

**Harborough District Council**  
**ICT Strategy Development**  
**ICT Strategy**

FINAL DRAFT

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## 1 EXECUTIVE SUMMARY

1.1.1 Like most other councils, Harborough District Council (HDC) is faced with the need to make economies whilst delivering more efficient services. To do this, it needs to radically change the way in which it works.

1.1.2 This document lays out our strategy to make ICT the enabler for strategic change needed to underpin the Transformation Programme the authority has embarked upon.

1.1.3 The strategy is based upon four main objectives;

- To make the ICT service a strategic enabler aligned with HDC's vision and agreed priorities
- To enable HDC to change how it does things to improve both its efficiency and the quality/range of customer services
- To enable HDC to make the best use, and obtain the maximum business benefit from, the use of ICT
- To provide a robust, reliable and resilient infrastructure for the delivery of ICT services

Working towards these objectives will result in a more agile and responsive ICT Service able to support officers and councillors in delivering a more effective and efficient service to our customers.

1.1.4 For the ICT Service, we will;

- Build on current arrangements to ensure alignment with the strategic and operational needs of the business, strengthening and enhancing ICT governance as part of this – notably with the establishment of a corporate ICT Steering Group
- Reinforce our commitment to continuous improvement and the development of a 'can do' culture
- Build our business change capacity by investing in the skills needed for the introduction and maintenance of new technology and exploring other options – such as the use of shared/pooled resources with other councils to enhance the resource available
- Improve service management and delivery
- Act on the comments and feedback received from users of the service (during the workshops and 1:1s held to help create this document) to ensure that specific issues highlighted, especially by councillors, are addressed by the proposed changes to the ICT Service.

1.1.5 We will continue to support changes to the way HDC works, with a particular emphasis upon;

- Expansion and development of infrastructure and services to permit smart/flexible working; addressing current councillor remote access issues around usability and the equipment permitted to connect.
- Support for channel shift – particularly in the implementation of an updated web and digital strategy; providing more transactional services via the website to increase the accessibility, and consequently the take up, of those services
- Partnership working

- Exploration, over a longer term, of other options such as furthering our use of “cloud” technology and of Open Source software
- Ensuring that required security measures are monitored and maintained to permit HDC’s required continued connection to secure government networks providing access to sensitive information. However, security and usability of ICT systems should not be seen as being mutually exclusive. Security measures employed will be appropriate to the data in use, ICT will endeavour to have a “lighter touch” concerning security where possible

1.1.6 We will help enable the council to make the best use of its ICT through;

- Improved governance - when new systems or enhancements to existing systems are proposed. The ICT Steering Group will assess the required business case documentation and make recommendations
- Supporting extraction of the maximum benefit from systems with enhanced procurement, implementation and exploitation support, and a rationalisation of local systems
- Supporting the introduction of systematic, sustainable competence based training in the use of corporate and more specialist systems
- Focussing on the introduction of key new systems and the appropriate exploitation of existing ones; e.g. a council-wide EDRMS

1.1.7 We will build upon existing work to provide HDC with the robust, reliable and resilient infrastructure it needs as a platform for new, more effective ways of working. This includes;

- Adopting an updated more flexible, easy to manage desktop solution and upgrading our office productivity software to the latest version. Ensuring that officers and councillors receive the support and training required
- Providing support and connectivity to an expanded range of equipment and investigate the potential for officers and councillors to use their own ICT equipment for Council work. Wherever possible, we will seek to make our services accessible irrespective of the equipment in use
- We will reconfigure and upgrade the capacity of our network infrastructure to provide additional capacity, support intended new technologies and increase accessibility
- We will complete the virtualisation of our servers, where possible, and implement an improved user desktop environment to provide an easy to use, intuitive and secure flexible working solution (for both officers and councillors), more effective use of our assets and prolong their active life
- We will replace our telephone system with a modern, flexible one (IP based telephony will enable voice and data communications to converge and run over a single network infrastructure) better equipped to support flexible working. On the same count, we will explore the potential of alternatives to telephone handsets i.e. software-based solutions

1.1.8 Throughout, our strategy has been informed by our responsibility as a council to reduce our impact upon the environment – and we will continue to explore ways in which it can be reduced still further.

1.1.9 Implementing this strategy will require significant expenditure. However, we strongly believe that this is genuinely a matter of spending to save – as the return on the investment made in terms of lower operating and replacement costs (e.g. reduced power consumption and longer life for proposed hardware), smarter working and effective service delivery will more than justify the initial cost.

1.1.10 A Strategic Plan detailing the individual activities required by the strategy can be found in section 10.

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## 2 INTRODUCTION

### 2.1 Scope

2.1.1 This document lays out the ICT strategy for Harborough District Council (HDC) over the period 2012 - 2017. It identifies;

- The business imperatives which the ICT strategy needs to address
- The current status of the ICT service and systems
- The core elements of the strategy for meeting the council's needs over the next five years – the applications, systems, architectures, resources and services needed to support the council's future direction
- The investment profile needed to implement the strategy;
- The organisational and management issues which will impact on the ICT service's ability to deliver the strategy.

2.1.2 The Strategic Plan, section 10 of this document, details the individual items of work needed to implement the strategy. The table records item dependencies, the HDC resources required and timescales to deliver each component.

### 2.2 Business drivers

2.2.1 Like most councils in England, HDC is under pressure to make economies and reduce its cost base, whilst continuing to deliver the services its customers expect and which statute demands. At a corporate level, it is already active in making savings; through restructuring, a review of its current activities, and in managing a transformational change programme.

