SKDC ICT Strategy

2012 - 2015

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South Kesteven District Council

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Contents

1. Introduction 5

Background 5

ICT as an Enabler 5

Objectives 6

Relationships with other documents 6

2. The National, Lincolnshire and Local Context 8

The National Context 8

The Lincolnshire Context 9

The South Kesteven Context 10

Council's Vision, Values and Priorities 11

3. The future of ICT 14

4. Where do we want to go 17

Key Theme 1 – Supporting the Delivery of Priority Themes 17

Key Theme 2 – Partnerships 17

Key Theme 3 – New Underpinning Structures 17

Key Theme 4 – Supporting elected members and officers fulfil their roles in delivering the Councils stated priorities. 17

5. Key Theme 1 - Supporting the Delivery of Priority Themes 18

Community Broadband 18

Support Agile Working 18

Strategic Procurement and Service Reviews 19

Service Application Improvements 19

CCTV Shared Service 19

IT Partnership Working 19
Cleaner, Greener ICT 19
Print strategy 19
Desktop Refresh 19
Supporting the Delivery of the Customer Access Strategy 20
6. Key Theme 2 - Partnerships 21
Shared Network 22
Virtual Server Infrastructure 22
Thin Client Technology 22
Boston Borough Council 23
7. Key Theme 3 - New Underpinning Structures 24
ICT Steering Board 24
ICT Steering Board Scope 24
Project Management Methodology 24
ICT System Selection and Procurement 25
Procurement of Major Systems 25
Data Protection and Handling Data Responsibly 25
Cross - Service Area Review 26
VFM Measures 28
Primary Indicators 28
8. Key Theme 4 – Supporting elected members and officers fulfil their roles in delivering the Councils stated priorities. 30
9. Current ICT within Corporate Areas 31
Development and Growth 31

Community and Environment 32

Corporate 33

10. ICT Supporting Customer Access Strategy 36

11. Key Work Plan 37

Appendix 1 – Technical Projects 47

Appendix 2 – Glossary 49

Version Control 50

1. Introduction

Background

South Kesteven District Council (SKDC) delivers a range of services to its customers and stakeholders in a manner that meets their needs The purpose of the Information & Communications Technology (ICT) service is to support and contribute to delivering the Council's priorities, objectives and aspirations.

This document replaces the original ICT strategy document released in June 2008.

This strategy is purposely designed to be 'built for change' and will be refined, updated and changed as the council's needs develop in the coming years. This strategy will not capture every ICT related project which must be undertaken in order to enable the delivery of the ICT Section and council's objectives. Rather, this document will act as a baseline and framework from which the ICT Section will manage their efforts over the coming years.

ICT as an Enabler

In order to get the best from its ICT investment the Council recognises that it needs a comprehensive, business-led, customer facing ICT Strategy which will act as a framework and roadmap for the effective use and exploitation of ICT technologies and assets over the coming years.

The Council also sees that ICT will be one of the main enablers of change in the organisation as the council moves forward and faces the difficult financial challenges that lie ahead.

The Council's future success as an effective service provider relies extensively on how we as individuals, as teams, as an organisation and in partnerships, are able to strategically manage, develop and apply ICT. The Council believes that the ICT service forms an integral part of strategic planning. The organisation uses ICT to drive and enable business process re-design to improve both its own efficiency and increase the flexibility of service delivery models, including working with partners

Objectives

This ICT strategy develops an action plan that delivers a number of important objectives:

- Secure buy in from all stakeholders for the development of ICT in the future
- Provides a framework for ICT to support the priorities within the council as a whole
- Act as a reference point for staff or partners to help them understand the operations and aspirations within ICT
- To identify opportunities to converge and maximise development with Lincolnshire district and county partners on shared development of ICT
- Reduce and manage risk
- Identify and prioritise key areas where ICT can significantly improve service provision to service sections and citizens
- Secure management commitment for ICT plans and activities
- Maximise the council's IT investment by working in partnership with the service sections to ensure that they are making the optimum use of existing IT infrastructure.
- Provide 'best in class' solutions to all service sections to provide a high quality service to South Kesteven citizens.
- In order to measure the progress towards delivery of the above there will be a set of key performance measures put in place.
- The ICT service will work to demonstrate its value for money in the delivery of the service.

Relationships with other documents

The ICT Strategy document is a key document that underpins and supports the following:

- The Councils' Corporate plan
- Service Plans
- Culture Change Programme
- Corporate and business transformation projects
- People Strategy and Corporate Training Plan
- Customer Access Strategy including web development
- Medium Term Financial Planning

- Procurement Strategy

It is likely that the ICT strategy will also link to a number of documents that will directly contribute to the strategy, for instance the ICT Security policy and other local policies and procedures.

2. The National, Lincolnshire and Local Context

In the development of an ICT strategy for the Council, it is important to have a context of developments at a National Government level, within partners in Lincolnshire and also against the current position of the delivery of ICT.

Where previously ICT was confined to the physical boundaries of the Council, new models of ICT have recently emerged. Externally hosted applications, flexible pay as you go contracts and additional ICT devices such as tablets are simple examples of the fast changing environment for the delivery of ICT.

The National Context

In March 2011 a new national ICT strategy for all government offices was produced. This had 3 broad themes:

- Part 1 : Reducing waste and project failure and stimulating economic growth
- Part 2 : Creating a common ICT infrastructure
- Part 3 : Using ICT to enable and deliver change

Whilst much of this document is more applicable to central government departments, the national strategy offers opportunities for this Council to provide new services or existing services at a better value to its customers. The developing local ICT infrastructure will benefit from the National ICT strategy and its deliverables.

Some important National strategy principles are relevant to the local Council strategy:

Part 1 : Reducing waste and project failure and stimulating economic growth

- Investments in ICT support business needs and deliver expected benefits
- Application of agile ICT delivery methods
- Reuse and share ICT solutions and contracts
- Where appropriate, procure open source solutions
- Workforce has the capability to successfully deliver ICT-enabled business change and services

Part 2 : Creating a common ICT infrastructure

- Data centre, network, software and asset consolidation and the shift towards cloud computing.
- Managing information effectively and appropriately is essential to the delivery of secure, seamless and efficient operational services

Part 3 : Using ICT to enable and deliver change

- ICT is an enabler for opening up public service delivery to a range of providers competing to offer better and more cost-effective services
- Provide a technology environment that is flexible and usable across a wider delivery network
- Exploit mobile technologies, collaboration tools, video and teleconferencing
- Working flexibly and facilitate the rationalisation of the public sector's estate

With the development of the national Public Services Network (PSN) local and central government will become more connected.

