



South  
Cambridgeshire  
District Council

# Information and Communications Technology (ICT) Strategy 2009 - 2011

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## Table of Contents

1	FOREWORD .....	4
2	INTRODUCTION .....	5
3	VISION STATEMENT .....	6
4	'WHERE WE ARE NOW' AND 'WHERE ARE WE GOING' .....	7
5	IMPLICATIONS FOR ICT GOVERNANCE AND MANAGEMENT .....	<del>11</del> <u>11</u> <del>13</del>
6	FUNDING .....	<del>12</del> <u>12</u> <del>14</del>
7	STANDARDS AND PRINCIPLES - 2009 AND BEYOND .....	<del>13</del> <u>13</u> <del>15</del>
8	RISK .....	<del>17</del> <u>17</u> <del>19</del>

## 1 Foreword

ICT (Information Communication Technology) continues to be at the forefront of all we do. It has enormous impact on how we carry out our daily activities both in the workplace and in the home. Continuing our drive to excel, we need to be aware of how we can utilise and develop ICT to best effect in delivering service improvements for our residents.

The Council's Information and Communications Technology (ICT) Strategy is the framework document through which we support our services and their delivery to our residents. We continue to focus on interaction with the public and making our earlier investments work. It brings together the Council's commitment to providing effective, efficient services and the realisation of our adopted 3 A's (Aims, Approaches and Actions).

As in recent years, South Cambridgeshire District Council continues to strive to be at the forefront in its use and development of appropriate technology. Our strategy will continue to feature in developing our on-going programmes. We also recognise the need to support different ways of working – no longer does going to work mean having our staff in any one location. We can expect ICT to provide for our requirements whether from our homes, on the move via mobile devices, via any web enabled PC, or any workstation that we choose to use within the Council's computer network. Put simply, the existence of technology does not make things better, the correct application of that technology does.

We need our ICT to continue to support the direct provision of improved services from South Cambridgeshire District Council, to enable the development of shared services and partnerships, drive efficiencies releasing resources for innovation and building capacity whilst continuing to provide for and meet the expectations of both staff and residents.

With a 3-year 'rolling horizon', this strategy will be reviewed annually to help ensure it meets our needs. It is not intended to provide detailed analysis, business case or justification for the programmes of work but seeks to provide that strategic guidance to ensure the Council makes best use of its assets and opportunities. A 'living' document, which, with the support of the ICT Steering Group, will help shape our technological future.

**Greg Harlock**  
**Chief Executive**

## 2 Introduction

### Purpose and Scope

The purpose of this document is to provide the vision and support of the Council's ICT Strategy for the period 2009 – 2011 and beyond. It will be used to provide a sound platform for the Council's continuing development of ICT, on achieving and supporting the objectives of the Council and ensure that investment is used to deliver better services that suit our needs and preferences.

Overall, it is not intended to be a highly detailed technical document but necessarily one that sets out the broader intentions of the strategy with reference to relevant additional information. The objective of the ICT service is to help the organisation to achieve its goals, either by doing things more efficiently, or in a different and better way. For this reason, the ICT Strategy supports the 3A's (Aims, Approaches and Actions) and the embodiment of sound principles for information security, corporate acceptance and 'buy-in'.

The strategy ensures 'end to end' management of the Council's ICT assets, its technologies, processes and procedures. It directly supports the development of ICT in both corporate and departmental service plans. It supports the opportunity to build and develop our good practices and improve where we can.

### Strategy Highlights

Highlights include:

- Best practice governance to ensure a first class ICT service through which we can deliver high quality public services.
- Strong project management ethos to ensure timely completion and delivery.
- Adoption of principles for partnership working to encourage the deployment of shared services and a shared strategic vision.
- In partnership with Cambridgeshire County Council and Cambridgeshire Direct, the provision of a 'one-stop' service for assisted public access by telephone.
- Use of tried and tested technologies to support access to Council systems and services via the Internet or other channels as appropriate to the service being delivered.
- Continued development and innovative use of the technology in which we have invested, ensuring it can adapt and grow to match our requirements, provide both our partners and ourselves with the capacity and facilities required to deliver our services including exploration and exploitation of emerging technologies to enable better ways of working.
- Modern systems for staff and elected members, based on the Microsoft platform, to provide the functionality, resilience and reliability we require.
- A commitment to flexible and remote working.
- ICT services which continue to make best use of the Council's investment and provide added value to service areas.
- Annual review of the ICT Strategy to ensure adoption of best practice and alignment with the Council's Aims, Approaches and Actions, taking advantage of the enhancements and technological changes in support of that challenge.

