



**South
Derbyshire**
District Council

South Derbyshire District Council

ICT Strategy 2011-2014

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Foreword

Information and Communication Technology services are the ultimate support service. They provide the infrastructure, maintenance and development of ICT to support every aspect of working life here at SDDC including the vital interface with our community.

The pace of change for all of us is rapid and ICT has to keep up with it and also at times lead the transformation of our services. An example of this is our Customer Relationship Management system which has transformed the way we deal with our customers. We can now deal with a substantial amount of all calls at the first point of contact, either by phone or through our website or calling in, a much better service for the community and more efficient for us.

We are committed to business improvement and this predominantly includes using ICT effectively and streamlining services, to bring about those all important efficiencies to ensure we provide Value for Money services.

This strategy outlines the aims and actions required in order that we remain in touch with best practice and provide the optimum ICT solutions to our business processes.

The Councils vision is ‘Making *South Derbyshire a better place to live, work and visit*’ and ICT has a significant part to play in the delivery of that vision.

Bob Wheeler

Kevin Stackhouse

Leader of the Council

Head of Corporate Services

1 Introduction

1.1 Purpose and scope

The purpose of this document is to provide the vision and to layout the key aspects of the Council's ICT Strategy for the next 3 years.

The ICT Strategy is designed to ensure that the appropriate ICT infrastructure is in place to enable the Council to deliver services efficiently and effectively and implement the Council's Corporate Plan. Therefore the ICT Strategy is aligned to the strategic objectives of the Council with technology being used as an enabler of business change to support the Council's priorities.

The ICT Strategy needs to encompass the complete ICT requirements of the Council, these being:

- Co-ordinate the use of ICT
- Support and maintenance of ICT systems
- Support and maintenance of the ICT Infrastructure
- Future developments, ensuring the Council keeps pace with technology and utilises it efficiently and effectively
- Delivering ICT Services in partnership, as appropriate
- Telecommunication requirements

The ICT Strategy is not intended to be a detailed technical document.

1.2 Corporate Services Partnership

In August 2010 the Council entered into an innovative partnership with Northgate Public Services to deliver extra value for money for residents and to create economic opportunities for the region. As a result of this Northgate Public Services has taken on the responsibility for managing Corporate Services, including ICT, for the Council.

All the ICT staff, previously employed by the council, were transferred to Northgate Public Services as part of the Corporate Services partnership project.

The Council and Northgate Public Services now work in partnership to define the ICT Strategy to meet the ICT requirements of the Council.

Key Action 1: Working in partnership, the Council and Northgate Public Services will ensure an effective, efficient and reliable ICT Service is delivered.

1.3 Relationship with other strategies and plans

Fundamentally, the objective of the ICT Strategy is to help the Council to achieve its goals through the use of ICT. This is achieved by ensuring that the Council's ICT infrastructure is used effectively and by doing things more efficiently or in a different and better way. For this reason, the ICT Strategy is linked to the Themes in the Council's Corporate Plan, which appear in Appendix B.

As the Corporate Plan is updated the ICT Strategy will be reviewed and changed accordingly.

The previous ICT Strategy, approved by Council in March 2009, defined the Council's position at that time and set out the strategic ICT direction for the Council.

Data Quality is vital to enable ICT solutions to work effectively, subsequently the Council's Data Quality Strategy shares key actions with the ICT Strategy.

All the strategies and plans mentioned here are available through the South Derbyshire District Council website at www.south-derbys.gov.uk.

1.4 Delivering, Monitoring and Updating

Through the Corporate Services Partnership Northgate Public Services is responsible for delivering the ICT Strategy.

The Head of Corporate Services will monitor the achievement of the ICT Strategy, through monthly reports from Northgate Public Services.

The Council's E-Champion and the IT User Group will monitor the achievement of the ICT Strategy, through quarterly reports from Northgate Public Services.

Key Action 2: Ensure continued effective communication across the Council relating to ICT, through monthly reviews and quarterly at the ICT User Group.
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The ICT Strategy document will be revised and published as the business requires and at least on a biannual basis. It will then be taken to the Finance and Management Committee for approval.

Key Action 3: Review and update the ICT Strategy on a biannual basis.
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To ensure that the ICT Strategy is kept up to date any necessary minor amendments will be agreed by the Head of Corporate Services and Northgate Public Services.

1.5 Assumptions

The following assumptions have been made for the coming 3 years:

- ICT continues to be seen as a major driver in enabling change and providing efficiencies
- The Council continues to fund the on-going development of ICT services
- There is no fundamental change in the structure of Local Government
- The Council will continue to provide similar services
- The Council's locations will comprise:
 - Civic Offices in Swadlincote
 - Depot in Swadlincote
 - Careline (Bretby Business Park)
 - Rosliston
- The Council's main switchboard and a range of customer-facing services will be provided from the Civic Offices in Swadlincote.

1.6 Reviews and approvals

The Council and Northgate Public Services have defined the ICT strategy.

Comments have been received from the following:

- All Northgate Public Services staff working in IT at the Council
- Head of Corporate Services
- Corporate Management Team
- Heads of Service

Approvals have been given by:

- Corporate Management Team
- Finance and Management Committee

2 Management Summary

The Council has committed itself to significant and on-going development of its ICT Services, with the needs of our Customers as the main consideration.

This document provides a framework for these developments, and it comprises the following sections:

Section 3 Main principles

The overall purpose of this ICT strategy is to enable a cost effective and efficient ICT service to provide the necessary tools and services to support the Council's development of its ICT requirements and corporate plan. The section outlines what the Council is trying to achieve through ICT and how it will be accomplished.

Section 4 Corporate Application Guidelines

Corporate application guidelines are in place to standardise the way technology is used across the Council. The guidelines will ensure that the Council, through Northgate Public Services, does not have to support and maintain an ever increasing amount of technologies, so reducing the overall total cost of ownership and ensuring that system integration is as cost effective as possible.

Section 5 Corporate Applications

Whenever possible, applications (e.g. for email) are standardised across the Council. This means that only one solution has to be purchased and maintained for a particular application, subsequently reducing the total cost of ownership. If possible families of products are selected from the same supplier (e.g. Microsoft) that shares a common infrastructure. The section lists the current Corporate Applications that support Members and officers in their work.

Section 6 Directorate and Divisional Applications

As Corporate Applications but at a Directorate and Divisional level.

Section 7 Technical Infrastructure

The technical infrastructure describes how the components of the ICT systems hang together, how the service can be accessed by or on behalf of the public and how the ICT strategy relates to seamless service provision. The main Council requirement is that a stable ICT infrastructure is provided to enable areas to concentrate on their business processes not ICT issues. This section describes how this is achieved.

Section 8 ICT Security

The ICT Security policy describes the steps in place which endeavour to ensure that no ICT security problems arise e.g. hacking or viruses.

Section 9 ICT Business Continuity (ICT Disaster Recovery)

The ICT Business Continuity procedure describes the steps in place which endeavour to ensure that if an ICT system fails that the system concerned can be back up and functional in as quick a time as possible.

Section 10 ICT Procurement

Under the Corporate Services Partnership Northgate Public Services handles the procurement of hardware, software and consumables on behalf of the Council.

Section 11 Management and Resourcing

The section explains how the ICT strategy will be managed and resourced. It describes who the stakeholders are and the roles they are required to fill.

3 Main principles

3.1 *Vision statement*

The overall purpose of this ICT strategy is to deliver a cost effective and efficient service that will provide the necessary tools and services to support the Council's development of its ICT requirements and the implementation of the Council's corporate plan. This enables the Council to work towards delivering the overall vision of "making South Derbyshire a better place to live, work and visit".

