BOLSOVER DISTRICT COUNCIL

ICT Strategy 2009 - 2011

December 2009

This Strategy addresses the following Corporate Aims:

CUSTOMER
FOCUSED SERVICES

Bolsover
District Council

STRATEGIC ORGANISATIONAL
DEVELOPMENT

<u>The District of Bolsover Equalities Statement</u>

Bolsover District Council is committed to equalities as an employer and in all the services provided to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminate all forms of discrimination in compliance with the Equality Strategy.

The Council also has due regard to eliminate racial discrimination and to proactively promote equality of opportunity and good relations between persons of different racial groups when performing its functions.

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If you need help to read this document please do not hesitate to contact us.

Our Equality and Diversity Officer can be contacted via email or by telephoning 01246 242407.

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Principles of the Strategy

The Council is committed to improving services for local people, local businesses and visitors to the District to ensure they are of the highest standard. This is reflected in the Council's vision 'to improve the wealth profile of the area known as the District of Bolsover and enhance and improve the quality of life and well being of its communities' and in the aims of "providing excellent customer focused services" and "continually improving our organisation".

The purpose of the strategy is to build upon the previous ICT Strategy 2007 – 2010 and to ensure that it meets the requirement of the Council enabling it to meet its targets as set out in the Corporate Plan 2007 - 2011. As such this strategy supports all corporate aims and objectives. The strategy needs to be adaptable to be able to take account of changing circumstances and unexpected events.

Introduction

The purpose of ICT in a modern Local Government organisation, is to provide increasingly more efficient mechanisms for the public, our elected members and our employees to access services.

In order to support the organisation to make the changes that are required by a "transformational government" agenda, ICT systems need to be:

- easily accessible,
- secure
- resilient,
- with sufficient capacity to support new developments in technology.

In addition ICT services need to provide a means to:

- generate efficiency savings across the organisation
- allow joint working with partner organisations
- reduce the use of carbon resources (fuel, use of paper etc.)
- share information held by the organisation in a way compatible with legislation
- support accessible systems both "out of hours" and for those with disabilities
- enhance the quality and speed of service delivery.
- improve services to the Council's customers

The findings and recommendations / action plans have been created based on consultation carried out during 2009. Existing documentation was utilised to ascertain gaps and requirements from the following areas:

- The Customer Service and Access strategy 2009 - 2011.
- The current IT strategy 2007-2010.

- The GIS strategy 2008 – 2010
- The draft Address Management strategy 2009 - 2011
- A review of the current state of ICT in the Council
- A variety of strategy and business plan documents produced by the service areas of the Council consolidated in service plans.
- A review of current systems, projects and the activities currently being undertaken.
- Input from current and future working practices including IDeA, SOCITM, other Local Authorities and a number of suppliers.

One of the key drivers of the previous IT strategy 2007 - 2010 was the transformation agenda and this is still relevant today. Transformation of the Council includes the opportunities for shared service delivery and engaging more effectively with the local community.

Other key drivers are:

- The management of information.
- The management of change

Sir Michael Bichard has said that "it is inconceivable that public services will be transformed without the imaginative use of ICT and the effective management of information"[1].

Change comes about through the introduction of new technologies such as mobile working which support new ways of working and lead to increases in productivity

The emphasis of this strategy is looking at improving service provision and exploiting the systems, processes and people we have in order to deliver and meet the demands.

Scope of the strategy

The strategy applies to all Departments of the Council and to Elected Members. Working with the Customer Service and Performance Department some technology may be developed to support the external customer.

The Strategy

Review of the previous strategy

The previous strategy was written in 2007 and followed on from the successful implementation of e-government. At that time the IT team were regrouping and were looking forward to a period of consolidation as well as change under the leadership of a newly formed post, the Head of ICT.

