ICT Strategy

2008-12

"Listening   Learning   Delivering"

South Kesteven District Council
STAMFORD • GRANTHAM • BOURNE • THE DEEPINGS

Contents

1. Introduction

Background

South Kesteven District Council (SKDC) delivers a range of services to its customers and stakeholders in a manner that meets their needs. The outward looking vision of the Council is:

"To provide brilliant customer service to our customers"

The Council has identified three values that it will embrace :

- Listening

    Taking your views into account and demonstrating a real passion for customer service.

- Learning

    Being open and honest and learning from things that go well and do not go so well.

- Delivering

    Innovating and making a difference.

The purpose of the Information & Communications Technology (ICT) service is to support and contribute to delivering the Council's objectives and aspirations.

In order to get the best from its ICT investment the Council recognises that it needs a comprehensive, business-led ICT Strategy which will act as a framework and roadmap for the effective use and exploitation of ICT technologies and assets over the coming years.

The Council also sees that ICT will be one of the main drivers of change in the organisation as the council moves toward implementing the government's various efficiency and modernisation targets and has realised that it wishes to move away

from a traditional ICT support unit to a proactive Section seeking to provide a range of value-added business benefits through technology to its stakeholders.

This document replaces the original ICT strategy document released June 2005.

This strategy is purposely designed to be 'built for change' and will be refined, updated and changed as the council's needs develop in the coming years. This strategy will not capture every ICT related project which must be undertaken in order to enable the delivery of the IT Section and council's objectives. Rather, this document will act as a baseline and framework from which the IT Section will manage their efforts over the coming years.

Context of Service

SKDC currently employs approximately 700 people of whom 450 or so are desk based employees.

The ICT resource is part of the Business Transformation and Information Management service which is under the Partnerships and Organisational Development Corporate area.

The service has been provided as an internal centralised support service.

Objectives

This ICT strategy document fulfils a number of important objectives:

- Document current capacity as a baseline for moving forward

- Secure buy in from all council stakeholders for the development of ICT in the future

- Ensure that IT activities are in line with Service Section objectives and priorities and that these objectives 'join up' with wider government targets.

- Provide a framework for IT to support the priorities within the council as a whole

- Plan future developments

- Act as a useful reference point for new staff or external partners to help them understand the operations and infrastructure within IT

- Reduce and manage risk

- Identify and prioritise key areas where ICT can significantly improve service provision to service sections and citizens

- Increase efficiencies

- Support the change management process

- Secure management commitment for IT Section plans and activities

- Manage expectations within the Section and across the council

- Deliver an implementation timetable

- Business continuity and succession planning

Relationships with other documents

The ICT Strategy document is a key document under the Council's Corporate Plan and also it's Medium Term Financial Strategy. However there are clear links with a number of other key documents

- People Strategy

- Procurement Strategy

- Corporate Risk Register

- Priority Plans

- Service Plans

It is likely that the ICT strategy will also link to a number of documents that will directly contribute to the strategy for instance the ICT Security policy and ICT usage policy.

Assumptions

The following assumptions have been made in the development of the ICT strategy:

- The Council remains committed to the ICT funding identified in the revenue and capital programme

- There is no fundamental change in the structure of Local Government

- We will continue to provide a centralised service to the organisation

Ambitions

This document is designed to help the ICT service to achieve the following ambitions :

- We will maximise the council's IT investment by working in partnership with the service sections to ensure that they are making the optimum use of existing IT infrastructure.
- We will provide 'best in class' solutions to all service sections to provide a high quality service to South Kesteven citizens.
- We will continually invest in the council's IT staff to ensure that they can provide the level of service required by members, officers and citizens.
- We will empower users and service sections to deliver excellence to SKDC citizens.
- We will take a lead role in the council's strategic investment in IT to ensure that we meet our modernisation and service level targets.
- We will continuously improve access to information for officers, members, communities and citizens so that they can gain access to all the information and services they need.
- ICT services will advise service areas of information technology developments to stimulate and enable new opportunities for service delivery.
- The ICT function will be based upon a robust, secure and resilient technical infrastructure with an ongoing phased programme of technology refresh.
- All information held electronically by the authority will be secured in accordance with council IT Security policies.
- IT will continue to ensure that contracts with software suppliers include appropriate cover for software support and hardware maintenance. We will ensure that we implement new upgrades to all systems when appropriate to our service sections' needs.
- The council's network and application systems will be protected against intrusion by a secure resilient protection system that will ensure confidence in our services.
- In order to measure the progress towards delivery of the above there will be a set of key performance measures put in place.
- The ICT service will work to demonstrate its value for money in the delivery of the service.

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2. Where are we now

The IT Section's remit is to provide all of the authority's ICT requirements. This includes all internal systems from legacy applications, service applications through to desktop support and e-government and web solutions.

The IT Section is further responsible for making best use of technology to provide an excellent service and to proactively seek ICT solutions through partnership with all users.

SKDC server estate is modern and well maintained and based in the vast majority on Microsoft server operating system. The Council uses Active Directory for its directory service.

The desktop estate is similarly modern following recent refresh cycles. SKDC has approximately 400 desktop or laptop PCs. As a Microsoft house all desktops are running either Windows2000 or WindowsXP.

As a result of the e-government external funding the Council has made a strong investment in e-government software and hardware. This includes a corporate Customer Relationship Management (CRM) software and Electronic Document Records Management System (EDRMS).

The Council employs Voice over IP (VoIP) for its internal telephone requirements and has a well structured and unified network.

The three area offices and remote site at Alexander road have network links to the main site in Grantham.

