

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

Agenda Item No 6

meeting date: 19 JUNE 2018
title: ICT STRATEGY
submitted by: DIRECTOR OF RESOURCES
principal author: LAWSON ODDIE

1 PURPOSE

1.1 To seek approval from members of the attached draft ICT strategy.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – none identified
- Corporate Priorities - to continue to be a well-managed Council providing efficient services based on identified customer need.
- Other Considerations – none identified.

2 BACKGROUND

2.1 The council does not currently have a formal documented ICT strategy in place. Developments are currently very much driven by short term service needs, with no drive to a longer term goal on how services should be provided.

2.2 Work on the ICT strategy, which is attached to this report at Annex 1, began earlier in 2017 and it has been formulated around the framework of the Government Transformation Strategy. This has been moulded to a format that works for this council on a local level, but with an endeavour to meet the aims expressed at a national level.

2.3 At the recent Corporate Peer Challenge, there was an issue raised which stated that:

‘the council may benefit from further work to review its use of ICT linked to its ambitions for the future. The peer team had a sense that some service areas may still rely quite heavily on paper copies of documents and files. If this is the case, could more be done to reduce the need for this which may have the potential to reduce the costs of printing as well as supporting the council's sustainability agenda?’

2.4 Included on the approved action plan following the above Corporate Peer Challenge was an action to produce an ICT Strategy.

3 THE ICT STRATEGY

3.1 Attached at Annex 1 is the draft ICT Strategy, for which approval is sought.

3.2 The key principles that have driven the strategy and action plan are:

- **Business Transformation** – expanding the use of technology and planning for future developments in the way people expect to access our services
- **Grow the Right People, Skills and Culture** – making sure that staff have the right skills and the right understanding of how people want to interact with us. This needs to become second nature within the council so that a more technologically adapted culture is developed over time.

- **Build Better Tools, Processes and Governance for Officers** – ensuring that staff have the right tools for the job that they are undertaking, and that these suit the environment that they are working in. We also need to ensure that adapting a more technological approach actually results in a better service for the end user.
 - **Make Better Use of Data** – better use of data in a more efficient manner and the adoption of a ‘tell us once’ ability. We need to ensure that we learn from the data that we use to improve our services – ensuring that the right training is provided to staff in undertaking any interrogation of our data within the GDPR framework.
 - **Improve Performance and Security** – most of the above depends on sound infrastructure being in place. This includes ensuring resilience to a range of risks and ensuring the continued health and security of our ICT assets, including data.
- 3.3 The action plan within the strategy has been produced following input from all Heads of Service and the Corporate Management Team.
- 3.4 There are a number of areas that will need to be developed corporately, whilst others will require more specific development within services by the relevant System Champions.
- 3.5 Some of the work identified will need considerably more scoping work to be undertaken to understand full service and cost implications. Where highlighted, budgets have already been approved for the action, or it can be undertaken at no cost other than staff time, or it can be completed within existing revenue budgets.
- 3.6 Where no budget has been approved, this will need to be considered further by service committees and Policy and Finance Committee as either a capital programme bid or as a revenue budget growth item – depending on the project cost.
- 4 CONCLUSION
- 4.1 A draft ICT Strategy has now been produced and is attached at Annex 1 for committee consideration.
- 4.2 The strategy has been formulated around the framework of the Government Transformation Strategy, but adapted to a format that works for this council on a local level.
- 4.3 The production of this ICT strategy was included on the action plan following the recent Corporate Peer Challenge.
- 5 RECOMMENDED THAT COMMITTEE
- 5.1 Consider and approve the new ICT Strategy as attached at Annex 1.

HEAD OF FINANCIAL SERVICES
PF37-18/LO/AC

DIRECTOR OF RESOURCES

DRAFT

ICT Strategy

2018/19 to 2021/22



Ribble Valley
Borough Council

www.ribblevalley.gov.uk

Contents	Page
Context	1
Summary of Principles	2
ICT Strategic Principles	4
Recent Achievements	12
Responsibilities	13
Action Plan	27

Context

The purpose of this strategy is to clearly communicate to all stakeholders how we foresee the development of our ICT activities over the medium term.

The strategy has been put together on a three year timescale (plus current year). This will be refreshed on an annual basis to reflect how technology, expectations and service pressures have changed.

The initial framework of objectives has been expressed from a corporate perspective, and from this further work has been undertaken with management team and heads of service in order to provide an action plan that meets the needs of services, but supported by a corporate driven focus that can then also feed in to the vital provision of ICT infrastructure to support such aims.

The responsibility for service specific system development rests with each head of service and their System Champions. The provision of the infrastructure to enable such developments rests with the ICT service.

The ICT Strategy has been formulated around the framework of the Government Transformation Strategy. This has been moulded to a format that works for this council on a local level, but with an endeavour to meet the aims expressed at a national level.

Our Corporate Strategy will drive the aims of all service delivery and will form the backbone of the development of our service systems and ICT infrastructure.

