

IT Strategy 2015-2017



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Foreword

IT is critical for the effective operation of the council and the delivery of the services it provides to both residents and businesses. South Kesteven District Council aspires to have an IT Division that is recognised as an exemplar in the delivery of IT services - providing the best customer experience. At a time of severe financial constraints this is still deliverable. Financial investment is not a prerequisite for the adoption of best practice or for achieving excellence in customer service.

IT can release savings by increasing productivity and efficiency. It offers key benefits by:

- allowing services to be delivered in new and more cost efficient ways
- enabling access to online transactional services which makes life simpler and more convenient for residents and businesses
- freeing staff to work in new and more flexible ways

The following strategy sets out how IT can shape itself to best support the organisation as it goes forwards into an era where service budgets have, and are continuing to be reduced, and where new and innovative service delivery models are being considered. The need for a flexible but robust technical infrastructure has never been greater, nor has the need to ensure that robust Governance is in place to ensure that investment, in terms of resources and money, is targeted at the key core strategic systems that support the business of the authority, and enable the achievement of the council's business plan.



Cllr Kelham Cooke.
**Cabinet Member for Governance
and Communication**

Rollout wireless broadband to community groups

1. Introduction

1.1 BACKGROUND

This document replaces the IT strategy document that was developed for the period 2013-2016. Some significant progress was made on the delivery of this earlier strategy, including:

- ongoing provision, and further rollout of wireless broadband to community groups
- rollout of thin client technologies, and the introduction of 2nd generation CRM and Document Management in support of the Council's Flexible Organisation initiative
- implementation of an alternative strategy for the provision and running of our printers
- ongoing collaboration with our district partners in the areas of video conferencing, shared wireless networking, anti-virus software and disaster recovery

1.2 UNDERLYING PRINCIPLES

As part of the planning process for the new strategy, workshop sessions were held with the council's Executive Managers and Senior Management team. The following set of broad underlying principles was agreed:

- use of IT to help drive efficiency savings within the business
- creating and enhancing organisational resilience.
- supporting local priorities
- delivering a value-for-money IT service
- agreement to simplify and converge where possible to reduce operating costs
- consideration of the best provider models



1.3 OBJECTIVES OF THE NEW IT STRATEGY

The core purpose of the Information & Communications Technology (IT) service is to ensure that it has a robust and flexible infrastructure that will continue to support the effective delivery of the council's services to its customers going forwards, and to provide proactive and professional advice in the development and delivery of the council's strategy and aspirations for the future.

A key theme within the new strategy therefore is "Running the IT service as an effective business". If the council is to successfully deliver its ambitious transformation programmes it needs to have the assurance that it is building on a solid technical foundation. The IT service needs to take the necessary steps to ensure that this is securely in place, together with the associated robust, best practice processes that will maintain this going forwards and ensure its stability, availability and resilience. We also need to ensure that staff within the service have the necessary skills to deliver this, that they are both confident and competent in delivering a professional IT service to their customers and stakeholders – both internal and external.

The objectives of this IT strategy are therefore two-fold:-

- 1) to support and enhance the delivery of the council's key priorities
- 2) to put in place the foundations to ensure that IT is run as an effective business

It should be noted, as stated earlier, that without the second, the first objective may not be as easily or effectively achieved. Also in the current financial climate it is essential that creative commercial approaches are adopted.

Furthermore, to ensure that our scarce IT resources are best utilised and targeted at those priority projects/ programmes that will deliver the best outcomes for the council, robust governance arrangements will be put in place. This is discussed in a separate section.

A woman with short brown hair, wearing a pink long-sleeved shirt, is smiling and holding a gold credit card in front of a computer monitor. The background is a bright, indoor setting with a window showing greenery outside. On the left side of the image, there is a faint, stylized graphic of a person's face with a gear-like shape around it.

**A flexible infrastructure
will continue to support
the effective delivery of
the council's services to
its customers**

2. Current IT challenges

2.1 INCREASE IN DEMAND

As IT is accessed by more users and the reliance on technology becomes greater, the demands for service have increased; both in terms of support to staff and members, as well as the key role that IT has to play in achieving service transformation and the subsequent delivery of savings.

In a small IT team, this has created a tension between the demands of key corporate and service programmes of work, and the needs of the service to maintain and deliver its own schedule of essential work to “keep the lights on”. This has led to a situation where the IT service is fitting their own work in around the demands of the wider council, making successful project delivery harder to complete.

The fact that users have access to the IT section further aggravates this situation by allowing what is in effect a “drop-in” service which interrupts and disrupts scheduled work.

2.2 LINE OF BUSINESS APPLICATIONS

The need to rationalise the number of business applications within the council has already been recognised. However this is not always within the gift/remit of IT to deliver, as the replacement of any application has implications for the business area affected, in terms of functionality and the provision of resource to be involved in the specification, selection and/or configuration and testing.