The overall service area of Business Transformation and Information Management has 22 members of staff however not all as directly involved in the provision of the ICT function. Those that have at least some direct involvement are :

- ICT Services Manager

- ICT Support Team Leader

- Projects Team Leader

- Technical Projects Manager

- Software Team Leader

- Programmer Analysts

- Web Programmer

- Infrastructure Administrator – Reactive

- Infrastructure Administrator - Proactive

- Computer Services / LLPG Officer

- Support Desk Operator

- ICT Support Officers

The ICT function is in house with limited reliance on outsourcing or managed solutions. In house skills are used for programming development and projects using external consultants only where required.

3. Where do we want to go

The key principles that underpin the delivery of the ICT service is that the Council requires an ICT service that is:

- Customer focussed
- Demonstrates Value for Money
- Drives standardisation
- Seen as an enabler for service areas
- A key requirement for partnership and shared services working
- Accessible by all stakeholders

The ICT Strategy is based on five key themes :

- Steady Ship

- Modernising and Innovating

- Standards

- Providing Value for Money

- ICT Governance

Steady Ship

One of the areas that are often overlooked in ICT Strategy documents is the business as usual part of the delivery of the service. The investment made in keeping a steady ship ensures that the ICT service is providing a solid, reliable, well managed infrastructure that its stakeholders can rely on to deliver their business needs.

This area covers the maintenance of the existing ICT systems and the associated desktop support provision.

Modernising and Innovating

The ICT services needs to identify new uses of ICT to help service areas to modernise its service delivery. The service needs to maximise the contribution that technology can make to the efficiency savings of the organisation

Providing Value for Money

The ICT services needs to demonstrate to its stakeholders that it is providing value for money. Given the size of the ICT service from a budget and influence perspective the primary internal stakeholders need to be clear that the service is shaped to deliver service in the manner that they require. A key requirement in that service provision is the value for money evidence provided.

Standards

The Council's ICT strategy recognises the use of external standards to validate the delivery of the ICT service and recommends that the service actively works towards identified standards.

Drivers for change

Local government ICT is undergoing an unprecedented period of change. Recently, the eGovernment agenda has been the most visible driver for change. However there are a wide range of additional national and local drivers that will continue to impact the role and nature of ICT within local government.

A modern Local Authority ICT service must be able to respond efficiently and effectively to these drivers for change, both now and in the future. The National e-Service Delivery Standards (NeSDS) identified the following drivers for ICT :

Political Drivers
2005 eGovernment targets
Government Connect
Programme Choice/Localisation
Local political agenda
The future of Local Government

Technological Drivers
National Technical standards
Availability of affordable technology
Newly emerging technologies

Stakeholder demands
Internal Stakeholders
External Stakeholders
Partners
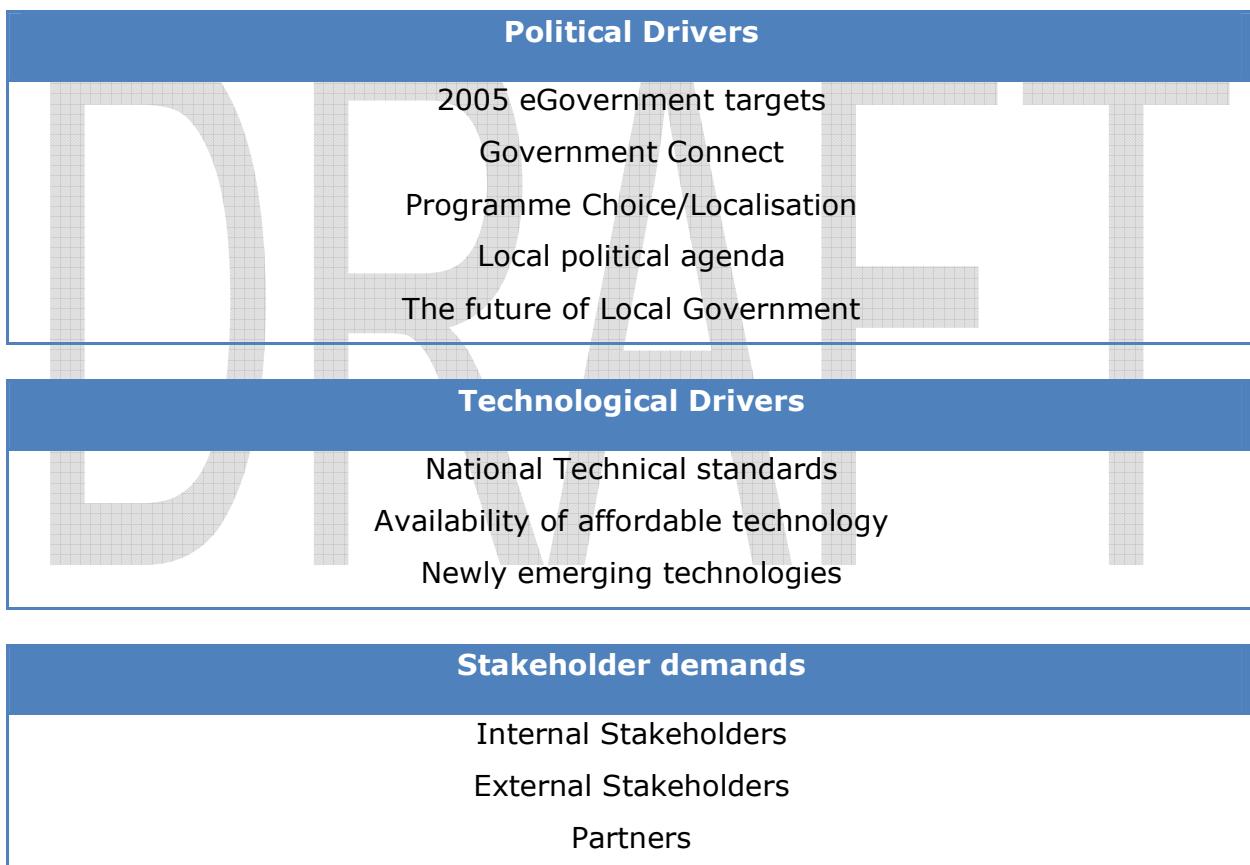
Economic Drivers
Community/Social Drivers
Changing expectations of public services
Changing behaviours of Local Authorities
Emphasis on social inclusion