Cloud computing which is a general term used to describe access to either applications or an operating system from a hosted system and a remote provider. Recently the national G-cloud released an approved set of cloud solutions. It should be expected that the Council should be able to access these solutions and services from the PSN.

This ability to draw down services could lead to a wholesale change to the way current local government ICT services are delivered. It is entirely possible that the standard foundations of a local government organisation, such as local data centre and local desktop provision are completely changed and services are procured and delivered over the PSN.

The Lincolnshire Context

Over the last few years all the districts in Lincolnshire and the County Council have been exploring opportunities for shared working. With regional funding this has delivered a number key projects :

- Shared disaster recovery contract
- Development of a shared Lincolnshire WAN and shared internet connectivity
- Convergence of IP addressing schemes

- Development of a shared central server (Domain 9)
- Shared anti-virus contract
- Implementation of video conferencing
- Implementation of wireless connections
- Shared contract for an IT Health Check

A number of Lincolnshire documents have been created :

- Business cases for :
  - Desktop standardisation
  - Server consolidation
  - Procurement
- An overall Lincolnshire blueprint strategy

The main aim of these projects is convergence towards common approaches, systems and resources. Other shared service projects have helped to realise convergence such as the joint procurement of a new Revenues and Beneifts system within some partners.

5 partners – South Kesteven, North Kesteven, Boston Borough, West Lindsey and City of Lincoln have agreed to work closer as a partnership. This has directly resulted in the creation of a strategic ICT adviser role.

The South Kesteven Context

ICT can be an enabler to help service areas to deliver their service more efficiently, but also ICT shares a responsibility to review its own cost and identify any areas for costs savings and efficiencies.

In March 2011 a document was commissioned called the 'State of the District'. The purpose of the document was to give an overview of the current state of South Kesteven and the characteristics of the people who live and work here. The 'State of the District' summarised the position and included a wealth of statistical data (based on figures around February 2011)

Of particular relevance to the ICT strategy is the information on broadband capability within the district.

- Broadband access remains one of the poorest connections in the country. Lincolnshire remains in the bottom quartile for broadband speed.

- There are areas (specifically rural) that have no broadband access at all. Both Ethernet and fibre based services are significantly behind the national average.
- Lincolnshire also has one of the lowest levels of BT upgrade investment. Only two of the 125 exchange areas promised for an upgrade are in Lincolnshire.
- The average broadband speed in Grantham is significantly lower than the national average.

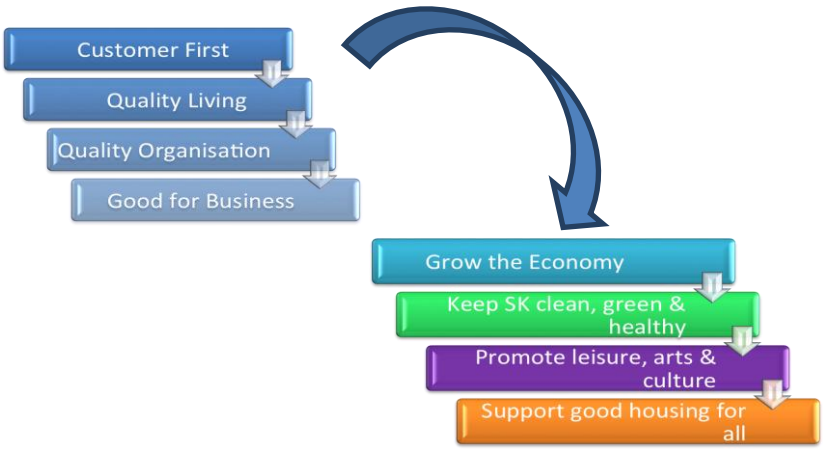
Council's Vision, Values and Priorities

In October 2011 the Council agreed a new Vision, Values and Priorities for South Kesteven for 2011-15 and beyond to 2021.

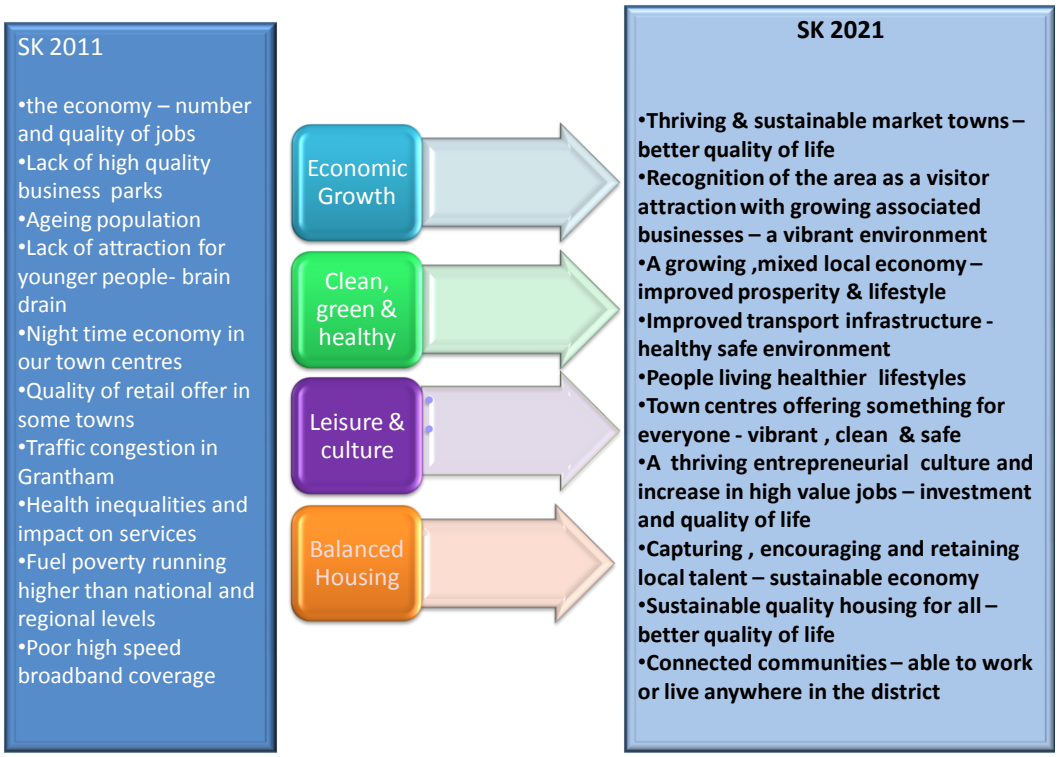
The report identifies key priorities upon which to focus over the next four years addressing issues including :

- Sustainable Development – recognising the need for growth and the benefits it can bring, particularly in helping to revitalise our town centres
- Regeneration and economic development – improvements to the high quality of our town centres. Financial stability –robust controls of costs in order to provide value-for-money services whilst maintaining a drive for efficiency, building effective partnerships and delivering customer-focused services.

