

Strategic Alliance ICT Strategy 2016-2019 Draft

August 2016



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CONTROL SHEET FOR Strategic Alliance ICT Strategy 2016-19

Strategy Details	Comments / Confirmation (To be updated as the document progresses)
Strategy title	Strategic Alliance ICT Strategy 2016-19
Current status – i.e. first draft, version 2 or final version	Final Draft
Strategy author (post title only)	ICT Manager
Location of strategy (whilst in development) i.e. L-drive, shared Drive	Z:\ICT Team\ICT Strategy
Relevant Cabinet Member (if applicable)	Cllr. Jane Austen Cllr Terry Connerton
Risk Assessment completed (if applicable)	
Equality Impact Assessment approval date	17/9/2016
Partnership involvement (if applicable)	
Final strategy approval route i.e. Executive/ Cabinet/Council	SAMT/Scrutiny/Executive (BDC) SAMT/Cabinet (NEDDC)
Date strategy approved	
Date strategy forwarded to Improvement (to include on Intranet and Internet if applicable to the public)	

1. Introduction

North East Derbyshire hosts a shared ICT service that provides services to Bolsover, Derbyshire Dales and North East Derbyshire District councils and Rykneld Homes Ltd. The joint service has three key aims:

- Deliver cost savings in an increasingly difficult financial climate
- Mitigate the risk to the partners due to lack of resources
- Provide a robust and reliable ICT Infrastructure to support the Growth and Transformation agendas across the partners

A joint ICT service strategy is in place to cover the key aims and covers the period 2014 – 2017, this strategy addresses:

- 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

Separate client strategies are maintained by the partners to cover the key business systems in use and the technologies required to assist service areas deliver their own strategies and service plans. Whilst the joint strategy covers aspects of ICT largely within the control of the joint ICT service the client strategies cover the aspects of ICT which are not within the direct remit of the joint ICT Service.

This strategy is a joint one for the Strategic Alliance of Bolsover and North East Derbyshire District Councils.

2. Principles

This strategy must support and assist in the delivery of the corporate aims. For the Strategic Alliance these are:

- Unlocking our Growth Potential
- Providing our Customers with Excellent Service
- Supporting Our Communities to be Healthier, Safer, Cleaner and Greener
- Transforming our Organisation

Given ICT underpins all activities the Councils undertake this strategy will have a direct input in the delivery of all corporate aims.

3. Statement

3.1 Strategy Development

In order to develop this strategy and its associated action plans consultation was undertaken with the Joint Chief Executive, Joint Executive Directors and all members of the Strategic Alliance Management Team (SAMT). Some key themes were identified at the outset:

- Review the opportunities for greater agile working to assist in the further rationalisation of office space
- Maintain Public Service Network(PSN) compliance
- Maintain the high availability of our ICT Infrastructure
- Support the delivery of the Councils Growth and Transformation programmes

The above were taken to each member of SAMT and reviewed within the context of their own services to understand the business drivers and barriers in relation to their service use of ICT and to collate these into strategy action plan.

Some key opportunities were identified across many service areas:

- Making better use of existing business systems to improve efficiency and outcomes
- Need to review existing systems for capability to deliver current service plans
- How to take advantage of the existing tools and technologies to provide more agile working and improve efficiency

Some key barriers were also evident:

- Lack of resource to deliver improvements within service areas
- Concerns on how more agile working can be delivered
- Lack of funding to obtain suitable training and consultancy to deliver best practice with existing business systems
- Lack of funding to consider replacement of business systems

3.2 Service Delivery

This is covered fully in the Joint ICT Service Strategy appendix.

3.3 Technology Strategy

As part of ensuring we have a fit for purpose Infrastructure and technologies to support this strategy some key investments are required over the period of the strategy, these include:

- Upgrade of Microsoft Office at NEDDC
- Replacement of Disaster Recovery infrastructure
- Ongoing user device refresh across the SA
- Replacement of server and storage infrastructure at NEDDC
- Replacement of virtual desktop servers at both BDC and NEDDC
- Replacement of storage solutions at BDC
- Potential replacement of network switches at BDC

Funds have been approved as part of the Medium Term Financial Plans for 2017-18 and 2018-19. The Capital Investment plans are available as appendices. The

procurement strategies to be used are covered within the Joint ICT Service Strategy.

