

Sevenoaks District Information Technology Strategy & Plan 2009-12



Our vision

To provide quality, cost effective, timely and visionary services that support the delivery of the Council's priorities and that our customers value

We are always interested in ways to improve and welcome your suggestions

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Publication details

Purpose of the Strategy & Plan

To inform Sevenoaks District Council Members, staff and stakeholders of the Council's IT operating environment, priorities and plans for 2009-12

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Cllr Peter Fleming
Leader of the Council



Jim Carrington-West
Head of Information
Technology and
Facilities
Management

“This Strategy & Plan sets out how we plan to provide excellent IT services to enable you to deliver first class performance”

We are pleased to introduce to you Sevenoaks District Council’s IT Strategy & Plan 2009-12

This Strategy & Plan sets out our vision and priorities, how we manage our services, and our plans for the next four years.

It outlines in a realistic and practical manner, the current and future role of Information Communication Technology (ICT) within Sevenoaks District Council.

The Information Technology and Facilities Management service, part of the Corporate Resources Department, is responsible for identifying technology that would benefit the Council to support and enable the continuous improvement of Council services.

Technology covers all data (all electronically captured data, whether alphanumerical, image or sound), voice communication and the integration of these technologies to improve customer service.

Sevenoaks District Council does not seek to separate the IT part of the Council’s operations as a separate business unit, or

see IT as a component without service objectives. Our challenge is to use technology with existing systems throughout the Council to improve the service received by customers, whilst strengthening the Council’s business capability.

“Technology is the key enabler for modern, integrated services. It has to play a central role in the review and redesign of our services to ensure that they can transform to meet our community’s expectations.”

Cllr Peter Fleming
Leader of the Council
and Portfolio Holder for
Communications, Consultation and
Future Direction

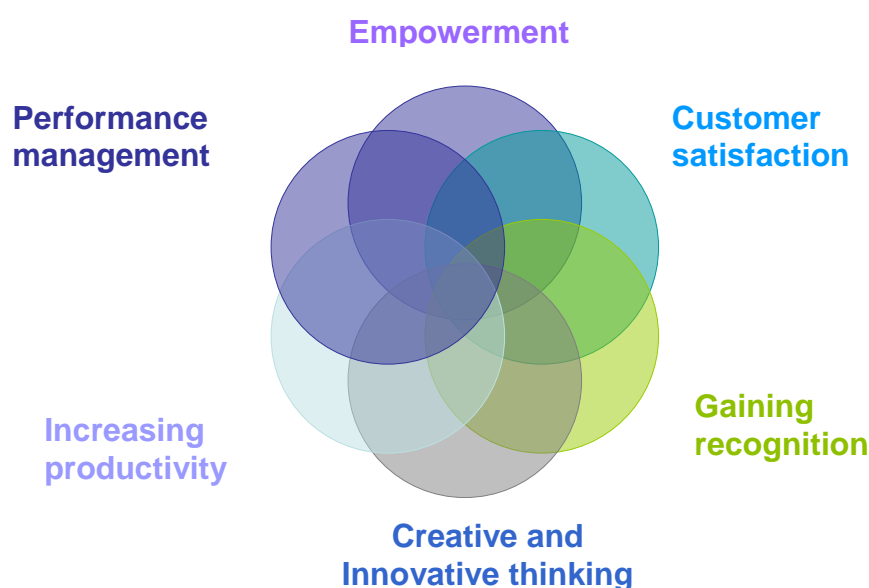
IT – Innovation and Transformation
enabling citizen focused services

Our vision and priorities

Our **vision** sets out our focus for the coming years,

To provide quality, cost effective, timely and visionary services that support the delivery of the Council's priorities and that our customers value

We will achieve our vision through,



The **key objectives** of this IT Strategy & Plan are:

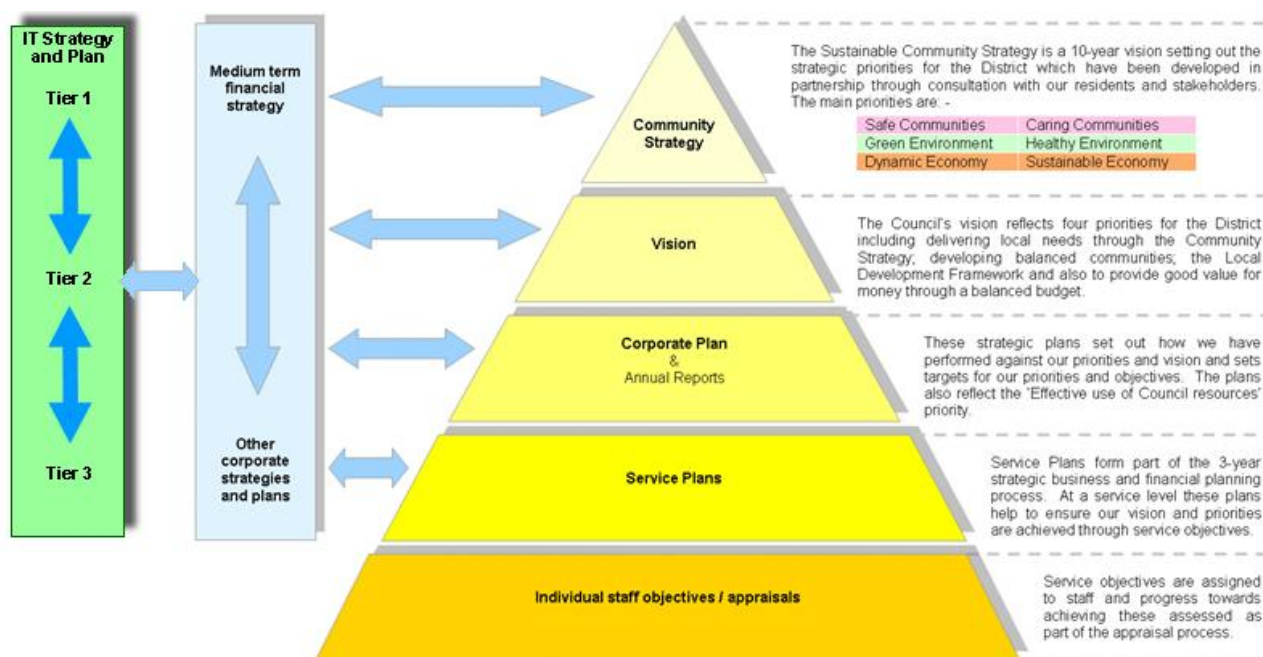
- To align existing and future technical solutions with business requirements, the District's Community Plan, the Council's Corporate Plan, and the Government's National Transformational Agenda.
- To support current, planned and future use of operational ICT systems throughout the Council and to improve the technological environment provided for the Members and Officers of Sevenoaks District Council.
- To ensure that the most comprehensive and appropriate set of access channels to Council services are made available to all citizens and customers.
- To ensure that the Council's ICT service is delivering excellent quality and value for money to all its customers.
- To contribute towards the Council's goal of providing first class services and maintaining its 'Excellent' status.
- To ensure that all developments in ICT used throughout the Council are assessed in terms of the Council's equalities work.

