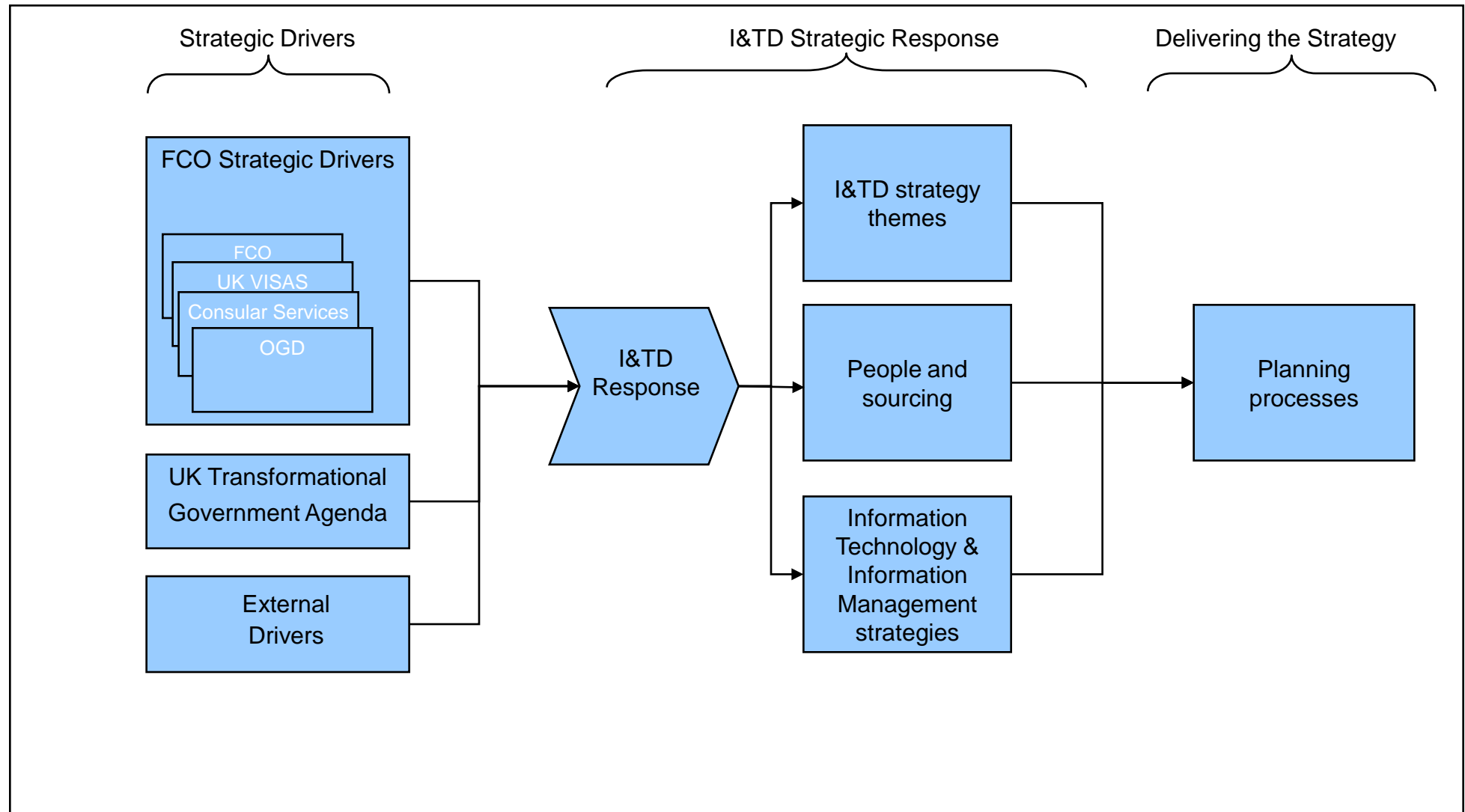




Foreign & Commonwealth
Office

The Strategic Planning Process for Information Management and Technology I&TD

The strategic process flow



Background

I&TD provides information management and technology services across the Foreign and Commonwealth Office (FCO).

