



Vale of Glamorgan Council

Service Plan 2016-2020

Delivering our vision for the Vale of Glamorgan
‘Strong communities with a bright future’

Service Area	ICT
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Cabinet Member	Cllr. Neil Moore Cabinet Member – Corporate Resources
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1. Introduction

The ICT service area forms part of the Resources Directorate. The Service's primary role is to provide high quality ICT services to the Council, its users and Members and support the Council's corporate aims and objectives to facilitate the delivery of better public services to citizens of the Vale of Glamorgan.

1.1 About our Service – ICT Services

The ICT service is responsible for undertaking a number of key roles for the Council by providing ICT support services to all departments and managing the diverse technological needs of the Council.

Our broad functions are:

- Managing, installing, advising and where relevant procuring the Council's server infrastructure (Windows and Unix), the Storage Area Network, email system, ICT hardware and telephony;
- Providing service desk support to all Council ICT users as a single point of contact for investigation and resolution;
- Supporting the wide area networks both internally and externally linking all major buildings to the internet and relevant government networks and supporting our wireless network within the Council's main sites;
- Providing ICT support to Council Members, Schools, Libraries and Town and Community Councils.
- Understanding our internal customers (Council departments) business needs to identify and support delivery of operational improvements utilising ICT;
- Identifying and delivering efficiency opportunities utilising ICT;
- Design, develop and implement new applications and ensuring maintenance of application interfaces as well as any database administration;
- Provision of ICT support for all business systems ;
- Supporting the Reshaping Services programme.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – **'Strong Communities with a bright future'**.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

1.3 Developing Our Plan

Our service plan is informed by and reflects the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Council's Annual Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Priorities outlined in our draft ICT Strategy, draft Digital Strategy, Information Management Strategy and Connecting with our Customers, the Council's customer relations strategy;
- Priorities identified through our self-assessment and our Corporate Improvement Action Plan.
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- Findings from Internal Audit Reports on Microsoft Exchange, Oracle E-Business, the backup infrastructure, endpoint security, Firewalls, use of ICT consultants, LALPAC licensing system, ICT asset management, network resilience issue, PCI-DSS, and OHMS.
- Responding to the audit requirements associated with Public Services Network (PSN) and Payment Card Industry (PCI) compliance.
- Guidance from the Information Commissioners Office (ICO).
- The ICT requirements of council services for the coming year.

2. Our Priorities for 2016-20

2.1 Corporate Plan Priorities

Our service will take the actions outlined below to contribute to the Well-being outcomes and objectives during 2016/17.

Well-being outcome	Well-being objective	Ref	Action	During 2016/17 we will:
An Inclusive and Safe Vale	Reducing Poverty and Social Exclusion	IS001	Develop and deliver a Digital Inclusion Strategy to increase access to digital technology and improve digital skills. (2018/19)	Finalise and implement a Digital Strategy.

Appendix A contains the detailed plan which illustrates the actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to the way we will measure performance against our targets and the resources we will deploy.

2.2 Integrated Planning Priorities

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost-effective services that best meet people's needs. In order to achieve this, we have identified any areas that will support us to deliver the key outcomes identified in the Corporate Plan. The key area of focus for our service will be:

Ref	Action	During 2016/17 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	Review ICT Services and projects (tranche 1). Support reshaping projects with ICT advice.
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.	Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. Deliver our key workforce development priorities for the coming year as outlined in Appendix B (WIT1-WIT5).

Appendix B contains the detailed plan which illustrates the enabling actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to how we will maximise our key resources through integrated planning in order to achieve our priorities.

3. How We Work & Our Resources

The following section sets out how we will manage our resources to achieve the actions in our service plan and support our service.

3.1 Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a ‘sustainable development principle’ which tells organisations how to go about meeting their duty under the Act:

“You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle”.

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

These considerations are reflected in the actions we will take as a service to deliver the Council’s priorities.

3.2 Integrated Planning – Managing Our Resources

The following provides a summary of the key priorities for the coming year. The following information has been taken from existing reports including our Workforce Plan 2016-20, sickness absence and staff turnover reports, budget reports and the service Asset Management Plan.