2.2.2 Experience from other councils indicates that ICT is a key enabler for many of the initiatives to reduce costs and to deliver services more effectively to customers. There will therefore, inevitably be significant demands on the ICT service over the next few years -- demands of a very different nature from those it has faced to date.

2.2.3 Specifically, the council is currently:

- Reducing the staff headcount by making internal and customer-facing services more efficient
- Reviewing its accommodation and the potential for downsizing – with an associated reduction in costs and prospective income generation . A necessary requirement of this will be a shift towards flexible/smart working
- Examining the potential for further collaborative working, shared services with other local authorities and co-location with partners. Once again this is dependent on the provision of supporting ICT technologies

2.2.4 The successful implementation of this programme to achieve major savings whilst efficiently delivering services to the council's customers is crucially dependent upon on the effective use of ICT as an enabler for transformational change.

2.2.5 This document outlines how we hope to achieve these goals.

### **3 THE CURRENT STATUS OF ICT IN THE COUNCIL**

- 3.1.1 HDC has adequate, cost-effective ICT. It has the core infrastructure and services necessary to meet its day to day operational needs – these being provided at a reasonable cost, and to a reasonable standard. Equally, a significant amount of the groundwork for future change has been explored, planned or is already in place.
- 3.1.2 Some of our services, notably Revenues & Benefits, are provided as part of a shared-service arrangement with two other authorities.
- 3.1.3 We have shared service arrangements with other authorities for other functions, such as Legal services, our Section 151 officer and a Shared Head of Service for Policy, Performance & Partnerships – with ICT links through to other authorities to facilitate their work.
- 3.1.4 Against this;
- HDC has not fully exploited the use of ICT to reap the efficiencies and improvements in both the back-office and customer service required in the current environment
  - Elements of our voice and data infrastructure and services need updating/extending and configuring to support new ways of working. Some of these are subject to pending decisions on accommodation
- 3.1.5 Recognition of the need for a step-change in the way the council works – and the central role ICT has to play in enabling this has been demonstrated in the approval of a significant three year investment plan to underpin transformational change.

#### **3.2 The ICT Service**

- 3.2.1 As an ICT service, we are predominantly viewed as good on operational matters – although we also have a healthy strategic outlook.
- 3.2.2 We recognise however, that there are aspects of our service that currently limit our ability to act as a strategic enabler and take our performance from good to great.
- 3.2.3 Until recently, our approach has been relatively conservative and risk averse. An emphasis on compliance with standards, process and procedures has resulted in some loss of customer focus and a perception by some as a barrier to change. We acknowledge this and are working hard to change attitudes and behaviour with a ‘can do’ culture committed to continuous improvement – but recognise that this is a journey that is still underway.
- 3.2.4 Following restructuring, the ICT service is in a position where it is able to maintain Business As Usual (BAU) but has insufficient business change capacity by itself to implement the scale and pace of change required by the council’s Transformation Programme.
- 3.2.5 We currently lack some of the skills and detailed knowledge necessary to implement and support some of the new technology changes needed for the future.
- 3.2.6 Our project management skills and capability are areas for improvement.



- 3.2.7 Service management performance is good – but could be better. Some aspects of service management are missing or are still being developed.
- 3.2.8 There is scope for improving and building upon existing communication and business liaison arrangements between ICT and individual council services.

### **3.3 ICT and its use within the council**

- 3.3.1 ICT Governance arrangements within HDC have significantly improved with the introduction of an ICT work stream into the Transformation Programme and the secondment of the ICT Manager to the Transformation Team.
- 3.3.2 With this, HDC is ensuring that ICT is aligned and closely integrated with, the broader strategic aim of the council.
- 3.3.3 This team has a finite life however, and there is a need to establish a sustainable means by which this continued alignment with the strategic and immediate business needs of HDC are maintained.
- 3.3.4 There is scope for enhancing project management capability and effectiveness elsewhere in the council.
- 3.3.5 HDC needs to be more effective in its use of ICT to change the way it works;
- It is not fully exploiting the capability of key systems and consequently not gaining the fullest benefit from them. The most prominent of these is the Customer Relationship Management System. Equally, although used within parts of HDC, and a corporate roll-out planned, Electronic Document and Record Management has yet to be fully deployed.
  - It has not fully exploited the potential of the web to bring about channel shift with significant savings based on customer self-service.
  - Training in the use of corporate and more specialist systems is not systematic and needs review.
  - New developments can take significant periods of time to come to fruition.
  - Managers to be made accountable for the effective use of systems.
- 3.3.6 On the networking side of things we have;
- Virtualised our servers to improve their efficiency and cost-effectiveness
  - Increased the capacity of our Storage Area Network (SAN) to accommodate likely future needs
  - Piloted two possible remote access technologies to facilitate flexible working for both council officers and elected members
- 3.3.7 That said, there are a number of significant issues that need to be addressed;
- Although functional, our telephone system is increasingly dated and not sufficiently flexible to accommodate the requirements of smart/flexible working
  - Our Local Area Networking (LAN) infrastructure is now barely adequate and needs replacing – though this is contingent upon decisions about accommodation
  - There are Wide Area Network bandwidth issues in the connection to our Lutterworth office