This will be achieved by:

- Working with all areas of the Council to transform the way we work by changing our business processes and the supporting ICT systems to improve flexibility and efficiency.
- Enabling transactions to be completed electronically, where viable.
- Identifying and developing systems, processes and procedures to improve the service delivery, increase efficiencies and cost effectiveness. We will continue the development of critical business systems for the delivery of our services including:
 - Where possible, use common databases including the Local Land and Property Gazetteer
 - Utilise Geographical Information Systems
 - Integration between systems, if appropriate
 - Electronic Document Management System
- Engaging with partners, as appropriate, for the delivery of services.
- Working closely with Northgate Public Services

This will be done by:

- Ensuring ICT governance and project sponsorship is in place
- Encourage interaction and commitment from key stakeholders
- Supporting the systems and user requirements through a team of highly skilled professionals
- Alignment of the support infrastructure and processes with the principles of ITIL (IT Infrastructure Library)
- Enforcing robust change management procedures to evaluate and control the risk to existing and new services
- Delivering innovative solutions to problems.
- Effective use of programme and project management
- Effective partnership working between the Council and Northgate Public Services

3.2 *An ambitious but reliable service*

The ICT Strategy underpins the aspirations of the Council's drive for continuous improvement and achievement of those goals that will measure our improvement.

The aim of the ICT service is to continue to deliver high quality services and encourage significant service enhancements aimed at assisting in the delivery of those improvements and best value services.

It is recognised that the ability of the Council to introduce, resource and absorb change is a limiting factor. The business needs to drive any change. The potential impact on the quality of the operational service and the on-going resource implications will be taken into consideration when projects are planned.

3.3 Strategic Goals, Objectives and Prioritisation

The Council's priority requirements from the ICT service are as follows:

- Ensure a stable fit for purpose ICT infrastructure is in place
- The support of existing ICT systems and interfaces
- An Effective ICT Service Operation, following appropriate best practice such as ITIL (IT infrastructure Library)
- Ensure ICT Change Management is handled effectively in all areas.
- Programme management of the all the ICT requirements for the council, ensuring solutions integrate appropriately.
- Enable business improvement so ensuring value for money, cost-control and the effective use of resources.

Key Action 4: Ensure a stable fit for purpose ICT infrastructure is in place.

Key Action 5: Support of existing ICT Systems, including Interfaces and Maintenance.

Key Action 6: An effective ICT Service Desk, complying with the ITIL (IT infrastructure Library) industry standard.

3.4 Change Management

In a complex inter-connected environment it is important that changes to live systems are made in a controlled and planned way. Technical staff should not be making changes without the approval of business users who should understand the implications of the change and carried out user acceptance testing where appropriate. A calendar sets out the main changes that will take place.

To this end, all material changes to the live environment must follow the Change process and must be approved by the Change Advisory Board (CAB). The CAB will consist of representation from management of the relevant service area and Northgate Public Services.

Key Action 7: Processes in place to effectively handle Change Management, including authorisation through a Change Advisory Board.

3.5 Programme Management

Effective programme management is essential in order to meet the strategic goals and objectives of the Council, as this links together all the ICT projects taking place across the Council. Programme management following best practice guidelines based on the PRINCE2 methodology will be used.

The programme of work is reviewed at:

- monthly review meetings between the Head of Corporate Services and Northgate Public Services
- the IT User Group

An ICT Annual Service Improvement Plan sets out the programme of work for the ICT Division.

Key Action 8: Programme management of all the ICT requirements for the Council, ensuring solutions integrate appropriately.

3.6 Project Management

Effective project management is essential to successful project implementation. Project management following best practice guidelines based on the PRINCE2 methodology will be used. This will include a Project Initiation Document and a review on project completion.

Key Action 9: Ensure effective ICT project management, delivering projects on time and to budget.

3.7 Risk Management

Risk management is a key component of the ICT delivery strategy and it is delivered in line with the Council's Risk Management strategy.

As part of any project the potential risks will be examined and evaluated, with a risk register being maintained. These risks will then be reviewed and updated throughout the project and then on an on-going basis.

3.8 Supplier Management

For ICT solutions the Council has become more reliant on third party solutions and providers. Subsequently the management of the relationships with our suppliers is necessary to ensure that our requirements are met. This will be

carried out through relevant supplier review meetings and the membership of appropriate user groups.

3.9 Public Sector Partnerships

The main Public Sector partners for the ICT service are Derbyshire County Council, Derby City Council and the District/Borough Councils within Derbyshire. Joint projects are actively encouraged, in particular where they would lead to a more integrated provision of services to the residents of South Derbyshire. However, where such joint working jeopardises the development of the Council's direct service enhancement it will take a lower priority.

The Transformational Management Board of senior officers and councillors from the County, City and District/Borough Councils oversees partnership working related to ICT within Derbyshire. Underneath this there are steering groups or partnership boards for the major areas of co-operation.

Key Action 10: Involvement in the Derbyshire Transformational Partnership, so that savings and efficiencies are achieved through joint working.

Partnership working with Councils outside Derbyshire happens wherever benefits and efficiencies can be achieved.

When software applications are to be purchased, in the first instance the solutions being used by our partners will be investigated as this should lead to efficiencies and provide opportunities for partnership working.

National user groups are attended when considered appropriate.

3.10 Funding

Under the Corporate Services Partnership the resource budgets (mainly staffing) for managing the Council's ICT infrastructure and systems passed to Northgate Public Services. In addition, budgets associated with those systems associated with the delivery of transferred services (Finance, Revenues, etc.) also passed across. Northgate Public Services are now responsible for maintaining and upgrading those systems from within their resources.

The Council retains control of the main ICT budgets for replacing other systems and upgrading all hardware and the ICT/telecommunications infrastructure across the Council. In addition, the Council maintains a specific reserve for ICT to supplement these budgets which is utilised to replace/upgrade major corporate systems and platforms such as servers, e-mail, PC's, etc.

As part of the Corporate Services Partnership project Northgate Public Services has committed to delivering certain investment in ICT such as upgrading financial systems. These will be funded by Northgate Public Services.

4 Corporate Application Guidelines

The corporate application guidelines listed below have been selected for corporate use. These guidelines are to be followed when ICT solutions are being selected at a corporate, directorate and divisional level.

Key Action 11: Ensure Corporate Application Guidelines are followed when systems are implemented and/or upgraded.

4.1 Business Requirements

Information is one of the Council's critical assets, and it is at the heart of the ICT service. The role of the corporate, directorate and divisional applications is to facilitate the collection, validation, processing, storage and analysis of information in electronic form, and to make it accessible to all those with a need or a right to see it.

Most of the Council's information and processes (or "Business Requirements") are the same as for other Local Authorities, because they result from legislation. As a result of this, there is a healthy market place for Local Government application software, and it is becoming very unusual for Councils to write their own systems.

The on-going strategy of migrating from legacy applications (which were based on Reality technology) to sustainable and more functional business systems widely available in the market place has and will continue. Because of the commonality of function and the established market place, modern systems are able to support the Councils requirements in almost every way. Where an exact fit is not possible, most of them allow some tailoring to fit our requirements.

However, the interfaces between our package solutions are still managed and controlled through the Reality environment. This is because the cost of switching to a different solution is prohibitive, especially as the existing systems operate efficiently and effectively and that the required expertise to manage this is available in-house. However, this is kept under review to ensure that resilience and capacity to support this interface is maintained.

