HBL ICT Shared Services - Business and Digital Strategy 2022 to 2026

"IT Just Works"

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I am excited to welcome you to our Business and Digital Strategy 2022 - 2026. Our challenge is to provide digital leadership within a fast-moving healthcare technology environment as we look to directly contribute to our own, and our partners aims and objectives on our journey to providing a viable, sustainable and scalable IT service across seven NHS organisations within the Hertfordshire and West Essex (HWE) and Bedfordshire, Luton and Milton Keynes (BLMK) ICS regions.

This document sets out our commitment to become the IT provider of choice in supporting the delivery of both national and local digital strategies across primary and secondary care systems, supporting the Health and Social Care needs of a population of over 2.5 million citizens within HWE and BLMK.

Digital technology can transform the care our member organisations provide. The right technical solutions enable the Partnership to move away from traditional paper processes, collect information digitally (which can be stored safely and securely) and as a result to be able to use it for the clinical management of our patients. Adopting a digital approach helps member organisations with decision making, enables high quality care to be delivered in different settings across different organisations in collaboration with patients and other clinical teams. It helps to free up how, where and when care is provided to patients with greater ability to collaborate with other partners.

The strategy is influenced by the NHS Long Term Plan, the 5 Year Forward View and our partners own Digital Strategy's and is defined through 5 strategic domains - Business and Governance, Digital Primary Care, Technology Automation & Innovation, Service Delivery & Support and underpinned upon our Digital Resources
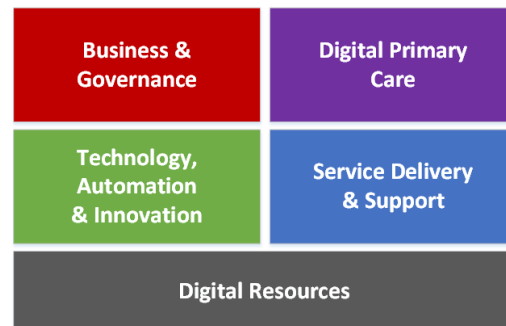
The ambitions of our strategy reflect the key role that digital is starting to have within Health and Social Care at all levels, not least due to the COVID pandemic but also through the modernisation of healthcare systems in general. HBL has undertaken an aggressive modernisation of its infrastructure and service over the last 5 years and this has afforded the partners a robust platform for which to support the delivery of their own digital strategies.

Phil Turnock

Phil Turnock
Managing Director of HBL ICT

1. Introduction

1.1 Our Constitution

In 2014 after the closure of a local Commissioning Support Unit (CSU), the HBL ICT Shared Service was established to deliver cost effective ICT services for East and North Hertfordshire CCG, Herts Valleys CCG, Bedfordshire CCG, Luton CCG, Hertfordshire Community NHS Trust and Herts Partnership University NHS Foundation Trust.

In April 2020 following a successful service transition programme, Milton Keynes CCG became the seventh member organisation to join the HBL Partnership. This was the first instance of introducing a new member organisation into the Partnership, demonstrating HBL's onboarding process.

From 1st July 2022, the six CCG's transitioned into the two Integrated Care Boards (ICB), this resulted in the membership of the HBL Partnership reducing to four member organisation, covering the same geographical footprint.

The current host organisation for HBL ICT is Herts & West Essex ICB; however, any of the four member organisations can host the shared services in agreement with the other member organisations. The host organisation arrangement is periodically reviewed at the governing Stakeholder Board to determine the best fit based upon the current strategies and priorities of the local heath economy for which it serves.

All legal and statutory obligations for HBL ICT Shared Services is provided by the host Organisation, this includes staff employment, and all financial accounting and corporate governance is performed by host organisation along with direct line management of the Managing Director of HBL ICT, directly report into the HWE ICB Board of Directors.

The HBL ICT partnership is a non-profit making organisation, founded on the four organisational principles:
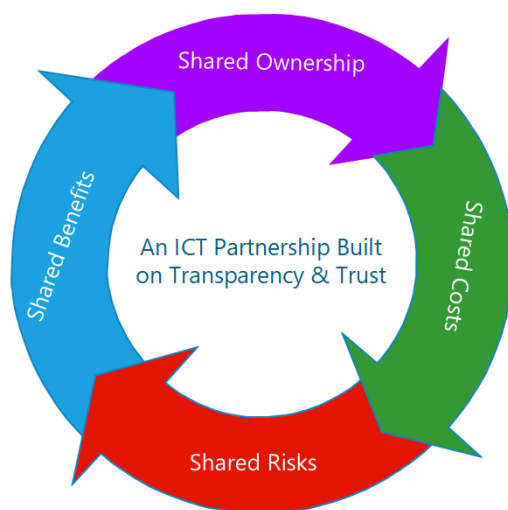
Shared Ownership – equality within the partnership, no dominant member organisation.

Shared Costs – apportioned by service utilization and via activity-based costing model.

Shared Risks – risk factors associated to financial contribution, mitigated by economies of scale.

Shared Benefits – enterprise services for all member organisation, delivered as scale.

These four organisational principles are the foundation of the Partnership and underpin the culture of the organisation.

1.2 Organisational Governance

Governance of the partnership is controlled by three underpinning constitutional components:
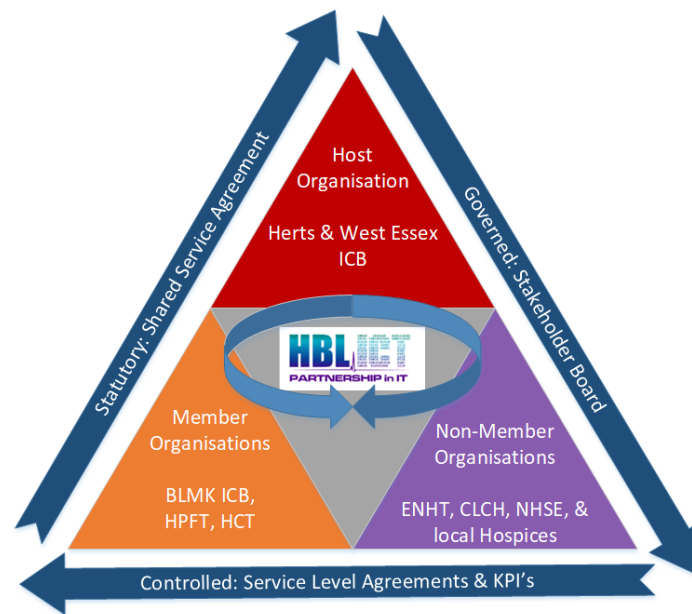
1. **Shared Service Agreement –** legal constitutional document which all partners commit to the ownership, costs and risks of being within the Shared Service partnership.

2. **Service Level Agreement (SLA)** - defines the relationship between the partners and HBL ICT in terms of providing a service to them.

3. **Stakeholder Board** – the governing authority for the partnership where the service is held to account.

Each member/client of HBL ICT Shared Services will have their own individually tailored SLA which details the specific contractual relationship between each entity. The SLA also includes the financial schedule of charges for a fiscal year. Within the SLA, details of the service specification being provided is also included as well as a suite of agreed performance metrics for which the SLA is measured.

Finally, the ambition of HBL ICT Shared Services is to develop excellent business relationships built on 'trust and transparency', so that to the members of the partnership we act as an integral part of their organisation, to enable them to deliver and realise their organisational business objectives and ambitions.

2. Our Vision Statement and Organisational Values

Underpinning the HBL ICT Shared Services Business Strategy is the determination to enable and drive forward cost-effective digital technology, thereby supporting the independent digital ICT strategies and sustainability & transformation plans for the partner organisations and clients. The main drive of HBL ICT Shared Services is to make ICT services intrinsic to the day-to-day operations of our partner organisations so that it can be relied and depended upon without any forethought – "IT just works".

'To become the ICT provider of choice, by delivering without boundaries, cost effective and innovative services and solutions to improve patient outcomes'

Our fundamental Values underpin how we intend to work and operate as a Partner led ICT organisation and the associated behaviours are becoming embedded in all aspects of how we work.

3. Our Strategic Principles

The HBL ICT Shared Services business and digital strategy is defined and underpinned by 7core principles which form the foundations to which we operate and conduct our business.

'IT just works'

1	Place patient outcomes at the centre of all strategic technology decisions
2	Promote a consumer like experience, creating an environment where technology works effectively, securely and without the need for users to understand what makes the technology work.
3	Promote equality throughout the partnership ensuring all partners are central to our strategies.
4	Create an environment that encourages innovation through active listening and proactively seeking better ways of working in support of the most efficient and effective use of technology.
5	Be socially aware and mindful of the positive and negative impact that technology can have on our environment.
6	Provide an environment that ensures information and data is readily available and easily accessible to meet the demands of healthcare provision
7	Focus on delivering enterprise services that benefits all member organisations, achieving economies of scale to maximise efficiencies.

4. Our Strategic Objectives

Working with our member organisations, we are committed to delivering seven strategic objectives, which are key digital enablers for all our clients:

Our Objectives

1. Delivering Business Viability
2. Ensuring Service Delivery
3. Providing an Agile & Secure Infrastructure
4. Designing & Providing End User Compute
5. Maintaining Financial Performance
6. Delivering Digital Transformation
7. Investing in our Staff

5. HBL Value Proposition

Within HBL ICT it is important that our development of ICT strategy, service and technology is driven by the value it provides to our member organisations. The HBL value proposition reflects our value to our member organisations.

Value Benefit	Value Narrative
Responsive digital experience, through multiple contact channels that are easily accessible	To ensure that all our service users are able to access the support they need, when they need it. To ensure that we resolve any faults as quickly as possible, including first contact resolution where applicable.
The right technology, at the right time, to access the right data, to meet the end user's business/clinical needs	To provide our service users with the best possible technology so that they can perform effectively in their role in the organisation – 'IT Just Works'
Underpin and enabling the digital strategies of our member organisations	To ensure that our business and digital strategy supports and complements the digital aspirations and strategies of our member organisations, ensuring equity across the partnership.
Providing ICT systems that are highly secure, available and easily accessible at all times	To provide and maintain an infrastructure that is fit for purpose, ensuring that all systems are accessible via the HBL Hybrid Cloud.
Solution driven & forward thinking in innovation and technology design and advancement	Horizon scanning to identify new technologies to keep the partnership evergreen and up to date with IT industry developments. Commitment to developing and delivering innovative solutions and services, embracing value-add technologies and systems.

