

IT Strategy

Pendle 2017 to 2019

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Version Control Front Sheet

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Change History

Version	Date	Author	Change Details / Reason for Change
1.0	29/07/2017	Sharon Hargraves	
1.1	17/08/2017	Sharon Hargraves	Amendments to the vision,
Final	06/09/2017	Sharon Hargraves	Amendments to strategy links

Distribution

Version	Date	Author	Distribution List
1.0	08/08/2017	Sharon Hargraves	Dean Langton
1.1	17/08/2017	Sharon Hargraves	Dean Langton, Philip Mousdale, Management Team & Ian Brotheridge
Final	06/09/2017	Sharon Hargraves	Democracy - members

Authorisation

Role	Name	Signature/Reference	Date
Strategic Director	Dean Langton		

Introduction and background

1 Why is an IT strategy needed

Technology has never been so fundamental, so strategic and so important as it is in the digital age. It is being used to create new business models, products and services, enhance existing offerings and create deeper, more rewarding customer experiences and as such council's need to develop the right technology and IT strategy for success

Pendle has just entered a new contract extension with Liberata limited as their IT service provider until 2030/31, so it is clearly important to ensure that council priorities and requirements are understood and are reflected accordingly within the IT Strategy.

Additionally council's operate in an ever changing environment and consequently have unforeseen demands place upon them which require IT services to operate in a more agile way. So with that in mind the current strategy sets out what is understood today from the council's strategic objectives and services plans, however, does not prevent the need for adaptation should political or local factors change.

2 Relationships with other strategies

The IT Strategy has been developed with reference to the following documentation

- Digital Strategy – in development
- Commitments under the 2017 contract extension
- Council strategic plans
- Council service plans

All senior service managers have been consulted with regard to their future delivery requirements and will have the opportunity to input into the priorities outlined within the plan

What we have achieved

3 Progress made

The last 9 months has seen the council move from a tiered support / development model, to a locally based support / development model to improve response to projects and enable service managers and staff improved local support. During the last 12 months the following has been delivered:-

- A technical team that is more focused and in tune with council requirements and is based locally.
- Introduction of self-log and tracking for IT incidents and service requests
- Achievement of PSN accreditation.
- Implementation of phases 2 & 3 of Idox Uniform consolidating a number of IT Systems across the council.
- Improved resilience within the server infrastructure

Where we want to be

4 Our Vision

To create an IT environment that meet the requirements of citizens and delivers more efficient services; can enable partnership working with neighbouring authorities and other public sector organisations and is agile enough to meet future challenges.

5 Feedback from Services

All services were keen to understand how IT can assist them in improving the service they delivered. There were challenges for them around creating the capacity to explore new ways of working as well as options for delivering services in a different way. The following is some of the key points raised in discussion with Service Managers

- Completion of Uniform project and removal of workarounds will enable services to delve more into the functionality of the product and assess options for further improvement.
- Requirement for digital forms that integrate with back office systems, which would lead to reviewing additional processes that could be made available to citizens
- The ability to work in the field and either access or input data to close down service requests or cases remotely.
- Assistance with reviewing processes and data collection to establish improved ways of working
- Internal workflow to reduce paper traffic and improve the quality of data received
- Improve asset management and stock control
- The ability to manage appointments more effectively

6 Our Objectives

- Have the right IT solutions in place to enable citizens to move to 65% fully digital within the next 5 years.
- Work with our neighbouring authorities and public sector partners to look at opportunities for shared services, to enabling sharing of infrastructure and systems.
- Look at the opportunities of cloud based technologies when exploring options with 3rd party suppliers, to reduce cost and improve resilience.
- Enable effective mobile working for officers from various applications

- To improve IT BC/DR resilience to reduce current lead in times for re-instatement of services
- Ensure system compliance with the new General Data Protection Regulations (GDPR) and other regulatory standards such as PCIDSS (Payment card industry data security standard) and PSN (public services network)
- Maintain current infrastructure to ensure stability of existing services