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
To ensure a well-managed council providing efficient services based on identified customer needs.	To sustain a strong and prosperous Ribble Valley.	To help make people's lives safer and healthier.	To protect and enhance the existing environmental quality of our area	To match the supply of homes in our area with the identified housing needs

Summary of Principles

The strategy is designed to support five principles which largely mirror aspects of the Government Transformation Strategy, but which have been moulded to reflect local corporate strategy.



1. Business Transformation

Whilst some of our services have evolved overtime and have developed a greater use of technology in their provision, there is much scope to expand this further and plan for future developments in the way that people will expect to access our services.



2. Grow the Right People, Skills and Culture

Planning for how our services can change with regard to technology can only happen if our staff possess the right skills and have the right understanding of how people want to interact with us.

This includes day to day operational skills in wider technology and also highly focused technological abilities within a certain skill set. Much of this will need to become second nature within the organisation so that a more technologically adapted culture is developed over time.



3. Build Better Tools, Processes and Governance for Officers

Adaptability to technology and the increase in its effectiveness is allowed through people having the rights tools for the job in hand – and also to fit the environment that it is being undertaken in. It is not about adopting a more technological approach to a task if this doesn't result in a better service for the end user and provider.

As processes may change, so we need to ensure that system controls are in place and that corporate etiquette and governance arrangements are embedded within the process of developing any new ways of working.



4. Make Better Use of Data

Some elements of the information we hold is duplicated across a number of service areas. Better use of this data may include the potential to allow more efficient use of data, with ‘tell us once’ ability.

Furthermore, the data we hold is a valuable resource in helping us to understand, learn, and develop. The ability to do this is also reliant on having the right tools and training to interrogate the data.



5. Improve Performance and Security

The ability for most of the above themes to occur is reliant on a sound ICT infrastructure being in place. This includes ensuring resilience to a range of risks and ensuring the continued health and security of all of our ICT assets – including data.

ICT Strategic Principles

1. Business Transformation



Improve user experience of our digital services

We will develop the digital provision of services where this is seen as a desire of those that use our services.

The ability to access services, contact us, or report something outside of a 9am to 5pm, Monday to Friday window is a growing expectation.

Web provision of services will be maximised and where possible our systems will be integrated to increase the efficiency of our processes.

Deliver multi-channel services which are accessible to all

We recognise that not everyone wants to contact us online or through social media, but these are important areas of development for us.

We also understand that others may wish to contact us through more

traditional methods such as face-to-face or telephone.

In the provision of our services we want to ensure that there is the widest choice available for people to access our services and through a medium that they feel comfortable with.

We also want to embrace the growing use of technology and ensure that this method of provision also provides the standard of service that our users expect.

Ensure that services can evolve based on user experience

We value the views of our service users and always encourage them to give us feedback on their experience in order that we can improve, or further develop areas of good practice. This is from the perspective of both internal and external service users.

We will ensure that any functionality development requirements are discussed with our system providers and where possible we will ensure that we have an input in to areas of development through such methods as system user groups and forums. This will be undertaken by our System Champions.

As systems are developed by our providers, we will ensure that the latest versions are available to our system and service users and that any additional functionality is enabled where this is considered beneficial.

Help to deliver more joined up/end-to-end services

We will endeavour to ensure seamless service provision for our users. Whilst we may operate a number of separate systems across the council, this should not impact on our users in their interactions with us.

We will seek to nurture a 'tell us once' approach across services. To enable this, where possible we will look to interface systems, or where this is not possible develop alternative processes that enable this to happen internally, rather than expecting our users to interact with multiple service sections to provide the same information.

In doing this we will look at our processes to ensure that we are working in the most efficient manner possible, and avoiding any duplication in work.

2. Grow the Right People, Skills and Culture



Establish principles on how best to organise digital data and technology in departments

We will review corporately how best to structure digital data corporately in the medium term, with an eye on the longer term technological developments in ICT, and future possibilities.

Part of this review will examine any appetite for a corporate approach to Customer Relations Management (CRM) and Document Management (DM) and enhancing our operations in this respect.

Additionally we will look at the tools that we use to access and create such data across departments, and how this is best organised from an infrastructure perspective, bearing in mind system requirements within the confines of what our system suppliers can provide.

The type of user hardware provided within services and how this is managed and procured will also be considered in order to ensure consistency across service areas and to avoid any pockets of obsolescence.

Build ICT skills amongst all staff

We will actively look to maximise use of the functionality of all systems, be they generic microsoft office packages or service specific systems. It is inevitable that this will necessitate staff training and this will be encouraged.

We will actively develop the basic ICT skill set of our staff through our corporate staff training plans, funded centrally. This will largely be initiated through requirements identified in our performance appraisals, or a recognised corporate need.

Where system specific training is required, this will be identified through staff appraisals and through interactions with staff by our System Champions.

Such training and skill enhancements would be funded at a service or departmental level, unless particularly generic or widespread to merit being corporately funded.

Wherever possible the cascading of training will be encouraged through the System Champion or an alternative member of staff where applicable.

Investment in the skill set of the ICT team

As a service area of fast paced developments it is important that they keep abreast of the latest trends and changes. This includes being 'alert' to some of the developments that there may be on some of the service systems – and it is for the System Champions to ensure that the ICT team are kept informed.