6. Delivering our Strategy

The delivery of our business and digital strategy is built upon the foundations of the work that we are proud to have achieved over the last 5 years, culminating in a far more robust, stable, secure and responsive service to meet the needs of our partners and ultimately the patients it serves. This journey began in 2014 with the establishment of HBLICT as depicted below;
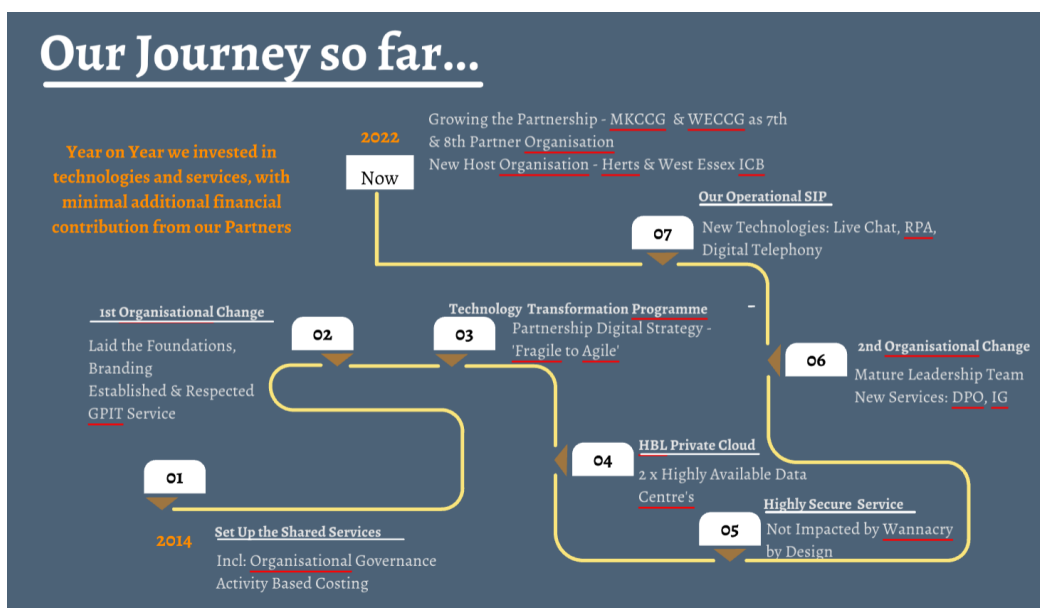
6.1 National Context – NHS Long Term Plan

In January 2019, NHS England launched the NHS Long Term Plan, its aim to help address the inequalities that exist within the current system. It outlines 6 core themes, or chapters;

- ➢ Chapter 1: A new service model for the 21st century
- ➢ Chapter 2: More NHS action on prevention and health inequalities
- ➢ Chapter 3: Further progress on care quality and outcomes
- ➢ Chapter 4: NHS staff will get the backing they need
- ➢ Chapter 5: Digitally-enabled care will go mainstream across the NHS
- ➢ Chapter 6: Taxpayers investment will be used to maximum effect

Digital is a key enabler across all chapters of the long-term plan, as there is a real acknowledgement of the importance of digital in the delivery of high quality patient care. This vision is being realised within our own digital roadmaps as shown below.

6.2 Regional Context

Integrated Care Systems (ICS) have largely evolved from STPs to take the lead in the planning and commissioning of care for their populations (or footprints). A key part of their role is to bring together other NHS providers, commissioners and local authorities to work in partnership in improving health and care within its region, aligned to the long-term plan but also to local digital roadmaps.

HBLICT provides ICT services across two ICS footprints, Hertfordshire and West Essex (HWE) and Bedfordshire, Luton & Milton Keynes (BLMK). Digital strategies are still being defined in both ICS's, but the following are the known key strategic digital objectives:

- Patient portals and user interfaces
- Defining and enabling a 'Digital Front Door' for Patients into Primary Care
- System interoperability within organisations
- Decision support through robust Population Health Management
- Control centres to improve patient flow within the systems
- Development of a shared care record system and interconnectivity to systems with the neighbouring ICS's within the region flowing patient flows
- Aligned application estate across the ICS's that enables sustainable investment
- Exploitation of Robotic Process Automation and Artificial intelligence, in both corporate and clinical settings.
- Robust, scalable and sustainable technology using new deployment models such as cloud technologies
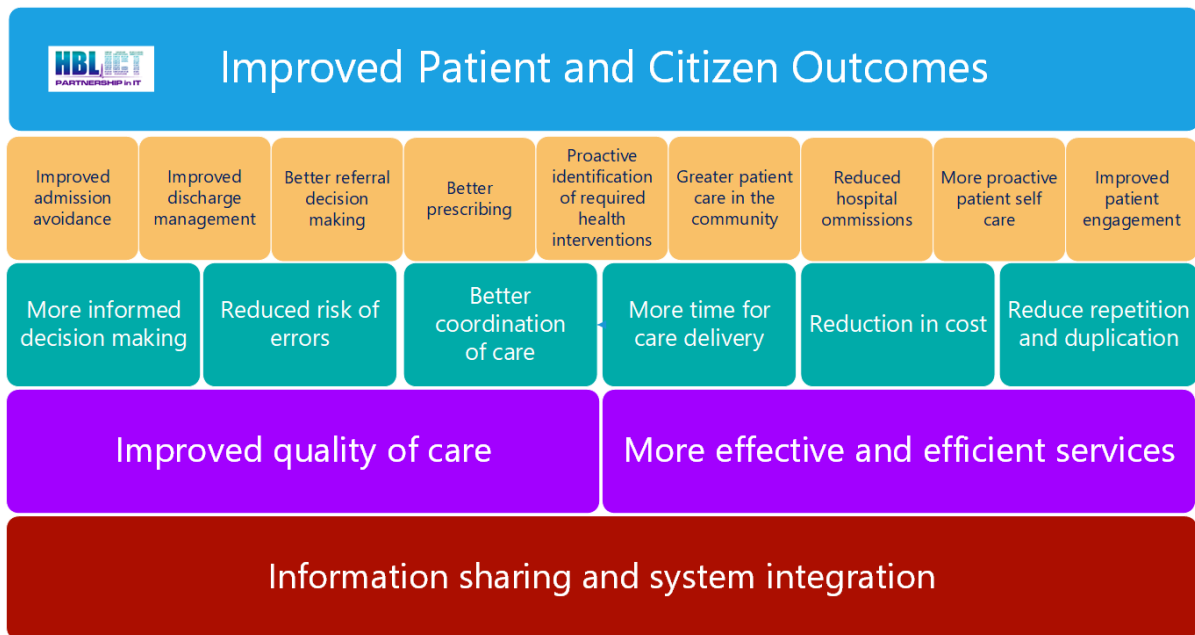
The expected impacts of the digital strategies will lead to the quintuple aims
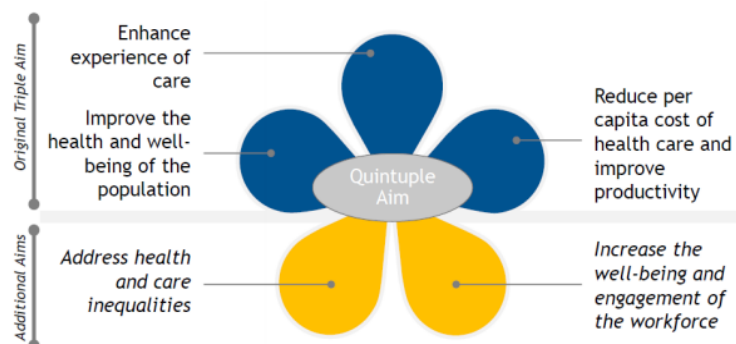
6.3 Local (Partnership) Context

HBL provides ICT services to four member organisations, those being 2 ICB's and 2 Provider Trusts. At a local level each partner will have its now digital strategy, which should be aligned with both regional and national strategies.

The HBL digital strategy is an enabling strategy for the member organisations and underpins their sovereign digital strategies. Fundamentally, the HBL digital strategy will deliver enterprise services and technology solutions which benefits all member organisations.
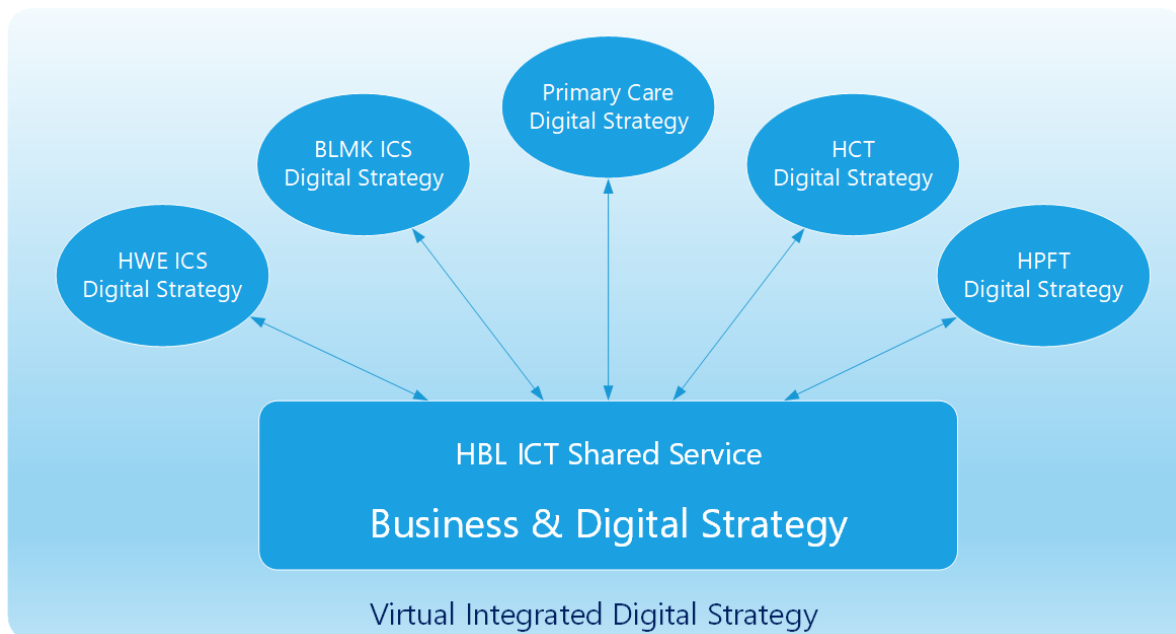
Our Core Infrastructure – HBL Hybrid-Private Cloud

The underlying architecture of the HBL Hybrid-Private Cloud includes two highly resilient N+1 data centre's located in Welwyn Garden City in Hertfordshire and Farnborough, Hampshire. Each data centre hosts an array of services across the partnership that are delivered across a private Wide Area Network to 125 locations across Hertfordshire, Bedfordshire, Luton, Buckinghamshire, Essex and Norfolk. The shared infrastructure allows different Health and Social Care providers to easily collaborate and share technology solutions to improve patient outcomes.