How our plans work together

The Council's IT Strategy sets out how we will use information technology to support the achievement of the Council's priorities. The financial implications included in the Strategy are reflected in the Financial Plan.

The vision for the use of IT services within the Council is one of a **service enabler**. We are committed to IT as an integral part of service redesign in order to produce maximum efficiency, quality and the highest outcomes for our community, yet recognising the limited resources.

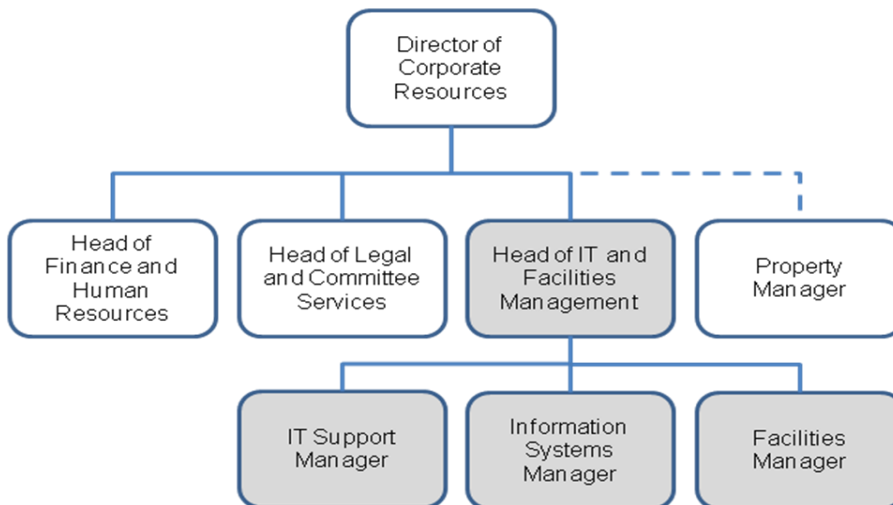
The vision is not restricted to the use of IT but more to the enabling role of technology in the use and interaction of information throughout the Council.



The IT Strategy and Plan itself comprises a three tier structure. This begins with the high level commitment and vision of the IT Service and how this supports the Council's wider objectives. Tier two comprises the detail around the key initiatives that will contribute to achieving the Corporate goals. Finally, Tier three, is a more detailed plan of specific actions to be taken to contribute to these initiatives. In this way, each initiative, through exploiting IT as an enabler for transformation can be clearly linked to the aims set out by Members as the drivers for the Council as a whole.

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About the Council's IT Services



IT Services is broken down into two key areas:

- **IT Support**
- **Information Systems**

IT Support team

The IT Support team comprises the Service Desk Supervisor, Service Desk Assistant, four Technical Support Engineers, an IT Developer and the IT Support Manager. They are the initial contact point with IT and will support you with any issues or questions you may have. The IT Support Manager is responsible for ensuring that IT delivers a first class service to all our customers.

We endeavour to:

- Act and communicate with our customers with a professional, can do manner
- Respond quickly with the correct solution to all problems
- Keep our customers regularly informed about how the resolution is progressing
- Be pro-active in foreseeing potential problems occurring and informing our customers
- Arm our customers with information and knowledge to make them more confident in using their IT systems
- Meet our agreed Service Level Agreements (SLAs)

The team is structured so that any issues can be quickly identified and escalated where necessary and the team can put in place any ideas that they feel will improve customer service.

The team also ensures that the IT systems provided to the Council are fit for purpose, robust and well maintained. They also investigate new technologies that will assist the Council in becoming more efficient, enabling more effective communication with customers.

The team plays an active role as part of Kent Connects investigating and implementing partnership working and sharing knowledge across the county.

Information Systems team

The Information Systems team aim to ensure that the most efficient information systems and technology are in place to support Council services.

This is achieved through working with all areas of the Council to ensure that: the most appropriate technologies are being used, that the systems used complement each other and that all systems support the use and sharing of information within the Council.

More specifically the Information Systems Team will:

- Investigate innovative ways of using technology to support the use of information within the Council
- Be responsible for the end to end deployment of information systems. Working with the IT Support Team during implementation and afterwards for day to day support
- Provide assistance and consultancy in the scoping and use of the Council's information systems
- Manage the GIS, UNI-form and IDOX systems and maximise their corporate use
- Manage the Local Land and Property Gazetteer and the use of address based information within the Council
- Provide a cartographic service delivering high quality mapping and map based analysis
- Provide innovative ways of using technology to improve the access of the community, including vulnerable and hard to reach groups, to the Council's services.

Our services

We provide many services to help Members and Officers with day to day work, including an online self service portal facility where you may log, view and update your IT Service Desk calls, look through our News Archive to find out about new developments and also our newly created Frequently Asked Question (FAQ) system which will help you troubleshoot your own problems - this is great as a first point of call before contacting the IT Service Desk.

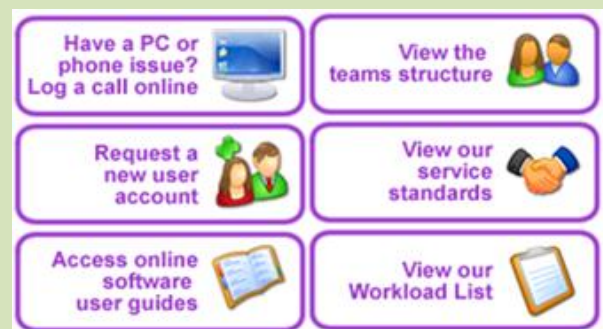
In addition to this daily support function, the team have implemented a number of key IT Systems across the Council that have had a major impact on the operation of the Authority and the Community it serves. Examples include:

- Customer Relationship Management system, allowing over 65% of customers queries to be resolved at first point of contact.
- Revenues and Benefits System resulting in a reduction in the average time to process a new benefits claim, reduced to 20 days from 33.
- Electronic Payments system, delivering more flexible methods and reduced time to process payments for Council Services.