The diagram on the next page shows the evolution from the Council's previous priorities to the new ones.



Well run council



This leads to the formulation of the Council's vision for the next 10 years to 2021 :

Vibrant communities where people want to live, work and invest (Healthier, wealthier, happier, safer people)

To achieve this vision we will look to focus on ensuring that :

- Our four towns are focal points for local communities
- Our town centres are attractive and welcoming places to visit
- Our shopping offer improves and offers something for everyone
- Improved transport links means better access
- Our district is the place where companies want to do business
- High speed broadband is available to all
- Everyone works together for the benefit of local people
- Good quality housing helps the population grow
- Our residents enjoy healthy and more active lifestyles
- We facilitate the provision of affordable and energy efficient homes

The key elements the Council intends to focus on are identified as :

- Grow the Economy
- Keep South Kesteven clean, green and healthy
- Promote leisure, arts and culture
- Support good housing for all
- Well run Council

3. The future of ICT

The last 5 years has seen some significant developments in the delivery of ICT both from a local government context and beyond. In the data centre, ICT strategies have delivered two main themes - virtualisation and server storage. Virtualisation of servers has enabled a significant reduction in the quantity of server hardware requirements whilst improving robustness, resilience and flexibility of deployment. Aligned to this ICT sections have been consolidating network storage and creating both a resource for delivering virtual servers and wider file storage.

These two main developments have resulted in a more flexible network, which is easier to manage, as well as reductions in running costs.

Many organisations over the last few years have migrated to a convergence VOIP (Voice Over IP) for their telephony requirements in order to provide additional features for end users as well as an easier to manage and a more flexible telephony solution.

Web technologies have emerged as a platform for line of business applications. Some of these are based on Java web applications but others are native web applications.

These web applications and improved network connections have resulted in the option of hosted solutions as meaningful ways to deliver services to end users.

At the 'desktop' over the last 5 years IT prices have fallen whilst more powerful processors and improved performance have been delivered. Laptops have become a compelling alternative for desktop provision with much more portability and resilience in a corporate environment.

Microsoft has replaced Windows XP with a Windows Vista and Windows 7. This has provided an easier to use operating system for end users. Aligned to this the delivery of Office 2007 and Office 2010 has provided a more productive set of tools for users.

Options for desktop provision have expanded. Models such as 'thick' or standard desktops, provisioning desktop via terminal service type software and software vendors such as Citrix have all developed and further options have arisen. Specifically the provision of virtual desktops and 'streaming' applications have created different ways to deliver desktops to users.

Over the course of the strategy a number of developments will be seen in the delivery and development of IT that will affect the decisions that we will make. Some of the emerging opportunities for the delivery of IT are described below.

In the data centre it is likely that convergence of individual devices into single appliances, will lead to new platforms emerging. For instance it is usual for individual solutions for firewalls, web content checking, perimeter threat management and email filtering to be delivered by single appliances.

Further developments in virtualisation in the data centre will lead further flexibility in server management, resilience and robustness. Virtualisation of current hardware appliances will enable whole ICT infrastructures to be delivered with a significantly reduced physical hardware infrastructure. Virtualisation will also help to deliver cloud computing where ICT infrastructure is delivered not from a local data centre but from a remote location.

Over the next few years two competing issues will need to be addressed. On one hand security of networks will become even more important, especially protecting the overall network from a compromise from within the network, and at the same time the emergence of consumer devices that could operate within the corporate environment. Solutions will need to be developed for so called Bring Your Own Device (BYOD) and these will be required to keep the need for a secure network, compliant with applicable regulations.

The provision of desktops to users will see further development and options for ICT services to select the most applicable to their organisation. Perhaps the biggest challenge will be to ensure that options chosen are flexible to future changes and not a restrictive solution.

Microsoft have a roadmap to release Windows 8 and during the timeline of this strategy Windows XP will become unsupported. Other competing 'desktops' might mature during the course of this ICT Strategy, for instance a Google desktop, Linux desktops or other open source options. Where applications are web delivered there may not be a need for a reliance on Microsoft. This could also be used at a corporate applications level for mail, work processing, spreadsheets etc. Other locally installed options will be further developed and hosted, cloud solutions will mature.

Flexible licences will be delivered that operate on different models than typical multi-year contracts. Pay as you go models based on use, users, and activities with short term contracts will be available.

4. Where do we want to go

The key principles that underpin the delivery of the ICT service is that the Council requires an ICT service that is:

- Customer focussed
- Demonstrates Value for Money
- Drives standardisation
- Converges towards partners in Lincolnshire
- Seen as an enabler for more effective and efficient delivery of services within service areas
- Accountable to the organisation
- Accessible by all stakeholders

Key Theme 1 – Supporting the Delivery of Priority Themes

The ICT service will support the delivery of the priority themes including the value of a well-run Council. The ICT services needs to identify new uses of ICT to help service areas to modernise its service delivery. The service needs to maximise the contribution that technology can make to the efficiency savings of the organisation.

Key Theme 2 – Partnerships

It is recognised that shared services can bring significant benefits and this strategy which builds on work carried out within Lincolnshire and aims to deliver a more effective and efficient ICT services for the benefit of all stakeholders.

Key Theme 3 – New Underpinning Structures

Governance of ICT decision making is required to ensure that the overall aims and objectives of the strategy are delivered correctly.

Key Theme 4 – Supporting elected members and officers to help fulfil their roles in delivering the Councils stated priorities.

ICT will provide an easy to use, reliable service to members and staff.

5. Key Theme 1 - Supporting the Delivery of Priority Themes

The ICT service will support the delivery of the priority themes including the value of a well-run Council. ICT services needs to identify new uses of ICT to help service areas to modernise its service delivery. The service needs to maximise the contribution that technology makes to the efficiency savings of the organisation

The Council's agreed priority projects over a 4 year period are :

- Keep SK clean, green and healthy
- Promote leisure, arts and culture
- Grow the economy
- Support good housing for all
- Well run Council

The ICT Strategy will support these projects and has already identified projects where there is contribution :

Community Broadband

The Council supports Broadband Delivery UK (BDUK) and in particular supports Lincolnshire County Council in the development of broadband across the South Kesteven District for the benefit of the community, both residential and business.

