

Chichester District Council

Information Communication Technology & Digital Strategy

2019 to 2022



Document Control Sheet

Title	Information Communication Technology & Digital Strategy 2019 – 2022
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Division	Business Support
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Review Date	January 2022

Version History

Version	Date	Author	Change
v0.1	21.08.2018	A Forward	Initial draft
v0.2	14.09.2018	A Forward	1 st edit
v0.3	12.11.2018	A Forward	Increased digital context
V0.4	21.11.2018	A Forward	Inclusion of CDC ICT data sets
V0.5	14.01.2019	A Forward	Incorporation of Member task & finish group recommendations

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Introduction

The Information Communication and Digital Technology sector continues to be one of the most dynamic and innovative drivers of change across the world today. Over the past 12 months the numbers of people interacting through social media has passed the 3 billion mark, up 13%. We have seen a 7% growth in internet users who, according to the Global Web Index, spent a total of 1 billion years online during 2018. ¹Two thirds of the world's 7.6 billion inhabitants now own a mobile phone, while in the UK 89% of adults are using the internet weekly².

CDC Fact 1
1.3 million Emails
received in the last
year

CDC Fact 2
90,000 spam
emails stopped in
past 12 months

The relentless pace of change across the industry is an important factor when setting our medium term priorities. Consider the industry only two decades ago when we were in the pre 'Y2K' era and Windows 95 was the operating system of choice. A time when a Blackberry was still a fruit, not a company yet to emerge as a tech giant, ripen and fade. 20 years ago we still had 9 years to wait for the first iPhone and 12 years for an iPad. A desktop would cost the best part of £3,700 and a laptop in the region of £8,000. Freeserve had just

arrived offering non-dial up internet and speeds of 56kbps for the first time. Today the UK average speed is some 540 times faster, with nearly 8 out of 10 UK adults now accessing the internet 'on the go'. It is amazing to consider how far we have come and how few areas of everyday life have been unaffected: from banking, shopping and travel to communicating with friends and doing business. Every aspect of our lives has been touched by the information communication technology (ICT) and digital revolution. In fact smartphone handsets, tablets and subscriptions to the internet are now firm fixtures in The Basket of Goods & Services used to assess both Consumer Price (CPI) and Retail Price Inflation (RPI) data sets.

CDC Fact 3 8,000
malware emails
received during 2017

The ICT Vision for Chichester District Council

As ICT and digital innovation drive changes in service demand and expectation, we will make use of every opportunity to deliver cost reductions, facilitate quality service improvements and develop channel shift, whilst actively contributing to the delivery of our digital vision. Harnessing innovation

CDC Fact 8
Over 600 security
patches a year

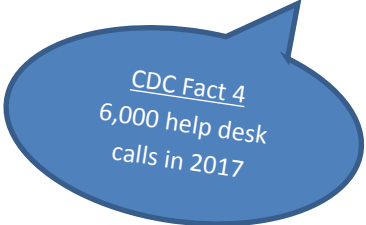
to support improvement across our services, we will contribute to making our communities attractive places to live, work and do business, improve outcomes for residents and foster economic growth.

By continually monitoring industry innovation and developments, including cloud opportunities, we will ensure Chichester is able to maximise the potential at the appropriate time.

¹ Digital Report 2018, We Are Social & Hootsuite, Jan 2018, <https://digitalreport.wearesocial.com>

² Internet users, UK:2018 & Internet access – households & individuals: 2018, Office for National Statistics

The strategy builds on progress already made. We are actively involved in a partnership project working with colleagues across local government in West Sussex to deliver a full fibre path way across the district. With the capacity to provide a 5G scalable network, the infrastructure will support our Smart District ambitions bringing ‘the internet of things’ and ‘smart city’ connectivity one step closer.



CDC Fact 4
6,000 help desk
calls in 2017

We also support the ambition to challenge our operational ways of working – redesigning service delivery around outcomes and people, and through the removal of fragmentation and duplication to deliver them from the lowest possible cost base. Enabling the development of inclusive services that are digital by design, and facilitates smart workplaces and remote working. We will continue


to work with colleagues to facilitate customer self-service choices, e.g. channel shift, digital-assistants (‘smart home’ voice controlled devices) and explore additional artificial intelligence (AI) opportunities, such as responding to customer queries through chatbot features.

To build these key digital capabilities we need to make some changes to our information technology (IT) architecture. So by bringing together our ICT and digital strategy we will maximise usage and scale across our asset investment programme whilst establishing a resilient foundation for our digital future.

