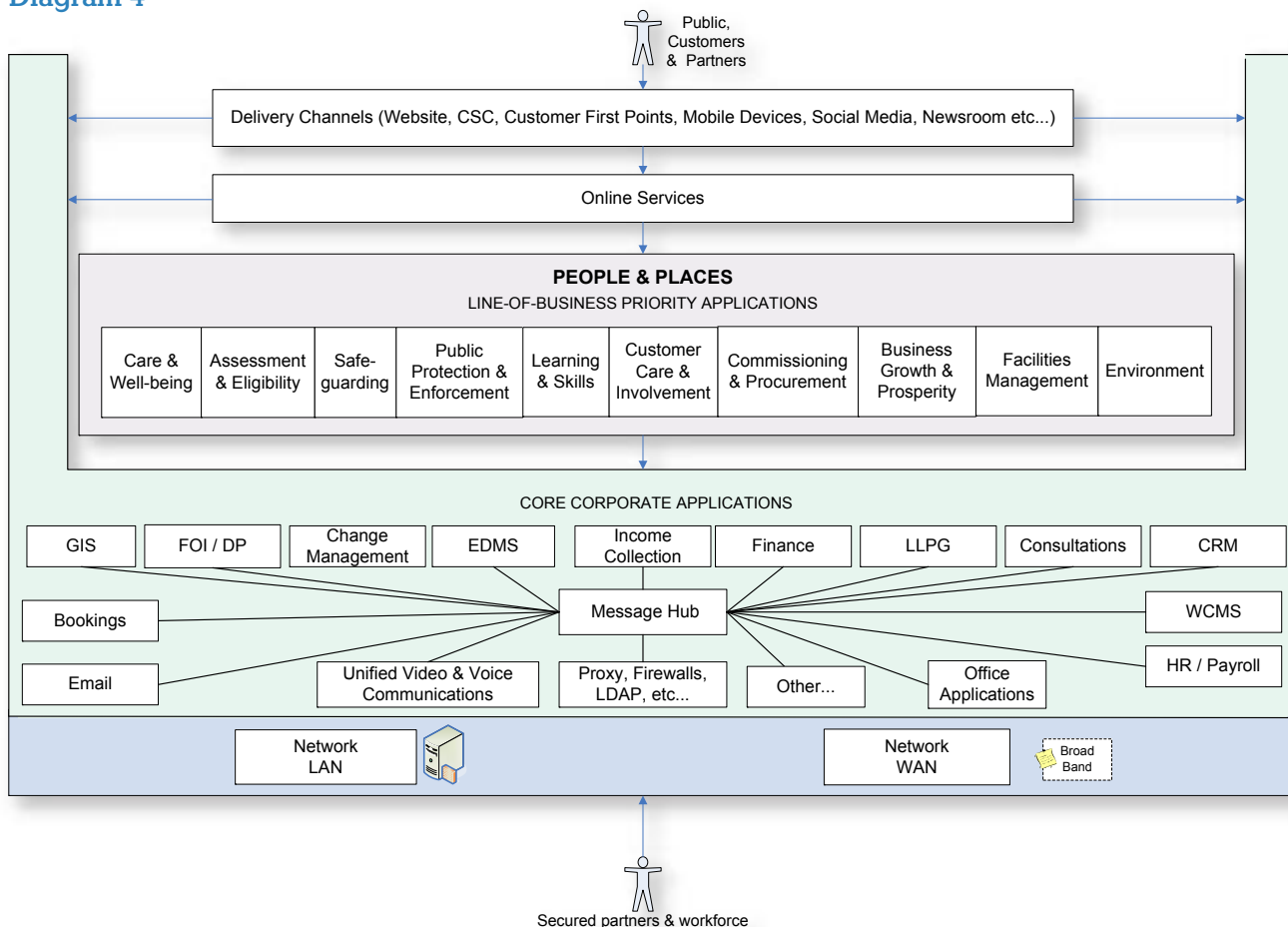
Public services 'provider of choice'

Central Government has stated an intention to reduce the multiplicity of ICT infrastructure provided by public bodies by moving towards a small number of shared facilities.

The Operational Efficiency Programme (OEP) (supported by a Government ICT Strategy) identifies long term plans to consolidate and standardise public sector ICT provision moving from separate ICT infrastructures serving 433 local authorities, to using shared facilities serving the whole of Public Service. The Shropshire ICT Strategy supports the OEP proposals that include:

- Extending the current provision of the existing wide area networks to form a Shropshire Public Services Network (PSN) (based on existing Code of Connection).

