



**This information is about Your Homes Newcastle, who are responsible for managing council homes on behalf of Newcastle City Council. If you need this in another language, phone 0191 278 8633.**

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Chinese	这是有关代表纽卡斯尔市政府（Newcastle City Council）负责管理市政房屋的 Your Homes Newcastle（您的纽卡斯尔住房）组织的信息，内容解释了我们是如何运作。如果您需要此信息的普通话版本或其它语言版本，请致电 0191 278 8633 索取。
Farsi	این اطلاعات درباره سازمان «خانه‌های شما در نیوکاسل» و عملکرد آن است. این سازمان از سوی شهرداری نیوکاسل، مسئولیت اداره خانه‌های دولتی را به عهده دارد. در صورت نیاز به این اطلاعات به زبان فارسی یا زبان‌های دیگر با شماره تلفن <u>۰۱۹۱۲۷۸۸۶۳۳</u> تماس بگیرید.
French	Ces informations concernent Your Homes Newcastle : qui est chargé de gérer les logements sociaux au nom de la municipalité de Newcastle et comment nous procédons. Si vous avez besoin de ces informations en français ou dans une autre langue, téléphonez au : 0191 278 8633.
Kurdish	ئەم زانیاریانە سەبارەت بە Your Homes Newcastle و چۆنیەتی کارکردنەکیە که له لایەن شوژی شاری نیوکاسیلەوه ئەرکی ئەوهی پێدراوه که خانووەکانی شوژی شار بەرپۆشەبرایەتی بکات. ئەگەرچەزتان له وەرگرتنی ئەم زانیاریانە بە زمانی کوردی یا هەر زمانیکی دیگەر هەبە بە ژمارە تەلەفۆنی 0191 278 8633 پێوەندی بکەن.
Portuguese	Esta informação refere-se à <i>Your Homes Newcastle</i> , a organização responsável pela gestão da habitação social em nome do Município de Newcastle, e a nossa situação actual. Se precisar desta informação em <português> ou noutra língua, queira ligar para o 0191 278 8633.
Russian	Информация о наших услугах сдачи жилья в наем. Если Вы нуждаетесь в этой информации <на русском> или другом языке звоните по тел. 0191 278 8633. Информация о Your Homes Newcastle, которая отвечает за управление делами муниципального жилья от имени Муниципалитета г. Ньюкасла и об общем состоянии дел.
Spanish	Ésta es información sobre Your Homes de Newcastle, que es la responsable de gestionar las viviendas municipales en nombre del Ayuntamiento de Newcastle, y sobre nuestra manera de hacerlo. Si necesita esta información en español o en otro idioma, llame al 0191 278 8633.

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# 1 Introduction

We intend to be the best housing provider in the North East. To achieve our goal we require secure, reliable and efficient IT systems and services. To deliver excellent customer service, we need to be able to get the right information to the right people in the right way.

We have set out our strategy for delivering excellent customer services in our customer service strategy, "Every Customer Matters". The design and delivery of our IT systems will be based on the requirements of that document, other YHN strategies and plans, industry best practice and information from our customers and staff.

YHN's IT service is known as "YHN IT".

## 1.1 Executive Summary

Our IT strategy sets out a plan for the development of YHN's IT systems over the next four years, although it will be reviewed in 2012.

It sets out a mission and vision for IT at YHN, and describes the experience we expect to deliver for our customers by 2014.

Our mission is to *"provide secure, reliable and efficient IT systems and services to support productivity and excellent customer service, and get the right information to the right people in the right way and at the right time"*.

Our strategy draws on consultation with various groups within YHN to define three main "business goals for IT" within the organisation:

- Improve customer orientation and service.
- Improve and maintain operational and staff productivity.
- Establish service continuity and availability.

In order to meet these goals and achieve our vision, our strategy presents a detailed action plan, described within four broad strategic priorities:

- a secure, reliable and efficient IT service
- access and customer service
- partnership and sourcing
- using technology to enable productivity

In addition to this action plan, our strategy includes an "IT Roadmap", to be republished annual, showing our current IT investment priorities and how we expect to implement them over the next three years.

Finally, this strategy describes how we will finance and implement these plans, and how we will monitor our progress. This

Delivery of the IT Strategy Action Plan will form part of YHN's "Improving on Excellence" programme.

## 1.2 Scope of the Strategy

This strategy uses the term Information Technology (IT) to describe any technology that helps to produce, manipulate, store, communicate, and/or disseminate information.

At YHN, this includes:

- data and voice networks
- desktop PCs and telephones
- laptops, mobile phones and other mobile devices (eg PDAs)
- software applications and the computer equipment on which they reside
- printers and other peripheral devices attached to the network or to individual PCs

This strategy is concerned both with the management and maintenance of YHN's existing IT services and infrastructure, and also with the ongoing development of new IT-enabled services to support the delivery of YHN's strategic objectives.

## 1.3 Purpose of the Strategy

The purpose of our IT Strategy is to articulate our vision for how YHN will make best use of IT to support the delivery of excellent services to our customers. This document identifies actions that we need to accomplish in order to achieve our vision.

Our strategy sets out a high-level investment plan for the next three years, from which the IT Steering Group will draw a more detailed programme of work for the coming year. YHN works to an annual planning cycle for IT investment, and our IT Investment Plan will be re-published each year.

Our strategy aims to ensure that we develop and maintain the right capabilities and partnerships to manage our IT infrastructure and applications.

## 1.4 Links to our organisational mission and strategic objectives

Our IT strategy outlines how we will support the achievement of our organisational strategic objectives through effective use of IT. Our mission is to be the best housing provider in the North East. We will achieve this by investing in:

- Support and care to communities
- Three star excellent services
- A quality workforce
- Refurbishing and building homes

### Our core values

In November 2009, following consultation with staff, Board and customers, our new core values were agreed. They are:

**Accountability** – acting openly and taking responsibility

**Integrity** – acting fairly and honestly

**Passion** – working positively with enthusiasm

**Respect** – treating everyone with care and professionalism

**Forward thinking** – proactively seeking improvements and solutions

Our core values are at the heart of the business, and are the principles and standards that influence the way we work and behave. They make a difference by giving us a sense of pride and belonging at work, and show we care and are committed to people and the work we do. Our core values are what will help us to achieve our organisational objectives.

Over the life of this strategy we will be working hard to ensure that YHN's IT services and capabilities reflect our core values.

## **2 Our Vision for IT at Your Homes Newcastle**

### **2.1.1 Mission Statement**

YHN IT will provide secure, reliable and efficient IT systems and services to support productivity and excellent customer service, and get the right information to the right people in the right way and at the right time.

### **2.1.2 Vision Statement**

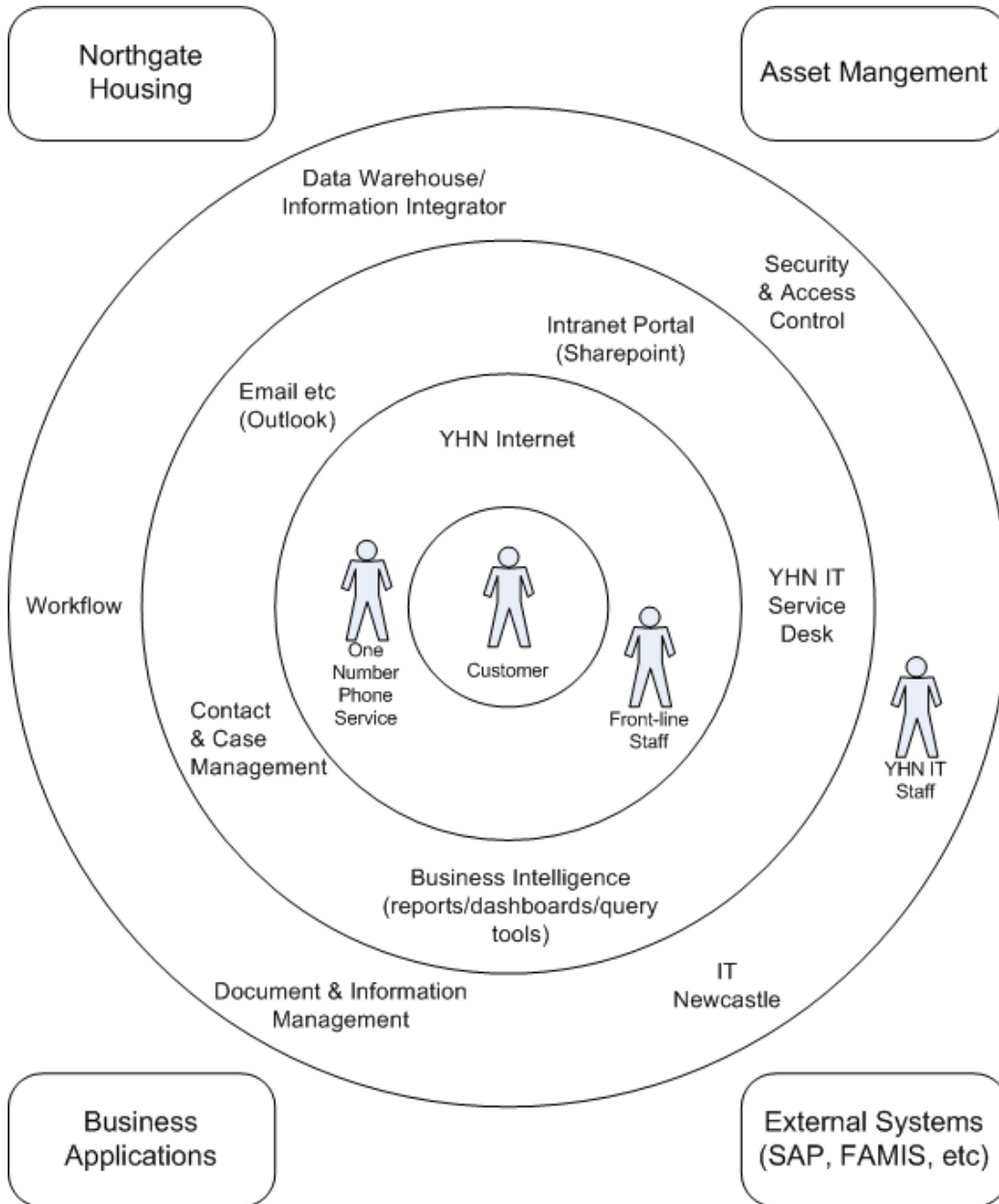
By 2014:

- YHN will have integrated IT systems which meet our needs without frequent software development or procurement.
- Information from different systems will be available through common reporting tools, ensuring a full and consistent view of our customers and procedures is available to all staff.
- Most internal manual processes and paper forms will have been automated.
- Customers will increasingly be able to meet their needs through online services delivered through our website, SMS and other electronic channels.

### 2.1.3 What will our vision look like for our customers and users?

Our vision of integrated IT systems is based on a customer-centric information architecture.

The diagram below illustrates this information architecture at a high-level:



Our customer, and the staff providing services to them, is at the centre of this architecture. Staff should be able to get the information they need through a small set of core systems (Intranet, Email, CRM and Business Intelligence), without needing to know which applications hold the underlying data or learning how to use applications other than those they use day-to-day.

The YHN IT Service Desk provides a single point of contact for all IT needs.

YHN's Customer Service Strategy "Every Customer Matters" illustrates the level of customer service which we aim to deliver by 2010 from the perspective of our tenants, leaseholders and other customers.

The following scenarios illustrate the experience we aim to deliver for YHN customers by 2014:

Anika and Faizaan are hoping to move from their private rented flat into a family home. They don't have a PC or internet access and because of working patterns often find it difficult to pick up the Chronicle to check available properties. However, they do have interactive cable TV. They switch on the TV and use the remote to go to the YHN page on Looking Local. Together with their two children, they browse available homes and are able to bid for a suitable home by sending a text message from Anika's mobile phone.

Joe, a retired post-office worker living in St Anthony's, is returning from the shops when he spots a YHN Housing Officer. Joe invites her into his flat and tells her that his neighbours were playing loud music until 3am, something he'd complained about before. The Housing Officer gets out her tablet PC and checks the system, confirming that Joe's earlier complaint has been logged and that the neighbours have received a letter warning them that action may be taken against them.

Joe says that one of his friends had mentioned "rent-free weeks", and thinks he may have overpaid his rent. The Housing Officer checks her tablet again and is able to advise Joe that he is a full week in credit and could skip this week's payment if he wishes.

Anya drops into her local Housing Office on her way to take her children to school on Monday morning. She goes to a YHN kiosk and touches the "Pay my Rent" button. After scanning her rent card and entering a PIN, Anya is able to see a copy of her rent statement on the screen, and to print out a copy.

She then pays this week's rent with a debit card before going onto the Job Centre pages to look for newly posted jobs.

Alisha is 72 and lives in one of YHN's sheltered accommodation units. There is a residents' PC in the residents' lounge, which she and some of her fellow residents have started to use, supported by occasional visits from an IT trainer, and a telephone help desk.

She is now familiar with email, and uses the PC everyday to send emails to her family in Jamaica. She also uses the internet to help her finish her daily crossword.

Sarah in Investment Delivery has been speaking to Mrs Kowalewski about her refurbishment programme. During the conversation Mrs Kowalewski indicates that she has difficulty getting round in her home. Sarah checks the information we hold on our system about Mrs Kowalewski and identifies that she has severe mobility problems but is not benefiting from our Community Care Alarm Service. Sarah utilises the case based reasoning facility on her computer to give some immediate advice and makes an electronic referral to our Community Care Alarm Service. She also makes a referral to investigate the potential for aids and adaptations work.

Trevor is an elderly man and has been receiving financial advice and support from YHN.

Following return from a short holiday he has received notification of some unforeseen expenses causing him anxiety, particularly as he cannot recall who had previously helped him from YHN. Trevor rings through to the YHN single number where the YHN officer who takes the call quickly retrieves his previous YHN contact history and then transfers him through to his Advice and Support Officer.

