

South Hams & West Devon ICT Strategy



2017 - 2019

Working together



South Hams
District Council



West Devon
Borough
Council

Contents

Executive Summary.....	3
Context.....	4
Principles.....	6
ICT Strategic Principles.....	7
1. Driving Demand Reduction.....	7
2. Supporting Agile Working.....	8
3. Assisting Locality Working.....	9
4. Increasing Productivity.....	10
5. Enable Communication.....	10
6. Maintain Security.....	11
7. Improve Performance.....	12
8. Define Data Governance and Policy.....	13
IT Community of Practice.....	14
Achievements.....	14
Responsibilities.....	15
IT CoP Planned Project Activity.....	16
Glossary.....	17

Executive Summary

The strategy is effective for the period 2017 to 2019 and will be reviewed annually. It is designed to support eight core principles which collectively aim to provide ICT solutions which align with, support and enhance the service delivery aspirations of the Councils and “Our Plan”.

The IT strategy reflects the shared priorities of South Hams District Council and West Devon Borough Council. It sets out to build and improve on the work the IT Community of Practice (CoP) has done so far in enabling the councils to realise the benefits of their transformation into a new operating model, and recognises the key role technology plays in delivering its services efficiently. It will position the IT service as an innovative, resilient and robust service provider which meets the high expectations of the councils customers and its employees.

The strategy commits to the implementation and support a new web site focussed on self-service and demand reduction, a new Intranet and the facilitation of self service for staff. It aims to ensure home and agile working is as quick and easy as office based and that mobile locality workers have the tools they need to do the job. Collaboration and communication are paramount and the existing telephony platform will gain improved resilience while better collaboration tools will be evaluated. Our high standard of security will be maintained while making access control as transparent as possible.

Data governance will be improved and policies will be designed to reflect this. There will be a greater focus on business continuity with a revision of hardware and procedures. Consideration to Cloud solutions will be given where appropriate and cost effective, though the councils have a variety of solutions in place, and not all are appropriate for Cloud Hosting.

The IT CoP will continue to lead on developing, researching and presenting solutions which will support the organisations aspirations of customer focus, efficiency, channel shift, demand reduction, availability, security and resilience.

We will continue to act as a technology partner, adviser and broker at the interface of business and supplier.

In developing this strategy IT CoP members observed, listened to and evaluated the activities, views and opinions of a number of companies and organisations including SOCITM and exhibitors at SOCITM events, DELT, STRATA, Cornwall Council, Civica, Goss, Microsoft, Nexus, SWWARP, Secure South West 8, The Cabinet Office.



Mike Ward
IT Community of
Practice Lead

Context

Our Plan will be an overarching strategic plan for both Councils up to 2031. It will cover a wide range of topics, from issues such as community wellbeing, energy needs and landscape protection through to employment growth, housing and infrastructure.



“Our Plan”, is supported and delivered by individual internal strategies for service delivery, including the ICT strategy.

Successful implementation and delivery of this strategy will provide tangible improvements to the services the Councils deliver, some examples being;

- ◆ An excellent web site experience, focussed on the needs of the customer, with demonstrable channel shift.
- ◆ A faster redesigned Intranet for internal self-service.
- ◆ A new telephony solution offering greater reliability, flexibility and scalability.
- ◆ Quicker smoother experience when accessing digital resources at home.
- ◆ Migration of office applications to the cloud for improved flexibility, collaboration and availability.
- ◆ More responsive applications, such as W2 and APP to improve productivity.
- ◆ Faster, more comprehensive backup and recovery.
- ◆ An expanded window of system availability to support agile working.
- ◆ A redesigned and fully tested business continuity procedure.



Principles



The strategy is designed to support the **eight core principles** which collectively aim to provide ICT solutions which align with, support and enhance the service delivery aspirations of the Councils and “Our Plan”.

1. Driving Demand Reduction

Core component of the Future Model. Less demand equals less cost. Moving public facing and internal transactions to a self-service channel and ensuring those channels are available 24x7.

2. Supporting Agile Working

Key to the Council’s transformation. Supporting an Agile, mobile workforce to be equally productive wherever they are. Reduces the need to travel and the amount of office space required.