### 3 Vision statement

#### **The Council's Vision Statement**

***We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation.***

***We will be a listening Council, providing a voice for rural life and first-class services accessible to all.***

The ICT Strategy will support achievement of that vision by:

- Giving residents online access to the services and reducing the costs of handling simple enquiries, enabling every transaction that can be, to be carried out electronically where it is economically viable to do so.
- Continuing to improve service quality wherever possible.
- Transforming the way we work.
- Identifying and developing systems, processes and procedures to improve the service delivery, increase efficiencies and cost effectiveness.
- Better management of our information and data asset resources.
- Identifying further opportunities and engaging with partners for the delivery of Shared Services especially in the areas of technical standards, common infrastructure, data sharing and information management.
- Encouraging interaction and commitment from key stakeholders with excellent ICT governance and project sponsorship.
- Encouraging the development and use of programme and project management.
- Providing and supporting corporately accepted application suites and tools to enable staff to work in the most efficient manner.
- Making best use of available web based services including communication tools and social media networking.
- Ensuring support for flexible, mobile and remote workers.

The ICT Strategy underpins the Council's drive for continuous improvement and the delivery of high quality services. It supports:

- The work in developing the major back-office applications onto modern, well-supported systems that conform to industry and government standards and actively encourage the integration of systems and services where possible and cost effective to do so.
- Development of a high quality '1<sup>st</sup> point of contact' service from the Cambridgeshire Direct Contact Centre in partnership with Cambridgeshire County Council.
- The identification and development of opportunities for service improvement and the establishment of consistent service.

## 4 'Where We are Now' and 'Where are We Going'

ICT needs to support the delivery of effective and efficient services. Without ICT the Council could not function in an appropriate manner, could not provide those key requirements so much a part of modern business and importantly, could not engage with our customers. Service to the customer needs to be supported by excellent ICT facilities.

ICT is a key enabler supporting change and transformation; it is a fundamental provider of the capability required to support initiatives such as remote or flexible working. It is the 'glue' that brings and holds services together, providing that singular view of databases and customer information in a joined up and integrated manner.

There must be an effective process to ensure innovation, to encourage the development and design of better, more joined up services as the technology itself develops. The consideration of 'Invest to save' initiatives will form an integral part of our assessment of development opportunities.

Risk assessment and management is included in the ICT project methodology. Unless there are unusual circumstances, the overall lower-risk option will be taken, but in the context of a long-term view.

Relationships with 3<sup>rd</sup> party manufacturers and vendors become ever more important as we deliver services using tried and tested industry technologies. .

A continuing forward look at the demand for and supply of ICT services to ensure capacity requirements are met. Active management of the relationship with suppliers and where appropriate, procurement through agreed framework contracts such as those promoted by OGC and Catalist partners.

Additionally, sharing services with our public sector partners is part of an ever increasing agenda. Partnership working within Cambridgeshire is actively encouraged. Joint projects are actively encouraged, in particular where they would lead to a more integrated provision of services to the residents of South Cambridgeshire.

The Contact Centre is key to our customer contact and service delivery initiative; the use of the CRM to record enquiry details adds value to the customer experience. Currently handling approximately 2240,000 calls per annum, the Contact Centre is the first point of contact for many of our services. Recognising the opportunities for the future development of Contact Centre services beyond 2012, we will review our requirements to ensure best value service provision.

Web technology is increasingly the platform of choice using an internet browser to make system access more widely available. Web 2.0, Cloud Computing and Software as a Service (SaaS) are more evident as it becomes less a requirement to host services in house. This is part of a growing trend; web based applications can provide additional channels of communication, flexibility and facilities for remote working, off-site use, public access, business interaction, systems integration and reuse of information. The growing use of social networking sites such as FaceBook and Twitter requires us to engage in these if we are to better understand the needs and aspirations of our residents.