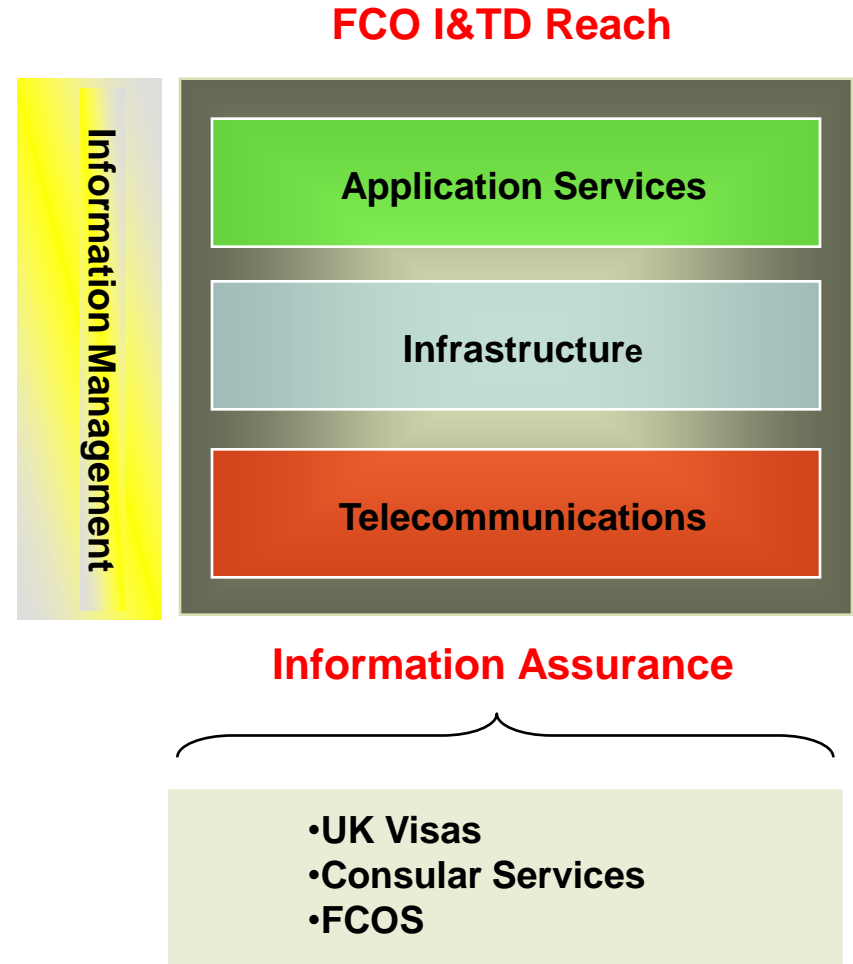
Three key technology services are provided:

- application services, specifically ERP (Prism);
- infrastructure;
- telecommunications and network communications.

The Information Management Group (IMG) of I&TD provides services in record management and information management. IMG also lead the way in Freedom of Information (FOI) policy and compliance matters.

Information assurance via the CIO role applies to the whole of the FCO including:

- UK Visas
 - Consular Services
 - FCOs
- } *UK Visas and Consular Services have their own IT development capability*



Strategic Drivers

Strategic Drivers: FCO strategic drivers



FCO Drivers



The FCO High level outcomes/priorities

The FCO's Delivery Strategy, to implement those priorities

Maintaining the FCO Network



UK

Transformational Government Drivers



Transformational Government agenda

Capability reviews

Comprehensive Spending Review



External Drivers



Globalisation of crises and citizens needs for service

Customer expectations
spread of internet access, need for online interaction

Staff expectations
flexibility, diversity, and better work-life balance

Strategic Drivers: FCO strategic drivers and their implications

- To meet the FCO's business need to deliver affordable services to the public, the rest of Government and our own Ministers, in pursuit of HMG's international strategy, we need information systems that are:
 - Robust
 - Swift
 - Secure
 - Flexible and user-friendly
 - Affordable
- To support the delivery of the FCO's Strategic Objectives by enabling staff to get the right information to the right person in the right place at the right time, securely and affordably.
- This requires a set of 9 core capabilities, and choices on how much to spend on each.
- UKVisas & Consular services do not currently benefit fully from the synergies available through a 'joined up' I&TD directorate.

UK Visas &
Consular Services

Swift, secure and reliable communications

Flexible systems to support mobile working

Knowledge sharing capability for all staff

Fast, reliable access to corporate and public information

Secure data transmission with OGDs

Timely and accurate management information

Swift and efficient transaction processing, using hub and spoke delivery model

Online information services to the public and overseas countries

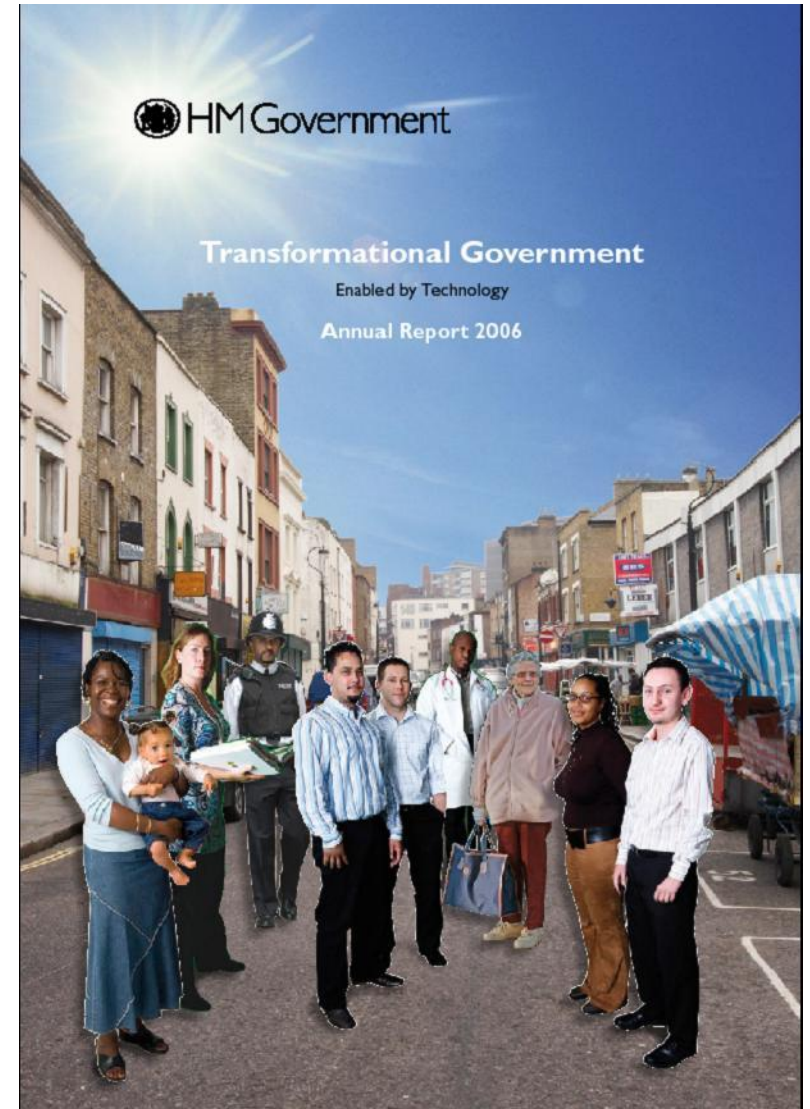
Online service delivery to the public and industry