Self Service:

<http://simon/ITSelfService>

Online: <http://simon/IT>



Consultation and engagement

The engagement of our customers continues to ensure that technology is considered a key mechanism to enable the transformation of all Council services to better suit the needs of our community.

Customer focus

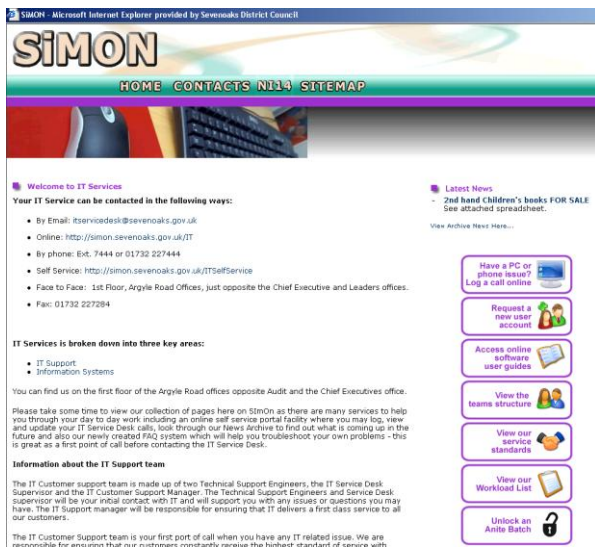


To ensure our internal and external customers get the best possible service, we set out the level of service our customers can expect in:

- the Council-wide customer standards leaflet
- and
- our Service Level Agreement (SLA).

Our pages on SiMON also provide our customers with information about:

- our Service Desk call management process and
- our definitions of priorities.



Our partners

IT Services work with many partners, including:



Jointly procured Disaster Recovery solution



Jointly procured financial management system, hosted at Sevenoaks.

We greatly value these partnerships and the significant contributions they make, ensuring value for money and sharing of best practise throughout the IT service.

Accessibility

We aim to ensure all our services are delivered without discrimination and take into account the needs of our local communities.

All ICT related deployments will be assessed at the planning stage to ensure equality groups are taken into account and systems cater for all groups appropriately.

In this regard we are constantly liaising with our public facing service areas to ensure the feedback they receive is reviewed, considered and improvements built into systems where necessary.

Our environmental footprint



We are committed to improving our environmental performance and reducing the environmental impact of our work.

The District Council aims to reduce its carbon emissions in line with Government targets and has developed processes to deliver improvement, and measure and report progress.

We are contributing to this aim by:

- increasing the energy efficiency of the IT equipment in use throughout the Council
- reducing waste and increasing sustainable procurement
- maintaining a constant awareness of new and emerging technologies that enable first class service delivery but not at the cost of the environment.

Our focus is direct reductions in carbon emissions, as soon as possible, rather than a reliance on indirect carbon offsetting to achieve carbon neutrality.

Land Charges is another area where through close consultation with IT the implementation of new systems to better suit processes has meant that members of the public can now expect the result of a Local Land Search in less time than previously taken to produce the required information.

Improving outcomes for the community



By supporting the redesigning of services, the IT Service has a direct impact on improving outcomes for the community.

As an example, the IT Service has played a significant role in the review of Development Services. Through IT assisting in the redesign of processes and the more effective use of technology, the Council has enabled the electronic submission of planning applications and reduction in paper based processes, allowing for a simplified overall planning process. IT services are available as a tool to deliver possible future efficiencies.

IT systems also assist the Council in monitoring partnership plans in regard to initiatives such as the Community Safety Partnership.

Making IT happen together

Developments in technology continue rapidly. New technologies offering scope for new ways of working and improving service can present great opportunities.

Effective partnering between the IT team and the rest of the Council is essential to reap the benefits available through the use of technology.

Members

Currently 96% of all members have electronic access to Council systems using a variety of methods, allowing them to carry out their public duty in the most effective manner, enabled by technology.

Members contribute actively to the ongoing use and development of IT across the organisation through the Members IT Working Group, providing a key advice and scrutiny function. The work of the Group has enabled a number of improvements across the Council in areas such as Business Continuity, Data Security and Infrastructure Replacement.

Council staff

The IT Service engages with Officers at all levels in order to provide a fundamental role in enabling service redesign and continuous improvement in terms of both efficiency and value for money.

This role is overseen by the IT Steering Group, which comprises a cross departmental representation of Officers up to and including Directors.

The Group meets on a monthly basis to review new and existing projects in terms of priority and cost. This is achieved

through the use of documents contributed by relevant officers, based on the Prince2 project management methodology. The agreed project schedule is available on the Council's intranet:

<http://simon/IT>

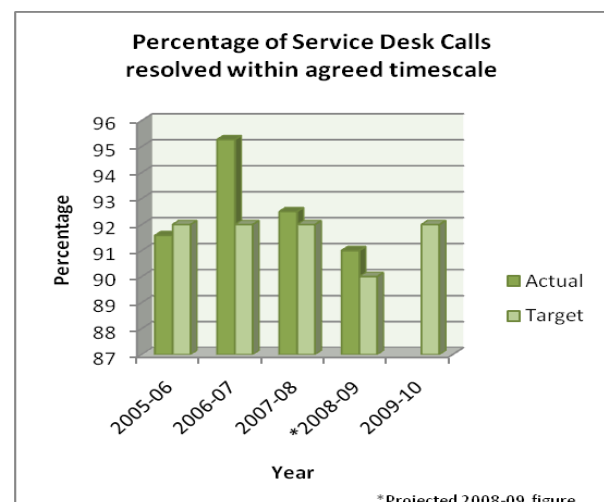


Performance management

Our performance management arrangements, allow us to examine our performance, look for trends over time, compare our performance with other authorities and produce meaningful reports which can be used as a guide for improvements. We are also able to monitor targets to ensure they are both achievable and challenging.

Our performance

The IT Service has provided a consistently high level of service in relation to the amount of resources it has available. The team underwent a 15 % reduction in the number of staff at the beginning of 2008, contributing significantly to the Council's efficiency agenda. Performance targets will be increased in 2009-10 to reflect the drive for continuous improvement in service.



The IT Service at Sevenoaks continues to provide this high level of service at the same time as being the smallest IT Service in the county in terms of number of IT Staff per 1000 users.