Digital Focus

The Government’s Digital Strategy identifies a number of beneficial financial and welfare outcomes for individuals, including reducing isolation and supporting economic growth. Our strategy has been designed to support council service delivery in these areas.

In 2018 Ofcom reported in their Adults’ Media Use and Attitude Report, a decline in the number of adults who have looked online for information on public services, or completed government processes online: down from 78% and 69% in 2015 to 50% in 2017. Again our strategy has been configured to build on the council’s channel shift activities. In contrast to the Ofcom findings, across Chichester District Council we have seen;



CDC Fact 5
250,000 phone
calls received
in past year

- Over 2.9 million website page views in the last 12 months
- 8 transactional processes now offered on-line with over 17,500 service request received through online and web contacts.
- Over the last three years the number of telephone and face to face contacts with the council has dropped by 22%, and the number of manual payments has reduced by 38% with our customers shifting to the use of automated processes.
- Chichester assessed by LGA/LSE ([‘The Get Digital Heatmap’](#)) as medium. This is the likelihood, across the district, of digital exclusion based on infrastructure, skills and social economic factors. (We are at the same level as Arun and East Hants, but higher than Horsham and Waverley).



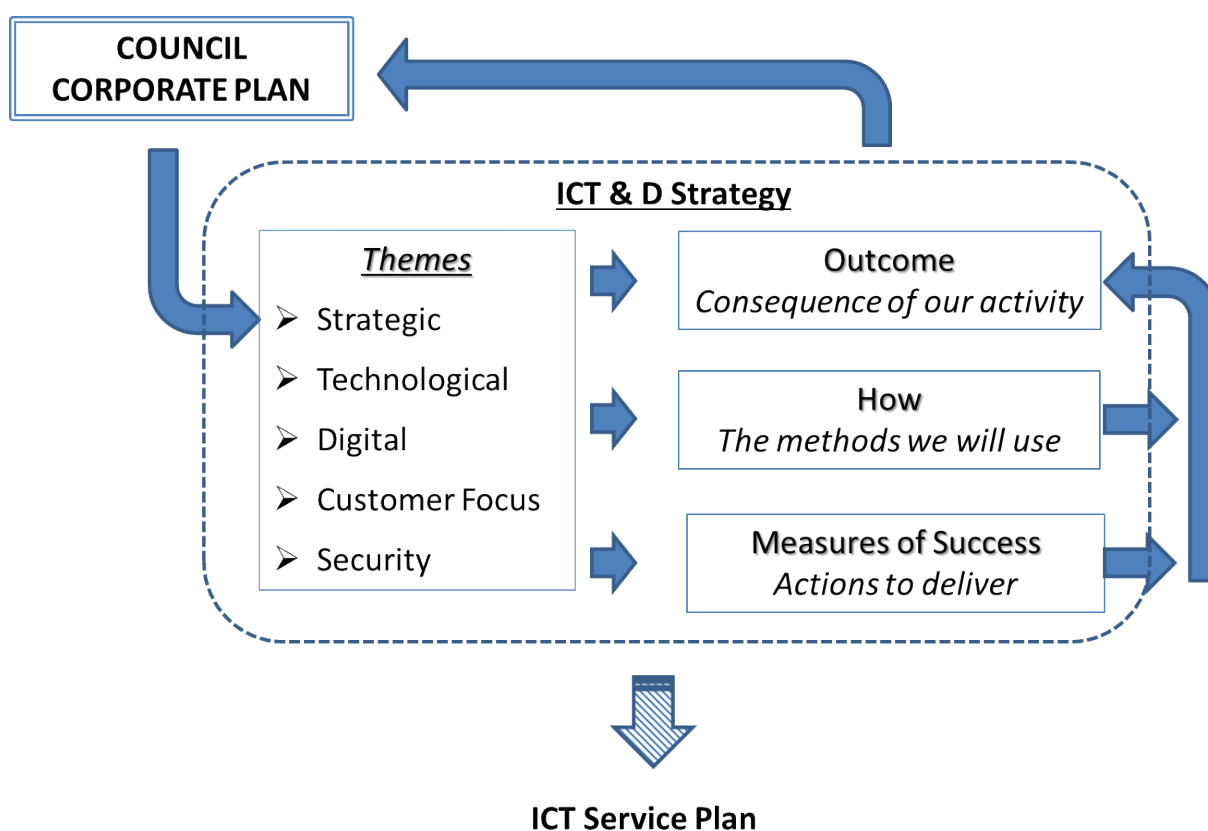
CDC Fact 6
18,000 eform/internet
service requests in
2017

In addition to developing the council's ICT and digital strategy, we have a wider commitment to encourage growth and minimise social exclusion through working in partnership to encourage better connectivity for our communities and businesses. This is just the start, and further focus on tackling some of the common causes of digital exclusion have been incorporated within our strategy.