Brygid works through the normal working week in a call centre and is unable to use the phone for personal phone calls during working hours. She has access to the internet and has recently made an online complaint about her tenancy with Your Homes Newcastle. Each evening after work Brygid is able to login to her complaint online and find out what progress has been made by the officer investigating the complaint. She is also able to use her open complaint to let the investigating officer know that she is happy with the progress so far.

The scenarios below illustrate the experience we aim to deliver for YHN staff by 2014, to support them in delivering excellent service to customers.

Kelly, a Housing Services Manager, comes into the office on Monday morning, switches on her PC, logs on and opens the intranet website. The intranet recognises Kelly and shows her dashboard – a set of graphs and diagrams she has selected showing rent arrears levels and other key performance indicators.

In the rent arrears bar chart, Kelly clicks on the bar showing the patch with the greatest increase to “zoom in” to the underlying detail. Clicking on a map icon shows a map of the patch with new rent arrears cases shown as red dots.

Bushra works in the business strategy team and has been asked to carry out some demographic analysis for a Board meeting. Within the Business Intelligence portal on the intranet, she is able to use the drag-and-drop analysis tools to gather the answers she needs within a few minutes, and to print out a graph showing the underlying trends.

## 3 Background

### 3.1 What do we do?

Your Homes Newcastle was launched on the 1st April 2004. We have responsibility for the management of 31,000 Council homes in Newcastle and a workforce of 845 staff. We are run by a Board that brings together tenants, Council representatives and independent Board members.

YHN IT is required to:

- Operate a service desk to provide help and advice on the use of the Northgate housing management system and other IT systems
- Ensure that third party organisations (including Newcastle IT) with responsibility for second and third line support meet their obligations to our customers
- Provide support to YHN services in defining the requirements for changes to the service they receive from us
- Provide advice, project management and technical support for changes to the Northgate system and other IT services, and for the procurement and implementation of new IT services
- Support the testing of all system changes, prior to release
- Procure IT hardware and software, including inventory and licensing arrangements
- Manage upgrades and other infrastructure changes
- Administer Outlook accounts and control access to the network and shared folders
- Build and maintain standard reports from the Northgate system, and ad-hoc reports for individual services when needed
- Ensure that the Northgate system and other core IT services is available and fit for purpose
- Provide technical support to Organisational Development for the training of end-users in the use of the system
- Work with Newcastle IT and other suppliers to ensure that their services meet the needs of our customers
- Maintain appropriate levels of knowledge and skills through training, and attendance at Northgate user groups and other events
- Monitor and manage elements of the IT Service Level Agreement with Newcastle IT
- Develop the YHN IT Strategy and governance policies for IT-enabled change

## **3.2 What our customers have told us**

### **3.2.1 Who are our customers?**

In this document, the term customer is used to apply both to tenants, leaseholders and other service users (YHN's customers), and to the internal staff and groups who commission IT services and agree service level targets for those services.

### **3.2.2 What our internal customers have told us**

We are currently carrying out a detailed survey of internal customers, which is expected to be completed by mid-March 2010. Although it has not been possible to include the results from this survey here, the outcomes will be reviewed by the IT Steering Group as part of our IT Strategy Action Plan monitoring.

We intend to use the results from this survey, which will be carried out annually, to inform future versions of this strategy.

### **3.2.3 What our external customers have told us**

The following information is drawn from the YHN Status Surveys held in 2008 and 2009. (Unless stated otherwise, percentages are for 2009, followed change from 2008 where available).

- Our customers' first preference for contacting YHN remains the telephone (66.3%, -2.4%), although there is a gradual shift away from the telephone towards internet/email (2.5%, +1.2%) and text messaging (0.6%, +0.1%).
- While post remains the most popular means by which customers wish YHN to contact them, a significant proportion now say they would like to be contacted by electronic means: email (9.7%), internet (4.4%), digital TV (2.8%), text messaging (8.9%) and social networking sites (3.2%).
- 85% of customers have access to a freeview or cable digital TV at home (2008).
- 55% of customers have no access to the internet at all. Only 23.5% have broadband internet access at home. (2008 – nb it is likely that internet take-up will have increased over the last 12 months)
- 12% of customers used the internet for online shopping, and 7.7% for online banking. 6% reporting using the YHN website.
- Online rent account information, launched by YHN in 2009, is used by over 300 tenants.

## **3.3 What our staff have told us.**

The following complaints and suggestions from staff were raised during our 2009 business and financial planning exercise:

- Access to important customer information is not available to some front-line staff (eg concierge)
- Our reporting capability is not flexible enough – some staff need reporting tools that allow them to interrogate our data online rather than requesting a report from YHN IT
- There is too much duplication of effort and too many manual processes in the business – more automation and streamline is needed

- We are not making best use of the demographic information we hold about customers, or their communication preferences, to tailor services to their needs
- We should make more use of mobile working technology
- The WYSE terminals available for customer use in Community Housing Offices are outdated and ineffective

## **4 IT Strategy Process**

This document sets out YHN's current strategic plan for IT. This is a "snapshot" within an ongoing process of strategic review and development.

The Strategic Action Plan contained within this document will be monitored within the YHN Programme.

YHN will review key sections of our IT Strategy each year to make sure that it continues to meet the needs of the business, carrying out a full review every two years. This annual review has a number of inputs and outputs.

### **4.1 Inputs to the IT strategy process**

- Current IT Strategy Documents
- YHN business strategy and key service strategies (eg Customer Service Strategy)
- Business Goals for IT identified by senior managers and by YHN Board and/or its committees
- Best practice IT frameworks (eg ITIL, COBIT)
- External review (by NCC Group – See

### **4.2 Outputs from the IT strategy process**

- IT Strategy Document (this document – reviewed every two years)
- IT Architecture Document (key deliverable identified within this document)
- IT Strategic Action Plan (included in this document and reviewed annually)
- IT Roadmap 2010-14 (included in this document and reviewed annually)
- IT Investment Plan 2010-11 (published by the IT Steering Group annually)

## **5 The national and local context**

### **5.1 The national picture**

The focus of government IT policy has changed in recent years. In 2005/6, the government published "Transformational Government" and "Transformational Local Government", which set out specific actions and targets for national and local government bodies.

These strategies focused largely on using technology to enable citizens to access services, promoting the use of "shared services", and improving the management of publicly funded IT projects

The plans spawned by these strategies have now been closed, and current government policy has two distinct strands:

National Strategy/Agenda	Link with IT Strategy
<p><b><u>GovTalk</u> (Cabinet Office)</b></p>	<p>This initiative seeks to facilitate the development and adoption of common standards and policies for government and local government IT.</p> <p>There are six standards at present:</p> <ul style="list-style-type: none"> <li>• The Gateway</li> <li>• The e-Government Interoperability Framework</li> <li>• XML Schemas</li> <li>• The e-Government Metadata Standard</li> <li>• The Integrated Public Sector Vocabulary and The Government Category List</li> <li>• Data Standards</li> </ul> <p>YHN is working closely with IT Newcastle to implement these standards where appropriate.</p> <p>Over time, these standards are intended to “allow information to flow seamlessly across the public sector and will provide citizens and business with better access to government services”.</p> <p>Policies are being developed in the following areas:</p> <ul style="list-style-type: none"> <li>• Channels Strategy</li> <li>• Digital Television</li> <li>• e-GIF</li> <li>• Version 6.1 1 document</li> <li>• Intermediaries</li> <li>• Metadata</li> <li>• Open Source Software</li> <li>• Procurement</li> <li>• Security</li> <li>• Smart Cards</li> <li>• XML Schemas</li> </ul> <p>Again, YHN will work closely with IT Newcastle within these policy areas.</p>
<p><b><u>Digital Britain</u> (Department for Culture, Media and Sport, June 2009)</b></p>	<p>The Digital Britain report promotes the development of a national high-speed broadband network, and seeks to address barriers to “digital inclusion”, the ability of citizens to access and use the internet.</p> <p>An Implementation Plan was published in August 2009, and includes projects on “Digital Inclusion/Participation” and “Digital Skills”.</p>

On OfCom research paper into [Citizens' Digital Participation](#), published in March 2009, concludes that: "Although lack of access, time, interest, trust and confidence are barriers to participation overall, invitations to participate can trigger action".

It is possible that YHN, as a service provider to a segment of the population largely "digitally excluded", may be invited to take a greater role in supporting digital inclusion, which may in turn suggest changes to the way in which our services are delivered.

## 5.2 Links with local plans and strategies

This strategy is linked to, and intended to support, a number of local plans and strategies. The links are detailed in the table below.

Strategy/Plan.	Links with this strategy.
<b>Your Homes Newcastle's Delivery Plan 2009-2010</b>	<p>This strategy will contribute towards achieving the following corporate objectives as set out in the 2009-2010 Delivery Plan:</p> <ul style="list-style-type: none"> <li>• Support and Care to communities.</li> <li>• Three Star Excellent Services.</li> <li>• A Quality Workforce.</li> <li>• Refurbishing and building Homes.</li> </ul>
<b>YHN Business Strategy</b>	<p>The YHN Business Strategy sets out the challenges facing YHN, and the strategic responses to these challenges that will enable us to "improve on excellence in challenging times".</p> <p>The Business Strategy identifies a number of strands within our strategic objectives to which IT will need to make an explicit contribution, and our IT strategy articulates how IT will support these future achievements.</p>
<b>YHN Customer Service Strategy</b>	<p>The YHN Customer Service Strategy "Every Customer Matters" aims to deliver the following customer services vision:</p> <p>Our customers will be able to access our services at whatever time they want in a way that best suits their needs. Customers will receive excellent and consistent customer services, delivered by a quality workforce that is enabled by technology. We will be recognised as responsive, accessible, inclusive and above all as an organisation that delivers excellent customer service.</p> <p>The Customer Service Strategy sets out a timetable for technology implementation which informs this IT Strategy.</p>

<b>YHN Efficiency Strategy</b>	This sets out the role efficiency and value for money play in providing excellent services, and how we will deliver value for money. YHN recognises that IT has a significant role to play in reducing inputs for the same outputs (eg by process automation and channel switching) and in increasing outputs, or the quality of outputs, for the same inputs (eg by using mobile technology to allow staff to deliver services closer to customers). YHN will consider shared IT services where this approach is appropriate and will deliver efficiency savings. We will review how reductions in energy consumption and improvements in capacity optimisation might contribute to efficiency improvements..
<b>YHN Corporate Equality Plan</b>	This strategy should be read alongside our Corporate Equality Plan which outlines our approach to mainstreaming diversity and sets out YHN's overarching statement of intent on the delivery of our own and legislative commitments.
<b>Newcastle City Council ICT Strategic Framework 2007</b>	YHN's IT infrastructure and desktop support services are provided by IT Newcastle (NCC's corporate IT department) under the terms of a Service Level Agreement (SLA).  To the extent that this relationship continues into the future, alignment where possible between the strategic priorities of the two organisations will provide maximum benefit from economies of scale and design, build and run synergies.
<b>YHN ICT Strategy Study 2004</b>	The previous YHN IT Strategy document set out a number of short term objectives and long term strategic priorities which have largely been met in the intervening years.  The 2004 strategy provides context to the creation of a revised strategy and helps to articulate changes in strategic priorities and to understand better those areas in which IT-enabled change has been more difficult to deliver.

### 5.3 Standards and Frameworks

YHN has adopted, in whole or in part, a number of widely-used IT standards and frameworks to support best-practice.

Standard/Framework	YHN Implementation
<a href="#"><u>ITIL Service Management</u></a>	IT Service Management (ITSM) derives enormous benefits from a best practice approach. Because ITSM is driven both by technology and the huge range of organisational environments in which it operates, it is in a state of constant evolution. Best practice, based on expert advice and input from ITIL users is both current and practical, combining the latest thinking with sound, common sense guidance.  YHN IT has adopted ITIL Version 3.

**Prince2**

The YHN IT Project Management Framework is based on the Prince2 project management method.

PRINCE2 is recognised as a world-class international product and is the standard method for project management. The focus throughout PRINCE2 is on the Business Case, which describes the rationale and business justification for the project.

**The Open Group  
Architecture  
Framework (TOGAF)**

TOGAF is an industry standard architecture framework that may be used freely by any organization wishing to develop an information systems architecture for use within that organization.

An evaluation of TOGAF, and work to adapt the standard TOGAF IT Architecture Principles, will form part of the Action Plan in this IT Strategy.

## **6 Goals and Guiding Principles**

### **6.1 Business Goals for IT**

Business goals articulate the primary business requirements that IT needs to meet in order to enable the business to deliver its strategic objectives

This IT Strategy is underpinned by business goals, and IT goals and principles drawn from them.

The following three business goals for IT were identified through consultation with Wider Management Team, Finance and Resources Committee and the IT Steering Group in October/November 2009:

- Improve customer orientation and service.
- Improve and maintain operational and staff productivity.
- Establish service continuity and availability.

### **6.2 IT Goals**

We have used the COBIT framework to map these business goals onto the following IT Goals. More details about this process may be found in Appendix C – Linking IT Goals to Business Goals.

- Make sure that IT services are available as required.
- Ensure minimum business impact in the event of an IT service disruption or change.
- Reduce solution and service delivery defects and rework.
- Ensure mutual satisfaction of third-party relationships.
- Ensure proper use and performance of the applications and technology solutions.
- Ensure seamless integration of applications into business processes.
- Acquire and maintain integrated and standardised IT infrastructure.
- Acquire and maintain integrated and standardised application systems.
- Ensure the satisfaction of end users with service offerings and service levels.

These IT goals will be used to inform the development of the core IT capabilities and processes YHN will need to deliver them.

### **6.3 IT Principles**

Principles are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organisation sets about fulfilling its mission.

The following draft IT Principles attempt to articulate the tacit principles that have underpinned YHN's IT development since the 2007 Interim IT Strategy. The development of a comprehensive set of IT Principles encompassing strategy, architecture and governance is included in the Action Plan.