Investment and Asset management

The Council has an allocation for ICT revenue expenditure of around £900,000. This is annual expenditure that includes staff costs as well as costs associated with software maintenance and licensing, network provision and hardware maintenance.

In addition to this, there is a provision for Asset Maintenance to ensure the IT infrastructure remains fit-for-purpose.

There is also an annual provision within the Council's Capital Programme to invest in new technologies to support improved services to the customer.

Using these resources we are committed to investigating new technologies in order to continually improve value for money and community outcomes. The recent server virtualisation programme is a key example of where more value was achieved from the Asset Maintenance allocation by utilising an alternative method of delivering a fit-for-purpose infrastructure.

Projects requiring major expenditure are overseen at an officer level by the IT Steering Group, following consultation with the Members IT Working Group. If necessary, a decision may be taken at the appropriate committee. In this way, Members and Officers together share the responsibility for investing in the future of technology within the Council.

The IT Financial plan for 2009-12 is taken directly from the overall Medium Term Financial Plan for the Council. Any proposed changes in one can be directly

seen in the other to assess potential future impact.

IT Financial Plan 2009-12

Expenditure	2008-2009 (£000)	2009-2010 (£000)	2010-2011 (£000)	2011-2012 (£000)
Revenue	874	900	926	953
Capital	150	150	150	150
Asset Maintenance	200	200	200	200
Total	1224	1,250	1,276	1,303

This commitment to fund the development of technology within the Council to continually improve services, underlines the push for even greater, beneficial outcomes to the community.

Tier 1: Strategic commitment and vision

The District's Community Plan focuses on *"improving the quality of life for people who live and work in the District"* and this Strategy aims to support the Community Plan by:

- improving the quality of the service provided and
- making a positive contribution to the efficiency, effectiveness and value for money of the Council's administration and delivery of services to the public.

This is achieved by bringing together the most appropriate technological tools with quality data and providing our customers and users with high quality support.

- 1.1** The Council will seek to e-enable as many of its services to citizens as appropriate and in line with government priorities and standards. Where available, e-pay and e-procurement initiatives will be deployed as required.
- 1.2** The Council will embrace all appropriate local and national projects that will add value to its services or provide efficiency savings.
- 1.3** The Council will seek to maintain standardised and secure technical infrastructures and applications that facilitate a range of cost effective and flexible working alternatives. Where appropriate, updates, upgrades and expansions to existing systems will be completed in line with service demands and/or support requirements.
- 1.4** To ensure that all new developments comply with the Council's strategic objectives, operationally IT will be directed via an IT Steering Group representing all services of the Council. This group will assess all proposed developments for advancement to Committee stage and establish and review the relative priorities of projects within the overall IT programme.

- 1.5** The IT Strategy has been developed in consideration of the Council's overall financial position and its financial implications are contained within both the annual budget and the medium and long-term financial plans.
- 1.6** IT and Facilities Management will provide a comprehensive support service to users, providing adequate training, and Service Desk services.
- 1.7** Where required and authorised, each Council Officer and Member will be provided with a standard set of the most effective tools and access to information sources for them to complete their tasks. Non-standard (but supported) applications will be available where there is a clear business requirement.
- 1.8** IT and Facilities Management will assist in identifying IT training needs and core IT competencies required by the organisation.
- 1.9** Where appropriate, the Council will seek to comply with best practice and industry standards.
- 1.10** The Council will seek to achieve Value for Money in the procurement, implementation and on-going support of all IT systems and services through stringent procurement, product selection and negotiations as well as producing full cost benefit analysis for all major purchases.
- 1.11** The Council will, where appropriate, work with approved partners but, whether internally or externally developed, all initiatives will follow established standards for the Council's IT infrastructure and comply fully with statutory and other adopted standards for data handling.
- 1.12** The Council will adhere to guidance and legislation set out in regards to Equalities in all areas, including the development and use of IT and related systems.

Tier 2: Actions and commitments in support of the Strategy

<p>2.1 Supporting the Council's main objectives The District's Community Plan and the Council's Corporate Plan identify four key themes:</p> <ul style="list-style-type: none"> <li style="display: inline-block; width: 45%; vertical-align: top;"> ■ Safe and Caring Communities <li style="display: inline-block; width: 45%; vertical-align: top;"> ■ Dynamic and Sustainable Economy <li style="display: inline-block; width: 45%; vertical-align: top;"> ■ Green and Healthy Environment <li style="display: inline-block; width: 45%; vertical-align: top;"> ■ Effective Management of Council Resources <p>The IT Strategy's primary objective is to ensure that services and systems are fit-for-purpose in terms of having a direct or indirect impact on these strategic aims, whilst maintaining an agility to adapt to changing demands without an excessive reliance on documented process.</p>	<p>Link to Tier 1</p>
<p>2.1a Safe and Caring Communities</p>	
<ul style="list-style-type: none"> • We will utilise our membership of the Kent Connects partnership to provide fast and secure information exchanges vital to the success of partnership working in the District. 	<p style="text-align: center;">1.2 1.11</p>
<ul style="list-style-type: none"> • The Council website will continue to be used to promote and consult on community safety issues, and provide a self service facility for citizens requesting services from the Council. 	<p style="text-align: center;">1.1 1.12</p>
<p>2.1b Green and Healthy Environment</p>	
<ul style="list-style-type: none"> • The Planning Portal and 1App system enables full interaction with citizens and is fully integrated to the National Planning Portal. This enables citizens to participate actively in the planning process, influencing their local environment. 	<p style="text-align: center;">1.1</p>
<ul style="list-style-type: none"> • The Council has signed up to the National Land Information Service (NLIS) and is able to receive electronic requests for searches and will continue to work towards a fully automated system. 	<p style="text-align: center;">1.1</p>
<ul style="list-style-type: none"> • We will seek to maximise the take up of Council services electronically, thereby eliminating the need for many postal or face-to-face interactions with their associated costs and environmental impact; this means we will be constantly seeking to enhance our website and self service systems. 	<p style="text-align: center;">1.1</p>
<ul style="list-style-type: none"> • SMS text messaging services will continue to be available to residents and visitors to Sevenoaks District to report acts of graffiti or vandalism. We will continue to develop further SMS services to improve the environment. 	<p style="text-align: center;">1.1</p>
<p>2.1c Dynamic and Sustainable Economy</p>	
<ul style="list-style-type: none"> • E-commerce can help firms to lower costs – in procurement, production, selling and distribution – as well as to stimulate the development of new markets and services. 	<p style="text-align: center;">1.1</p>