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[1] Modern public services: a role for change – the CIO as agent of transformation, A Socitm Insight publication

Unfortunately circumstances changed and the Department has had to work without a permanent, full time Head of ICT. Despite this the IT team have worked well and had notable achievements:

- Virtualisation of servers and the introduction of a storage area network has been substantially completed
- The Government Connect code of connection has been achieved
- The CRM system has continued to be developed
- Disaster recovery arrangements are in place
- Network link between this Council and Chesterfield Borough Council

Achievements such as the Government Connect code of connection have been substantial pieces of work, requiring 91 areas to be complied with. It has meant the introduction of many new technologies such as two factor authentication and encryption. Work within this project will continue for at least the next year.

There were issues to do with being fully staffed and this has meant that there are some areas where the identified improvements of the previous strategy have not been met and these will be given a high priority within this strategy.

Current corporate ICT objectives

These are:

- To develop the role of technology very much as a means of enhancing and transforming Council activities.
- To ensure the systems are able to operate over sound and resilient infrastructure without jeopardizing effective current working practices.
- To ensure the services ICT implements abide to Government legislation i.e. green computing, efficiency savings and flexible working directives.
- To ensure we are getting the best service from suppliers and partners through continuous supply chain analysis to achieve cost effective solutions.
- To have the ability to re-align technology quickly.
- To move forward with mobile working.
- To encourage home working.
- To work closely with all Departments to assist in the development of solutions.
- Tracking and applying trends in technology rather than being at the leading edge which can be costly and risky.
- Building on and enhancing current use of technology in response to needs and feasibility.
- To build a mature approach to ICT provision, creating clear business cases to demonstrate need, compatibility and efficiency.
- To continue to be involved in the possible development of a shared ICT service with North East Derbyshire and Derbyshire Dales Councils.

Efficiency

Following on from the success of the Gershon Efficiency Review, there is now the Government's Operational Efficiency Programme (OEP). There is no doubt that, along with other Councils, this Council has to find a large number of efficiency savings.

The Council has already used external consultants to deliver major BPR exercises in both Revenues and Planning, with the Revenues BPR delivering £50,000 over 3 years. Towards the end of 2008 some employees received Business Process Improvement (BPI) training, including one from ICT. It is anticipated that when this is implemented within the Council that opportunities for ICT to deliver cheaper, alternate methods of working will be identified.

Current systems will be reviewed as their annual support becomes due and analysis undertaken as to whether there is a cheaper way of delivering the service. For example, it has been decided that the website will be developed using open source software eliminating the need for a support and maintenance contract with an external supplier.

Transformational Government

Three key transformations are required:

1. Services enabled by ICT must be designed around the citizen or business, not the provider, and provided through modern, co-ordinated delivery channels.

   ICT will work closely with CSPD in the development of delivery channels. In particular it will ensure that the web site becomes transactional. The Department has and will continue to, work with CSPD, to be involved in the setting up of the joint service centre at South Normanton.

2. Government must move to a shared services culture – in the front office, in the back office, in information and in infrastructure – and release efficiencies by standardisation, simplification and sharing.

   ICT has been working closely with partners in Derbyshire and in particular the North East Derbyshire, Chesterfield and Bolsover Consortium to ensure that infrastructure is standardised and where possible joined up. Currently there is the possibility that the ICT Department may join with the IT Department in North East Derbyshire to provide a joint IT service. Purchase of systems at Bolsover should continue to be subject to the ICT strategy Group approval to ensure that standardisation remains. CRM development will continue and in particular the integration to back office systems.

3. There must be broadening and deepening of government's professionalism in terms of the planning, delivery, management, skills and governance of ICT enabled change.

ICT staff will be encouraged to follow continued professional development training. Reviews of service provision will take place on a regular basis with Heads of Service. Change control will be introduced in relation to software and hardware changes.

The success of transformational government will be built on effective engagement, creation of sound business case, strong project and change management and rigorous assessment of the ensuing benefits. We recognise the need for a high level of cooperation with our partners and a good fit with regional and national strategies if we are to be successful.