Equipment refresh is based on the following principles:

- Server and Storage every 5 years with full warranty for planned lifespan
- Desktop PC – offer of replacement once 4 years old
- Laptops – offer of replacement once 4 years old
- Telephony – assumed 7 year lifespan
- Network Equipment – Assume 10 years lifespan

3.4 Application Development Strategy

The service has a small team of two staff who provide website development, application integration and niche application developments. Due to the limited resource the focus of this team will be on:

- Supporting and maintaining the main Council websites and intranets
- Providing integration between or corporate strategic forms solutions, Firmstep Achieve Forms and Achieve Service and our back office systems
- Developing niche applications where no suitable product is available within the market place

Based on experience since the Joint ICT Service was formed developing complex applications has proven not to be cost effective where existing solutions exist in the market place and support for these in house solutions can negatively impact our ability to deliver the core components of the service.

3.5 Geographical Information Systems (GIS)

A current GIS Strategy is in place and is available on both Council Intranets and as an appendix to this strategy.

3.6 Property Gazetteers

We have a statutory obligation to create and maintain a database of all land and property within the Districts. This database is called the Local Land and Property Gazetteer (LLPG) which is fed into the National Land and Property Gazetteer (NLPG) on a daily basis

Links to street naming and numbering, the Valuation Office (VOA), Revenues (Council Tax and Business Rates), Royal Mail, Elections systems and the County Councils Street Gazetteer are required. The data must meet a specified national standard (BS7666) and Improvement Schedule is in place and revised annually. Whilst Bolsover and North East Derbyshire District Councils are currently achieving well above the national standard and the majority of measurement criteria are at 'Gold' standard some areas where we have no control over the data we need to match to such as the VOA, we are achieving 'Bronze' or 'Silver' standard. The overall standard for an authority is based on its lowest criteria. As of July 2016, Bolsover District Council and North East Derbyshire are at Silver level with the aim of maintaining or improving these levels.

4. Action Plan

See Appendix A.

5. Glossary of terms

PCI DSS – Payment Cards Industry Data Security Standard

ICO – Information Commissioners Office

SAMT – Strategic Alliance Management Team

BDC – Bolsover District Council

NEDDC – North East Derbyshire District Council

GIS – Geographical Information Systems

LLPG – Local Land and Property Gazetteer

NLPG – National Land and Property Gazetteer

6. Appendices

[Joint ICT Strategy \(2014-2017\)](#)

BDC Capital Investment Plan (2015-20)

NEDDC Capital Investment Plan (2015-20)

[GIS Strategy \(2014-2017\)](#)

STRATEGY ACTION PLAN

Action	Lead Officer(s)	Target Date	Expected Outcome(s)	Resources	Progress Update	Actual Outturn
Promote a culture of change	Chief Executive, Joint Executive Directors	March 2017	Willingness to consider different ways of working and specifically an agile workforce	Staff time		
Provide funding for service reviews, LEAN reviews, training and technology refresh	Chief Executive, Joint Executive Director Operations	March 2017	Provide capacity to deliver service and LEAN reviews to improve efficiency with service areas. Delivery of improvements in use of existing or new business systems.	Budget Staff time		
Produce Home working policy for BDC and NEDDC	Joint Assistant Director, HR and Payroll	March 2017	Permit adoption of home working at BDC.	Staff time		
Review options for bring your own device in line with PSN compliance and data protection requirements	ICT Manager	December 2016	Reduce requirement for provision of Council provided devices	Staff time		
Embed eXerp Leisure Management solution at the Arc	Joint Assistant Director, Leisure	March 2017	Performance, efficiency and maximise income	Staff time		

Review Leisure Management systems at BDC and NEDDC	Joint Assistant Director, Leisure	March 2018	Common solution, Potential cost saving	Staff time, invest to save funding		
Support future accommodation strategies for BDC and NEDDC	Joint Assistant Director property and Estates,	March 2019	Facilitate rationalisation of office space and increased rental income or capital receipts from building sales	Staff time, Funding for additional remote working equipment		
Full electronic procurement processes at BDC	Joint Assistant Director, Finance and Revenues and Benefits	March 2017	Efficient use of officer time	Staff time		
Complete integration of interfaces through Capita Income Management System	Joint Assistant Director, Finance and Revenues and Benefits	September 2016	Efficiency and reduction in errors	Staff time, primarily ICT		
Replacement of NEDDC merchant card readers	Joint Assistant Director, Finance and Revenues and Benefits	September 2016	Ensure compliant and supported devices in place	Staff time		
Self Service for revenues and benefits of claimants	Joint Assistant Director, Finance and Revenues and Benefits	March 2017	Efficiency improvements	Staff time, funding already in place		
Review Payment Management systems at BDC and NEDDC	Joint Assistant Director, Finance and Revenues and Benefits	March 2017	Common solution, Potential cost saving	Staff time, invest to save funding		