Strategic Drivers: UK transformational Government Drivers

I&TD is playing a part in UK Transformational Government which, currently, has three major strategic thrusts. These are:

- Citizen and business centred services;
- Shared Services;
- Professionalism:
 - Leadership & Governance;
 - Portfolio Management;
 - IT professionals in Government;
 - Reliable project delivery;
 - Supplier Management;
 - Innovation.

On behalf of the FCO, I&TD will contribute to this agenda and take benefits in terms of best practise and shared opportunity.



Strategic Drivers: External drivers

Globalisation of crises and citizens needs for service

I&TD must reflect the need for global adaptability and flexibility in services especially where front line access to information, processing and communications in, difficult and challenging environments, is concerned.

Customer expectations spread of internet access, need for online interaction

I&TD services must respond to the growing demand and expectations for interactive media to perform day to day communication activities and processing tasks.

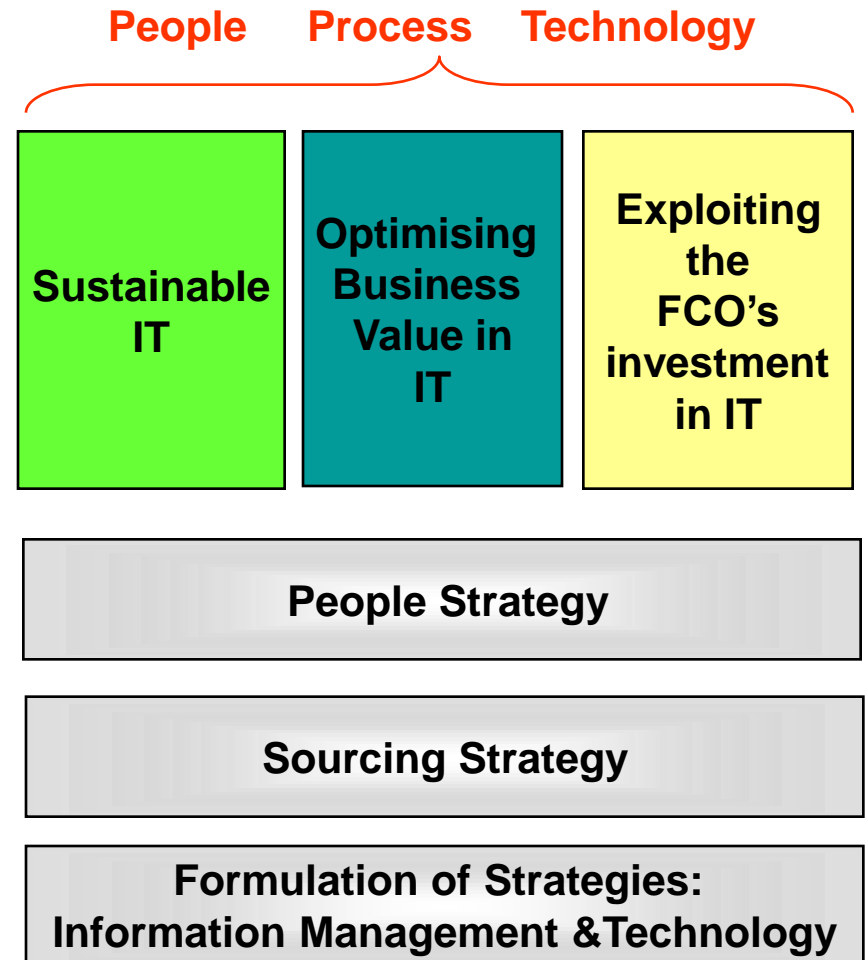
Staff expectations flexibility, diversity, and better work-life balance

In order to attract and retain the range and diversity of skilled professionals desired by the FCO, I&TD must provide the enabling technology which will underpin a more flexible, agile and responsive working environment.