Community/Social Drivers
Changing expectations of public services
Changing behaviours of Local Authorities
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4. Key Theme 1 - Steady Ship

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Centralised Service

In order to deliver a joined up ICT service across all the service areas the council is committed to a centralised service provision. The scope of this centralisation includes :

- Helpdesk support calls
- ICT procurement for desktop equipment
- Procurement for all applications in consultation with ICT
- Implementation in consultation with ICT
- Core desktop and application support

Whilst the strategy will support the use of local business support units aligned to the corporate areas, the establishment of local IT support or administrators within these business units performing parts of the centralised service will not be permitted.

Microsoft Technologies

The Council has invested a significant amount of resource in utilising Microsoft technologies and this investment can only be realised over the longer term. Strategically looking at areas such as Linux and open source software will not generally be recommended for corporate wide solutions although some niche solutions might be appropriate. Where any of these decisions are made the total cost of ownership will be taken into consideration such as implementation, support, training costs and be based on sound risk management approaches.

Help Desk

SKDC IT will work towards a 100% of all IT related problems and queries are logged with the helpdesk.

In order to achieve this, the IT Section will invest time in creating a detailed knowledge base, which will be made available to first line support staff to empower them to resolve issues directly with the users in a more efficient way. This will mean that IT Support staff will no longer resolve ad-hoc queries in the absence of a case reference number and all users will be required to log a call with the helpdesk before resolution can begin.

As part of the Section's drive toward becoming a more proactive organisation, SKDC ICT will begin to carry out root cause analysis on a structured and regular basis to identify the causes of routine and recurring problems and implement proactive resolution techniques to address these.

The ICT Section will aim to have 70% of problems logged at the helpdesk resolved at the first response following fault logging.

The ICT Helpdesk will also look towards providing a more uniform standard of service to the remote offices and will, in general, seek to improve the use of remote tools to both diagnose and resolve problems for users.

Support Hours

SKDC understands that as the organisation moves toward providing more flexible services to citizens, the support infrastructure will come under increasing pressure to deliver flexible solutions to the user community.

As such, the IT Section will continuously monitor the delivery of flexible support times as the council moves forward with its modernisation plans and will respond to the changing business needs as required.

The IT Section expect to be providing the following services :
- Minimum coverage on weekdays from 8:30am to 5:30pm
- Reacting to business requirements to extend these core hours
- Remote support for remote workers

Service Delivery Agreements

In order to standardise the quality of service being provided to all service sections, the IT Section will implement service delivery agreements with each service Section.

This document will describe some performance management measures that might include :

- Agreement on setting problem priority and severity
- % problems resolved within agreed timescales
- % ICT projects delivered on time and within budget
- % downtime of servers
- % of problems fixed at the first response
- % of repeat callers to helpdesk with same problem
- % customer satisfaction targets

The IT Section will track performance against these standards and ensure that the quality of service consistently meets or exceeds these metrics. Regular reports will be provided to Service areas in order to enable continuous monitoring and evaluation.

The benefits of this approach will be to:

- Manage service sections' expectations
- Match priorities to IT response
- Formalise relationship between IT and service sections
- Encourage partnership working between IT and service sections
- Identify underperformance and provide a vehicle for resolution.

Common Environment

SKDC recognises the potential benefits of having a common environment throughout the desktop estate. We believe that by moving towards a common environment, we can elicit the following business benefits:

Reduced costs through streamlining maintenance and support, less downtime and time spent resolving issues with aging equipment and ability to negotiate for better deals during procurement.

- Increased ability to resolve issues at first line of support
- Increased ability to manage and resolve issues remotely

- Improved customer satisfaction among stakeholders due to reduced turnaround times
- Strategic budgeting and control of IT resources
- Improved security
- Enhanced ability for IT to rollout new applications, versions and utilities
- Improved service delivery to remote locations including e-workers
- Facilitate sharing of PCs to support possible hot desking initiatives.

SKDC will work towards to achieve a common environment. In order to achieve this target, the IT Section will adopt a more formal approach to procurement to ensure that this can be achieved with the minimum possible investment by the council.

The central tenets of our common environment approach will be to:

- Standardise desktop and laptop hardware
- Standardise operating systems to ensure that no more than 2 OS versions exist at any one time
- Standardise Microsoft office versions across the council
- Standardise ghost images so that every desktop is the same
- Standardise applications deployed on each PC build

SKDC understands that this initiative may involve significant refresh of existing equipment in the first instance to improve the minimum standard across the network. SKDC IT will work closely with the finance Section to generate a solution which complies with budgetary constraints.

Common Environment - Hardware

The table below describes the common environment that is supported from a hardware perspective.

Preference

- OK – We would accept this as part of the ICT infrastructure

- Encourage – This is the preferred path

- Forbidden – No new equipment will be purchased and current installations only by exception

Category			Make	Preference
Desktop	Windows	Small	HP	OK
		Standard	HP	Encouraged
		Power User	HP	OK
	Other	Any	Any	Forbidden
Tablet	Windows		Motion	Encouraged
			HP	OK
			Other	Forbidden
Laptop	Windows	Small	HP	OK
		Standard	HP	Encouraged
		Power User	HP	OK
	Other	Any	Any	Forbidden
Handheld	Pocket PC	Standard	HP iPAQ	Encouraged
		Mobile Phone Enabled	Vodafone devices	OK
			Any other	Discouraged

Category		Make	Preference
Thin Client	Diskless	Wyse	OK

Common Environment - Software

The table below describes the common environment that is supported from a software perspective.