Much of the training of staff within the ICT team will be highly specialised and would be funded from the section's training budgets. Where such training is required as a result of a service system, this would generally be funded by the service.

All staff within the team will be encouraged to attend relevant training and conferences to ensure that skills are kept up to date, and to ensure that they are able to look towards future developments and their potential impact on this council.

Help to embed digital tools and techniques in to all services

As referred to several times throughout this document, each service system is assigned a System Champion. As part of the process of service development, it is important that the System Champion keeps their Head of Service fully informed of system functionality.

Such functionality can change from release to release, and so it is important that such changes are fully understood and where beneficial, are embraced and supported by the Head of Service.

There are instances where there may be the need for further investment within the service or in the system in order to enable full functionality, or to integrate with other service areas.

Such costs may result in the need for a request to be made through the capital bid process, or if the costs cannot be fully met within existing revenue budgets, then a revenue budget growth item may need to be requested.

Whilst a request or bid for funds may be submitted, this will ultimately need the support of management team and members.

Where feasible, support will be given for the development of our systems and encouragement is given for maximised use of the functionality of our systems.

There is a danger that a service system may be used only as a database, without regard to its full potential functionality

Digitisation of a process by a service will look to review all transactions within a process, with the avoidance of merely replicating existing manual processes.

Attendance at User Groups by System Champions is to be encouraged so that best practice can be shared and contacts at other authorities established.

Develop corporate policy based on service user research

We will ensure that corporate policy and our services are developed hand in hand. This will avoid any disparity in what our service users want from us, and how are policies are developed and reviewed.

As our digital provision expands to meet service user needs and requirements, so we must ensure our governance arrangements are updated to reflect the realities of the changing way in which we actually provide our services.

These two elements of service user demands and policy development need to work in tandem – but within a reasonable boundary considering wider governance issues.

3. Build Better Tools, Processes and Governance for Officers



Corporate approach to technology provision

We will ensure that the technology that is provided is fit for purpose and compatible across platforms.

We will ensure that the ICT team is always involved in any proposals to develop or change the manner in which we provide our services in order to ensure that the wider implications

from a corporate ICT perspective are considered.

There may be some projects that are undertaken which have wider implications for the way we work as a council as a whole, requiring decisions to be made that can impact across a range of services. In such instances our management team will guide the corporate approach to be taken.

Consistency across services in basic ICT provision allows a greater level of interoperability. This will allow us to work to using our data in a much more seamless manner, across services.

Whilst we have few remote sites, we will ensure that the level of service provision with regard to basic system availability and general functionality is consistent with that of our main offices.

Design of spaces enables digital provision of services

We will ensure that the way our work spaces and meeting rooms are modelled and changed are done so in a way to ensure better digital working.

We are aware that across government greater transparency of our decision making processes can encourage greater engagement by our service users.

Whilst we already encourage people to attend our public meetings we recognise that many people would prefer to access such information remotely and there may be growing demand for us to provide for this.

As technology develops we also recognise that our staff and members will require greater flexibilities as to how and where they access data and systems – not necessarily just within the constraints of our offices.

Our challenge is to look to enable this but within a secure environment.

Intensified digital provision of our services and the potential of sharing data to a larger extent across systems may result in different working relationships developing between service areas – ones that may not necessarily follow our traditional departmental structures. There is potential that this may need to be reflected in how we are organised within our offices.

Equipment matching task and work location needs

Many of our staff work away from the office environment.

We will review the tools that our staff have available to them to do their work, and wherever reasonably possible we will look at what can be facilitated to allow them to process data once, at source. This may in some instances require the use of location-independent tools and equipment.

This may present challenges around security and also there may be challenges around what individual service systems are actually capable of.

There is a risk of perceptions that one service area is being given remote access tools, whilst another is not – when such restrictions may be due to the capabilities of different systems.

As the equipment we use changes, so we will need to ensure that the necessary infrastructure is in place to allow full functionality, which may mean increased Wi-Fi provision as an example.

Look to replicate best practice

We always look to improve how we operate across all services by looking for feedback and also comparing

ourselves to how others provide their services.

Likewise we are also keen to share our own experiences and best practice with others.

Examples include the various system user group meetings that services attend and also the regional service head meetings.

We also take seriously any reviews that are undertaken of our systems and processes. These come under a range of guises and include internal and external audit reviews, PSN inspections, Pen testing and reviews from others such as SOCITM with regard to our website and also GovRank.

We will continue to act on any recommendations that we receive through any formal inspection and review regimes and of course from our internal and external auditors.

4. Make Better Use of Data



Sharing of data

We will seek to make better use of the data that we hold and gather, through the sharing of data between service systems where possible in order to

help nurture a 'tell us once' approach across services.

We will also encourage the sharing of data across services where it is recognised that this may provide added clarity in helping to develop services and understanding our customers and their demands.

We will also seek to embrace any opportunities that may become evident from the Digital Economy Act, and likewise meet any associated obligations.

Make better use of data to improve decision making

We hold large amounts of data regarding our services and how they are used, but we do not always utilise such data to its fullest potential in formulating policy and assisting us in our decision making.