- A commitment to using 'Open Source' software where appropriate.

- The provision of a shared county-wide data centre.

- A shared Community computer processing facility e.g. 'Shropshire Cloud'.

- Reusable applications.

What needs to change for the ICT Strategy to Succeed?

This Strategy focuses on the future technology state which will enable Shropshire Council to achieve its vision and business objectives. However, it needs to be recognised that introducing new ICT systems and technology does not in itself produce business benefits.

It will be important to ensure that the strategic direction set out in this document has the 'buy in' of key stakeholders and meets the needs of the local community.

- The ICT Strategy needs to be owned and led by the Senior Management Board.

- Technical standards and business policies must be adhered to. The centralising of ICT budgets will assist in this, as will mandating the use of globally accepted open standards for data interchange.

- To ensure alignment, ICT managers need to be consulted regarding line of business decisions.

- All business cases for ICT investment must be scrutinised and approved by the ICT Governance Board.

- Culture change, user training and management support will be necessary to facilitate collaboration, shared delivery of services and benefits realisation.

- Customer account management must be strengthened to ensure alignment with changing/emerging business requirements.

- Ongoing communication (structured briefing, publicity and raising awareness) support, training and succession planning will be critical.

- ICT run as a business profit-centre, such that services can be priced and offered to internal and external customers.

- Assets managed as a portfolio of products and services for consumption and purchase by customers.

- Matrix managed project delivery by drawing resources from across ICT, across the organisation, and across suppliers as needed.

"Technology will clearly play a crucial role in care for the elderly a growing challenge in the coming years with an ageing population and pressure on public funds. Personal budgets and direct payments will allow individuals to be more in control of the support they receive and the way they live. Monitoring services and directories of providers containing feedback from customers will ensure that citizens can make informed choices and feel safe, even in the most remote communities."

Jos Creese,
President SOCITM 2011

ICT Implementation Roadmap

Diagram 5 illustrates how different ICT initiatives contained in the roadmap underpin business processes such as agile and mobile working, with infrastructure such as the network and broadband, with applications such as email, video and voice conferencing, CRM, website, and document management that are required to support business change.

The Roadmap (see Appendix C) sets out the proposed timescale for delivering the set of key components of the strategy in support of the business objectives and it identifies the critical path for interdependent projects.