Strategic Objectives

Our strategy has been designed to enable and support the council's ambitions to deliver better outcomes for the people and businesses of the district. It defines 'the what' in terms of our contribution to the corporate plan, and points to operational activities defined within the ICT Service Plan.

The introduction of themes provides control and focus, allowing easy prioritisation of resources and effort on those things that really matter.



Through our Information Communication Technology and Digital Strategy we will;

- Continually improve our position in relation to cyber security and protection.
- Utilise ICT and digital technologies and infrastructure to support and enable delivery of the Council's vision and priorities.

*CDC Fact 7
"Planning" most
popular search*

- Develop self-serve and channel choice delivering services that are digital by default whilst ensuring that they are accessible to all.
- Our integrated strategy, utilising agile implementation and integration activities, will support the drive for service improvement and efficiency.
- Using the evaluation of full business cases to avoid the implementation of technology for technology's sake, we will maintain a secure and up to date architecture, infrastructure and systems environment that enables end-to-end digital services.
- Fully supporting our customer and digital access aspirations (and Communications Strategy), we will work with our colleagues across the Council to support better and simpler service delivery, reduce contacts and provide a wealth of data insights to inform service design.
- Supporting the digitalisation of Council services.
- Play an active role in supporting colleagues and councillors improve and increase their digital and ICT skills and make best use of technology.

Themes: Outcomes: Outputs

The strategy has been developed in the context of a number of key strategic, business and technological themes, all of which affect how ICT can best support and enable the Council to deliver its corporate plan priorities.

Delivery of our strategy can be assessed against 5 simple themes. Against each we have defined the benefits (outcomes), and what we will do to achieve those benefits: what gets measured gets done.

Theme	Outcome	How
Strategic	1. Playing a central role in transformation activity across the council	Working with services to develop business cases. Prioritising resources to transformation activities that deliver the most benefit (in line with the wider corporate improvement programme). For example; Housing HMO forms & Idox mobile applications, which offer benefits in terms of reduced printing and increased efficiencies around offsite working.
	2. Ensure that the ICT service is structured and skilled to deliver	Ensure that both the structure (roles) and individual skills (capabilities) within the ICT team are appropriate given the evolving nature of the industry, and changes in customer expectation and demand.
	3. Support greater understanding and improved decision making through the provision of timely, comprehensive and accurate data and management information.	Applying the 'Open Standards for Government Data and Technology, where possible, to enable interoperability of data and documents. Using related data from different systems to inform performance and service improvements, such as the planned uniform enterprise for estates project.
	4. Helping to drive added value and increased efficiencies	Benchmarking, peer support and joint working have long been common approaches across the LG sector. We will continue to play active roles in a number of relevant groups and partnerships and look at opportunities for sharing services and joint procurement where appropriate.

Theme	Outcome	How
Technological	1. Future proofing and resilience through developing / maintaining holistic and scalable technology platforms that support existing (and enable future) delivery of services (channels).	Increased complexity in the diverse range of systems, programmes and applications used to deliver services, requires appropriately configured infrastructure and platforms. This means looking at the whole suite of technology (productivity tools to line of business applications and the devices they run on, Software as a Service (SaaS), Infrastructure as a Service (IaaS), Platform as a Service (PaaS)). Over the coming 18 months we will undertake a review of our entire architecture framework. This will include server replacement at EPH, creation of a backup/recovery site, network access and VPN authentication and Exchange / Office replacement evaluation.

	2. Working with colleagues to create effective Cloud / On premise / Hybrid business case option appraisals that support council service delivery and corporate priorities.	When considering ICT improvements and investments, all business cases are evaluated to ensure that the best balance of cost effectiveness, quality and security can be achieved, regardless of whether it is a cloud based or hosted solution. Current projects in this area include Astun (GIS) upgrade implementing a cloud solution, and an evaluation of future Northgate support options.
	3. Evaluation of new technologies (e.g. mobile, voice control, AI) and opportunities through 4G/5G connectivity and web based applications.	We will continuously look for ways to further mobile and agile working, whilst supporting business continuity and improving security. Activity will be undertaken across a diverse range of projects, including the review and evaluation of new member IT devices and an options appraisal for a move to a thin client model.