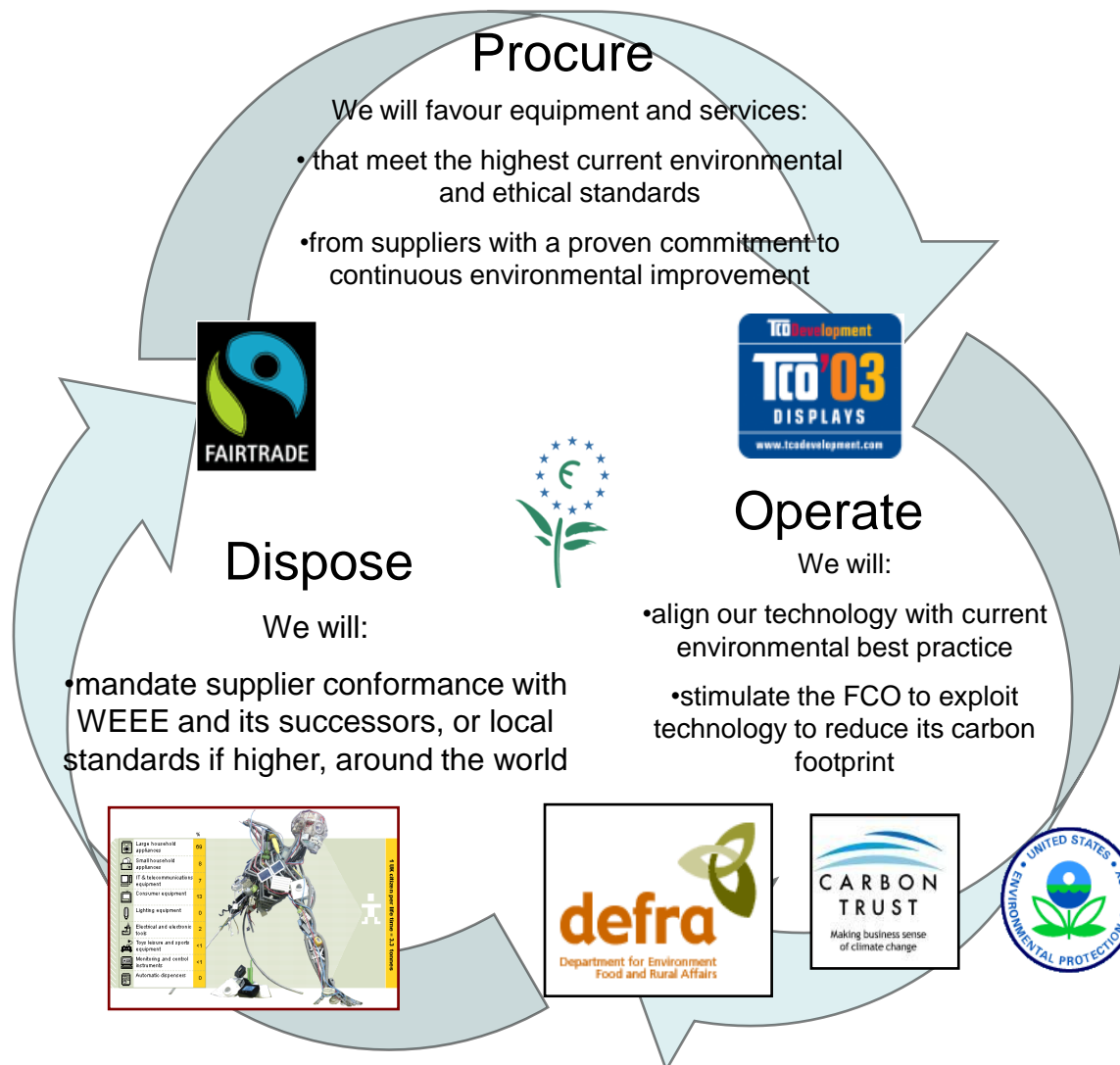
I&TD Strategic Response

Strategic Response: Overview

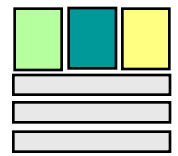
- The posture of I&TD will be redirected to encompass changes across three key axis:
 - People
 - Process
 - Technology
- I&TD will develop three key strategic themes:
 - sustainable IT;
 - optimising the Business Value in IT;
 - exploiting the FCOs investment in IT.
- These themes will be underpinned with supporting departmental processes for:
 - people;
 - sourcing;
 - formulation of both information and technical strategies.



I&TD's strategy : Sustainable IT (green IT)



Strategic Response : Optimising the business value of IT



The overall posture of I&TD within the FCO and within broader Government will change to be more benefits led and demonstrate greater value for money. I&TD will introduce the following:

'Steady State' operations:

I&TD will reduce service costs and increase service levels by:

- adopting industry standards (e.g. ITIL); and
- simplify the service delivery chain.



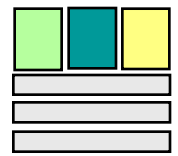
Project delivery services:

I&TD will Increase delivery efficiencies by introducing Project Delivery services with a supporting Project Delivery Office (PDO) capability. This offers clear benefits. It will deliver projects:

- efficiently;
- reliably;
- within budget and will meet business expectations.



Thus project delivery will be more efficient and effective.



Business Engagement

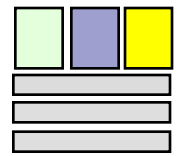
I&TD will deliver benefit early by moving to incremental project delivery. As such project deliveries will be divided into discrete manageable chunks. This will:

- increase the predictability of results;
- reduce interdependencies;
- reduce associated risk of delivery;
- deliver faster and hence deliver benefit early.