Category			Support Status	Preference
Client OS	Windows	Vista	Unsupported	Discouraged
		XP Professional SP2	Supported	Encouraged
		2000 Professional	Supported	Discouraged
		Other	Unsupported	Forbidden
	Mac OS	Any	Unsupported	Forbidden
	Linux	Any	Unsupported	Forbidden
Common Applications	Browser	Internet Explorer 7	Supported	Encouraged
		Internet Explorer 6	Supported	OK
		Firefox	Supported	Discouraged
		Other	Unsupported	Forbidden
	Email	Outlook	Supported	Encouraged
		Other	Unsupported	Forbidden
	Office Suite	Microsoft Office 2007	Unsupported	Discouraged
		Microsoft Office 2003	Supported	Encouraged

	Microsoft Office 97	Unsupported	Discouraged
.Net Framework	1.1	Supported	Encouraged
	2.0	Supported	Encouraged
	Other	Unsupported	Discouraged
Java	1.4x	Supported	Encouraged
	2	Supported	Encouraged
	Other	Unsupported	Discouraged

Refresh Strategy

In order to support modernisation initiatives including Common Office Environment, SKDC will implement a formal refresh policy which will see regular and planned replacement of aging equipment and software. This is intended to support out objective of providing SKDC users with 'best in class' technology solutions.

The main benefits to the council of a standard approach to asset refresh will be:

- Reduced overhead of supporting hardware when support agreements have expired
- all new machines come with support and warranty included in the purchase price
- Improved ability to budget expenditure on IT equipment
- Increased ability to ensure best value in procurement by planning replacement on an annual basis
- Improved efficiencies through reduced time spent repairing aging equipment
- Reduced expenditure on short term fixes such as increased memory or new operating systems
- More equitable than the current ad hoc system
- User group will be aware in advance of when hardware renewal will take place

SKDC IT will initiate a project to assess the budget, operational and efficiency implications of formal refresh in some detail but in general terms, we intend to refresh equipment as follows:

- Desktops Every 4 years
- Laptops Every 4 years
- Printers Every 4 years
- Servers Every 5 years
- Office Applications Dependent on Desktop refresh

SKDC will also instigate a formal recycling policy for out dated hardware to ensure that we comply with legislation in this area.

Data Connections

In order to provide the required service for end users the data connections between the main South Kesteven sites for internal communications and also to the internet for external communications need to be have high availability and high data throughput.

Further investment in this area is required especially to area offices as demand is most likely to rise in this area.

The current data connections are :

Location 1	Location 2	Type of Connection	Role	Review
Grantham Council Offices NG31 6PZ	Bourne PE10 9EA	Megastream	Area Office Data and phone	Yes
	Deepings PE6 8PA	Megastream	Area Office Data and phone	Yes
	Stamford PE9 2AZ	Megastream	Area Office Data and phone	Yes

Location 1	Location 2	Type of Connection	Role	Review
	Grantham Alexander Road NG31 7AW		CCTV, DWO, Waste Data, CCTV feed and phone	No
	NTL	Internet Feed 12Mb	Internet and Email external access	Yes

Data connections for the area offices will be reviewed to ensure that the type of connection is adequate for future requirements and the main internet feed will be review to ensure that this offers the best value for money.

Other data connections are not required and will be phased out unless a business case exists for resilience and back up purposes.

Network Infrastructure

The Council has made a significant investment in its network infrastructure and the ICT strategy seeks to build on this work to further consolidate and embed this infrastructure.

The use of ExtremeNetwork equipment is recommended and all other makes are discouraged. The converged network carrying both data and Voice Over IP (VOIP) is fundamentally the correct strategy and the strategy supports expansion to cover all other areas of the business.

IT Infrastructure

Currently SKDC's network is protected by a Sidewinder firewall with failover. All client PCs are protected by Sophos AV software which is deployed centrally, updating on a daily basis. All mobile PCs are protected by F-Secure. A system will be introduced to deny access to remote computers in the event that anti virus software is not up to date.

Security

Everyone using ICT system within the Council are bound by its security rules and security of the network and data remains the top priority for the delivery of the service.

In recognition of the threats to information security the council deploys a range of security tools to protect systems and information from unauthorised access, malicious attack and other threats. Security protection measures in place include: -

- A perimeter firewall

- Network security appliances

- Anti-virus protection

- Anti-spam protection

- Internet logging and associated restrictions

- Regular penetration testing both internally and externally

Risk Management

The ICT service will take a proactive role in risk management and develop a comprehensive risk analysis of the service and will seek to ensure that all available contingencies are implemented to reduce the risk of a failure of the delivery of all or a part of the service.

In House Programming and Development

The Council operates a mixed strategy for the management of back office applications. In some cases there is a limited in house cover for application support and support is provided directly from the supplier. In other cases in house expertise is used to both configure, program and interface applications. This is particular relevant to the key back office systems such as Council Tax and Benefits, CRM, Housing application and corporate website.

Benefits on in-house development include improved local knowledge of systems, more responsive service to end users, improved functionality for end users and more efficient use of systems.

Based on Microsoft technologies this ICT strategy identifies a migration of batch work activities, programming of code, web site programming in Microsoft C# with a recommendation to use XML for messaging.