<ul style="list-style-type: none"> • We will continue to abide by the principles laid out in the West Kent Area Investment Framework. The Framework has been prepared by the three local authorities who together comprise West Kent: Sevenoaks, Tonbridge and Malling and Tunbridge Wells. The Framework provides a comprehensive picture of the West Kent economy as well as setting a clear agenda for action for all economic agencies and ensuring that the area wins recognition of its needs. The Framework sets out seven strategic objectives, all of which will be supported by the use of technology in further enabling public services: <ul style="list-style-type: none"> - Raise the profile of West Kent as a key area for investment - Maximise opportunities for individuals to enhance their skills - Sustain and strengthen the local economy - Improve the quality of life for residents, particularly in the Priority Community areas - Expand access to a range of housing options available to local residents and workers - Increase the effectiveness of transport infrastructure in West Kent - Maximise opportunities for land based and other rural businesses 	<p>1.2</p>
<p>2.1d Effective Management of Council Resources</p>	
<ul style="list-style-type: none"> • We will ensure that we follow best practice guidelines in the procurement, delivery and support of the Council's IT resources. This will include: <ul style="list-style-type: none"> - Following Prince 2 methodology for all IT projects and IT elements of non-IT projects - Adhering to FAST (Federation Against Software Theft) rules and regulations in regards to software purchasing, licensing and maintenance. We will work towards achieving full compliance status. - Following ITIL (IT Infrastructure Library) approach to IT Service Management. This will begin with the production of an ITIL action plan that will detail the training required as well as the operational and cultural changes required to embrace this methodology. - Storing all our information assets in compliance with the ISO/IEC 27000 series. - IT project and workload priorities to be set by IT Steering Group to ensure alignment with Council's own priorities, budgets and plans. 	<p>1.9</p> <p>1.9</p> <p>1.9</p> <p>1.9</p> <p>1.4</p>
<p>2.2 Serving Citizens, Members and Officers</p>	
<p>2.2a IT Services</p>	
<p>The IT and Facilities Management team was restructured in August 2008, resulting in a reduction in the level of resources, in order to meet the Council's Medium Term Financial Strategy. The team has been structured in a way that it will continue to commit to:</p> <ul style="list-style-type: none"> • Provide first class customer service • Display a flexible 'can do' attitude • Communicate effectively • Working with, rather than for, our customers 	<p>1.6</p>
<p>As part of the re-structure, a new set of Service Level Agreements were produced. These documents outline our commitment to:</p>	<p>1.6</p>

<ul style="list-style-type: none"> • Inform staff of all planned or other known work that may affect system or network availability 	1.6
<ul style="list-style-type: none"> • Analyse performance data and take proactive action to reduce downtime and minimise repeated incidents of problems 	1.6
<ul style="list-style-type: none"> • Maintain and where possible further improve speed and availability of the systems 	1.6
<ul style="list-style-type: none"> • Share information with all members of Information & Technology Services to achieve improved IT performance and responsiveness to customer problems. In addition, customers views will be assessed through formal surveys 	1.6
2.2b Change Management and Business Transformation	
<ul style="list-style-type: none"> • The IT Service is committed to playing a major part in the review of all services with the aim of utilising technology and process redesign to transform the operation of the service and provide improved outcomes to the Community. 	1.1 1.2 1.3 1.4
<ul style="list-style-type: none"> • The IT team will be involved in the identification, design, planning and implementation stages of reviewing all relevant services in order to produce the most effective outcomes. 	1.1 1.2 1.3 1.4
2.2c Flexible Working	
<ul style="list-style-type: none"> • A strategy has been developed by the Council to aid the recruitment and retention of staff recognising the potential benefits that flexible working arrangements offer both the employee and the organisation. 	1.3
<ul style="list-style-type: none"> • Remote access to the Council's core systems is available in several forms: <ul style="list-style-type: none"> - Access to Council email available to all staff via a portal on the website - Full access to Council systems for nominated home workers - Full access to Council systems for Members using Council provided equipment - Full access to Council systems for Members using personal equipment - Mobile access to specific Council systems enabling Officers to provide services "on the move" 	1.3
<ul style="list-style-type: none"> • Further research and programmes required to improve "on the move" access to systems for those Officers and Members with a genuine business requirement. 	1.3 1.10
<ul style="list-style-type: none"> • The Council will endeavour to implement the most appropriate, cost effective mobile working solutions as they become available and required. This will include the use of suitable applications, hand held devices, laptops, mobile phones and tablet PC's depending on needs of the customer but always ensuring full technical compatibility and remaining supporting of the overall strategic direction. 	1.3 1.10
<ul style="list-style-type: none"> • We will continue to use, and promote our Committee system (CMIS) and support the use by Members and Officers in any location. 	1.3
2.2d Training	
<ul style="list-style-type: none"> • We will provide incoming Members and Officers with suitable induction training based on the specific systems and services available to them. 	1.8
<ul style="list-style-type: none"> • All staff will be given the opportunities to develop e-skills. Having achieved Investors in People accreditation, the Council takes seriously the role of both training and developing staff to attain full potential. 	1.6 1.8