Additionally, some less business critical legacy Reality applications are still used. These are under review and alternative solutions developed as appropriate.

When implementing a new system, there is always the opportunity to change and improve the business processes (sometimes called "Business Process Re-engineering" or "Lean Thinking").

When any new ICT system is to be implemented, a review with the relevant Head of Service(s) and Northgate Public Services should take place and a subsequent business case defined, and a full change management process undertaken.

4.2 Software upgrades

Suppliers frequently update software for some or all of the following reasons:

- Technological advancement
- User demand
- Legislation
- Competition
- Increased functionality
- Suppliers ceasing to support older versions

Software upgrades will only be applied where necessary, in accordance with the Definitive Media Library guidelines regarding testing and change management, and not just because the upgrade is available. However the latest version and relevant patches are normally required. Where it has been determined necessary to upgrade, user and system testing will take place to ensure compatibility with the existing systems.

Key Action 12: Northgate Public Services will liaise with the Council and the relevant supplier to carry out upgrades, following the change process, as and when appropriate.

4.3 Standards for integration and service delivery

Application systems have to conform to a set of standards in order to be considered by the Council (see Appendix C). These cover six main aspects:

- The operating system (to avoid the need to support a wide range)
- Access via a web browser (to simplify providing information or allowing transactions on the website or the intranet)
- The database (to ensure that information can be easily combined between different applications)
- Compliance with published Government standards such as the Electronic Government Interoperability Framework (e-gif) or Government Connect
- Any software with a web interface must be at least AA compliant
- Where property details are held, compliance with the BS7799 standard with appropriate links to the Council's Local Land and Property Gazetteer.

In addition, the Council will purchase families of related applications that share a common infrastructure (in preference to selecting individual packages). When software applications are to be purchased the solutions being used by our

partners will be investigated as this should lead to efficiencies and provide opportunities for partnership working.

The Definitive Media Library will govern ICT testing and acceptance procedures.

4.4 Standards for procurement or development

All application software is evaluated against the application standards defined in Appendix C. If an application does not comply with the standard, then it will only be proceeded with if the business benefits gained outweigh the impact of changing the standards.

Software will always be purchased rather than developed in-house (unless specifically approved by the Head of Corporate Services, apart from small sized systems based on Microsoft Access or web technology).

Software will not be procured if it requires bespoke development in order for it to be usable. The only exception to this is when such development is formally incorporated into subsequent versions of the standard product (as used by other customers).

The relevant Head of Service and Northgate Public Services, with the evaluation of product functionality and usability being done by the users and their managers, will manage the selection process. An evaluation model incorporating quality (of supplier and product) and cost will be used.

The Council's Contract Procedure Rules will be observed.

4.5 Database Standards

The Council will continue operating a 3 level standard:

- Large size systems requiring high volume transactional use will be based on the Oracle platform
- Medium size systems will be based on Microsoft SQL server
- Small size systems will be based on Microsoft Access. These will be developed "in-house" either by IT Services or other staff.

Other databases may be used but only with authorisation from the Head of Corporate Services.

The ideal is for all systems to run off a common database, but this is impractical because no supplier provides all of the required applications.

The Definitive Media Library will govern ICT testing and acceptance procedures.

4.6 Data Quality

Relevant and reliable data is essential for the Council's systems to operate effectively and efficiently. The principle of storing data once and using it in multiple places is used whenever possible, as this will reduce errors and ensure consistency.

Subsequently the Council's Data Quality Strategy shares key actions with the ICT Strategy.

Key Action 13: Implement the ICT related areas of the Data Quality Strategy.

In pursuit of data quality closer integration and re-use of common core data, especially certain reference databases will be developed. For example the Local Land and Property Gazetteer (LLPG) is aimed to be used by all application systems that require access to property information, where it is practical to do so.

These databases will conform to established and emerging government standards.

The Council has a wide range of partners that data is sent to, such as GIS information to the Derbyshire Partnership or property information to the National Land and Property Gazetteer. It is essential that this is reliable and accurate to ensure that data sent to our partners is of the required quality.

Key Action 14: Ensure that electronic data sent to our partners is sent securely and is of the required quality.

4.7 Integration with third parties

There is a requirement for integration between the Council's systems and with other agencies and authorities.

Several technologies will be used to achieve this. The underlying standard that will be used is the Extensible Markup Language (XML) that has been adopted by the Government.

5 Corporate Applications

Whenever possible, applications (e.g. for email) are standardised. This means that only one solution has to be purchased and maintained for a particular application, subsequently reducing the total cost of ownership. Families of products are selected from one supplier (e.g. Microsoft) that shares a common infrastructure.

The applications listed below have been selected for corporate use. No other applications should be used that perform similar functions without authorisation from the Head of Corporate Services.

Members and officers will be encouraged to take full advantage of the facilities available. Northgate Public Services will take a leading role in identifying potential uses and improvements.

The Definitive Media Library will govern ICT testing and acceptance procedures.

Unless stated, the Council hosts all applications internally.

The section lists the current Corporate Applications that support Members and officers in their work.

5.1 *Email, Calendar, and standard office tools*

Microsoft Office will be used, and upgraded to maintain currency and support. This comprises:

- Outlook/Exchange for email (internal and via the Internet) and calendar
- Word for word processing
- Excel for spread sheets
- Access for simple databases
- PowerPoint for simple graphics and presentations.
- MS Project for project management
- Visio for diagrams

This standard will only be reviewed if the product falls significantly behind the market in terms of a combination of functionality, support, integration and cost.

Key Action 15: Project to upgrade all PC's to Office 2010.

5.2 *Anti-Virus*

SOPHOS Anti-Virus will be used to ensure robust protection of the Councils ICT systems and services.

5.3 *Email management*

SOPHOS will be used to filter incoming and outgoing email, inappropriate messages will be quarantined.

When a user receives an inappropriate message they will receive an email informing them that the message has been quarantined. The ICT Service Desk if necessary can release such messages.

When a user receives messages classified as spam they will receive an email informing them they have received such a message. They will be directed to a holding area when they will either be able to delete or release the message.

Any email sent/received over 4MB in size will be rejected. This limit may be amended, on a per user basis, if this is necessary for business requirements. However, the key action below which is currently being evaluated will negate the need for this in the future.

A spam filter, "Pure Message," from Sophos is utilised to reduce unwanted email traffic.

Key Action 16: Solutions for dealing with email management is to be evaluated and implemented during 2011/12.

5.4 *Internet*

Microsoft Internet Explorer will be used as a web browser.

5.5 *Website*

The technical part of the website is managed through Northgate Public Services, but the content will be supplied by authorised officers in the divisions and be co-ordinated in the Communications Team by the Web Editor.

This is done utilising a Content Management System (CMS). The website is closely linked to our A to Z ensuring one set of standard information, so making sure that information is not duplicated in these solutions.

Derbyshire County Council hosts the CMS and our Website through the Derbyshire Transformational Partnership. Developments are progressed through the Partnership.

The Content Management System is supplied by “Tridion.” This is done in partnership, using the Derbyshire County Council licence, with Derbyshire County Council, Erewash Borough Council and Derbyshire Dales District Council.

The Website enables access to services 24 hours a day (excluding maintenance).

Some specific areas of our website (E-payments and the Planning Portal) are hosted at different locations, although in appearance they seem to be part of our main site.

5.6 Intranet

The technical part of the Intranet website is managed and co-ordinated by Northgate Public Services, with authorised officers in the divisions supplying the content. This is done utilising a Content Management System from “Plone.”