Procurement and Replacement

Equality and diversity issues will be considered prior to all procurement to ensure that issues of accessibility are addressed.

a. Desktop Systems

As no major systems purchases were planned in the last two years, it was decided to extend the PC replacement programme from four to five and then subsequently six years, creating an efficiency saving and also a green saving. Research will be done into how many of our PCs are failing and whether there is a need to re-introduce the replacement programme starting in 2010. If that is the case, then it is likely that virtual PCs will form the replacements as they are cheaper. Monitors will continue to be LCD flat panel (low energy use) models and generally retained when PC base units are replaced. A standard build will be introduced.

b. Server Systems

Virtual servers have now been introduced and there will continue to be a programme of replacing all physical servers were possible.

c. Software

All computer software will continue to be purchased centrally through the ICT Department. This is to ensure that ICT is aware of all licensing issues. Where possible no more than two versions of any one piece of software should be allowed to exist across the organisation, with appropriately newer versions being withheld or older versions upgraded to avoid having too many different versions to support.

d.   Network Infrastructure

Resilience has been built into the network, no further work is planned in that area. The Derbyshire transformational government partnership is organising the installation of a Derbyshire Wide Area Network (DWAN), this is due to be completed in 2009.

e.   Joint Procurement

Procurement plans will be shared with North East Derbyshire and Chesterfield Councils. Where possible joint procurements will take place and where not possible, contracts will allow for the opportunity for these partners to purchase the same system at a later date. Weighting when scoring procurements will have a bias towards systems already in place at either Council subject to satisfactory references. Proposals from the Derbyshire transformational government partnership will also be given priority where this Council doesn't currently have a system in place.

Skills Development

a.   ICT Professionals

It is vital that ICT professionals are able to follow a programme of Continued Professional Development (CPD).   Currently the tendency is to use Microsoft certified qualifications. Investigations will take place into the British Computer Society (BCS) qualifications and the Skills for the Information Age (SFIA) framework.

b.   Elected Members

Elected Members are required to be proficient in the basic use of ICT. The ICT Training and Support Officer is one of the posts that has been vacant throughout 2009, it is anticipated that someone will be in post during November 2009, although the post will become part time. In the meantime the ICT Help Desk will assist elected Members wherever they can. The support for elected Members will be reviewed to ensure that they are receiving the support that they require.

c.   Employees

Introduction to ICT policies will be provided by employees within the ICT first line support function as part of the Corporate Induction process. Courses will continue to be offered in Microsoft applications as soon as the new ICT trainer starts.

Information Management

Much of the responsibility for Information Management is with the Customer Service and Performance Department. They manage the information that is publicly available via the web site and the information that is available to employees and Elected Members via the Intranet. Additionally they manage the Freedom of Information requests, the retention of information guidelines, the accessibility of and the quality of information. The Senior Risk Information Owner is the Head of Customer Service and Performance and it is anticipated that they will be producing an Information Management Strategy in 2010. ICT expect to have an input to this.

CSPD will be introducing data classifications, e.g., restricted, confidential in 2010. This will fit with Government Connect.

ICT has a role to play in ensuring that information is available to standards such as the property one, BS7666 and the people one, BS8666. It has to ensure the most efficient storage and retrieval of information.   One of the improvements that we had planned in the previous strategy was to investigate the options for introducing a structure that allows just one copy of any document. This will be given a priority in this Strategy's improvement plan.

Green Issues

The use of ICT can be both a cause for the increased use of resources and the single best way of saving resources (financial/energy/consumables). Modern ICT equipment requires significant electrical power in order to function. Although energy saving monitors mitigate this to some extent, the power of ICT to reduce emissions is in its ability to prevent travel and save on printing paper. In order to realise these benefits business practices must change. Emphasis over the life of this strategy will be given to "self service" systems both for citizens and for staff, to cut down on paper use and travelling costs.

The implementation of multi function devices is about to happen.

The virtualisation of servers will have led to a reduction in electricity usage. There will be research into whether the air conditioning can be turned down and whether all equipment can be located in one server room, again producing a reduction in electricity usage.

The Department will continue to work with the Climate Change group to see what other savings can be made.

The roll out of an Electronic Document Management System has seen a decline in the use of paper but this has been a disappointing amount, (it may be that there was a corresponding increase in the use of paper by other projects within the same time frame).