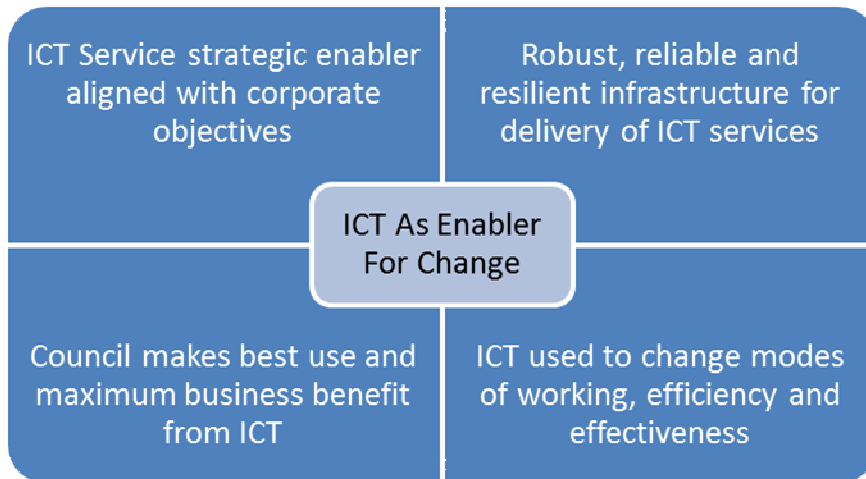
- Our Network Operating System and Collaboration server software are increasingly dated and need upgrading
- Some aspects of the use of remote access technologies, and of interoperability between our network and that of other authorities is still clunky and currently a barrier to true flexible working. Councillors, in particular, experience issues when connecting to HDC systems remotely and the mechanism used to connect remotely needs to be easier to use

3.3.8 On the desktop, both our standard operating system (Windows XP) and office productivity software (Microsoft Office 2003) are dated and are due to have support withdrawn – posing a potential security risk.

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## 4 THE STRATEGY

4.1.1 Our strategy is to make ICT within HDC a strategic enabler for transformational change.



4.1.2 This strategy is based upon four key objectives;

- To make the ICT service a strategic enabler aligned with HDC's vision and agreed priorities
- To enable HDC to change how it does things to improve both its efficiency and the quality/range of customer services
- To enable HDC to make the best use, and obtain the maximum business benefit from, the use of ICT
- To provide a robust, reliable and resilient infrastructure for the delivery of ICT services

4.1.3 In what follows, we set out how we will seek to achieve these goals.

## 5 THE ICT SERVICE AS A STRATEGIC ENABLER

### 5.1 ICT Governance

- 5.1.1 Good governance of ICT is vital if it is to be an effective enabler for strategic change. ICT needs to be an integral part of the business, closely aligned to the council's strategic aims and its day to day operational needs.
- 5.1.2 A major step forward in the governance of ICT within HDC has been the establishment of an ICT work stream within the Transformation Programme and the secondment of the ICT manager to the Transformation Team.
- 5.1.3 This team has a finite life however, and there needs to be established a sustainable vehicle for ICT governance based on the active involvement and engagement of the rest of the council to succeed it.
- 5.1.4 This will take the form of an ICT Steering Group. The Group will be chaired by a member of the senior management team. Its membership will comprise the ICT manager, permanent management representatives from across the council and elected members.
- 5.1.5 The primary functions of the group will be to;
- Ensure that ICT is aligned with the strategic aims of the council
  - Construct, review and update the ICT strategy
  - Monitor implementation of the strategy
  - Review all new ICT initiatives and ensure that they are supported by a business case
  - Review key ICT policies and procedures
  - Consider significant operational issues affecting the council

Reporting and making recommendations to, the senior management team.

### 5.2 Alignment with the business

- 5.2.1 We will also implement a number of additional measures to ensure our closer alignment and communication with, the business at an operational level. These will include;
- Periodic meetings of service based systems administrators chaired by the ICT manager
  - Periodic formal 'account management' meetings between ICT staff and senior/service managers
  - An annual customer satisfaction survey completed by all internal users of HDC ICT systems (including both officers and councillors)

### 5.3 The structure, skills and resourcing of ICT

- 5.3.1 **Culture** : We will continue to foster and develop a proactive, customer-focussed 'can-do' culture which embraces change and recognises the role that ICT has as a strategic enabler in the council's programme of transformational change.

- 5.3.2 **Structure:** The structure of the ICT service is relatively new and appears to work well. We will however, periodically review its adequacy – making such adjustments as are necessary.
- 5.3.3 **IT Service skills:** We will seek to establish an appropriate balance of generic skills within the service as a basis for individual training and development.
- 5.3.4 This will be backed up by a structured programme of training in the specific technical skills required to support the new technology being introduced as part of this strategy.
- 5.3.5 Where we do not currently have the skills/expertise to undertake specific areas of work, we will seek to make good this shortfall by;
- Exploring the use of specialist skills within neighbouring local authorities on a pooled or shared-service basis as we already do elsewhere in HDC
  - Temporarily buying in specialist assistance from other authorities – where available – including an element of skills transfer
  - Temporarily buying in specialist external resource to assist us, including an element of skills transfer where appropriate.
- 5.3.6 **Business Change Capacity :** We will enhance and develop our business change capacity over the short and medium-term through a range of measures;
- Enhancing our project management capability by training, mentoring, development and performance management of the project management function with appropriate staff within the authority.
  - Encouraging the spread of project management skills across the rest of the council
  - Ensuring that appropriate resource is identified, costed and funded as part of the project approval process
  - The use of additional manpower resource on the same basis as outlined in 5.3.5 to backfill or undertake specific additional work associated with the business change programme
- 5.3.7 **Service Management:** We are committed to the continued improvement of our Service Management quality and performance. We will seek to achieve this through a variety of measures including;
- Moving towards the implementation of ITIL<sup>1</sup> standards and skills, seeking relevant training for key members of staff, where required
  - Production of an ICT service catalogue and associated Service Level Agreements (SLAs) for use by the ICT Service's users
  - Extending the hours during which our support/service desk is available
  - Ensuring that systems availability is maximised by undertaking maintenance and administration activity to published times out of core hours
  - Implementation of a self-service portal for support/service requests
  - Extending and setting ourselves more challenging KPI targets
  - Implementation of a single asset management framework for all ICT within HDC