### 6.3.1 Strategic IT Principles

- The role of IT is to enable business services; strategic IT decisions are made in partnership between the business and IT
- IT is required above all to:
  - provide secure, reliable and efficient systems and technology to support the business in delivering services to customers
  - work in partnership with the business to implement IT-enabled solutions that improve the quality and efficiency of existing services to customers, or that support the provision of new services
- Adherence to industry best practice frameworks (such as ITIL, COBIT, Prince2 and TOGAF) should be the norm – with the rate of progress towards these frameworks, and the extent of deviation from them, decided on the basis of business requirements.

### 6.3.2 IT Finance and Sourcing Principles

- Growth in the overall cost of IT (excluding investment) must be balanced by resulting reductions in cost, or increases in income, elsewhere in YHN
- Investment in IT must be justified by formal business cases in line with the investment classifications described in Appendix B – IT Investment Classification
- YHN will procure commercial off-the-shelf (COTS) IT solutions except where the benefits of in-house or partnership development *for the business as a whole* are compelling
- YHN IT will source highly specialised technical skills externally, focusing internal staff on business-facing roles and functions
- YHN will establish partnerships with suppliers and other organisations to reduce cost and risk to the business – key partnerships include IT Newcastle (IT Infrastructure Services) and Northgate (housing management systems provider)

### 6.3.3 IT Architecture Principles

- YHN recognises the value of clearly articulated IT Architecture Principles.
- In the short term, YHN will adopt the example set of architectural principles defined in The Open Group Architectural Framework (TOGAF) and referenced in Appendix A: IT Architecture Principles
- Exceptions to these principles must be approved by the IT Steering Group.

### 6.3.4 IT Governance Principles

- The IT Steering Group owns and is accountable for IT Governance.
- IT Governance must be transparent and related processes (eg to propose IT investments) must be clear and accessible.
- All managers within YHN share responsibility for IT Governance.
- IT Governance should reflect and be actively designed around YHN's strategic objectives, business strategy and performance goals.

- The management of goal-conflict is a key role of IT Governance and must be based on clear principles.
- The exception-handling process must be clearly defined and allow for fast escalation.
- Incentive and reward systems must be aligned to IT governance arrangements.

### **6.3.5 Information Governance Principles**

- Information will be classified and where appropriate, kept confidential (entrusted to those with a justified 'need to know').
- Integrity of information will be developed, monitored and maintained, to ensure that it is of sufficient quality for use within the purposes for which it was collected.
- Availability of information for operational purposes will be maintained within set parameters relating to its importance, via appropriate procedures and computer system resilience.
- Compliance with legal and regulatory frameworks will be achieved, monitored and maintained
- Awareness & understanding of all staff, with regard to their responsibilities, will be routinely assessed and appropriate education & awareness provided
- Risk assessment in conjunction with overall priority planning (of organisational activity) will be undertaken to determine appropriate, effective and affordable information governance controls are in place

## 7 Strategic Priorities

Our IT Strategy is built around four key priorities.

- a secure, reliable and efficient IT service
- access and customer service
- partnership and sourcing
- using technology to enable productivity

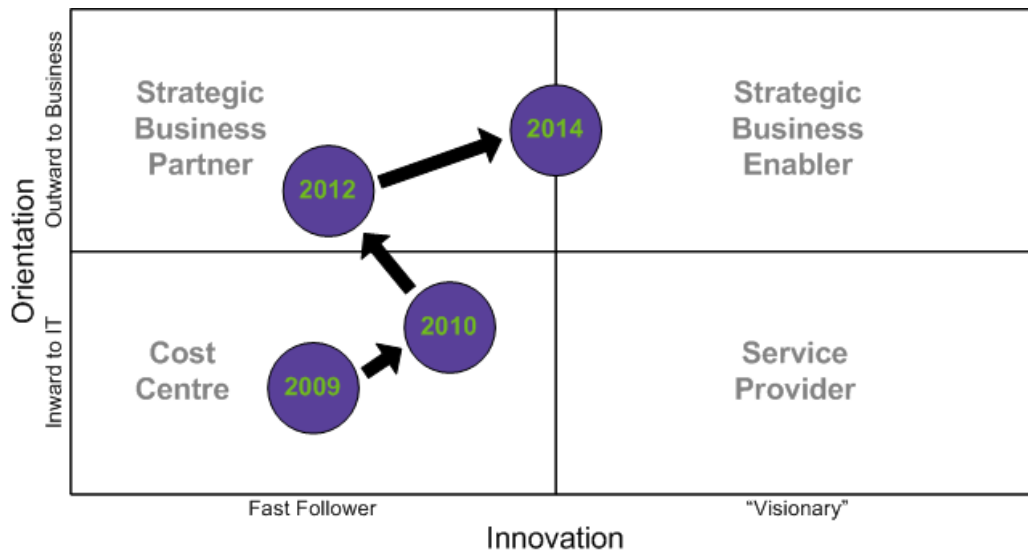
We have drawn our key priorities from YHN's business goals for IT, and from an ongoing dialogue between IT and business representatives. We have taken account of other relevant strategies and plans, including YHN's Business Strategy "Stepping Up: Improving on excellence in challenging times" and our Customer Service Strategy "Every Customer Matters".

Accompanying each of the four priorities is:

- a statement of principles and aims particular to each priority
- a narrative describing current provision and opportunities for development
- an action plan setting out what we want to achieve in the short term in pursuit of our aims, and identifying a target completion date and the impact for customers for each action

These strategic priorities, the principles and aims that underpin them, and the actions and targets associated with them will be reviewed and revised during the annual IT strategy review processes.

The relative ordering of actions is based partly on business urgency, and partly on the diagram below which was included in the presentation to Finance Committee in January 2009 and still represents a valid approach to a planned change of focus over the life of this IT Strategy and within the framework of our agreed Business Goals.



2009: Starting Point - focus on core systems, little use of new technologies, poor integration

2010: Develop closer relationship with the business, improve Housing Asset Management

2012: Provide front-line services with better information, contact management and process management

2014: Integrate innovative customer-facing technologies into service provision, reducing cost and supporting digital inclusion

## **7.1 Priority 1: A Secure, Reliable and Efficient IT Service**

### **7.1.1 Principles and Aims**

- To meet our customers' needs, YHN needs secure and highly developed information management systems, providing reliable, timely information on demand and presented in a manner appropriate to the service being delivered – we will invest to develop these systems to match the best in the social housing sector over the next four years.
- Continual improvements in existing IT services, coupled with continual reductions in the cost of providing those services, are needed to support investment in new IT services – we will embed continual service improvement in everything we do, and drive down the unit cost of IT infrastructure services to help pay for investment in new services.
- Good IT service management, good IT governance, and well trained and motivated IT staff, equipped with appropriate tools and systems, are necessary pre-requisites to effective management, improvement and implementation of IT services – we will implement best practice industry frameworks and create effective plans for formal and informal learning to develop our staff.
- To ensure that YHN gets the best possible service from our third party IT suppliers, in particular Newcastle City Council and Northgate, we need strong supplier management skills and processes – we will use the appropriate elements of our chosen best practice industry frameworks, combined with formal and informal learning, to ensure that our IT staff are able to build strong, robust and productive relationships with our suppliers.
- To ensure that service delivery is not compromised by the risk of IT service disruption, we need robust and appropriate IT Service Continuity and Disaster Recovery processes and plans – we will ensure that internal plans are robust and up to date, and that the responsibilities of suppliers are documented, contractually robust and tested.

### **7.1.2 IT Infrastructure, Applications and Data**

YHN's housing management system, Northgate Housing, is well established within the business and provides a single core system for the majority of YHN's day-to-day information needs.

YHN is part way through a refresh of our core IT infrastructure, in partnership with IT Newcastle, which will be completed during 2010/11. This refresh comprises:

- an upgrade of all wide area network (WAN) connections to remote sites
- replacement of YHN's telephone systems with Voice-over-IP (VOIP) systems
- end-of-life replacement of all file and print servers
- end-of-life replacement of the hardware on which Northgate Housing resides
- migration to the Council's new Microsoft Exchange email system
- migration to Active Directory

A project to replace our housing stock condition system, PIMSS, with a modern housing asset management system will commence before the end of 2009. The new

system will provide integration with Northgate Housing, as well as supporting a large number of manual or semi-manual processes.

YHN has made little investment in other back-office IT systems, with the result that much information in the business continues to be held within disparate and unconnected systems, and it remains difficult to extract information in a consistent, complete and timely manner.

Much of our core organisational information (eg performance management information) is maintained in largely manual systems, causing issues with data quality and auditability, and consuming large amounts of staff resources.

To support the further modernisation of YHN's back-office systems, two key documents will be produced:

- an **IT Enterprise Architecture** document will provide the principles and organising logic around which future infrastructure, technologies, applications and data models will be designed and built
- a **Business Intelligence Strategy** will identify a high-level approach to the storage, control, manipulation and retrieval of information within YHN

In the short to medium term, these documents will aid the procurement and implementation of tools to support process automation, on-demand reporting services and the replacement of key spreadsheets and desktop databases. This work is likely to involve the engagement of specialist commercial partners and will require a significant financial investment.

The high-level Information Architecture diagram in section 2.1.3 will be used as a starting point for the development of YHN's IT Architecture and Business Intelligence Strategy.

The migration to Active Directory provides an opportunity to consider the replacement of a substantial proportion of YHN's desktop PC estate with thin client devices (TCDs). TCDs consume 10%-20% of the power used by desktop PCs, and have an expected life of 8-15 years (compared to 4 years for a desktop PC). All processing is carried out on central servers, allowing staff to access systems from any machine.

Given YHN's relatively simple applications estate, and a workforce whose IT requirements are largely met through the provision of centralised applications (eg Northgate Housing) it is likely that all non-YHN House staff would be adequately served with TCDs.

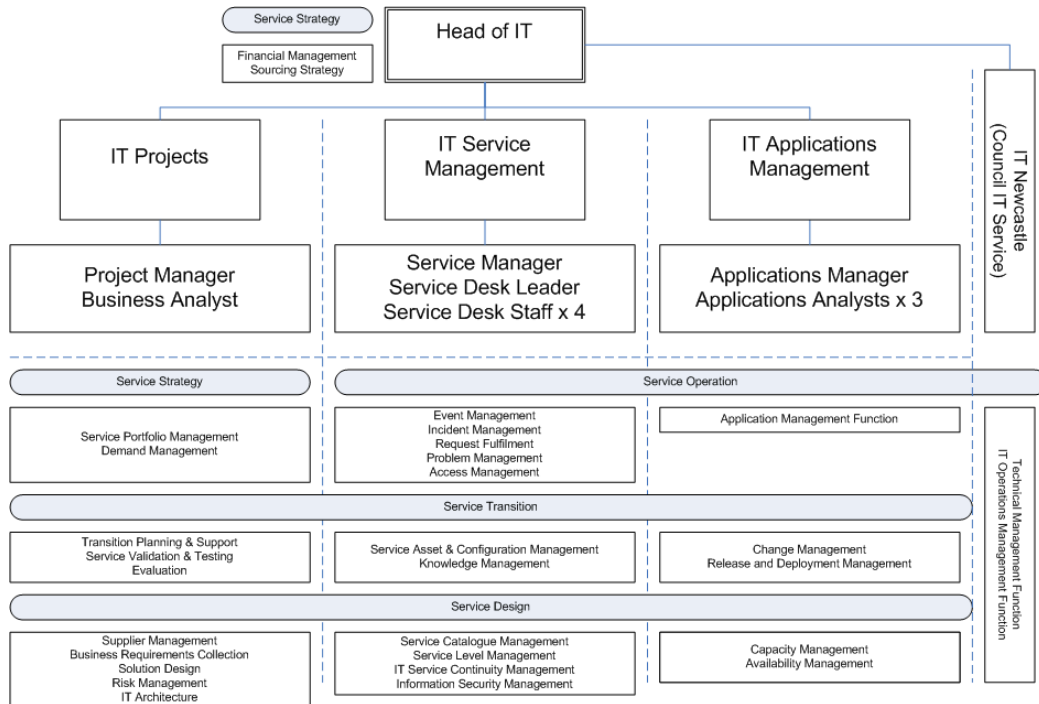
### **7.1.3 IT Organisation and Governance**

#### **IT Organisation**

The "people" element of YHN's IT Strategy is a critical strand alongside the technologies and processes used to support and deliver the strategy.

Following our adoption of ITIL Service Management, our IT service has been reorganised accordingly.

The diagram below shows the current organisational structure of YHN IT, overlaid with the primary ITIL processes and functions.