<ul style="list-style-type: none"> All Officers have Internet access and will continue to be encouraged to utilise available networked training programmes on offer. 	1.7
<ul style="list-style-type: none"> Members of the IT and Facilities Management team will alert Human Resources of any training requirements required by specific Members or Officers highlighted through our Service Desk system. 	1.8
2.2e GIS	
<ul style="list-style-type: none"> The Council has a comprehensive Geographic Information System (GIS) and mapping system that is used for various tasks, particularly within the Development Control and Land Charges service areas, to support decision making processes. 	1.11
<ul style="list-style-type: none"> The Council will pay a subscription to Local Government Information House (LGIH) under the Mapping Services Agreement for the supply, use and regular receipt of updated digital maps and information for the District. Access to these digital maps can be made available to staff requiring it. 	1.1 1.7 1.11
<ul style="list-style-type: none"> Wherever appropriate we will standardise our GIS and mapping applications on those provided by ESRI, such as: Arc View, Arc GIS and Arc IMS. 	1.7
<ul style="list-style-type: none"> We will promote the use of Development Control and Licensing GIS information via the 'Public Access' website. 	1.1
2.2f Uni-form	
<ul style="list-style-type: none"> We will work to ensure that full value will be achieved through the significant investment the Council has made in the IDOX UNI-form system by using applicable modules to replace disparate systems where possible and appropriate. This system currently covers areas such as Planning, Environmental Health, Licensing and Land Charges 	1.3 1.10
2.2g Local Land and Property Gazetteer (LLPG)	
<ul style="list-style-type: none"> The Council will maintain a Local Land and Property Gazetteer (LLPG) for the District in BS7666 format. This will be maintained through the Gazetteer Management System module in the UNI-form system supplied by IDOX. 	1.7 1.9
<ul style="list-style-type: none"> The LLPG will be seen as the definitive land and property dataset for the District and will be maintained by the Information Systems team, within IT and Facilities Management. 	1.7
<ul style="list-style-type: none"> Daily updates will be provided to/from the National Land and Property Gazetteer (NLPG). 	1.3
<ul style="list-style-type: none"> Wherever appropriate we will standardise our land and property information systems on those provided within the UNI-form suite of applications. 	1.7
2.2h EDMS and Workflow	
<ul style="list-style-type: none"> The use of Electronic Document Management Systems (EDMS) and workflow can provide integration between the customer-facing front office and the data processing back-office functions. It can also provide efficiency benefits by improving the back-office processes. 	1.7 1.10
<ul style="list-style-type: none"> The Council currently uses EDMS and Workflow in Revenues and Benefits, Development Services, Licensing, Finance and Electoral Services departments successfully. 	1.7
<ul style="list-style-type: none"> Further roll out to other areas is planned for during 2009/12. EDMS and Workflow has significantly enhanced our ability to undertake the administrative tasks associated with those services already using it and it will have a similar 	1.3 1.7

impact on the other service areas. Full integration with the back-office Uniform system will form part of this plan.	
2.2i Customer Relationship Management (CRM)	
<ul style="list-style-type: none"> The Council has researched and implemented the most appropriate and cost effective CRM solution - Lagan Frontline CRM - that integrates with core back-office systems. This will continue to be deployed to further service areas under the direction of the IT Steering Group. 	1.3 1.4 1.10
<ul style="list-style-type: none"> The CRM system will provide a single point of access to all citizen and property information held within the Council. 	1.3
2.2j Intranet	
<ul style="list-style-type: none"> The Council will use the corporate intranet (SiMON) as the main internal resource to find and share information. 	1.1
<ul style="list-style-type: none"> SiMON will be maintained, developed and enhanced by a combination of the IT team, Intranet Group and the IT Steering Group. 	1.6
2.2k Procurement	
<ul style="list-style-type: none"> E-Procurement saves time and resources. The Council will undertake those steps outlined in the Procurement Strategy that identified e-procurement as a key aim. Corporate purchase cards have been introduced and the electronic BACs system will be used for invoice payment where possible. 	1.1 1.10
<ul style="list-style-type: none"> We will continually review how enhanced use of e-procurement can be achieved and look to embrace the relevant national projects where appropriate. 	1.2
<ul style="list-style-type: none"> We will support the Kent Connects partnership and Kent Buying Consortium in developing and utilising potential procurement systems for Kent-wide use. 	1.2 1.10
<ul style="list-style-type: none"> We will provide secure authenticated transactions for citizens choosing to use electronic access channels. 	1.1
<ul style="list-style-type: none"> We will make use of OGC agreed procurement programmes such as Catalist wherever available and beneficial to the Council. 	1.2 1.10
<ul style="list-style-type: none"> All IT systems and services will be procured centrally through the IT and Facilities Management team to ensure value for money, consistency and quality assurance. 	1.6 1.10
2.2l Business Continuity / Disaster Recovery	
<ul style="list-style-type: none"> We will continue to provide a robust, tested, secure, flexible solution and plan for use in the event of a disaster (see IT Disaster Recovery Plan). 	1.3 1.6
<ul style="list-style-type: none"> Wherever possible, the services relating to this solution will be procured jointly through the Kent Connects partnership, as is the current solution, to ensure maximum value for money. 	1.2 1.3 1.9 1.10 1.11
<ul style="list-style-type: none"> We will provide a suitable and cost effective solution to ensure business continuity in the event of minor system or process failure. 	1.3 1.6 1.10

2.3 External Influences and Stakeholders	Link to Tier 1
2.3a Working in Partnership	
<ul style="list-style-type: none"> The Council recognises that working in partnership can bring significant benefits in terms of improved services, economies of scale and access to initiatives which would be unfeasible for a single District authority. There is tremendous potential for the public and private sector to work together in mutually beneficial partnerships. Cost savings may be available, as could additional capacity and capability, resulting in improved services and increased customer satisfaction. 	1.5 1.10 1.11
<ul style="list-style-type: none"> Current examples of local partnership working include: <ul style="list-style-type: none"> Environmental Health: Sevenoaks/Dartford Internal Audit: Sevenoaks/Dartford Licensing: Sevenoaks/Tunbridge Wells Development Control: Sevenoaks/Tunbridge Wells 	1.5 1.10 1.11
2.3b Kent Connects	
<ul style="list-style-type: none"> From a technology perspective, our key partnership is with Kent Connects. They provide a number of key projects to the Council in those areas where partnership working of this nature is most appropriate. All fourteen local authorities in Kent have joined together with other public service providers, including Kent emergency services, to set up a partnership that aims to link up people and public services. By identifying and improving the IT infrastructure across the county, Kent Connects is effectively removing the barriers to joined up working. It offers solutions to practical issues that are common to all Kent's public service organisations. In sharing the costs and the risks of this investment, partners are also sharing ideas, skills and expertise across the county. 	1.2 1.5 1.10 1.11
<ul style="list-style-type: none"> In addition to Kent Connects, the Council will continue to establish partnerships with other local authorities, public services and private sector organisations where benefit for the Council can be achieved. 	1.2 1.5 1.10 1.11

2.4 Technical Environment and Direction	Link to Tier 1
2.4a Network Infrastructure	
<ul style="list-style-type: none"> Provision of Local Area Networks (LAN) within all Council offices and facilities requiring one. Each LAN to be Ethernet topology using CAT5 cabling as a minimum but working towards utilisation of CAT6 as and when cabling is upgraded in each location. A minimum of 100Mbps should be provided to the desktop, whilst working towards 1000Mbps where required. 	1.3
<ul style="list-style-type: none"> Provision of wireless network connections in all Council offices and facilities with a genuine requirement. 	1.3 1.7
<ul style="list-style-type: none"> Provision of a Wide Area Network (WAN) linking the Argyle Road office to every Council office and facility, with appropriate bandwidth required for use. 	1.3 1.7
<ul style="list-style-type: none"> Provision of low cost backup solution to the WAN to enable some communication between the sites and some essential work to be performed when the main WAN is not operational. 	1.3 1.7 1.10