Theme	Outcome	How
Digital	1. Strategic alignment and improved regional digital infrastructure	Working with partners to help facilitate improved digital infrastructure to enable super-fast connectivity to homes, businesses and visitors through fibre, mobile reception and WIFI. The first stage is the delivery of the County WAN (Gigabit) network. The creation of our backup/recover site is dependent on the network roll out.
	2. Transformation	Utilising technology to deliver on-line, digital and agile working, not simply automating existing processes. The idox mobile applications project is making use of new hardware and software to improve processes, procedures and practices to deliver improved and more efficient services.

Theme	Outcome	How
Customer Focus	1. Effective digital service delivery – customer journey designed.	On-line services need to be integrated, simple and effective if they are to encourage channel shift and increased transactional activity. Taking an agile approach, we will continuously review our approaches to digital service development, such as reviewing the most effective framework for eform development.
	2. ICT provision capable of supporting 24/7 digital service delivery.	We need to ensure that we maintain a robust, resilient and secure foundation upon which the council's technology architecture is built. Our server replacement, VPN authentication, exchange/office, devices and network access projects are all focused on maintaining a consistent infrastructure with minimal downtime.
	3. Helping customers and colleagues become confident and skilled users.	In a constantly changing environment the ICT department has a central role to play in not just providing the infrastructure necessary to deliver council services, but also helping our colleagues and stakeholders effectively utilise the tools available. Through reviewing and improving our on-line guides, self-help instructions and hands-on support activities, we will ensure the council maintains an informed, mobile and ICT aware workforce.

	4. Clarity on how the ICT Service can / will help purchase, implement and integrate technological requirements.	As a public sector service we have a responsibility to improve our performance and deliver efficiencies. Starting with the creation of our service catalogue (defining our service offering), we will be better placed to ensure alignment with corporate objectives, better able to optimise service delivery, reduce support costs and boost productivity.
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Theme	Outcome	How
Security	1. Maintaining highest levels of data protection and information security. 2. Ensure that data and information held is collected, stored and subject to effective controls.	We have a comprehensive programme of activities and processes aimed at reducing the ever growing threat of cyber-crime (data protection and information security). We take a pan council management approach to staying secure – operating across hardware, software, infrastructure, change and improvement activities. Continual vigilance is maintained through a mix of projects, external accreditations and industry standard change controls, including: 1. VPN access – authentication 2. Depot backup server farm 3. EPH Server replacement 4. PSN compliance 5. LGA cyber security improvement plan 6. ITIL / ISO Service Management System 7. Mobile device management project 8. Network monitoring review.
	3. Agreed ICT & D strategy, supported by a clear implementation roadmap to reduce risks of (1) Infrastructure obsolescence, and (2) Service resilience and business continuity.	1. As existing platforms go into extended support, running costs increase. Transformational benefits will be delayed and resilience, in terms of demand changes, will be difficult to accommodate. 2. As the Council becomes more reliant on technological assistance to deliver services, the pressures on ICT resource will increase and become more diversified. Maintaining service capabilities in relation to changing demands will be critical. We are exploring the business case for creating an offsite server room (to be built at the depot) to provide a resilient council wide ICT business continuity solution.



ICT Ref	Description	Theme	Principle	Start Date	Finish Date	Status
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1	ICT 14	County WAN (Gigabit): <i>Creating a fibre network to deliver 1,000 Mbps to key Public sector sites</i>	Digital	Security: Resilience: Future Proofing	March 2018	March 2019	70%
2	ICT 24	Idox Mobile Applications: <i>Service digital transformation to deliver improved performance, efficiencies and savings.</i>	Strategic / Digital	Customer & Digital Services	June 2018	December 2018	70%
3	ICT 25	Service Structure / Role Profiles:	Strategic	ICT Service – Target Operating Model	June 2018	April 2019	95%
4	ICT 24	Housing HMO Forms: <i>Service digital transformation through channel shift and transactional savings.</i>	Strategic	Customer & Digital Services	July 2018	October 2018	100%
5	ICT 15	PSN – Compliance: <i>Adherence to Central Government security and protection standards</i>	Security	Security: Resilience: Future Proofing	July 2018	July 2019	40%
6	ICT 3	EPH Server Replacement: <i>Storage Area Network (SAN) server replacement</i>	Technological	Security: Resilience: Future Proofing	September 2018	February 2020	20%
7	ICT 5	VPN Access: <i>Review and improvements to VPN</i>	Technological	Security: Resilience: Future Proofing	September 2018	June 2019	30%
8	ICT 24	Astun (GIS) Upgrade: <i>Delivery of a cloud based solution that offers enhanced channel and digital customer services</i>	Technological	Customer & Digital Services	September 2018	March 2019	50%
9	ICT 13	Member Device Evaluation: <i>Deliver a new more suitable device following elections.</i>	Technological	Process Transformation	September 2018	April 2019	80%
10	ICT 15	Cyber Security Improvement Plan: <i>Actions arising from the LGA Cyber Security Stocktake review.</i>	Security	Security: Resilience: Future Proofing	September 2018	September 2019	40%
11	ICT 1	Depot - Back Up / Recovery: <i>Create backup / DR server site</i>	Technological	Security: Resilience: Future Proofing	October 2018	September 2019	15%
12	ICT 21	ITIL/ISO Service Management System: <i>Establish industry Standard Management System (change control processes, e.g. patching, upgrades, etc.)</i>	Security	Security: Resilience: Future Proofing	October 2018	October 2019	80%

