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Document History

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Approvals

This document requires the following approvals.
Signed approval forms are filed in the project/documentation files.

Name	Signature	Title	Date of Issue	Version
Minuted		Joint Management Team	15/10/14	0.1
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Contents

1. Executive Summary

The Joint ICT Service is a shared service partnership between Bolsover, Derbyshire Dales and North East Derbyshire District Councils. The full three partner service came into effect on January 1st 2011 with three key aims:

- Deliver cost savings in an increasingly difficult financial climate
- Mitigate the risk to the partners due to lack of resource
- Provide a platform for delivery of shared solutions, shared expertise and future shared services

The previous Joint ICT Service Strategy, covering 2011-2013, focussed primarily on delivering cost savings, embedding the new shared service and delivering the identified technology strategy. This strategy and associated action plan was delivered.

Across all three partners there is now a focus on Growth and Transformation and ICT is correctly acknowledged as a key delivery mechanism for the partner's strategies. At the time of writing specific projects have not been clearly defined across the partners but the overall programmes are noted.

The strategy will focus on the following areas:

- Service Delivery
- Service Improvement
- Customer engagement
- Procurement
- Partnership working
- Emerging Information Trends
- Technology roadmap
- Measures of Success
- Business Planning
- Financial Management
- Risk Management
- External influences
- Governance

For each partner, based on the technology roadmap, a five year capital investment programme will be produced which will be reviewed at least annually.

2.   Service Delivery

The fundamental principles of the Joint ICT Service delivery are that ICT users will receive an improved service, increased capability and flexibility in capacity to meet demand. To attain this, the ICT Service will work to the best practice processes of the IT Infrastructure Library (ITIL).

To determine the success of service delivery key performance indicators(KPI's) are defined in the Service Level Agreement(SLA), monitored on a monthly basis and targets reviewed annually.

Annual Customer Satisfaction Surveys are undertaken to gauge the perception of users of the service in conjunction with the KPI's. Moving forward we will look to undertake randomised ad hoc surveys against incidents and service requests.

Management Information from the Service Desk Application will be used to monitor trends through categorisation and analysis of incident and problems to deliver continuous improvement.

Projects will be delivered using the NEDDC Project Management Methodology to ensure that project benefits are understood and a full analysis of the realisation of those benefits is undertaken. Projects are monitored through a project register and reported via Service Reviews and governance channels.

3.   Service Improvement

The joint ICT service will also work with service areas at all partners to assist in the delivery of innovative solutions to support partner service improvement plans and transformation agendas. Best practice will be noted and shared where appropriate across partners.

Opportunities to share or host applications across two or all partners at one site will be considered and recommendations made as appropriate. In addition economies of scale therefore may provide opportunities for Councils to have access to software that they previously couldn't afford as a single Council.

Consideration of Open Source tools for development will be considered as a means of avoiding vendor 'lock in' and to deliver savings.

Whilst the website of each council is managed outside of IT, the joint service will contribute towards the enabling of transactional websites allowing for a reduction in transaction costs.

Seek to maximise productivity and efficient use of ICT tools through their delivery of ICT Training to staff, members and external partners through a variety of mediums, such as e-learning, one-to-one, departmental workshops in addition to the traditional classroom based delivery.

Planned service improvements are in the Service Improvement Action Plan in Appendix A.

4. Customer Engagement

In addition to the measure of success through KPI's and surveys the joint ICT Service will engage with the partners, service areas and users to ensure a fuller understanding of the needs and issues facing our users and partners. This will be achieved by:
- User representation on a Joint Management Team
- Monthly Service Review meetings with partners
- Regular briefings with portfolio members for ICT
- Quarterly attendance at Directorate meetings
- Participation at User Group meetings
- Participation at vendor meetings
- Floor walking and ad hoc feedback
- Building positive relationships
- ICT information section on Intranets

5. Procurement

To ensure that best value is achieved the Joint ICT Service will seek to maximise opportunities for joint procurements between the partners and where possible with partners outside of the service. The Joint ICT Service will continue to seek external funding opportunities and for partnership solutions within Local Government and the 3rd sector.

The Joint ICT Service will work to ensure that all procurement will provide value for money and ensure procurement policies of the partners are followed. Joint procurement of products or services will be undertaken by NEDDC as the host authority and will abide by the procurement policies of NEDDC.

Where appropriate framework agreements, including the G-Cloud, will be used where they can demonstrate best value.