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<sup>1</sup> IT Infrastructure Library - a set of practices for IT service management with a focus on aligning IT services with the needs of business

- Implementing infrastructure changes and the use of remote monitoring and management technology to enhance our capability

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## 6 MAKING THE BEST USE OF ICT

### 6.1 Obtaining maximum benefit from systems

6.1.1 Our strategy for obtaining the maximum benefit from our investment in systems will be based upon the following four principles;

6.1.2 **Procurement, implementation and exploitation:** We will resolve issues around the procurement, implementation and exploitation of systems by;

- Ensuring there is a greater focus on resources in the project planning, prioritisation and approval process
- Enhancement of our Business Change capability
- Ensuring that appropriate training and expertise is embedded within the service area(s) using it on a sustainable basis
- Programmed joint reviews of systems; assisting departments when reviewing business processes to ensure maximum advantage is being taken from ICT systems

6.1.3 **Systems Integration:** Where appropriate, the current low level of systems integration will be addressed by;

- Ensuring that applications and interfaces between them are fully mapped and documented
- Clearly identifying core systems where high levels of integration will reap significant benefits which will outweigh the costs of so doing
- Prioritising candidates for integration
- Procuring and implementing an off the shelf solution if available
- Create one where none exists
- Having the potential for easy integration with other relevant key (existing or planned) systems as a consideration in the procurement of any new system

6.1.4 **Rationalisation of local systems:** There are a number of local systems in use across HDC based upon databases and spreadsheets. Although operationally convenient, these systems bring with them the potential for duplicate entry, inconsistency and a fragmentation of the data the council works with. They also subvert the use of corporate systems. Accordingly, we will;

- Undertake an audit of local systems
- Identify where their data and functionality is substantially replicated in corporate systems
- Merge the data back into the corporate system where appropriate
- Remove the local system
- Ensure information governance arrangements are established

6.1.5 **Corporate ICT skills:** HDC's ability to gain maximum advantage from its investment in ICT depends crucially upon the existence of adequate operational ICT skills within individual service departments. We believe that this can be achieved in partnership with Human Resources through;

- The establishment of a competence based framework for the generic use of ICT within HDC
- The use of this framework to inform recruitment & selection, appraisals and individual development plans
- The delivery of a training programme to embed those competencies
- Ensuring that individual services provide adequate competence based training and documentation for the use of specialist systems, and have their own sustainable capacity to undertake routine system administration, reporting and other operational tasks with those systems

## 6.2 Applications

- 6.2.1 Working with the Transformation Team and subsequently the ICT Steering Group, we will focus on key application developments and systems for procurement in the future to ensure that our limited resources are focussed upon the strategic needs of the council.
- 6.2.2 Two key applications for attention in the development of the ICT capacity of the authority for transformational change are;
- 6.2.3 **Customer Relationship Management System (CRM):** Our current CRM has been in use with HDC for some time now. A CRM system can provide a better informed, more targeted customer experience supported by information of customers' previous interactions. HDC's CRM system has provided some benefits, but we have not been able to exploit the potential of a CRM to the full – notably because of difficulties integrating it with back office systems. This has limited the potential for significant improvements in the efficiency and effectiveness with which we deliver customer service providing a dubious return on our continued investment in the system.
- 6.2.4 We recognise that using the system as it stands is not a viable option. We will therefore systematically review its use and the options open to us in establishing an effective way forward in association with the pending review of Customer Services.
- 6.2.5 **Electronic Document and Records Management System [EDRMS]:** Electronic Document and Record Management has been successfully used within parts of HDC. The council has recognised that the implementation of an authority-wide EDRMS will bring with it significant benefits in the way we work and the service we deliver; lessening manual paper handling, promoting a better flow of information and providing access to information irrespective of location. We will work to support the successful implementation of this project which is targeted for a phased roll out during 2012/13.



## **7 CHANGING THE WAY WE WORK**

7.1.1 This document is about changing the way we work – both as an ICT service and as a council. Detailed below are key changes that we will help implement and others that we will explore to help us save costs and deliver better services.

### **7.2 Flexible/Smart working**

7.2.1 Using different technologies, we have undertaken pilots in flexible and mobile working. Building on the lessons learned in the course of these pilots, we will now enhance and reconfigure our infrastructure/network services to facilitate;

- Flexible, home and mobile working for HDC officers and elected members
- The operation of services/resources shared with other councils

7.2.2 These changes are detailed in Section 8 below. In this, our aim is to provide rapid, easy and usable access to systems, services and data irrespective of their location or that of the users who seek to access them – subject to the security constraints we operate under.

### **7.3 Device independent services and bring your own device**

7.3.1 The current rapid pace of technological development has resulted in a proliferation of personal computing/communications devices. Given this, we recognise that even greater flexibility in working may be gained by making our ICT services device independent. We will seek to achieve this so far as is practicable.

7.3.2 Linked to this, we will also examine the potential benefits of allowing HDC officers and elected members to use their own devices on council business.

### **7.4 Moving towards a paper light council**

7.4.1 There are major benefits to be gained from a move away from paper to the electronic storage, retrieval and distribution of documents. It aids flexible working, saves costs and has potential environmental benefits. As part of a more general drive to reduce the use of paper we will;

- Implement a council-wide EDRMS (see section 6.2.5 above)
- Distribute council papers electronically (so far as is possible)
- Extend and promote electronic rather than paper based transactions in service delivery

### **7.5 Channel shift and digital strategy**

7.5.1 HDC has recognised that major cost-savings and improvements in effectiveness can be achieved by a significant shift in service delivery towards a self-service model based upon the web. This has been reinforced by a recently commissioned report detailing a channel shift strategy for the council.