The use of XML and the creation of web services for applications interfacing is recommended.

Security of Systems and Data

The ICT Strategy identifies a key requirement to gain certification for security standards ISO27001 and to keep the security of data and processes as a key objective.

Disaster Recovery and Business Continuity

ICT continues to be a key stakeholder in the recovery programme from a Disaster Recovery (DR) or a Business Continuity (BC) situation. The ICT strategy will require a DR contract in place to be able to deliver an effective solution to provide replacement hardware to allow server data to be restored.

More work is required in this area including a defined timetable of test scenarios.

It is likely that further solutions will be come available for DR and BC from either local or wider partnerships. These will be consider providing there is a clear business case and that in particular a full risk management analysis has been carried out to ensure the local provision for service is not compromised.

Email and Email Archiving

Retention of email is becoming increasingly important to ensure that the council is compliant with all requests under the Freedom of Information Act.

In addition, we will implement formal email usage policies and procedures which will include auto archiving provision as standard by all users.

The IT Section has developed an Internet and Email usage and monitoring policy which will be updated with detailed guidelines on retention of email which will include guidelines for users who currently delete email. As part of this the council will categorise email content and set clear retention.

The IT Section will review backup procedures and storage capacity on the email server as part of the deployment although it is expected that current back up and restore facilities will accommodate all auto archived emails without major upgrade or changes.

5. Key Theme 2 - Modernising and Innovating

The ICT services needs to identify new uses of ICT to help service areas to modernise its service delivery. The service needs to maximise the contribution that technology can make to the efficiency savings of the organisation

Flexible Working

We will provide solutions for flexible working of staff. Aligning to our use of resources it is expected that pressures on accommodation and offering flexible working in our people strategy ICT needs to be a key enabler in providing solutions.

This is likely to be examined in terms of home working, remote working, extended hours of working, hot desking and flexible office accommodation.

This will require work activities in relation to the ICT infrastructure, telephony and ICT support.

Existing access via technologies such as SSL VPN will be provided under a flexible working policy.

Members

This ICT strategy will endeavour to provide an easy to use, reliable service to members. This will be based upon the provision of Council owned laptops installed at members homes with broadband access to allow access to key council systems such as intranet, email, council administration systems.

Two Factor Authentication

Security best practice identifies that two factor authentication is a key building block to ensure that security is not compromised. A pilot and subsequent roll out will be carried out to deliver two factor authentication. Where possible this will take advantage of existing infrastructure in particular current door access methods and existing Remote Authentication Dial In User Service (RADIUS) server solutions.

One such method might be to smart enable the current door access cards with an embedded certificate identifying the user that is needed to access ICT equipment.

This ICT strategy recommends that two factor authentication methods are introduced for key workers especially those operating remotely and with access to key information systems.

Single Sign On

The introduction of password complexity in order to meet the requirements of an ICT security policy can lead to increased management by system administrators. Single Sign On appliances can be used to mitigate the increased costs by developing a secure sign on solution that then manages subsequent log-ons to other systems.

The ICT strategy recommends that single sign on facilities are developed to build further work in the area of two factor authentication.

Printer Strategy

As part of the modernising of the service to end users and to provide efficiency saving to the Council a new printer strategy will be introduced. This strategy will be based on providing Multi Function Printer (MFP) devices that can provide an improved end user experience at a lower cost to the authority.

Virtual Server Infrastructure

As part of the drive towards effective use of resources the effective use of the accommodation, demands to reduce power consumption and a requirement for more environmentally friendly solutions it is likely that entering into a Virtual Machine (VM) environment is a recommended approach.

The ICT strategy document recommends that following a pilot and analysis of the suitability for a VM solution across the server estate that this is delivered during the lifetime of the ICT strategy.

Unified communications

The investment made in the Voice Over IP and convergence of the telephone and computer is likely lead to a work package to deliver a unified communications. It is likely that products will be available for end users to use/view their email, instant messages, telephone and mobile communications all via one device on the desktop. This is likely to lead to increased efficiencies and costs saving to the Council and is therefore noted in this ICT strategy.

Knowledge and Information Management

The development of knowledge and information management within the ICT service and in the wider context of the Council will be a key issue. This is a current area of weakness and the ICT strategy will be a driver to ensure that this gap is met.

Knowledge management is an emerging, interdisciplinary business model dealing with all aspects of knowledge within the context of the Council, including knowledge

creation, codification, sharing, and how these activities promote learning and innovation.

Some of the key components of knowledge management are :

- Generating new knowledge

- Accessing valuable knowledge from outside sources

- Using accessible knowledge in decision making

- Embedding knowledge in processes, products, and/or services

- Representing knowledge in documents, databases, and software

- Facilitating knowledge growth through culture and incentives

- Transferring existing knowledge into other parts of the organization

- Measuring the value of knowledge assets and/or impact of knowledge management

CRM

Building on the strategic IT framework and also the investment in e-government the ICT strategy proposes that single entity view of the customer and the use of the CRM as the central hub of information is a key development area for the Council.

This is currently being provided by the CRM system being used in the customer service centre feeding information into the back office systems.

This will lead to key requirements in integration between systems and the CRM and a well defined flow of information.   This will also include the requirements for integration to the LLPG index of property information.

The single entity view will also require that duplication of information is removed – for instance the multiple entry of ethnicity information on different systems.

Geographical Information Systems (GIS)

Access to a GIS systems for all staff is a key area of work for the ICT service. The presentation of specific and relevant GIS content will be provided. This requires central management of the data held by individual service areas and procedures need developing to start sharing the information.

Electronic Document Management Systems (EDRMS)

The corporate EDRMS system has now been implemented across a number of service areas. Its integration into back office applications is now a key enabler for further efficiency savings and increased quality and reliability of information.