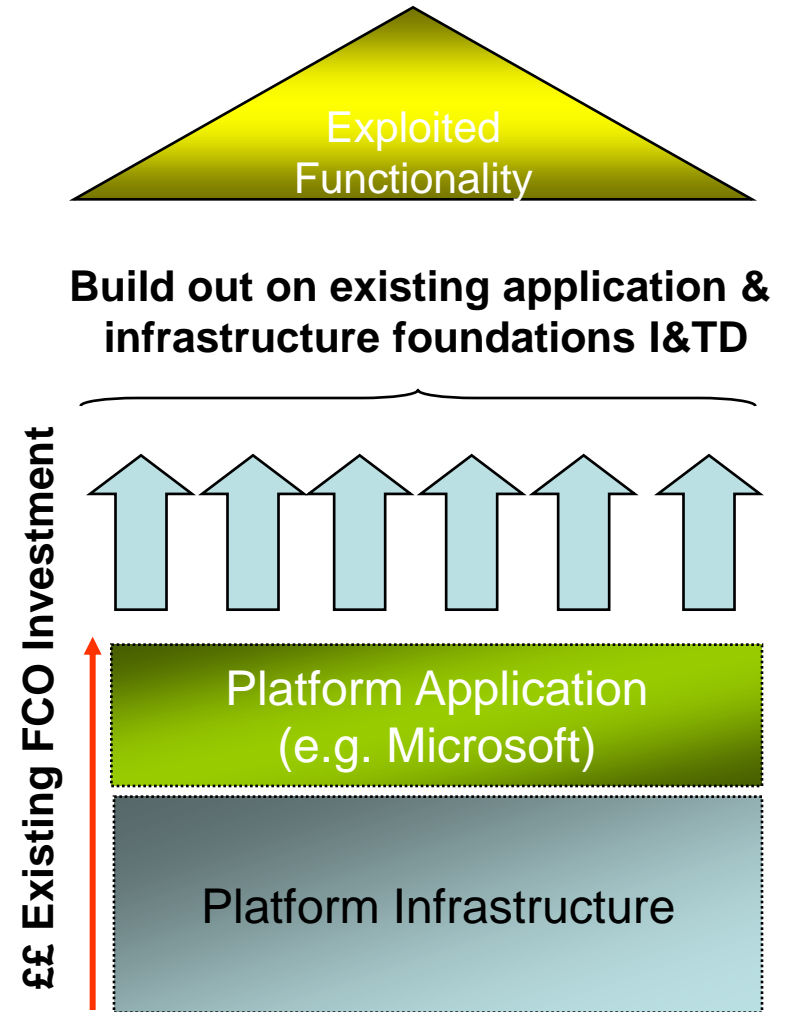
This will be implemented by introducing a business requirements management process to capture business change opportunities which will be subsequently prioritised and delivered via projects.

Strategic Response : Exploiting the FCO's existing investment in IT

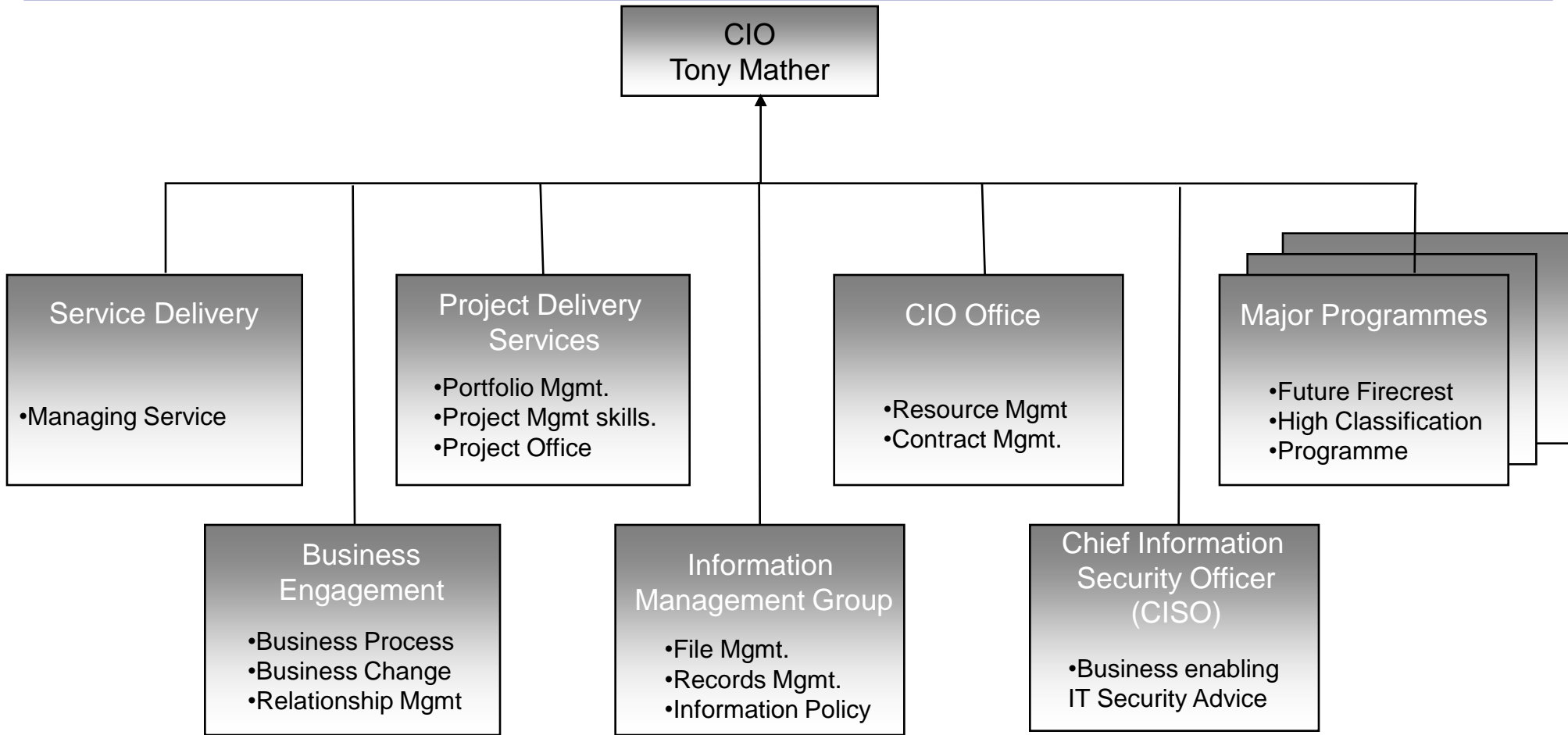
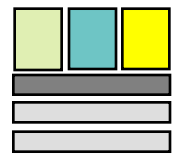