PCI-DSS 3.1 compliance	Joint Assistant Director, Finance and Revenues and Benefits	March 2017	Ensure compliance and avoidance of merchant surcharges and ICO fines	Staff time and consultancy costs.		
Adopt common process across service areas	Joint Assistant Director, Finance and Revenues and Benefits	March 2018	Adopt best practice for efficiency and performance improvements	Staff time		
Exploit opportunities of the IDOX Environmental Health modules	Joint Assistant Director, Planning and Environmental Health	March 2017	Efficiency	Staff time		
Roll out of IDOX consultee access	Joint Assistant Director, Planning and Environmental Health	March 2017	Efficiency	Staff time		
Exploit features of IDOX Planning solution	Joint Assistant Director, Planning and Environmental Health	March 2017	Efficiency	Staff time, consultancy (funds already secured)		
Embed IDOX Enterprise with Environmental Health	Joint Assistant Director, Planning and Environmental Health	March 2017	Efficiency	Staff time		

Review agile working opportunities within Environmental health	Joint Assistant Director, Planning and Environmental Health	March 2017	Efficiency	Staff time, equipment costs		
Implement recommendations from licensing review	Joint Assistant Director, Planning and Environmental Health	March 2017	Efficiency	Staff time		
Review agile working for Economic Development teams	Joint Assistant Director, Growth and Economic Development	March 2017	Efficiency	Staff time		
Promote use of Tractivity solution across all service areas	Joint Assistant Director, Growth and Economic Development	March 2017	Single view of business enquiries	Staff time		
Review Electoral Management System options	Joint Assistant Director, Governance	March 2018	Recommend strategic solution	Staff time		
Review of Committee Management Systems	Joint Assistant Director, Governance	September 2017	Efficiency	Staff time		
Consider options for Agile working	Partnership manager (NEDDC)	December 2017	Efficiency, cost savings	Staff time		
Adopt Mobile Inspection tools, initially playground inspections at NEDDC	Joint Assistant Director, StreetScene	March 2017	Efficiency	Staff time and license costs		

Review of vehicle tracking and adoption at NEDDC	Joint Assistant Director, StreetScene	March 2018	Efficient fleet vehicle utilisation and security	Staff time and license costs		
Interfaces for Transport Management system	Joint Assistant Director, StreetScene	September 2016	Efficiency	Staff time		
Review of Academy Housing	Joint Assistant Director, Community Safety and BDC Housing	September 2016	Actively developed solution in place leading to efficiency and service improvements	Staff time		
Consider options for Mobile working solution for housing officers and wardens	Joint Assistant Director, Community Safety and BDC Housing	September 2017	Efficiency	Staff time, funding		
Repairs mobile upgrade to 5.6	Joint Assistant Director, Community Safety and BDC Housing	March 2017	Allow flexibility of devices Full vendor support	Staff time and consultancy costs		
Upgrade programme for HR and Payroll solutions	Joint Assistant Director, HR and Payroll	December 2016	Provide platform for deployment of HR self service. Efficiency	Staff time, consultancy(funds in place)		
Adopt HR Self Service fully across both Councils	Joint Assistant Director, HR and Payroll	March 2018	Efficiency	Staff time		
Adoption of Firmstep forms where HR21 Self Service transactions not available	Joint Assistant Director, HR and Payroll	December 2017	Efficiency	Staff time		

Review use of TMS at BDC	Joint Assistant Director, HR and Payroll	December 2016	Reduce administrative burden	Staff time		
Proposal for on line training tool	Joint Assistant Director, HR and Payroll	March 2017	Efficiency	Staff time, funding required		
Replacement of Council websites	Joint Assistant Director, Customer Service and Improvement	December 2016	Channel Shift	Staff time		
Review of telephony	ICT Manager, Joint Assistant Director, Customer Service and Improvement	December 2016	Improved reliability, Supported solution(post September 2017)	Staff time, funding will be required		
Review of Contact Centre Management solutions	ICT Manager, Joint Assistant Director, Customer Service and Improvement	December 2016	Common solution Strategic solution	Staff time, funding may be required		
Call recording solution at BDC	Joint Assistant Director, Customer Service and Improvement	December 2016	Improve staff training, complaints resolution	Staff time, funding may be required		
Channel shift to on line	Joint Assistant Director, Customer Service and Improvement	March 2019	Efficiency, target 20% increase year on year	Staff time		

On line data protection training	Joint Assistant Director, Customer Service and Improvement	March 2017	Efficiency	Staff time, funding required		
Review options for agile working	Partnership Manager, BDC	December 2016	Efficiency	Staff time		
Develop the Bolsover Partnership website	Partnership Manager, BDC	March 2017	Growth Strategy	Staff time, possible funding available		