Local Land and Property Gazetteer (LLPG)

The development of a corporate LLPG database continues and the overall quality of the data is improving. Integration into back office systems such as the CRM, Flare and Mayrise have been achieved. The ICT strategy will roll this work out further.

6. Key Theme 3 - Standards

National e-Service Delivery Standards

The Council's ICT strategy recognises the National e-Service Delivery Standards (NeSDS) and these are detailed below. The ICT strategy document recommends that we achieve a status of progressing or above.

Self Assessment

It should be noted that many of the standards have only two states of minimum and excellent and a few have a middle progressing stage. An internal self assessment against the standard is shown below but is based on a more critical analysis of our position:

Area	Detail	Self Assessment Status
ICT Strategy	There is an agreed understanding of how ICT will be used to support the organisation	Progressing
Business Engagement	The ICT service manages its relationships with all stakeholders	Below Minimum
	Business change is actively managed alongside ICT implementation	Progressing
Governance	ICT is subject to robust governance	Below Minimum
	There is a business case approach to ICT investment	Below Minimum
ICT Architecture Management	The ICT service is in control of the current Technical Architecture	Excellent
	The Technical Architecture supports the delivery of priority outcomes	Excellent
Configuration, Development and Integration	There is a rigorous and consistent approach to configuration, development and integration activity	Below Minimum

Area	Detail	Self Assessment Status
Information Management	The organisation has an information management strategy	Below Minimum
Information Security	The organisation is planning for compliance to ISO27001	Progressing
Performance Management	The organisation has an ICT performance management framework	Below Minimum
Strategic Sourcing and Supplier Management	There is a strategic approach to ICT sourcing	Minimum
	Supplier relationships are managed	Minimum
Programme and Project Management	The organisation has a programme management capability	Excellent
	The organisation has a project management capability	Progressing
Skills Management	All employees are given the opportunity to become confident and competent in using ICT	Minimum
	ICT staff development is managed	Progressing
Service Delivery	There is a proactive service delivery model in place	Minimum
Service Support	There is a responsive service support model in place	Below Minimum

ISO27001

A key achievement that is required to provide a robust service to end users is the accreditation for the ISO27001 security standard. The ICT strategy recommends that this work is started as a priority in order to embed policies and procedures into the service and service users.

An initial independent analysis by consultants identified the following strengths and weaknesses of the delivery of the service aspects of the ICT system.

Strengths	Weaknesses
Network Segmentation	Formal policies and procedures
Network security counter measures	Risk Assessment
Remote access and connection control	Management Review
Asset tracking and management	Records of Security Activities
Support tracking system	Document control
Controlled hosting environments	Information classification, labelling and handling
Physical security perimeter controls	Monitoring and alerting
Formal changes control procedure and records	Incident detection and management
Regular penetration testing	

IT Policies and Procedures

There are a number ICT policies and procedures that need to be developed and embedded into the organisation. A gap analysis from an ISO27001 audit carried out October 2007 has identified the following policies and procedures that need to be in place for a successful accreditation. Some of these are in currently in place.

Policies	Status
Information Security Policy	Currently in draft
Acceptable Use Policy	In place requires review
Information Backup Policy	Not available
Access Control Policy	Not available
Clear Desk and Screen Policy	Not available
Network Services Policy	Not available
Mobile and Teleworking Policy	Not available
Cryptography Policy	Not available

Procedures	Status
Risk Methodology	Currently in draft
Document Control	Not available
Corrective Actions	Not available
New Information Systems Authorisation	Not available
Information labelling and handling	Not available
Work in secure areas	Not available
Change Management	Not available
Information Exchange	Not available
Interconnecting Systems	Not available
Monitoring System Use	Not available
User Access Management	Not available
Teleworking	Not available
Incident Management	Not available
Business Continuity	Not available
Intellectual Property	Not available

Data Protection Act and Freedom of Information requirements

The ICT Strategy supports the requirements of the Data Protection and Freedom of Information Acts. We will work with service areas to ensures that systems and policies are in place to meet the requirements and that ICT is an exemplar of best practice in this area.

A key requirement for this is the Information Security Policy which will specifically highlight this issue.

7. Key Theme 4 - Providing Value for Money (VFM)

The ICT services needs to demonstrate to its stakeholders that it is providing value for money. Given the size of the ICT service from a budget and influence perspective the primary internal stakeholders need to be clear that the service is shaped to deliver service in the manner that they require. A key requirement in that service provision is the value for money evidence provided.

The public audit agencies, the National Audit Office, the Northern Ireland Audit Office, the Audit Commission for Local Authorities and the National Health Service in England, the Wales Audit Office and Audit Scotland have established a Public Audit Forum to provide a focus for developmental thinking in relation to public audit. The group has developed a set of indicators to establish the value for money for an ICT service.

The ICT Strategy will develop an evidence based report on the value for money for the ICT service and will be based on the primary and secondary indicators as described in the tables below.