We will seek to maximise use of our data in the decision making process. In doing this we recognise that there may be some training required for specific pockets of staff in the interpretation of data within context.

We will also look to ensure that the data that we do collate is fit for purpose and that we only hold and record that which will be of use, now or in the future.

We will aim to have a collation of pertinent key corporate data released internally to help draw together our service areas and better inform management. Where ever possible we will look to automation and maximisation of system functionality to facilitate this.

Using data securely and appropriately

We will provide further training to staff on the appropriate use of data, and

data security. This will include guidance on best practice in relation to collection, storage, access and analysis.

This will become particularly important with the substantial changes from the General Data Protection Regulation (GDPR).

We will continue to uphold our duty to keep personal and sensitive data safe and secure and ensure that our staff understand the ethics of data sharing - including what is and is not permissible.

Improve availability and use of data discovery tools

In making better use of our data, we need to initially ensure that we have the right tools in place to enable this. Part of this will involve ensuring that we maximise functionality of our existing systems in order to access meaningful data – a key role of our System Champions.

We will also seek to improve what and how we publish as part of Open Data, Data Transparency and Freedom of Information.

Both internally and externally we will seek to make data easier to find and use and also look to make it available in consistent structures and formats.

Data storage and management

Whilst we have made sizeable investment in how we manage and store our data, we will continue to seek to review and be innovative in our approach.

Technological advances can be vast over a relatively short time frame and we must ensure that we continue to develop how we operate.

Coupled with this and the continued security of our data we will continually

review our disaster recovery plans to ensure that they are fit for purpose.

The management of our data is likely to attract greater scrutiny under GDPR and we will ensure we meet what is required of us.

5. Improve Performance and Security



Resilience

As a matter of course the Council has a number of procedures and technologies in place to protect the Council's ICT infrastructure.

There have been a number of recent high profile cyberattacks and whilst this council has not been directly affected, it is inevitable that there will be future cyberattacks, which will become more sophisticated and harder to deal with.

Good practice, user training and the introduction of new technologies will help to ensure that we are kept secure in the future.

The more recent investment in our ICT infrastructure will help to ensure resilience across our services and greater flexibilities in recovery.

These recent changes have also built our resilience with regard to capacity for the foreseeable future. However, we will continue to review technological changes and best practice.

Disaster Recovery/Business Continuity

We will ensure that we have processes in place to allow us to continue the provision of services, where possible, in the event of a disaster or where an element of our infrastructure, or that of a third party fails.

Each individual service area will ensure that there are alternative methods of service provision, with adequate controls, available should our ICT provision fail.

Our more recent investment in our infrastructure facilitates added flexibilities around business continuity, but we will seek to maximise the potential to extend this for disaster recovery.

We will seek to work with other local authorities if this were to offer itself as part of our solution as we continue to improve and examine options that are available.

Information/Data Governance (GDPR)

We are working to prepare for the General Data Protection Regulation (GDPR) coming in to force on 25 May 2018.

As previously mentioned we are looking to use our data more intelligently and GDPR compliance requirements may help us in achieving better engagement with the public.

GDPR will require us to gain a better understanding about the data we hold and what it can, and can't be used for.

Requirements like the right to be forgotten and data portability will mean that we will need to pinpoint exactly how data travels through the council and we will need to have processes in place to transfer or remove it on request.

GDPR will bring significant changes in the way we use and manage our data and we will ensure that we embrace the requirement made of us, and where possible take these changes as a positive opportunity, potentially being a catalyst for some of our proposals within this strategy.

Security/PSN/IT Health Checks

We will continue to ensure a sound level of security around our systems, data and network.

Our policies stipulate how we will ensure this and we will ensure that all staff and members are conversant with our requirements.

We recognise that security also needs to be measured around risk and usability.

The Public Services Network (PSN) is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.

Our use of this network requires us to gain a PSN connection compliance certificate, one element being the completion of a Code of Connection (CoCo). We will continue to abide by the requirements of PSN to ensure our connection continues.

We will continue with regular vulnerability and penetration testing in order to help us find potential weaknesses.

Recent Achievements

We have played a major part in the development of our ICT infrastructure and through helping services through the implementation and upgrading of various systems. Some of our achievements over the past 3 years are listed below.

- Successfully implemented converged infrastructure, reducing the number of physical servers used by the council This in turn reduces the electricity used.
- Provided significant ICT involvement in successful General and EU referendum elections.
- Successfully migrated from Active Directory 2003 to Active Directory 2008, with very little user disruption.
- Expanded and enhanced the council's social media footprint.
- Successfully implemented and rolled out of a secure mobility solution for both officers and members.
- Worked closely with the DWP to help ensure that the Job Centre move into the council's offices was as smooth as possible.
- Provided a secure infrastructure for the Authority's users.
- Provided a highly responsive user support experience

Responsibilities

Provided here are the details of responsibilities around ICT software, systems and infrastructure.

The driver of any system development always rests with the relevant service area and a Systems Champion is allocated within services to help push the use of systems to gain the maximum value for money and to ensure that they are used to their fullest potential.

Such service staff are responsible for corresponding with the relevant software providers and for ensuring that systems are operating at the latest versions and that added functionality at each release is fully communicated to users. They are also responsible for attending any associated user groups and ensuring our input in to any system developments were possible.