The design and inclusion of the hybrid private cloud solution means that within the HBL Partnership we have a choice to host services locally or to consume from a public cloud solution. This means that we be more flexible and adapt accordingly to deliver solutions that best delivers to our partners requirements. This design complies with the NHSD principle of 'cloud first' solutions.
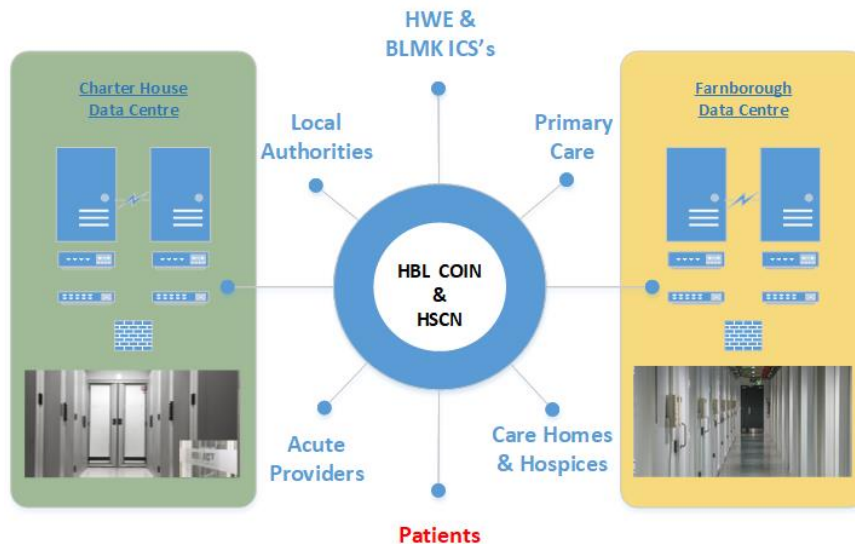
HBL COIN and WIFI

Due to the distributed nature of the HBL Partnership, an intrinsic component of the HBL Hybrid Cloud is its extensive Wide Area Network (HBL COIN), which includes HSCN services to all sites including the GP Practices across the two ICS.

A key aspect of this strategy is to recognise the importance of the HBL Coin to the Partnership and ensuring that it is always highly available, accessible and fit for purpose. This includes ensuring that services users are equally able to access services from the HBL Data Centres as well as the external cloud services through the internet without compromise. Recognising and realising the need network diversity has been a significant aspect of the HBL Covid response, where it was enhanced with the following features:

- A non-token VPN service to simplify VPN access, whilst maintaining two-factor authentication.

- Split tunnelling on the HBL VPN service to enhance performance, by separating non-clinical network traffic off of the VPN service onto host service provider.

- HSCN migration at our two data centres, which includes increasing the bandwidth from 100mb to 1gb at each DC

Network connectivity is of paramount importance across not only to HBL but also to provider organisations within the two ICS's. Therefore, this strategy recognises and supports directives to deliver and achieve network convergence across both ICS's and in the longer-term neighbouring ICS's, to enable free-flowing or resources regardless of sovereign organisations.

8. Digital Strategic Approach

The key to embedding digital strategies into our partnership is to align technologies and services to the partnership business strategies; therefore, IT delivers what the business wants and not what IT desires. The digital strategic approach that has been designed by HBL ICT adapts TOGAF architectural framework, detailing four architectural layers – planning downwards and building upwards:
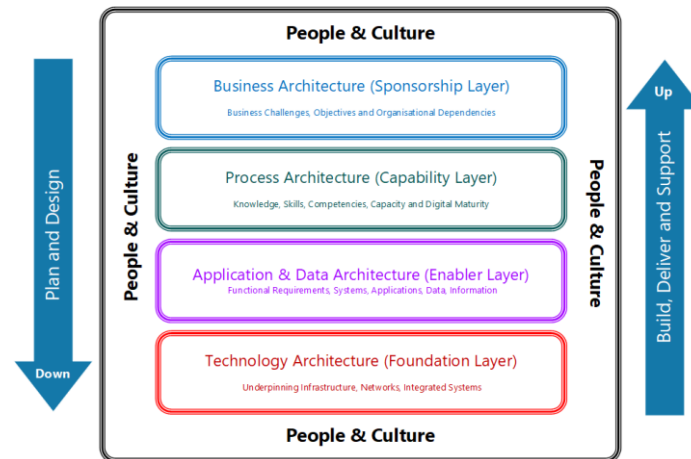
Each of the four architectural layers are fundamental to delivering a business-led digital strategy.

Business Architecture (Sponsorship) Layer - There is no doubt that successful strategies will only be realised if they are formed by and aligned to the business objectives, with input from clinical sponsorship, with executive level engagement. Effective alignment at this layer will enable and secure funding for the digital strategies.

People Architecture (Capability) Layer – Our people are the key to any strategy and this is never more so for a digital strategy. Understanding and acknowledging the cultural and capability dimensions of our people will mean that we will deliver the solutions that our clinical and corporate staff can use and we in HBL ICT are able to provide and support. This architectural layer is all about engagement across the whole partnership, harnessing our collective knowledge systems, and bringing our people on the digital strategic journey.

Application and Data Architecture (Enabler) Layer – Applications, systems, information and processes are the actual enablers that will transform the digital strategies into the business objectives. Requirements gathering and solution mapping are fundamental components to developing and delivering ICT systems and services back to the business. Success in this area will only be realised by effective business analysis and business change methodologies.

Understanding 'Big Data & Analytics' is fundamental as we have greater access to data, which brings with it the challenges of; too much data (volume), too quickly (velocity) and from a number of sources (variety). Rising to these challenges is a key part of this enabling layer that will yield clinical support decision making.

Technology Architecture (Foundation) Layer – Technology is the foundation of any digital strategy as this provides the architectural building blocks and platforms from which systems and services will be provisioned from. It is vital to have resilient, secure, robust and agile infrastructure that is scalable for current and future business and clinical demand. The challenge to right-size the technology layer to ensure that it is secure enough to protect our information systems, whilst being agile enough to facilitate and foster innovation business development.

Enterprise Architecture Methodology

The strategic direction within HBL ICT is to adopt and develop an 'Enterprise Architecture' (EA) methodology which will ensure that from an ICT perspective, the organisation is mapped in respect of structure, finance, operations, partnerships and service delivery. Collectively this information and knowledge is used to determine the short, medium and long term capabilities that can be delivered by the HBL ICT Shared Services Partnership. When thinking about infrastructure and communications, an EA approach will allow the Partnership to invest in platforms and systems that can be re-exploited for many use cases, as opposed to individual project investments.

HBL ICT adopts an 'Architectural Design Model' (ADM) to manage its enterprise architecture as detailed in the diagram below:

HBL ICT Architectural Design Model (ADM)
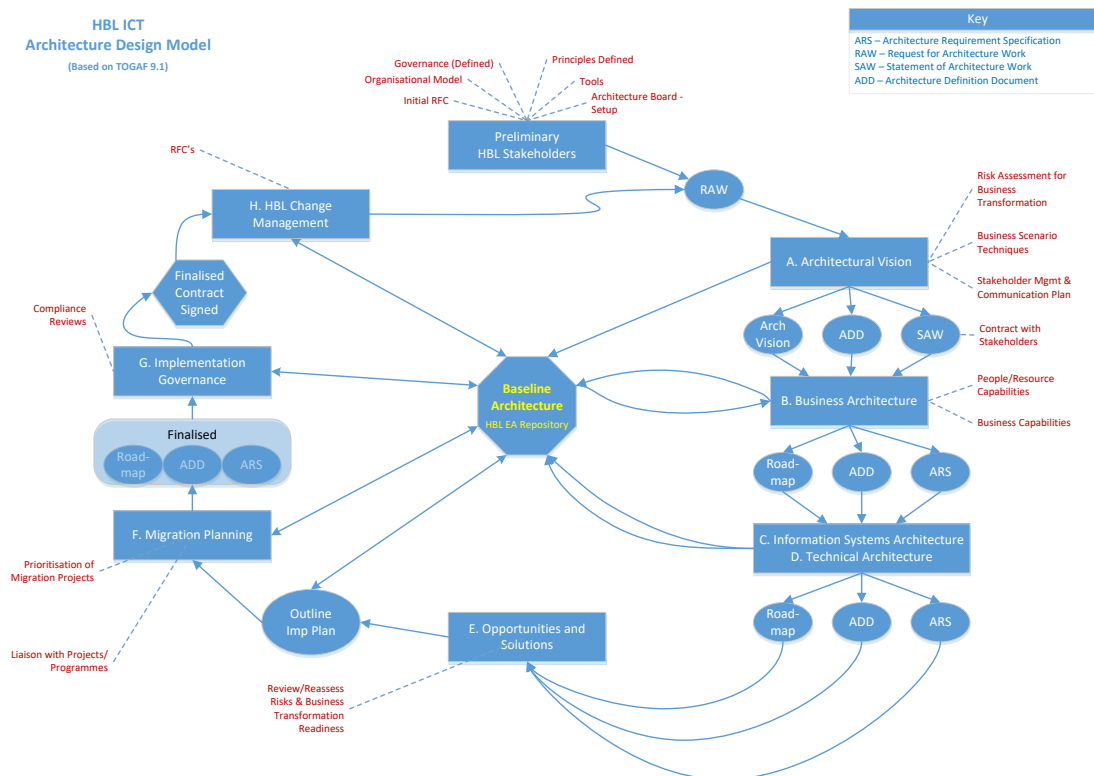
Definition of the HBL ICT Enterprise Architecture

The HBL ICT Enterprise Architecture is defined as all systems and services that are provisioned or consumed from the HBL ICT Private Cloud. Services that are consumed from external suppliers but

are accessed via the HBL ICT Private Cloud are outside the scope of the HBL ICT Enterprise Architecture.