Some business applications, e.g. Housing, are near their end of life which represents a risk to the council in terms of the required legacy skills being available for ongoing support, both in the marketplace and with our suppliers. With the replacement of any line of business system a clear understanding is required of the strategy for the continuing future provision and sourcing of the actual service. The key principle proposed within this strategy is that if responsibility for the delivery of the service is moved elsewhere, the running and hosting of the business application should move too.

2.3 PEOPLE AND SKILLS

There has been some difficulty in attracting and recruiting candidates with the required skills and experience externally.

A review of skills both existing and required should be conducted, and a development plan and structure designed to ensure we have the competence and confidence within our IT Section to run the unit as an effective business and to successfully deliver this strategy.

“keep the lights on”

3. Objective 1 - supporting the delivery of the council's key priorities

The IT service needs to support service areas in their delivery of the council's priorities by identifying new and innovative uses of IT to help maximise the contribution that technology can make to the efficiency savings that we require.

3.1 THE COUNCIL'S 'FIT FOR THE FUTURE' PROGRAMME

Given the ongoing financial situation, the council is in the process of developing a "Fit for the Future" programme which will pull together both current and planned initiatives, to help achieve the objective of the council being self-sufficient and grant free by 2020. Existing key programmes such as the Flexible Organisation and Customer Access Strategy will now be monitored through this over-arching umbrella programme.

However, further programmes and projects of work are in the process of being developed. Each service

area has been challenged to review its own section to identify areas where they can expand and sell the service ("Grow"), areas where they can reduce the service and/or look at alternative methods of sourcing ("Save"), and areas where they can generate income ("Charge"). Some of these initiatives will have implications for the IT service and for this strategy. It is important therefore that the IT service is engaged in the development of these initiatives as the Fit for the Future programme evolves.

The IT Service has been similarly challenged to identify areas where it can "Grow, Save and Charge".



**“Grow
Save
and
Charge”**

With the challenges currently being faced by the section in relation to resources and workload, described above, the team felt that there was not a great deal of capacity to “grow” in the short to medium term. However opportunities where IT could definitely save were identified in the areas of IT supplier and contract management, and also with the introduction of enhanced self-help and self-service for IT services on the council’s intranet.

3.2 SUPPORTING THE DELIVERY OF THE FLEXIBLE ORGANISATION PROGRAMME

The flexible organisation programme is a key project and reliant on IT to provide solutions. The agreed principles of the “flexible” vision for IT are as follow:

- reliable and easy to use IT enabling officers and members to fulfil their roles in delivering the council’s priorities
- officers and members can work flexibly and seamlessly from other locations supported by technology that enables them to easily stay in touch
- a modern and flexible IT platform supporting end-users wherever they are, whatever they are doing using the technical solution that is best for them
- robust data protection protocols are in place with ongoing training provision to ensure that our

responsibilities under the Data Protection Act are clearly understood, and that information is handled responsibly

The council has assigned work styles to individual job roles. IT solutions have been developed to support each of these ways of working as follow:

- fixed desk - desktop or thin client
- flexible within office - thin client device/s;
- mobile - laptop
- permanent home worker - laptop or thin client, installed at home location

As part of the delivery of the council’s flexible organisation, the ability for staff to work remotely either from a home location or other locations around the district is critical. The council supports 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. As part of this project we will continue to engage and support local parish councils in their implementation of community wireless, especially in areas where this can be used by council staff for remote access to corporate applications.



“flexible working”

Furthermore we have ensured that WiFi and drop-down points for staff are available in all council buildings and within our customer access points.

3.3 SUPPORTING THE DELIVERY OF THE CUSTOMER ACCESS STRATEGY

A significant investment has already been made in new technologies to develop a single view of the customer, enabling the council to deliver a consistent, excellent service to our customers and treat them as individuals. This single view will also help us to better understand our customers, the amount of demand we receive, common linkages between services and the cost of handling different types of transactions through different access channels, thereby enabling us to reduce overall operating costs. The ongoing development and roll-out of our 2nd generation CRM system will enable us to:

