

ICT and Mobile Working Strategy

Pendle Council 2020-2023

Author: Shane Agnew -Liberata, Head of Operational ICT

Revision Date: 17-11-20

Version: 1.1



In Partnership with

Liberata

Contents

Introduction and background.....	4
1 Why is an ICT strategy needed	4
2 Relationships with other strategies	4
Where we want to be.....	5
3 Our Vision.....	5
4 Feedback from Services.....	5
5 Our Objectives.....	6
How we are going to achieve it	7
6 ICT Service Plan.....	7
Appendix A - The 2020-2023 Plan and Progress	9

Version Control Front Sheet

Change History

Version	Date	Author	Change Details / Reason for Change
0.1	29-07-20	Shane Agnew	Update following workshop
0.2	05-08-20	Shane Agnew	minor
0.3	05-08-20	Shane Agnew	Dave Walker feedback
0.5	14-09-20	Shane Agnew	JW,NW feedback
0.6	15-10-20	Shane Agnew	Updates following CEO review
0.7	15-10-20	Shane Agnew	Updates following Management Team review
1.0	11-11-20	Shane Agnew	Finalised version
1.1	17-11-20	Shane Agnew	MM ammendments

Distribution

Version	Date	Author	Distribution List
0.5	14-09-20	Shane Agnew	DL,MM
0.6	15-10-20	Shane Agnew	Management Team
1.0	16-11-20	Shane Agnew	DL,MM, Committee
1.1	17-11-20	Shane Agnew	DL,MM, Committee

Authorisation

Role	Name	Signature/Reference	Date
Strategic Director	Dean Langton		
Council Leader	Mohammed Iqbal		
Liberata Contract Director	Simon Miller		

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, enable flexibility and resilience for employees and as such council's need to develop the right technology and ICT 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 ICT priorities to ensure availability, mobility and value for money are being delivered.

Pendle, with Liberata UK as its ICT 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 service plans.

In light of the recent Pandemic it has become increasingly essential that the ability to operate the Council irrespective of location is a key driver for the future shape of ICT.