I&TD will :

- extract maximum value over time from the substantial investment made in platforms such as Prism by capitalising on standard functionality e.g. 'build out' a Shared Services capability based on industry standard functionality on top of the Prism platform;
- exploit industry standard common platform technology such as Microsoft:
 - to provide additional collaborative functionality by building out on the existing platform capability;
 - to support mobile and home working scenarios.
- drive technical opportunities through to business benefit and make more of existing technology foundations e.g. Voice Over IP (VOIP);
- introduce a strong innovation theme and employ creative use of modern technology developments, investing incrementally, in order to deliver benefit to FCO business users. For example, a flexible home working scenario, exploiting a memory stick device, is currently being developed for trial within the FCO.

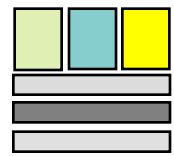


Strategic Response : People Strategy - The target I&TD organisation

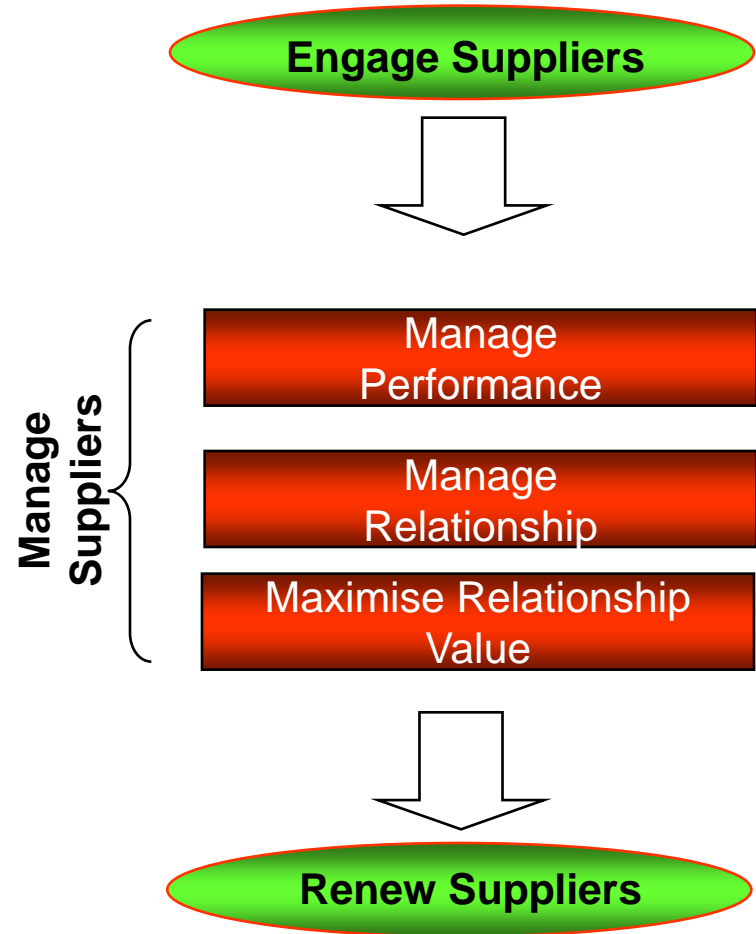


The reshaping of the I&TD organisation will underpin the strategic themes thus providing a supporting management structure through which the FCO business goals and strategies can be achieved.

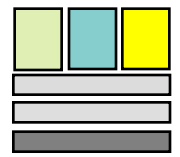
Strategic Response: Sourcing Strategy - Aligning the supply chain



- I&TD will define a way to work with partners to our advantage. Procurement supply chains will be actively managed against defined and measurable performance standards and expectations.
- Proactive relationship management and performance management will be introduced to I&TD as a culture of best practice supplier engagement. This will ensure that the maximum relationship value against each partner in the supply chain can be extracted and exploited, at all engagement points.
- Best practice industry techniques for contract management and negotiation will be borrowed and instilled in order to proactively manage the supplier service portfolio;
- The existing FCO I&TD supply bases will be restructured to yield:
 - productivity gains;
 - simplification in the service delivery chain; and
 - reduction in time and costs.