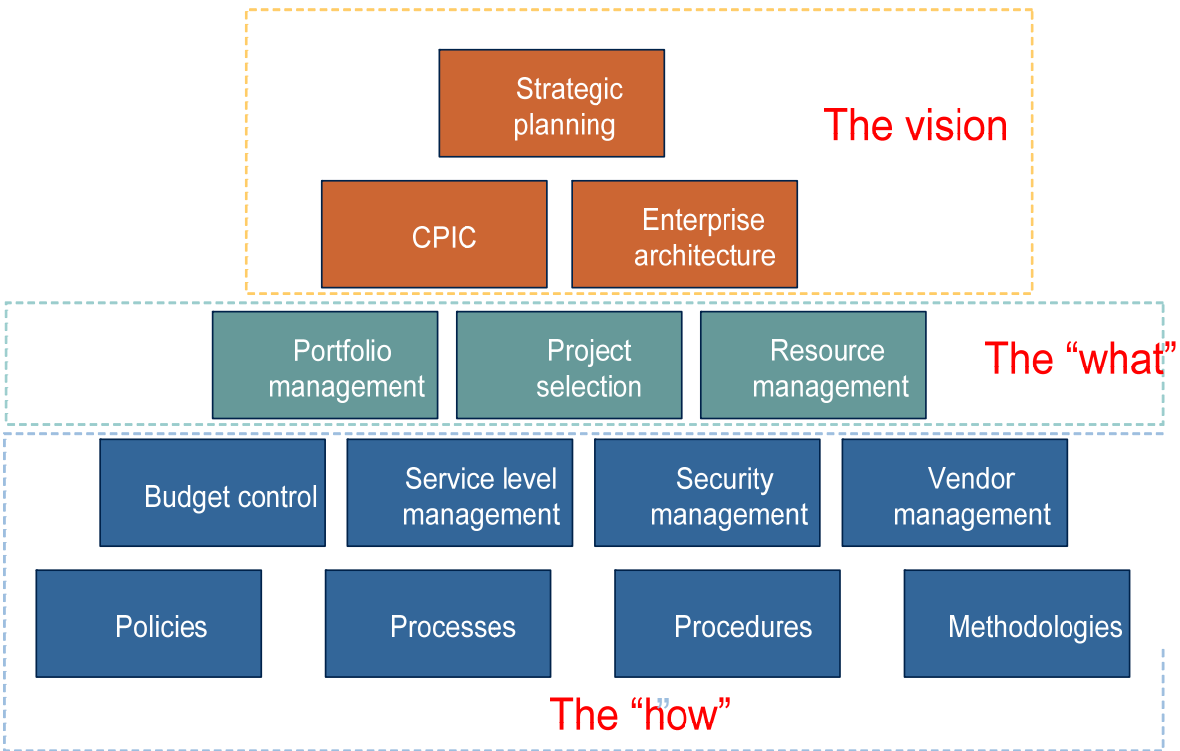
This structure seeks to achieve the following objectives:

- ensures key customer facing functions reside in YHN, not IT Newcastle
- provides a single function (service management) to manage relationships with customers and users, with the service desk providing a single point of contact
- separates, as far as practical, demand-side activities (service desk, faults, change requests) from supply-side activities (strategy, security, IT delivery plan)

This structure will be reviewed during 2011/2 to ensure it remains fit for purpose. The operation of the YHN IT Service Desk will be reviewed during 2010/11 to ensure it provides value for money and that duplication between the YHN and NCC IT service desks is minimised.

## **IT Governance**

The diagram below presents an idealised model of IT Governance (the Gartner Governance Model).



(nb CPIC = Capital planning and investment control)

At present, Finance & Resources Committee is responsible for the “vision” layer, the IT Steering Group is responsible for the “what” layer, and IT management is responsible for the “how” layer.

Exceptions include resource management – staffing level decisions are made by YHN Management Team

Current arrangements for IT Governance will be evaluated against the model above, and against the COBIT best practice framework, with particular reference to exceptions.

## **IT Security Governance**

Information governance is becoming increasingly important to all organisations, and particularly to central and local government.

The Director of Finance and Resources has overall accountability for Information Governance within YHN. Operational responsibility is shared between the Central Services Manager (Information Governance Framework, Data Protection and Freedom of Information) and the Head of IT (IT Security Governance). YHN IT is actively involved in the development of appropriate all information governance policies and procedures, and is responsible for ensuring that our IT systems are compliant.

YHN is currently creating an Information Governance Framework, which will identify key processes and responsibilities, including the responsibilities of IT.

## 7.1.4 IT Systems, Processes, Knowledge and Skills

### IT Systems and Processes

YHN IT's systems and processes are based on industry standard frameworks for best practice:

Domain	Frameworks	Systems and Tools	Skill/Knowledge Development
<b>IT Service Management</b>	<p><b>ITIL</b> provides guidance on IT Service Management, including incident and problem management, change management, service design and financial management. YHN IT has adopted ITIL as our service management framework.</p> <p>IT Service Management incorporates IT Service Continuity Management.</p>	<p>A hosted service management tool (Service-Now), which includes an online capability for reporting and tracking incidents and changes, was implemented in 2008.</p> <p>Following the implementation of core processes, the role of Service-Now could be further expanded to provide a greater level of process automation within the business. Further analysis will be required to identify and develop business cases.</p>	<p>All YHN IT staff are trained in ITIL service management to Foundation level. All YHN IT managers are trained to Expert level. Team or process leaders complete additional ITIL modules as appropriate.</p> <p>YHN IT intends to seek Customer Service Excellence (CSE) accreditation, which will involve a review of current practice and a degree of customer service training.</p>
<b>IT Project Management</b>	<p><b>Prince2</b> provides guidance on Project Management. YHN IT has published our own internal project management framework, based heavily on Prince2.</p>	<p>We make use of Microsoft Project and Excel to support project management, but do not have a formal project management tool. This should be evaluated to determine whether a business case can be made.</p> <p>Time Recording – YHN IT uses an online time-recording system (WebTimesheets) to allow accurate information on the allocation of resources to projects and tasks to be captured and analysed.</p>	<p>Two members of YHN IT have formal Prince2 qualification and five have completed the APM introductory certificate, along with a number of key members of non-IT service teams.</p> <p>We are looking to develop an internal training programme to support IT and non-IT staff involved in delivering IT-enabled projects within the organisation based on our own project management framework.</p>

<b>IT Portfolio Management</b>	<p><b>ITIL</b> provides guidance primarily on service catalogue and service level management.</p> <p><b>Val IT</b> provides additional governance on investment management.</p>	<p>We make use of Word and Excel to support service catalogue management, and are beginning to implement some aspects of this process within Service-Now. Further development of our service catalogue management capability will be required to support an increasingly complex catalogue of IT-enabled services.</p>	<p>We have engaged Remarc to run a series of workshops aimed at both training IT and business staff in key portfolio management principles, and developing an initial IT Service Catalogue.</p>
<b>IT Supplier Management</b>	<p><b>ITIL</b> and <b>COBIT</b> both provide guidance on the management of third party suppliers.</p>	<p>We do not have any specific tools to support Supplier Management, though incidents will generally be mirrored in Service-Now and our supplier systems.</p> <p>We will review the need for specific supplier management tools as part of a broader review of this capability.</p>	<p>Three members of staff have attended a one day seminar on contract management.</p> <p>Further formal and informal training on IT supplier management will be considered.</p>
<b>IT Governance and Investment Management</b>	<p><b>COBIT</b> provides guidance on IT governance. Much of YHN current IT governance practice is loosely based on COBIT, but more formal alignment will be evaluated with a view to the future full or part adoption of COBIT.</p> <p><b>Val IT</b> provides additional governance on investment management.</p>	<p>We make use of Excel and an online tool developed within the team to support investment and pipeline evaluation and management, but do not have a formal tool. This should be evaluated to determine whether a business case can be made.</p> <p>We have few systems and processes for broader IT governance, although the IT Steering Group has formal authority for this area of work.</p>	<p>Some training of key staff (including YHN IT management and IT Steering Group members) will be required to allow COBIT and Val IT to be evaluated and, if necessary, implemented.</p>
<b>IT Knowledge</b>	<p>In modern, complex IT environments, ensuring IT staff</p>	<p>The YHN intranet provides access to a large number of process descriptions and maps to</p>	<p>Knowledge management involves a great deal of informal learning and</p>

<p><b>Management</b></p>	<p>have easy access to up to date information (eg technical manuals, known errors, process maps, how-to guides) underpins quality and timely service.</p> <p>My making some of this knowledge available to end-users in way that's accessible to them, can serve to reduce the strain on IT staff, while helping to reduce the interruptions experienced by users.</p>	<p>support access to YHN IT services.</p> <p>Service-Now provides a powerful knowledge management tool, which is primarily used internally by YHN IT. We expect to make extensive use of this tool in future to provide FAQs and "how-tos" to the business.</p>	<p>skill sharing, and YHN IT will create specific plans and procedures to support this learning.</p> <p>No external training need has been identified at this point.</p>
<p><b>Technical Skills</b></p>	<p>In addition to the more generic skills identified above, the provision of high quality IT relies on the continual evaluation and improvement of a wide range of technical skills, including both "hard" skills (eg programming) and "soft" skills (eg business analysis).</p>	<p>Most technical training for YHN IT staff is provided face-to-face, largely through external training providers.</p> <p>This is expensive, and consequently cost is the main limiting factor on what is provided.</p> <p>Free online learning is increasingly accessed by YHN IT staff through the internet, but this is unstructured and is not integrated into personal development plans.</p>	<p>The need for technical skills is identified primarily through existing appraisal processes and personal development planning.</p> <p>More planned use of informal learning should be considered.</p> <p>More planned use of online learning should be considered.</p> <p>Both informal and online learning should be integrated into personal development plans.</p>
<p><b>General Staff IT Skills</b></p>	<p>Almost all YHN staff use IT as part of their day-to-day work. The majority use both Microsoft Office and Northgate Housing and there are some challenges in ensuring appropriate skill levels in these</p>	<p>At present, most IT training for general staff is provided face-to-face, although we have significantly reduced the amount of face-to-face training offered as a result of poor take-up.</p> <p>Online learning tools have matured over</p>	<p>The development of an online learning capability for Microsoft Office and Northgate Housing in particular is unlikely to replace face-to-face training completely, but should allow us to provide a flexible and cost-effective alternative in many</p>

areas.

recent years, and some use is made of these circumstances.  
tools within YHN for training evaluation purposes. The Council is currently evaluating online learning tools for Microsoft Office products, and YHN IT is supporting Organisational Development in a review of online tools to support training on Northgate Housing.

### 7.1.5 Efficiency in IT

The word “efficient” has been added to this strategic priority in recognition of the need, heightened in the current economic and political climate, to ensure that public sector services provide value for money.

There are two main strands to YHN’s IT efficiency focus.

#### **Continuous reduction in operational costs**

This strategy assumes that YHN will continue to invest in new IT services where this will deliver a genuine return on investment and benefit to our customers. In order to allow new services to be implemented and managed without an unacceptable inflation in operational IT costs, the cost of providing existing services must constantly be reviewed and, wherever possible, reduced.

The following may contribute to cost reduction:

- Continual service improvement – a key stage of the service lifecycle in ITIL
- Supplier management – challenging suppliers (including IT Newcastle) to reduce costs/prices
- Infrastructure transformation – the adoption of new technologies can result in substantial savings
- Energy efficiency – reductions in energy costs may be realised by choosing “green” technologies, and by optimising the use of existing infrastructure capacity

During 2010/11, YHN will begin two major infrastructure transformation projects designed to reduce operational costs:

- Printer rationalisation – reducing the number of printers within the business and the unit cost of printing/copying
- Thin client adoption – replacing desktop PCs with thin client devices (TCDs) will result in substantial reductions in power consumption, refresh costs and support costs. TCDs should also allow YHN to reduce the number of networked devices per employee by adopting “hot-desking” (where staff are not allocated a specific desk, but can access all appropriate services from any one of several “hot-desks” in each location) where appropriate.

#### **Rigorous investment portfolio management and governance**

The governance of IT investment must be rigorous and business-focused. YHN IT has adopted a formal business case process for all new investment, and all business cases are reviewed and approved by the IT Steering Group.

Projects are classified as maintenance, productivity, growth or innovation. Guidance on these classifications is included in Appendix A.

Following approval, all investment projects are managed in accordance with YHN IT’s Prince2-based project management framework. Where a formal project is not justified, the IT Steering Group will identify appropriate alternative governance.

YHN’s IT investment portfolio management and governance processes and practices will be reviewed annually. An evaluation of COBIT and Val IT, and implementation if appropriate, is included in the action plan.

### 7.1.6 Priority 1: A Secure, Reliable and Efficient IT Service – Action Plan

Ref	Action to be Delivered	Impact for customer	Timescale	Responsibility
1.1	Complete all current infrastructure projects, including an upgrade of all wide area network (WAN) connections to remote sites, end-of-life replacement of all file and print servers, migration to Active Directory.	Internal: Maintain reliability of systems External: Improvement in the reliability of all back-office systems, and therefore in the customer service YHN is able to provide	September 2010	Head of IT
1.2	Complete the following core infrastructure projects: replacement of YHN's telephone systems with Voice-over-IP (VOIP) systems, end-of-life replacement of the hardware on which Northgate Housing resides.*	Internal: Maintain reliability of systems, and improve the capabilities of YHN's telephony systems External: Improvement in the reliability of all back-office systems, and therefore in the customer service YHN is able to provide	December 2010	Head of IT
1.3	Evaluate and, if justified, implement a programme to replace the majority of desktop PCs with thin client devices.*	Internal: Provide a consistent desktop environment for all staff, including genuine "hot-desking" capability External: Improve value for money by reducing energy costs, and hardware replacement costs.	September 2011	Head of IT
1.4	Identify one or more infrastructure projects for delivery in each of the next three years, and include these on the Investment Roadmap.*	Internal: Ensure continuous improvement to core internal services.	September 2010	Head of IT
1.5	Complete the procurement and implementation of a replacement to the PIMMS stock condition database with a full-feature housing asset management system	External: Improvement in the planning and management of long term improvement programmes	September 2010	Head of IT, Head of Assets & Programming