Bimodal Technology Development

HBL ICT approach to technology development will focus on two separate but coherent modes; one focussed on predictability and the other on exploration.

- **Mode 1** – focussed on predicting the current and well-understood known. This includes exploiting what is known, while renovating the legacy environment that is then fit for purposed for the partnership digital ambitions. HBL will introduce technologies that will provide real-time assessment of the technologies so that strategic decisions are based upon fact rather than assumption. We will re-harvest where possible rather that dispose and replace

- **Mode 2** – is exploring and experimenting with new technologies to solve problems or support the realisation of business ambitions and clinical outcomes. With the inclusion of Solution Architects, HBL ICT are a forward-thinking ICT provider that understands the industry and will bring to the table innovations that are appropriate to business needs.

Both modes work in harmony together, integrating the evolution of existing solutions and services (Mode 1) with the new and innovative solutions from the industry (Mode 2) into an enterprise bimodal capability, which is essential for delivering value for money digital transformation.
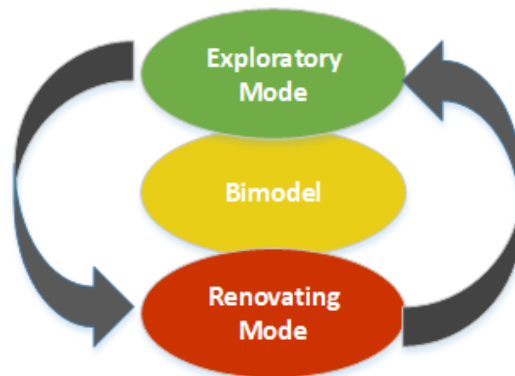
This bimodal strategic approach complements the concept of constantly reviewing our technology stack and ongoing assessment in terms of.

Adopt → Adapt → Abandon → Transform

Our Organisational Structure

HBL ICT has been structured to deliver this 5-year digital strategy. HBL operates with an ITIL compliant structure; this includes five interconnecting functional lines of service, which collectively make up the end-to-end service to the partnership.
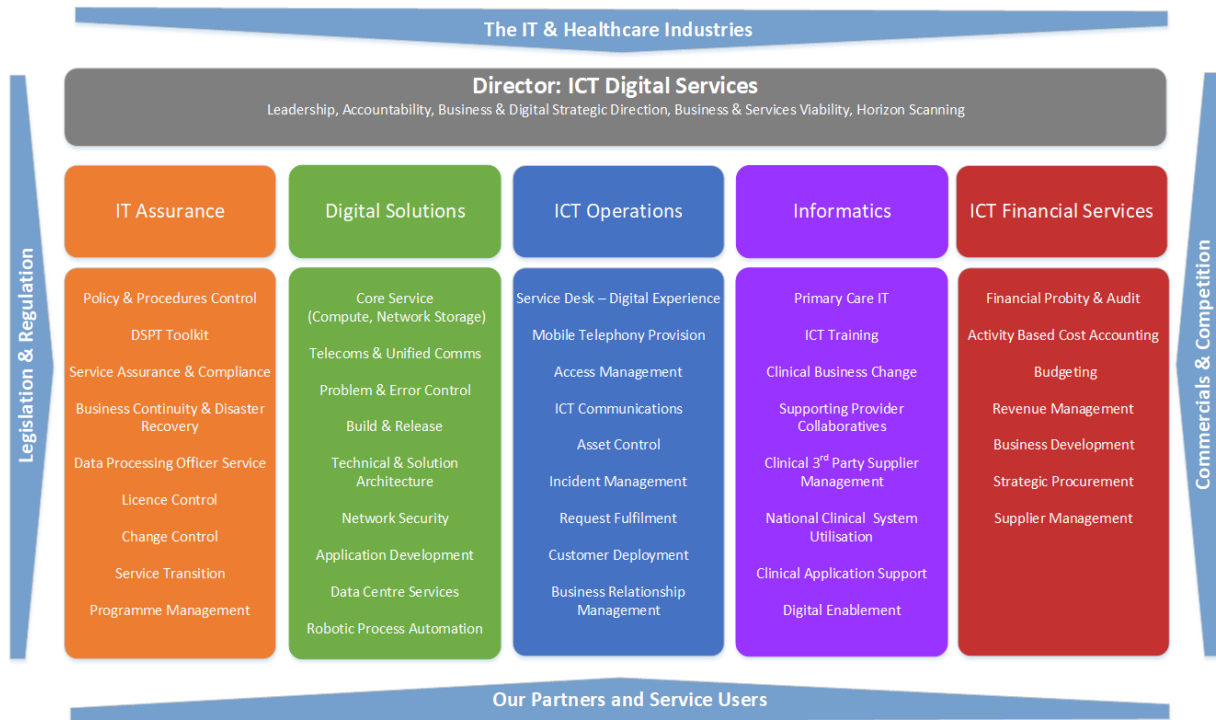
The structure has been designed to ensure that services meet our partner organisations expectation from an operational delivery perspective, whilst providing industry expertise to design and deliver new services and solution to meet their digital strategic ambitions. Intrinsic to this is to ensure that we deliver 'value for money', delivered on the foundations of continual improvement.

Built within the structure are robust business controls, governance and compliance within the fabric of our operations, which means that HBL ICT Shared Services is able to demonstrate a high degree business assurance to the partnership.

Our Operational Principles

Our Operating Model

HBL ICT Shared Services

Operational Service Model — July 2019

ICT Governance & Business Relationship Management – ensuring service compliance

Business Users
- Reporting IT Faults
- Users Advice and Guidance
- Service Requests
- ICT Procurement
- ICT Training

FAQ's

- Self-service
- Telephone
- Live-Chat
- RPA

1st Line Support
07:30–20:00 Mon – Sun
08:00- 16:00 Sat & sun
- Call Handling
- User Advice & Guidance
- First Contact Resolution
- User Account Service Request Fulfilment
- Client Communication
- Registration Authority

2nd Line Support
07:30 – 18:00 Mon - Fri
OOH Call-out
- Application Support
- System Maintenance
- Incident Resolution
- Remote Support
- Telephony Management
- Service Request Fulfilment
- Identity Management

3rd Line Technical Support
07:30- 181:00 Mon – Fri
OOH Call-out
- Telephony
- Disaster Recovery
- Compute & Storage
- Security Network & WIFI
- Build & Release
- Problem Management
- Availability & Capacity Management
- Database Management

Client Services
- ICT Strategy
- Primary Care ICT Management
- Business Change & Analysis
- Programme & Project Management
- ICT Consultancy
- Governance as a Service
- New Services Development
- Application Development
- Technology Optimisation

Service Performance Reporting

Supporting Services
- Error Control
- Change Management
- Business Continuity
- Asset Control
- IT Service Management Tool (Service-Now)

Service is provided to all our partner organisations and clients as defined within service specification and underpinned by digital experience.

Service delivery is managed through our robust and proven operational support model, and includes comprehensive extended hours support

The HBL ICT Operational support model is delivered on the foundation of six operational principles.

Accessing our support services is of paramount importance to the HBL Partnership, therefore our strategy is to optimise the most efficient and effective channels to our service users.

In 2018/19 as a service we successfully introduced 'Live Chat' as our preferred communication channel for accessing IT Operations, which has been widely adopted across the Partnership. In addition, we have successfully introduced RPA to automate our routine system adminstrations, enabling speed an accuracy in managing account administration.

Wiithin the next three years we will foicus on improving our Service Desk channels further, including automated 'live chat', and automated walk in appointment systems and integrated administration systems where possible. This will building our ambition to deliver 'Digital Experience'

Our aim is to focus the experience that our customers receive when using our services and support interfaces, rather than focussing on traditional service levels e.g. first contact resolution and systems always being available and accessible. We believe a possitive digital experience is more important that meeting service metics.

10. Financial Operating Model

The financial strategy of HBL ICT is to provide an affordable, value for money service that embraces technology and innovation to improve clinical outcomes. It is not the strategic intention to make a profit, but to make an operational surplus that can be reinvested into new technologies and future proof the ICT service for the mutual benefit of the partnership.

Operating Costs

The operating costs of HBL ICT are apportioned to each of the partner organisations using an 'Activity Based Costing' model which includes 50 quantifiable measures, which equates to a calculated breakdown of the HBL ICT operating cost. Each of the quantifiable measures attracts an activity cost, which is then multiplied by the activity volume consumed, which then determines the total service cost for each client. Service charges to the partner organisations is levied at cost, with no service mark-up, which is in the spirit of partnership working.

In addition to the seven partner organisations, HBL ICT provides services to other organisations within the local health economy, for which the same 'Activity Based Costing' model is used to calculate service provision. However, unlike the four partner organisation additional service charges are apportioned as detailed below:

- NHS organisations – 5% financial mark-up of individual client service charge
- Non-NHS Organisations – 10% financial mark-up of individual client service charge

The strategic reason for the percentage mark-up is that unlike the seven member organisations, non-partner organisations are not part of the HBL ICT constitution and therefore are void of commercial risk e.g. operating losses, etc. Which means they can serve notice without consideration for the partnership, though they would incur penalties if in breach of their contractual notice period.

The management of HBL ICT finances is undertaken through the business accounts of the host organisation, including the respective financial probity and scrutiny that applies to the said organisation. HBL ICT through the host organisation will provide a monthly financial statement in accordance to the governance of HBL ICT Shared Services.

Strategic Partnerships with 3rd Party Suppliers

A key aspect of managing HBL ICT as a going concern is the business management of its 3rd party suppliers which represents circa 35% of its operating costs. HBL ICT commits to reviewing all its 3rd party supplier contracts on an annual basis to ensure that:

- They are value for money
- They are appropriate for the service portfolio, current and future demand
- There is longevity in the contract to ensure service delivery at the right price
- They are appropriate for the digital strategies of the partnership

The strategy is to develop long term strategic partnerships with its suppliers, which ultimately will result in having fewer suppliers to deliver a wider portfolio of services, instead of having a plethora of suppliers and small contracts, which is time consuming and harder to manage.