The technical part of the A to Z website is managed and co-ordinated by Northgate Public Services, with authorised officers in the divisions supplying the content.

This solution will be reviewed through the Electronic Communications forum, which will look at updating the functionality and usability of the Intranet.

Key Action 17: Review of Intranet through the Electronic Communications forum.

5.7 E-Payments

The Council has adopted the facility to take e-Payments via touchtone telephone, the contact centre and the Internet. Similar functionality is used to enable officers to take payments over the telephone.

All these solutions are provided and hosted by Capita but are accessed through the Councils channels (e.g. our website) with appropriate branding.

Any supplier of an e-Payments solution has to be PCI DSS compliant (see section 8 for more details).

5.8 Paperless Direct Debits

The Council has adopted the facility for Revenues to set up Paperless Direct Debits.

It is planned to introduce similar functionality to enable officers in other areas to set up Paperless Direct Debits over the telephone.

The solution is provided and hosted by Capita but is accessed through our website and with our branding.

5.9 E-Balances

Outstanding balances for a Customer, in certain areas (e.g. Council Tax), are available through our website. The balance figures are updated on a nightly basis.

The solution has been developed internally and is hosted by Griffin, our Internet service provider.

5.10 A to Z

The technical part of the A to Z website is managed and co-ordinated by Northgate Public Services, with authorised officers in the divisions supplying the content. The A to Z solution is used as a sign-posting mechanism to our website.

The A to Z is hosted by Derbyshire County Council and supplied by Business Web Software, after being purchased through the Derbyshire Transformational Partnership. A project to replace this solution will be completed by March 2012.

Please see <http://faqs.south-derbys.gov.uk/> for more details.

5.11 E-Recruitment

This solution is provided by Abacus through the Derbyshire Transformational Partnership.

Please see <http://jobs.derbyshire.gov.uk/southderbyshire/index.asp> for more details.

5.12 Customer Relationship Management (CRM)

The Council needs to keep track of its contact with its customers. The CRM holds contact details so that the history for a person (including organisations and businesses), property or location is available to those who need it. This provides an overall picture of the contacts with the Council and so can be used to better assess and deal with a customer's needs.

The CRM will utilise links to our website and A to Z to ensure information is only stored once.

All other systems should be capable of integrating with the CRM system. The Revenues and Benefits system and the Local Land and Property Gazetteer are used as the main people and property data sources for the CRM system.

Northgate supplies the CRM, after being purchased through the Derbyshire Transformational Partnership.

5.13 Web access

Officers are authorised to access the World Wide Web from their PCs. Access is controlled by a combination of a firewall and a filtering gateway (WebSense), which blocks access to undesirable sites.

Monthly reports are run from WebSense and reviewed by Northgate Public Services to monitor inappropriate/unacceptable use of Internet access.

5.14 Remote Access

Remote Access to the Council's ICT systems is available via Citrix. This utilises a logon (with password) and a number generating key fob for dual verification of users.

Any person using remote access has to comply with the Council's ICT Security policy.

The current remote access solution is out-dated therefore a project to replace the solution is planned.

Key Action 18: Project to review and replace the Council's Remote Access solution.

5.15 Geographic Information Systems (GIS)

There is currently a fairly extensive GIS, based on the MapInfo product set, which will remain the Council's standard for desktop usage.

Where appropriate, information will be shared with external organisations.

Ordnance Survey under a Service Level Agreement supplies the GIS digital mapping base. This base is being continually enhanced, and the Council will take advantage of new features when they have been proven.

5.16 Land and Property Gazetteer

In pursuit of closer integration and re-use of common core data, certain reference databases will be developed. One of these is the Land and Property Gazetteer (LPG) that will be used by all application systems that require access to property information, where it is practical to do so. These databases will conform to established and emerging government standards.

Updates from the Council's Local LPG are sent to the National LPG on a daily basis.

Key Action 19: Ensure LLPG is used as the central property file across the Council.

5.17 Electronic Document Management (EDM)

An EDM system from Northgate is used in Revenues and Benefits. This includes Document Image Processing (DIP) and the ability to pass documents between officers for processing ("workflow").

A corporate licence has been purchased for this product, so the solution can be used across the Council.

Additional EDM solutions are utilised in Finance (Agresso) and in Anti-Social Behaviour (Civica).

5.18 Cash Receipting

CR2000 from Capita is used for cash receipting. This is currently under review and is to be replaced by the Capita AIM product.

5.19 Reporting

Crystal Reports and Business Objects are utilised as specific reporting packages. Tiger 2020 is used for Telecoms reporting

5.20 BACS

BACS payments (credits and debits) are processed through BACWAYIP from Microgen to conform to the BACSTELIP requirements.

5.21 Internet Kiosks

Kiosks providing Internet access to the South Derbyshire website are available at five locations reasonably/evenly distributed across the district. The kiosks are at:

- Green Bank Leisure Centre, Swadlincote
- Swadlincote Health Centre, LIFT
- Melbourne Leisure Centre
- Old Post Centre Newhall
- Etwall Leisure Centre (from July 2009)

“Amatica” supplied the kiosks. A review is currently being undertaken of how the kiosks are used and if they are an effective communication channel.

6 Members, Directorate and Divisional Applications

Whenever possible, applications are standardised across the Council, Directorate and Division. This means that only one solution has to be purchased and maintained for a particular application, subsequently reducing the total cost of ownership. Families of products are selected from one supplier (e.g. Finance – Agresso or Housing - Orchard) that shares a common infrastructure. The strategy of utilising families of products is extended across Directorates and Divisions e.g. Flare is used in Environmental Health and Leisure and Community Development.

Unless stated all applications are hosted internally by the Council.

This section lists the current Directorate and Divisional Applications that support Members and officers in their work.

6.1 Members

Remote Working

6.2 Chief Executive

Information@work

6.3 Director Operations

6.3.1 Environmental Services

Authority Civica (previously Flare Environmental Health)
Routesmart (run from East Staffs)
Reality (legacy)

6.3.2 Housing

Orchard (Housing)
Lifespan
SVS Mobile Working
Business Objectives

6.3.3 Leisure and Community Development

BCCAS (Burial and Cremation Administration System)
Authority Civica (previously Flare Anti Social Behaviour)

6.3.4 Planning

Northgate (previously SX3 Planning and Building Control)
Planning Proposal website
CPD Smart

6.4 Corporate Services

6.4.1 Client Services

Incase (Fraud)

6.4.2 Corporate Asset Manager

Asset Management (IPF)

6.4.3 Democratic Services

Express (Electoral Roll)

Kritikal ElectorScan (Electoral Management Services)

ENline Committee Management Information System

6.4.4 Land Charges

Northgate (previously SX3 Land Charges)

6.5 Northgate Public Services

6.5.1 Customer Services

Reality (Legacy)

6.5.2 Finance

Agresso (Finance)

Financial Director (Co-op communication with Bank)

Internal Purchase Ordering (Data Identic)

Reality (legacy)

6.5.3 ICT

ICT Service Desk (Infra)

Nessus (Network security)

PGP

Planet Press (Objective Lune)

6.5.4 Procurement and Business Improvement

6.5.5 Organisational Development (including HR and Policy)

Assess net (Health & Safety Management System)

BCL Magellan Desktop – (PDF to html converter)

BOBBY from watchfire (Accessibility testing)

GIMP (free version on Photoshop)

Resource Link (Northgate Arinso)

Skill bites (eLearning)

Survey Monkey

6.5.6 Revenues and Benefits

Academy (Capita)

All Pay

LOCTA (Locating Absconders)

Planet Press (Objective Lune)

Quick Calc

7 Technical Infrastructure

The Council has approximately 300 PC's, 40 Laptops and 30 servers.