3. Assisting Locality Working

Core component of the Future Model, a presence out on the street, further reduces demand and speeds up delivery of service.

4. Increasing Productivity

Using technology to enable the workforce to be productive no matter when or where.

5. Enable Communication

Making the Councils and colleagues more accessible regardless of location.

6. Maintain Security

Protecting the Council’s network and data to the highest standard whilst supporting the Council’s business requirements.

7. Improve Performance

Researching and evaluating new and cost effective ways to support the Councils service delivery. Providing Measurable performance and transparent risk management.

8. Define Data Governance and Policy

Creating, contributing to, and implementing policies and procedures which together, ensure the safe, secure and legally compliant delivery of the Councils IT service and other Council services.

ICT Strategic Principles

1. Driving Demand Reduction

Channel Shift

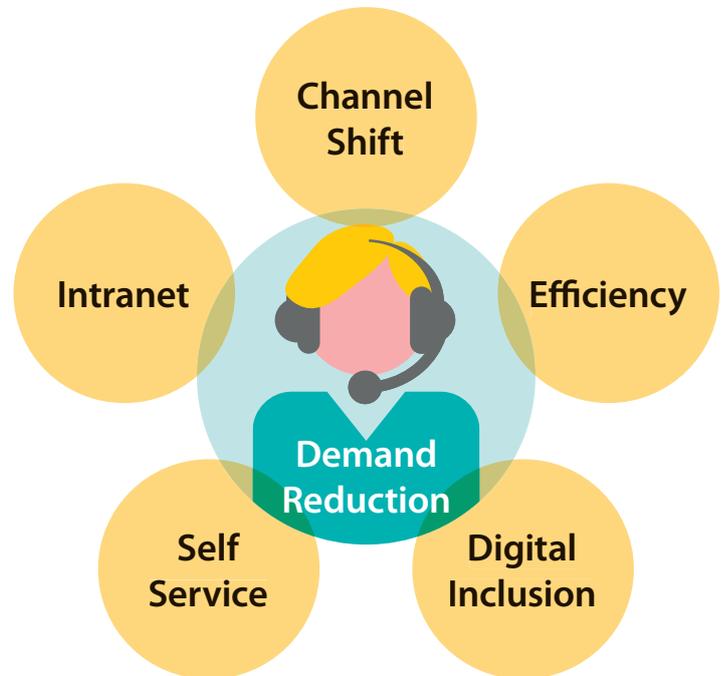
Our transformation identified significant savings by reducing demand on our services and encouraging citizens to self-serve via the web site. We will provide a web platform which is the channel of choice for citizens who prefer to engage with us electronically. In order to achieve this our existing web site will be replaced and redesigned to create fast, friendly customer journeys, and where information is easy to find regardless of the device used to access it. We intend to drive customer demand back to the web and away from the phones.

Our Web Site and the platform it runs on will be renewed and enhanced. Speed and resilience will be further enhanced with the site being hosted and supported externally with a 99.99% uptime SLA.

We will improve internal self-service and reduce cost by replacing the existing Intranet platform with one which gives us more control and customisation possibilities which will encourage an internal channel shift to request services via the Intranet.

The IT CoP will continue to support, implement and assist the councils in maximising the benefits from its current technology or proposing new solutions where appropriate. We will ensure the best use is made of our GIS assets and spatial datasets.

Working alongside business areas, we will ensure that existing systems deliver the maximum benefit to the councils, and keep under review their cost effectiveness and suitability whilst considering alternatives where improvement or cost saving can be demonstrated.



<< We intend to significantly reduce demand for phone and face to face transactions as a result of our website focus. >>



Digital Inclusion

We will continue to provide access to the public by provision of Internet enabled machines in reception areas, and be advocates of “mobile first” design principles for Council web sites, in acknowledgement of the fact the smart phones or tablets will be the only access channel available to some citizens.

Efficiency

Cheaper alternatives to existing software and contracts will be sought. Where appropriate, we will consider replacing commercial software with free, open source software. We will reduce cost and support overhead further by decommissioning and consolidating servers. We will integrate and automate processes which will reduce failure demand and increase reliability.

