

ICT and Mobile Working Strategy

Pendle Council 2017 to 2020 (2019 Revision)

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In Partnership with

Liberata

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Version Control Front Sheet

Change History

Version	Date	Author	Change Details / Reason for Change
1.0	29/05/19	Shane Agnew	2019 update
1.1	27/06/19	Shane Agnew	Update following Head of Service workshop
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Final	21/08/19	Shane Agnew	Update following MM,DL feedback

Distribution

Version	Date	Author	Distribution List
1.0	29/05/19		DL
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Authorisation

Role	Name	Signature/Reference	Date
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Introduction and background

1 Why is an ICT strategy needed

Technology has never been as fundamental, as strategic and as important as it is in this 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.

Many of today's citizens require services that allow them the choice of how and when they interact with services and as such 24/7 availability is becoming an expectation for many of them. The strategy also needs to reflect the changing shape of the services provided by Pendle Council and how and where employees deliver them. These cultural changes combined with the fiscal challenges within the public sector need to drive the IT priorities to ensure availability, mobility and value for money are being delivered.

Pendle, with Liberata UK as its IT service provider and partner, need to ensure that council priorities and requirements are articulated and reflected accordingly within this ICT Strategy and Service Plan. With that in mind the strategy sets out what is understood today from the council's strategic objectives and services plans.

2 Relationships with other strategies

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

- Digital Strategy
- Council Strategic Plan
- Service Plans
- Capital Strategy
- Demand Management Plan

Senior service managers have been consulted with regard to their future delivery requirements and had the opportunity to input into the priorities outlined within the plan.

NOTE June 2019: *Further consultation has taken place with the Council Management Team in order to refresh and update the strategy so as to ensure that it continues to align with the changing service needs. This feedback is captured in section 4 and the revised 2019/20 plan in section 7.*

Where we want to be

3 Our Vision

To create an ICT 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 in an increasingly mobile 24/7 world.

4 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 Idox 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. The ability to work in the field and either access or input data to close down service requests or cases remotely utilising mobile application technology'.
- Assistance with reviewing processes and data collection to establish improved ways of working and opportunities for increased efficiencies.
- Internal workflow to reduce paper traffic, reduce printing and improve the quality of data received
- The ability to manage appointments more effectively and in real-time.
- Improved internal communications and employee interaction (via the Council's new Intranet).
- Improved Asset Management via mapping giving the potential for Citizens to directly interact with Council maps.
- Improved business cases for IT change and investments.

5 Our Objectives

- Have the right IT solutions in place to enable citizens to move to 65 % of interactions with the Council services being digital (via online, electronic communication and automated voice lines) within the next 5 years (2022).
- 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 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).
- Pro-actively maintain current infrastructure to ensure stability of existing service.
- Ensure that investment in IT and digital platforms are fit for purpose for the next 5 years

What we have achieved

6 Progress made

Pendle is moving into its 3rd year of the 2017-2020 IT Roadmap. The list below reflects the progress of the previous 2 years.

2017 – 18 Plan Progress

	Action	Timescales	Progress
1	Discussion re opportunities for partnership arrangements	Oct 17 to Mar 18	Completed
2	Explore opportunities to share Financial systems with Pendle Leisure	Aug 17 to Nov 17	Completed
3	Office 365 for members	Nov 17 to Jan 18	Partial implemented
4	Implementation of HR solution	Nov 17 to Dec 18	C/f 2019
5	Implement CRM solution – Phase 1	Aug 17 to Jan 18	Completed
6	Transfer of financial system and document management system to SQL 2012	Jun 17 to Oct 17	Completed
7	Significant upgrade to payments system to maintain PCIDSS compliance	Jul 17 to Oct 17	Completed
8	Implementation of MDM solution for officers	Oct 17 to Mar 17	Completed
9	Proposal for IT BC / DR	Aug 17 to Mar 18	Revised for 2019
10	Pendle Leisure transfer from Colne Town Hall to No1 Market Street	Oct 17	Completed
11	Installation of Public access WI-FI at the contact centre in No1 Market Street	Jul 17 to Oct 18	Completed
12	Understand the implications of GDPR on IT systems	Apr 17 to Mar 18	Completed

2018 – 19 Plan Progress

	Action	Timescales	Progress
1	Payments System (credit and debit cards) – End call solution	2018 to 19	Completed
2	Replacement of Citrix thin client	2018 to 19	C/f 2019
3	Replacement of core switches	2018 to 19	C/f to 2019/20
4	Further development of CRM/Online – Phase 2	2018 to 19	Ongoing
5	Explore opportunities to share financial systems with other authorities	2018 to 19	Form part of a shared service proposal in 2019
6	Further accommodation changes	2018 to 19	Completed
7	Look at alternative provision for PSN services and move to the cloud	2018 to 19	Completed

How we are going to achieve it

7 ICT Service Plan

1. Have the right IT solutions in place to enable citizens to move to 65% fully digital by 2022:
 - a. Identify, procure and deliver a solution that enables customers to raise and track requests online 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 efficient and 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 desktop estate by 2020.
 - b. Existing applications for example payments system.
 - c. PSN services move to secure alternatives.
4. Enable effective mobile working for officers and members where appropriate:
 - a. Implement a mobile device management (MDM) solution.
 - b. Move to a corporate standard for mobile devices.
 - c. Investigate the benefits of mobile applications 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 telephony.
 - b. Replacement of Citrix XenApp.
 - c. Replacement of firewalls.
 - d. Replacement of core switches.

2017 – 18 Plan (original plan see section 6 for progress)

	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 (original plan see section 6 for progress)

	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 – carry forward	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 move to the cloud	2018 to 19	3,6

2019 – 20 Plan

	Action	Timescales	Link to Strategy
1	Look at opportunities of sharing systems with Burnley council and produce proposals	October 2019	2
2	Refresh desktops and implement 0365 (o365 subject to approval of business case)	2019	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

	Action	Timescales	Link to Strategy
6	Further development of CRM – Integration with back office systems (Ibox)	2019 to 20	1
7	Transfer to Windows 10	2019	7
8	Office 365 for remaining members – C/F from 2018	July 2019	3
9	Implementation of HR solution – C/F from 2018	2019	1,2,3
10	Further development of CRM – Phase 2	2018 to 19	1
11	Estore for Citizen Payments	August 2019	1
12	Implement O365 for all staff (O365 subject to approval of business case)	2019	7
13	Intranet replacement for employees to encompass internal online forms, bookings and employee self-serve functionality	2019	1
14	Replacement of Citrix thin client technology	2018 to 19	7
15	Implement In-cab technology (Mobile working) (subject to approval of business case)	2019 to 2020	4
16	Following a review of Council GDPR requirements via the Information Governance Working Group, implement any further technical controls as required.	2019 to 2020	6
17	Implement Civica 3D Secure V2 payment portal to meet PCI-DSS regulations	2019	6
18	Build the IT Strategy for 2020-2023	2019 to 2020	1-7
19	Implement improved Asset Management solution, to include citizen access option via the digital platform	2019 to 2020	1
20	Identify, via the service leads and IT users forum, and manage the introduction of Mobile systems and applications to ensure they deliver the council objectives	2019-2020	4