The standardisation of the technical infrastructure reduces the total cost of ownership for the Council.

The ICT network infrastructure is available, for internal use, on the Intranet.

7.1 Server hardware and software

In 2007 the server infrastructure for the Council was reviewed and updated.

The current infrastructure uses a Storage Area Network (SAN) and virtualisation software (from VMware) to enable one server to host many servers, this is carried out in such a way that each operating system behaves as if it were installed on a self-contained server with its own set of programs and hardware resources.

This infrastructure means:

- The amount of physical hardware required by the Council will reduce.
- Reduced power requirement
- Much better use of our server resources
- When an additional server(s) is required to operate an application the requirements may be covered within the existing set up
- Simplified back-up and restore procedures
- Easier set up of test systems
- More effective use of disk space via the SAN

Some servers do have to operate outside the Virtualisation Environment.

- Sun server runs the Solaris operating system for our Reality applications.
- Domain Controllers
- Citrix
- Print Spoolers

The Council's standard for new logical servers is as follows:

- Supplied by Dell (unless there is a specialised requirement which is not available from them)
- Fits in to the Virtualisation and SAN environment
- Windows 2003 operating system
- Rack-mounted.

It is intended to replace physical servers and/or the standard software after no less than 4 years, and only when the service requires it.

Key Action 20: Review and replace the server infrastructure.

Where possible, lower-specification servers will be “cascaded” to systems with lower requirements.

In addition the Council does use software that is hosted externally (e.g. our website is hosted by Derbyshire County Council). Such cases are highlighted elsewhere in this ICT Strategy.

7.2 Network hardware and software

The objective of the network is to provide an adequately fast and reliable link between the PCs and the servers. Currently this comprises the following elements:

- Within the Council’s buildings there is a Cisco switched Local Area Network (LAN) using cabling to each desktop (UTP, to a Category 5 standard). This is currently under review and will be upgraded.
- Between the Civic Offices and the Depot, a Cisco 54mb microwave link for all data and voice traffic.
- A wireless D-Link LAN connecting Laptops for the Gold Card scheme.
- A wireless infrastructure in the Council Chamber, Committee Room and Member lounges.

7.3 Desktop hardware and software

The standard desktop configuration made available to all officers and Members will be as follows:

- A desktop PC with a minimum processor speed of 500 MHz and 128MB of memory, running Microsoft Windows 2000 or XP, Microsoft Office 2000 Professional and SOPHOS Antivirus software.
- New desktop PC’s will have a minimum processor speed of 2.8 GHz and 1GB of memory, running Microsoft Windows XP, Microsoft Office 2003 Professional and SOPHOS Antivirus software.

The standard laptop configuration made available to all officers and Members will be as follows:

- A laptop PC with a minimum processor speed of 500 MHz and 128MB of memory, running Microsoft Windows 2000 or XP, Microsoft Office 2000 Professional and SOPHOS Antivirus software.
- New Laptop PC’s will have a minimum processor speed of 2.8 GHz and 1GB of memory, running Microsoft Windows XP, Microsoft Office 2003 Professional and SOPHOS Antivirus software.

PC’s will normally be purchased through the reverse e-Auction available through OGC Buying Solutions.

Microsoft operating systems and office software will be upgraded as necessary to ensure the relevant tools are available to operate effectively.

Any redundant hardware will be disposed of according to the ICT disposal policy.

7.4 PC Replacement

It is intended to replace PCs and/or the standard software after no less than 4 years, and only when the service requires it. Provision for this has been made from the existing ICT budget. Where possible, lower-specification PCs will be “cascaded” to users with lower requirements.

Key Action 21: Continue on-going PC Replacement programme.

If a Division requires replacement PC's outside of this time scale they will be required to purchase the required equipment out of their own budgets but it still must conform to the Council's standard.

7.5 Printing

The majority of printing is carried out using multi-functional devices (MFD) from Konica, which are situated around the civic offices and at the depot. A user prints as normal from their PC and then uses their identity badge to release their prints from any of the MFD.

The following printers are available:

- 8 black and white MFD
- 1 Colour MFD
- A small number of HP printers are available for specific uses.
- 2 MFD in the print room for larger requirements

As a default all printing is done double sided.

7.6 Remote working

The current “remote workers” comprise the following:

- 36 Members via Council supplied broadband (of which 35 have laptops supplied by the Council and 1 by the County Council). Some Members do choose to use their own IT equipment.
- Bretby Business Park via Council supplied broadband
- Rosliston via Council supplied broadband
- A number of officers working at home part time, using their own IT equipment.

- A number of officers who take laptops or other portable equipment with them on home or site visits.

A maximum of 50 concurrent users can log on remotely. Broadband is the preferred method of access for remote users.

The current mobile working solution for the council is currently under review, as the amount of users requiring this facility has far outgrown the initial specification.

Key Action 18: Project to review and replace the Council's Remote Access solution.

Note: Same Key Action as at **5.14**.

As part of this project Members and Officers will be consulted around their requirements and an agreed programme developed and then delivered.

7.7 Mobile hardware and software

Where it is appropriate, Officers and Members may be issued with a laptop PC. Normally these will be instead of a desktop PC rather than in addition.

Where it is appropriate, Officers and Members may be issued with a tablet PC from Motion of a similar specification to the desktop PC. Normally these will be instead of a desktop PC rather than in addition.

Over 40 officers have Blackberry's to enable them to have mobile voice and data communication.

The use of specialised mobile hardware for field staff is evaluated as the opportunities arise.

7.8 Telecoms Voice hardware, software and services

The ICT Division is responsible for providing technical support and advice for the telephone systems. Opportunities to take advantage of new technologies (ip Telephony as example) are being explored.

The council uses a Mitel 3300 VoIP (voice over internet protocol) telephone platform, currently supplying voice traffic for 300 DDI's (Direct Dial In) with internal extensions over the data network. "Daisy" provides telephone lines.

The Council uses Blackberry's and mobile phones on the Orange GTM network. Functionality to reduce call costs from land lines to mobile phones is used.

7.9 Members or Officers with disabilities

The Council fully recognises that ICT equipment and resources should meet the needs of all users. Various adaptations have been put into place to enable Members, Officers and Members of the Community to access services. This includes having applications on our website enabling font sizes to be changed, text to be read out and different ICT/Telecoms equipment in place.

Any ICT/Telecoms equipment provided will enable the Member or Officer concerned to fulfil their role appropriately, efficiently and effectively. In such circumstances any changes, to the defined ICT equipment in the ICT Strategy, will be authorised by the Head of Corporate Services.

Additionally an Access to Services Strategy is being developed to consider how the Council can improve services to Members of the Community.

7.10 Internet Connection

The Council has a 10MB Internet connection provided through Daisy via British Telecom.

As a back up to this the Council has an ADSL connection to the Internet through the Internet Service Provider Griffin. This connection provides bandwidth of 4MB.

Eclipse are used to provide broadband.

7.11 Computer Room

Any servers will be located in the computer room at the Council unless authorised by the Council.

The computer room has restricted access (via a security keypad) in place to provide a secure as possible environment.

In order that the Depot can operate effectively servers have to be located there. They are placed at one point and kept in a clean as practical environment.

8 ICT Security

Security of customer information and related data is of critical importance to the Council.

The ICT Security policy describes how ICT Security is dealt with at South Derbyshire and the measures that have been introduced to prevent security breaches.