This partnership working with its suppliers is key to the success for HBL ICT not only in terms of gaining greater value for money, but also to ensure there is engagement into the ICT industry to insight and exploit innovation so that we can introduce and deliver new systems and services to deliver efficiencies and better working methods to our service users.

Capital Investment for Service Development and Innovation

Service development and innovation is at the forefront of the HBL ICT culture and we are proud to develop new systems and services that improve the operations of our service users and therefore clinical outcomes.

The financial operating model that HBL ICT adopts means that any operating surplus can be reinvested into technologies and services as agreed by the partnership. In addition to operating surpluses, HBL ICT secures capital investments from the member organisations, which is then managed through an agreed capital investment programme. Additional, capital will also be sought from regional and national directives and programmes, which will usually be allocated to the member organisations.

Depreciation operating charges derived from the respective capital investment programmes are accounted for using a 'straight-line' accounting method in subsequent fiscal years. Depreciation charges are then apportioned within the partnership via the activity based costing model adopted by HBL ICT.

Funding the HBL Business & Digital Strategy

The strategic domains are to be funded via the current revenue streams from the member organisations, where new or additional funding is required (revenue or capital), this will be agreed at the HBL Stakeholder Board and reflected in subsequent service changes for the member organisations.

Where capital investment is required, this will be supported by a business case, with the capital investment being sought from the member organisations based upon benefits and usage of the said investment. The assets are owned by the member organisation providing the capital investment.

Where the asset is a 'shared asset', the capital investment would be soured by the hosting organisation. Due to HBL not being a sovereign organisation its only direct access to capital is via its host organisation, with subsequent revenue costs being apportion via the ABC costing model.

Strategy for New Business Income Streams

Although HBL ICT is not a profit-making organisation, it does have an obligation to keep its services as cost efficient as possible, and therefore will strategically look to leverage its investments where possible, which means generating additional income streams with minimal or zero increase in operating costs. All systems and services introduced by HBL ICT are designed to be right sized for

the current environment, but also scalable for growth within the partnership and the wider local health economy.

The strategic aim for HBL ICT new business is to attract additional income from within Integrated Care Systems areas for which the service operates, these being:

1. Hertfordshire & West Essex ICS
2. Bedfordshire, Luton & Milton Keynes ICS

Importantly, any new income must not conflict or compromise the services and strategies of the member organisations and must complement the local health economy. It is envisaged, that any new income will be derived from the following opportunities types:

- Growth from the provision of new/additional services to existing partners and/or clients
- Additional income due to operational growth of partner organisations and/or clients
- New Healthcare clients (NHS or 3rd Sector) from within the STP's geographical area

All new income opportunities will be presented to the HBL ICT Stakeholder Board for approval and ratification.

11. Organisational Identity, Branding and Communications

Identity and Branding

Though HBL ICT is hosted by its parent organisation, it is strategically important that it has and maintains its own organisational identity and branding, which is then in keeping to our organisational governance. HBL ICT operates using two organisational logos for both corporate and commercial use:

Corporate NHS Logo, which has been provisioned by NHS Digital and associated to the HBL Domain registration (@hblict.nhs.uk)	
Commercial Logo, which has been designed to reflect our band, working in partnership with association to healthcare	

All formal documentation will bear both logos separately, as legally these cannot be merged in any way due to the protected copyright of the NHS logo.

Intrinsic to the HBL ICT branding, a dedicated suite of document templates which have been designed with an HBL ICT style gallery, which are the default templates for compiling any formally published work documents.

Communications

The strategic direction is for HBL ICT to improve it methods of communications to its partners, service users and the wider local health economy. Within the partnership is primarily achieved via the email channel, therefore it is important to ensure that users who receive large volumes of emails are effectively communicated too, so that are drawn to the important messages.

Where service interruption has impacted the email communication channel, then alternative channels will be utilised, which suitable technology available.

When communicating to the wider audiences, HBL ICT will make use of social media and external technology interfaces to communicate our services, technology developments, service reporting and digital innovations. HBL ICT has its own LinkedIn (HBLICT _ Partnership in IT) and Twitter (@HBL_ICT) accounts and will use this to receive and transmit information to not only the local health economy, but also to wider NHS, Local and National Government Agencies.

HBL ICT has its own external website, which has been operational since June 2016, fulfilling its initial objective of being an interface to detail our service offer. www.hblict.nhs.uk
Strategically the HBL ICT website needs to develop significantly into an interactive knowledge sharing portal for both current and prospective customers/partners of the service, this will include a secure area for our customers to authenticate to engage with HBL ICT to request services, report faults and provide feedback on service provision.

The final digital strategic direction for the HBL ICT website is to develop this interface that embraces technology to encourage and ease the user interface with HBL ICT, embracing automation and immersive technologies, whereby users can self-help quickly improving uptime of service and clinical productivity.

12. HBL ICT Service Catalogue

HBL ICT provide a comprehensive portfolio of services delivered via the HBL ICT Hybrid Cloud, which forms the HBL catalogue of services, which are then detailed in the standard services specification for each client organisation. The unique selling point of the HBL services is the core infrastructure, which hosts the HBL ICT Cloud and therefore by default becomes the primary service component.

The diagram below details the high-level service components that make up the HBL Service Catalogue, all of which are known as: '…as a Service' which is the IT industry standard protocol for service management service classification.
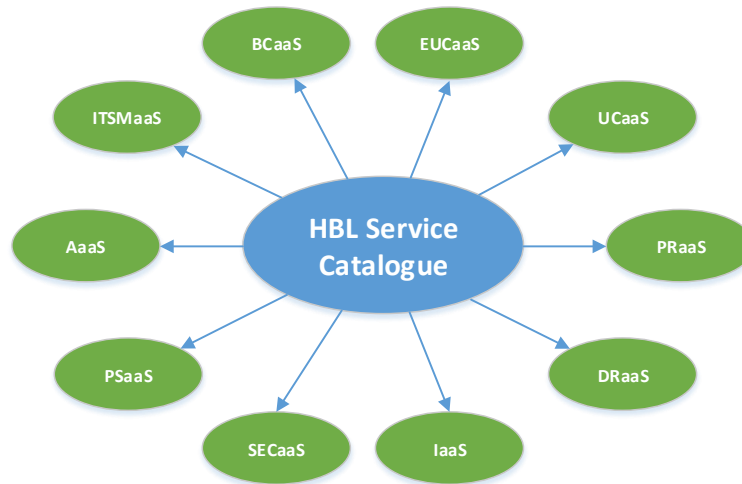
Service	...as a Service	Inclusions...
IaaS	Infrastructure	Data Centre Services, WAN, LAN, Virtulised/Physical Compute, Storage, WiFi, Network Devices, VPN, Web Services, Database Services, Domain Services, Availability Management & Capacity Planning.
AaaS	Applications	Clinical, MS Office, SharePoint, Finance, Bespoke.
EUCaaS	End User Compute	Desktop, Laptop, Tablet, Printers, MFD's, Group Policies, Access Control, Registration Authority.
UCaaS	Unified Communications	IP Telephony, Analogue Telephony, Voice Conferencing, Video Conferencing, Mobile Telephony, Mobile Device Provisioning & Management.
SECaaS	Security	Core Infrastructure, End User Compute, Cyber, Forensic Investigation, User Awareness, Business Assurance.
DRaaS	Disaster Recovery	Back-up, Dual Hosting, Data Replication, RPO, RTO.
BCaaS	Business Change	Development of clinical system workflow, transitioning clinical systems processes and process re-engineering
PSaaS	Professional Services	Programme Management Office, Business Analysis, Data Processing Officer, Service Design, Solution Design.
PRaaS	ICT Procurement	Strategic Procurement, 3rd Party Supplier Management.
ITSMaaS	IT Service Management	Service Desk, 2nd Line Support Service, Problem Management & Error Control, Change Control, Service Transition.

Digital Experience Monitoring (DEM)

Traditionally service performance has been measured in terms of Service Level metrics especially in a supplier to consumer type relationship, usually tied remedial penalties. Within HBL the relationship with member organisations is designed upon partnership working, therefore it is more preproperate to view performance monitoring in terms of the end user perspective across the whole spectrum of digital services that are provided to the partnership.

 - ➢ During the initial years of this strategy, HBL will transition away from Service Level performance monitoring to Digital Experience Monitoring, which will focus on:

- Performance from an end user perspective, building from the ground up to monitor and improve how people experience the technology that they are using and interact with.

- DEM will cover end user devices, applications, networks and other resources.

To enable this transition, the HBL partnership has invested in the Nexthink Platform which has now been deployed across the HBL enterprise. This will give the Partnership unprecedented insight into employees' daily experiences with devices, operating systems, applications, and networks, and provide clear, targeted recommendations for improvement.

13. Enabling Digital Primary Care

HBL are responsible for the delivery of GPIT services, as specified in the GPIT Operating Model. The Operating Model published by NHS England sets out a framework for achieving world class digital primary care systems. The aim is to provide flexible, responsive and integrated services for patients, giving them greater control over their health and care.

Through a range of business functions and specialist teams work collaboratively with our partner ICB's/ICS's to provide core & mandated as well as enhanced primary care IT Services, comprising of:

GPIT Support Service Management	Primary Care Implementation & Utilisation
The management of GPIT Support service providers against agreed SLAs across our partner ICB' s. The team also oversees IT security management, including configuration support, audit, investigation and routine monitoring.	A team of primary care systems experts supporting the promotion, implementation and utilisation of national digital systems, including SCR, EPS2, e-RS, Patient Online, Digital First Primary Care Programmes,
Clinical Application Support and Training	**Business Change**
A team of specialist trainers supporting the safe and effective use of core clinical systems and their optimisation.	Business Change Consultants and Analysts that work closely with ICB, PCN and practice staff, (clinical and administrative) to: transition the practices from legacy systems and services to new state solutions; Identify opportunities to exploit functionality better use of clinical systems, Ensure clinical safety is not compromised; Transform clinical system operating requirements to digit solutions
Project Management	**Solution Architect**
Skilled project and programme management resources to deliver the planned programme of work, both nationally and locally driven.	Dedicated service to design and develop Digital Primary Care to meet the requirements of clinicians and the population of the two ICS. Providing systems that enable digital inclusion, assist decision support and system interoperability.