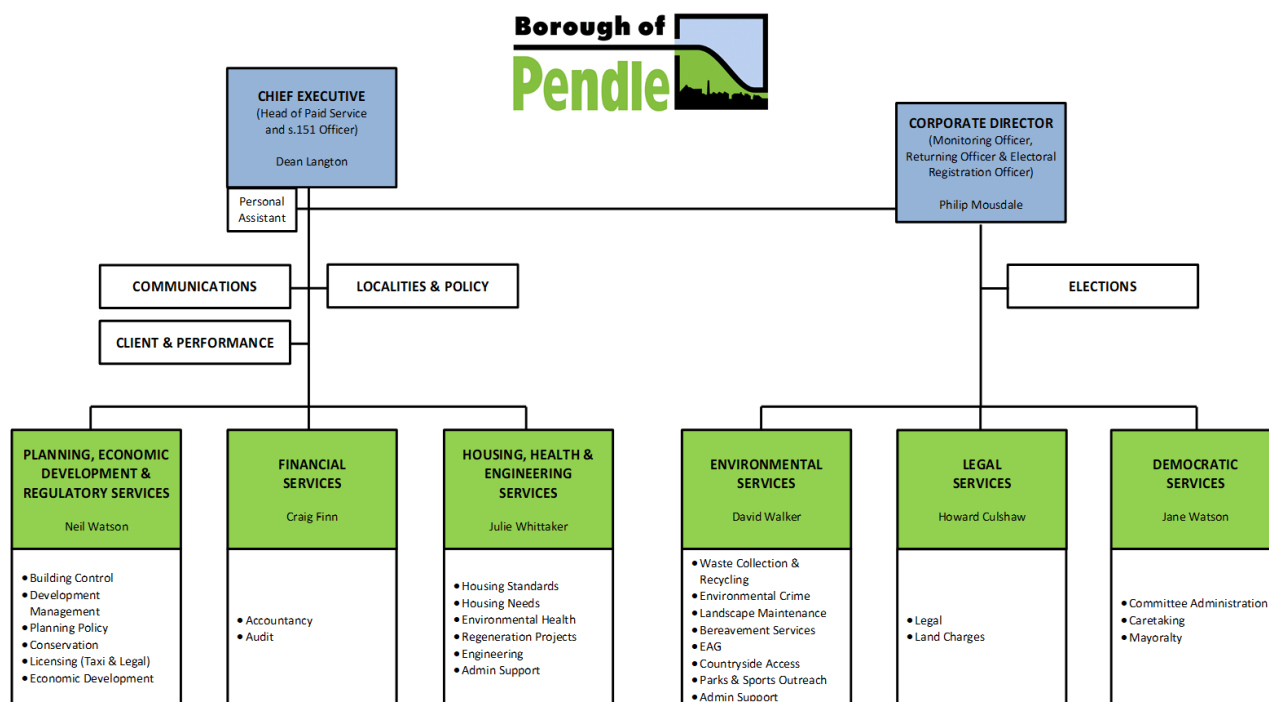
2 Relationships with other strategies

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

- Digital Strategy
- Council Strategic Plan
- Service Plans
- Capital Strategy
- Demand Management Plan
- Agile Working Policy

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 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 plan in section 7.

Pendle Council Service Areas (April 2020)



Where we want to be

3 Our Vision

To create an ICT environment that meet the requirements of citizens, Councillors (Cllrs), employees, 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 ICT 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:

- Better integration between internal/external system to improve back office processes.
- 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 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 ICT change and investments.
- Increase flexibility for employees to be productive regardless of location.

5 Our Objectives

- Have the right ICT solutions in place to enable citizens to move to digital interactions with the Council services within the next 3 years (2023).
- 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, support flexible and agile working, and improve service availability and resilience.
- Enable effective mobile and agile working for officers and Cllrs where appropriate.
- To improve ICT BC/DR/Cyber resilience to reduce unavailability and minimise lead 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 and availability of services.
- Ensure that investment in ICT and digital platforms are fit for purpose for the next 5 years and beyond.

How we are going to achieve it

6 ICT Service Plan

This new 3yr strategy continues some of the strategic aims from the 2017-2020 ICT Strategy but aims to further drive the Digital First strategic aims of the Council.

1. Have the right ICT solutions in place to enable citizens to move to digital interactions with the Council services within the next 3 years (2023):
 - a. Identify, procure and deliver a solution that enables customers to raise and track requests online for essential services through any device.
 - b. Enable customer service advisors to support those customers who need additional help in accessing digital services.
 - c. Integrate with 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 and public sector partners to look at opportunities for shared services, to enabling sharing of infrastructure and systems:
 - a. Develop relationships to look at areas of shared interest at a senior level.
 - b. Identify opportunities within existing ICT 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. Email/productivity tools on mobile devices by end 2020.
 - b. Cloud applications for payments system.
 - c. Council services in the cloud
4. Look at the opportunities of cloud based technologies when exploring options with 3rd party suppliers, to reduce cost, support flexible and agile working, and improve service availability and resilience.
 - 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.
 - d. Technology to support agile working practises and management
5. Enable effective mobile and agile working for officers and Cllrs 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.
 - d. Technology to support agile working practises and management

6. To improve ICT BC/DR/Cyber resilience to reduce unavailability and minimise lead times for re-instatement of services:
 - a. Dispersed operating model (Agility of People and Data)
 - b. Look at opportunities to share with other authorities.
 - c. Ensure tested ICT resilience and BCP plans are in place
7. 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 to existing/new standards (e.g. Cyber Essentials+).
8. Pro-actively maintain current infrastructure to ensure stability and availability of services
 - a. Replacement of Telephony.
 - b. Replacement of Storage.
 - c. Replacement of Perimeter devices.
 - d. Replacement of infrastructure.