Support Agile Working

We will provide solutions for agile working for staff. It is expected that opportunities for maximising asset utilisation and offering flexible working in our people strategy means that ICT needs to be a key enabler in providing solutions.

We will ensure that :

- our staff can work flexibly from other locations e.g. home or a different council location
- staff from other authorities may work within our building but access their own systems
- we maximising accommodation with projects such as providing wireless and hot desking facilities

We will help deliver agile working in the Bourne Customer Access Point (CAP) which is a joint project with the County Council to provide district and library services to

the public as well as a shared agile working office accommodation for both organisations.

Strategic Procurement and Service Reviews

We expect to identify opportunities across the service for improved procurement (especially national and regional frameworks, joint Lincolnshire procurements and other partnerships).

As part of service reviews of the effectiveness of ICT solution it is expected that opportunities will be identified to reduce contract costs.

Service Application Improvements

A number of service areas have identified application improvements which will be delivered via an ICT Steering board. Areas such as waste service, finance, elections and payroll have identified service application improvements that have been signed off and will be delivered.

CCTV Shared Service

The development of a CCTV shared service with Lincolnshire partners. This project will rely on an effective data connection between our partners.

IT Partnership Working

To identify further opportunities for closer working for IT projects with Lincolnshire partners especially Boston Borough Council.

Cleaner, Greener ICT

The ICT strategy supports initiatives to reduce the carbon footprint and ensure that ICT is utilising best practices. This will also include ensuring that ICT is taking into consideration it's impact on the environment and is following best practice for ICT and following applicable regulations.

Print strategy

The development of a printer strategy for both office based and centralised print units will enable the Council to provide an effective print solution and to reduce costs.

Desktop Refresh

There is a need to develop a common desktop that provides users with the effective ICT that they require and reduces the support required.

Supporting the Delivery of the Customer Access Strategy

This Council wide project will have a number of implications for the ICT strategy and will cover areas such as :

- **Website Development**

Supporting the delivery of improvements to the website and in particular to allow more effective transactional services and an easy to use website with current and relevant content.

- **Telephony System**

Improvements to the telephony system to improve customer access and customer service.

- **Bourne CAP**

The Bourne Community Access Project is the provision of a customer service centre, library service and combined county and district office accommodation for agile working.

- **Stamford Office Relocation**

The relocation of the customer service centre in Stamford and associated improvements in data connection and IT provision for staff and customers.

6. Key Theme 2 - Partnerships

It is recognised that shared services can bring significant benefits and this strategy builds on work already carried out within Lincolnshire.

With the development of a Lincolnshire ICT Strategy board there is a significant investment in financial terms and other resources in developing a convergence approach for ICT. It is important that a local ICT strategy reflects and builds on this.

The main areas of development to date include :

- Development of a ICT baseline
- Development of a Lincolnshire ICT blueprint/strategy
- Development of a shared network between the partners
- Development of a central ICT infrastructure for use by partners (Domain 9)
- Development of business cases
    - ICT Governance
    - Server Rationalisation
    - Suppler Review and Consolidation
    - Desktop Standard
    - Common Wide Area Network (WAN)

The partners are working towards a convergence of the delivery of the ICT service and it will be important to identify opportunities to align/converge systems or processes. Beyond the business cases the ICT strategy should develop a gap analysis against the other partners to ensure that convergence can be prioritised.

Shared Network

The Lincolnshire partnership has implemented a fully shared network which links to all the partners. We will seek to :

- Maximising the shared network within the district (for instance to include the area offices)
- Maximising the shared network – for instance business continuity
- Recognising agile working projects and accommodation reviews and how a shared network can help support this
- Develop opportunities to work with partners to maximise the benefits of this infrastructure
- Identify ways to use the Public Service Network (PSN) to provide the most benefit to the Council.

Virtual Server Infrastructure

The Council has made a significant investment in the development of virtual servers and it is important that this investment continues and that this area of operation is developed. Where possible all infrastructure will be moved across to a virtual platform.

The Lincolnshire business cases supported the use of virtual servers and the strategy reflects this.

Thin Client Technology

The Council has historically provided end users with either a fixed desktop or laptops. This has resulted in a number of weaknesses :

- Pressures on desktop refresh cycles and funding
- Lack of centralised management of ICT support
- Limited host desking and remote working

The Lincolnshire business cases clearly identified that the use of thin clients and associated ICT infrastructure is the best solution and Lincolnshire partners are converging towards a thin client. Over the course of this ICT strategy thin clients will be introduced.

Boston Borough Council

Since June 2011 the Council has been exploring opportunities for closer working with Boston Borough Council and has provided resources to help manage the Boston ICT Section.

There have been a number of opportunities that have been realised for both Councils. Sharing of resources has allowed projects to be delivered more quickly (e.g. implementation of video conferencing), skills to be shared (e.g. wireless implementations and anti-virus) and learning from one Council to be directly shared with another.

Further projects that build on the partnership have been identified including :

- Boston using the web content management system at South Kesteven and South Kesteven hosting the Boston website
- South Kesteven providing wireless devices for Boston
- Hosting of servers within the South Kesteven server room
- Shared telephony solutions
- Combining contracts such as mobile telephony
- Reduction in risks and increase resilience through shared resources

Over time as this partnership matures there will be opportunities for more formal integration of the teams and the delivery to both Council's by a one ICT team approach.

7. Key Theme 3 - New Underpinning Structures

ICT Steering Board

ICT is a powerful enabler in bringing about the Council's priorities and in helping to deliver efficient and effective services. To maximise potential benefits ICT governance is critical and the creation of an ICT steering board will help ensure that the ICT service is maximising its impact.

ICT Steering Board Scope

A council-wide ICT steering board will provide joint planning and decision-making whose terms of reference would be to:

- Ensure ICT is genuinely business driven, helps deliver corporate priorities and complement strategic development.
- Understand and manage the relationships, risks, dependencies and cross-cutting implications between major ICT projects
- Ensure that there is understanding of ICT developments and take a corporate view and balanced decision making
- Ensure the ICT strategy is developed and delivered
- Maximise the budgets available for the delivery of ICT (revenue and capital) based on priorities
- Assess the overall investment requirements of major ICT projects and programmes
- Ensure council wide issues are highlighted to ensure that ICT is maximised by services (for instance end user training)
- Ensure information data security and ICT governance is fully embedded in the organisation
- That members are maximising the available ICT and needs are being met
- Review system usage and ensure value for money is achieved through maximisation of resource.