<b>1.6</b>	Create and gain approval for a YHN Business Intelligence Strategy.*	Internal: Provide a framework for the improvement of management information systems  External: Underpin the development of all future IT systems, and in particular business intelligence systems, ensuring value for money and alignment with business strategy	June 2010	Head of IT
<b>1.7</b>	Include the following strategic deliverables in the YHN IT Service Plan for 2010/2011: YHN IT Architecture Document, IT Security Governance Statement, ITIL Policy Statements, creation and execution of continual service improvement project, informal learning policy.	Internal: Ensure service improvements are properly underpinned.	March 2010	Head of IT
<b>1.8</b>	Review the operation of the YHN IT Service Desk to ensure it is fit for purpose and provides value for money.*	Internal: Ensure YHN IT provides the business with appropriate support services  External: Improve customer service by reducing service disruption due to IT problems.	March 2011	Head of IT
<b>1.9</b>	Review the structure and function of YHN IT.*	Internal: Ensure YHN IT provides the business with high-quality services designed to meet business needs	March 2011	Head of IT
<b>1.10</b>	Achieve Customer Service Excellence (CSE) accreditation for YHN IT.	Internal: Ensure YHN IT provides the business with high-quality services designed to meet business needs	March 2011	Head of IT
<b>1.11</b>	Develop an internal project management guidance programme for YHN IT and business staff involved in IT-enabled project delivery.*	Internal: Support business staff required to manage or contribute to IT-enabled projects.  External: Improve value for money by reducing the likelihood and scale of project failure and/or under-	March 2012	Head of IT

		delivery.		
<b>1.12</b>	Complete the development of an IT Service Catalogue	Internal: Provide clear service descriptions and service level agreements to the business for all services provided by IT	June 2010	Head of IT
<b>1.13</b>	Evaluate and, if justified, implement COBIT and Val IT to support IT governance, investment management and portfolio management. *	Internal: Improve the quality of governance, improving efficiency and effectiveness of YHN's IT.	March 2011	Head of IT
<b>1.14</b>	Implement (using COBIT if implemented) IT Processes identified as "Very High" or "High" priority by Business Goals for IT assessment. (See Appendix C – Linking IT Goals to Business Goals).	Internal: Provide assurance that business goals for IT are being safeguarded.	March 2011	Head of IT
<b>1.15</b>	Implement (using COBIT if implemented) IT Processes identified as "Medium" priority by Business Goals for IT assessment. (See Appendix C – Linking IT Goals to Business Goals)	Internal: Provide assurance that business goals for IT are being safeguarded.	March 2012	Head of IT
<b>1.16</b>	Create policies and processes to support IT Security Governance, as part of YHN's developing Information Governance work	Internal: Provide clear guidance to staff on IT security issues, and appropriate technology (eg secure USB devices) and support  External: Protect personal and sensitive customer data	September 2010	Head of IT
<b>1.17</b>	Review and optimise YHN's use of server infrastructure to ensure that sufficient capacity is available where needed, and that spare capacity is not consuming energy and	Internal: Ensure IT systems have adequate infrastructure capacity to support agreed performance levels	September 2010	Head of IT

<p>maintenance costs</p>	<p>External: Improve value for money by reducing energy costs, and hardware maintenance and replacement costs.</p>		
<p><b>1.18</b> Review our IT supplier management capability; implement additions/changes to internal process documentation and provision formal/informal training as needed to ensure we are able to build and maintain strong, robust and productive relationships with our suppliers</p>	<p>Internal: Improve the quality of supplier management, improving efficiency and effectiveness of YHN's IT.  External: Improve value for money by ensuring YHN gets best value from third party IT providers</p>	<p>December 2010</p>	<p>Head of IT</p>
<p><b>1.19</b> Support the creation of a YHN Business Continuity Plan, and maintain an IT Service Continuity Plan which defines service criticality and target recovery timescales. Ensure that internal plans are robust and up to date, and that the responsibilities of suppliers are documented, contractually robust and tested</p>	<p>Internal: Ensure service continuity of IT systems is appropriately assured, and that key systems can be recovered within appropriate timescales  External: Support the continuous provision of services to customers in the event of disruption to IT systems</p>	<p>June 2010</p>	<p>Head of IT</p>

\* The completion of actions marked with an asterisk may be dependent on financial resources that have not yet been allocated.

## 7.2 Priority 2: Access and Customer Service

### 7.2.1 Principles and Aims

- Customer Relationship Management (CRM) and contact management technologies will act as an enabler to support YHN in improving the flexibility and consistency of customer service – we will work closely with the business to ensure that the technology selected is appropriate and offers sufficient integration with back-office systems to provide a single customer service “portal” to customer facing staff, providing a more joined up and consistent service across a number of delivery channels, and enabling staff to resolve more queries at the first point of contact.
- Productivity and customer service can be improved simultaneously by using mobile technology to enable staff to operate more effectively without access to office-based IT systems – YHN IT will pilot mobile technologies that allow customer-facing staff to access core IT systems from a variety of locations and devices, such as laptop or tablet PCs, PDAs and mobile phones.
- Modern telephone systems can provide greater flexibility in the configuration of phone-based services – we will implement “internet protocol” (IP) telephony to provide a single phone number for all enquiries, regardless of whether calls are answered within a call centre or by staff located within existing services.
- Following the publication of the government’s “Digital Britain” report, it is likely that more will be demanded of providers of social housing to support this and other related agendas (eg worklessness, financial inclusion) – YHN will work with Newcastle City Council and other partners to identify ways of supporting the digital inclusion agenda as government policy becomes clearer.
- Digital service channels offer benefits both to YHN and to our customers, but these benefits will only be realised if access to digital service channels can be broadened and appropriately exploited – we will develop digital inclusion initiatives to improve access, while identifying and delivering tactical opportunities to exploit digital service channels. We will, where economically viable, seek to provide access to services via IT-enabled access channels such as Digital TV and the internet. Access in this context may include the provision of internet capabilities in customers’ homes and/or communal spaces, as well as basic IT training and support, including computer clubs and other community-based initiatives.

### 7.2.2 Customer Relationship Management (CRM) Technology

In 2009 YHN commissioned Tribal Group to provide an options appraisal and business case for the implementation of CRM technology. The business case, drawing on input from across the business but particularly from YHN IT and the Head of Customer Service, was completed in December 2009 and identified the likely high-level costs of implementing CRM, as well as the anticipated benefits.

YHN recognises that CRM implementations are often unsuccessful (recent research suggests that less than 50% of CRM projects are judged by senior executives to be fully successful, and one third deemed “failures”). This implies a need to focus clearly on business outcomes, and on user adoption.

At this point, we do not view the business case for CRM as compelling. The cost of implementation (around £500k) is substantial, and we need to be certain that the key

business needs that CRM is intended to meet cannot be met more quickly, effectively and efficiently by other means.

Further analysis will be required to evaluate the options available to us, which will be completed by summer 2010 to allow inclusion of the resulting recommendations in the 2011/12 IT Investment Plan.

This plan is expected to draw on a number of technologies which are newly matured, or still maturing, such as mobile technology and workflow as well as enterprise CRM solutions and lower-cost information integration hubs.

If YHN does choose to implement CRM, this will involve significant business process change as well as a technology implementation, and will be a lengthy piece of work. Assuming we conclude procurement during the first half of 2011/12, the first elements might be expected to go live during 2012/13.

### 7.2.3 e-Service Channels

YHN, like most social landlords, has traditionally dealt with its customers face-to-face or over the telephone. Our status surveys have consistently shown these to be our customers' "preferred" modes of communication. Yet other social landlords have had success in exploiting new service channels, and it is likely that it is possible that customers may be more positive if asked about specific examples of service delivery (eg "Would you like us to send you a text message if the lift in your block breaks down", rather than about contact methods in general (eg "How do you prefer to be contacted?").

YHN IT will work with YHN's Customer Service and Involvement teams to carry out further research into this area and to bring forward business cases for pilot activities and, where justified, full implementations of her e-enabled services.

The following channels are already being exploited:

#### **Internet**

Customers are able to view rent accounts online and make payments. They can report a repair using an interactive service, or complete e-forms to make complaints and compliments, to report anti-social behaviour, etc

Fewer than 25% of YHN's customers report having access to the internet, which limits our opportunity to make greater use of this technology in the short term, although as take-up increases this opportunity will grow.

If YHN, perhaps working with the Council, were to provide internet access within tower blocks, it is likely that significantly more use could be made of the internet to provide services.

#### **Email**

Email currently represents a very small proportion of customer contact with YHN, even though this has been available as a service channel for several years.

There are reasons to believe that this will change only slowly if at all, partly because of the intrinsic lack of immediacy and reliability in the technology.

Any CRM tools adopted by YHN will include email-integration, and this may offer an opportunity to make better use of this service channel.

Specific work to develop email-based services is unlikely in the near future.

#### **Digital TV**

YHN is launching a basic Digital TV channel in early 2010. Depending on take-up, we may then enable customers to view and bid for properties using this medium.

Caution is required as this channel is immature and technical solutions designed now may be costly and soon outdated. Convergence of the technical platforms which service the internet and digital TV is likely over the next 2-3 years, making the provision of services through digital TV more cost-effective and manageable.

Channels that are not currently exploited, but which may offer future opportunities include:

### **SMS (text messaging)**

SMS services are relatively expensive to implement, but are being used successfully by other social landlords. It is likely that a large proportion of YHN customers have access to SMS-enabled mobile phones and are existing users of the technology.

The use of SMS services to maintain contact with customers in relation to repairs and rent-arrears is relatively well established. However, more recent innovations such as broadcasting alerts (eg faulty lifts, visiting services) and managing the collection of satisfaction and demographic information are promising.

The cost of setting up SMS services remains relatively high, but as the proportion of customers with mobile phones increases, so too does the opportunity to recoup this investment through substantial cost-reductions (eg letter production and postage, reduced re-let times, etc).

Having deferred any implementation of CRM for at least 12 months, we will prepare a business case for an “intelligent” SMS solution which will integrate with Northgate Housing and consider implementation during the coming year if cost savings are indicated in addition to customer service benefits.

### **Internet-Based Social Networking**

A number of public sector organisations, including social housing providers, have begun to engage with social networking websites such as facebook, twitter and youtube.

These technologies offer relatively low-cost ways of maintaining communication with customers, usually in a more informal way than traditional newsletters and websites. They allow customers to choose what information they're interested in, and how and when they receive it.

It is likely that only a small proportion of YHN's customers are current users of social networking websites and future growth is hard to predict. In addition, there are a number of technical and business risks which must be carefully managed.

However, the low cost of implementation makes some activity in this area warranted.

## **7.2.4 Internet Access**

Supporting better access to the internet for our customers is justified on several grounds:

- A very low proportion, under 25%, currently have access to the internet
- Lack of internet access is identified by the Government as a key barrier to digital inclusion
- Customers living in tower blocks currently have [CHECK] limited ability to get broadband internet
- Many of YHN's more vulnerable customers (eg those living in sheltered accommodation, and young people) have limited opportunities to access the internet

### **Internet Access in Sheltered Accommodation and Young Peoples' Services**

YHN has already begun piloting services for customers in sheltered accommodation, but there are a number of challenges delaying a broader roll-out:

- How will YHN provide technical and user support for a growing number of devices designed to be accessed by customers?
- What level of monitoring and restriction (of internet sites in particular) is appropriate in different settings?
- What technologies provide the best balance between broad functionality and ease of use/support?

Answers to these questions will be needed in order to provide a scalable model that can be used to expand these services.

### **Internet Access in Tower Blocks**

It is likely that YHN will come under pressure in the longer term to ensure that all Council tenants have access to broadband services.

Following cabling work done by Telewest (now Virgin Media) in the late 1990s, some Council residents in high and low-rise accommodation within the City have access to broadband internet. Others may have access to ADSL services over phone lines.

Analysis of the original documentation is required to identify gaps in this provision.

The provision of broadband access for customers in tower blocks has been included in the preliminary work of the Concierge Review.

YHN IT will need to work closely with this project to ensure that we take full advantage of the opportunity afforded by providing data connections to concierge sites.

## **7.2.5 Self-Serve Kiosks**

The low take-up within YHN's customer base of broadband connectivity means that the majority of tenants are unable to access YHN services over the internet, reducing the benefits of developing e-services – we will review the current provision of “Wyse terminals” in community housing offices and develop replacement solutions which will be more user-friendly and offer a greater range of services.

### 7.2.6 Priority 2: Access and Customer Service – Action Plan

Ref	Action to be Delivered	Impact for customer	Timescale	Responsibility
2.1	Work with the business to capture and prioritise all outstanding requirements previously identified as being met in future by the implementation of CRM technology - including, but not limited to those identified in YHN's Customer Service Strategy "Every Customer Matters".	External – improve the consistency and quality of customer service.	March 2010	Head of IT, Head of Customer Service and Improvement
2.2	Work with YHN's Customer Service team to identify appropriate technology solutions to meet the requirements prioritised in 2.1 above, supported by a robust business case, and incorporate implementation into the 2011/12 IT Investment Plan.	External – improve the consistency and quality of customer service.	March 2011	Head of IT, Head of Customer Service and Improvement
2.3	Work with YHN's Customer Service team and other relevant YHN services to procure and implement the selected technology solutions, supporting required business process changes and providing appropriate support and service levels to service users.	External – improve the consistency and quality of customer service.	March 2013	Head of IT, Head of Customer Service and Improvement
2.4	Work with YHN's Customer Service and Involvement teams to carry out further research into the development of e-enabled services, bringing forward business cases for pilot activities and, where justified, full implementations of such services.	External – improve access to e-enabled services	March 2011	Head of IT, Head of Customer Service and Improvement
2.5	Ensure that the Concierge Review plans include affordable and practical options for the provision of broadband internet connectivity for customers in affected blocks	External – improve access to e-enabled services, especially for those currently "digitally excluded"	March 2012	Head of IT, Concierge Manager

<b>2.6</b>	Evaluate the potential use of Digital TV to support choice based lettings and, if economically and technologically viable, implement a solution.*	External – allow customers with Digital TV to view and bid for houses from home	March 2011	Head of IT, Head of Customer Service and Improvement
<b>2.7</b>	Work with the business to build a business case for “intelligent” SMS technology integrated with Northgate Housing. If cost-savings can be demonstrated, begin implementation of a full system in line with the business case, otherwise identify an appropriate pilot project.*	External – allow customers with SMS-enabled mobile phones to interact with YHN using this technology	March 2011	Head of IT, Head of Customer Service and Improvement, Head of Housing Management
<b>2.8</b>	Work with the YHN Communications Team to review the potential use of social networking websites and, subject to funding, implement at least one new initiative.	External – allow customers to review information from, or interact with, YHN using new technologies	March 2011	Head of IT, Communications Manager
<b>2.9</b>	Develop a small number of standard “models” for the provision of internet access and standard desktop applications to customers in sheltered accommodation, housing offices, etc – together with full costings incorporating purchase price, support and maintenance, refresh, etc – and trial each of these models in real situations.	External – improve access to e-enabled services, especially for those currently “digitally excluded”	September 2011	Head of IT, Director of Tenancy Services
<b>2.10</b>	Review the current provision of “Wyse terminals” in community housing offices. Implement replacement solutions which are more user-friendly and offer a greater range of services.	External – improve access to e-enabled services	December 2010	Head of IT, Head of Housing Management

## 7.3 Priority 3: Partnership and Sourcing

### 7.3.1 Principles and Aims

- A review of ICT Infrastructure provision carried out in 2008 recommended that YHN continue to procure ICT services from Newcastle City Council – we will work with the Council to agree long-term contract and SLA which reflects the importance of IT provision to YHN and the strategic partnership between YHN and the Council.
- As the provider of our core Housing Management System, our relationship with Northgate is highly important – we will continue to work with Northgate to improve our implementation of the software, and our ability to secure high-quality and timely support from Northgate.
- Stable and available systems have been identified as a key IT goal – we will ensure that robust 3<sup>rd</sup> party supplier management is developed as a key capability within YHN IT and that YHN's need for stable and available systems is reflected in our procurement processes, contracting, SLA negotiation and ongoing support and maintenance relationships.
- Common standards, implemented within a coherent IT architecture framework, are necessary to assure the integrity, security and availability of information managed within the business – we will plan IT investment centrally, as a partnership between the business and IT, to ensure that our IT systems are designed and developed to work together and to support YHN's strategic goals.
- The provision of comprehensive management information is dependent upon the ability to combine data from multiple sources – we will develop coherent information and application architectures and seek to reduce the number of suppliers and systems we use, while expanding the range of services we offer and improving their quality.
- Selecting the right opportunities for the use of technology and implementing it effectively is more likely to be a key differentiator for YHN than the adoption of innovative technology – we will procure commercial off-the-shelf (COTS) IT solutions except where the benefits of in-house or partnership development for the business as a whole are compelling, and source highly specialised technical skills externally, focusing internal staff on business-facing roles and functions.