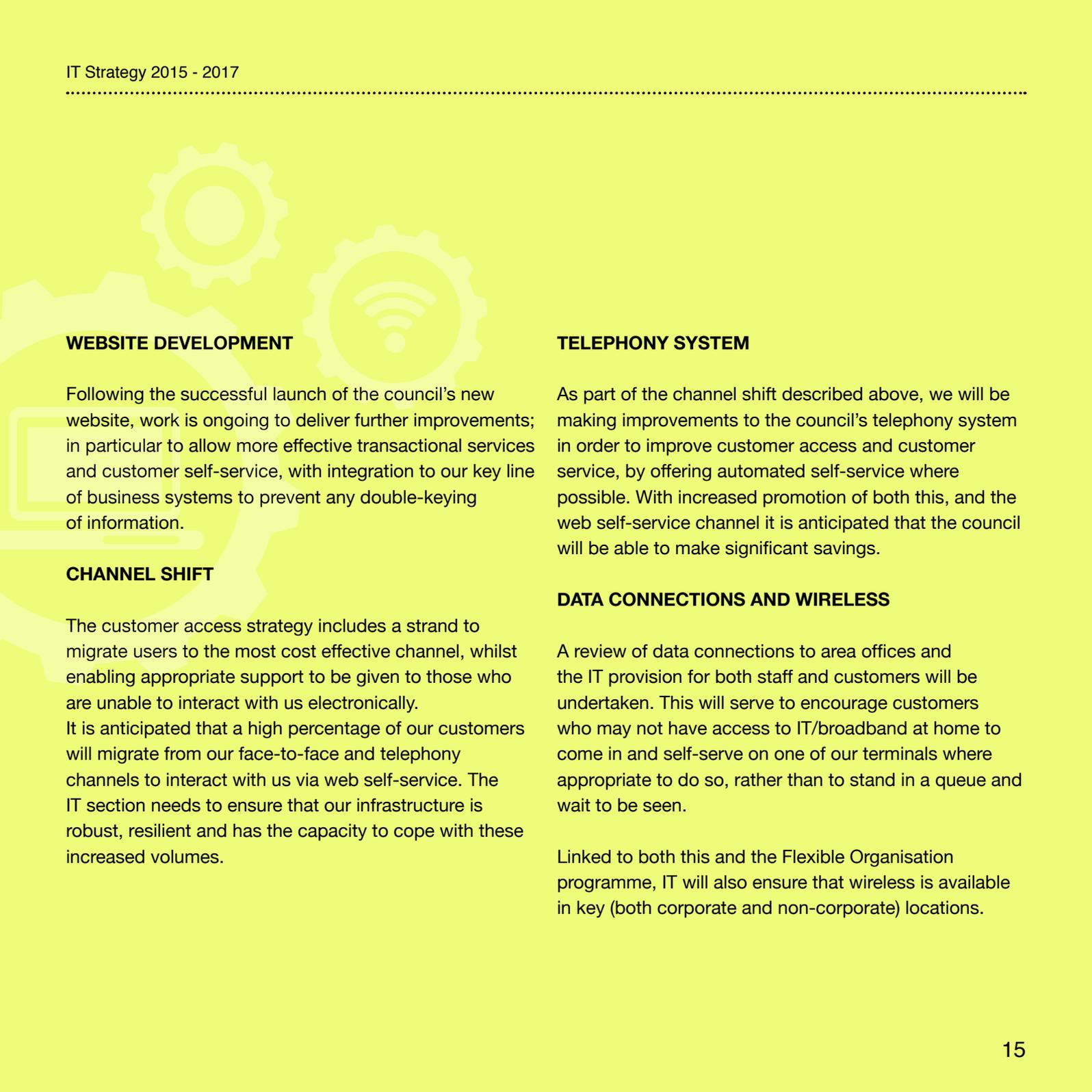
- continue to automate processes, making them slicker and easier to use
- enhance our web-offer, increasing self-service and assisted service provision
- gain an overall picture of customer demand and interactions
- enable consistent and effective branding and communication for our services

- enable customer feedback to shape the way our services are delivered
- support the one customer, one organisation philosophy
- ensure consistency across access channels
- enable a proactive approach to meeting customer needs, supporting the most vulnerable complex issues
- reduce the cost of customer interactions

In addition the customer access strategy has a number of implications for the IT strategy in areas such as:

GIS

The council recognises that that our existing Geographical Information Systems are an, as yet undiscovered, but valuable, information asset that we need to build on and open out for the wider benefit of council staff and customers. Use of mapping tools to present data to our customers and facilitate their online reporting is becoming of increasing importance. IT will work with business areas to ensure that basic mapping standards are adopted to facilitate the sharing of information, and that an index of GIS layers is developed to publicise to stakeholders, both internally and externally, the information that is available to them.



WEBSITE DEVELOPMENT

Following the successful launch of the council's new website, work is ongoing to deliver further improvements; in particular to allow more effective transactional services and customer self-service, with integration to our key line of business systems to prevent any double-keying of information.

CHANNEL SHIFT

The customer access strategy includes a strand to migrate users to the most cost effective channel, whilst enabling appropriate support to be given to those who are unable to interact with us electronically. It is anticipated that a high percentage of our customers will migrate from our face-to-face and telephony channels to interact with us via web self-service. The IT section needs to ensure that our infrastructure is robust, resilient and has the capacity to cope with these increased volumes.