Appendix A - The 2020-2023 Plan and Progress

(Updated October 2020)

	Action	Timescales	Progress	Link to Strategy Objectives
	Strategy			
1	Build the ICT Strategy for 2020-2023	Oct 2020	Draft	1
	Cloud Platforms/Mobility			
2	Office 365 for members	Apr 20 -Jul 20	Completed	3,4,5,6
3a	Office 365 for all employees (phased function rollout) – Phase 1 – MS Teams	Apr 20 –Aug 20	In progress	3,4,5,6
3b	Office 365 for all employees (phased function rollout) – Phase 2 – Outlook online	Aug 20 – Dec 20	Scoping	3,4,5,6
3c	Office 365 for all employees (phased function rollout) – Phase 3 – OneDrive	Nov 20 – Mar 21	Scoping	3,4,5,6
4	HR cloud software	Aug 2020	In testing phase	3,4,1,5,6
5	Persistent (Always on) VPN	Aug 20 – Mar 21	Scoping	3,5,6
	Infrastructure /DR improvements			
6	ICT BC / DR – Automatic failover for all services	Apr 20 – Mar 20	Planning	6
7	Replacement of Citrix thin client solution with RDS	Aug 2020	In progress	6
8	Laptop/Tablet rollout to employees for flexible working	Aug 20 – Mar 21	In progress	5,6
9	Storage Area Network (SAN) Replacement	Dec 20	Ordered	6
10	Core Infrastructure Switches Replacement	Dec 20	Proposal	6
11	Firewall replacement	Dec 20	Proposal	6
12	Telephony PBX replacement with MS Teams	Dec 20	Proposal	6
13	Wide Area Network replacement	Dec 20	Proposal	6
14	Wi-Fi deployment in key areas (committee/meeting rooms/Fleet Street etc.)	Aug 21	Proposal	5,6
	Digital			
15	Intranet replacement for employees to encompass internal online forms, bookings and employee self-serve functionality	Dec 20	In progress	1,4,5
16	Implement Citizen and Employee digital platform (Jadu CRM solution) – Phase 2	Apr 20 to Mar 21	Ongoing yearly delivery	1
17	Mobile app for Citizen reporting services (Jadu linked)		Evaluating	1,4
18	Replace Estore and online payments with Jadu Forms		In progress	1
19	Environment forms – link employees mobile 4g devices to Idox		Evaluating	4,5

	Action	Timescales	Progress	Link to Strategy Objectives
20	Implement improved online Payment systems		Scoping	1
	Systems			
21	Visitor sign-in system		Scoping	8
22	Corporate mapping solution		Scoping	8
23	Tree assessments software		Scoping	4,8
24	Playground assessment software		Scoping	4,8
25	Environmental Services Implement In-cab technology, Waste Services maintenance software & Commercial Waste software		Scoping	8
26	Kofax Finance Scanning software	20-21	Planning	8
27	Civica Financials V20/21 (Web Version) upgrade	21-22	Planning	8
28	Civica Legal Case management upgrade		Proposing	8
29	Civica Debt management upgrade		Proposing	8
30	CRM/Case management systems for Countryside Officers		Proposing	8
31	Upgrades to Idox Uniform, Idox EDRMS, Idox TLC, Idox Public Access – review cloud options	Yearly	Planning	3,8
	Information Governance/Compliance			
32	Protective labelling software		Evaluating	7
33	E-mail security			7
34	PSN Compliance	Yearly - August	Monitoring	7
35	Annual Phishing and awareness campaigns	Yearly	Planning	7
	Shared Services			
36	Explore opportunities to ICT systems with other authorities		Scoping	2
	Smart Technology			
37	Pothole sensors on cleansing vehicles		Evaluating	3
38	Weight sensors on trade waste bins		Evaluating	3
39	AutoCAD – upgrade to cloud version		Evaluating	8