### 7.3.2 IT Newcastle

A review of ICT Infrastructure provision carried out on behalf of YHN by NCC Group recommended that YHN continue to procure ICT services from Newcastle City Council. The review found that the service provided by the Council offers reasonable value for money, but needs to be redesigned to recognise YHN's status as an ALMO, providing better account management and communication.

A recent internal audit report into NCC's IT disaster recovery provision has identified significant weaknesses, though currently plans for improvement are expected to remedy this deficiency within the next 12 months.

The IT infrastructure and support services supplied by IT Newcastle to YHN represent more than 50% YHN's total IT costs, at £1.1m.

YHN will work with the Council to agree a medium term contract and SLA which recognises the particular nature of the strategic partnership between YHN and the

Council, but provides greater levels of assurance, performance management and management information than is covered in the standard “internal” NCC IT SLAs. The contract and SLA should run to the end of the current YHN contract in March 2014.

In particular, we will seek to include in the SLA:

- improved performance management reports, including new performance indicators and outcome goals,
- deductions/remedies following non-performance, and
- provisions for continual service improvement

Due to YHN's high level of dependence on NCC systems, procedures and resources, YHN requires assurance in respect of:

- skill levels among relevant NCC staff, including provisions for resilience, skills transfer and workforce planning
- business continuity and disaster recovery provision, particularly pending the completion of planned improvements
- key service management processes, eg incident and problem management, change management, asset management
- NCC's supplier management capabilities and processes, where third party service providers are engaged

### **7.3.3 Northgate**

Northgate is our largest single supplier other than IT Newcastle, with payments totalling over £200k in 2008/9.

Northgate Housing (YHN's core housing management system) was implemented in 2004, and should be expected to have an economic life of at least 7-10 years. The application is currently undergoing a major upgrade of both underlying architecture and user interface, so a formal review should be scheduled for 2013-4.

Particular difficulties sometimes arise in the “boundary” areas between Northgate and IT Newcastle. It may be possible to reduce the incidence of such issues, as well as improving quality and reducing cost, by transferring the provision of DBA activities from IT Newcastle to Northgate, which has a robust, mature and well-respected remote DBA service. This should be evaluated with a view to making a formal change in provision during 2010-11.

### **7.3.4 Other Suppliers**

YHN has a number of other IT suppliers, several of which were established through direct relationships with YHN services, and without scrutiny and support from YHN IT.

Where these supplier relationships continue to meet service needs, are adequately aligned with YHN's desired IT architecture and provide value for money, we will seek to formalise the relationship between the supplier and YHN IT, so that YHN IT becomes the supplier of the IT service to the internal YHN service, taking advantage of the specialised IT supplier management capability within YHN IT.

Where existing supplier relationships no longer meet service needs, are misaligned with YHN's desired IT architecture or fail to provide value for money, YHN IT will support the business in replacing the service with provision that is coherent with architecture and other IT principles.

It is difficult to provide comprehensive management information from fragmented IT systems. We will develop an IT architecture and appropriate IT capabilities to underpin a phased transition to a more coherent and integrated IT estate, reducing the number of suppliers and systems we rely upon.

YHN's needs are not substantially different from those of other housing providers and it is likely that almost all our IT application needs can be best met from commercial sources, rather than in-house development. The selection of the right IT initiatives to invest in and the right off-the-shelf products to support those initiatives, and the effective and efficient implementation of those products is likely to be of more importance than the adoption of "cutting-edge" technology.

Good supplier management is required to get the best out of technology investments that are "bought" and not "made". This should be developed as a core capability of YHN IT.

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### 7.3.5 Priority 3: Partnership and Sourcing – Action Plan

Ref	Action to be Delivered	Impact for customer	Timescale	Responsibility
3.1	YHN will work with the Council to agree a medium term agreement and SLA (through to March 2014) which recognises the particular nature of the strategic partnership between YHN and the Council, but provides greater levels of assurance, performance management and management information than is covered in the standard “internal” NCC IT SLAs.	Internal – improve the availability and reliability of IT infrastructure.	March 2011	Head of IT
3.2	YHN will work with the Council to provide reasonable assurance in respect of staff skill levels, business continuity and disaster recovery provision and key service management processes	Internal – improve the availability and reliability of IT systems and processes	March 2011	Head of IT
3.3	Carry out a formal review of the Northgate Housing system, considering the opportunities offered by the current marketplace, and the immediate costs and risk of switching to another provider against the potential benefits from improved functionality and long-term cost reduction.	Internal – improve the functionality of YHN's core housing management system.	March 2014	Head of IT
3.4	Evaluate the Northgate DBA service and consider moving this service provision to Northgate from IT Newcastle.	Internal – reduce technical issues and improve reliability of system upgrades.	June 2010	Head of IT
3.5	Review all key IT-enabled services, identifying opportunities for improving their effectiveness and/or efficiency and ensuring they (or replacements where appropriate) meet YHN's IT architecture and other standards.	Internal/external – improve services and reduce cost and risk.	March 2012	Head of IT
3.6	Develop a 3 <sup>rd</sup> Party Supplier Management policy and capability within YHN IT.	Internal/external – improve the security and availability of IT-enabled services.	December 2010	Head of IT

<b>3.7</b>	Work with Your Choice Homes, the subregional partnership group, and suppliers to implement an integrated, browser-based choice-based letting solution across the subregion.	Internal – reduce relet times and costs. External – allow customers to bid for suitable properties across the subregion.	March 2011	Head of IT
<b>3.8</b>	Actively develop collaborative relationships across the North East region with the purpose of sharing knowledge and best practice, and of improving skills within YHN IT.	Internal – improve service quality and capability.	March 2011	Head of IT
<b>3.9</b>	Identify opportunities, alone or in collaboration with other social housing providers, to supply IT services to other (smaller) social housing providers or to create shared services capabilities for use by multiple clients.	Internal – improve service quality and capability. External – improve value for money.	March 2012	Head of IT
<b>3.10</b>	Carry out a formal review of the ICT Services SLA provided by NCC, with a view to extending the current agreement or carrying out a formal tender process for ICT Services to commence April 2014.	Internal – ensure continued quality of service. External – ensure continued value for money.	March 2013	Head of IT

## **7.4 Priority 4: Using technology to enable productivity**

### **7.4.1 Principles and Aims**

- The improvement of externally-facing services is most likely to be delivered by the implementation of CRM – see 7.2.2.
- By automating many of YHN's most common manually and paper-based internal systems and processes, significant additional improvements in efficiency and effectiveness can be delivered – we will invest in appropriate technologies and capabilities to support internal process automation.
- YHN does not currently make use of technologies to support robust, secure internal document management, with spreadsheets and desktop databases posing particular risks – we will ensure that our investment in process automation tools also allow us to improve our management of key internal documents.
- Process automation, or more radical business process re-engineering (BPR), requires active leadership and support from senior managers - we will work with Wider Management Team to ensure that strong business change management underpins process automation and BPR initiatives.

### **7.4.2 CRM as an enabler of productivity improvements**

While the primary driver of YHN's plan to implement CRM is a desire to improve the quality and consistency of customer service, it should also be possible to make substantial efficiency and productivity improvements, especially in conjunction with business process re-engineering (BPR).

### **7.4.3 Process automation tools and document management**

We have been investigating the benefits that Microsoft Sharepoint would bring to the business. Because YHN qualifies for Microsoft's not-for-profit discount, Sharepoint is financially attractive; in addition it provides high levels of integration with Microsoft Office applications and Microsoft Outlook, which will ease user engagement.

Sharepoint will provide a process automation capability (ie workflow and e-forms), as well as a document management capability that will provide security, access controls and full version histories for key documents.

While competing technologies exist and should be considered, Sharepoint adheres best to our principles of maintaining a small number of technology suppliers and maximising system integration.

### **7.4.4 Senior management engagement and support**

Process automation tools will improve productivity only if they are fully supported by the business. Wider Management Team will be asked to champion the new technology if implementation goes ahead.

#### 7.4.5 Priority 4: Using technology to enable productivity

Ref	Action to be Delivered	Impact for customer	Timescale	Responsibility
4.1	Procure appropriate technologies to support process automation and internal document management. This is most likely to be delivered through an implementation of Microsoft Sharepoint.	Internal – support the improvement the efficiency and effectiveness of manual (currently) processes.	September 2010	Head of IT
4.2	Present a paper to Wider Management Team on internal process automation in order to obtain buy-in from senior managers.	Internal – generate sense of urgency and opportunity	June 2010	Head of IT
4.3	Identify and evaluate opportunities to use process automation technologies to improve process efficiency and productivity. Select one or more for implementation during 2010-11.	Internal – improve process efficiency and reduce the amount of staff time absorbed by manual paper-based systems. External – improve the accuracy and efficiency of processes supporting customer interactions.	March 2011	Head of IT
4.4	Produce a support, development or replacement plan for all bespoke data sources (eg Access databases) identified as 'business critical' in the application survey or in Service Reviews.	Internal – greater reliability and support of business critical applications.	March 2012	Head of IT
4.5	Identify and evaluate methods of improving business processes using automation and workflow tools in existing systems, e.g. Northgate Task Manager	Internal – improve process efficiency and replace manual systems; reduce costs.	June 2010	Head of IT;

## 8 IT Roadmap 2010-2013

The list below shows anticipated delivery of current business IT investment priorities over the next three years. This is subject to annual review as new requirements emerge and priorities change.

Investment	Classification	Urgency	Plan	4-Yr Cost	IT Days	Priority	2010/11	2011/12	2012/13
VOIP Telephony	Maintenance	High	2010/11	£0.0k	17	10			
Allocations policy changes to Northgate	Maintenance	Medium	2011/12	£17.0k	165	10			
Upgrade to Northgate v6	Maintenance	Low	2011/12	£12.8k	50	8			
Subregional CBL	Maintenance	Low	2011/12	£86.8k	170	7			
Delegated decisions	Maintenance	Medium	2010/11	£8.0k	35	6			
Data security and USB devices	Maintenance	High	2010/11	£39.2k	12	5			
Corporate business intelligence	Maintenance	High	2011/12	£36.7k	150	4			
Formal Complaints - Lagan/Respond	Maintenance	Low	2011/12	£18.1k	15	4			
ASB system replacement	Maintenance	Medium	2011/12	£44.3k	11	3			
Northgate Blocks	Maintenance	Low	2010/11	£0.0k	27	-			
Furniture warehouse	Growth	High	2010/11	£0.0k	17	10			
District heating charge management	Growth	High	2010/11	£7.7k	28	10			
Private rented accommodation in Northgate	Growth	Low	2012/13	£8.0k	78	4			
Sharepoint (Process Automation)	Innovation	Low	2010/11	£53.2k	45	4			
Video conferencing	Innovation	Low	2012/13	£8.8k	7	4			
Wireless Access: YHN House	Innovation	Low	2010/11	£1.8k	7	3			
Northgate Task Manager - Rents	Productivity	Low	2010/11	£17.5k	45	9			
Northgate Task Manager - Voids	Productivity	Low	2011/12	£17.5k	45	9			
Paperless DDs	Productivity	Low	2010/11	£1.7k	48	8			
Barcoded letter generation	Productivity	Low	2011/12	£10.3k	62	5			
Learning & Development	Productivity	Low	2012/13	£44.6k	25	4			
e-Learning system (Northgate and MS Office)	Productivity	Low	2010/11	£138.9k	0	4			
CCAS website (review outcomes)	Productivity	Low	2012/13	£27.0k	25	4			
Microfiche Backscanning - Rents	Productivity	Low	2012/13	£5.8k	0	3			
Performance Management System	Productivity	Low	2011/12	£40.3k	35	3			
Housing Office terminals	Productivity	Low	2010/11	£0.0k	0	2			
Timesheets - Finance & Resources	Productivity	Low	2012/13	£19.6k	10	2			
Service Now pilot - HR	Productivity	Low	2010/11	£0.0k	0	1			
SMS Communication	Productivity	Low	2010/11	£146.1k	40	-			
<b>Grand Total</b>				<b>£811.6k</b>	<b>1,169</b>		<b>£414.0k</b>	<b>£283.8k</b>	<b>£113.8k</b>
						<b>Days</b>	<b>321</b>	<b>703</b>	<b>145</b>
Investment planned and funded				<b>£155.4k</b>	<b>345</b>				
Timetable and/or funding unclear				<b>£179.0k</b>	<b>411</b>				
Timetable and funding subject to business case				<b>£477.2k</b>	<b>413</b>				

## **9 Impact of the Strategy**

### **9.1 For Customers**

- More queries answered first time
- Fewer instances of being transferred to another member of staff
- Support to gain access to IT services, including the internet
- More ways to access YHN services
- Access our services at a time to suit customers' needs
- Less need to repeat significant case history information when speaking to a new member of staff
- More opportunities to "self serve" (to resolve their enquiries without the need for YHN staff on the phone or in person)
- Improved consistency and accuracy of information

### **9.2 For Staff**

- Wider access to tenancy/property data, via Northgate and other systems
- Reduction of time taken to carry out tasks through more efficient processes
- Reduction in manual admin tasks
- Easier access to YHN IT systems from home
- Improved morale and reduced frustration
- Increased confidence in IT systems due to improvements in usability and reduction in number of different systems in use
- Greater ability to identify other service opportunities to benefit our customers and initiate referrals or signpost our customers to them

### **9.3 For YHN**

- Better value for money
- Less duplication of effort
- More robust and resilient information systems
- Better referral processes

## 10 Equality and Diversity

Our IT Strategy includes some actions specifically intended to support digital inclusion, helping older people in particular to access e-enabled services.