TELEPHONY SYSTEM

As part of the channel shift described above, we will be making improvements to the council's telephony system in order to improve customer access and customer service, by offering automated self-service where possible. With increased promotion of both this, and the web self-service channel it is anticipated that the council will be able to make significant savings.

DATA CONNECTIONS AND WIRELESS

A review of data connections to area offices and the IT provision for both staff and customers will be undertaken. This will serve to encourage customers who may not have access to IT/broadband at home to come in and self-serve on one of our terminals where appropriate to do so, rather than to stand in a queue and wait to be seen.

Linked to both this and the Flexible Organisation programme, IT will also ensure that wireless is available in key (both corporate and non-corporate) locations.

4. Objective 2 – running IT as an effective business

4.1 IT SERVICE MANAGEMENT

There are several specific approaches to IT service management; the most widely recognised and adopted of these being ITIL (formerly known as the Information Technology Infrastructure Library). ITIL describes the best practice processes, procedures and tasks that should be adopted within an IT environment. By adopting ITIL as a framework, we will ensure that our IT service management is robust, which will also help to reduce risks within the service.

The council will move towards adopting the areas of best practice within ITIL whilst ensuring that these approaches do not slow the pace of delivery.

4.2 INFORMATION MANAGEMENT

The council recognises that it has a responsibility both legally and morally to protect its information assets from all threats, whether internal or external, deliberate or

accidental. The council has a number of policies that it has developed to protect this data; in particular the IT Security Policy, Acceptable use of IT Policy and Access Control Policy. These policies link to the ISO27001 standard which gives guidance on best practice and identify controls that need to be in place to protect information assets.

The council will develop appropriate areas of the ISO27001 standard and integrate these principles into the IT work plan and overall governance arrangements.

Principles that will be adopted include:

- development of information asset registers
- identification and formalisation of the Information Asset Owner role
- ensuring that key business applications have appropriate controls in place to ensure the confidentiality, integrity and availability as described in the ISO27001 standard
- regular review of the policies and controls in place

Further to this, the council's current infrastructure, the



IT security policy

business applications it uses and the way data is moved/shared between systems is extremely complex, and is one of the main reasons that the council must now drive some standardisation across the IT estate. Principles that will be adopted include:

- industry standard databases to be used within key business applications (SQL and Oracle as the preferred databases)
- key business applications based on national standards such as BS7666 for property details and BS8766 for people
- data duplication removed where possible to ensure one central record
- applications will be based on commercial off the shelf solutions and any internal development will be based on a specific circumstance
- applications will be selected that have standard APIs to link to our key core systems

4.3 PROJECT MANAGEMENT

In order for IT to deliver the required outcomes to its internal customers it is important that IT projects are reviewed before, during and after implementation. All IT projects will be delivered using the council's agreed Project Management methodology. This will ensure that projects are properly scoped, planned and executed and that all stakeholders are appropriately involved in agreeing project timelines, priority, resourcing and other key decisions. Clear accountability and reporting lines will be agreed for all IT projects.

4.4 SUPPLIER AND CONTRACT MANAGEMENT

The ongoing strategic engagement and management of suppliers is a key area for us in ensuring value for money. A root and branch review of all key IT contracts will be conducted to test whether we are licensed at the appropriate level, and that our contracts are delivering what, and not more than, we require. Contract management skills will need to be strengthened.

Simplification of IT remains a route to reduce costs. By reducing the number of line of business applications

and different technologies that we deal with, we will be able to develop an easier to manage IT infrastructure and proportionally reduce the associated overheads. By rationalising our application portfolio and fully optimising our use of a lesser number of core systems we will be able to fully “sweat” these assets and gain maximum value by using the full range of functionality offered. Further to this, by entering into longer term strategic partnerships with a lesser number of key suppliers we will be able provide better value, stability and consistency.

As part of the delivery of the strategy we will improve the account management of these key suppliers, and ensure a clear, documented understanding of their roadmaps (upgrades, enhancements, new products) so that this work can be integrated into our work plan.

Principles that will be adopted include:

- consolidation of suppliers
- clear and robust account management with our key IT suppliers
- development of an approved supplier list with clear procurement processes for access
- contracts that provide a win-win for the council and supplier

4.5 GETTING THE BASICS RIGHT

PSN Accreditation

The development of the Public Sector Network (PSN) standard has raised the bar in terms of demonstrating to central government a risk based approach to managing data, network security, local security, risk controls and information management. The council is committed to adhering to these standards both in principle and in practice.

This strategy recognises the importance of the PSN accreditation and places it at the heart of our IT infrastructure. In the immediate first year of the IT strategy the removal of legacy operating systems (e.g. Windows 2003 and Windows XP) will be a priority.