The introduction of mobile and remote working has the possibility of reducing the need for office space for jobs whose main function is, or could be, "off site". Ultimately this could potentially realise financial benefits from the reuse of rentable office space and save on heating and light costs, but has the instant return of reducing the amount of mileage and time required to commute to and from the office. The dynamic scheduling system will allow more efficient routing of Council vehicles.

All ICT devices will continue to be disposed of in accordance with relevant legislation and the WEEE directive from the EU concerning the disposal of Waste Electrical and Electronic Equipment. This directive requires that as much of the equipment as possible is recycled with licensed disposal companies.

Mobile and Home working

Mobile working currently exists for the Rangers and is about to be introduced within Housing repairs. It is anticipated that Housing will lead on this project.

Smartphones have been introduced and their continued roll out is subject to Business cases.

The mobile communication market is continually developing and the annual review will continue. The Council is currently tied in to a two year contract with Orange.

The Council has no strategy to encourage home working. It is anticipated that this may change in the future as there are green advantages to this. The infrastructure is in place to allow this to happen securely, requirements of Government Connect mean that anyone working from home can only do so on Council supplied equipment.

The issue of ICT support to home workers will be addressed if this appears to be an issue. Currently phone/email support is provided and this is considered to be sufficient.

In the event of a disaster where Sherwood Lodge is unavailable to employees it is envisaged that the SSL vpn would be available to all critical staff so that they could work from home.

Access to systems

Access to systems is controlled at the top level by ICT and within Departments by systems administrators. In the case of corporate systems,

such as CRM, Uniform, Document Management, the systems administration will continue to be performed by ICT.

Implementation of the ICT Strategy

The ICT Strategy is managed operationally by the Senior IT Projects Officer. They report on progress to the ICT Strategy group on a quarterly basis. The ICT Strategy group is responsible for monitoring the Improvement plan attached as appendix B.

Performance management

The responsibility for ensuring ICT is deployed economically and efficiently within a service lies with the managers responsible for those services. This responsibility includes the collation and analysis of appropriate management information and data, for example:

- Efficiency gains, as appropriate to the activity
- Cost per unit of activity of ICT systems used

ICT will work with Departments to define and agree the areas of responsibility that ICT will deliver.

The use of the IT Infrastructure Library (ITIL) service management methodology is still being explored.

Appendix A

Mission statement

To provide, maintain and support ICT systems to facilitate the Council consistently delivering excellent, modern, joined up services for all our customers. To ensure that services are delivered with the highest level of customer service.

Purpose

- To ensure ICT Projects are delivered on time and budget to the required standard.
- To provide GIS guidance and provision to its customers.
- To audit ICT Security on behalf of the Council.
- To provide ICT support to the Members and their ICT equipment.
- To provide mobile communications as requested/authorised.
- To provide ICT training to Members, Officers and Staff of the Council.
- To ensure the Council complies with the Mapping Service Agreement.
- To ensure the ICT provision to the Council is efficient and effective.
- To ensure electronically stored corporate data is backed-up.
- To provide 1st Line ICT Support to the Council for all applications and hardware.
- To carry out preventative maintenance of the network/systems to ensure the minimum disruption to its customers.
- To provide fixed line telephone communications.

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Appendix B

Improvement/Action Plan

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Regular service review meetings with Heads of Service	Senior IT Projects Officer	Ongoing	Allowing service improvements to be clearly measured and communicated to each department.	Staff time		
Continue involvement with Derbyshire Tgovernment Partnership	Senior IT Projects Officer	Ongoing	To help develop shared and joint working practices amongst the partnership as well as to bring economies of scale	Staff time Contribution to partnership		
Implementation of GIS Strategy 2008 -2010	GIS officer/ Senior IT Projects Officer	December 2010	To exploit the existing GIS data and encompass it to integrate with key information systems to aid e-delivery	Staff time		
Transactional web site	Web Development Officer/Senior IT Projects Officer	March 2010	Customers able to report problems on line. Increase in web transactions, reduction in higher cost telephone and face to face contact.	Staff time		
Continued professional development for ICT	Senior IT Projects Officer	March 2010	Staff with relevant professional qualifications	Staff time		