The impact on the environment will be considered in all ICT Procurements to ensure ICT contributes to the Climate Change objectives of all partners.

Specialist procurement advice is available to the Joint ICT Service through a service agreement in place between Bolsover, North East Derbyshire and Chesterfield NHS Trust.

6.   Partnership Working

The Joint ICT Service will consider further partnership working where there are clear benefits to the current partners, benefits would be improved service, risk mitigation or cost reductions.

Due to the existing Growth and Transformation agendas at all partners the focus of the Joint ICT Service will be on supporting these and will not be actively pursuing any extension of the current Joint ICT Service with further partners,

7.   Emerging Trends and External Influence

7.2   Cloud/G-Cloud

Cloud computing is not a new concept but is essentially a 'rebranding' of the concept of vendors hosting both infrastructure and technology solutions for their customers. In recent years this has however become more prevalent and cost effective due to lower cost communication links and new technology solutions that enable 'cloud' suppliers to deliver more cost effective solutions. The partner organisations have already taken advantage of some smaller scale solutions such as mobile inspection software and public room bookings. The most significant cloud procurement so far is the Customer Information Systems deployed at Bolsover and North East Derbyshire. In many cases however cloud solutions have been unable to demonstrate savings over locally hosted solutions. The Joint ICT Service will consider cloud solutions and further adoption is likely as solutions become more competitive.

Government Cloud Computing (also called G-cloud) is a U.K. government programme to promote government-wide adoption of cloud computing. The initiative focuses on cloud computing's capability for economic growth, capitalizing on cloud's cost savings and flexibility to create a more efficient, accessible means of delivering public services. The G-Cloud includes the framework agreements that were formally availble via the Government Procurement Service(GPS). In addition this is the prime vehicle for sourcing Public Service Network(PSN) accredited solutions. The G-Cloud has been used to procure Wide Area Networks(WAN) for Bolsover district Council and

the Customer Information System adopted at Bolsover and North East Derbyshire. The G-Cloud should become the first point of call when looking for new technology solutions but equally any solutions must also demonstrate best value.

7.2 Bring or Choose Your Own Device

Bring Your Own Device(BYOD) has been much lauded in the trade and national press over the last couple of years as a means to save organisations money through avoiding equipment replacement costs and to allow employees to work the device of their choice. However many organisations and particularly the public sector, have found the security implications and the necessary mitigation costs prohibitive. In addition, other than email and calendar public sector vendors do not yet have applications that are tablet or smartphone ready. The Joint ICT Service will be trialling Mobile Device Management(MDM) solutions and provide guidance to senior management on the opportunities that can be BYOD can deliver. In addition features of the Customer Information System recently implemented at Bolsover and North East Derbyshire through the self service forms may provide opportunities for mobile working which may provide further demand for BYOD solutions.

Choose Your Own Device is also a prevalent concept. This proposes that staff should have a wider choice of which device the organisation should provide. Cost and they additional support complexity are currently a barrier to promoting a solution such as this.

7.3 Open Data

The concept of Open Data is that organisations make available data that can be beneficial for 3rd parties to conduct research or stimulate economic growth. The Government is now promoting the use and re-use of data though it's own open data initiative through the data.gov.uk website. In addition we are now required by the EU Inspire Directive to make spatial data available for public use. This has recently been kick started through government funding and work is underway to make the required spatial data available. It is likely that further requirements to publish data will come from both Government and EU directives but we should also consider how we can promote economic growth and public research through publishing datasets we have available.

7.4 Big Data

Again this has been a hot topic across the trade and national press. Again this is nothing new as organisations have been performing analytics on very large

data sets for over 20 years. Given the nature of the service we deliver and the relatively small data sets we work with this is not an area we should invest time in at present.

7.5   Digital By Design/Digital First

A part of the Government ICT Strategy a new Government Design Service (GDS)has been set up to promote the use of digital as the first choice of delivering transactional services across the public sector. The GDS provides a list of principles and advice on the delivery of digital services. All three Councils are embracing channel shift as part of their transformation programmes and the Joint ICT Service will continue to advise and seek out best practice across the public sector.

8.   Technology Roadmap

8.1   Key Issues

Major technology refreshes have been completed as part of the action plan for 2011-2013 and we now have a broadly common Infrastructure in place at all three partners. The key area for consideration over the period of this strategy is:
- Server Operating Systems – support for Windows Server 2003 will cease in July 2015
- End of Support for Office 2007 in 2017, This will affect Bolsover and North East Derbyshire only. BDC have licenses in place for an upgrade, NEDDC do not and this will be a significant cost.