Server 2003

Windows Server 2003 went “end of life” on 14th July 2015; no further security patches will therefore be supplied by Microsoft for any version of Server 2003. In view of the security threats and implications for our PSN compliance certificate renewal next year we need to have a clear exit strategy from Server 2003 to a later supported version. In order to get the foundations in place to support

our IT strategy we need to prioritise on replacing the 2003 AD server environment first, quickly followed by all the 2003 application servers.

Network infrastructure

Over the course of the IT strategy the core network infrastructure will need investment to ensure that the network remains supported and effective. IT will seek to explore opportunities to rationalise and relocate parts of the network infrastructure to provide a more effective network.

Enterprise Architecture

It is recommended that an Enterprise Architecture is defined that lists the key line of business systems in use, the core purpose and functionality delivered, and the relationships and interfaces between each so that this can act as a roadmap for all future developments.

This will support the rationalisation of applications discussed earlier, and will also serve to prevent duplication as the council will have defined its core supporting systems within this architecture and will therefore be able to standardise upon single document management, content management, e-forms and online payments systems.

Asset Management

IT equipment forms part of the council's asset base and we need to ensure therefore that there is a clear and auditable asset list that will include both end user devices as well as core IT infrastructure.

Principles that will be adopted include:

- we will have in place physical asset management to effectively manage and maintain our inventory of hardware
- we have clear disposal policies for the effective removal of old assets from the council

4.6 SOURCING OPTIONS

Within IT a number of alternative sourcing arrangements for IT solutions have come to the market. This includes fully managed cloud based solutions, externally hosted but locally managed solutions, through to traditional locally hosted and managed solutions. Cost models have also been developed to include 'pay as you consume' type contracts.

Central Government has invested in creating a G-Cloud market place, and this has been key, in terms of bringing alternative sourcing models to market.



G-Cloud

This IT strategy will put in place steps to ensure that different sourcing models are examined as part of all options analyses carried out. Our longer term view will be that Cloud and externally hosted solutions will be the norm. It is likely that this will require a change of funding from a capital investment/revenue maintenance type model, to a consumption revenue model.

Principles that will be adopted include:

- we will examine alternative sourcing options
- we will be clear about our responsibilities for managing information in the context of externally hosted solutions
- we will work towards a cloud based model

Building on Strengths

The IT service has a number of strengths and where there is capacity to deliver, then there is a commercial opportunity to sell our services either individually, or as part of a wider commercial offer with other services.

The councils' modern infrastructure and the skills and experience within the team can be used as a platform to sell services, in particularly to support local businesses. Areas such as the hosting of servers and/or applications, providing consultancy and support, and the delivery of projects are all services that the IT section could provide commercially.

However, it is important to recognise that any commercial offer should not bring the council's reputation into

question, or compromise the delivery of its own core services.

Principles that will be adopted include:

- we will examine areas where IT can provide a commercial offer
- we will be clear that we cannot compromise the core IT offer which is to the council
- we will ensure that there is a clear business case and rationale behind any commercial offer

Partnerships

It is recognised that shared services can bring significant benefits but that partnership working can be difficult.

There is a loose partnership within Lincolnshire especially at a district level. Common issues prevail across the districts including reviewing data centres for different delivery models, virtualisation of infrastructure, a common desktop based on Microsoft technologies, business continuity issues and shared procurement.

This strategy seeks to continue exploring opportunities for improving the IT service offer to stakeholders, by using both public and private sector partnerships, where it is beneficial for us to do so. The use of Procurement Lincolnshire for best practice and joined-up procurement continues, and this can help reduce the cost of procurement as well as reducing the overall cost of the contract itself.



Over the period of the last strategy partnership arrangements were developed with Boston Borough Council, and this continues although the key management capacity is no longer provided. These arrangements have proven beneficial to both councils and it is expected that this will continue during this strategy's timeline.

We will use the following principles when engaging partnership work:

- we will seek to improve the overall IT service by working in partnership within Lincolnshire, and with other public and private sector partners as appropriate;
- we will work with Boston Borough Council to explore commercial opportunities to develop the shared service working arrangements already in place

4.7 SKILLS AND RESOURCES

Recruitment and Retention

The recruitment and retention of staff is a key issue for the IT service. Recruiting experienced and skilled staff can be difficult; and it can expose the council to risk when key positions are not filled.

The move towards standardising on a core set of technologies will help us to in define a set of key competencies, which in turn will help in attracting staff and our ability to cross-skill them to provide the necessary cover and resilience for the systems that we support. Where we have struggled to recruit to niche or legacy skills we will look at alternative sourcing strategies such as buying the skills in as a service from another provider.