An increasing emphasis on self-service functionality will present both challenges and opportunities with regard to access – the internet can be an enabler for people with mobility difficulties, while being a barrier to some older people.

As these technologies develop, YHN will need to ensure appropriate support is available. For the time being, all new e-enabled services will be offered in addition to traditional face-to-face and telephone contact.

## 11 Implementation of the Strategy

We have established governance arrangements based on ITIL best practice to provide leadership and clear direction to all of our IT Service Management activities and to oversee implementation of this strategy.

YHN appointed a Head of IT in August 2007, who holds responsibility for the day to day delivery of IT services across YHN, and provides leadership for IT governance and strategy development. The Head of IT leads an IT section (YHN IT) responsible for day to day operations, IT service management and the project management of new services or changes to existing services.

Where Newcastle IT provides IT services under the SLA, the delivery of these services is provided through YHN IT which acts as the single point of contact (SPOC) for all work carried out on behalf of YHN under the SLA.

The key groups and individuals that will be involved in the implementation of this strategy are outlined below:-

<b>Finance &amp; Resources Committee</b>	<ul style="list-style-type: none"> <li>Overall responsibility for governance of IT and for this IT Strategy</li> </ul>
<b>Head of IT</b>	<ul style="list-style-type: none"> <li>Strategic lead for Your Homes Newcastle's IT services.</li> <li>Responsible for the delivery of the IT Service Management Strategy.</li> </ul>
<b>IT Steering Group</b>	<ul style="list-style-type: none"> <li>Responsible for establishing governance policies and practice, and for scrutinising, authorising and prioritising IT development.</li> <li>Responsible to the YHN Programme Board for monitoring the Action Plan contained within this document</li> </ul>
<b>YHN IT</b>	<ul style="list-style-type: none"> <li>IT service management, IT applications management, IT service desk provision and IT project management.</li> </ul>
<b>Newcastle IT</b>	<ul style="list-style-type: none"> <li>Provision of specified IT services to YHN under the SLA.</li> </ul>

As indicated above, the scrutiny, authorisation and prioritisation of IT developments to deliver new services or significant changes to existing services is carried out by the IT Steering Group (ISG), which is comprised of senior representatives of each Directorate and reports directly to the YHN Management Team.

Implementation of projects authorised by the (ISG) are managed using a project management framework based on 'Prince 2' methods. All other aspects of IT Service Management are managed using ITIL Service Management. Prince 2 and ITIL are best practice frameworks for IT produced by the Office for Government Commerce (OGC) and recognised worldwide.

Prince 2 is also used within YHN for the delivery of significant business change projects, ensuring a strong "fit" between the delivery of both IT and business elements of IT-enabled change.

### 11.1 Responsibility for the IT Strategy

Our Head of IT will have overall ownership of the strategy and will be responsible for overseeing progress against the Action Plan.

### 11.2 Financial Implications

We realise that implementing this strategy will result in significant expenditure. At present, YHN's IT budget is primarily based on existing operational costs – salaries, SLA charges, software support and maintenance, etc., but does not include any significant element for the replacement of existing systems, or the development of new ones.

An interim report to Finance Committee in January 2009 suggested that additional investment of approximately £570k per year would be required to maintain services at appropriate levels and to deliver the new systems and services set out in the IT Roadmap at that time.

The interim report provided guidance for the distribution of this investment between four classifications (see Appendix B – IT Investment Classification) as follows:

<b>Classification</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Maintenance	60%	60%	55%	55%	50%
Growth	0%	0%	5%	5%	5%
Productivity	30%	30%	30%	25%	25%
Innovation	10%	10%	10%	15%	20%

YHN Wider Management Team has since approved budget growth of £57k per year to provide funds for Innovation investment in line with this guidance, but expenditure in the other classifications is currently agreed by YHN Wider Management Team on the recommendation of the IT Steering Group, and following evaluation of a rigorous business case.

The 60% provision identified for maintenance needs will include current expenditure on the replacement of desktop equipment and other maintenance activities currently carried out within existing budgets or through the SLA. Further work is required to value this contribution accurately.

Given the need for robust challenge, it is suggested that the following approval and review processes be applied:

- As part of the 2010/11 budget setting process, the current provision for hardware/software purchase be reviewed in the light of anticipated future “maintenance” investment needs. A one-off growth bid should be prepared, if needed, to up-rate budgets to an appropriate level.
- IT Steering Group be empowered to approve “Invest to Save” projects (ie those with a negative net present value over four years), subject to prior formal business case scrutiny and approval by Finance.
- All additional IT Investment be approved via the “growth bid” process and supported by prior formal business case scrutiny and approval by Finance.
- All IT Investment be subject to formal joint annual review by YHN IT and Finance, accounting for all income and expenditure over the life of the investment and reported to the IT Steering Group and Finance and Resources Committee.

## 12 Performance Monitoring

Feedback from our customers about how we are performing will be a key indicator in determining how we are progressing towards realising our vision for the future of IT within YHN. We will obtain feedback on how we are doing in a number of ways including:

- Automated satisfaction recording following the closure of service desk incident reports
- Formal satisfaction surveys as part of regular Service Review Meetings with internal customers
- Automated monitoring of the opening, management and closure of incidents and service requests

Specific targets are set out in YHN IT's Service Plan and Service Standards.

## 13 Review

We will carry out a full review of this strategy in January 2012.

As part of the annual investment planning cycle managed by the IT Steering Group, the following elements of our strategy will be re-issued in March 2011:

- IT Investment Plan 2011-12
- IT Roadmap 2011-14

Delivery of the action plan contained in this document will be managed within the YHN Programme, and the action plan will be reviewed and re-issued if necessary in March 2011.

## 14 Document Control

Version	Date	Author	Comments
0.1	24-NOV-2009	Geof Ellingham	First Draft
0.2	8-DEC-2009	Geof	Following initial discussion at ISG 24-

		Ellingham	NOV-2009
0.3	22-JAN-2010	Geof Ellingham	Following feedback from ISG members and Bart Walsh (NCC Group)
0.4	2-FEB-2010	Geof Ellingham	Draft to ISG 8-FEB-2010
0.5	22-FEB-2010	Geof Ellingham	Amendments following ISG 8-FEB-2010
1.0	4-MAR-2010	Geof Ellingham	Approved Finance and Resources Committee

## Appendices

The appendices in this document have been abbreviated to reduce document size. The full appendices are available at [SupportingDocuments\YHN IT Strategy 2009-13 - Expanded Appendices.doc](#)

## Appendix A – IT Principles

### Introduction

“Study after study demonstrates that enterprises achieving superior business value from IT have a small number of clearly articulated principles.”<sup>1</sup>

IT principles are a related set of high-level statements about how IT is utilized in an organisation. Principles clarify objectives for IT, and establish direction for all other IT decisions. IT principles attempt to answer the following questions:

1. What is the role of IT within YHN?
2. What are desirable behaviours with respect to IT?
3. How will IT be funded and supported?

IT principles:

- reference “business” principles, goals, strategies and priorities.
- communicate values and goals and establish a position that can be translated into specific policies, standards and guidelines.
- can be a tool for informing decision-makers about technology strategy, IT investments, and the business value of IT.
- establish a shared understanding of strategic IT direction to guide tactical decisions.
- define ‘desirable behaviour’ for IT professionals and IT users.

IT principles support all key IT decisions:

- IT architecture decisions translate IT principles into requirements for integration and standardization, then delineate a technical ‘road map’ for providing needed capabilities.
- IT investment and prioritization decisions marshal resources to convert principles into systems and infrastructure services.

### YHN and the IT Principles Continuum

The matrix below represents an “IT Principles Continuum”, and plots a suggested orientation.

Leading Edge Experimental	1. Innovation Recognized 'good practice'	Proven Reactive
"Bleeding Edge"	2. Reliability Stable	Guaranteed 100%
Independent Systems	3. Information & Systems Integration Inter-operable data standards	Mandated Integration
Public	4. Information Availability Data Classification Policies Role-based access	"Need-to-know"
Highly Decentralized	5. Funding (Investments) Blended Consensus Management	Highly Centralized
Consumer	6. Service Perspective Customer	Client
Reactive	7. Security Preventive	Prescriptive
Individual Strategy	8. Alignment YHN Strategy	Service Strategy
Individual Needs	9. Focus YHN Mission	Computer Operations
Not defined	10. IT Standards Recommended	Rigid Compliance Approved Standards
Maximum Flexibility And Choice	11. Diversity Local Variation	One Solution Fits All
Build In-House	12. Solution Acquisition/Development Community Source	Buy Commercial
Serve	13. IT Mission Partner	Transform

### IT Principles: Scenarios

The articulation of IT principles establishes a community understanding of how IT is to be managed and provided. When they arise from institutional objectives, these principles can promote, guide, and even dictate community behaviors with respect to IT. The following scenarios attempt to provide a narrative overview of the manner in which focusing on different principles result in different IT environments.

**Scenario #1:** Cost effectiveness, auditable compliance, high security and common practices have the highest priority in IT systems and services. The central IT unit manages and controls the systems and resources under the direction of senior administration. Full integration and interoperability is enabled through prescriptive standards whose objective is 100% reliability. Users experience a highly uniform and

stable IT system. There is no duplication of systems or services. The institution is risk adverse.

**Scenario #2:** IT is viewed as a key source of innovation and business transformation. Experimentation is encouraged and since individual departments understand their needs the best, funding for IT is highly decentralized. Best of breed choices are the norm; interoperability and integration are dealt with later through customized interfaces and linkages. Enterprise services and resources are enabled only if a sufficient number of the local units deem this useful. Central IT is small and limited to essential infrastructure. Users experience a highly diverse and changing IT system. Duplicated systems and services are widespread. The institution is risk tolerant.

**Scenario #3:** IT decisions are distributed among the central IT providers, local units and departments, and individuals. IT systems and services are a blend of best of breed, customized solutions, and mandated standards. Integration and interoperability are managed through guidelines; a loosely coupled IT environment results. There is constant debate and tension between central and distributed IT priorities, autonomy and responsibility. Compliance and security are managed through policies and articulated procedures. Users experience IT as a mosaic of services. Duplicated systems and services are possible and accepted. The institution manages risk.

YHN's current trajectory might be described as:

**PAST STATE** (position in 2007): Scenario #3, but without the governance, guidelines and policies to maintain fragmentation and risk at manageable levels. IT costs are poorly managed, investment is tactical rather than strategic.

**CURRENT STATE** (position in 2009): Scenario #1 broadly applies, though standards are still in development. Investment decisions are made centrally, the cost and risk associated with IT is tightly controlled. Services have little flexibility to source solutions outside the central IT function. IT investment can be focused strategically on enterprise level solutions.

**FUTURE STATE** (position in 2014): A move back towards Scenario #3 is possible, though not inevitable. Management of cost and risk remain central, innovation is secondary to core service reliability.

## IT Governance Principles

The governance of IT, and in particular of how investment decisions are made and monitored, is critical to realising business benefit and delivering value for money

Peter Weill and Jeanne W. Ross identify “Ten Principles of IT Governance” in their book *IT Governance*<sup>1</sup>. These governance principles are the result of research into the way that high-performing organisations govern their IT, and may act as a starting point for the development of YHN-specific principles of IT governance.

The ten principles are listed below; the full text is available in the document [Supporting Documents\Ten Principles of IT Governance.doc](#)

**[Abbreviated - see expanded appendices for full version of this section]**

1. Actively design governance
2. Know when to redesign
3. Involve senior managers
4. Make choices
5. Clarify the exception-handling process

6. Provide the right incentives
7. Assign ownership and accountability for IT governance
8. Design governance at multiple organizational levels
9. Provide transparency and education
10. Implement common mechanisms across the six key assets

### IT Architecture Principles

IT Architecture principles define the underlying general rules and guidelines for the use and deployment of all IT resources and assets across an organisation. They reflect a level of consensus among the various parts of an organisation, and form the basis for making future IT decisions.

Architecture principle should be clearly related back to the business objectives and key architecture drivers.

The table below is an example set of architectural principles defined in The Open Group Architectural Framework (TOGAF). In the absence of our own IT Architecture Principles, these should serve as a basis for best practice.