We are required to ensure we maintain supported patched software to comply with controls of the Government Public Service Network Connect Code of Connection (CoCo).

8.2   Internal opportunities

The rationalisation of disparate technologies amongst the three partners has lead to cost savings and increase the ability to fully support these solutions. There are still a number of areas in how we deploy directory services and resources such as filing systems across the partners.

Key areas of focus are:
- Shared hosting of business applications
- Innovative in house solutions

- Use of open source software

8.3   External opportunities

A number of external initiatives may deliver opportunities to the partnership. The Joint ICT Service will look to influence these initiatives where possible. Key areas of interest are:

- Provision of software applications through a Government Application Suite (G-AS), a list of recommended applications within agreed procurement framework agreements in place.
- The Delivery of services and business applications through a 'Government Cloud' or 'G-Cloud', a web based delivery of business software with an agreed procurement framework.
- Taking advantage of the Public Sector Network for future sahared service solutions within the public sector

8.4   Risks and Barriers

8.4.1 Funding

A five year capital expenditure plans have been produced for all partners and funding is in place to cover the key expenditure areas. These plans will be updated annually in advance of the budget setting process.

8.4.2 Resource and capability

Whilst the Joint ICT Service has inherent flexibility of resource, the demands of major projects require the Joint ICT Service to implement more sophisticated resource management activities to ensure resource demands are managed and full analysis of capability over demand can be understood. A quarterly update of planned projects and capacity will be produced for review by senior management and for presentation to the Joint Management Team.

Maintaining a skilled workforce is critical for the delivery of key projects and the ongoing support and maintenance of the technologies employed. The Joint ICT Service will produce training plans on an annual basis through the Employee Development and Performance Review Process (EDPR). Training will be provided through peer knowledge transfer, self learning and targeted external training.

The ICT Structure will be reviewed annually to ensure that the required resource and capabilities are in place to meet the requirements of the service. In addition if staff leave the structure will be reviewed to consider if replacement has to be made or if savings can be delivered to the service with suitable adjustments to meet service requirements.

8.4.3 Roadmap

Planned improvements are in the Service Improvement Action Plan in Appendix A.

9.   Measures of Success

The Joint ICT Service employs a number of measures to monitor performance.

9.1   SLA Metrics

As part of the SLA a number of KPI's are defined:
- Systems availability
- First time fix percentage
- Percentage of incidents and service requests resolved within agreed timescales

These KPI's are reported monthly to management and staff and reviewed quarterly by the Joint Management Team and ICT Shared Service Committee.

9.2   Annual User Satisfaction Surveys

Annual surveys are undertaken with all ICT Users. The survey is based on 12 criteria which initially formed part of baseline reviews undertaken by the Audit Commission at each partner. The results are analysed and published and contribute to the service improvement planning process.

9.3   Ad Hoc Satisfaction Surveys

The Joint ICT Service is looking to introduce ad hoc user surveys using feature within our Incident and Request management tool, SupportWorks. This will enable us to undertake satisfaction surveys based on resolved incidents and service requests.

9.4   Feedback from User Groups

User representatives on the Joint Management Team (JMT) co-ordinate views of user groups to feed back to the JMT. These will supplement the satisfaction surveys to feed into or validate the service improvement plans of the Joint ICT Service.

10.   Risk Management

A risk register will be maintained for the Joint ICT Service in accordance with the Risk Management Processes in use at NEDDC which acts as the host authority.

In addition the Joint ICT Service will contribute to the partner service risk registers and associated action plans.

11.   Business Development

The Joint ICT Service will work with partners to produce partner business plans according to the local standard reporting framework and timetables.

The Joint ICT Service will pro actively work with partners to explore opportunities for common solutions to business challenges and facilitate the sharing of best practice between the partners.

The Joint ICT Service will provide appropriately skilled resource to deliver business solutions to the partners. All projects will be approved through agreed processes at the partners. Resource usage will be monitored and reported back on a quarterly basis.

Customer engagement activities will be a key source for these activities.