During this strategic lifecycle, HBL will be focussing on greater **digital agility** in its delivery of Primary Care, focussing on:

1. Collaboration technologies
2. Infrastructure virtualisation, including virtual desktop infrastructure
3. Virtual identity management
4. Digital Telephony at scale
5. Digital Front Door – through integrated patient facing systems
6. Data quality to enable greater decision support, enabling population health management
7. System development for Primary Care Networks – information sharing
8. Primary Care enablement to support interoperability (Shared Care Record for ICS's)

14. Delivering Enterprise Services

A fundamental principle on the HBL Partnership is to focus on providing solutions and services that benefits multiple member organisations, whereby we can reduce duplication, achieve greater economies of scale and deliver additional value to the partnership.

This includes developing a total centre of excellence for enterprise services, including product development, design, delivery and support – end to end lifecycle.

Examples of this include but not limited too; Data Centre hosting, core infrastructure, the provision and support of end user devices, enterprise applications e.g. NHSMail, N365, etc.

The key rationale being that through economies of scale we are able commit more resources leading to a more developed, robust affordable service, which member organisations would not be able to realise alone.

15. Automation Through Robotic Process Automation and Artificial Intelligence

Automation is key to the future of the HBL Shared Services, as this will enable and deliver efficiencies, in both corporate and clinical settings.

Building on the success of introducing RPA into ICT Operations, in the next three years HBL are committed developing their own in-house capability to develop RPA and AI services reducing any reliance on costly 3rd party resources. This will include capability to undertaken process redesign and technology design to deliver are automation, working and support directorates within member organisations and the two ICS's.

Four key driving factors for delivering automation through RPA:

1. **Increased productivity and improved employee utilisation/morale**
   Compared with humans, robots have the capability to complete the same tasks about five times faster and can work 24/7.

   Also, employee satisfaction and efficiency is likely to go up, as they are freed from performing mundane, repetitive tasks. Moreover, offloading the mundane tasks to robots frees up your team to handle tasks that add the most value to our business.

2. **Increased customer experience**
   By freeing-up your customer service personnel from forms and tabulations, you're making them all the more available for attentive customer service and reducing the opportunity for errors. The result is an increase in customer satisfaction and much greater ability to meet the requirements of service-level agreements.

3. **Increased accuracy**
   Robots, compared to humans, are 100% accurate, consistent and compliant with policies. This means that the more you turn over to robots, the fewer errors will be made, hence the more time is saved in correcting errors.

4. **Quick Return on Investment (ROI)**
   Operating costs will drop quickly once a robotic workforce has been established, by both technological advancements and upgrades in an organisation's human workforce.

16. Strategic Aims and Domains

Our strategic vision for IT is based on the introduction of a completely automated and widely integrated set of information systems, which fulfil the clinical, administrative and financial requirements of our partners. These systems go beyond the boundaries of conventional IT definitions, to include telecommunication facilities and of course medical devices, which both capture and initialise information.

Inevitably, we will be aiming towards a paperless (or more pragmatically paper light) environment, enabling the NHS Long Term Plan. This is not for any inherent value, but this is a likely conveyance of capturing data electronically at source and utilising many times, and because of the process streamlining which it can deliver. As new health and care communities develop, the relationship between different parts of the citizen or patient journey will converge. This 'continuum of care' will be highly dependent upon a highly integrated digital technology and information systems.

It is the goal of our Digital Strategy to deliver clear and measurable benefits. This strategy aims to directly or indirectly deliver the following objectives:

➢ Supporting care delivery including Patient Safety.
➢ Enabling architecture/infrastructure to ensure business continuity.
➢ Shared infrastructure to support integrated care and operational efficiencies.
➢ Quality and management information including patient satisfaction.

➢ Facilitating improved communication.
➢ Enabling processes including empowerment of staff to exploit ICT.
➢ Corporate business support to optimize revenue and competitive advantage.
➢ Adherence to corporate governance and associated legislation.
➢ More efficient delivery of care and access to information with mobile and remote working solutions.

Over the next five years, HBL ICT will be working to deliver five strategic domains

➢ Domain 1 - Business and Governance
➢ Domain 2 – Digital Primary Care
➢ Domain 3 – Technology, Innovation & Transformation
➢ Domain 4 – Service and Support
➢ Domain 5 – Digital Resources

Our Strategic Domains				
Business & Governance	**Digital Primary Care**	**Technology, Automation & Innovation**	**Service Delivery & Support**	**Digital Resources**
Developing and controlling the HBL Partnership, maintaining suitability, sustainability and growth	Designing digital services and solutions to enable Primary Care	Developing and innovating our core infrastructure services to enable our Partner's digital strategies	Enhancing and improving the digital experience delivered to the HBL Partnership.	Leading, developing and inspiring our staff to ensure they are the foundation of our business and service provision

Domain 1   Business and Governance

This domain relates to how HBL can grow the partnership through additional partners and other non-partner related contracts. It also focuses on how we continue to support the partnership by developing and offering future enhancements to the service portfolio as well as looking at how we can continue to provide assurances around our capability to deliver IT services now and into the future.

Partnership Development

Project	Requirement	Benefit	By When
West Essex CCG join HBL partnership	On-board the CCG into the HBL partnership including primary care	Enables closer working across HWE ICS, utilising a single technology platform that is seamlessly integrated. Supports greater collaboration across the CCGs and wider ICS/ICP.	Q1 2022/23
CCG mergers	Support, through technology the alignment of CCGs to support the establishment of BLMK and HWE ICB	Enables closer working across HWE ICB, utilising a single technology platform that is seamlessly integrated. Supports greater collaboration across the CCGs and wider ICS/ICP.	Q1 2022/23

Business Development

Project	Requirement	Benefit	By When
HBL Restructure			Q3 2020/21 Complete Nov 2021
Review of Digital & Business Strategy		Ensuring that our business and digital strategy is meeting the needs of our partners.	Ongoing – Review every October
ABC Cost Model	Implementation of activity based cost model across the partnership.	More accurately reflects service line costs per partner based upon activity including overheads.	Q4 2020/21 Complete April 2022
New Service Portfolio		Ability to provide end to end service support for new offerings as part of the business and digital strategy	Q3 2020/21 Complete
Enterprise PMO Service		Delivery of key strategic projects centrally, doing things once to benefit the wider system context.	Q2 2023/24
RPA Service	Establish more robust robotic process automation services within HBL, extending into both ICS and ICP footprints	Extended service delivery across ICS/ICP to support the automation of manual business processes to improve efficiency.	Q3 2021/22

IG as a Service			
Managing enterprise services across HWE ICS	Establishing a mandate that enterprise services, such as service desk, infrastructure etc. are managed centrally across the ICS.		Q2 2023/24
Strategic Procurement	Establish a dedicated specialist IT procurement function that can leverage economies of scale across HBL ICT procurement requirements.		Ongoing
Strategic Procurement as a Service			Ongoing
Data Analytics		Evidence based business decisions with clear rationale and supported by auditable data validation/analysis	Ongoing Review in 2024

Accreditation

Project	Requirement	Benefit	By When
ISO9001	To achieve ISO9001 in order to assure the partnership and potential new business of HBLs capability of its business processes.	Provides assurances across the partnership and wider for IT capability.	Q1 2024/25
ISO27001	To achieve ISO27001 to provide assurances across the partnership in HBLs commitment and	Provides assurances across the partnership and wider for IT capability.	Q1 2024/25

	processes for handling and managing their information security assets.		
Education and Training	To develop a robust talent management framework that support the HBL strategy of develop and investing our people (home grown talent) to that we can evolve as a service provider. Delivery of an evergreen skills matrix	Development and retention of our staff, enabling staff satisfaction and efficient service provision.	Ongoing

This domain relates to the development of digital services and solutions to support and enable primary care across the Integrated Care Systems and local Provider Collaboratives for the next five years. This includes the core infrastructure as the architectural building blocks through to applications and systems, with increased focus on education, data assurance and system interoperability.

Core GPIT

Project	Requirement	Benefit	By When
HSCN Network			Q3 – 2020-21 Completed
Core GPIT Operating Model		Conformance to national systems and standards, within compliance to delegated primary care commissioning.	Ongoing
GPIT Futures	To introduce the new GPIT Futures Procurement Framework replacing GPSoC	Ensure that Primary Care Systems are procured and managed to national standards	Q2 – 2021-22 Completed
Enterprise Practice Infrastructure Architecture	To deliver a standardised and consistent GPIT core infrastructure model	Improved and consistent IT service to enable Patient Care	Ongoing
Cyber Security	To effectively manage, control and provide assurance regarding data security within Primary Care	Secure IT service to enable and protect Patient Care information systems	Ongoing
Enterprise Data Storage	To develop a centralised approach for managing and hosting practice data, including archive and back-up data	Highly available and resilient information systems to enable Primary care operating models and decision support.	Q4 – 2023-24
GPIT for West Essex Place	Migration of GPIT services from AGEM to HBL Shared Services	Single GPIT service provider across the HWE ICB	Q2 – 2023/24

Enabling Practice Systems

Project	Requirement	Benefit	By When
Maintain & Develop EPR Systems			Ongoing
E Prescribing (Phase 4)	To migrate all General Practices onto EPS Phase 4	To improve the EPS system and provide patients greater choice.	Q1 – 2021-22 Completed
E Referrals		Improve efficiency in decision support and patient care.	Ongoing
Integration with Care Homes	To enable digital integration and record sharing with Care Homes within the 2 ICS's	To provide greater interoperability with Care Home providers.	Q4 – 2023-24
Extended Access Hubs	To design and configure Extended Access Hubs for each PCN	Improve efficiency in decision support and patient care.	Q3 – 2021-22 Completed
System Utilisation	To work with and support each General Practice to optimise their usage of all clinical systems	Improve efficiency in decision support and patient care.	Ongoing
Development of PCN Systems	To support PCN Clinical Directors to develop digital solutions to enable their emerging operating models.	To enable effective clinical care within PCN and support their respective operational delivery models.	Ongoing
ICP Interoperability Provider Collaboratives	To enable primary Care to share clinical data sets into the emerging ICP's	Improve efficiency in decision support and patient care.	Q4 – 2021-22 Complete
HWE ICS Shared Care Record	Enabling Primary Care to integrate into the new ICS Shared Care Record – by-directional information sharing	Enabling clinical information sharing across all health specialties within the HWE ICS.	Complete