Project Management Methodology

All ICT projects will be delivered using an in-house agreed Project Management technique. This ensures that projects are properly scoped, planned and executed and that all stakeholders are appropriately involved in agreeing project timelines, resourcing, priority and other key decisions.

ICT System Selection and Procurement

In order to ensure compliance with current standards all requests for the procurement of all ICT equipment are required to be passed into the ICT service for approval before any implementation is approved. This scope includes hardware, software, consumables and all other ICT related equipment or services.

Procurement of Major Systems

In order to select and procure a major ICT system the following steps are followed:

1. A business case is presented to the ICT Steering Board and where appropriate Capital Group to obtain approval to acquire the system.
2. The business case must include any costs of transfer of any current systems to any new software and approach the business case from a Total Cost of Ownership (TCO) perspective
3. A full functional specification is drawn up by the service area requiring the new system
4. A full technical specification is drawn up for the system by the service area, aided by the ICT service
5. The functional and technical specification is signed off by ICT and the service area
6. The correct procurement option is selected and a procurement process started following the relevant procurement/contract procedures.

Data Protection and Handling Data Responsibly

Ownership and responsibility for all corporate data sets must be clearly defined. Data owners are accountable for:-

- The integrity and quality of their data
- How the data can be used
- Who may access the information
- With whom the information may be shared

Data custodians (often the ICT Service) are responsible for:-

- Ensuring the availability of the data and systems on which they are held
- Ensuring data is routinely backed up
- Ensuring the data is secured against unauthorised access according to the standards set by the data owners

The ICT service will work with service areas to ensure that the requirements of the Data Protection and Freedom of Information Act are met in particular in relation to the IT systems, data use and data transfer.

Cross - Service Area Review

Following the work carried out on systems thinking it is important that the Council is using ICT systems that are fit for purpose, are flexible and can adapt to new processes rather than be a restriction when new processes are introduced. Service areas need to ensure that the ICT asset that they have is an asset that is maximised and is the appropriate tool to help them deliver their service.

Each service area will be reviewed to include areas such as :

- Overall needs assessment
- Is the ICT provision fit for the current purpose
- How flexible is the system in configuration and future development
- How would we evidence best value from a use of resources perspective
- How does the system fit with Lincolnshire partners
- Contract review
- What are the likely costs of a new system be and what alternative systems are available
- Ensuring, where required, that system replacement and/or development funding is identified and timetabled via a clear investment plan

It is important to ensure that, with the context of individual service area reviews, that there is a clear strategic plan to ensure joined up ICT, removal of duplication of systems and effort and that we are not developing a silo approach to ICT delivery but a well co-ordinated Council wide ICT approach.

Aligned to this is the need to ensure that where we have key ICT suppliers to the Council, we are creating strategic partnerships where both customer and supplier

are working together for joint benefit and outcomes for the residents of South Kesteven District Council.

VFM Measures

The ICT services needs to demonstrate to its stakeholders that it is providing value for money. Given the size of the ICT service from a budget and influence perspective the primary internal stakeholders need to be clear that the service is shaped to deliver service in the manner that they require.

We will develop a set of measures that will be suitable for benchmarking and comparison to other partners in Lincolnshire and beyond.

Primary Indicators

Summary list of indicators is shown in the table below :

Indicator	Description
Primary Indicator 1	Cost of the ICT function (i.e. spend on the ICT department or equivalent including employee costs and associated overheads) as a percentage of organisational running costs (expenditure)
Primary Indicator 2	ICT competence of users
Primary Indicator 3	Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation)
Primary Indicator 4	Percentage of incidents resolved within agreed service levels
Primary Indicator 5	Project governance and delivery index.
Primary Indicator 6	Percentage of the top five transactional based activities which are made via e-enabled channels.
Primary Indicator 7	Satisfaction
Primary Indicator 8	Management practices

Indicator	Description
Secondary Indicator 1	Cost of providing support
Secondary Indicator 2	Users per workstation
Secondary Indicator 3	Unavailability of ICT services to users.
Secondary Indicator 4	Average number of support calls per user
Secondary Indicator 5	Percentage of users who are able to access the network and systems remotely
Secondary Indicator 6	Acquisition costs per workstation

8. Key Theme 4 – Supporting elected members and officers fulfil their roles in delivering the Councils stated priorities.

ICT will provide an easy to use, reliable service to members and staff. This will be based upon the needs of these users.

Linking to agile working, staff and members need solutions that provide fast, efficient access to the systems that they need. Access from home and other locations will be provided.

Investment will be made in the latest technology to ensure that ICT facilitates users being more effective and is not seen as a barrier but an enabler.

Members require remote access to the Council's network and we will explore opportunities to improve the technology that is provided to ensure that we provide a supportable access method that meets all the needs.

A tailored approach based on analysis of need and consultation with end users will lead to improvements in the way ICT is delivered for members.

9. Current ICT within Corporate Areas

A series of interviews were held with individual corporate areas to understand the current delivery of ICT and how the ICT strategy could enable the council to be more effective and where ICT can support the 'well run Council' priority.

Development and Growth

This area covers Development Control and Building control where one primary application supports all users. There are a number of concerns about the application and the long term future of the company that supports it. There are a number of areas where the application could be further utilised to improve the effectiveness and efficiency of staff.

In these two environments, where strict time based performance measures are in place, the ability to maximise the ICT application is important. There is little evidence of working with the supplier in the strategic development of the application and influencing their road map.

Development Control and Building Control are currently scanning documents for both internal use and for presentation on the website. There is no two-way integration between the main line of business application and document management and some level of integration is required. Back scanning is also required to support agile working and accommodation rationalisation.

For staff working remotely there are a number of specific needs for planning and building control officers to be met. These need to be established.

The other two areas in this corporate area are Planning Policy and Partnerships and Economic Development and Investment. Planning Policy has a well established hosted system for the development of consultations and delivery of major strategy documents. Economic Development likewise uses the Lincolnshire County Council system for the management of interfaces with business in a CRM style.

The use of GIS (Geographic Information Systems) is not well embedded across the service area. There are areas of excellence for instance in the automatic letter production of interested parties in an application, spatial analysis of planning applications and use within Planning Policy.

The corporate website is and areas where development control is strong in terms of supplying information to end users, however there are areas for improvement such as :

- Allowing users to track an individual application and receive notifications when a status changes e.g. a new document is added or a committee date is established
- A MyNearest to show local planning applications and for automatic notifications based on a location area
- Supporting the overall transparency agenda to provide raw data that the Council holds for so called 'data mashing'. For instance this would allow members of the public to take our planning raw data and mix it with other publically available data.