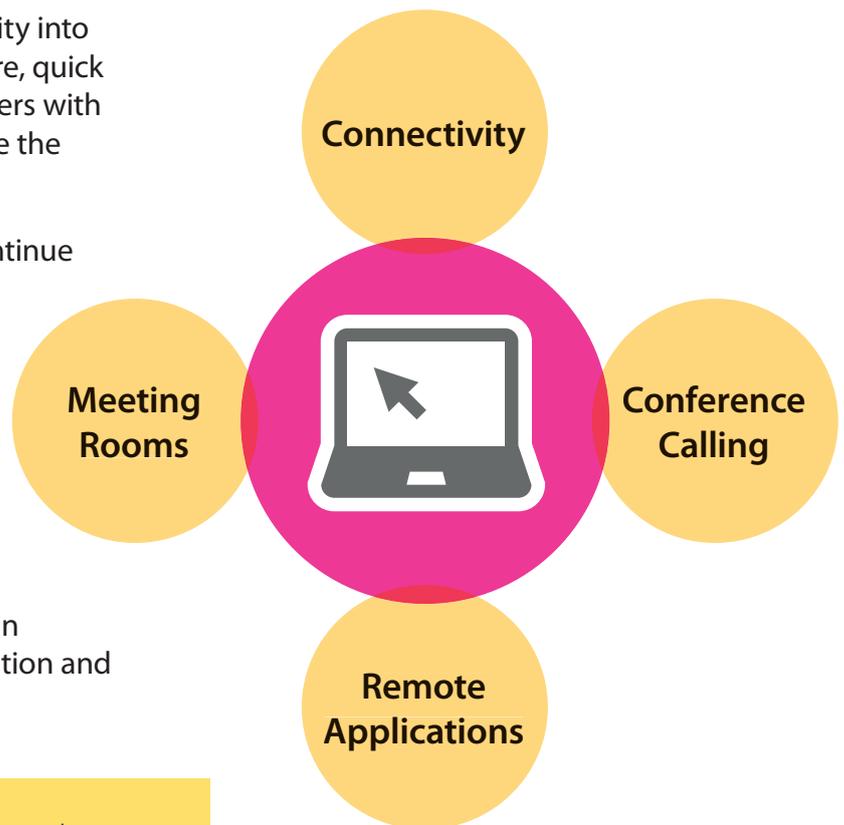
<< We will extend the window of systems availability significantly. We will be considering which software solutions will take the organisation successfully on the next stage of its journey. >>

2. Supporting Agile Working

We will continue to enhance connectivity into the corporate network, providing secure, quick and reliable connections for agile workers with proactive monitoring in order to reduce the demand on office space.

We will work with business areas to continue to expand the availability and support window of IT services in line with agile working practices.

We will oversee the equipping of meeting rooms with a common suite of easy to use technology which supports conferencing and communications between office based and home based staff, and the two main council sites, making meeting participation and conferencing simpler.



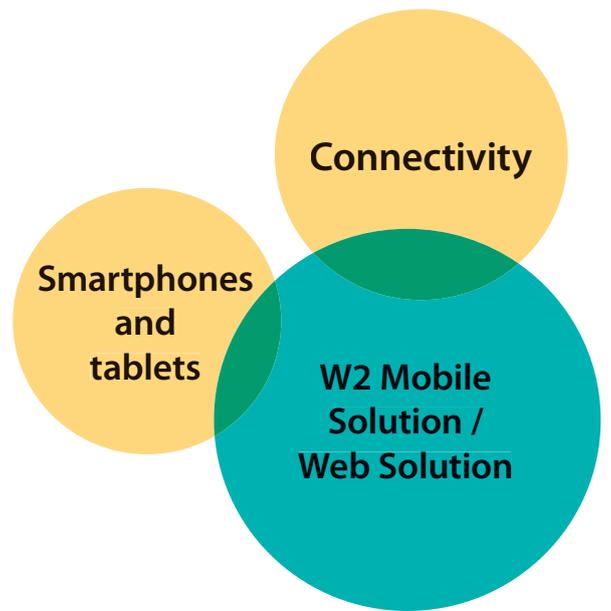
<< We expect there will be even less demand for office space as a result of improved connectivity and use of cloud based services. >>

3. Assisting Locality Working

We will determine and deploy the most suitable solutions to Locality Workers, promoting efficiency through enabling mobile access to back office systems via smartphones and tablets in a safe secure way.