The provision of the ICT infrastructure and availability of the same is the responsibility of the ICT team. Support is provided with regard to service software/systems in the installation of upgrades, implementing new platforms, decommissioning old systems and ensuring the smooth day to day running of all systems.

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF CULTURAL AND LEISURE SERVICES SYSTEM RESPONSIBILITIES						
Legend	Sports management system	Legend Club Management Systems	Community Leisure Facilities and Sports Development Manager	1.02	1.02	YES
Food Heaven Website	Food Heaven Website	Wordpress/In house	Tourism and Events Officer	4.9.6	4.9.6	NO
Wedding Heaven Website	Wedding Heaven Website	Wordpress/In house	Tourism and Events Officer	4.9.6	4.9.6	NO
Visit Ribble Valley Website	Visit Ribble Valley Website	Wordpress/In house	Tourism and Events Officer	4.9.6	4.9.6	NO

Responsibilities

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF ENGINEERING SERVICES SYSTEM RESPONSIBILITIES						
VTLive	Real-time Vehicle CCTV System	Vision Techniques UK Ltd	Head of Engineering Services/ Refuse/Transport Manager	1.0.3.19	1.0.3.19	NO
963 Heating System	Heating System	Trend Control Systems	Principal Surveyor	3.4	3.73	NO
GGP	Geographical Information Systems	GGP Systems Ltd	GIS Technical Officer - Custodian	GGP 2009 3.0.5.7	GGP 2009 V4 Rev19787	NO
LLPG	Local Land & Property Gazetteer	GGP Systems Ltd	GIS Technical Officer - Custodian	GGP 2009 3.0.5.7	GGP 2009 V4 Rev19787	NO

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF ENGINEERING SERVICES SYSTEM RESPONSIBILITIES						
Chipside	Car Parking System (Externally Hosted)	Chipside Ltd	Engineering Services Manager	V4	V4	YES <i>Lancashire Consortium</i>
HikVision iVMS-4200	CCTV Monitoring	Hangzhou Hikvision Digital Technology Co Ltd	Engineering Services Manager	2.7.1.4	2.7.1.4	NO
Trade Waste Database	Trade Waste Database	In House	Engineering Services Manager	-	-	NO

Responsibilities

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF ENVIRONMENTAL HEALTH SYSTEM RESPONSIBILITIES						
Connie	Business Continuity	Grace Governance Solutions	Emergency Planning Officer	3.00.02.13579	New Web based product	NO
BC Explorer	Building Control Web Portal	Northgate	Principal Building Control Surveyor	2.3.0.7	New Product Assure	YES
APP (Environmental Health)	Environmental Health	Civica UK	Head of Environmental Health	8.2.0	8.6.0	YES
M3 Building Control	Building Control System	Northgate	Principal Building Control Surveyor	8.18.0.1	9.2.0.13	YES

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF FINANCIAL SERVICES SYSTEM RESPONSIBILITIES						
Financials	Integrated financial information management system. Includes GL, Debtors, Creditors, Purchasing, Reporting and Bank Reconciliation	Civica UK Ltd	Head of Financial Services/Systems and Payments Manager	16.0.01	18.5 (web version)	YES
Chris21 – Payroll/HR	Integrated payroll and human resources management system - Payroll Element	Frontier Software Plc	Head of Financial Services/Systems and Payments Manager	8.13.9	8.13.12	YES
Grace	Risk management system	Grace Governance Solutions Ltd	Head of Financial Services/Senior Auditor	1.04.04	New Web Based Product	NO
Jadu	Corporate Website CMS	Jadu	ICT Manager/CRM and Web Development Officer	13.10.0	17.9.3	YES

Responsibilities

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF FINANCIAL SERVICES SYSTEM RESPONSIBILITIES						
BACS	BACS	Automated Payment Transfer Limited	ICT Manager	1.1.200.20	1.1.200.20	NO
General Stores	Stores issues and receipts	In-house	Head of Financial Services/ Accounting Technician	-	-	NO
Ribble Valley Promotional Website	Ribble Valley Promotional Website	Wordpress/In house	Head of Financial Services/ ICT Manager	4.9.5	4.9.6	NO
TF Facility	Integrated modular system covering aspects of property management. We have the core framework, condition survey module, estates management module, valuations module, capital accounting and plant register	The Technology Forge Ltd	Head of Financial Services/ Senior Accountant	5.04.28	5.08.07	YES

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF HR SYSTEM RESPONSIBILITIES						
Snap	Survey Software	Snap Surveys Ltd	Principal Policy & Performance Officer	11.11	11.22	NO
Pentana Performance	Performance Management	Ideagen PLC	Principal Policy & Performance Officer	15.0	15.0	YES
Chris21 – Payroll/HR	Integrated payroll and human resources management system - HR Element	Frontier Software Plc	Head of HR	8.13.9	8.13.12	YES
Desktop	Corporate Telephone Solution	Philips/Zeacom	Head of HR	5.0.20.8	5.0.20.8 Updates no longer being produced	NO