Diagram 5
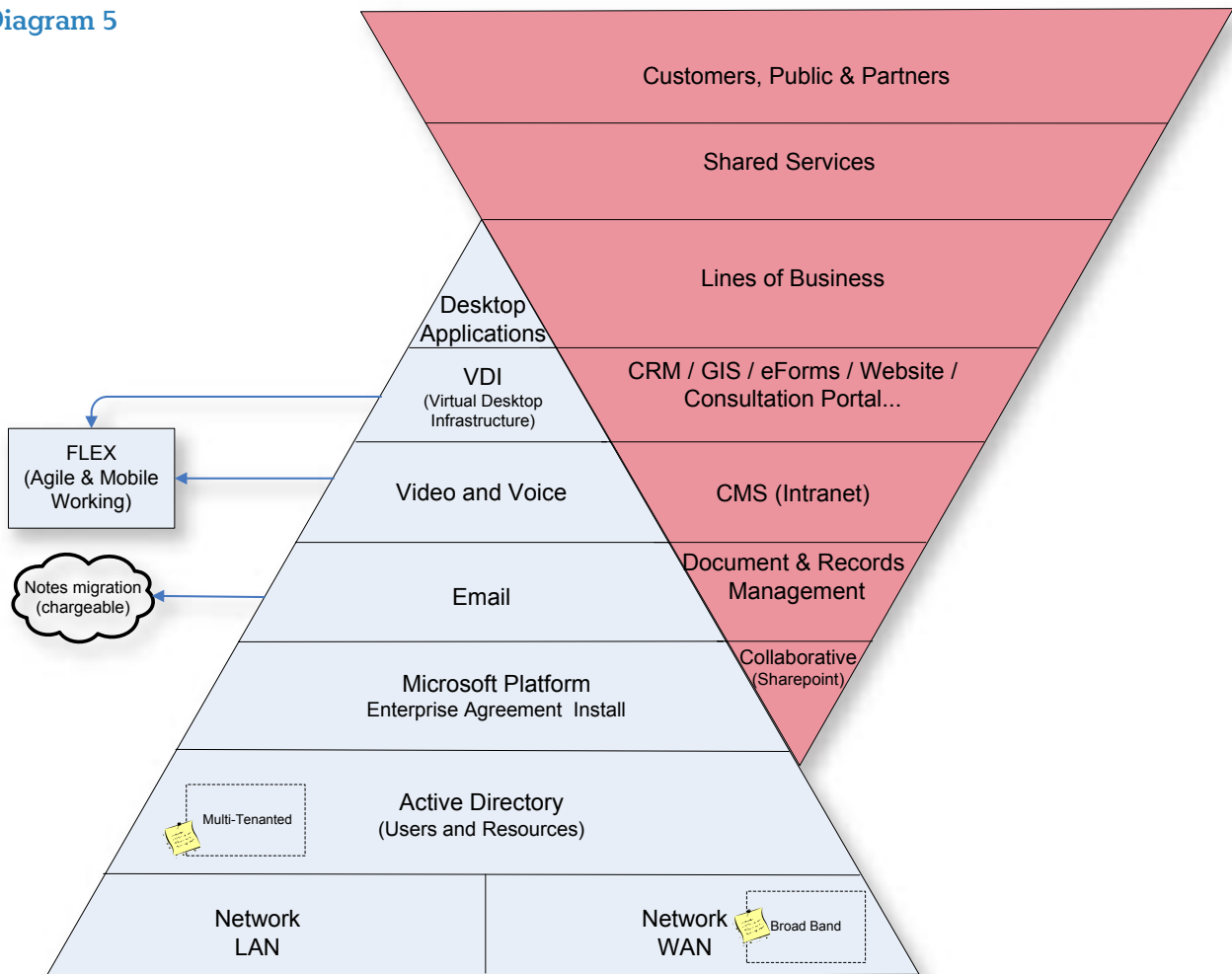
Underpinning the ICT Strategy are more detailed strategies for technical architecture and information management strategy coupled with the roadmap which set out the priorities, planned timescales and critical paths for delivery, all of which will be supported by performance management processes, essential for the success of service delivery.

For this ICT Strategy to succeed, there will need to be leadership from the top of the organisation. Projects will need a clear business case, which extends beyond project delivery by the ICT department, into implementation of changing practices and the achievement of business benefits by services themselves.

Appendices

Appendix A

ICT Governance Board

Background

Information and communications technology (ICT) performs a fundamental and crucial role in enabling the council to carry out its business and deliver services to citizens efficiently and effectively. The business of the council is complex and diverse. Until now Service specialisms coupled with limitations in technology have led to 'Best of Breed' solutions for each individual service application. Subsets of client and business information sit in separate databases. Although appropriate at the time of its inception, this model is not suited to the current climate where service delivery needs to be redefined; a more customer-centric model means breaking down out-of-date professional silos in favour of creating joined up services that are logical to our customers and can be delivered locally using a one-stop-shop approach.

The current ICT delivery model restricts our ability to respond rapidly to changing business requirements and is inefficient, expensive and complex. There is duplicated infrastructure and fragmented data where no single part of the council has a complete picture of either its internal back office information or its external interfaces with customers, partners and suppliers. From the manager's perspective basic data such as staffing costs and budget information would require access to multiple databases and may require mediation from other staff. From the customers' point of view, fragmentation of back office systems creates huge frustration as the council appears disjointed and citizens find themselves providing identical information to multiple council officials.

As we transform into a more agile, responsive and efficient organization we need to take a more holistic approach to managing investment in ICT. We must leverage the information and resources at our disposal, removing silos, improving process flows, standardizing infrastructure and where appropriate, shifting both staff and citizen demand towards low cost self-service channels. This will require a clear vision and strategy with strong corporate governance of ICT to ensure a 'whole council' approach to setting overall priorities and balancing trade-offs between different strategic objectives.

The ICT Governance Board will set the overall direction and priorities for the development and deployment of ICT in the council. It will draw on knowledge from all areas of the council and is tasked with ensuring that ICT plans take in the whole council perspective in terms of streamlining information flows, focussing on customers/communities and optimising infrastructure. All investment proposals must be underpinned by a strong business case with clear deliverables which are fully aligned with the councils' business objectives, ICT strategy and standards. The Board should also be prepared to challenge the need for changes and upgrades, taking into consideration the life of the application.