Green IT, recognition of how innovative technologies can address our global climate issues, is a significant part of both the current and future agenda. We will reduce our contribution to green house gasses by consolidating our server estate through the use of virtualisation, by reducing our physical data storage requirements through the use of a storage area network, by reducing the use of desktop personal computers through the deployment of 'thin terminals'.

<b>Strengths</b>	<b>Weaknesses</b>
Modern, converged network infrastructure Secure network inc effective anti-virus Virtualised servers Fibre based storage area network Ability to develop emerging technologies Centrally provided ICT Highly skilled ICT staff Good quality ICT training Wide skills base across ICT Up to date PC equipment Use of MFD printing services Common PC software environment Market tested core business applications Robust Disaster Recovery arrangements Recognition of 'shared service' benefits Partnership working Service integration 'Green IT' Integrated intranet and internet services	Limited systems integration Ineffective cross team cooperation Limited operational resource High volume individual desktop devices Variations to the common platform Multiple 'office' based databases Demand for change Lack of corporate awareness Single points of failure Lack of business analysis capacity limits ability to exploit the use of systems, services and technologies. Limited availability of supplier provided web based services.
<b>Opportunities</b>	<b>Threats</b>
Flexible and remote working Improved systems integration Adoption of 'Government Connect' Easier to manage network security Further deployment of virtualisation Improved systems commonality Better information asset management Reduction in proliferation of databases Introduction of MS SharePoint services Improved working between ICT teams Improved engagement with user groups Better support for Members Improved ICT project management Improved use of the Service Desk Improved working practices Improved Information Management Updated PC software environment Greater use of the WiFi network Greater adoption of 'shared services' Greater engagement with peer authorities Better sharing of data and information Better engagement with our customers Use of social networking sites	Budget pressure and the MTFS Increased security requirements Demands of 'Government Connect' Loss of skilled staff Reduced technical capacity Reliance on single suppliers Service area developments Legislative change Independent ICT procurement Demands of the EU services directive



In helping us 'get there' the ICT Strategy embodies a number of key ~~principles which~~principles that shape the delivery of services, ICT will:

***Standardise***

Ensure the adoption of a standard environment for ICT provided services including desktop PC's, laptop PC's, servers, handheld devices and data storage. Use standardisation to ensure robust procurement methodologies and contribute to the effective use of ICT budgets through better asset management, support and control.

***Develop the infrastructure***

To ensure our requirements can be fully met and modern ICT standards are adopted for all systems, services and information both now and in the future, where possible minimising any ongoing ICT 'deficit'.

***Enhance relationship with CC and use of CRM***

Build on the existing relationship with Cambridgeshire County Council and the Contact Centre. Ensure development of the CRM to support the Council's 'Aims, Approaches and Actions' by providing a common view of our customer information.

***Provide access to web based services***

Ensure the adoption of web-based services and social media channels wherever possible to support both back office functions and the customer need for self-service as required.

***Understand customer needs and expectations***

Be customer focussed (both internally and externally), responding to needs and demands with appropriate recognition of the wider corporate involvement.

***Reduce and manage risk***

Provide a secure environment enabling the effective use of the Council's ICT assets, safe from inappropriate exposure and/or activity. Recognise risk and manage that risk effectively.

***Reduce overheads***

Contribute to the Councils need to reduce expenditure and provide value for money. Add value, increasing efficiencies and delivering benefit.

***Improve ICT standards***

Provide for flexible and remote working arrangements. Be seen as a corporate resource, essential to the ability to achieve our chosen goals.

***Enhance information management***

For the safe keeping and management of information and associated data assets, supporting the integration of services, re-use of information and the sharing of data between applications and services where legally permissible.

***Exploit shared services wherever possible***

Champion initiatives to seek out opportunities for joint working arrangements, continue to support and encourage partnership working and shared service provision in both the public and private sectors. Support the requirements of the EU Services directive.

Over the next years, and beyond we will continue to ensure that ICT is making a real difference. In particular, we will focus on realising the full benefits in terms of:

- value for money – building the efficient and effective Council that our community deserves;
- take up – promoting awareness, improving the availability and accessibility of services.
- new access channels that can make real changes to the quality of life for ordinary people;
- reducing avoidable contact (meeting the requirements of NI14); and
- organisational change – developing new skills, simplifying procedures and changing ways of working to meet the changing demands.