Primary Indicators

Summary list of indicators is shown in the table below:

Indicator	Description
Primary Indicator 1	Cost of the ICT function (i.e. spend on the ICT department or equivalent including employee costs and associated overheads) as a percentage of organisational running costs (expenditure)
Primary Indicator 2	ICT competence of user. The competencies are defined as follows: a) use electronic mail to send, receive, forward and delete e-mails including opening and attaching documents b) able to use search tools to find and retrieve information from the intranet / internet c) use standard office support products to compose letters and reports d) use standard office support products to produce presentations e) use standard office support products to develop Spreadsheets d) take responsibility for resolving basic applications queries through use of the help menu e) able to manage files and appropriately back-up work

Indicator	Description
	f) successfully completed ICT training relevant to your role
Primary Indicator 3	Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation): a) as a percentage of organisational running costs (expenditure) b) per user
Primary Indicator 4	Percentage of incidents resolved within agreed service levels
Primary Indicator 5	Project governance and delivery index.
Primary Indicator 6	Percentage of the top five transactional based activities which are made via e-enabled channels.
Primary Indicator 7	Commissioner and user satisfaction index - a composite indicator compiled from the responses to a set of statements by commissioners and users. Commissioner statements: • The ICT function effectively supports delivery of the organisation's strategic objectives. • The ICT function is proactive and innovative in providing technological solutions to meet business needs. • The ICT function manages the implementation, maintenance and enhancements of major business systems in a consistent, effective and timely manner. • The ICT function provides excellent value for money. • The ICT function has the capacity and capability to support major business transformation. User statements: • The ICT function responds within agreed service levels when I ask for help. • ICT systems are robust and reliable. • The support provided by ICT meets my needs effectively. • The organisation makes full use of ICT to improve services.

Indicator	Description
	• ICT systems provide me with the information I need when and where I need it.
Primary Indicator 8	Management practice indicator – the number of practices that have been adopted by the organisation out of a possible total of 10. 1) Formal Service Level Agreements are in place with key internal customers governing business requirements, with regular service review meetings held at agreed intervals. 2) There are formal procedures in place supporting the operation of the ICT function, based upon good practice guidance such as COBIT (Control Objectives for Information and Related Technology), ITIL (IT Infrastructure Library) and/or other sector specific guidance / methods. 3) Information security management capability is in place with BS7799 / ISO 27001accreditation already achieved. 4) User satisfaction surveys are conducted at least biannually with results openly published, supported with improvement plans where necessary. 5) A short survey is undertaken upon resolution of all reported incidents and the data is collated and analysed at least monthly and used to drive service improvements. 6) The most senior officer in the organisation with a dedicated ICT role has a direct report to the Executive / Corporate Management Team of the organisation. 7) The organisation has a designated individual with the role of Chief Information Officer who has a seat on the board. 8) The organisation has assessed the ICT competence of end users within the last 12 months and put in place an appropriate training and development programme to address areas of weakness and delivery of this programme is monitored on a quarterly basis. 9) A comprehensive professional development programme is in place for ICT staff which ensures that they receive at least five days of continuing professional development (relevant accredited training) per annum, covering technical, management and business focused training. 10) Business continuity management processes are in place to recover business and ICT services in the timescales as specified by the business. These processes are tested at least annually and are

Indicator	Description
	reviewed on a regular basis to confirm appropriateness.

Secondary Indicators

Summary list of indicators is shown in the table below :

Indicator	Description
Secondary Indicator 1	Cost of providing support: a) Per user b) Per workstation
Secondary Indicator 2	Users per workstation
Secondary Indicator 3	Unavailability of ICT services to users.
Secondary Indicator 4	Average number of support calls per user
Secondary Indicator 5	Percentage of users who are able to access the network and systems remotely
Secondary Indicator 6	Acquisition costs per workstation

Benchmarking

As part of the value for money assessment of the service we will also look to benchmark the service with our local partners in Lincolnshire and the Welland as well as our benchmarking family group.

8. Key Theme 5 - ICT Governance

The Management Team provides the primary governance for the ICT Strategy. It is expected that a review of progress against the strategy will be presented to the management team every six months.

Responsibilities

The management team's key responsibilities are to review the ICT strategy in particular against the Councils strategic priorities, objectives and targets:

• Oversee the development, review and implementation of ICT strategic documents

• Ensure that there is effective consultation and communication on ICT policy and strategy issues and that the results of this consultation are reflected in policy or strategy documentation

• Ensure rigorous business cases are being developed for major ICT development. This is to include authorise and prioritise the allocation of resources (funding and manpower) for ICT projects, ensure the appropriate level of annual funding for the Council's ICT infrastructure

• Promote the adoption of new working practices enabled by ICT implementations

• Ensure compliance with the published ICT strategies and policies

Project Management Methodology

All ICT projects will be delivered using an in-house agreed Project Management technique. This ensures that projects are properly scoped, planned and executed and that all stakeholders are appropriately involved in agreeing project timelines, resourcing, priority and other key decisions.

ICT System Selection and Procurement

In order to ensure compliance with current standards all requests for the procurement of all ICT equipment are required to be passed into the ICT service for approval before any implementation is approved. This scope include hardware, software, consumables and all other ICT related equipment.

Procurement of Major Systems

In order to select and procure a major ICT system the following steps are followed:

1. A business case is presented to the ICT Service and where appropriate Capital Group to obtain approval to acquire the system

2. A full functional specification is drawn up by the service area requiring the new system

3. A full technical specification is drawn up for the system by the service area, aided by the ICT service

4. The functional and technical specification is signed off by ICT and the service area

5. The correct procurement option is selected and a procurement process started following the relevant procurement/contract procedures.

Data Ownership and Responsibilities

Ownership and responsibility for all corporate data sets must be clearly defined. Data owners are accountable for:-

- The integrity and quality of their data

- How the data can be used

- Who may access the information

- With whom the information may be shared

Data custodians (often the ICT Service) are responsible for:-

- Ensuring the availability of the data and systems on which they are held

- Ensuring data is routinely backed up

- Ensuring the data is secured against unauthorised access according to the standards set by the data owners

The ICT service will work with service areas to ensure that the requirements of the Data Protection and Freedom of Information Act are met in particular in relation to the IT systems, data use and data transfer.