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
staff						
EU Services Directive	Senior IT Projects Officer/ Legal Licensing Officer	December 2009	Payments linked to online licensing in compliance with EU legislation	Staff time		
Introduction of change control	Senior 1st Line support officer	December 2009	Improved planning of work	Staff time		
Information managed effectively by holding only one copy of a document	Senior IT Projects Officer	September 2011	Feasibility study, contribution to the CSPD Information Management Strategy	Staff time		
Annual review of mobile communications	Senior 2nd Line Support Officer	March 2010 and yearly thereafter	Report to IT strategy	Staff time		
Extended access channels	Senior IT Projects Officer	March 2011	Contribute to the CSPD Access Channel strategy	Staff time		
Home working	Senior IT Projects Officer	March 2011	Reduced journeys to work Flexible workforce	Staff time		
Review of support contracts	Senior IT Projects Officer	Ongoing	Savings in the cost of support and maintenance	Staff time		
Analysis of machine rooms use – air conditioning and having just one server room	Senior 2nd line Support Officer	March 2010	Reduced use of electricity	Staff time		
Review of SAN capacity	Senior 2nd Line Support Officer	December 2009	System that is correctly sized to meet business needs	Staff time		

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Disaster recovery test	Senior 2nd Line Support Officer	March 2010	Assurance that DR plans are viable	Staff time		

Appendix C

<u>Development of Systems</u>

a. GIS Development

A GIS strategy has been produced, the outstanding improvements have been included in this strategy's improvement plan allowing for the monitoring of them by the IT strategy group.

Management of the legal agreement with the IDeA (the Mapping Services Agreement - MSA) will continue to be overseen by the GIS Officer.

b. Corporate Gazetteer

The Authority has a BS7666 compliant gazetteer and this is maintained in relation to new properties by ICT. A draft address management strategy is in place and once approved the improvements will be included in this strategy's improvement plan.

b. Document Management

The corporate Document Management System (supplied by Comino – now Civica) is well embedded. Housing are currently implementing it in their Department. No further development is anticipated. Only Financial Services are using an alternative supplier.

c. Intranet/Internet Services

Whilst management of the content of the Intranet and Internet is with CSPD, ICT will continue to contribute to the technical development.

A draft website strategy has been developed and this will be reviewed towards the end of 2009. For the Intranet, development of self service systems that interface with existing back office systems will be explored, in particular the HR21 system could be developed to allow for on-line leave requests, on-line expense claims and absence recording.

For the Internet, development of CRM so that self service forms are available over the web that integrate to CRM. The hosting of the Authority web site was shared with Chesterfield Borough Council but this has recently changed so that both Councils are with the same hosting company but on separate servers.

d.   E-Payments

Strategic development of the e-payments is with the Financial Services Department but the ICT Department will continue to do software development when required. CSPD are reviewing methods of payment across the Council and ICT will contribute to this as required.

The PCI standard for epayments has not yet been met, this will be done by March 2010.

e.   Interactive TV and Other Access Channels

IT will contribute to the Access Channel strategy as required by CSPD.

f.   Academy

The Capita, Academy system is used by Council Tax, Benefits and Housing. Upgrades to the system will take place in accordance with the suppliers timetable. Initial discussions indicate that any integration to the back office would be expensive, alternative methods of integration may have to be sourced.

g.   CAPS

The CAPS, Uniform system is used by Planning, Environmental Health, Land Charges and Building Control. Integration has already been provided to Environmental Health. Upgrades are applied so that the system is always on the suppliers current version.

h.   CRM

The Northgate CRM system continues to be developed in terms of new scripts for Departments. In 2009 it moved to version 3 with the majority of scripts being redeveloped. The development of scripts is done by a resource from CSPD who works two days a week in ICT currently, this will continue for 2009 at least. The continual development of CRM is seen as key to business process improvement and the identification of efficiencies.

i.   TOREX

Leisure are continuing to develop the use of this.

j.   E-purchasing and FMS

This will be developed as required by the Finance department.