How we are going to achieve it

7 Next Steps

1. Have the right IT solutions in place to enable citizens to move to 65% fully digital within the next 5 years.
 - a. Identify, procure and deliver a solution that enables customers to raise and track requests on line for essential services through any device
 - b. Enable Liberata customer service advisors to support those customers who need additional help in accessing digital services
 - c. Integrate with Idox Uniform and the council's payment system to support effective end to end delivery of key services
 - d. Look at services that would deliver further benefits in moving to a digital platform
 - e. Look at further automation of internal information to improve efficiency
2. Work with our neighbouring authorities to look at opportunities for shared services or to enable sharing of infrastructure and systems
 - a. Develop relationships to look at areas of shared interest at a senior level
 - b. Identify opportunities within existing IT provision for example Financial systems
 - c. Improve connectivity between partner authorities
3. Look at the opportunities of cloud based technologies when exploring options with 3rd party suppliers, to reduce cost and improve resilience
 - a. O365 as a possible option on refresh of desk top estate in 2020
 - b. Existing applications for example payments system.
 - c. PSN services move to the cloud
4. Enable effective mobile working for officers and members
 - a. Implement a mobile device management (MDM) solution
 - b. Move to a corporate standard for mobile devices
 - c. Investigate the benefits of O365 as a solution for members and officers
5. To improve IT BC/DR resilience to reduce current lead in times for re-instatement of services and rationalisation of the property estate
 - a. Look at opportunities with other authorities
 - b. Develop a proposal for the IT solution
6. Ensure system compliance with the new General Data Protection Regulations (GDPR) and other regulatory standards such as PCIDSS (Payment card industry data security standard) and PSN (public services network)
 - a. Understand the implications on the current and future systems
 - b. Deliver changes to conform

7. Maintain current infrastructure to ensure stability of existing services

- a. Replacement of Citrix XenApp
- b. Replacement of firewalls
- c. Replacement of core switches
- d. Replacement of telephony

2017 – 18 Plan

	Action	Timescales	Link to Strategy
1	Discussion re opportunities for partnership arrangements	Oct 17 to Mar 18	2
2	Explore opportunities to share Financial systems with Pendle Leisure	Aug 17 to Nov 17	2
3	Office 365 for members	Nov 17 to Jan 18	3
4	Implementation of HR solution	Nov 17 to Dec 18	1,2,3
5	Implement CRM solution – Phase 1	Aug 17 to Jan 18	1
6	Transfer of financial system and document management system to SQL 2012	Jun 17 to Oct 17	7
7	Significant upgrade to payments system to maintain PCIDSS compliance	Jul 17 to Oct 17	6
8	Implementation of MDM solution for officers	Oct 17 to Mar 17	4
9	Proposal for IT BC / DR	Aug 17 to Mar 18	5
10	Pendle Leisure transfer from Colne Town Hall to No1 Market Street	Oct 17	5
11	Installation of Public access WI-FI at the contact centre in No1 Market Street	Jul 17 to Oct 18	1
12	Understand the implications of GDPR on IT systems	Apr 17 to Mar 18	6

2018 – 19 Plan

	Action	Timescales	Link to Strategy
1	Payments System (credit and debit cards) – End call solution	2018 to 19	6
2	Replacement of Citrix thin client	2018 to 19	7
3	Replacement of core switches	2018 to 19	7
4	Further development of CRM – Phase 2	2018 to 19	1
5	Explore opportunities to share financial systems with other authorities	2018 to 19	2,3,5
6	Further accommodation changes	2018 to 19	5
7	Look at alternative provision for PSN services and	2018 to 19	3,6

	move to the cloud		
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2019 – 20 Plan

	Action	Timescales	Link to Strategy
1	Look at opportunities of sharing financial systems with Burnley council	TBC	2
2	Refresh desktops and implement 0365 (0365 subject to approval of business case)	2020 to 21	3
3	SAN replacement	2019 to 20	7
4	Firewall replacement	2019 to 20	7
5	Explore telephony PBX replacement	2019 to 20	3,5,7
6	Further development of CRM – Phase 3	2019 to 20	1
7	Transfer to windows 2010	2019 to 20	7