7.5.2 Central to this is our web site and its use as a platform for service delivery via personal computers and increasingly, other digital devices.

7.5.3 HDC has an attractive, functional web site which has been greatly improved over time. However, there is still considerable scope for improving the transactional nature of the site via integration with back office systems – from which the major benefits will flow.

7.5.4 Key factors in our successful exploitation of the web as a vehicle for channel shift are;

- The creation of a council-wide strategy and development plan for our web site
- The establishment of appropriate governance arrangements for the web site based on a recognition of its importance as a channel for customer service
- The implementation of a council-wide EDRMS and its integration with the web

7.5.5 We will also support the use of Social Media and other emerging technologies as part of the council's larger communications strategy.

## **7.6 Partnership working and shared services**

7.6.1 HDC has successfully entered into a number of partnership/shared-service arrangements with other local councils. We see merit in exploring the potential for further arrangements, including;

- Access to specialist expertise
- Access to additional manpower when required
- Provision of specialist ICT services along the lines of Revenues & Benefits
- Provision of disaster recovery and other facilities

The ICT section of the Service Redesign Wave 5 report also states that “All options for future service delivery should be explored in parallel with discussion on infrastructure and applications architecture development.”

## **7.7 Cloud technologies**

7.7.1 Cloud technology is the provision of services and storage via the internet with information provided to computers and other devices on demand. Another potential definition is the access of software and services from the Cloud – making internal systems available from any suitable device with internet connectivity.

7.7.2 Examples of areas where cloud technologies could offer potential savings are as a;

- platform for service delivery
- back-up and disaster recovery
- provision of software as a service (SAAS - a mechanism to deliver software and associated data centrally hosted in the cloud)

7.7.3 Cloud services have been adopted for several applications and services already in use at HDC; these include Abritas (a choice based lettings for the Housing Needs Team) and the JADU Content Management System (used by the Communications Team and content editors to provide HDC's internet and intranet sites).

- 7.7.4 The continued use of server virtualisation provides HDC with what is often referred to as a “Private Cloud” and would enable us to take advantage of another Cloud service, “Infrastructure as a Service (IaaS)”, if required. IaaS providers supply physical or virtual machines, storage and network equipment on demand from large pools available in their data centres with connectivity achieved via the internet or by a dedicated virtual private network (VPN) link.
- 7.7.5 A key aim will also be to improve remote accessibility (simplifying the process as well as making connectivity more device independent) via a new mixed location working infrastructure.
- 7.7.6 Beyond the life of our current software licensing agreement with Microsoft (an Enterprise Agreement), and prior to commencing a new one, the use of Cloud services should be re-assessed. ICT will continue to monitor the progression in maturity, security and the adoption of cloud based services, particularly e-mail and Office software within local authorities. The re-assessment should also take into account advancements of the planned public sector “network of networks”, known as the PSN – Public Services Network, and the services that could be provided over it.

## **7.8 Open Source Software**

- 7.8.1 Open-source software is computer software for which the program code is available to the general public for use and/or modification from its original design free of charge. The open source movement developed in response to commercially owned proprietary software and the associated costs of its use.
- 7.8.2 The use of open source software offers the potential for cost savings. Some government departments (including the GLA and the Cabinet Office) have utilised Open Source software primarily for websites and online services. However, Open Source software has only been adopted to any significant degree by a single local authority – Bristol City Council.
- 7.8.3 HDC are already using Open Source software products; these include Linux kernel based Operating Systems (some virtual servers in use on our infrastructure are based on Linux; e.g. e-mail security and collaborative documentation servers), MySQL (database software used by our Electoral Registration software) and Apache (web server software used by IDOX Public Access).
- 7.8.4 A key area where Open Source software has the potential to be used is office suite software; HDC currently use Microsoft Office and have a Microsoft Enterprise Agreement currently in place to licence this (as well as other Microsoft Windows Desktop and Server products). Available support and internal knowledge and experience of the Microsoft suite prompts the decision to “sweat the assets”, maximise the achievable benefits from our existing contract and continue with the intended Microsoft upgrades.
- 7.8.5 Beyond the life of our current Enterprise Agreement, and prior to commencing a new agreement, we will actively explore the extent to which there is a viable business case for the use of open source software.

## **8 INFRASTRUCTURE**

8.1.1 Detailed below are the ways in which we will provide a robust, reliable and resilient ICT infrastructure to support its programme of transformational change. HDC utilise Microsoft products on both desktop and server platforms as well as the Office suite. We benefit from nationally negotiated contracts and pricing. Microsoft's dominance of these markets results in the readily available skillsets required of both ICT and non ICT staff. Support and training availability is also a significant benefit of Microsoft's market position.

### **8.2 Desktop**

8.2.1 We will adopt a more current, flexible and manageable method of desktop provision for use by all HDC's users, irrespective of location.

8.2.2 We will adopt the latest supported version of Microsoft Office as the corporate standard for office productivity software.

8.2.3 We will also investigate/promote new and diverse technologies where they offer potential benefits/cost-savings in line with the council's strategic goals. One potential example of this would be an investigation into Instant Messaging/Presence software to aid in working in and managing a geographically dispersed team.