We will continue to deploy and support the Civica Mobile Solution, with the assessment, configuration and securing of mobile devices.

We will evaluate and make recommendations regarding the most effective way of maintaining connectivity to the Internet and our network in an area where mobile signal can be patchy and some local broadband speeds are low.



<< We anticipate mobile data and broadband infrastructure will soon improve and may have the potential to support more bandwidth demanding applications. >>



4. Increasing Productivity

Collaboration

Implementation of cloud based systems will facilitate improved team collaboration and productivity.



Innovation

The ICT CoP will investigate and implement new or innovative software tools and platforms which have practical applications in our organisation.



Market Comparison

We will continue to analyse and review our current solutions from Civica in order to realise the best possible efficiencies and service provision. However, the existing application components will undergo comparison with other software solutions and where cheaper more reliable, more flexible alternatives are found, will be considered for replacement.



<< We will be evaluating some of our existing solutions against other market leading solutions and replacing where appropriate and cost effective. >>

5. Enable Communication

Telephony

The telephony refresh is already underway with new call centre software being installed, this will be complimented by routing all calls into the building via SIP trunks delivering lower monthly costs, the elimination of the existing analogue gateway, and provide more versatility and better integration with the new call centre software and Skype. The effect of this will be greater reliability and service availability, allow for better management of phone calls and produce more detailed and accurate management information.

Skype for Business

Continued support of Skype usage for all staff as a tool to enable efficient remote working, conference calls, video conferencing and collaboration.



<< We will begin evaluating cloud hosting of Skype servers to reduce support and maintenance. >>

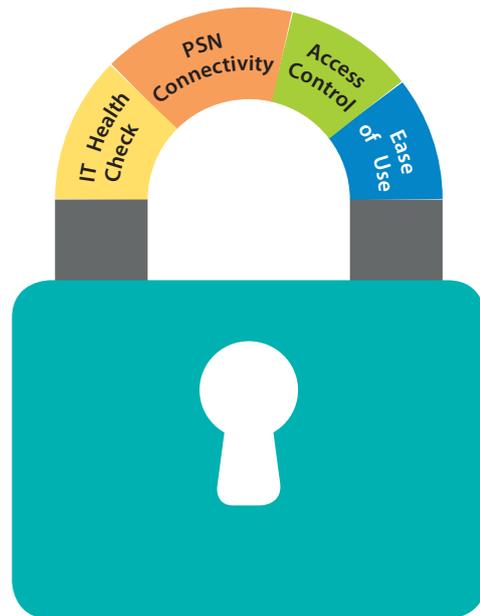
Mobile

Where mobile telephony is required, for example by Mobile Locality Officers, we will evaluate, deploy and manage the most cost effective and appropriate device.

6. Maintain Security

Public Services Network Connectivity

To connect our network with the Government's Public Services Network (PSN), each year we are required to demonstrate that our network security arrangements, policies and controls meet the required level. We therefore commission annually, the independent testing of our network (IT Health Check or ITHC) after which we work to remedy or mitigate any security gaps and vulnerabilities which may have been identified. To gain our PSN connection certificate, we submit the results of the ITHC and Remediation Action Plan (RAP) for scrutiny.



Security with Ease of Access

All effort will be made to ensure access to our corporate network is as quick and simple as possible while maintaining appropriate levels of security. We will continue to secure the Council's digital perimeter with periodic evaluation and implementation of the most appropriate security solutions. We will replace Good for Enterprise with Airwatch and introduce authentication by "Touch Id". We will evaluate and deploy more cost effective methods of accessing the corporate network and resources remotely. We will implement a document security marking scheme in line with government guidelines, along with a retention and disposal scheme.