The retention of staff is based on some clear principles:

- annual Performance Review for staff with clear training needs and development opportunities
- clear succession planning as part of the management of the service
- reduction of the risks associated with staff turnover by ensuring appropriate cross cover and supporting documentation
- a culture within IT of sharing knowledge, experience and key information

Resource and Capacity Planning

The management of resources within IT to provide the full range of services from reactive support work, planned projects for stakeholders and also the implementation of internal projects is key to a successful IT service. This strategy recognises that robust resource and capacity planning is essential to ensure that available resources are clearly allocated to the most important priorities.

There is also a need to ensure that key resources are ring-fenced to allow the team to carry out essential maintenance work within the service, and ensure that they are able to in fact “get the basics right”.

Principles that will be adopted include:

- prioritisation and allocation of resources for essential IT maintenance work
- overall review to ensure that IT has the required skills to deliver the agreed programme of work and the capacity to resource this accordingly
- maintaining a forward plan of resources and skills required within the team

4.8 CUSTOMER FOCUS

Service Level Agreements

In order to run IT as an effective business, IT will need to formalise its service offer to other business areas. The benefits of this formalisation will include the agreement and publication of clear service standards, clarity on the scope of the service that is provided, performance management reporting to business areas, and clear statistics to enable two-way discussion with services areas on how IT can best support them.

This formalisation will be in the format of a service level agreement (SLA) which defines the criticality of the service request and will have an associated agreed response time, based on initial response to call and time to resolution. The SLA will also make clear the level of information required from the stakeholder at the point they are using the service. SLAs will also identify clear escalation routes.

Principles that will be adopted include:

- we will develop SLAs through consultation with stakeholders
- we will report to business areas on the performance of IT against the SLAs both corporately and for individual business areas

Staff will resolve the more straight-forward IT problems themselves with access to the right tools and training



Helpdesk

The development of a clear business-led SLA will help improve the performance management of the service. Helpdesk software has an important role in helping manage IT service requests, but also in identifying trends which in turn can inform planning for the future development of the service.

We need to develop approaches to analysing and understanding trends in helpdesk calls so that we can become more proactive in the way we respond to, and address issues. This intelligence can also serve to identify areas where specific individual and/or wider cross-cutting IT training is required, and help to identify where improvements in the service offering are required.

Linked to this there is an urgent need to move away from the current “drop-in” service, for the reasons cited earlier. To accomplish this we need to achieve the right balance between encouraging staff to resolve the more straight-forward problems themselves, by ensuring that they have access to the tools, training and supporting guidance material, and enabling access to the service when it really is needed.

We will review and consult on the most effective way to contact and interface with the help desk service. Ideally

this will involve a far greater degree of self-service, with the initial call logged by means of a web form (rather than telephone) and with the ability to track progress, look up solutions, and get updates via a link on the intranet.

Principles that will be adopted include:

- we will use data from the helpdesk to identify trends and feed this into our medium term planning and an annual IT skills training plan
- we will undertake to maintain the information in the helpdesk system to a high standard
- we will review the most effective method for customers to access the service

Business Liaison

Building on the agreed SLAs and information from the helpdesk, the IT section will ensure regular liaison with key stakeholders. We will work with business areas to understand their service challenges and future plans, and help to identify ways in which technology can better address/support the delivery of these. We will also report on our service performance, providing management information and key statistics for each service area with updates on the delivery of agreed projects and the achievement of key milestones.



http://

**calls logged
by means of
a web form**



The wider intention is to ensure that we have a proactive IT business that is working alongside business areas to help achieve their outcomes.

Principles that will be adopted include:

- we will include business liaison in our work plan to ensure that we can demonstrate a professional, proactive service that is delivering to agreed standards, and the timelines and targets that were set

4.9 HORIZON SCANNING

The world of IT is ever changing and within the timeline of the next strategy there are likely to be further emerging IT solutions. Areas such as cloud, hosted solutions, virtualisation, remote working, bring your own devices (BYOD), and security are all areas where we need to ensure that we are aware of emerging trends and solutions, and adjusting our strategy accordingly. This horizon scanning will include not just supplier-led developments, but also innovative work by partners in government and in the commercial sector.

Principles that will be adopted include:

- the IT Service will ensure that it keeps up to date with innovative IT solutions within the wider public and commercial sector

4.10 COST OF DELIVERY

As part of providing a business-led service the IT offer needs to be clear and transparent – especially from a cost point of view. In order for business areas to make clear, informed decisions about potential future developments, they need to be aware of the full cost of any associated and/or supporting IT requirements.

They should be informed of the total cost associated with the supply and ongoing delivery of IT to an end user; for instance the costs of thin clients, desktop, laptops, telephony, mobile usage and printer use together with the wider business share of infrastructure costs. The creation of a list of costs of the component parts of IT provision will also enable the benchmarking of the service, and looking to the future will support any wider commercial offer in terms of having an agreed basis for recharging.