From a channel shift point of view, there are a number of transactional services that all areas could develop over the course of this strategy.

Community and Environment

Community Assets

The delivery of Cultural Services is part of this corporate area and this is an area that will require the support of ICT over the course of this strategy. The primary system that is used is for bookings and this is seen as a fit for purpose and a system that we be enhanced for additional features – for instance last year the system was upgraded to allow for selecting seats online.

As part of accommodation reviews it is likely that both the Grantham and Stamford Arts Centres would benefit from enhanced wireless both for corporate use as well as for public.

Environmental Services

There are some established applications in the Environmental Health Service where Flare has been used for a number of years and indeed is used across many districts in Lincolnshire. The system integrates well with the CRM system and also with document management. Flare is a system that is maximised by the service areas with letter production, reports, work planning etc all used by the service.

The ICT strategy can help support delivery of agile working for the service as many staff work outside the main offices.

In Waste and Recycling a new system for collecting bins has recently been installed and ICT will support the further development of this solution including integration into customer services. The service areas will also look to rounds optimisation based on GIS and other factors.

Community Safety and Licensing are starting to use a Sentinel system as a partnership approach and this system will be used over the course of the strategy.

Housing and Neighbourhoods

Within this corporate area ICT systems are dominated by the Council's Northgate OHMS system. There is no integration between this and the main CRM system which will cause issues with consistency of customer service delivery.

However this system is one of two housing management systems that Northgate own and not the system used by the majority of its customers. Over the course of this strategy the use of the current housing management system will need to be challenged both from a fit for purpose point of view and also a judgement on the future developmental roadmap provided by the supplier.

There are a number of initiatives within the service area to use ICT effectively, such as mobile working for repair operatives, effective use of scheduling software, extending the use of scanning facilities.

This is an area where the use of GIS could help to improve the delivery of the service.

Corporate

Finance

Finance covers the core finance and risk support service, ICT as a service and also Revenues and Benefits.

The Councils Finance system is well established and there is strong evidence of the system being maximised to make staff more effective. This applies to areas such as electronic ordering, budget setting and management, budget reports, query and analysis. A strong skill base exists both within the local service, the core ICT section but also with end users.

A hosted risk management software is used by the council and this will need developing over the course of this strategy. Other applications such as those in performance management may provide more compelling features.

Exchequer services have recently upgraded the payroll system and this has the facility to be used for other partners. Projects to deliver employee self serve with electronic based payslips are evidence of the service ware trying to maximise their ICT system.

In Revenues and Benefits the area uses the Northgate system and this benefits from both local administration skills and support from the core ICT section. There is strong evidence of trying to maximise the application. Aligned to this is a dedicated workflow for scanned documents that the service areas uses. This workflow application may be suitable for other areas of the council and could be used to support customer access strategy.

Legal and Democratic Services

The main legal case management software is well established and generally seen as fit for purpose. There is limited scanning of document which could help in moving the service towards agile working in an area heavily reliant on documents.

The Democratic Service has recently procured a new election system and this puts the service area on a new platform for service delivery. The service area also uses a system to publish council meetings to members and the public and this is seen as a strong solution both internally and externally.

Property Development

In the area of property development, internally within the service there is no strategic ICT system. A number of users have access to CAD facilities and will need appropriate ICT.

This service area uses an asset management software application and this will be upgraded to a new system.

This service will be helping to deliver the approach to agile working.

People, Projects and Performance

In the Human Resources and Organisational Development area there is a recent change to the software solution to a solution combined with the payroll system. This project is based on a system rationalisation and the ICT strategy will support the service area in the delivering improved functionality. There is a need to develop a learning and development module for the organisations training needs.

E-learning is an area where ICT can help deliver the Council's priorities. Hosted solutions, for instance online training for DSE, have been used and it is likely that this will be expanded.

The Council's Reputation, Communication and Consultation are likely to require some significant support for the delivery of enhanced ICT. Issues around the lack of a consistent corporate brand and the delivery of internal graphics will have implications for the delivery of ICT. ICT will support the use of appropriate ICT in

this area, for instance use of Apple machines which is more consistently used in graphics. Consultation will also require enhanced ICT support with the use of devices such as iPads likely to be more common place. For internal and external communication it is clear that the use of social media, videos, interactive content will all become the way to deliver messages.

The Performance section use a hosted system for the performance indicators (in addition to other areas such as complaints, project tracking etc) and it is expected that this system will be further enhanced to help support the delivery of FOIs and full support of the Council project management methodology. This system is a fit for purpose system from a functional point of view but some work may be required to provide further training end users.

The final area within this corporate function is the customer services and this is covered in the 'ICT Supporting Customer Access Strategy' chapter.

10. ICT Supporting Customer Access Strategy

The new customer access strategy will deliver a step change in the delivery of customer services across the organisation. ICT will be a key enabler to ensure that the strategy can be delivered.

The customer access strategy seeks to provide a single view of the customer that is available from all services. This will be provided via a 'virtual' customer service centre within services areas.

Currently the Council has a rich telephony service for customers and it is expected that this will be further embedded within the organisation to improve the experience for the customer. The telephone system will be re-designed to help customers get to the right place, first time. Customers will be able to get through to an officer and not just to a ringing phone or answer phone. Systems will be enhanced to help us manage demand and be able to review our performance and respond more effectively to our customers.

ICT can help facilitate a clearer access method for customers, for instance helping to reduce the numbers of email address we use, allow access from channels such as mobile text messaging, provide clearer handling of incoming email messages requesting services.

ICT will support the enhancements to the customer service centres, for instance in delivering kiosk applications for self serve.

The customer access strategy will provide an increased customer service across our main access channels but also seeks to achieve channel shift toward the web. The website will be used alongside social media technologies to provide transactional services for the public.

Customer facing services will consider the web as a strong access channel and one that can provide a reduced cost of service as well as improving customer service by allowing the public to interact with us at a time and location that suits them.

ICT will support the technology to help deliver transactional services using the web.

11. Key Work Plan

The following section describes the action plan to deliver the ICT strategy.