<< Looking ahead, authentication for retrieval of email to Council issued mobile devices will be by Touch ID where supported and remote access to the network via managed devices will be simplified. >>

7. Improve Performance

The IT CoP will work closely with the Service Desk Case Manager to develop a suite of targets, and measurable PI's which will enable the IT service to demonstrate high performance.

Resilience and Recovery

Agile and remote working demand an ever widening window of system availability. In order to meet this demand and provide, manageable, reliable system availability, we need to refresh the hardware platform which hosts our data and application servers.

The server cluster which hosts the majority of our virtual servers is currently working beyond its intended capacity. We plan to replace our existing cluster with new hardware which will give the system greater resilience and improved speed and response, which in turn leads to greater productivity and increased service availability.

We will replace our existing backup solution with one which provides faster, more versatile and reliable backup and recovery processes.

We will continue to evolve our proactive monitoring systems which, coupled with automated recovery processes will further reduce downtime and reduce service recovery costs.

Incident and Change Management

The IT CoP will reduce the impact of change by following industry standard incident and change management guidelines. We will manage ICT architectural changes by ensuring a Technical Design Authority assesses and manages design changes. Risk to service delivery will be mitigated by applying strict change control procedures to existing services.



Risk Management

The IT Cop will continually assess and manage risk to service provision and security, taking action, implementing new processes or escalating issues where appropriate.

ICT CoP Resourcing

We are continually investing in new hardware and software and we need to retain and develop skilled professionals to support and exploit them.

The CoP lead will continue to place emphasis on retaining and motivating a hardworking, highly skilled, creative and resourceful team capable of delivering this strategy. We are pleased to continue our partnership with Plymouth University, offering one year work placements to suitable undergraduates studying IT degrees.

◀◀ It is our aim to have retained our motivated and skilled team members and to have provided our student placements with the best possible work experience. ▶▶

Cloud Solutions

Cloud Hosting is simply the provision of applications on remote servers and accessing them over the Internet. There are many variants of this principle, but for some applications, the benefits of Cloud Hosting are the potential for greater availability, ease of recovery and a reduced maintenance overhead.

We will continually evaluate the cloud offerings and implement cloud based solutions where clear business benefits exist. We plan to evaluate and where appropriate deploy cloud based Microsoft Office 365 software, email, security functionality and file storage, with the aim of members and staff enjoying the 24x7 resilience and convenience of cloud based solutions.

<< We plan to determine those applications and servers which are candidates for cloud hosting and migrate them. This will reduce the investment required in servers and in house support and maintenance whilst increasing availability and resilience. >>



8. Define Data Governance and Policy

The IT CoP will define, develop and deploy IT security and usage policies, and develop and test systems and procedures which support and enhance the Council's Business continuity plans, Disaster Recovery Plans, Emergency Planning Roles, and Information Governance requirements.

We will create a publication scheme which will define how we increase transparency with a commitment to following "open data" principles, facilitating and encouraging the publishing by the Councils of non-personal factual data for viewing and re-use.

<< We intend that the majority of the data we can publish, will be published and much of the data which is subject to Freedom of Information requests is already publically available. >>

IT Community of Practice

We have continued to play a lead role in the transformation of our Council's, implementing new platforms, software and applications, decommissioning old ones and supporting the "business as usual" work of the organisation.

We have achieved much over the last two years since the new structure begun and are now into our third year of working with Civica to deploy their solutions and software.