Responsibilities

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF HR SYSTEM RESPONSIBILITIES						
Dictaphone	Central Dictation System	Nuance	Head of HR	Build 6.5.0 patch 37	Build 6.5.0 patch 37 Updates no longer being produced	NO
TimeWare	Workforce Time Management System	Timeware UK Ltd	Administration and Licensing Officer	16.1.1	18	NO

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF LEGAL AND DEMOCRATIC SERVICES SYSTEM RESPONSIBILITIES						
Elreg	Electoral Registration	Idox Information Solutions Ltd	Head of Legal and Democratic Services/Electoral and Licensing Officer	4.8.5.15	4.8.5.15	YES
Sems	Elections Management	Idox Information Solutions Ltd	Head of Legal and Democratic Services/Electoral and Licensing Officer	4.8.5.15	4.8.5.15	YES
Selcheck	Postal Vote Verification	Idox Information Solutions Ltd	Head of Legal and Democratic Services/Electoral and Licensing Officer	4.8.5.15	4.8.5.15	YES
Lalpac	Licensing System	Idox Information Solutions Ltd	Head of Legal and Democratic Services/ Administration and Licensing Officer	4.16.1.3	4.16.1.3	NO

Responsibilities

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF LEGAL AND DEMOCRATIC SERVICES SYSTEM RESPONSIBILITIES						
Lalpac Enterprise	Licensing Web Portal	Idox	Head of Legal and Democratic Services/ Administration and Licensing Officer	1.5.0.41	1.7	NO
APP (Land Charges)	Land Charges	Civica UK Ltd	Head of Legal and Democratic Services/Land Charges Officer	8.2.0	8.2.0	YES
Mogo	Taxi Licence Plate Software	Mogo	Head of Legal and Democratic Services/Electoral & Licensing Officer	6.2.1.6	6.2.1.6	NO

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF PLANNING SERVICES SYSTEM RESPONSIBILITIES						
M3 (Planning)	Planning System	Northgate	Head of Planning Services	8.18.0.1	9.2.0.13	YES

Responsibilities

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF REGENERATION AND HOUSING SYSTEM RESPONSIBILITIES						
Homelessness Database	Homelessness Database	Peter Lally and Associates	Housing Strategy Officer	-	-	NO
Locata	Homelessness Prevention and Advice	Locata Housing Services	Housing Strategy Officer	Unknown: hosted	Unknown: hosted	Unknown
Planning Consultation Database	Planning Consultation Database	In house	Assistant Planning Officer	-	-	NO

System Name:	Brief Description:	Company:	System Champion:	Version Being Used:	Latest Available Version:	User Group Exists?:
HEAD OF REVENUES AND BENEFITS SYSTEM RESPONSIBILITIES						
Achieve Service	CRM System	Firmstep Ltd	Head of Revenues and Benefits/Customer Services Supervisor	Hosted so latest version	n/a	YES
MacFarlane	CRM Telephony	Macfarlane Telesystems Ltd	Head of Revenues and Benefits/Customer Services Supervisor	5.6.0.14	Contact+	NO
Icon	Cash Receipting, Web Payments, Telephone Payments	Civica UK Ltd	Head of Revenues and Benefits/Senior Cashier	16.2 <i>(Required to upgrade once every 2 years)</i>	17.0	YES
Iworld	Revenues & Benefits	Northgate Public Services (UK) Ltd	Head of Revenues and Benefits/Benefits Manager	6.17.01 <i>(Updates approx. 4 times per year)</i>	6.17.01	YES (Chair NW User Group)

CULTURAL AND LEISURE SERVICES ICT ACTION PLAN

Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Facilitate online payments for services	Colin Winterbottom	2018/19	Further scoping work would be needed corporately		NO
Network connection upgrade between Ribblesdale Pool, Platform Gallery and the Council Offices.	Colin Winterbottom	BT have announced that the EPS8 Circuits will no longer be provided as of 2020 and therefore need replacing before then.	Installation costs for each of the 2 sites is estimated at £8,505 at this stage. There would be an annual fee after 3 years of £1,846 per site.	No barriers. However, if present connectivity fails there are no further replacements for the outdated system. Therefore both sites would have to operate completely paper based systems which is neither practical or reasonable	NO

ENGINEERING SERVICES ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Facilitate online payments for services	Adrian Harper	2018/19	Further scoping work would be needed corporately		NO
Integrate the LLPG address data with all departments that use addresses, creating one centralised database.	Andrew Gilligan	2020/21	Support from internal ICT Team and also software providers. Potential costs associated with the integration with other systems and APIs.		NO
Update the current GIS infrastructure (move from paid service to free open source software) and expand the user-base internally and interactions through the council website.	Andrew Gilligan	Multiple stages Could take up to 2 years for full change	Support from internal ICT Team. Potential costs from external consultants if unable to carry out all work internally. There may be associated infrastructure costs – but also savings from moving to open-source software.		NO