The purpose of this policy is to preserve:

- Confidentiality. Access to data is confined to those specifically authorised to view it.
- Integrity. Data is up to date and accurate, and is deleted or amended only by those authorised to view it.
- Availability. Data is available to those authorised when it is needed.

Security audits are carried out annually by an externally accredited company to satisfy Government Connect requirements (see below).

The ICT Security procedure is available on the Intranet, for internal use only.

Key Action 22: Review ICT Security on a monthly basis, taking any relevant actions.

8.1 Government Connect

Government Connect has been established with the purpose of building a secure network for local authorities. This means that local authorities will have the ability to securely send emails and share data across government and with each other. The Government Connect network (Government Connect Secure Extranet – GCSx) is therefore an enabler in the drive to transform services, with particular focus on joined-up working, shared services, identity management and efficiency gains.

More information on Government Connect is at www.govconnect.gov.uk.

The Council will adhere to the annual Government Connect Code of Connection so enabling the Council to utilise this secure network to transact business, for example in accessing Department of Work and Pensions systems.

Key Action 23: Annual compliance with the Government Connect Code of Connection requirements.

8.2 PCI DSS (Payment Card Industry Data Security Standards)

The Payment Card Industry Data Security Standard (PCI DSS) is a mandatory security standard delivered by both Visa and MasterCard for the protection and securing of card payment data. PCI DSS affects Acquirers, Merchants and their agents (any third party used to store, process or transmit card data).

To enable the Council to meet PCI DSS requirements all credit/debit card transactions are managed through third party externally hosted systems.

The Council will adhere to PCI DSS.

Key Action 24: Annual compliance with PCI DSS.

9 ICT Business Continuity and ICT Disaster Recovery

The Council has plans in place for ICT Business Continuity and ICT Disaster Recovery.

Key Action 25: Review ICT Business Continuity and ICT Disaster Recovery.

9.1 *ICT Business Continuity*

The ICT Business Continuity procedure describes the steps in place to endeavour to ensure that if an ICT system fails that the system concerned can be back up and working in as quick a time as possible. This should be read in parallel with the Councils overall Business Continuity plan.

The ICT Business Continuity procedure is available on the Intranet, for internal use only.

9.2 *ICT Disaster Recovery*

The ICT Disaster Recovery procedure describes the steps that will be taken if an ICT Disaster occurs impacting the Civic Offices. If such a disaster occurs ICT will form part of the overall Council's Disaster Recovery plan. This should be read in parallel with the Councils overall Business Continuity plan.

The ICT Disaster Recovery procedure is available on the Intranet, for internal use only.

10 ICT Procurement

Through the Corporate Services Partnership Northgate Public Services are responsible for the management of the procurement of all ICT hardware, software and consumables. These items will be purchased either through Northgate Public Services or Council channels with the overall most cost effective route being followed.

The main hardware suppliers are Viglen (PC's), Dell (servers), Konica Minolta (Multi Functional Devices), DTP (Hewlett Packard printers), Amatica (Kiosks) and Azzurri (Network and Telecommunications Equipment).

The main software suppliers are Microsoft (operating systems, office systems, content management, etc.), Agresso (Financial systems), Orchard (Housing systems), Civica (previously Flare, Environmental systems), Northgate (previously Anite EDM, DIP, workflow), Northgate (SX3 planning and land charges), Northgate (CRM and Reality), Capita (ePayments and Revenues and Benefits), Amatica (Kiosks), eNline (CMIS), Express (Electoral Roll) Kritikal (Electoral Management Services) and SOPHOS (Antivirus).

The main telecoms suppliers are Orange (Mobile) and Daisy (Landlines)

Consumables are purchased through a network of Suppliers with price being the main driver for selection assuming the type and quality of the chosen product are the same and meet the Council's standard.

These arrangements are reviewed on at least an annual basis.

Procurement through partnership, overall government, regional organisations and national organisations is utilised. When appropriate agreed framework contracts such as OGC and Catalist are used. This enables the Council to achieve cheaper prices than if we purchase on our own.

The Council has utilised a reverse e-auction via OGC buying solutions to purchase Desktop and laptop PC's.

All IT expenditure is detailed and published as part of the "over £500" reporting guidelines on the Council's web-site at:

http://www.south-derbys.gov.uk/our_website/open_data/spend_over_500/default.asp

11 Data Protection

Data Protection is linked closely with IT as a high proportion of information is held electronically. Subsequently Northgate Public Services will work with the Data Protection Officer to address any issues in this area.

Further information on Data Protection is available from the links on the Internet on our home page at www.south-derbys.gov.uk.

12 Management and Resourcing

12.1 Sponsorship and oversight

The Council has overall responsibility for the ICT Strategy. It is overseen by the Head of Corporate Services and the member E-champion.

Northgate Public Services holds the management responsibility for day to day delivery and is accountable to and supports the Head of Corporate Services for the delivery of the ICT Strategy.

Each project will have a sponsor from the appropriate Directorate.

12.2 User involvement

Northgate Public Services plays a strong central role in the procurement, introduction and development of systems. The users (officers and members) are the “customers” of the service and are involved in a number of ways.

They are responsible for:

- Articulating their requirements
- Managing projects (with support from Northgate Public Services)
- The accuracy and timeliness of information and data
- Defining which users can access which functions (“application-level security”).

Liaison with users is achieved by the following groups:

- IT User Group
- Groups required on a project by project basis

12.3 Service Quality and Performance Management

The ICT service is delivered according to the best practice guidelines of ITIL.

The ICT Service and performance measures are defined in a Service Level agreement. This includes such key measures as time to taken to resolve incidents and the availability of key business systems. Problem management is undertaken to identify trends and treat causes, not just symptoms.

The key performance indicators for the IT Division are reported to the Council’s Finance and Management committee, via the Head of Corporate Services.

An IT Survey is carried out on an annual basis to enable a comparison with previous years.

Information sharing and bench marking with similar organisations occurs through the Derbyshire Transformational Partnership.

Internal Audit carry out a range of IT reviews annually.

13 Emerging technologies

Developments in technology continue to move forward at a rapid pace. The following areas will be kept under review.

13.1 Cloud Computing

Recent developments in ICT have made it possible to share ICT infrastructure in a way that delivers increased flexibility and responsiveness to business needs whilst reducing costs. This change involves a move from ICT being procured separately by organisations as ICT infrastructure, to a different model in which ICT is provided as a utility. This utility model of ICT provision is known as Cloud Computing and is akin to buying in systems from an external network/infrastructure.

Nationally, the Public Sectors vision is to develop and implement a Government cloud infrastructure (G-Cloud) that enables public bodies to source ICT infrastructure, development capabilities and software applications from a secure, resilient, flexible and cost-effective service based environment.

Aligned to the G-Cloud is a proposed Government Application Store (G-AS) proposal. The G-AS strategy sets out to enable a substantial reduction in the number of applications currently used by public sector organisations.

The Council with assistance from Northgate Public Services will assess Cloud solutions on a case by case basis and keep under review the G-Cloud and G-AS developments. This is something that may well have developed much further by the next review of this Strategy in 2013.

13.2 Open source software

Open source principles have created a wealth of robust enterprise and consumer software that can be obtained free of charge.

Open Source solutions exist for many desk top applications (word processors, spread sheets, presentations, etc.) as well as for many enterprise applications (Finance, Records Management, Customer management, etc.) and operating systems. Global communities of interest emerge around Open Source initiatives and solutions to business problems will become available.

However, using Open Source is often not free in an organisation – while the software is free, there are implementation and support costs to consider, together with technicalities around interfacing with other systems.