Extracting the full benefit of our ICT systems will be key to ensuring our success. Using the technology to support processes, staff will have increased opportunity to engage with the public in a more professional and efficient manner. We have significant scope to make effective use of our ICT assets; we will use our proven technologies to develop successful services in an innovative way.

The challenge is not just about 'doing IT better' but in 'doing IT differently'.

## 5 Implications for ICT Governance and Management

The Head of ICT, supported by SMT and the ICT Steering Group, is responsible for setting priorities, infrastructure investment decisions, sanctioning application system developments, adherence to agreed standards and ensuring alignment with business needs.

The ICT Service plays a strong central role in ensuring adoption and implementation of the ICT Strategy; the users are the “customers” of the service and are involved in a number of ways.

Users are responsible for:

- responding to the changing needs and demands of the service
- articulating their requirements
- managing their own business projects with support from ICT
- defining which users can access which functions (“application-level security”).

In ensuring strong customer focus, liaison with users is achieved by the following groups:

- ICT and Information Governance Steering Group (“ICTIG” - at corporate manager/senior manager level.
- IT Liaison Officers Group (“ITLOG” – at service manager level)
- Website Officer Working Group (“WOW Group” – comprising those with responsibility for website and intranet content).
- Individual service reviews and project development meetings.
- Appropriate ICT representation at EMT and service management team meetings.

These will provide valuable two way communication to ensure a better understanding of the service requirements both short and long term as well as direct feedback on the effectiveness of the ICT service.

The Council’s standard hardware and software image will be provided for users in all cases; where there is the requirement to procure outside of the standard, a substantive business case supported by the service area corporate manager will be required.

For major business applications and development, the selection and procurement process will be managed by the service that has responsibility for the business function. The evaluation of product functionality and usability will be lead by the service managers with full support from ICT to ensure that compliance with the ICT Strategy and the Councils adopted standards and ICT technical requirements are met. All software or systems procurement will be subject to robust project management methodology including the development of a substantive business case development, an evaluation model incorporating quality of supplier and product and the 5-year cost.

Wherever possible, software will be purchased rather than developed in-house (unless specifically approved by the ICT Steering Group).

The Council’s Standing Orders for contracts will be observed and EU procurement rules will be applied where required. All procurement of ICT and related products will be subject to prior consultation and the approval by the ICT Steering Group.