Collaboration Services

Project	Requirement	Benefit	By When
N365 for Primary care			Q3 – 2021-22 Complete
MS Teams	To deploy and support MS Teams platform VC and chat solution for corporate primary care business	To deliver national collaboration platforms to assist in clinical decision support. Plus enabling Multi-Disciplinary Teams	Q3 – 2021-22 Complete
Enabling GP Hot Site Infrastructure	To develop a standardised core infrastructure solution to enable and maintain GP Hot Sites in response to COVID_19	Supporting the Covid Response in Primary Care	Q3 – 2020-21 Complete

Patient Facing Systems

Project	Requirement	Benefit	By When
Digital Front Door to Primary Care			Q4 – 2023-24
Patient Consultation Systems		Introduction and a new digital channel to enable patient access to Primary care services, including patient triage.	Q3 – 2021-22 Complete
Supporting Think 111 First	To train and support GP Practices in making appointment available for the local 111 service - Direct Booking through 111.	Support the ICS's Think 111 First Programme and reduce hospital omissions.	Q3 – 2020-21 Complete

Project	Requirement	Benefit	By When
Patient Consultations through a Video Conferencing Platform			Q2 – 2020-21
Patient Inclusion Hub		Increase patient inclusion into digital Primary Care services	Q4 – 2023-24
Asynchronous Messaging for Patients	To develop a standard technology platform that enable asynchronous instant messaging to the patient of Primary Care	To deliver effective two-way digital communications between patients and clinicians to aid clinical decision support.	Q4 – 2022-23 Complete
IPT for Practices	To Develop a standardised digital telephony platform for GP Practices to replace legacy telephony systems		Q4 – 2023-24

Enabling Decision Support

Project	Requirement	Benefit	By When
Data Quality in Primary Care	• Support and promote data quality standards and consistency in Primary Care, using national Ardens templates and bespoke system templates designed by HBL. • Development of clinical facilitators (GP IT facilitators) to support clinicians and clinical teams to understand and apply the information from PHM into practice.	Improve clinical care enabling better decision support and patient care.	Ongoing

Information Reporting Ardens Manager			
Information Sharing to Secondary Care	To investigate systems and technologies that enable the sharing of patient data with secondary care providers, supporting ICP's	Enabling interoperability across the ICS's Improve decision support and patient care.	Q4 – 2021-22 Complete
Data Processing by Design & Default		To enable the safe delivery of IT systems that are compliant to national and business legislation and protecting data integrity.	Ongoing

Virtualisation (P2V)

Project	Requirement	Benefit	By When
Virtual Smart Cards		To improve system accessibility and	Ongoing
Virtual Desktop Infrastructure	To develop the use case for VDI in Primary Care, to support practices in managing local data and data retention.	Greater system agility and accessibility, supporting business continuity	Q4 – 2023-24
Hosted Virtual Infrastructure (HBL Cloud)	Linked to P2V_002, assess the viability of HBL hosting virtual infra structure	Greater system agility and accessibility, supporting business continuity	Q4 – 2023-24

Domain 3   Technology, Innovation and Transformation

Technology is at our core; therefore, this domain focuses on the delivery of key enablers to ensure that our partners can continue to deliver world class patient care to its citizens.   The technology domain closely aligns to both regional and local digital plans with a clear focus upon digital transformation and unlocking the potential afforded through the national N365 agreement. The building blocks of this domain are ensuring that network and collaboration services are fit for purpose and that cyber security is at the forefront of our plans.

Cyber Security

Project	Requirement	Benefit	By When
CE+ Accreditation			Q2 2021/22 Concluded
NIS Compliance		Provide assurances partnership wide of good practice being demonstrated regarding cyber security.	Ongoing
NHS Secure Boundary	Deployment of NHS Secure Boundary, a centrally funded web and application proxy service from NHS Digital.		Q4 – 2023/24
Bit Sights	Registration with the Bit Sights platform, centrally funded by NHS Digital, the platform provides	Centrally funded solution from NHS Digital. Helps to measure how secure NHS	Q2 – 2020/21 Completed

	measured cyber security ratings across NHS organisations.	organisations are, centralised monitoring as and when security ratings change, supports compliance with NIS	
ATP + Defender vs Sophos	Review functionality and features of Microsoft ATP + Defender (centrally funded as part of M365) vs current Sophos Anti-Virus	Centrally funded solution from Microsoft. Part of the Security Operations Centre at NHS Digital.	Q3 – 2023/24
Security Operations Centre (SOC)	Establish local SOC team to manage the ever growing requirements of cyber security across the partnership.	Dedicated team responsible for proactively managing the ever-growing demands of cyber security.	Q3 – 2021/22 Complete
Multi Factor Authentication for privileged access	Implement Multi Factor Authentication on all privileged access accounts (IE. Domain administrators)	Significantly reduces the threat of privileged access to systems being breached. Generally accepted as best practice for privileged access.	Q4 - 2023/24
Edge Security (802.1x)	Enable security at the network edge for both wired and wireless clients.	Greatly improves network security by ensuring that only clients that meet policy requirements are allowed onto corporate networks. Reporting and monitoring improve network visibility	Q3 – 2023/24
Cisco Umbrella	Cisco Umbrella is a core component of the delivery of SDWAN and AOVPN across the partnership, providing cloud-delivered security across all of the partnerships corporate networks as well providing additional security to remote users.	As a cloud delivered solution, Umbrella is not bound to the corporate network, providing enhanced web filtering to block access to malicious websites and services on the internet, preventing phishing, malware and ransomware attacks before they happen. If a corporate device is switched on and connected to the internet, then it is automatically protected by Umbrella regardless of its location.

Underpinning Umbrella is Cisco Talos who are a global threat intelligence organisation, their role is to ensure that | Q2 – 2022/23 |

Project	Requirement	Benefit	By When
		the latest threats and vulnerabilities are being blocked to protect end users through the platform.	
Cisco Secure X		specific events. Far greater level of granularity in terms of reporting and monitoring.	Q4 – 2022/23

Digital Transformation

Project	Requirement	Benefit	By When
Automation/Orchestration			ongoing
Public Cloud Strategy			Q3 2020/21 Complete
Single Sign On	Implementation of Single Sign on across provider organisations.	Simplifies username and password management. Speeds up access to systems increasing clinical facing time	Q1 – 2022/23 Complete
ICS Service Design (BLMK)	Technical design and solutions as Bedfordshire, Luton and Milton Keynes CCGs form to become a single entity.	Standardised ICS ICT support model to ensure consistency with easy access to systems and data	Q3 2020/21 Complete

ICS Service Design (HWE)			Q1 – 2022/23
Private Cloud Hosting across ICS/ICP			Ongoing
Partners Digital Strategies	Support the delivery of multi-stranded digital strategies across our 7 partners.	HBL Business & Digital strategy to underpin and enable partners digital aspirations and vision	Ongoing
Virtual Smartcards	Implementation of virtual smartcards to remove the reliance upon physical cards.	Service and cost efficiencies	Q1 – 2022/23
Robust remote support tools (Bomgar)		Service and cost efficiencies within HBL Enable greater remote working	Complete
Automation through RPA and AI			Q4, 2023

legacy systems together in the same way a human would (although at greater speed). This may help save unnecessary investment in new systems or software. Automating processes using RPA can often be quick to implement and lead to a return on investment in less that 12 months.

Quality and Compliance
RPA can reduce business and compliance risk as it eliminates human error. Employees' workload could become more varied, valuable and interesting due to a reduction in manual data entry-based tasks.

N365 – Applications for Enterprise

Project	Requirement	Benefit	By When
Productivity Suite (Office)			Q2 2021/22 Complete
Shared Tenancy		Optimisation of the national shared tenancy service	Ongoing
Intune	To undertake a full review of the benefits of MS Intune as a direct replacement for existing air watch MDM platform.	Service and cost efficiencies within HBL Partnership	Q4 2022/23
Multi Factor Authentication	Investigate implementation of multi factor authentication across Microsoft enabled services within N365 to improve security to systems.	Greater security compliance and mitigating factor to improve our defences against cyber-crime	Q4 2022/23

Auto Pilot (SCCM)			
Privileged Access Management (PAM)	Review PAM implementation for privileged users across the Microsoft stack. For example, domain admins.	Greater security compliance and mitigating factor to improve our defences against cyber-crime	Q3 2022/23
Azure information protection		Making information more accessible to enable better decision support	Ongoing
SCCM Cloud Gateway		Greater security compliance and mitigating factor to improve our defences against cyber-crime	Q2 2022/23
MS Teams & Jabber Integration (IPT)		Seamless integration between two enterprise technology stacks to improve system usage	Q1 2022/23 Cancelled

Networks & Collaboration

Project	Requirement	Benefit	By When
SDWAN	Deployment of an SDWAN network partnership wide to support the next generation of IT services including public cloud computing.	Improve network connectivity across 125 sites, separating internet and system connectivity. Key enabler for greater cloud provision services	Q3 2023/24

Core Network Re Design			
5G Rollout	Review and deploy 5G connectivity for mobile workers partnership wide. Review 5G as a service to support the delivery of SDWAN	Improve mobile phone connectivity for service users	Ongoing
Remote working VPN (Always ON VPN)		Improve and simplify connection to the HBL Cloud for remote users.	Q4 2022/23
Collaboration IPT/Voice/Video	Undertake review of existing voice and video deployments with a view to offering a fully integrated solution partnership wide	Greater integration between technology stacks to ease usage for service users.	Q1 2022/23 Cancelled
Automated Deployments	Centralised, policy driven solution to automate the deployment of network services (WAN, LAN, Wi-Fi) across the partnership.	Service and cost efficiencies within HBL Partnership	Q3 2021/22 Complete

Data Centre Development

Project	Requirement	Benefit	By When
Transfer Charter House Data Centre to new Commercial Data Centre Site	To transition services from the existing purpose build in-house data centre to a new commercial data centre, maintaining two highly resilient data centres that are managed and controlled by the HBL ICT.	Remove dependency of a building where the lease is due to expire in 2028 Location into a national commercial site will reduce carbon footprint Remove the projected capital investment costs of managing an in-house data centre.	Q4 2024/25

Transform Charter House Data Centre Space		user appointments Increase storage capacity for IT stock	

Domain 4 Service Delivery and Support

This domain is focused on ensuring that our operational support models continue to deliver against our underpinning contracts. To help achieve this, the domain will focus on a series of service developments to improve the digital experience, this will include building upon the tools and processes already in place through various integrations with existing support platforms.