Key Theme 1 – Supporting Delivery of Priority Themes

Current Position	What is our Intention	What will the end result look like
Broadband access remains one of the poorest in the country	To support the work in Lincolnshire on the BDUK bid To Explore opportunities for local investment	By 2015 90% of all premises should have access to superfast broadband, with everyone having access to 2MBps, and virtually every community having a fibre connection.
The main council accommodation does not support agile working, users are fixed to their individual desks and very limited remote/home working exists.	Support the development of agile working solutions. Support the delivery of agile working projects for instance Bourne CAP Deployment of solutions for home working and hot desking	By March 2013 30% of staff will be able to access the applications they need from a range of locations. By March 2014 this will be 80% and 100% by March 2015
ICT needs to help to deliver service improvements.	Utilising national and local frameworks Carrying out joint Lincolnshire procurement Using Lincolnshire Procurement for strategic purchasing	We will reduce the centralised ongoing spend in ICT. Help in enabling the Council in achieving the reduction in the central grant settlement and a need to protect front line services

Current Position	What is our Intention	What will the end result look like
Data networks between buildings are relatively expensive and do not currently support our future data capacity needs.	To influence the Lincolnshire partnership to ensure that we have the data connections that we require both for South Kesteven and the wider partners. To ensure the compliance to the PSN network. To deliver network connection to our areas offices.	By March 2013 we will have new PSN enabled network that is compliant with government standards and also reduces our cost for data connections whilst providing suitable network capacity. By March 2013 we will provide shared services for other authorities that depend upon this additional data connection. By March 2013 all our offices will have an appropriate network connection. By March 2014 will be using the secure PSN network to deliver additional services to end users.
Some developments in print but no cohesive strategy.	Develop a print strategy that delivers enhanced end user functionality as well as delivers better value for money. Deliver new print solutions	By June 2012 to publish and agreed printer strategy. By October 2012 to have replaced all the existing fleet of printers with new devices under an agreed contract and to have delivered annual costs saving of 30% of the current 2011/12 spend on printing.

Current Position	What is our Intention	What will the end result look like
Inconsistency in the way that customers are dealt with and no underpinning consistent ICT platform. Channel shift is required to help improve customer service and reduce transactional costs.	ICT to support the delivery of the customer access strategy	All customer facing operations to have a consistent ICT platform to enable customer services delivery. A consistent view of customer information is available across services. A website that is offers transactional services.
ICT are helping to support changes in Green Waste charging and implementation of new systems.	To complete Green Waste project and support in future years. Help implement new systems for bin tracking	Delivery of income for Council. Improved customer service

With the delivery of ICT actions in the above table, ICT will provide a platform to enable the Council to deliver its wider priority themes :

- Economic Development based on improved broadband access
- Maximising the Councils accommodation assets including partnership arrangements for use of accommodation
- Delivery of flexible working for staff and South Kesteven being viewed as a flexible employer
- Supporting improved value for money for the Council
- Enhanced opportunities for the delivery of ICT and shared services

Supporting Customer Access Strategy

Current Position	What is our Intention	What will be the end result look like
We have little or no transactional services on the web	To create services such as postcode searches for their property. We will create transactional service such as the model for green waste	SK will be easier to interact and transact with allowing service users/requesters an additional choice
There is no clear understanding of the role of CRM within the Council.	Strategic decision will be made regarding the continued use of CRM and the vision for workflow across the authority	We will have a clear platform for the delivery of customer service across the organisation.
Responses by email are inconsistently tracked and not to the same corporate standard	Review and change email response process, introducing new branding, expectation setting and quality control, Issue links to the web	Customers know what to expect and have increased confidence in dealing with the council. Customers will see a higher quality service. Employees will enjoy call avoidance
The deployment of telephony provision is different with customer services (ACD) and other sections.	All high transaction areas will use the 'ACD' telephony system.	The use of this system will provide services with invaluable information about their performance. This will allow them to target resources to the most appropriate areas to meet customer needs.
We do not have one customer database we are not joined up for customer service delivery.	Audit all of our customer databases with a view to rationalisation of assets	SK will have an improved view of the customer and be better placed to tailor services around customer needs in future phases
No self service option in customer service centres	Install a Kiosk to provide self serve facilities	Better customer service and options for our customers
There is no strategic use of social media	We will support the delivery of social media	Customers will be able to use social media to interact with the Council.

Key Theme 2 – Partnerships

Current Position	What is our Intention	What will the end result look like
We have an existing partnership arrangement with Boston Borough Council that is delivering projects. There is no cohesive plan to bring the two ICT services under one umbrella to fully maximise the opportunity There is a disjointed approach to partnership working for ICT in Lincolnshire	Develop a one team approach to delivery of ICT between SKDC and Boston. We will develop a strong partnership with Boston based on shared resources, increasing skills, reducing risks. We will deliver projects to rationalising data centres, deliver a common desktop, common applications and contracts. Be proactive in identifying areas of collaboration/partnership	By July 2012 a one team approach for the delivery of ICT will be embedded. Projects will be delivered by one partner for the benefit of both. By March 2013 SKDC and BBC will have a shared work plan for the financial year for the delivery of ICT to include shared procurement of systems and applications. By December 2012 SKDC and BBC will have a one shared data centre. By July 2013 SKDC and BBC will have a common desktop delivered from one central location.
We have a new 5-way collaboration model for the delivery of ICT including North Kesteven DC, Boston BC, West Lindsey DC and City of Lincoln. There is no formal work plan or strategy for the delivery of ICT across the Lincolnshire partnership.	Support wider partnerships across Lincolnshire SKDC will lead in helping to setting the delivery model for partnership working and seek win-win relationships with partners. We will ensure that the agreed business cases around server rationalisation, common desktop and supplier consolidation.	By July 2012 we will have a defined vision for the delivery of ICT across the 5 partners. By March 2014 we will have reduced the ICT spend for SKDC and partners.

With the delivery of ICT actions in the above table, ICT will help to deliver the Council's aspirations to be deliver partnership working within Lincolnshire. This will increase the effectiveness of ICT in the Council and improve customer service to the public. We will have improved value for money for the service, improved resilience for internal staff, an increased resource to access for partnership working.

Key Theme 3 – New Underpinning Structures

Current Position	What is our Intention	What will the end result look like
There is no ICT governance at a strategic level	To introduce an ICT Steering Board To develop service areas reviews of ICT deployment To engage with key stakeholders such as members, ICT strategy board and project office to ensure there is sound ICT governance.	By July 2012 an ICT steering board will be introduced. 100% of key ICT decisions will be taken through this board for ratification. By October 2012 the budget setting process will be driven by the requirements of the ICT Steering board.
ICT based projects do not all follow the Council's project methodology.	Ensure project methodology adopted for all ICT projects	By October 2012 all ICT led projects will be delivered via the Council's agreed project methodology. By March 2013 all internal ICT staff will have had appropriate ICT training.
There are risks in how we handle data and we need to ensure we handle data responsibly	ICT will work with service areas to ensure data is handled correctly. Introduce ICT technologies to enabled services areas to protect their data.	We will reduce risks of reputational damage if we mis-handle data.