12.   Financial Management

The Joint ICT Service has the following financial responsibilities:
- Management of the Joint ICT Service budget
- Budget setting advice and monitoring of delegated partner ICT budgets
- Provision and annual review of 5 year Capital Investment plans for each partner

- Management of Project budgets either from external funding or partner capital budgets
- Ensuring best value procurement is undertaken in accordance with partner procurement rules

13. External Influences

A number of external influences do or may influence the ICT Strategy and delivery of key elements. These include:
- Changes in Government policy
- Comprehensive Spending Reviews
- Local Government reorganisation
- [Government ICT Strategy](#)
- National, regional and local funding streams
- Revised requirements for connection to the Public Service Network

14. External Input

To develop this strategy and continue to review technologies and services the following are key inputs:
- SOCITM – Covers ICT and it's role in the public sector
- Local CIO Council – The ICT Manager represents District authorities on this body
- Cabinet Office – responsible for Government ICT
- [Government ICT Strategy](#)
- Networking with peers both in the public and private sectors
- Conferences, seminars and webinars
- Trade publications
- Vendor roadmaps for products used by partners

Best practice and proven technologies will underpin the ICT Strategy.

14. Governance

A strong governance model is in place for the Joint ICT Service:

14.1   Shared Service Joint Committee

Membership: 3 members each from BDC, DDDC and NEDDC

Support Officers   ICT Service Manager, Joint ICT Service
                      Client Manager, Derbyshire Dales
                      Client Manager, Strategic Alliance
                      Monitoring Officer, Strategic Alliance

Responsibilities: Strategic and budgetary
Frequency: At least twice annually

14.2   *Joint Management Team*

Membership: Client Manager, Strategic Alliance
                      ICT Service Manager, Joint ICT Service
                      Client Manager, Derbyshire Dales
                      User Representative, NEDDC
                      User Representative, Derbyshire Dales
                      User Representatives, BDC
Responsibilities: Service Review
                      Financial Monitoring
                      Project Prioritisation
                      Act as Change Advisory Board (CAB)
Frequency: Quarterly

The terms of the Service Level Agreement will be governed by the Joint
Service Partnership Agreement and will be reviewed annually by the Shared
Service Joint Service Committee.

Appendix A – Service Improvement Action Plan

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Build Capacity within the Service Desk	Service Desk Manager	March 2015	Efficiency improvements Improved KPI targets Improved customer satisfaction	Staff time		
Work within the Local CIO Council and SOCITM to lobby Government and vendors on pragmatic solutions for the public sector	ICT Manager	March 2015	Transformation opportunities	Staff time Travel expenses		
Quarterly resource management updates	Business Development Manager	July 2015 and ongoing	Identify capacity constraints by team	Staff time		
Continued professional development for ICT staff	ICT Manager	April 2011 and annually thereafter	Staff with relevant skills and professional qualifications where appropriate	Staff time £10,000 per annum	Requirements identified for 2014-15.	.
Maintain compliance with the PSN Code of Connection	ICT Manager	November 2014 and annually thereafter	Ensure compliance at all partners	Staff time		

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Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Common ICT Policies	ICT Manager	August 2014	Common policies based on best practice guidelines	Staff time	Approved at NEDDC and BDC, progressing at Derbyshire Dales	
Introduction of full formal change control	Business Development manager	March 2015	Improved resource planning	Staff time	Release requests embedded in ways of working.	
Contribution to the Transformation programmes at each partner	Business Development Manager/ ICT Manager	March 2017	Delivery of transformational projects leading to savings and service delivery improvements	Staff time		
Review joint backup solution	ICT Manager	March 2015	Recommendation on common solution	Staff time and targeted expenditure		
Introduce ad hoc user surveys	Service Desk Manager	December 2014	Ongoing review of performance leading to targeted improvements	Staff time, some consultancy may be required		
Introduce telephone call reporting	Service Desk Manager	September 2014	Ability to measure abandoned calls and call wait times to facilitate	Staff time and targeted expenditure	Continuing issue with the proposed	

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Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
					vendor solution delaying implementation	
Review storage capacity	ICT Manager	August 2014 and annually thereafter	System that is correctly sized to meet business needs	Staff time and targeted investment		
Disaster recovery tests	ICT Manager	March 2015	Full annual test at each partner site	Staff time	New procedures now tested and tests undertaken at all partners	
Migrate to Server 2008 or 2012	ICT Manager	June 2015	Ensure supported platforms for server infrastructure at all partners	Staff time and targeted investment	Work underway and key risk areas identified	