Inappropriate or inadequate information systems have a negative impact on service delivery with far reaching consequences; conversely, well designed and effective systems can reduce costs, improve efficiency and enhance both the customer experience and their perception of the council. There is a responsibility to ensure that savings promised for 'invest to save' initiatives are actually delivered and that the savings are captured as part of the budgeting process. The function of this ICT Governance Board is therefore vital in bringing a 'whole council' perspective and to provide strong governance ensuring that investment in technology is prioritised, resources are used to best effect and that the financial and organisational impact of new technologies is fully understood and embedded in new ways of working. To avoid the development of 'fringe' technologies and to ensure that all ICT spend and specialist resource is directed towards the agreed priorities all ICT

budgets should be centralized and all related purchases and initiatives must be approved by the ICT Governance Board as part of a managed programme of work.

Core Membership
Portfolio Holder – ICT
Corporate Director – People or Places (chair) tbc
Area Director (South, Central or North tbc)
Corporate Head of Business Improvement
Corporate Head of Organisation Development
Corporate Head of Finance
Shared Services Manager
ICT Implementation & Architecture Manager
ICT Operations Manager
Information Governance Officer
Group Manager Commissioning & Procurement
Group Manager Facilities Management
Group Manager Customer Care & involvement
Group Manager Assessment & Eligibility

Plus attendance of Group Managers as required.

Remit of the Group:
1. To commission and own an ICT Strategy and associated policies and standards in support of the Council's Transformation Programme.
2. To ensure that appropriate Information & Communication Technology (ICT) infrastructure, systems and support are in place throughout the organisation.
3. To assess and approve/reject all new Information & Communication Technology related projects and requests for funding; ensuring that they support the aims and objectives of the Council's Transformation Programme and ICT strategy and that they comply with corporate standards.
4. To develop the Council's Information & Communication Technology work programme and set priorities for the ICT service.
5. Provide a focal point for the resolution and/or discussion of strategic Information & Communication Technology issues.

6. To oversee Post Implementation Reviews to ensure that business objectives have been met, savings captured and improvement opportunities are acted upon.
7. To develop and maintain a current "roadmap" of strategic ICT initiatives and monitor progress.

Structure
The Board shall be quorate when the Portfolio holder or SMT chair plus 3 core members are present.

Decision Making
Following discussion at the Board decisions shall be made by the chair.

Accountability
This Board will report to the Strategic Management Board.

Communications
The Board will communicate with other Groups and Service Areas as appropriate:

• Public users

• Elected Members

• Head teachers ICT & e-Learning Group

• Partners

Board members will be expected to consult with Heads of Service and Service Managers on issues and ideas, and feed back to their individual service areas.

Meetings
The Board will meet quarterly or as required. Only senior manager level substitutes will be allowed.

Support
Support to the Board in the form of meeting arrangements and papers will be provided by committee services.

Appendix B

ICT Stakeholder Group

Background

Information and communications technology (ICT) performs a fundamental and crucial role in enabling the council to carry out its business and deliver services to citizens efficiently and effectively. The business of the council is complex and diverse. Until now Service specialisms coupled with limitations in technology have led to 'Best of Breed' solutions for each individual service application. Subsets of client and business information sit in separate databases. Although appropriate at the time of its inception, this model is not suited to the current climate where service delivery needs to be redefined; breaking down out-of-date professional silos in favour of creating joined up services that are logical to our customers and can be delivered locally using a one-stop-shop approach.

The current ICT delivery model restricts our ability to respond rapidly to changing business requirements and is inefficient, expensive and complex. There is duplicated infrastructure and fragmented data where no single part of the council has a complete picture of either its internal back office information or its external interfaces with customers, partners and suppliers. From the manager's perspective basic data such as staffing costs and budget information would require access to multiple databases and may require mediation from other staff. From the customers' point of view, fragmentation of back office systems creates huge frustration as the council appears disjointed and citizens find themselves providing identical information to multiple council officials.

As we transform into a more agile, responsive and efficient organization we need to take a more holistic approach to managing investment in ICT. We must leverage the information and resources at our disposal, removing silos, improving process flows, standardizing infrastructure and where appropriate, shifting both staff and citizen demand towards low cost self-service channels. This will require a clear vision and strategy with strong corporate governance of ICT to ensure a 'whole council' approach to setting overall priorities and balancing trade-offs between different strategic objectives.

The ICT Stakeholder Group will draw on knowledge from all areas of the council and is tasked with ensuring that ICT plans take in the whole council perspective in terms of streamlining information flows and optimising infrastructure. All investment proposals must be underpinned by a strong business case with clear deliverables which are fully aligned with the councils' business objectives, ICT strategy and standards.