Infrastructure Development

Account will be taken of the infrastructure development at North East Derbyshire and Chesterfield, as this will assist with shared services development. Shared infrastructure may also lead to efficiencies when purchasing equipment.

a.   Desktop Systems

   i.   Hardware

HP hardware will be maintained as a standard environment to maintain consistency for support services. Where present, flat screen monitors will be retained when base units require replacement. It is anticipated that virtual PCs may be introduced in 2010. A standard build has been developed for PCs and this will be applied retrospectively.

   ii.   Operating System

Microsoft XP will be maintained as the standard operating system, with a review in 2010. At present most third party suppliers of systems to Local Government do not support systems operating on a "open" or Linux based desktop. The use of Citrix or thin client systems will continue to be used for remote offices.

   iii.   Office Automation

Microsoft Office XP will be used. It is not expected that we would change to a new version within the life of this strategy.

   iv.   Standard Software

Apart from Microsoft Office the following are regarded as standard packages.

- MS Outlook 2000 or later – e-mail access
- MS Visio – drawing / process mapping tool
- Autodesk AutoCAD – CAD applications
- MS Project – Project management
- Adobe Acrobat – PDF viewing / production

b.   Server Systems

    i.   HARDWARE

Virtual servers will continue to be deployed. A standard build has been developed and this will be applied retrospectively. Narrow height rack mounted units designed to make best use of server room space will continue to be preferred.

    ii.   Operating System

Microsoft Windows 2003 will remain the standard.

    iii.   Database Systems

Applications will normally be within one of the three systems depending on size
- Oracle – large systems
- MS SQL Server – middle size systems
- MS Access – small systems

Exceptions will require approval from the ICT strategy group.

    iv.   Storage & Backup

A storage area network (SAN) is in place and this may be expanded. A review will take place in 2009 allowing for a budget bid in 2010. There is centralised backup in both "nearline" (disk based) and "off line" tape based systems.

    v.   Resilience & Disaster Recovery

Arrangements are in place with an external company and this will continue to be reviewed. Testing of this needs to take place.   Disaster Recovery procedures have been created but should be reviewed annually.

c.   Network Systems

    i.   Capacity

The speed of WAN connections is limited by geographical site, i.e., Bolsover only has BT as a provider. This means we have a 10mb maximum connection over the PBX. There are options to go for a direct Ethernet connection , or wireless and these will be investigated. The four

core routers are 1gb, they have diverse routes between machine rooms for resilience.

ii.   Management

In order to provide greater stability, management reporting software was installed on the network during 2007 to alert support staff of problems before they become evident to users of the system. No further work is required.

d.   Telecommunications

i.   E-MAIL

No changes are anticipated.

ii.   Voice Communications Integration

Voice over IP (VoIP) system has been implemented at the Riverside Depot. This will require sufficient Quality and Class of service (QOS and COS) on the network to guarantee levels of voice communications. Although it is possible to introduce this at Sherwood Lodge, the cost may be prohibitive. The benefits of this technology are most cost effective when using call centre technology.

iii.   Mobile Devices

This is being introduced in Housing repairs during 2009 and further roll out throughout the Council will follow from that.

iv.   Phones at Sherwood Lodge and Contact Centres

A review has been carried out and it is unlikely, due to budgetary constraints, that any changes will be made.

a.   Security Systems

i.   Firewalls

This remains as Checkpoint, there are no plans to review this within the life of this strategy.

ii.   Anti-Virus

F-Secure is in use, there are no plans to review this within the life of this strategy.

iii.   Anti-spam

Currently provided by Mailsweeper, this technology will be reviewed annually as the volume of Spam is seen to increase dramatically and the overhead of operating the system becomes larger. Systems need to adequately balance the risks to the organisation of passing on messages / images against Council policy that waste productive time, against the use of ICT resource time administering the system and work generated by "false positives" on business related e-mails.

 iv.   Software Audit

Centennial is used for this, further work on the use of this is needed.

v.   Web Access Control

The Bloxx software was introduced in 2005/06 and currently fulfils the purpose. This will be reviewed in 2009/10.

vi.   -Mail Content Filtering

This is provided by Mailsweeper which currently fulfils the purpose.