Strategic Response : Information Technology Strategy

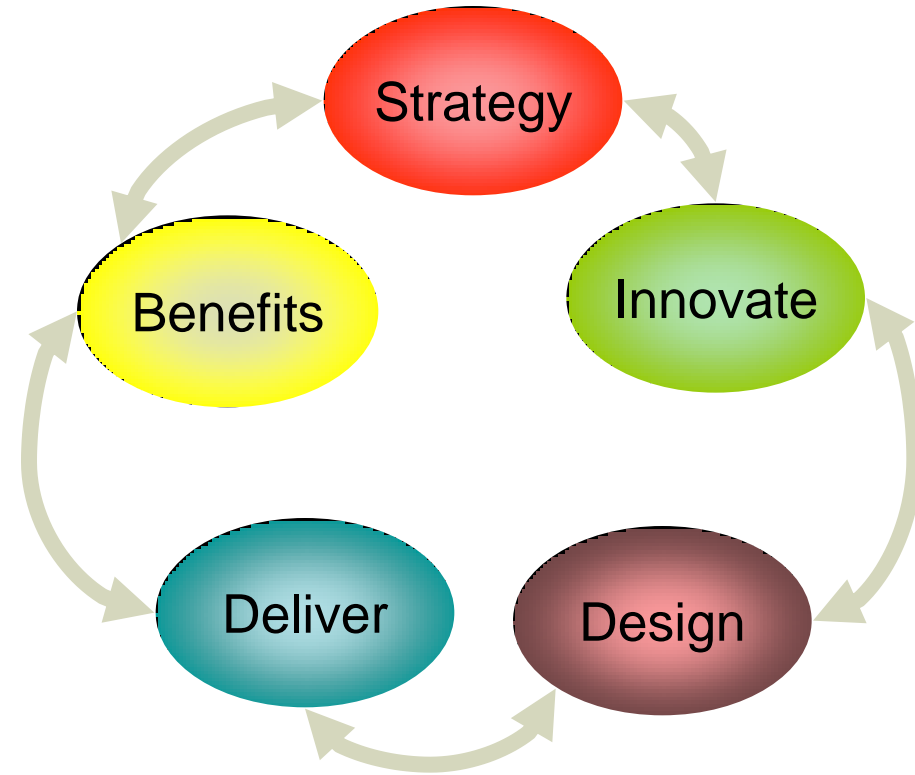


An Information Technology strategy will be required to

- reduce IT solution delivery time;
- deliver more effective linkage with external systems;
- reduce needless complexity;
- innovate with creativity;
- improve alignment of IT with the business.

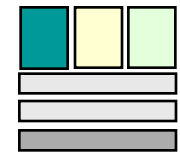
I&TD will adopt some basic principles to drive through the above benefits. These include:

- a “Buy not build” approach to software selection to reduce costs of delivery and ongoing operation;
- standardise on core platform technologies to avoid fragmented and dispersed technology costs;
- ensure that product upgrades are evaluated in a timely fashion so that the FCO can take benefit when it is best placed to do so;
- use of component based architectures to drive flexibility in software applications.



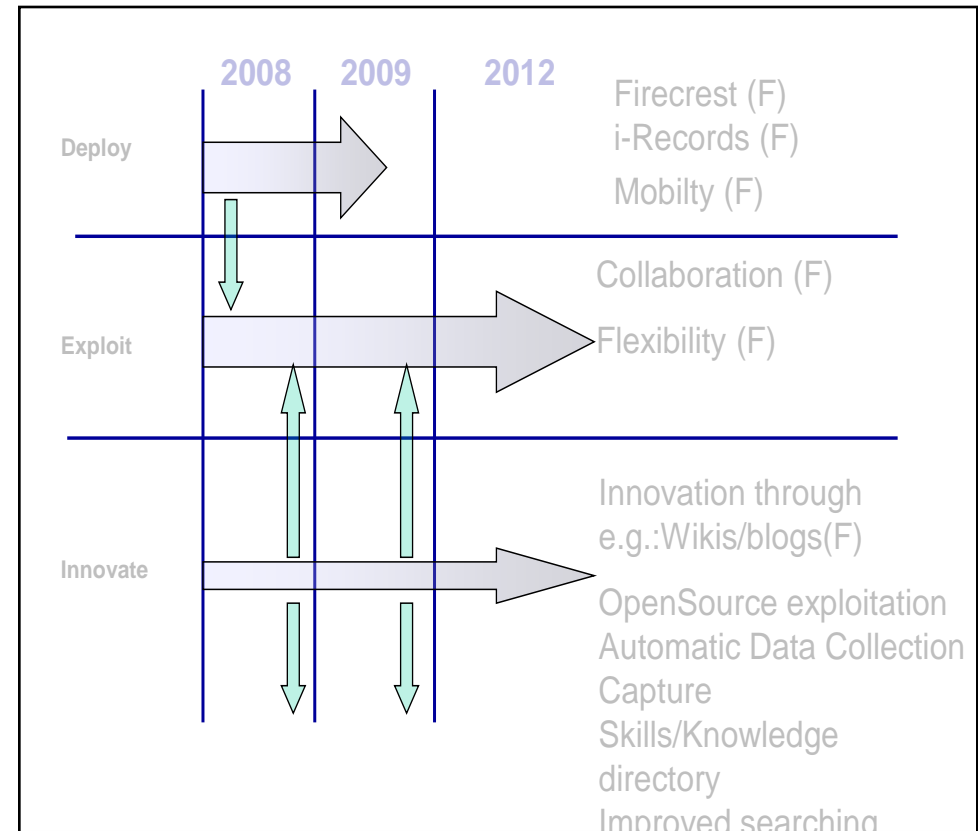
Information technology strategy and innovation will guide the portfolio of deliveries.