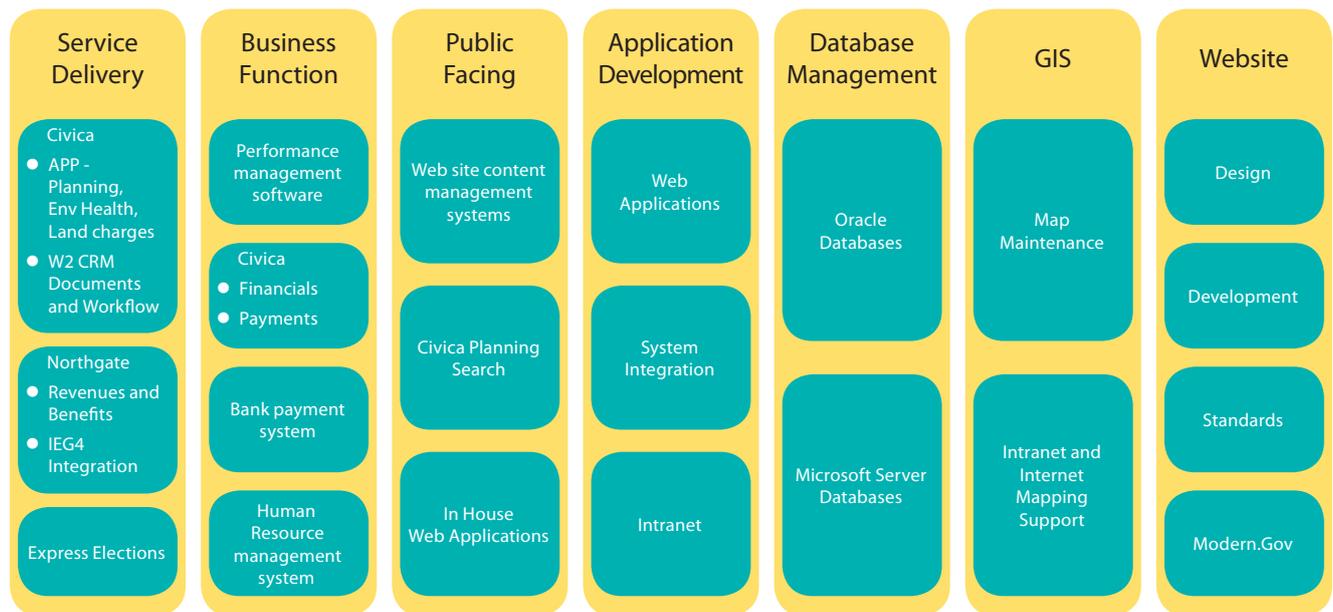
Achievements

- ◆ Migrated Planning system to Civica APP system.
- ◆ Migrated Planning Documents into Civica W2 system.
- ◆ Migrated Environmental Health system to Civica APP system.
- ◆ Migrated mapping data into a Civica GIS system.
- ◆ Implemented a Land Charges solution and migrated data and maps.
- ◆ Implemented, tested and rolled out Civica Mobile solutions, enabling access to Civica systems while out and about.
- ◆ Upgraded Civica financials to accommodate new GL coding structure.
- ◆ Upgraded Civica ICON payments system to comply with security requirements.
- ◆ Commissioned, tested and rolled out Modern.Gov to members enabling paperless operation.
- ◆ Implemented IEG4 web based Housing Benefit Claim Form and DD to reduce demand on the benefits team.
- ◆ Implemented Lync, followed by Skype for Business to enable computer based telephony, conferencing and collaboration.
- ◆ Tested upgraded and deployed Windows 10.
- ◆ Implemented new Internet based telephony routing.
- ◆ Installed new Server backup solution.
- ◆ Upgraded internet connectivity for improved internet and remote access.
- ◆ Procured and implemented a new telephony solution for both councils, reducing cost and providing greater flexibility.
- ◆ Implemented new service desk management software, Sunrise
- ◆ Evaluated and implemented Experian bacs payment processor to reduce cost compared to previous provided.
- ◆ Created New Intranet platform in Umbraco to improve internal communications at reduced cost.
- ◆ Implemented new on line Intranet policy library software, written in house to reduce cost
- ◆ Rolled out corporate and public Wi-Fi through Follaton House and Kilworthy Park enabling easy network and internet access throughout most of our buildings.
- ◆ Successfully Maintained PSN security compliance.
- ◆ Implemented and integrated the whitespace in cab technology with W2.
- ◆ Procured new web site