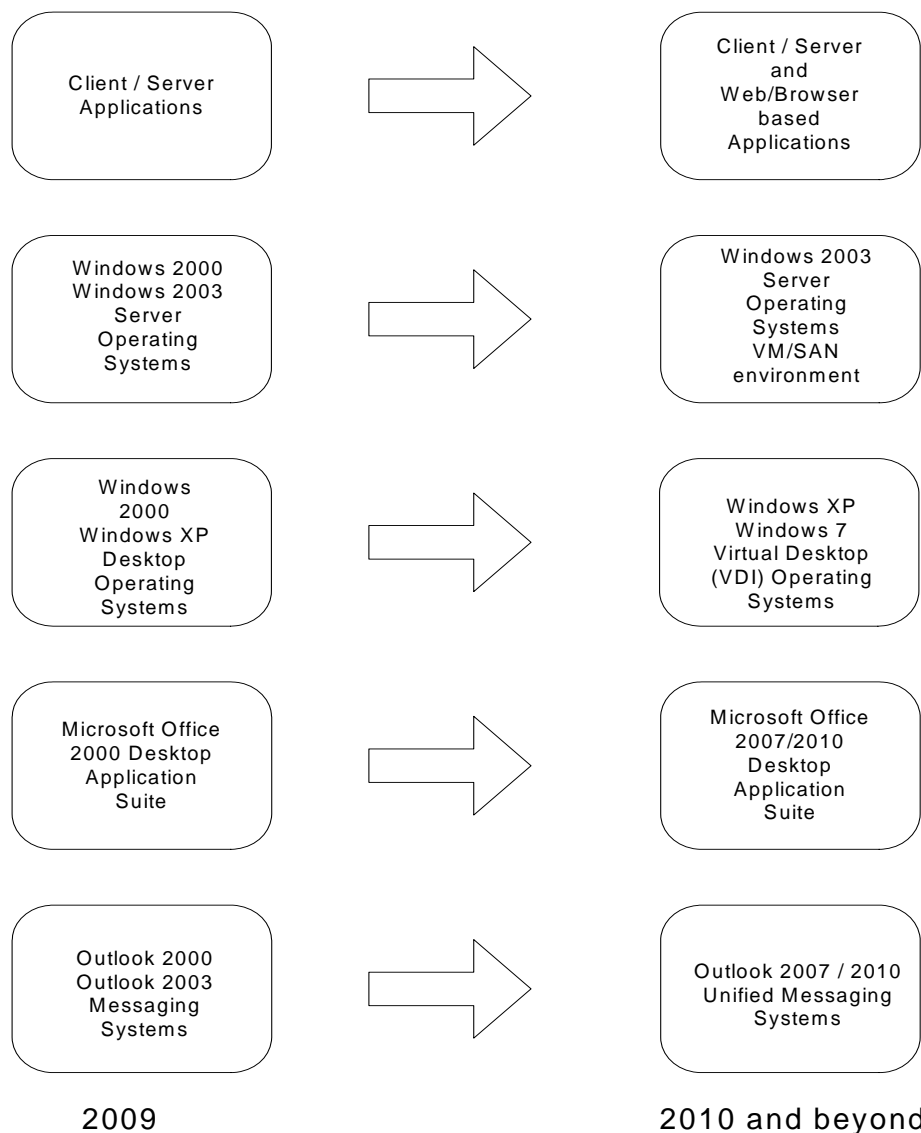
## 6 Funding

Capital and revenue funding of ~~£1.952.99M~~ for 2010/11, ~~£2.112.58M~~ for 2011/12 and a further ~~£1.952.49M~~ for 2012/13, has been committed to the continued development of the ICT Service to bring forward the benefits for the Council. This funding has been identified in the Council's Medium Term Financial Strategy and will be reviewed in line with the normal budget planning and approvals process.

The challenge is to ensure we reap the benefit of our investment and enjoy the efficiencies and enhancements it brings. In conjunction with the Council's Service Plans, ICT systems development is essential in helping business processes change and change for the better, enabling greater delivery at less cost.

	2010/11	2011/12	2012/13	Note:
<b>Revenue</b>	£	£	£	All figures are as per budget.
Employee related costs	923,000	937,000	961,000	Annual mid term procedures for budget revisions will affect sums indicated above. Figures quoted include MTFS uplift for indexation of 1% for 2010/11 and 2.5% for 2011/12.
On-going Maintenance and Running Costs	272,000	276,000	283,000	
<del>External Contractor (Contact Centre)</del>	684,000	694,000	712,000	
Professional Services	35,000	36,000	37,000	
Other	472,000	479,000	491,000	
<b>Total Revenue</b>	<b>2,386,000</b>	<b>2,422,000</b>	<b>2,484,000</b>	Figures are subject to verification by Accountancy.
<b>Capital</b>				Project slippage may result in budget underspend, to be rolled over to the following financial year as authorised on a case by case basis.
<del>Server Network</del> and PC Equipment	110,000	80,000	55,000	
<del>Access to Information Network / Infrastructure</del>	85,000	75,000	9,000	
<del>Electronic Access to Services Systems</del>	410,000	4,000	119,000	
<b>Total Capital</b>	<b>605,000</b>	<b>159,000</b>	<b>9,000</b>	
<b>Total Service Budget</b>	<b>2,991,000</b>	<b>2,581,000</b>	<b>2,493,000</b>	

## 7 Standards and principles – 2009, 2010 and beyond



### **Standard User Interface**

- The standard configuration (desktop or laptop and base system software) made available to ~~office-based~~office-based staff, Sheltered Housing scheme wardens and Members is DELL and Microsoft. Development of existing investment will be enhanced through the introduction of virtual desktop (VDI) technology as a replacement for existing desk based PC systems.
- Printing is via strategically placed high volume multi functional devices (MFD's) supplemented where necessary by the occasional Hewlett Packard DeskJet or LaserJet.
- The Councils 'PC Refresh' programme has a four-year cycle unless other business demands are identified.

### **Back Office Environment**

- The Council's standard for new servers is DELL. Wherever possible, and on a ~~case by case~~ **case-by-case** basis, servers will be created within the Councils virtualised (VM) environment using the storage area network (SAN). All servers are located within the Councils environmentally controlled Computer Room.
- Data integrity is complemented by a robust data backup and disaster recovery regime.