<ul style="list-style-type: none"> • Connection to the Kent Connects network to enable current and future joined up services to be provided with and between other local authorities in Kent. 	<p>1.2 1.3 1.5 1.11</p>
<ul style="list-style-type: none"> • Provision of a corporate connection to the Internet with a minimum of 10Mbs bandwidth. Connection to be via the most cost effective and resilient route, which is currently via LANZ/BT. Move to the Kent Connects network when stability and resilience of service has been proven to the Council's satisfaction. Need to monitor usage and plan for future requirements together with other Kent Connects partners. 	<p>1.1 1.2 1.3 1.11</p>
<ul style="list-style-type: none"> • Standardisation on the use of CISCO routers throughout the Council, wherever practical, to enable compatibility, resilience and ease of installation and support. 	<p>1.3</p>
<ul style="list-style-type: none"> • Standardisation on the use of 3COM network switches throughout the Council, wherever practical, to enable value for money, compatibility, resilience, network monitoring and ease of installation and support. 	<p>1.3 1.10</p>
<ul style="list-style-type: none"> • Infrastructure design is such that it ensures capability is in place to accommodate voice as well as data traffic. 	<p>1.3</p>
<p>2.4b Network Operation and Security</p>	
<ul style="list-style-type: none"> • The standard server operating system will be the latest proven Microsoft server operating system, currently Server 2003. 	<p>1.3</p>
<ul style="list-style-type: none"> • Provision of firewalls and demilitarised zones (DMZ) where required to prevent unauthorised access to Council data from outside the authority. 	<p>1.3</p>
<ul style="list-style-type: none"> • Provision of a unique username and password to each member of staff to gain access to the network. Renewal of network passwords will be enforced at an appropriate interval. Separate username and/or password security will also be required for access to specific operational applications. 	<p>1.3</p>
<ul style="list-style-type: none"> • All staff, Members and contractors will be provided with a copy of the Council's IT Security Policy which must be adhered to. 	<p>1.3</p>
<ul style="list-style-type: none"> • The Council Information Security Policy will become compliant with the ISO/IEC 27000 series and the Council will continue to employ a nominated Information Security Officer. 	<p>1.9</p>
<ul style="list-style-type: none"> • Anti-virus protection to servers and PCs will be maintained with the most appropriate and effective solution. 	<p>1.3 1.9</p>
<p>2.4c Desktop Facilities</p>	
<ul style="list-style-type: none"> • Where required and authorised, each Member and Officer to be provided with a desktop PC or laptop purchased from the Council's main supplier at the time. 	<p>1.7</p>
<ul style="list-style-type: none"> • Renewal of desktop PCs and laptops to be on an appropriate cycle to ensure they remain fit-for-purpose at the same time as maximising value for money. 	<p>1.7 1.10</p>
<ul style="list-style-type: none"> • PCs and laptops to run the Microsoft operating system, which is currently a standard of Windows XP. 	<p>1.7</p>
<ul style="list-style-type: none"> • Each member of staff using a PC will normally have access to the following facilities as a minimum: <ul style="list-style-type: none"> - MS Outlook (for email, calendar, contacts, tasks etc) - MS Office (for Word, Excel, PowerPoint, Access) - MS Internet Explorer (for access to the Internet) - SiMON (Intranet) 	<p>1.7</p>

<ul style="list-style-type: none"> - Adobe Acrobat reader - Central network drives for document storage - Access to suitable printing solutions - Any other licensed software application where requirements exist (e.g. MS Project) 	
<ul style="list-style-type: none"> • Applications will be deployed through the use of Citrix thin-client technology. 	1.3
<ul style="list-style-type: none"> • Access to the Internet will be provided to all staff, subject to compliance with the IT Security Policy guidelines around acceptable Internet usage. 	1.7
<ul style="list-style-type: none"> • Standardisation on the use of Ricoh Multifunction printers throughout the Council, wherever practical, to enable value for money, compatibility, resilience and ease of installation and support. 	1.7 1.10
<ul style="list-style-type: none"> • Renewal of printers and other desktop equipment will be on an ad-hoc basis when necessary. Criteria for renewal will include increasing unreliability, current/future incompatibility, excessive maintenance costs or no longer meeting business needs. 	1.7 1.10
2.4d Servers	
<ul style="list-style-type: none"> • All central servers will be located within a secured environment, with appropriate power, air conditioning and space. 	1.3
<ul style="list-style-type: none"> • Standardisation on DELL servers running a VMWare virtual environment to ensure value for money, compatibility, resilience and ease of installation and support. 	1.3 1.10
<ul style="list-style-type: none"> • All central server data will be backed up on a daily basis according to the back up procedures and the latest copies will be secured in a fire proof safe located in an appropriate location onsite. Previous weekly and monthly copies of data will be stored in the fireproof safe located in a secure offsite location. 	1.3
<ul style="list-style-type: none"> • Servers will be renewed on a 3-5 year replacement programme where appropriate. 	1.3 1.10
2.4e Applications	
<ul style="list-style-type: none"> • In addition to the standard desktop applications, certain Council staff have access to various systems where a business need has been highlighted. Amongst others these may include: <ul style="list-style-type: none"> - UNI-form - IDOX EDMS - Lagan Frontline CRM - Images@work - Agresso - CMIS - PBViews - Selima Payroll / HR - Strand Electoral services - SIMON (sorce) - BACsIP (Albany) - Capita Academy 	1.7
<ul style="list-style-type: none"> • The Council will be committed to reducing the number of ad-hoc systems deployed within the Council to reduce support overheads, improve consistency of service and remove duplication of similar systems with particular attention given to ensuring that full value for money is gained from our commitment to the UNI-form suite of applications. 	1.1 1.10