Principles that will be adopted include:

- we will provide clarity of costs to business areas so that they can make informed decisions
- where possible we will provide detail in annual reports on the consumption of services by end users and the associated costs e.g. mobile, printer use



thin clients

5. IT Governance

Sound IT governance can be a significant contribution towards running an effective and efficient service. It is important that:

- there are clear processes to review and approve IT projects and that these projects are prioritised against other projects and the resources available deliver.
- all projects have a clear business case and clear and cashable return on investment, or are critical to the operation of the council's business
- internally developed projects to develop the IT infrastructure are also subject to the same approach
- a full project methodology is adopted on all significant projects to ensure the smooth implementation
- post project reviews are in place to identify successes and areas for improvement

A recent review of the Performance and Programme Office has recommended the establishment of a Project Review Panel whose role is to oversee the delivery of the council's Fit for the Future, and other key, or essential, programmes of work, and to sign off and approve the individual

projects that contribute towards this, ensuring that the council's resources are directed at priority projects that support the delivery of its strategic objectives and medium term financial plan.

It is therefore proposed that this panel also oversee and monitor the delivery of this IT strategy, evaluating progress and ensuring that new projects are approved before being added to the IT work plan.

Appendix 1 - IT Strategy Workplan

SUMMARY ACTION PLAN

Area	Action Plan	Delivery date
Line of Business Applications	To develop a clear application register of all the corporate applications deployed	End March 2016
	Identification of potential areas for further system rationalisation	End March 2016
People and Skills	Review of the existing and required skills of the IT section	End of December 2015
	Develop a plan and structure to run the IT section as an effective business unit	End of July 2016
Council Priorities		
Council Priorities – ‘Fit for the Future’ Programme	The IT service to contribute to Grow, Save, Charge as part of the programme	End July 2016
	In particular supplier and contract management, implementation of self help and self service	End July 2016

Area	Action Plan	Delivery date
Council Priorities – Support delivery of Flexible Organisation	Develop reliable and easy to use IT enabling officers to fulfil their roles	Ongoing
	Provide a solution to allow officers work flexibly and seamlessly from other locations	Ongoing
	Develop a modern and flexible IT platform supporting officers using the technical solution that is best for them	Ongoing
	Ensure that robust data protection protocols are in place and all staff have had the training to ensure that information is handled responsibly	End August 2016
Council Priorities – Support delivery of Flexible Organisation	IT will support the implementation of the flexible organisation project (the timescales and individual projects will come from that project)	Linked to the milestones of the flexible organisation.
GIS	IT will work with business areas to ensure that basic mapping standards are adopted to facilitate the sharing of information	End May 2016
	A document describing the available GIS layers will be developed	End Dec 2016
Data Connections	A review of the data connections to corporate offices will be carried out with a view to releasing costs and a more effective service	End December 2016
Running IT as an Effective Business		
IT Service Management	The IT service will adopt processes from ITIL to help improve the resilience of the service and provide robust management	End June 2016

Area	Action Plan	Delivery date
Information Management and Asset Management	Council policies linked to IT will be reviewed and approved on a yearly basis	Ongoing
	The IT service will adopt areas of ISO27001 that can help improve the service	End June 2016
	The service will develop a full asset register and ensure that assets are managed through their lifecycle and the identification of an asset owner	End June 2016
	Key business applications will be reviewed to ensure that there are appropriate controls in place to ensure the confidentiality, integrity and availability	End June 2016
	IT will develop an agreed list of industry standard databases that the service will support	29 Feb 2016
Project Management	IT will ensure that all projects are delivered to the council's agreed project methodology including reviews before, during and after implementation	End March 2016
Supplier and Contract Management	IT will ensure that all key IT contracts are documented and will ensure that these contracts represent good value for money	End March 2016
	IT will work with key suppliers to ensure that supplier plans are integrated into the overall workplan	End August 2016
PSN accreditation	The IT service will ensure that the annual PSN renewal process is carried out	End June 2016 and annually
Server 2003	As an internal project, IT will remove all of the existing Server2003 servers	End June 2016

Area	Action Plan	Delivery date
Network Infrastructure	IT will ensure that all key network infrastructure remains under support	Ongoing
IT Infrastructure upgrades	IT will upgrade the active directory deployment within the council	End January 2016
	IT will review the current laptop encryption and improve the overall solution	End October 2015
	IT will remove the old legacy mail server	December 2015
	IT will ensure that there is sufficient network capacity both within the offices and in the network cabinets	End March 2016
	Key application upgrades including internal IT infrastructure such as Quest, VMware, Aruba will be carried out	Ongoing
DR Backup and resilience	IT will improve the response time for DR by implementing an offsite DR in a co-location	End December 2015
	IT will ensure that there is resilience and fail over for key systems especially telephony solutions	End April 2016
IT Security	IT will review the mail filtering solution to ensure that risks of network compromise are reduced	End November 2015
End User IT Upgrades	IT will deliver an upgraded Office version to end users	Linked to flexible organisation milestones
Enterprise Architecture	A document will be developed that clearly shows key line of business applications and the links between those applications	End January 2016