### **Core Systems**

- The Council uses a number of software packages and system platforms to deliver its services effectively. ICT, as a key enabler, will support the ongoing development of major business systems in conjunction with the service areas. ICTIG Steering Group will monitor, recommend and assist in the development / upgrade / replacement as required and in all cases assist to ensure best value and the maximisation of the Council's investment in those systems. A summary breakdown is attached as Appendix 1.
  - *(This appendix, whilst an informing document for the ICT Strategy, will be maintained and updated separately as requirements dictate).*

### **Database Standards**

- All internal corporate databases will be based on the Microsoft SQL standard.
- Supplier products will be evaluated on an individual basis but will be expected to conform to Microsoft SQL, Progress or Oracle standards including the use industry standard database linking via services such as ODBC.

### **Network Infrastructure**

- The network provides fast and reliable links between the users workstation and the servers. Based on Nortel equipment, the network supports both data and voice traffic.
- External links via private circuit or the Cambridgeshire Community Network, provide connectivity to remote sites such as Waterbeach and the Contact Centre.
- The network secured using the latest industry standard equipment and protocols. Remote access to Council systems, email filtering and web content filtering is controlled by specialised appliance based solutions.

**ICT Technical Support**

- ICT Technical Support is a central point of contact for the processing and resolution of all incidents and requests relating to ICT equipment, systems and services.
- The first point of contact for technical support will be via the Helpdesk.
- Incidents will be classified and prioritised according to impact.

P	Description	Definition	Update Interval	Time to Fix
1	High Impact	Incident with immediate impact on large number of council staff	30minutes *	1 Day
2	Medium Impact	Incident with immediate impact on specific groups of council staff	1 hour *	2 Days
3	Low Impact	Incident with no immediate impact to the business and all service requests	4 hours *	4 days
* Or at a time interval otherwise agreed by the user.				

- A voicemail service is available for out of hour's calls and these will be logged and processed at the start of the next working day.

**Procurement**

- ICT is responsible for the procurement of all ICT related hardware and software.

**Project Management and Business Case**

- Through the use of the Council's Project Management Toolkit, a robust platform for project management, the achievement of defined goals and assessment of benefit will be achieved.
- Business case development will be a major factor in defining service development and enhancement. In conjunction with the service planning process, best use of resources will be described in a fully supported business case.

**Systems Development and Change**

- The ICT Strategy underpins the aspirations of the Council's drive for continuous improvement and achievement of our goals; the aim of the ICT service will be to continue to deliver high quality services and significant service enhancements.
- The ability of the Council to introduce, resource and deliver change is one of the big challenges. Change is often something that is put upon us, something we cannot plan for, the challenge is to remain flexible and service that change to best of our ability.
- Capacity to provide for legislative change is often subject to significant rework of existing circumstance. The ICT Strategy will support that demand through it's flexible approach to addressing the Council's ICT requirements.

### **Innovation**

- The ICT Strategy will provide an effective process in support of innovation, to encourage the development and design of better, more joined up services as the technology itself develops.

### **Accessibility**

- Web pages, forms and printed documents should be consistent with accessibility requirements. ICT will contribute to defining and implementing corporate accessibility standards in conjunction with Communications and other key users.