As business cases for replacement and/or upgrades to systems are developed the option for using open source software will be considered on a project by project basis.

13.3 Virtualised Desktops

Desktop virtualisation is where an embedded terminal emulates a PC using a desktop stored on a server.

The Total Cost of Ownership of virtualised desktops is low as rebuilds and fixes are relatively simple and is undertaken from a central point rather than having to access and deal with individual machines. The same solution can be used for remote users. However the initial set up costs can be high.

The Council has already taken the major step of server virtualisation. The next step is to consider the virtualisation of desktops. Virtualised desktops will continue to be looked into, as they appear to offer a cost effective way of managing the Council's PC infrastructure.

13.4 Web Technologies

An increasingly significant proportion of our customers are "internet savvy", as they are used to dealing with email, Facebook, YouTube, Twitter, etc. As a result they will be equipped and expect to converse with the Council using these electronic access channels.

The web will provide more opportunities for the Council to provide cheaper services and information to the public.

Support will be provided to the communications section in moving forward with these technologies.

It is also recognised that not all customers or members of the community are able to access these technologies. This is being considered as part of the Access Services Review currently being undertaken.

14 Appendices

14.1 Appendix A – ICT Strategy Key Action Plan

	Key Action	Measure of Success	Target Date	Responsibility
1	Working in partnership, the Council and Northgate Public Services will ensure an effective, efficient and reliable ICT Service is delivered.	Agreed Key Performance Indicators as defined in the Service Level Agreement. These cover system availability and fixes, customer service, project management and back up facilities	Monthly Report	Northgate Public Services (ICT Client Services Manager)
2	Ensure continued effective communication across the Council relating to ICT, through monthly reviews and quarterly at the ICT User Group.	Council wide co-ordinated approach to ICT IT User Group Key Performance Indicators Annual Survey Change Management	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (ICT Client Services Manager)
3	Review and update ICT Strategy on a biannual basis.	Current up to date ICT Strategy in place and published on the web site.	September 2013	Northgate Public Services (ICT Client Services Manager)
4	Ensure a stable fit for purpose ICT infrastructure is in place.	Effective up to date ICT infrastructure in place measured through the agreed Key Performance Indicators. Ensure the most effective use of the ICT infrastructure Annual Survey	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Services Manager)
5	Support of existing ICT Systems, including Interfaces and Maintenance.	IT Service Desk performance measured through the agreed Key Performance Indicators. Improved results from Annual Survey	Monthly Report	Northgate Public Services (IT Systems Manager)

	Key Action	Measure of Success	Target Date	Responsibility
6	An effective ICT Service Desk, complying to the ITIL (IT infrastructure Library) industry standard	IT Service Desk performance monitored Improved results from Annual Survey	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Services Manager)
7	Processes in place to effectively handle Change Management, including authorisation through a Change Advisory Board.	Change management process followed Change Advisory Board	Monthly Report	Northgate Public Services (ICT Client Services Manager)
8	Programme management of all the ICT requirements for the council, ensuring solutions integrate appropriately.	Effective delivery of the IT programme across the Council Key Performance Indicators	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (ICT Client Services Manager)
9	Ensure effective ICT project management, delivering projects on time and to budget.	Effective delivery ICT projects across the Council Key Performance Indicators	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Systems Manager and IT Services Manager)
10	Involvement in the Derbyshire Transformational Partnership, so that savings and efficiencies are achieved through joint working.	Continue working with Derbyshire Transformational Partnership	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (ICT Client Services Manager)

	Key Action	Measure of Success	Target Date	Responsibility
11	Ensure Corporate Application Guidelines are followed.	Application Guidelines strictly followed	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (ICT Client Services Manager)
12	Northgate Public Services will liaise with the Council and the relevant supplier to carry out upgrades, following the change process, as and when appropriate.	Systems upgraded as required and to budget	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Systems Manager)
13	Implement the ICT related areas of the Data Quality Strategy.	Data Quality Strategy actions complete.	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (ICT Client Services Manager)
14	Ensure that electronic data sent to our partners is sent securely and is of the required quality.	Suitable mechanisms in place to send data Data quality policies and procedures	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Systems Manager)
15	Project to upgrade all PC's to Office 2010	All PC's upgraded to use Office 2010	March 2013	Northgate Public Services (IT Services Manager)
16	Evaluate and Implement a solution for email archiving	Options appraisal undertaken and solution installed	March 2012	Northgate Public Services (IT Services Manager)

	Key Action	Measure of Success	Target Date	Responsibility
17	Review of Intranet through the Electronic Communications forum.	Replacement Intranet in place	March 2013	Northgate Public Services (IT Services Manager)
18	Project to review and replace the Council's Remote Access solution.	Members and Officers will be consulted around requirements and an agreed programme developed and delivered. Replacement solution in place.	March 2013	Northgate Public Services (IT Services Manager)
19	Ensure LLPG is used as the central property file across the Council.	One central property file in place Change addresses only once	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Systems Manager)
20	Review and replace the server infrastructure	Updated infrastructure in place	March 2012	Northgate Public Services (IT Services Manager)
21	Continue on-going PC Replacement programme.	PC's in place to enable users to fulfil their roles	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Services Manager)
22	Review ICT Security on a monthly basis, taking relevant actions.	Monthly reviews undertaken Compliance with Government Connect code of connection	Monthly. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Services Manager)
23	Annual compliance with the Government Connect Code of Connection requirements.	Secure network available Annual penetration test completed	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (IT Services Manager)

24	Annual compliance with PCI-DSS	Self-Assessment Questionnaire completed	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (ICT Client Services Manager)
25	Review ICT Business Continuity and ICT Disaster Recovery.	Revised and updated plans in place	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (ICT Client Services Manager)
26	Annual review ICT policies and procedures.	Revised and updated policies and procedures in place.	Annual. Review in March 2012, 2013 & 2014	Northgate Public Services (ICT Client Services Manager)

14.2 Appendix B – Corporate Objectives

The Council's themes from the Corporate Plan are highlighted in bold below. Northgate Public Services provides the required ICT infrastructure to enable other officers to deliver the corporate plan. Under each theme are some examples of how ICT is used to support it.

Theme 1: Sustainable Growth and Opportunity
<p>Providing an effective website with relevant information on services, enabling advice and information to be available when required.</p> <p>Enabling the council to be open for business 24 hours a day.</p> <p>Effective advertising and promotion through the website e.g. business units for let, tourism events, waste collection, recycling.</p> <p>Keeping residents and partners better informed about the work of the Council.</p> <p>Citizen participation, promoting community consultation and engagement.</p> <p>Reducing carbon emissions from ICT equipment.</p> <p>Installation of Internet kiosks.</p>
Theme 2: Safe and Secure
<p>Enable services to be delivered by multiple channels, making it easier for customers to report issues to us.</p> <p>Enabling the council to be open for business 24 hours a day.</p> <p>ASBO hotline handled through the Customer First.</p> <p>Linking to relevant web sites such as Safer Derbyshire.</p> <p>Reducing the time for abandoned vehicles to be removed.</p>
Theme 3: Lifestyle Choices
<p>Making it easier to do business with the Council.</p> <p>Effective advertising and promotion through the website e.g. leisure activities</p> <p>Implementation of on-line sports booking facilities.</p> <p>Citizen participation, promoting community consultation and engagement.</p> <p>Providing an effective website with relevant information on services, enabling advice and information to be available when required.</p> <p>Setting an example of how carbon emissions can be reduced.</p>

Theme 4: Value for Money

Providing efficient, effective and customer focused services.