Current Position	What is our Intention	What will the end result look like
We have no formal measures to benchmark the service	We will create a set of measures that can be benchmarked	We will have clear understanding of the value for money of the service.

With the delivery of ICT actions in the above table, ICT will help to deliver the appropriate ICT governance for the delivery of ICT. This will increase the effectiveness of ICT in the Council and improve customer service to the public. We will have improved value for money for the service and improved delivery of ICT and satisfaction rating for users.

Key Theme 4 – Supporting elected members and officers fulfil their roles in delivering the Council's stated priorities

Current Position	What is our Intention	What will be the end result look like
Limited consultation with members around the ICT provision. Ageing ICT solution that needs to reviewing. A perception of the service provided by ICT as poor. Lack of clarity on the needs of members. A need to reduce costs of printing, paper and postage to members.	Review ICT offer for members to ensure the needs of members are understood and the solution meets these needs at an appropriate cost.	By August 2012 member support and customer service to be improved and 90% of members happy with the way we have dealt with their call. By March 2013 100% of members with their individual ICT provision. By March 2013 annual satisfaction with the ICT provision to be measured 80% of member satisfied with their ICT.
Some areas of the council have not had investment in their local ICT.	Review ICT solutions for staff to ensure it is fit for purpose	By March 2013 annual satisfaction with the ICT provision to be measured 80% of officers satisfied with their ICT.

Supporting Service Areas

Current Position	What is our Intention	What will be the end result look like
No consistent approach to document scanning across the organisation	To develop and agreed solution that meets the internal needs of service areas.	By September 2012.develop a strategy and rollout plan for document scanning. Service areas have a common approach to document scanning.
The use of Geographical Information Systems (GIS) across the Council is limited.	To ensure that all staff have access to GIS systems. To ensure that service areas are using GIS to help them to deliver better services Develop web based GIS solutions to allow service areas to produce information on the web.	By September 2012 develop a strategy and rollout plan for GIS. By December 2012 ensure that all staff have access to GIS from their desktop. Customers use GIS to access Council services online.
Wireless is not available for public and corporate in all our locations.	To deliver wireless capabilities to the Grantham and Stamford guildhall, customer service centres and Alexander Road depot.	By July 2012 both Grantham and Stamford Arts Centres will have wireless access. By April 2013 all other locations to have wireless.
The payroll system is not used by external partners.	To support the enhancement of the payroll system to allow it to be used by other partners	The Council achieves income from external partners.

Current Position	What is our Intention	What will be the end result look like
There are systems that require upgrades and enhancements.	To support the following service areas in upgrades or replacement of systems : NDR, Efinancial system, Healthy Communities, Planning and Building Control	Service areas have a supporting ICT system that allows them to deliver services to customers in an effective and efficient manner.
Housing management has a core ICT system that may not be fit for purpose.	To consider what ICT system is the most appropriate for the service area and how this can complement the customer access strategy	Housing Management has an ICT system that allows them to deliver services to customers in an effective and efficient manner.

Appendix 1 – Technical Projects

The following a technical projects that will help support the delivery of the ICT function.

Two Factor Authentication

Security best practice identifies that two factor authentication is a key building block to ensure that security is not compromised. Where possible this will take advantage of existing infrastructure. This ICT strategy recommends that two factor authentication methods are introduced for key workers especially those operating remotely and with access to key information systems.

Single Sign On

The introduction of password complexity in order to meet the requirements of an ICT security policy can lead to increased management by system administrators. Single Sign On appliances can be used to mitigate the increased costs by developing a secure sign on solution that then manages subsequent log-ons to other systems.

The ICT strategy recommends that single sign on facilities are developed to build further work in the area of two factor authentication.

Printing Review

As part of the modernising of the service to end users and to provide efficiency saving to the Council a new printer strategy will be introduced. This strategy will be based on providing Multi Function Devices (MFD) that can provide an improved end user experience at a lower cost to the authority. We will ensure that the overall infrastructure is delivering the requirements of the council at the lowest total cost or ownership.

Unified communications

The investment made in the Voice Over IP (VOIP) telephony system and convergence of the telephone and computer is likely lead to a work package to deliver a unified communications. By leveraging the investment made in wireless availability, video conferencing, mobile phones and the telephony system the Council has all the requirements to deliver unified communications.

Electronic Document Management Systems (EDRMS)

The corporate EDRMS system has now been implemented across a number of service areas. Its integration into back office applications is now a key enabler for further efficiency savings and increased quality and reliability of information.

Local Land and Property Gazetteer (LLPG)

The development of a corporate LLPG database continues and the overall quality of the data is improving. Integration into back office systems such as the CRM, Flare and Mayrise have been achieved. The ICT strategy will roll this work out further.

Development of cloud services

The use of cloud based services that can provide applications that are normally locally installed and managed. These are likely to be more cost effective, especially when procured via Central Government contracts and delivered over the PSN.

Wireless

ICT will provide wireless access within the main Council buildings and identify opportunities for providing public wireless in community access points.

Video Conferencing

A video conferencing project within Lincolnshire has provided a comprehensive network of video conferencing equipment. ICT will further develop the provision of video conferencing to include allowing end users to have web cam access to other user both internally and externally in Lincolnshire.

Appendix 2 – Glossary

BYOD – Bring Your Own Device : The ability to use non-corporately issued equipment.

Cloud computing – access to either applications or an operating system from a hosted system from a remote provider.

Domain 9 : A dedicated data centre within Lincolnshire for use by Lincolnshire partners.

IT Health Check : A pre-defined

GIS – Geographical Information Systems : The presentation of information via the use of maps.

VOIP – Voice over IP : The delivery of telephony over the same network as data.

PSN – Public Services Network : A joined up and secure network linking all levels of government.

SAN – Storage Area Network : Large disk storage in the data centre.

TCO – Total Cost of Ownership : The total costs of owning equipment including costs of purchase, support and maintenance.

Thick, thin desktop : A thick model is the delivery of all IT (including processing) at the users desktop. A think model is the delivery of IT in the data centre and only screens being presented at the users desktop.

Virtualisation : The separation of the physical computers from the application or operating system that is run on the physical computer.

WAN – Wide Areas Network : Data connections that connect locations.

Version Control

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