Tier 3: Development Plan 2009-2012

	Actions	Target	By When	Link to Tier two
3.1 Service Performance				
3.1a	Maintain IT Service Desk availability	98% availability between 08:30 and 17:00 Monday to Friday	Ongoing	2.2a
3.1b	Maintain IT Service Desk customer satisfaction	98% expressing themselves "satisfied" or "very satisfied"	October 2009	2.2a
3.1c	Work with Human Resources to ensure all staff have received adequate training in the full use of core office systems	100%	Ongoing	2.2d
3.1d	Achieve agreed level of Service Desk calls resolved with agreed timescales	95% of Service Desk calls resolved within agreed timescales	April 2009	2.2a
3.2 Infrastructure				
3.2a	Replace user workstations within appropriate timescales to ensure fit-for-purpose hardware	100%	Ongoing	2.4c
3.2b	Replace existing Citrix and central servers within appropriate timescales to ensure fit-for-purpose hardware	New server hardware installed and live	July 2009 and ongoing	2.4c 2.4d
3.2c	Identify new business partners and develop detailed rules of engagement	New partners identified	Ongoing	2.3e
3.2d	Develop a single integrated infrastructure for data, voice and image	System implemented and tested to provide single voice/data/image infrastructure	September 2009	2.2b 2.4a
3.2e	Research, procure and deploy a VOIP system integrated to the current network	Existing analogue telephone system replaced. VOIP system successfully deployed	March 2010	2.1d 2.2c 2.2k

				2.4a
3.3 Applications				
3.3a	Upgrade MS Office suite of applications to 2007	All MS Office products upgraded to 2007	December 2009	2.4c
3.3b	SMS text messaging services available to residents and visitors to the District	SMS services available 24x7, 365 days per year	Immediately and ongoing	2.3b 2.3d
3.3c	Migrate all remaining payment types onto new electronic payments system	Decommissioning of the old payment system. New payments system improving efficiency in processing transactions	February 2009	2.1d 2.2b 2.2i
3.3d	Deploy self service e-forms and knowledge solution to the corporate website	Solution deployed and more services available through self-service to citizens. Performance measure to be agreed once solution is identified	April 2009	2.1a 2.1b 2.2b 2.2i
3.3e	Review and redevelop intranet system (SiMON)	System is up to date and provides an efficient source of information to all service areas	February 2009	2.1d 2.2j 2.4e
3.3f	Deploy automated system for taking payments via the telephone	System deployed and improved efficiency for citizen transactions. Performance measure TBC	TBC	2.1c 2.1d 2.2i
3.4 Project Management				
3.4a	Prince 2 methodology and templates used by SDC to be reviewed to ensure they continue to meet the Council's Project Management needs	New templates to be produced where appropriate	January 2009	2.1d
3.4b	An intranet site be established to provide: <ul style="list-style-type: none"> The PRINCE 2 project management method "How to run a PRINCE 2 project" Templates for each of the management products for PRINCE 2 projects 	Site implemented and approved for use by appropriate Director	April 2009	2.1d

	<ul style="list-style-type: none"> Project Management Team roles and responsibilities Health Check for a PRINCE 2 project – provide a set of questions that can be used for a Health Check of projects Project document management structure to be used by a project Create a “lessons learnt” page to track learning from PRINCE 2 projects 			
3.4c	Provide meaningful, clear reports to IT Steering Group on progress of IT projects as well as the IT elements of non-IT projects	Format of reports approved and used comprehensively	February 2009	2.1d
3.5 Local and National Projects				
3.5a	Contribute to and make full use of Kent Connects programme	Achieve efficiency gains and cost savings in yet to be determined areas	Immediately and ongoing	2.2b 2.3f
3.5b	Research and make full use of national projects available to SDC and also make SDC available for national pilot projects	Achieve efficiency gains and cost savings in yet to be determined areas	Immediately and ongoing	2.2b 2.3c
3.6 Administration and Security				
3.6a	Review and update documentation templates for the IT Steering Group	Templates reviewed and agreed	February 2009	2.1d
3.6b	Reduce the amount of printed output through awareness and promotion of alternatives	15% reduction	March 2009	2.1d
3.6c	Update Information Security Policy	Ensure information held by SDC is secure in an appropriate manner in accordance with ISO/IEC 27000	March 2009	2.1d 2.4b
3.6d	Establish Information Security Group to manage and oversee compliance of ISO/IEC 27000	Group established, terms of reference agreed.	March 2009	2.1d 2.4b

3.6e	Continually consider Council's overall financial position and the financial implications on the annual budget and the medium and long term financial plans	Ensure annual budget targets are achieved without negative impact on service delivery through the use of monthly monitoring and annual planning	Ongoing	2.2k
3.6f	Complete Government Connects COCO requirements and submit document	Compliance with all COCO requirements	March 2009	2.1d 2.3a
3.7 UNI-form and GIS				
3.7a	Complete data capture exercise for Total Land Charges (TLC)	100% of all data available within TLC system	January 2009	2.2g
3.7b	Deploy Public Access Expert System to enable citizen / customer self service with pre-application enquiries	System successfully deployed	January 2009	2.2e 2.2f 2.4e
3.7c	Upgrade Uni-form system to 7.5 to ensure continued support and reliability	Upgrade completed and tested	January 2009	2.2f 2.4e
3.7d	Implement UNI-form Tax Licensing module	System implemented and tested to provide Tax Licensing services	March 2009	2.2e 2.2f 2.4e
3.7e	Complete back-scanning exercise relating to Development Services Review	All appropriate information captured in electronic format	January 2011	2.2e 2.2f 2.4e
3.8 Flexible Working				
3.8a	Upgrade Citrix remote access solution	Streamline the remote access methods currently available to authorised staff and Members	July 2009	2.2c
3.8b	Deploy VOIP as part of a solution to expand flexible/remote working while reducing costs to the Council	Achieve efficiency gains and cost savings, scope yet to be determined	March 2010	2.2b 2.2c

The 2005-2008 IT Strategy and Plan has enabled the IT Service to become a key enabler in the transformation of services across the Council. In this period, the IT Service has contributed significantly towards the Council achieving the following:

- Council Assessed as Excellent by the Audit Commission
- Level 4 2006-2007 Use of Resources
- Finalist in the MJ best Use of Resource awards 2008
- Level 4 Value for Money Assessment 2006-2007
- Investors in People
- 2007 Best Councils To Work For
- 2008 Local Government Chronicle – Finance Award
- Scores on the Doors – Food Hygiene scheme launched

The 2009-2012 IT Strategy and Plan sets out to continue this level of performance. We aim to achieve the delivery of the Councils vision whilst maintaining the smallest IT team in the County and unit costs which are around 50% less than the average for shire districts across the Country.¹

This will be achieved in an environment where business agility, the ability to deliver business transformation, is key to the success of delivering improving public services in a recessionary economic environment.

¹ Based on Society of Information Technology Managers (SOCITM) benchmarking figures

Sevenoaks District Information Technology Strategy & Plan 2009-12

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