Inappropriate or inadequate information systems have a negative impact on service delivery with far reaching consequences; conversely, well designed and effective systems can reduce costs, improve efficiency and enhance both the customer experience and their perception of the council. There is a responsibility to ensure that savings promised for 'invest to save' initiatives are actually delivered and that the savings are captured as part of the budgeting process. The function of this ICT stakeholder group is therefore vital in bringing a 'whole council' perspective and to provide strong governance with an operational service perspective, ensuring that investment in technology is prioritised, resources are used to best effect and that the financial and organizational impact of new technologies is fully understood and embedded in new ways of working.

Core Membership

Core membership of the group will consist of Service Managers covering the following areas of responsibility:

Audit
Communications
Customer Care
Design
Finance
HR
ICT
Information Governance
Procurement
Risk

The group will be chaired by the Corporate Head of Business Improvement. Service Heads are invited to attend according to relevant items on the agenda.

Remit of the Group:

1. Provide a focal point for all business proposals or initiatives that may impact the Council's Information & Communication Technology (ICT) infrastructure and all ICT infrastructure initiatives that may impact service delivery.
2. To assess proposals or initiatives for business benefits, shared opportunities, resources and opportunity risk management via Task and Finish Groups where approriate.
3. To vet proposals to ensure compliance with the ICT strategy and corporate standards.
4. To add recommendations to proposals prior to submission to the ICT Board (ICTB) for approval / rejection.
5. To inform the group of proposed Information & Communication Technology (ICT) initiatives within their service or partner areas.
6. To maintain awareness of the Information & Communication Technology (ICT) infrastructure and of the systems in place throughout their service, reviewing currency and suitability on a regular basis.

7. To consider the impact of proposed changes on staffing and service delivery to ensure a co-ordinated and whole council approach.
8. To advise on appropriate timing for planned downtime e.g. system upgrades, electrical testing, testing of disaster recovery plans and contingency.
9. To carry out Post Implementation Reviews to ensure that business objectives have been met, savings captured and improvement opportunities recognised.

Accountability

This group will report to the ICT Governance Board.

Communications

The group will communicate with other Groups and Service Areas as appropriate:

- Elected Members

- Head Teachers ICT & e-Learning Group

- Partners and Stakeholders

Group members will be expected to consult with Heads of Service and Service Managers on issues and ideas, and feed back to their individual service areas.

Meetings

The Group will meet quarterly or as required.

Appendix C

Transformational Programme	Business Objectives; Business Priorities; Ser

Timeline	2011/2012													Qtr 1	
	Qtr 1			Qtr 2			Qtr 3			Qtr 4			Qtr 1		
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	J

Focus on Prevention
Information & Business In

Economic Growth
BDUK Bid and Broadband Strategy – Ec

Flourishing Communities
BDUK Bid and Broadband Strategy –

High Quality Schools
Virtual Desktop Implementation within 2 Primary Schools (F
Review SLG Requirements   Re

Public Confidence
Social Media, Consultations, Cus

OD & Behaviour Change
Project Flex – Test & Learn   Mobile & Fl

Modernising Infrastructure
WAN   Public Serv
BDUK BID 2011   Identify, Procure & Deliver a
Microsoft Exchange – Email & Calendaring Services   Unified Communications – Video & Voice Conferencing
Virtual Desktop Infrastructure (VDI) "Desktop Anywhere" x 600 Devices
Priority Applications – Website, CRM, Fina

ICT Implementation Roadmap Version 1

vice Re-design; Implementation; Performance.

	2012/2013								2013/2014					
	Qtr 2			Qtr 3			Qtr 4			Qtr 1			Qtr 2		
JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP

Intelligence across the Community

onomic Benefits through County Wide Broadband

– Moving the Digital Divide & Social Inclusion

POC) | Virtual Desktop Implementation to more Primary Schools

edesign SLG | New SLG Service Delivery

stomer Portal, ICT Governance & Security

exible Working – Project Flex/Love Clean Streets (VDI)

ice Network (PSN) Enabled (CoCo Compliant)

Technical Broadband solution For Shropshire

"Desktop Anywhere" X 1000 Devices (VDI) | "Desktop Anywhere" cont.

nce, EDMS, HR, Payroll, GIS, Mobile, Consultations.

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2011 - 2014

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