**[Abbreviated - see expanded appendices for full version of this section]**

Ref	Principle
P1	Primacy of Principles
P2	Maximize Benefit to the Enterprise
P3	Information Management is Everybody's Business
P4	Business Continuity
P5	Common Use Applications
P6	Service Orientation
P7	Compliance with Law
P8	IT Responsibility
P9	Protection of Intellectual Property
P10	Data is an Asset
P11	Data is Shared
P12	Data is Accessible
P13	Data Trustee
P14	Common Vocabulary and Data Definitions
P15	Data Security

<b>P16 Technology Independence</b>
<b>P17 Ease-of-Use</b>
<b>P18 Requirements-Based Change</b>
<b>P19 Responsive Change Management</b>
<b>P20 Control Technical Diversity</b>
<b>P21 Interoperability</b>

## Appendix B – IT Investment Classification

### Introduction

Projects are classified as maintenance, productivity, growth or innovation. Business cases are required for all projects in order to allow the IT Steering Group to prioritise competing demand for resources, and to ensure that projects proceed only where the expected return on investment justifies the commitment of funds.

The nature of the business case required is related to the project classification:

### Maintenance

Investment in maintenance is required to maintain an existing service. This may include the replacement of hardware or other infrastructure, the replacement of one application with another, etc. The role of the business case is to demonstrate that there is still a genuine need for the service, and that the replacement route selected represents value for money.

### Growth

Investment in growth may be required due to the creation of a new business service, or growth in existing services. The role of the business case is to demonstrate that the project costs will be met from increased revenue, or is otherwise justified.

### Productivity

Investment in productivity is intended to reduce the cost of providing a particular service, or to make significant and measurable improvements to service quality. The role of the business case is to quantify the cashable and non-cashable benefits the project is expected to deliver, and to demonstrate that these are greater than the expected costs of the project over the lifetime of the service provided.

### Innovation

Investment in innovation anticipates substantial future productivity gains, or service growth of significant business value, which cannot be quantified in advance. The role of the business case is to make a persuasive case for investment despite the risk of anticipated benefits not being realised. Investment in innovation is capped, currently at £57k per year, and competing proposals will be evaluated by the IT Steering Group.

## Appendix C – Linking IT Goals to Business Goals

### Introduction

Key steps in aligning IT strategy to business strategy are:

- articulating business goals for IT
- identifying the IT goals and processes needed to support them.

COBIT, the IT Governance framework, provides a research-based approach to this task which has been used within YHN to inform this strategy.

### Generic Business Goals for IT

#### Financial Perspective

1. Provide a good return on investment of IT-enabled business investments.
2. Manage IT-related business risk.
3. Improve corporate governance and transparency.

#### Customer Perspective

4. Improve customer orientation and service.
5. Offer competitive products and services.
6. Establish service continuity and availability.
7. Create agility in responding to changing business requirements.
8. Achieve cost optimisation of service delivery.
9. Obtain reliable and useful information for strategic decision making.

#### Internal Perspective

10. Improve and maintain business process functionality.
11. Lower process costs.
12. Provide compliance with external laws, regulations and contracts.
13. Provide compliance with internal policies.
14. Manage business change.
15. Improve and maintain operational and staff productivity.

#### Learning & Growth Perspective

16. Manage product and business innovation.
17. Acquire and maintain skilled and motivated people.

### Methodology

As a first attempt to use this approach to inform YHN's IT strategy, a simple exercise has been carried out with key stakeholder groups. Groups were asked, in pairs, to identify and rank their **top three** business goals for IT from the list above.

These rankings were collated to generate a set of *core business goals* for YHN IT.

The mapping provided by COBIT in the table below was used to link these business goals to IT goals, and then to identify the IT processes needed to support them.

## Linking Tables

### Linking Business Goals to IT Goals

Business Goals	IT Goals							
1. Provide a good return on investment of IT-enabled business investments.	24							
2. Manage IT-related business risk.	2	14	17	18	19	20	21	22
3. Improve corporate governance and transparency.	2	18						
4. Improve customer orientation and service.	3	23						
5. Offer competitive products and services.	5	24						
6. Establish service continuity and availability.	10	16	22	23				
7. Create agility in responding to changing business requirements.	1	5	25					
8. Achieve cost optimisation of service delivery.	7	8	10	24				
9. Obtain reliable and useful information for strategic decision making.	2	4	12	20	26			
10. Improve and maintain business process functionality.	6	7	11					
11. Lower process costs.	7	8	13	15	24			
12. Provide compliance with external laws, regulations and contracts.	2	19	20	21	22	26	27	
13. Provide compliance with internal policies.	2	13						
14. Manage business change.	1	5	6	11	28			
15. Improve and maintain operational and staff productivity.	7	8	11	13				
16. Manage product and business innovation.	5	25	28					
17. Acquire and maintain skilled and motivated people.	9							

### Results

Stakeholder Group	Business Goals	IT Goals
Finance & Resources Committee	4, 9, 6, 10	2,3,4,6,7,10,11,12,16,20,22,23,26
Wider Management Team	4, 15, 1, 6	3,7,8,10,11,13,16,22, 23,24
IT Steering Group	4, 8, 15	3,7,8,10,11,13,23,24
Selected at least twice	4, 15, 6	3,7,8,10,11,13,16,22,23

**Linking IT Goals to IT Processes**

IT Goals	IT Processes										
1. Respond to business requirements in alignment with the business strategy.	PO1	PO2	PO4	PO10	AI1	AI6	AI7	DS1	DS3	ME1	
2. Respond to governance requirements in line with the board direction.	PO1	PO4	PO10	ME1	ME4						
3. Ensure the satisfaction of end users with service offerings and service levels.	PO8	AI4	DS1	DS2	DS7	DS8	DS10	DS13			
4. Optimise the use of information.	PO2	DS11									
5. Create IT Agility.	PO2	PO4	PO7	AI3							
6. Define how business functional and control requirements are translated into effective and efficient automated solutions.	AI1	AI2	AI6								
7. Acquire and maintain integrated and standardised application systems.	PO3	AI2	AI5								
8. Acquire and maintain integrated and standardised IT infrastructure.	AI3	AI5									
9. Acquire and maintain IT skills that respond to the IT strategy.	PO7	AI5									
10. Ensure mutual satisfaction of third-party relationships.	DS2										
11. Ensure seamless integration of applications into business processes.	PO2	AI4	AI7								
12. Ensure transparency and understanding of IT costs, benefits, strategy, policies and service levels.	PO5	DS1	DS2	DS6	ME1	PO6	ME4				
13. Ensure proper use and performance of the applications and technology solutions.	AI4	DS7	DS8	PO6	AI7						
14. Account for and protect all IT assets.	PO9	DS5	DS9	DS12	ME2						
15. Optimise the IT infrastructure, resources and capabilities.	PO3	AI3	DS3	DS7	DS9						
16. Reduce solution and service delivery defects and rework.	PO8	AI4	AI6	AI7	DS10						
17. Protect the achievement of IT objectives.	PO9	DS10	ME2								
18. Establish clarity of business impact of risks to IT objectives and resources.	PO9										
19. Ensure that critical and confidential information is withheld from those who should not have access to it.	DS5	DS11	DS12	PO6							
20. Ensure that automated business transactions and information exchanges can be trusted.	AI7	DS5	PO6								
21. Ensure that IT services and infrastructure can properly resist and recover from failures due to error, deliberate attack or disaster.	DS4	DS5	DS12	DS13	ME2	PO6	AI7				
22. Ensure minimum business impact in the event of an IT service disruption or change.	AI6	DS4	DS12	PO6							
23. Make sure that IT services are available as required.	DS3	DS4	DS8	DS13							
24. Improve IT's cost-efficiency and its contribution to business profitability.	PO5	DS6									
25. Deliver projects on time and on budget, meeting quality standards.	PO8	PO10									
26. Maintain the integrity of information and processing infrastructure.	AI6	DS5									
27. Ensure IT compliance with laws, regulations and contracts.	DS11	ME2	ME3	ME4							
28. Ensure that IT demonstrates cost-efficient service quality, continuous improvement and readiness for future change.	PO5	DS6	ME1	ME4							

## IT Process Ranking

Plan and Organise	Importance	Count	Priority
PO1 Define a Strategic IT Plan	H		
PO2 Define the Information Architecture	L	1	Low
PO3 Determine Technological Direction	M	1	MEDIUM
PO4 Define the IT Processes, Organisation and Relationships	L		
PO5 Manage the IT Investment	M		
PO6 Communicate Management Aims and Direction	M	2	HIGH
PO7 Manage IT Human Resources	L		
PO8 Manage Quality	M	2	HIGH
PO9 Assess and Manage IT Risks	H		
PO10 Manage Projects	H		
<b>Acquire and Implement</b>			
A11 Identify Automated Solutions	M		
A12 Acquire and Maintain Application Software	M	1	MEDIUM
A13 Acquire and Maintain Technology Infrastructure	L	1	Low
A14 Enable Operation and Use	L	4	MEDIUM
A15 Procure IT Resources	M	2	HIGH
A16 Manage Changes	H	2	VERY HIGH
A17 Install and Accredite Solutions and Changes	M	3	HIGH
<b>Deliver and Support</b>			
DS1 Define and Manage Service Levels	M	1	MEDIUM
DS2 Manage Third-party Services	L	2	MEDIUM
DS3 Manage Performance and Capacity	L	1	Low
DS4 Ensure Continuous Service	M	2	HIGH
DS5 Ensure Systems Security	H		
DS6 Identify and Allocate Costs	L		
DS7 Educate and Train Users	L	2	MEDIUM
DS8 Manage Service Desk and Incidents	L	3	MEDIUM
DS9 Manage the Configuration	M		
DS10 Manage Problems	M	2	HIGH
DS11 Manage Data	H		
DS12 Manage the Physical Environment	L	1	Low
DS13 Manage Operations	L	2	MEDIUM
<b>Monitor and Evaluate</b>			
ME1 Monitor and Evaluate IT Performance	H		
ME2 Monitor and Evaluate Internal Control	M		
ME3 Ensure Compliance With External Requirements	H		
ME4 Provide IT Governance	H		

## Conclusions and implications

### **Business Goals**

Three goals were each selected by at least two of the stakeholder groups:

- 4 Improve customer orientation and service.
- 15 Optimise the IT infrastructure, resources and capabilities.
- 6 Establish service continuity and availability.

### **IT Goals**

These three business goals would imply selection of the following IT goals:

- 3 Ensure the satisfaction of end users with service offerings and service levels.
- 7 Acquire and maintain integrated and standardised application systems.
- 8 Acquire and maintain integrated and standardised IT infrastructure.
- 10 Ensure mutual satisfaction of third-party relationships.
- 11 Ensure seamless integration of applications into business processes.
- 13 Ensure proper use and performance of the applications and technology solutions.
- 16 Reduce solution and service delivery defects and rework.
- 22 Ensure minimum business impact in the event of an IT service disruption or change.
- 23 Make sure that IT services are available as required.

### **IT Processes**

The following IT processes would be prioritised to support delivery of these IT goals:

#### **Very High Priority** (*Importance = High*)

AI6 Manage Changes

#### **High Priority** (*Importance = Medium, Count>1*)

PO6 Communicate Management Aims and Direction

PO8 Manage Quality

- AI5 Procure IT Resources
- AI7 Install and Accredited Solutions and Changes
- DS4 Ensure Continuous Service
- DS10 Manage Problems

**Medium Priority** (*Importance = Medium, Count=1 OR Importance = Low, Count>1*)

- PO3 Determine Technological Direction
- AI2 Acquire and Maintain Application Software
- AI4 Enable Operation and Use
- DS1 Define and Manage Service Levels
- DS2 Manage Third-party Services
- DS7 Educate and Train Users
- DS8 Manage Service Desk and Incidents
- DS13 Manage Operations

**Low Priority** (*Importance = Low, Count=1*)

- PO2 Define the Information Architecture
- AI3 Acquire and Maintain Technology Infrastructure
- DS3 Manage Performance and Capacity
- DS12 Manage the Physical Environment

If a decision is made to adopt COBIT, these IT Processes will be prioritised. If COBIT is not adopted, these IT Processes will be targeted with the YHN IT Service Plan.

### Linking IT Goals to Strategic Priorities

To more firmly embed IT Goals in YHN's IT Strategy, the following tables seek to link them to the four strategic priorities at the core of this document.

Ref	IT Goal	a reliable and efficient IT service	access and customer service	partnership and sourcing	using technology to enable productivity
3	Ensure the satisfaction of end users with service offerings and service levels	✓	✓	✓	
7	Acquire and maintain integrated and standardised application systems.	✓		✓	✓
8	Acquire and maintain integrated and standardised IT infrastructure.	✓		✓	
10	Ensure mutual satisfaction of third-party relationships			✓	
11	Ensure seamless integration of applications into business processes.		✓	✓	✓
13	Ensure proper use and performance of the applications and technology solutions.	✓		✓	✓
16	Reduce solution and service delivery defects and rework.	✓		✓	✓
22	Ensure minimum business impact in the event of an IT service disruption or change.	✓		✓	✓
23	Make sure that IT services are available as required.	✓	✓	✓	✓

## Appendix D – External Review

YHN commissioned NCC Group (<http://www.nccgroup.com/home.aspx>) to provide external challenge and review of our IT Strategy process and this document.

Bart Walsh, the consultant engaged by NCC Group, was involved in the development of this document over six months, and most of his feedback has already been incorporated into the document. His final comments were that the document:

*“includes all the necessary elements in a consistent and logical manner.*

*It is now explicit what the business and customer context within which the IT strategy is set, with a clear and targeted set of priorities and a time scaled action plan for achieving these.*

*I think it's a very good piece of work.”*

Two final suggestions have not been included in the body of the document:

- Do you think that there are sufficient project management resources to undertake the various projects outlined? Will you be providing a risk matrix to reflect issues such as these?
- Will you be providing a high level technical architecture map and also a network diagram showing how sites are linked?

The former will be addressed within the risk management process of the IT Strategy Action Plan project within the YHN Programme. The latter will be included in the IT Architecture Document (action 1.7) which has been identified as a deliverable within the YHN IT Service Plan for 2010-11,

Notes

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<sup>i</sup> *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results*, Peter Weill & Jeanne W. Ross, Center for Information Systems Research @ MIT/Sloan.