Service Development

Project	Requirement	Benefit	By When
Remove E Mail channel			Complete
Automated Scripts		Improve first contact resolution and enhance digital experience	Q3 2022/23
Live Dashboards		Greater transparency regarding service support provision for member organisations	Q3 2022/23
Live Chat Auto Attendant	Implement auto attendant within live chat to support call flow and triage of incidents and service requests	Enhance the current live chat service making it more available and accessible	Complete
Procurement Portal	Development of a procurement portal to allow customers an amazon like experience when requesting standard catalogue items (IE. Laptops, phones)	Improve & simplify customer experience when purchasing IT equipment	Q4 2023/24
Digital Experience		Inline with industry standard, greater focus on digital experience form an end user perspective	Q4 2022/23

N365 Support Model			
Service Now Upgrades to latest version		Ensure key service support platform is maintained and new features optimised to improve support provision	Ongoing
Service Desk Accreditation		To enhance perception of service and attract potential new member organisations	Q2 2023/24
ICS Single Service Desk	Delivery of a single ICT service desk function ICS wide.	Gain greater efficiencies across the ICS's and achieve economies of scale and standardisation support	Q2 2024/25

Service Now Integration

Project	Requirement	Benefit	By When
Bomgar		Improve and simplify customer experience	Q2 2023/24
Nexthink	To integrate Nexthink end user analytics platform into service now	Improve first contact resolution and enhance digital experience	Q3 2023/24
Solarwinds	To integrate Solarwinds network and performance monitoring platform into service now	Improve first contact resolution and enhance digital experience	Q4 2023/24

This domain reflects on the development of our staff who are the foundation of the HBL Shared Service Organisation and its service provision to member organisations. Within HBL we are proud to develop our staff to enable them to develop their individual skills and capabilities, fostering a culture of inclusivity, mutual support and 'open' leadership. As a principle we believe in 'developing our own talent', which means providing affordable development and training so that we can create technical and leadership competences within our own organisation.

Leadership Development

Project	Requirement	Benefit	By When
HBL Leadership Pledge			Ongoing
Managers 360$_o$ Feedback	All managers to undertake 360$_o$ feedback and produce a personal development action plan	Developing a culture of reflective leadership	Annual
Leadership Development Workshop	To host an off-site development workshop to support and development leadership skills across the organisation	A safe space, away from the normal work environment to develop strategic leadership within the organisation	Annual
Succession Planning	The development of a clear succession plan across all levels of the organisation – leadership and technical competencies	Provide a clear roadmap of our future technical and managerial leaders to future proof our sustainability and growth	Ongoing
HBL Inclusion Champions			Ongoing

People Development

Project	Requirement	Benefit	By When
Appraisals, Personal Development Plans & Talent Management			Annual
Learning Needs Assessment		To develop our staff from both a personal and career perspective resulting in HBL becoming a 'learning organisation'.	Ongoing
HBL Training Plan	Following on from the LNA, the development of fully costed staff training plan.	Development of our staff in line with business needs.	Ongoing
Health & Wellbeing			Ongoing
Staff Mandatory Training	All staff to undertake their mandatory training requirements has mandated by the business	Compliance to organisational standards and contracts of employment	Ongoing
Communication Portal	To provide a go-to communication resource to gain up to date information that effects and impact HBL staff	Enhance employee communications and provide a platform to give and receive praise	Ongoing
HBL Town Hall	Regular all staff communications forum to disseminate information, update on team developments and enable staff engagement and development	A safe platform to enable greater inclusivity across the organisation, whilst complementing host organisations communication forums.	Monthly

HBL ICT Operating Plan Timeline

Strategic Domain	Sub Domain	Activity	2022				2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business & Governance	Partnership Development	West Essex Place join HBL Partnership																				
		CCG Transition to ICB's																				
	HBL Business Development	HBL Restructure																				
		Review of Business & Digital Strategy																				
		ABC Costing Model																				
		Enterprise PMO																				
		RPA as a Service																				
		IG as a Service																				
		Managing Enterprise Services Across ICS																				
	ICT Procurement	Strategic Procurement Capability																				
		Strateic Procurement Service																				
		Data Analytics																				
	Accreditation	ISO9001																				
		ISO27001																				
		Education & Training																				
Digital Primary Care	Core GPIT	GPIT Operating Model																				
		GPIT Futures																				
		Enterprise Practice Architecture																				
		GPIT Cyber Security																				
		Enterprise Data Storage																				
		GPIT for West Essex Place																				
		GP EPR Systems																				
		E-Referrals																				
		Integration with Care Home																				
		Extended Access Hubs																				
		System Utilisation																				
	Patient Facing Systems	Development of Digital PCN's																				
		Digital Front Door																				
		Patient Consultation																				
		Patient Inclusion Hubs																				
		IPT for GP practices																				
	Enabling Decision Support	Data Aquality for Primary Care																				
		Information Reporting through Ardens																				
		Data Processing by Design & Default																				
	P2V Virtulisation	Virtual Smartcards																				
		Virtual Desktop																				
		HBL Hosted VDI Platform																				
Technology, Innovation & Transformation	Cyber Security	NIC Compliance																				
		NHS Secure Boundary																				
		ATP + Defender Vs Sophos																				
		Security Operations Centre (SOC)																				
		MFA for Privieaged Access																				
		Edge Security																				
		Cico Umbrella																				
		Cisco Secure X																				
	Digital Transformation	Automation & Orchestration																				
		Single Sign-on (HPF)																				
		ICS Service Design for BLMK ICB																				
		ICS Service Design for HWE ICB																				
		Hybrid Cloud Hosting																				
		Virtual Smartcards (Coporate)																				
		Enhancing Remote Support Toolsets																				
	Applications for Enterprise	Automation through RPA & AI																				
		N365 Shared Tenancy																				
		Intune																				
		Multifactor Authentication for N365																				
		Auto Pilot (SCCM)																				
		Priviledged Access Management																				
		Azure Information Protection																				
	Networks & Collaboration	SCCM Cloud Gateway																				
		SDWAN																				
		Core Network Redesign																				
		5G Deployment																				
		Remote Working VPN (Always on VPN)																				
		Automated Deployments																				
	Data Centre Development	Transfer of CH DC to Commercial																				
		Transform CH DC Site																				
Service Delivery & Support	Service Development	Remove E-Mail Contact Channel																				
		Automated Scripts																				
		Live Dashboards																				
		Live Chat Automated Attendant																				
		Procurement Portal																				
		Digital Experience																				
		N365 Support Model																				
		Service Now Version Upgraades																				
	Service Now Integration	ICS Single Service Desk																				
		Remote Toolset - Bomgar																				
		Nexthink																				
		Solarwinds																				
Digital Resources	Leadership Development	HBL Leadership Pledge																				
		Managers 360o Feedback																				
		Leadership Development Workshop																				
		Succession Planning																				
		HBL Inclusion Champions																				
	People Development	Appraisals & PDP																				
		Learning Needs Assessment																				
		HBL Training Plan																				
		Mandatory Training																				
		Communications Portal																				
		HBL Town Hall																				

HBL ICT Shared Services Objectives

Our Vision	Our Strategic Principles	Our Strategic Objectives	Objectives Descriptions	Components
To become the ICT provider of choice, by delivering without boundaries, cost effective and innovative services and solutions to improve patient outcomes	**"IT Just Works"** 1. Place patient outcomes at the center of all strategic technology decisions. 2. Promote a consumer like experience, creating an environment where technology works effectively, securely and without the need for users to understand what makes the technology work. 3. Promote equality throughout the partnership ensuring all partners are central to our strategies. 4. Create an environment that encourages innovation through active listening and proactively seeking better ways of working in support of the most efficient and effective use of technology. 5. Be socially aware and mindful of the positive and negative impact that technology can have on our environment. 6. Provide an environment that ensures information and data is readily available and easily accessible to meet the demands of healthcare provision. 7. Focus on delivering enterprise services that beneits all member organisations, achieving economies of scale to maximise effeciencies.	**1. Delivering Business Viability**	To ensure that the HBL ICT Shared Services maintains business viability for the next 5 years, adhereing to corporate governance standards	i) Retention of Partner Organisations ii) Growth of additional partners/clients iii) Controlled Corporate Goverance iv) Flexibility to meet demand
		2. Ensuring Service Delivery	To deliver ICT services to the HBL Partnership meeting all service levels as defined in the HBL Shared Services Agreements	i) 24/7 Operational Support Model ii) KPI's met iii) DEM met iv) Project delivery v) Support governance vi) Service transition vii) Effective procurement of ICT equirement and services
		3. Providing an Agile & Secure Infrastructure	To provide a highly available, secure and resilient core infrastructure across the HBL Partnership, as defined in the HBL Shared Services Agreement.	i) Agile & scaleable infrastructure by design ii) Highly availability iii) Highly resilient & secure iv) Easiliy accessible without compromising security v) Controlled processing & management of data vi) Business Continuity & Disaster Recovery
		4. Designing & Providing End User Compute	To provide an agile, fit for purpose end user compute service to all ICT services users across the HBL Shared Services Partnership.	i) Device agnostic ii) Aligned to user requirements iii) Aligned to business requirements iv) Intuitive to use v) Effective training on systems
		5. Maintaining Financial Performance	To maintain financial viability and probity to the HBL Partnership, deliverying an affordable, fully costed, value for money ICT service.	i) Accounting transparency ii) Activity Based Costing iii) Adherance to SFI's iv) Monthly financial reporting v) Financial governance from host organisation vi) Annual revenue & expenditure management & planning vii) Capital planning
		6. Delivering Digital Transformation	To deliver innovative transformation programmes that helps to enable the respective digital strategies of the HBL Partnership to improve health outcomes, which will be congruent with the two STP in which HBL Partnership are an inclusive part of.	i) Business strategy ii) Digital strategy iii Process engineering and automation iii) Technology roadmap iv) Investment in new technologies v) Enterprise Architecture
		7. Investing in our Staff	To develop and invest in our staff to ensure that HBL ICT Shared Services is able to retain and attract the best ICT staff toprovide a quality ICT service to the HBL Partnership.	i) Staff retention ii) Staff development and training programmes iii) Aligment of capabilities and competencies to ICT outcomes iv) Values based recruitment v) Reward & recognition of our Staff vi) Business values and objectives

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