13	ICT 8	Exchange / Office Replacement: <i>Evaluation and replacement of current Microsoft configuration</i>	Technological	Customer & Digital Services	January 2019	July 2019	N/S
14	ICT 2	Thin Client: <i>Business case and delivery of a virtual desktop infrastructure environment.</i>	Technological	Security: Resilience: Future Proofing	January 2019	March 2020	N/S
15	ICT 24	Uniform Enterprise for Estates: <i>Creation of management data sets to inform service performance and efficiency improvements.</i>	Strategic	Customer & Digital Services			N/S

KPIs

No	Ref	Title	Description	Target	Freq.
1	LPI 245	ICT System Availability	Percentage of uptime for all critical servers (email, internet, website, finance, CRM, R&B)	98%	Qtly
2	LPI 247	Service calls completed on time	How many helpdesk calls have been closed within SLA standards? Quantitate measure that will be related to LPI 248 to provide qualitative context.	85%	Qtly
3	LPI 248	ICT User satisfaction survey	New measure currently in design. To be introduced from April 2019	TBD	TDB
4	New	Cyber Attacks	Number of cyber-attacks detected and neutralised	100%	Qtly
5	New	IT training	% of staff undertaking IT Essentials Training within 4 months of starting employment	100%	Qtly

Risks

No	Ref	Risk Description	Likelihood	Impact	Severity	Mitigation Plan	Owner	Status
1	CRR 97	Cyber-attack across ICT estate	2	3	6	A number of internal mitigations are in place and reported under Corporate Risk register monitoring controls.	ICT Manager	Open
2	CRR 131	Loss of key staff	2	2	4	Key skill transfer (training) programme in place to reduce impact of skill loss to team in the event of permanent or temporary loss of staff	ICT Manager	Open
3	CRR 164	Third parties non-compliance: goods & services	2	2	4	Review of all contracts/contractors planned for 2019	ICT Manager	Open

Glossary of Terms

Term	Definition
Cloud	Remote servers & software networks allowing centralized data storage & online access to computer services
CMS	Content Management System
CMT	Corporate Management Team
DR	Disaster Recovery
E-Alerts	Electronic Alerts
EDRMS	Electronic Document Management System
EForms	Electronic ally generated forms
EPH	East Pallant House
4G / 5G	4 th & 5 th generation of cellular mobile communications
GCloud	Government Cloud (procurement route)
GDPR	General Data Protection Regulations 2016/679
GDS	Government Digital Services
GIS	Geographic information system
IaaS	Infrastructure as a service solution
IoT	Internet of things
ISO	International Organisation for Standardisation
ITIL	Information Technology Infrastructure Library - ICT Governance and best practise methodology
LGA	The Local Government Association
LSE	London School of Economics
MHCLG	Ministry of Housing, Communities and Local Government
HMO	House of multiple occupancy
.Net	Data programming language used for websites
NDL	Middleware application
Ofcom	The Office of Communications
Open Data	Data which is available to all
PCI	Payment Card Industry (data security standard)
PSN	Public Services Network
SaaS	Software as a service
Schema Tags	Marking up of internet data which allows easy searching
SIAM	Service integration & management
SLA	Service level agreement
SLT	Senior Leadership Team
SMART	Specific, Measurable, Attainable, Realistic, and Timely
Socitm	Society of IT Managers
Taxonomy	Grouping, organisation or naming of data used by Websites
Technical Advisory Board (TAB)	IT Manager's group from local authorities within the County
TrackIt	Application used for logging ICT Service Desk incidents, changes & problems
VPN	Virtual private network
WAN	Wide area network
WorkPlan	The Programme of work relating to the delivery of projects by the ICT service for the year 2015/16