Providing information through multiple channels e.g. CRM, website and A-Z.

E-Payments, Direct Debits and BACS payments

Providing an effective website with relevant information on services, enabling advice and information to be available when required.

New methods of payments across all services.

Access to service through the website and A-Z.

Mobile working, providing ease of access to all services across multiple channels.

Work in partnership, sharing resources.

A programme of implementing new ICT systems has seen the introduction of Agresso (Financial Management System), FLARE (Environmental Health), Orchard (Housing) and Academy (Revenues and Benefits), all geared towards improving services.

Enable promotion of relevant activities.

Use of CRM, website and A-Z to inform and facilitate access to services through multiple channels, irrespective of location.

Involvement with the Derbyshire Transformational partnership, working effectively with Partners.

14.2 Appendix C – Application Standards

Requirement
Windows 2008 server compatible
Windows XP desktop and Office 2003 compatible
Web enabled and usable with any major browser
Utilises a commonly used, industry standard, SQL and ODBC compliant relational database management system. Our preference is to use SQL Server or Oracle, but an alternative will be considered if it can be justified
e-GIF compliant
BS7666 compliant where applicable. This relates to property data standards
BS8766 compliant where applicable. This relates to person data standards
BS7799 compliant where applicable. This relates to information security standards.
GIS compatible/enabled. MapInfo is our existing and preferred standard
User interface which is well designed and easy to use
Easy to support. A system administrator should be able to perform all the normal day to day functions required to support the system (add and remove users, manage security, produce reports, etc.) without any formal programming knowledge
Fully functional and capable of providing a complete solution to the user requirements. Where changes are necessary it has to be possible and practical to change the user processes to fit the system and still provide the service required. Tailoring the system with special modifications is not acceptable
Have fully integrated functions. Data should only need to be input once and is then shared; updates are only applied once; information is available immediately it has been input
Be capable of integrating with our corporate document image processing system where appropriate.
Have a simple and effective report writing function that can be used by Council staff that are ICT literate but may not have formal programming experience. If the report writer is not an integral part of the application our preference is for it to be compatible with Business Objects and to have a comprehensive universe available
Have a clear upgrade path and policy for future releases. Including on-going compliance with emerging and changing standards and best practice criteria
Be scaleable to allow for expansion in the number of users and transactions, especially in relation to web usage where growth is likely to exponential
Secure. Systems administration, control and security functions must be separate from other functions and not accessible to the ordinary users. There must not be any way of bypassing the security features
Stable. It should not fail if fed incorrect data or used in unpredictable ways. Where it does fail it should do so gracefully and with a full explanation not a cryptic message

Requirement
Proven working package. The proposed version of the package must be fully developed and tested and implemented in other UK District Councils or similar organisations
Established and proven interfaces with other major application software packages
Caters for the Euro as well as Sterling (not as an alternative) for any financial components
Supplier able to provide all necessary user training either directly or through a trusted third party
Include comprehensive on-line user help functions , telephone help desk support and internet help facilities such as Frequently Asked Questions (FAQs), bulletin board, issues exchange forum. Printed reference manuals are optional
An established user group with regular contact meetings which promote user networking and provides an effective interface to the suppliers development plans
Supplier able to provide full implementation support . This includes defined processes and utilities required to migrate existing data
Supported by a competent well run organisation with which SDDC can form a long term partnership for mutual benefit
Supplied by an organisation that is prepared to work with other Council partners to provide the optimum service to the end users.
To enable data protection and freedom of information enquiries to be resolved easily, systems should include a simple way of extracting all information to an individual however that information is referenced.

14.3 Appendix D – policies and procedures

The following ICT related policies and procedures are in place:

- ICT security policy
- Credit / Debit Card Security Policy and Procedures
- Change Control
- ICT network infrastructure
- ICT disposals
- ICT business continuity
- ICT Disaster Recovery
- ICT back up
- ICT members
- ICT SLA (Service Level Agreement)
- Definitive Media Library

These policies and procedures are regularly reviewed and updated. They are available on the Intranet, for internal use only.

An ICT Service Desk database is operated to manage ICT incidents that arise. This has in built mechanisms and procedures to make sure incidents are resolved in priority order.

The following Council wide related policies and procedures are in place:

- Electronic Communications policy

These policies and procedures are regularly reviewed and updated. They are available on the Intranet, for internal use.

Key Action 26: Annual Review ICT policies and procedures.
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15 Glossary of terms

Browser

Software that accesses websites or the intranet. The Council's standard is Microsoft's Internet Explorer.

BS7799

Standard relating to Information security management.

Cloud Computing

Recent developments in ICT have made it possible to share ICT infrastructure in a way that delivers increased flexibility and responsiveness to business needs whilst reducing costs. This change involves a move from ICT that has been procured separately by organisations as ICT infrastructure, to a different model in which ICT is provided as a utility. This utility model of ICT provision is known as Cloud Computing.

CRM

Customer Relationship Management (sometimes Citizen is preferred to Customer). This is a software application that is used to track details of an organisation's dealings with its customers.

DIP

Document Image Processing. This is a system for scanning and indexing paper records, in such a way that users or the public can access them.

DML

Definitive Media Library. One or more locations in which the definitive and approved versions of all software Configuration Items (CI) are securely stored. The DML may also contain associated CIs such as licenses and documentation. The DML is a single logical storage area even if there are multiple locations. All software in the DML is under the control of Change and Release Management and is recorded in the Configuration Management System. Only software from the DML is acceptable for use in a Release.

EDM

Electronic Document Management. This is related to DIP, but it includes all forms of documents including those that are created on computers. It includes the management of ownership, access, archiving, and searching and version control.

IT

Information Technology.

ICT

Information and Communications Technology.

IEG

Implementing Electronic Government

E-gif

Electronic Government Interoperability Framework. This is a set of government standards produced to ensure that all levels of government are developing or installing systems in a consistent way, to facilitate access and integration in the future.

GIS

Geographic Information System. This is an application, which links data to maps, and enables presentation and analysis on the basis of location.

Legacy systems

These are applications, which were developed in the past, and are not able to support electronic service delivery.

LAN

Local Area Network. The network that links workstations to servers (normally in the same building) at high speed.

SAN

A storage area network (SAN) is a high-speed special-purpose [network](#) (or subnetwork) that interconnects different kinds of data storage devices with associated data [servers](#) on behalf of a larger network of users.

LPG

Land and Property Gazetteer. This is definitive register of addresses for land parcels and for properties. There is a national version under construction (the NLPG) that is derived from local versions maintained by local authorities (the LLPGs). Each property is assigned a unique property reference number (UPRN). The NLPG will be used for a number of national initiatives and the Council's provision of an LLPG is of high priority.

Metadata

This is "data about data" and is an important part of how an organisation manages and publishes its information. It is also essential for organisations that intend to share information (such as the Council and the County Council) to have consistent metadata, so that we mean the same thing.

One-stop-shop

This term has a variety of definitions. In this paper it means a physical location where people can come to receive a number of services without having to go elsewhere.

Portal

This is a website which provides access to information or transactions in a number of other sources (such as other websites). It can be personalised, so that only relevant services are presented.

SOCITM

Society of IT Managers. This is local government's association for heads of ICT (in a similar way to SOLACE for chief executives). It provides consultancy services as well as acting as a lobbying group and advocate of best practice.

XML

Extensible Markup Language. This is a technology that enables different applications and programs to exchange data without having special interfaces written. It has been adopted as part of e-gif (see above).