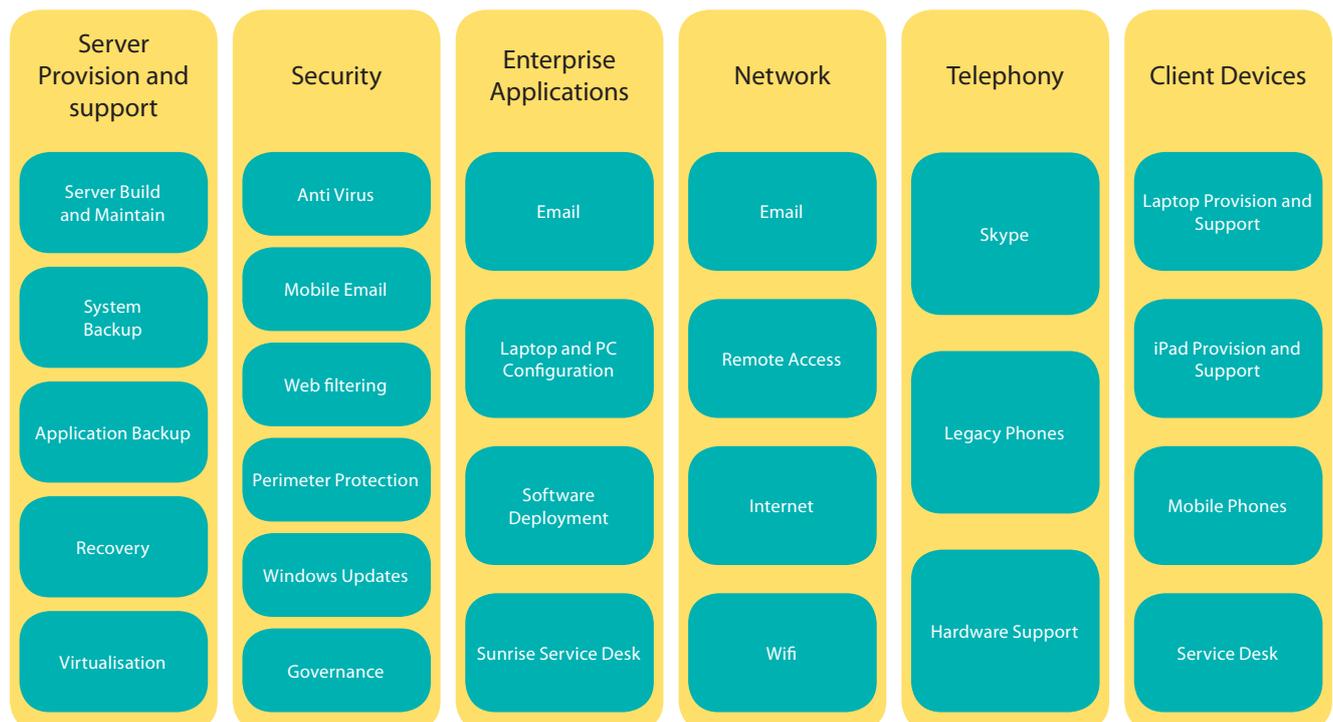
Responsibilities

The IT CoP is responsible for these key systems and activities

Application Support Responsibilities



Infrastructure Responsibilities



IT CoP Planned Project Activity

Q1

Complete legacy system to W2 document migration

Complete implementation of new backup systems

Test business continuity procedures

Implement cloud based web filtering

Complete preparation for Council Tax year end processing

Q2

Complete cloud hosting proof of concept

Complete commissioning of new server hosts

Q3

Improve web payments system

Begin Office 365 rollout

Complete decommissioning of remaining physical servers

Q4

Complete merge of network domains

Perform cloud hosting evaluations

Glossary

APP	Authority Public Protection, Civica's Planning and Environmental Health Solution.
CRM	Customer Relationship Management.
DELT	Delt Shared Services Ltd. is a publicly owned private limited company and currently provides IT services to Plymouth City Council (PCC) and NHS as its founding partners.
GIS	Geographical Information System.
SIP	Session Initiation Protocol, provides voice over Internet telephony.
SLA	Service Level Agreement.
STRATA	Strata Solutions is an IT company wholly owned by three councils: Exeter City, Teignbridge District and East Devon District.
SWWARP	South West regional Local Authority Warning, Advice and Reporting Point. Warning, Advice and Reporting Point (WARP), is a cost-effective, trusted environment where members of a community can enhance their information security by sharing cyber threat and vulnerability information.
W2	Civica's Document Management and Workflow solution. Now rebranded as Workflow 360.