Strategic Response : information management (IM) strategy



The I&TD Knowledge Management strategy sets out 4 key themes which, upon delivery, will act as a catalyst to a collaborative and sharing culture:

- Collaborative team working, by providing project team based administrative support such as shared calendars, tasks, meeting notes and reports;
- Proactive information delivery to reduce time in sifting through internal and external information via altering search behaviour;
- Web 2.0 to enable collaborative communication and organic accumulation of internal knowledge;
- Onestop Searching to enable searching of the intranet and internet and increase speed of delivery of communications.



- Underpinned through: improvement of data quality; continued exploitation of FCO Net

• F = Already Funded as part of the Future Firecrest

Strategic Response : information management (IM) strategy



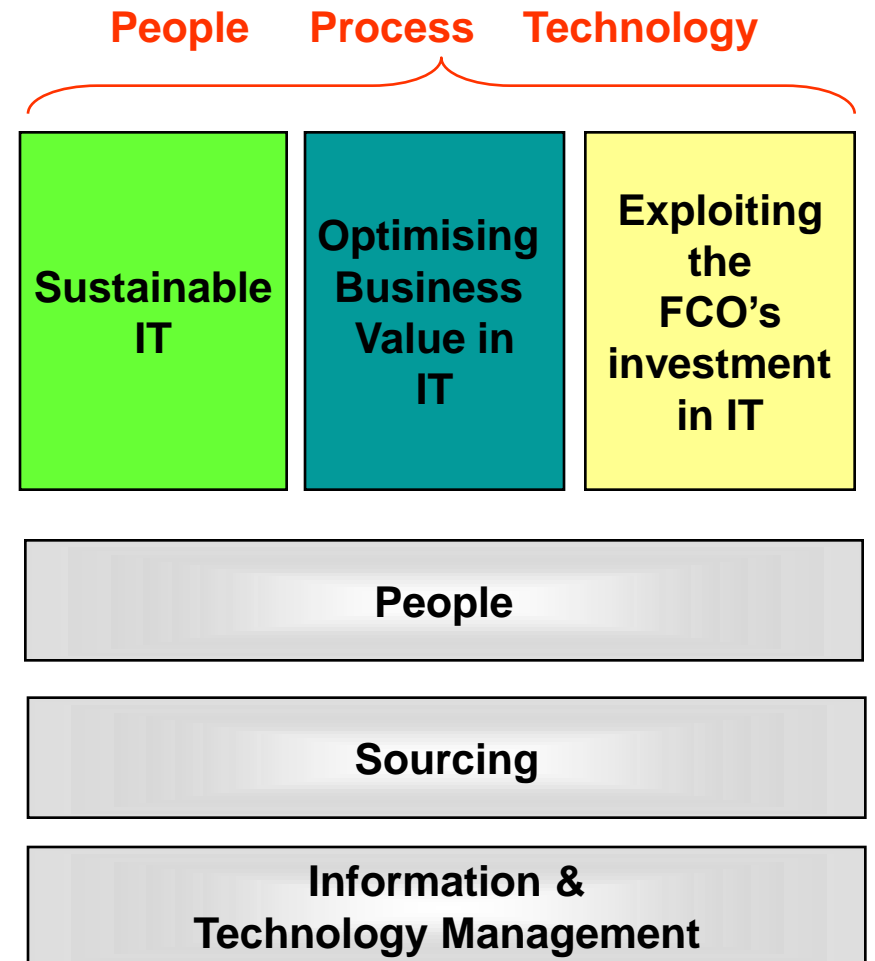
Productive records management will be also be high on the IM agenda. I&TD will:

- develop and expedite the management of the FCO's electronic records such that the FCO retains its leading position on records management within central government;
- reshape the culture within the FCO such that all staff come to understand and respect the value and importance of the FCO's information;
- provide comprehensive training on information management and improve, refresh and modernise best practice guidance on information management policy such that staff can store, share and manage their information confidently and in compliance with information law and the FCO's reputation is upheld.

Delivering the Strategy

Delivering the Strategy: Conclusion

- This strategy brings together three major facilitators of change, People, Process and Technology, to drive through efficiency, effectiveness and benefits gains in the FCO approach to IT management. These will be designed and built into the foundations of the I&TD organisation so that they become intrinsic in the approach in which business with IT is conducted.
- With these new foundations, I&TD, will change course to provide a wholly effective and efficient service environment, in which the FCO day to day technology needs are fulfilled at a reduced cost and where future change needs are delivered earlier, economically and more innovatively.
- I&TD will move closer to the way the FCO will be working or will have a need to work in the future ensuring that its direction is fully aligned to its business needs.



- Planned changes will be funded within current resource allocation

Next Steps

- New organisation in place by start of 2008
- Detailed planning underway – specific objectives for CSR07
- Further communications session incl Suppliers
- Opportunity to contribute to details through teams
- Presentation / FAQs on intranet
- Feedback welcome