Action Plan

ENVIRONMENTAL HEALTH ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Upgrade FLARE to the latest version	Ken Robinson	End of 2018	Access to staff in order to train them on the changes in working procedures. Potential that there may be the cost of FLARE consultants.		NO
More specific allocation of security levels in FLARE	Ken Robinson; Adele Little	End of 2018	Training requirement in how the system is intended to work.		YES Being met from existing revenue budgets
Upgrade of Oracle to allow migration to Assure 1.7.3	Geoff Lawson	End of 2018	ICT Team Planning Team		YES Part of planning system capital scheme 2018/19: £30,200

ENVIRONMENTAL HEALTH ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Connecting online request for service to the Flare system and payment acknowledgment.	Ken Robinson; Adele Little	End of 2019	Potential costs in providing links between website and Flare.		NO
Using data for planning services (FLARE) – targeting inspections on risk based criteria	Ken Robinson; Adele Little	End of 2019	Potential costs in upgrading system and training		NO
Upgrade of Northgate to allow support of newest version	Geoff Lawson	End of 2019	Costs in upgrading system		YES Part of planning system capital scheme 2018/19: £30,200
iPads with access to systems for mobile workers	Heather Barton	Potentially 2021	Potential costs in providing supporting infrastructure to allow access on-site	Signal and coverage in borough. Security Risks	NO

Action Plan

FINANCIAL SERVICES ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Review whether future hardware replacement may be better as laptops for staff such as accountants and auditors.	Lawson Oddie	Ongoing – as required	To be met from existing equipment and materials budget.		YES Would be met from existing revenue budgets
Business Objects: Provide training to those with access to Financials Business Objects reporting (web version)	Lawson Oddie	September 2018	Staff time		NO COSTS
Provision of training to relevant staff on the use of the Civica Financials system	Lawson Oddie	Ongoing – as required	Staff time		NO COSTS

FINANCIAL SERVICES ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
<p>Civica Financials: upgrade to web version</p> <p>Including training of all staff on use of the system.</p>	Lawson Oddie	Start August/September 2018 (December 2018 Civica deadline) – continuous upgrade to latest version thereafter	ICT Team Approved in the capital programme £46,420 (2018/19)	<p>Availability of Civica staff for upgrade</p> <p>Availability of ICT Team for upgrade</p> <p>Issues identified during testing</p>	<p>YES</p> <p>Civica System Upgrade capital scheme 2018/19: £46,420</p>
<p>General Ledger: Use of allocation tables to automate recharging between cost centres during the year, and at year end.</p>	Lawson Oddie	December 2018	Staff time		NO COSTS
<p>Social Media and Web: Improve Social Media and Website reporting to Directors and Heads of Services through production of monthly update report on statistics/usage to help drive relevant content</p>	Lawson Oddie Mark Cookson/Alice Hydes	March 2019	Staff time		NO COSTS

Action Plan

FINANCIAL SERVICES ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Purchasing: Review possibility of using 'Punch Out' functionality to link to various frameworks/external sites and allow seamless procurement.	Lawson Oddie Amy Johnson	March 2019	Staff time Input of time from external supplies		NO COSTS
General Ledger: Improve use of analysis levels to help in speeding up the closedown process and production of the Statement of Accounts	Lawson Oddie	March 2019	Staff time		NO COSTS
Purchasing: Develop use of the Purchasing System to enable use of Request For Quote (RFQ) functionality.	Lawson Oddie Amy Johnson	December 2019	Staff time		NO COSTS
Creditors: Improve level of supplier data recorded on commercial creditors to allow better reporting on spend and clearer distinction as a 'supplier'.	Lawson Oddie Val Taylor	Continuous - March 2020	Staff time		NO COSTS

FINANCIAL SERVICES ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Debtors: Emailing of invoices and recovery letters	Lawson Oddie Val Taylor	March 2020	Staff time		NO COSTS
Upgrade/refresh of corporate website - website styling, best practice and functionality	Stuart Haworth	March 2020	ICT Team Approved in the capital programme £30,000 (2019/20)		YES Corporate Website Upgrade capital scheme 2019/20: £30,000
Corporate Firewall: enhance the firewall/internet gateway	Stuart Haworth	March 2020	ICT Team Approved in the capital programme £15,000 (2019/20)		YES Corporate Firewall capital scheme 2019/20: £15,000
Creditors: Review costs and technology improvements around intelligent scanning with a view to potential implementation.	Lawson Oddie Val Taylor	March 2021	Based on current costs this could potentially be around £30,000-£40,000. A more detailed specific quote would be needed.	Costs continue to be at their current high level	NO

Action Plan

FINANCIAL SERVICES ICT ACTION PLAN

Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Creditors: Look further in to Supplier/Creditors portal and also potential for use of supplier e-invoicing for larger suppliers.	Lawson Oddie Val Taylor	March 2022	Likely costs from Civica Further scoping work would be required closer to the deadline		NO

HR ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Explore options to use recruitment module of CHRIS21	Head of HR	September 2018	May be additional costs for access to the module	Module may not improve recruitment process – may increase administrative burden. May be issues if we try to link to Jadu.	NO
Review options to redesign Jadu online application form	Head of HR	September 2018	Previous quote for changes was for around £8k – additional budget would be required	No current budget approval	NO
Replace Dictaphone system	Head of HR	March 2019	No specific budget available at present so may be additional costs	Machine no longer supported after July 2018. No backup system in place	NO However may be able to be met from existing revenue budgets or included as part of the capital scheme to replace the central telephone system