### **8.3 Networks and network services**

8.3.1 Following agreement on the location of council accommodation we will install a modern Local Area Network infrastructure geared towards smart /flexible working. This will be based upon a combination of fast wired connections and managed wireless 'hotspots'. We will also review and enhance wide area connectivity to our office(s) as appropriate.

8.3.2 We will provide secure, location independent access to our systems and data through the use of thin client / replacement desktop technologies to support flexible working. Additional benefits of the use of this technology are reduced administration, easier remote support, a longer life for desktop and other devices and a degree of device independence.

8.3.3 We will work with other relevant councils to establish transparent interoperability between networks to support the smooth running of shared-service teams and shared services.

### **8.4 Servers**

8.4.1 We will complete our server virtualisation programme. This simultaneously gives us greater flexibility, reduces costs by reducing the number of servers required and as a consequence, reduces our carbon footprint.

8.4.2 We will upgrade our server capacity to accommodate the provision of replacement desktop services

8.4.3 We will upgrade our network operating system to the latest supported version of Microsoft Windows Server where possible

8.4.4 We will upgrade our collaboration server software to the latest supported version of Microsoft Exchange Server

## **8.5 Storage**

8.5.1 We have introduced an expanded flexible, scalable Storage Area Network solution which we anticipate will provide us with the capacity to accommodate likely future requirements including the introduction of a corporate EDRMS.

## **8.6 Telephony**

8.6.1 We will replace our telephone system with a modern one supporting Voice over IP (VoIP) and other features geared towards supporting flexible working.

8.6.2 We will also investigate the potential of softphone technology (internet telephony) to support flexible working.

8.6.3 A review of our current mobile telephony infrastructure will be conducted with a view to ensure that we provide a robust, secure mobile e-mail solution for use by all relevant officers and councillors.

FINAL DRAFT

## 9 GREEN ICT

- 9.1.1 As a council, we have a responsibility to consider the impact of what we do upon the environment – and to take whatever measures we can to reduce that impact consistent with maintaining our effectiveness.
- 9.1.2 In laying out our ICT strategy for the council, we have taken this responsibility to heart and have directly and indirectly included specific measures to reduce our environmental impact. These include;
- Measures to move towards a more paper light council including the introduction of a council-wide EDRMS and the electronic distribution of council documents
  - Channel shift of services towards the web and the self-service model to save unnecessary travel to council offices
  - The use of thin client/replacement desktop technologies which will prolong the active life of personal computers and laptops
  - The use of virtualisation requiring fewer servers and hence lower power consumption
  - Consideration of the 'bring your own device' option to avoid duplication of equipment for work and personal use
  - Promoting further use of the dedicated videoconferencing facilities
- 9.1.3 We will continue to explore ways in which our environmental impact can be reduced further in the future.

## 10 STRATEGIC PLAN

10.1.1 Detailed below is a summary of the activities and investment required by the strategy.

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
1.1.1	ICT Service as a strategic enabler	ICT Governance	Create ICT Steering Group <i>Confirm membership, agree scope and schedule meetings. Meet quarterly? Utilise Cllr ICT User Group supplemented with service area representatives. BJ would report back to CMT.</i>		BJ + CJ	Q1
1.2.1	ICT Service as a strategic enabler	Alignment with the business	Create Service Systems Administrators Group <i>Agree membership with SMT (use list of sysadmins from ICT Security Policy as basis?) &amp; establish scope. Meet quarterly?</i>		TG	End of August
1.2.2	ICT Service as a strategic enabler	Alignment with the business	Account management meetings <i>Meetings with services managers. Quarterly? E-mail schedule of meetings.</i>		TG	End of July
1.2.3	ICT Service as a strategic enabler	Alignment with the business	Annual customer satisfaction survey <i>Use Survey Monkey (discuss use with HR)? Perform initial baseline survey. Research what other LAs have done.</i>		CJ	End of July
1.3.1	ICT Service as a strategic enabler	Structure, skills & resourcing	Foster and develop a customer-focussed, 'can do' culture which recognises the role of the ICT service as a strategic enabler <i>Monitor progress by specific questions within regular survey referenced above.</i>	1.2.3	CJ	End of July

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
1.3.2	ICT Service as a strategic enabler	Structure, skills & resourcing	Review adequacy of structure <i>(ICT departmental structure as per ICT Strategy section 5.3.2).</i>		CJ + TG	October if costs are to be incurred
1.3.3	ICT Service as a strategic enabler	Structure, skills & resourcing	Establish an appropriate balance of generic skills <i>Establish an appropriate framework to ensure required knowledge and training is available. What skills are required and who needs to have them?</i>		CJ + TG	End of August
1.3.4	ICT Service as a strategic enabler	Structure, skills & resourcing	Structured programme of training in specific technical skills required to support new technology	1.3.3	CJ + TG	End of September
1.3.5	ICT Service as a strategic enabler	Structure, skills & resourcing	Explore pooled/shared service specialist skills with nearby local authorities <i>Not external until "tested waters". What do we need? Informed by any apparent gaps.</i>		BJ	October
1.3.6	ICT Service as a strategic enabler	Structure, skills & resourcing	Ensure that the project management methodology buys in external specialist assistance as required <i>Review on a project by project basis. Add to project documentation.</i>		CJ + TG	October
1.4.1	ICT Service as a strategic enabler	Business change capacity	Enhance project management capability <i>Relaunch the existing framework.</i>		TW (+ANMHawkins?)	October



Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
1.4.2	ICT Service as a strategic enabler	Business change capacity	Encourage the spread of effective project management across the authority	1.4.1	ANMHawkins	October
1.4.3	ICT Service as a strategic enabler	Business change capacity	Ensure that appropriate resource is identified, costed and funded as part of the project approval process <i>This should be covered by the project's PID and reviewed by the ICT Steering Group.</i>	1.1.1	ICT Steering Group	October
1.4.4	ICT Service as a strategic enabler	Business change capacity	Use of additional manpower resource to backfill as required to implement the Transformation Programme <i>Review on a project by project basis.</i>		Transformation Executive	Until the end of the Transformation Programme
1.5.1	ICT Service as a strategic enabler	Service management	Move towards ITIL standards <i>Required? To what level? Identify what we're going to do.</i>		CJ + TG	Q4
1.5.2	ICT Service as a strategic enabler	Service management	ITIL training for ICT service staff members, where required <i>Required? To what level?</i>		CJ + TG	Q4
1.5.3.1	ICT Service as a strategic enabler	Service management	Production of ICT service catalogue and SLAs - for Councillors		CJ	July

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
1.5.3.2	ICT Service as a strategic enabler	Service management	Production of ICT service catalogue and SLAs - for officers <i>Relevant to Mixed Location Working and categories of workers.</i>		CJ	August
1.5.4	ICT Service as a strategic enabler	Service management	Extending hours during which support/service desk is available <i>Agreement required on how to arrange. Cost attached?</i>		TG + BJ	July
1.5.5	ICT Service as a strategic enabler	Service management	Systems maintenance and administration during published times out of core hours to minimise the impact to the Council's customers <i>Agreement required on how to arrange. Cost attached? Intentions - what if costs are prohibitive?</i>		TG + BJ	July
1.5.6	ICT Service as a strategic enabler	Service management	Self-service portal for support/service requests LBE Mailin module and Wiki content. <i>Relaunch existing self service portal and review available user documentation; item within the new desktop provision project plan.</i>		NA	September
1.5.7	ICT Service as a strategic enabler	Service management	Extend KPIs <i>Schedule review for the next financial year. Informed by discussion with SMT and survey findings.</i>	1.2.3	CJ + TG	October
1.5.8	ICT Service as a strategic enabler	Service management	More challenging KPIs <i>Schedule review for the next financial year. Informed by discussion with SMT and survey findings.</i>	1.2.3	CJ + TG	October

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
1.5.9	ICT Service as a strategic enabler	Service management	Implementation of a single asset management framework for all ICT within HDC <i>Divide into sections: physical hardware, software, licences &amp; contracts.</i>		BN	October
2.1.1	Making the best use of ICT	Implementation / Exploitation	Programmed joint reviews of systems <i>Plan &amp; who to do this? Discuss at SMT and query within survey. Review systems in priority order. New systems - quotes from 3 suppliers.</i>	1.2.3	HDC internal resource (TBC) + Suppliers	2013/14?
2.2.1	Making the best use of ICT	Systems integration	Ensure applications and interfaces between them are fully mapped and documented		NB + JHub + Suppliers	Q3
2.2.2	Making the best use of ICT	Systems integration	Identify candidate systems for integration (where there is a high priority to do so) and create a statement of works for approval by the ICT Steering Group <i>For new systems include in PID and for existing review at SMT meetings.</i>		NB + JHub + Suppliers	Q3
2.2.3	Making the best use of ICT	Systems integration	Include ease of integration (where relevant) as a criterion for the procurement of any new system <i>Feed in standard question to JS - provide key integration bullet points. Business case developed with integration capacity assessed, costed and scored.</i>		ICT Steering Group	October
2.3.1	Making the best use of ICT	Rationalisation of local systems	Audit local systems <i>SMT. Review mdb existence on network drives.</i>		NB	July

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
2.3.2	Making the best use of ICT	Rationalisation of local systems	Rationalise local systems – integrating data back into core corporate systems where appropriate <i>"Home grown" applications as well as duplications.</i>		NB	Q4
2.3.3	Making the best use of ICT	Rationalisation of local systems	Ensure information governance arrangements are established <i>Reference within individuals (SMT members?) job descriptions and relevant ICT policies.</i>		SMT	Q3
2.4.1	Making the best use of ICT	Corporate ICT skills	Establish competence based framework for generic ICT skills within the authority <i>SMT discussion point?</i>		JHai	End of September
2.4.2	Making the best use of ICT	Corporate ICT skills	Use ICT competence based framework for generic ICT skills to inform recruitment & selection, appraisals and individual development plans <i>SMT discussion point? Types and skills - business case.</i>	2.4.1	JHai	Q4
2.4.3	Making the best use of ICT	Corporate ICT skills	Construct and deliver training programme in generic ICT competencies		JHai	2013/14 - although Office 2010 training required October onwards?

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
2.4.4	Making the best use of ICT	Corporate ICT skills	Individual services have adequate competence based training and documentation for specialist systems <i>Reviewed at appraisal. Linked to sysadmins group meetings.</i>	1.2.1	SMT + JHai	Mar-13
2.4.5	Making the best use of ICT	Corporate ICT skills	Individual services establish sustainable basis for routine system administration, reporting and other operational tasks with their specialist systems <i>ICT to provide guidance.</i>		SMT	December
2.5.1	Making the best use of ICT	Applications	Prioritisation of key application developments and systems for procurement in the light of the strategic transformation needs of the council. <i>Projects have been prioritised and have been scheduled accordingly (e.g. virtual infrastructure upgrade, desktop provision, DMS, etc.).</i>		BJ	June
2.5.2	Making the best use of ICT	Applications	Establish and implement action plan to deal with CRM issue following review of Customer Services		RA + PW	October
2.5.3	Making the best use of ICT	Applications	Implement EDRMS across the council - Phase 1		RE + ICT Workstream	Q2
2.5.4	Making the best use of ICT	Applications	Implement EDRMS across the council - Phase 2		RE + ICT Workstream	Q3