### **Shared Services**

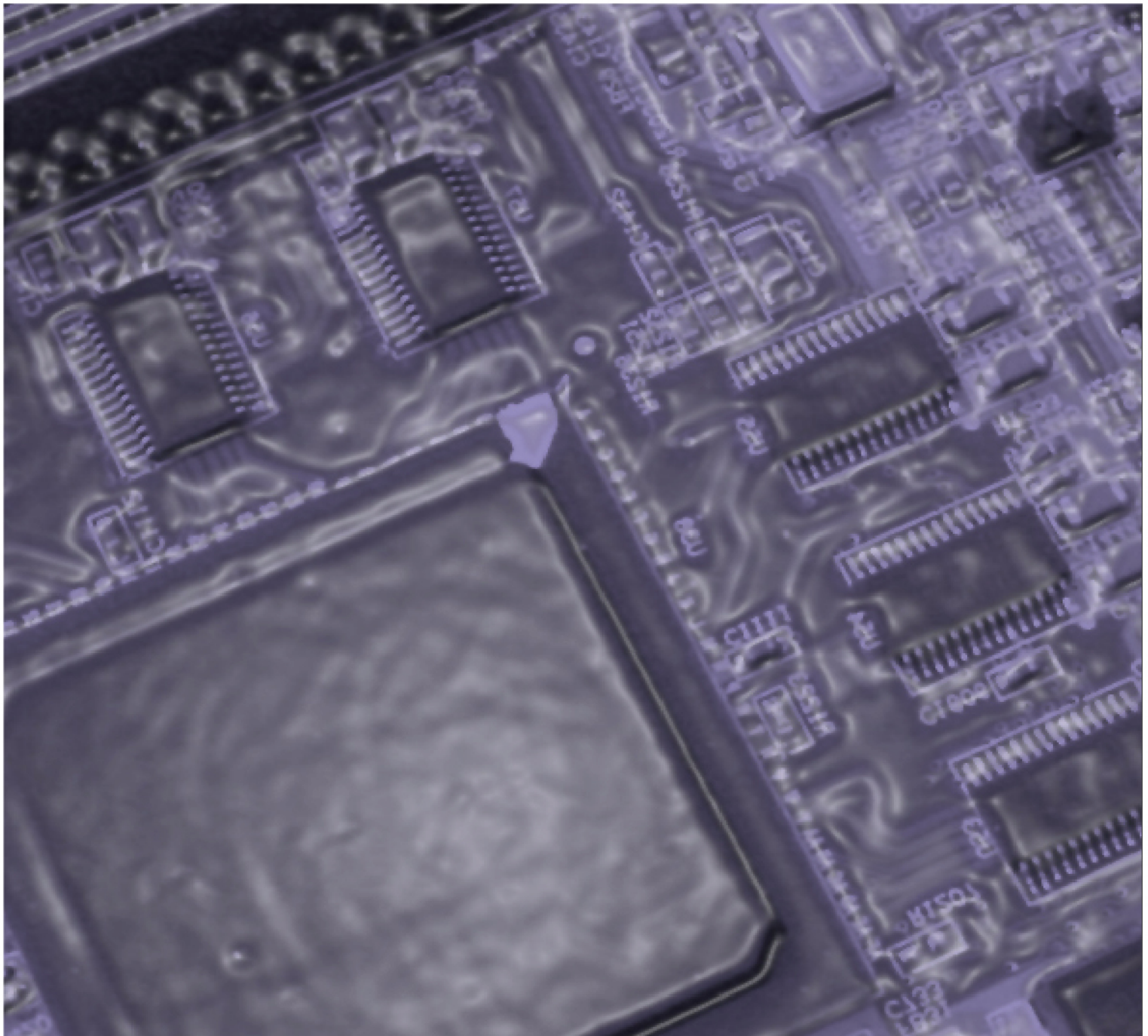
- Opportunities for shared services and/or partnership working should always be considered.
- Commitment to shared services/partnership working requires a corporate ~~decision which~~ decision that is made in consultation with all the services. Whether the decision is to share or not to share the reasons will be understood and should be accepted by all concerned so that the way forward is clear.
- Work needs to be done with potential partners especially, but not exclusively, other Districts within the County. This needs to cover the political, business and management impacts to work out what is feasible and practical and what is not.
- Applications used to support shared services need to be chosen carefully from suppliers who can contribute to a shared service approach. Choosing on the basis of majority use is not the best option and a more rigorous selection process is needed.



## 8 Risk

Delivering the ICT Strategy has generic risks associated with it and we will mitigate them by the following means.

- The adoption of systems and services that are fit for purpose.
  - We will use industry standard assessment to ensure proposed solutions identify benefit and meet best practice.
- Complexity
  - Using wide-ranging skills and resources from across the ICT service in addition to specific external expertise will support complex deployments.
- Alignment of the ICT Strategy with business demand/need.
  - Review of service plans and consultation with managers and users alike will allow for a pro-active approach to meeting the requirements.
- Project Management Methodology
  - Robust but supportive project management including the development of sound business case.
- Lack of resources
  - In recognition of the above, wherever possible, collaboration, sharing and partnership will be used to minimise cost and ensure adoption of best practice.



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