Area	Action Plan	Delivery date
Sourcing of IT solutions	Where new solutions are being adopted cloud and hosted solutions will be tested for value for money	Ongoing
Building on Strengths	IT will identify potential areas where IT can make seek income from the skills, experience and capacity within the team	End January 2016
Partnerships	We will support partnership working within Lincolnshire and any other appropriate partners	Ongoing
	The continuation of working with Boston Borough Council	Ongoing
Skills and Resources	IT will ensure annual performance reviews for staff with clear training needs and development opportunities	End May 2016 and annually
	IT will develop succession planning and reduce risks by cross cover for critical processes	End December 2015
Resource Planning	IT will develop robust resource and capacity planning including internal projects	End December 2015
	IT will ensure that the required skills to deliver the workplan are in place	End December 2015
Service Level Agreements	IT will develop a SLA through consultation with stakeholder	End March 2016
	IT will report to business areas on the performance against SLAs	End March 2016
Helpdesk	IT will use the business intelligence within the helpdesk to improve the service	End March 2016
	Data within the helpdesk will be improved to allow for better decision making	End March 2016

Area	Action Plan	Delivery date
Business Liaison	IT will ensure that there is a clear liaison with business units to understand their challenges and plans	End January 2016
Horizon Scanning	The IT Service will ensure that it keeps up to date with innovative IT solutions both by suppliers, within government but also in the wider commercial environment	Ongoing
Cost of Delivery	<p>IT will ensure that there is provide clarity of costs to business areas so that they can make informed decisions</p> <p>Where possible IT will provide detail in year reports on the consumption of services by end users and the associated costs</p>	<p>Ongoing</p> <p>End September 2016</p>
IT Governance		
IT Governance Group	A new IT governance group will be developed to oversee the IT strategy	End March 2016

Appendix 2 - Action Plan 2013-16 - progress made

Some significant progress has been made on the action plan that was published in the last version of the IT strategy. This includes:

- **Broadband Access.** The council continues to play an active role in the BDUK project which is led by LCC and a committed financial contribution has been made by the council to support the implementation of faster broadband in the district. To complement this a project has started to provide community wireless to community groups.
- **Supporting Agile Working.** IT is a key enabler in supporting agile working, including the delivery of thin client for significant numbers of staff.
- **Second generation CRM and Document Management.** The recent procurement and implementation of a 2nd generation CRM system with associated document management will provide a further platform for efficiency gains for staff.
- **Transactional Services to support website users.** Some areas have been developed especially around Green Bin renewal. New features have been implemented such as MyNearest allowing postcode searches and presentation of information via a map.
- **Data Networks.** A new PSN accredited network is being used by all the districts and County Council. The new network is being used for the move of servers from Boston to Grantham as well as other key business solutions such as video conferencing and wireless facilities. A new data connection to Bourne has been delivered.
- **Printer Strategy.** Management team agreed a printer strategy in July 2012 and in November 2012 all printers were replaced with new printers under a managed contract. Savings of £20,000 are being delivered due to this project.
- **Green Waste and Bartec Implementation.** Innovative solutions have been developed for the Green Waste project such as on-line registration, renewal and payment options. The implementation of Bartec has been supported by IT.

- **Deployment of ACD.** IT has supported the 'One Number' project which has improved customer service and also simplified the IT that we use.
- **Deployment of Self Serve Kiosks.** These have been introduced in Grantham and Bourne for taking payments with a roadmap of further deployment in Stamford office.
- **Members.** IT Support is provided internally and in general support calls are limited in number. In May 2015 Members were provided with iPads to support their role and to also help reduce costs of printing and postage.
- **Wireless.** There is provision for wireless in the Grantham and Stamford Art Centres and this is being developed. Wireless has been deployed in Bourne at the South Kesteven Community Point and Library and in other corporate locations such as the Alexander Road offices. Wireless can also be used at the other districts in Lincolnshire.
- **Project methodology.** There are a limited number of projects where IT is the lead, but where this is the case the project methodology is followed for instance the commissioning of application review and the community wireless project. Key staff in IT have now been trained on the methodology.
- **Upgrades and Enhancements.** IT have support service areas in upgrades or replacement of systems including: NDR, E-financial system, Healthy Communities, Elections, Planning and Building Control.

Appendix 3 – 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.

IT Health Check: A pre-defined check of the overall security of the network provided by an accredited third party.

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. This has an associated standard to adhere to in order to continue the connection.

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: Software that allow more than one server to be run on one physical machine.

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

Version Control

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