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
2.5.5	Making the best use of ICT	Applications	Implement EDRMS across the council - Phase 3		RE + ICT Workstream	Q4
3.1.1	Changing the way we work	Flexible/Smart working	Provide rapid, easy and usable access to systems, services and data irrespective of their location or that of the users who seek to access them – subject to security constraints <i>Desktop provision to support Mixed Location Working.</i>	2.5.3-5	CJ + TG	End of September
3.2.1	Changing the way we work	Device Independence	Seek to make ICT services device independent <i>Desktop provision to support Mixed Location Working.</i>	3.1.1	CJ + TG	End of September
3.3.1	Changing the way we work	Bring Your Own Device	<b>Explore</b> the use of 'bring your own device' for HDC officers & elected members <i>Desktop provision to support Mixed Location Working. Would also require Wifi access throughout the offices to enable remote type connectivity for BYOD devices.</i>	3.1.1	CJ + TG	End of September
3.4.1	Changing the way we work	Paperless council	Distribute council papers electronically <i>Dependent on councillors having a more user friendly solution and using it. Legal issues- requires Verina's input.</i>		Democratic Services + SMT	2013/14?
3.4.2	Changing the way we work	Paperless council	Extend and promote electronic, rather than paper based transactions in service delivery <i>Establish an action plan with ICT Steering Group, SMT and others then implement.</i>		ICT Steering Group, ICT + SMT	2013/14?

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
3.5.1	Changing the way we work	Channel shift / digital strategy	Improve the transactional nature of the web site via integration with back office systems <i>As per Channel Shift report?</i>	3.5.2 (wrong way round)	DW + NB	2013/14
3.5.2	Changing the way we work	Channel shift / digital strategy	Create a council wide strategy and development plan for the web site		DW + SMT	Q2
3.5.3	Changing the way we work	Channel shift / digital strategy	Establish appropriate governance arrangements for the web site based on a recognition of its importance as vehicle for customer service and the need for channel shift		RA	Q3
3.5.4	Changing the way we work	Channel shift / digital strategy	Implement the channel shift strategy <i>SOCITM and PW work.</i>	3.5.1	RA + DW + SMT	2013/14?
3.5.5	Changing the way we work	Channel shift / digital strategy	Support the use of social media and other emerging technologies		RA + DW	March 2013
3.6.1	Changing the way we work	Partnership working and shared services	Explore the potential for partnership working/ICT shared services and facilities	1.3.5	BJ	End of September
3.7.1	Changing the way we work	Cloud Services	<b>Monitor and explore</b> the extent to which there is a business case for adoption of facilities/services offered by the Cloud as it matures		CJ (+ TG?)	2013/14?
3.8.1	Changing the way we work	Open Source Software	<b>Explore the potential</b> for the use of Open Source software either across the council or in specific areas		CJ (+ TG?)	2013/14?

Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
4.1.1	Infrastructure	Desktop	Upgrade the desktop provision solution	3.1.1	ICT	End of September
4.1.2	Infrastructure	Desktop	Msoffice 2010 available as required.	3.1.1	ICT	End of September
4.1.3	Infrastructure	Desktop	Implement Instant Messaging/Presence software to promote better communications between remote teams	3.1.1 & 4.3.4	TC	End of September
4.1.4	Infrastructure	Desktop	Investigate/promote new technologies which align with the council's strategic goals	3.1.1	CJ + TG	End of September
4.2.1	Infrastructure	Networks and network services	Install modern Local Area Network infrastructure <i>Cabling re-install (and wireless availability) will form part of the property refurbishment.</i>		ICT	December 2013
4.2.2	Infrastructure	Networks and network services	Enhance wide area connectivity as appropriate <i>Review after service review reports are released.</i>		ICT	December 2013
4.2.3	Infrastructure	Networks and network services	Implement thin client / replacement desktop solution	3.1.1	ICT	End of September
4.3.1	Infrastructure	Servers	Complete server virtualisation programme <i>FS1 &amp; eFinancials.</i>		BN	Q4
4.3.2	Infrastructure	Servers	Upgrade server capacity to accommodate the provision of thin client / replacement desktop solution		ICT	End of September



Ref #	Theme	Area	Action	Linked to Ref #	By Whom	By When - month or date range if clarification still required
4.3.3	Infrastructure	Servers	Upgrade to Windows Server 2008 <i>Reliant on suppliers. Desupport of W2K3 = 14/07/2015</i>		ICT	14/07/2015
4.3.4	Infrastructure	Servers	Upgrade to MS Exchange server 2010 <i>IM/Presence (Lync) listed separately.</i>		TC	End of September
4.4.1	Infrastructure	Telephony	Install new VoIP telephone system <i>Linkd to property refurbishment.</i>		CJ + TG	December 2013
4.4.2	Infrastructure	Telephony	<b>Explore</b> use of softphone technology <i>If relevant to interim or ultimate solution used?</i>	4.4.1	ICT	2013/14
4.4.3	Infrastructure	Telephony	Review mobile telephony infrastructure and use - ensure we provide a robust secure mobile e-mail solution for relevant officers and councillors	4.3.4	CJ + TG?	End of September
5.1.1	Green ICT	General	Explore ways in which our environmental impact can be reduced in the future <i>Part of service planning. Information to be provided in project plans.</i>	3.1.1	SMT + ANMH	Q4 onwards
6.1.1	Business Continuity	General	Review current procedures and policies.		RE	2013/14