9. Other Influences

Partnerships and Shared Services

The Councils views partnership and shared services as a key method of releasing efficiency savings and improving the overall delivery of the service. During 2007 the Lincolnshire partnership identified options for the delivery of the ICT service as a shared service.

At the moment there is not enough detail to include this in the ICT strategy. However a detailed review of both funding and priorities would be required if this shared services was to be a higher priority for the Council.

Funding

The provision of the funding to deliver the ICT strategy is both revenue and capital based.

The table below shows the main revenue budget for the provision of the ICT service (excluding telephone charges and Welland partnership costs).

Year	Revenue Budget
2007/08	£ 1,161,312
2008/09	£ 1,264,742
2009/10	£ 1,247,173
2010/11	£ 1,263,889

The associated capital program is shown below;

Year	Capital Budget
2007/08	£ 176,000
2008/09	£ 118,000

No further capital programme costs for 2009/10 and 2010/11 have been identified.

Training and Skills Requirements

In order to deliver the ICT service identified in the ICT strategy investment is required in training and skills competencies within the service.

The industry accepted process is to ensure competencies using the IT Information Library (ITIL) course.

A key driver will be to ensure that all staff have ITIL training integrated into their appraisal process and meshed in to the service planning process.

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10. Summary of Action Plan

The action plan below are the operational plans from the current service plan 2008/09.

Action	Timescale	Outcome and Measure of Success	Link to priority
Analyse Internal Customer Survey Dec 2007	Dec 2007	Customer survey data	**Customer Services**
Analyse Internal Customer Survey Jan 2008	Jan 2008	Customer survey data	**Customer Services**
Analyse Internal Customer Survey Jan 2008	Jan 2008	Customer survey data	**Customer Services**
Repeat Internal Customer Survey Nov 2008	Nov 2008	Customer survey data	**Customer Services**
Complete all internal audit recommendations where accepted.	April 2008	All actions closed	**Use of resources**
ICT Strategy - Review of Impact Assessment	April 2008	Impact Assessment complete	
Homeworking -Review of Impact Assessment	April 2008	Impact Assessment complete	

Action	Timescale	Outcome and Measure of Success	Link to priority
ICT Usage -Review of Impact Assessment	April 2008	Impact Assessment complete	
Review any Lincolnshire Shared Services agreed performance indicators	March 2008	Performance Management in place	**VFM - Use of resources**
Implement a Service delivery document and associated service level agreement	March 2008	Performance Management in place	**VFM - Use of resources**
Review other sources of performance management e.g. SOCITM	March 2008	Performance Management in place	**VFM - Use of resources**
Establish approach to compare with best practice and establish Value for Money evidence	June 2008	Evidence of best practice analysis and VFM	**VFM - Use of resources**
Complete accreditation for ISO27001 security standards for improved risk management of service area	Nov 2008	Certification	**Use of resources**

Action	Timescale	Outcome and Measure of Success	Link to priority
Career progression for IT support staff	March 2008	In place	**Use of resources**
Succession planning for critical IT staff	June 2008	Reduced Risk score	**Use of resources**
Review disaster recovery (DR) contracts and test processes	July 2008	DR contract reviewed and tested for IT service area	**Use of resources**
Review Business continuity processes and test	July 2008	BC embedded and tested for IT service area	**Use of resources**
Lack of IT Skills risk - Training plan in all PDRs and sufficient budget cover	March 2008	Full training plan for staff	**Use of resources**
Full UPS and/or generator cover	April 2008	Installed and working	**Use of resources**
Integrate key systems with Active Directory to maximise investment.	November 2008	Key systems integrated with Active Directory	**Use of resources**
Integrate LLPG information across key back office applications	March 2009	Key systems integrated with LLPG	**Use of resources**

Action	Timescale	Outcome and Measure of Success	Link to priority
Support the organisations requirements for flexible remote working giving efficiency savings	Ongoing	Remote working solutions available and high level of user satisfaction	**Use of resources**
Completion of pilot project for implementation of Vista on desktops	Dec 2008	Successful pilot	**Use of resources**
Completion of pilot project for implementation of Office2007 on desktops	Dec 2008	Successful pilot	**Use of resources**
Complete printer consolidation	July 2008	Successful implementation	**Use of resources**
Carry out tender for best value for telephone call handling	August 2008	New contract	**Use of resources**
Carry out tender for best value for telephone management	August 2008	New contract	**Use of resources**
Website review and redesign	**June 2008**	**New website with high satisfaction rating**	**Customer Services**

11. Risk Management

The risk management table below is from the current service plan 2008/09 and will be reviewed annually.

Source of Risk	Internal/ External	Impact 1- 4	Likeli- hood 1-4	Risk Score I x L	Controls in place	Actions Required
Loss of key staff / continuity	Internal	3	2	6	Documentation of key processes via ISO27001	**ISO27001 certification**
					Career progression for staff incentivisation	**Career progression for IT support staff**
					Cover for operations	**Succession planning for critical IT staff**
Loss of hardware/syst ems due to disaster or viruses	Internal	3	2	6	Disaster recovery plans in place	**Review DR contracts and test processes**
					Business continuity in place	**Review Business continuity processes and test**

Lack of IT skills	Internal	2	2	4	Training of staff	**Training plan in all PDRs and sufficient budget cover**
Over-commitment of key employees with certain skill sets due to too many large-scale projects running simultaneously	Internal	3	3	9	Overall project planning via service planning process	**Overall service delivery project plan**
IT infrastructure availability due to power cut	**Internal**	**3**	**4**	**12**	**Limited UPS cover**	**Full UPS and/or generator cover**

Glossary of Terms

Electronic Document Management Records System   EDRMS

Business Transformation and Information Management   BTIM

Customer Relationship Management Software   CRM

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