Action Plan

HR ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Replace central telephone system	Head of HR Head of Revenues and Benefits ICT Manager	March 2019	Resources currently approved under the capital programme	Current system no longer supported	YES New Council Telephone System capital scheme 2018/19: £45,000
Enhance and develop Microsoft Office skills for staff	Head of HR	March 2019	Will be funded from current corporate training budget	Failure to update and develop skills may lead to inefficiencies	YES Would be met from the existing revenue budget for corporate training

LEGAL AND DEMOCRATIC SERVICES ICT ACTION PLAN

Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Investigate the potential use of such infrastructure as the system	Diane Rice	Further scoping work needed	Initial purchase of the system and ongoing revenue costs/support	The cost of the scheme is deemed too high	NO

Action Plan

PLANNING SERVICES ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Increase use and functionality of Northgate/M3 system	Lesley Lund	December 2018	Potential additional training costs	Availability and access to trainers. Also the installation of the updated system.	NO
Review existing Northgate/M3 System and update to new grade/system Introduction of Planning Portal Link to enable back office information	Lesley Lund John Macholc	March 2019	Capital programme – scheme approved in slippage ICT Team	IT Support staff availability and Northgate /M3 staff availability.	YES Planning system capital scheme 2018/19: £30,200
Install a more efficient microfiche scanner	Lesley Lund	March 2019	Covergold scanner costs £3,900	Cost/available budgets	NO

PLANNING SERVICES ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Continuous review of software providers and update systems	Lesley Lund	2019/20 and then Continuous	Potential of future costs	ICT team capacity and other staff capacity	NO
Review Planning Officers efficient use of ICT/web engagement and install system of 'twin screens'	Stephen Kilmartin	March 2020	ICT Team Cost of 8 screens and connection – current cost would be approximately £600		YES Would be met from the existing revenue budget for equipment and materials
To progress towards a paperless office	John Macholc	2019/20 and then Continuous	Potential cost of laptops/iPads for all senior officers	Connection to WiFi outside offices/remote access	NO
Review of information on web to increase publicly available data	John Macholc	March 2021 and ongoing	Scanning facilities and software, kit and storage issues		NO

Action Plan

REGENERATION AND HOUSING ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Introduce and implement a new Homelessness Reduction Act system for Housing Services	Rachael Stott	July 2018	Cost of system Training costs ICT Team	Loss of existing information on transfer Delays in training	YES To be met from Homelessness Reduction Grant received for this purpose
Develop Web Form for Local Plan Review Feedback (if not possible then explore bespoke of packaged solutions)	Colin Hirst	March 2019	Cost of system and system if not possible through web-form Officer time	Availability of development capacity Package solutions over complex for our needs	NO COSTS If can be done using web-forms
Develop Web Form for self-build/custom build register submissions	Rachael Horton Rachael Stott	December 2018	Cost of system and system if not possible through web-form Officer time	Cost of system to extent of register may be unviable Confidentiality	NO COSTS If can be done using web-forms

REGENERATION AND HOUSING ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Develop Web Form for initial Disabled facility Grant (DFG) applications (project process and means test to be done separate from application stage)	Lynn Walmsley	March 2020	Officer time Development of system – costs unknown	No package available Lack of knowledge of systems Confidentiality	NO COSTS If can be done using web-forms
Consolidate property databases (Commercial) to provide monitor for available property in Ribble Valley	Amy Holden	October 2019	Unknown	Available skills to develop system Risk that task overtakes value of the product.	NO COSTS If can be done using database that can be published on the website
Housing land monitoring and delivery database	Rachel Horton Diane Neville	November 2020	Unknown costs Officer time to develop relevant system requirements and review available packages	Maintenance of system complexity of differing information sources Ongoing licence/survey	NO COSTS If can be done using database that can be published on the website
Explore the use and introduction of mobile technology for visiting officers (housing). Digital application forms/transfer of data.	Rachael Stott	March 2020	Officer time to review and appraise opportunities	Competing time demands	YES To be met from Homelessness Reduction Grant received for this purpose

Action Plan

REVENUES AND BENEFITS ICT ACTION PLAN					
Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
eBilling - Northgate	Mark Edmondson	None	Module from Northgate £12,000 per annum	No business case Government no longer intend this to become mandatory – however, the Government remains committed to modernising the billing process and encourages those billing authorities which currently don't offer electronic billing to continue to develop this capability	NO
Online claim forms Northgate	Mark Edmondson	None	Module from Northgate – Price unknown	No business case	NO
Online forms Firmstep - Driven by individual service needs and contact centre.	Mark Edmondson	None	ICT Team Further scoping work would be needed corporately	Individual departments need to identify demand and business case	NO In some cases there may be no cost – would be driven by individual service needs

REVENUES AND BENEFITS ICT ACTION PLAN

Action:	Responsible officer:	Potential Target Date:	Resources needed if approved:	Potential barriers/risks	Financial Resources Already Approved?
Corporate Document Management System	Would require a corporate approach	None	Further scoping work would be needed corporately	Cost	NO