Workforce Development

Key Service Statistics 2014/15						
Average headcount 2014/15	FTE 2014/15	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	PDR completion rate (%)
		Long term	Short term			
45	45	1.71	3.16	4.87	7	92

Recent data, indicates that 100% of PDRs have been completed to date. Quarter three data in relation to sickness absence demonstrates an improvement in performance with 2.56 days lost per employee. Whilst this performance is well within the annual target of 7.5 days, it does not yet reflect the long term sickness absence of a member of staff in quarter 4. In line with corporate direction we will continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. It remains a priority for ICT to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. Our key workforce development priorities for the coming year are:

- Building resilience in our workforce over the next few years to manage the challenges and changes we face in a flexible and sustainable manner which also involves getting the right balance of skill set within teams to make appropriate use of resources;
- Building on existing collaborative working arrangements in order to fully deliver integrated working practices. This requires a greater focus on the flexibility and movement of people and their skillsets across the authority, coupled by the willingness of teams to share resources and work well with new partners;
- Putting in place effective structures, processes and practices to support a flexible workforce to provide the strength and resilience needed to meet the ongoing changes. Reducing (removing) bureaucracy will help support us to make these radical changes;
- Focusing on role flexibility in light of a reduction in staff numbers with an increased emphasis on learning and development, innovation, improved performance and staff engagement;
- Putting in place succession planning to address issues associated with an ageing workforce and reliance on small numbers of key staff through continuing to support trainee opportunities to ensure there is a pool of appropriately qualified and skilled staff over the coming years and through offering flexible retirement plans for staff;
- Thinking creatively on how to recruit and retain staff in business critical posts in key service areas;
- Shifting towards developing new skillset/competencies for our leaders that includes focusing on commissioning, contracting, collaboration, project management skills and creative thinking. This also requires leaders that are supportive of change and can demonstrate the willingness to take responsibility and make decisions;
- Increasing emphasis on staff having more 'commercial skills' to undertake their roles and to work effectively with service providers; and
- Embedding a new culture that better supports the wider change programme (Reshaping Services agenda) and enables our staff to develop a renewed sense of corporate identity.

ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Our significant projects for the coming year are:

- Increasing mobile/agile working across the workforce through the use of tablets and SMART phones in order to access emails and documentation as well as continuing to utilise home working;

- Consolidation of ICT by moving away from physical servers to virtual servers that are able to meet fluctuations in demand for ICT services by providing more flexibility for development purposes as well as space saving advantages;
- Focusing on promoting sustainable IT usage by using technology that uses less space and power;
- Continuing to work towards the achievement of Payment Card Industry (PCI) compliance to ensure we have secure card payment processing arrangements in place to meet the standards;
- Investing in Cloud-based technologies such as Google, Microsoft Office 365 and Microsoft Azure where it is secure;
- Reviewing our Information Governance Strategy to support our ICT Strategy and the development of a Digital Strategy to improve business processes and develop a more customer focused and cost-effective approach to delivering services in a digital way;
- Ensuring we maintain Public Services Network (PSN) compliance as the service cannot operate without this.

Finance

The budget for our service area for 2016/2017 is £2,052,000

Over the following three years, the service is required to deliver the following savings:

Scheme	2016/17 (£000)	2017/18 (£000)	2018/19 (£000)	Total (£000)
Oracle licensing, support and maintenance	80	0	0	80
Print Strategy	55	0	0	55
Telephony lines and calls -renegotiate contracts	70	0	0	70
Reshaping Services -Tranche 2	0	550	0	550
Total	205	550	0	750

Italicised figures indicate savings targets that have been set for the whole directorate in which this service area is based.

Agreed savings performance targets will be monitored quarterly from Q1 2016 as part of new corporate health reporting arrangements.

Capital schemes of significance for the ICT service during 2016/17 include:

- Replacement of the Print Strategy tender and work relating to the Wide Area Network.
- Upgrading of the Cisco telephony Infrastructure
- Upgrading and replacing the Oracle Hardware

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2016/17 are:

- Continue with the desktop refresh programme
- Supporting the Space Project through the recabling of the Civic Offices.
- Mobilisation of staff to free up office accommodation.

Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate-wellbeing outcomes. Our significant projects for the coming year are:

- Replacement of the Council's Print Strategy tender;
- Tender for the procurement of ICT desktop hardware through the NPS framework Agreement.
- Tender for the replacement of the Oracle hardware.
- Wide Area Network contract renewal.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on our residents and our internal client departments. Highlighted below are our planned activities for the coming year.

Consultation Activity Planned 2016/17	Brief Description of the Purpose of the Consultation
ICT customer satisfaction survey (Reported quarterly on StaffNet)	To identify satisfaction levels with ICT services and areas for service improvement.
ICT Management team and Heads of Service Quarterly meetings	To ascertain future ICT requirements to inform ICT work programme.
Socitm Benchmarking Programme	To compare services provided with other Welsh Local Authorities

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

Activity Planned 2016/17	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Identify and develop an IT system and website for the Shared Regulatory Service.	To enable a shared service to be delivered across three local authorities to secure more cost-effective and sustainable service delivery into the longer term.	Cardiff and Bridgend Council.
Develop SLA arrangement with community libraries to provide ICT support.	To support community libraries in maintaining IT services.	SLA to be agreed with each community library
Develop SLA arrangement with Catering services to provide ICT support.	To support Catering service in maintaining IT services.	Reshaping Programme Board
Shared ICT service.	Explore options for a shared ICT service between 5 councils.	Cardiff, Merthyr Tydfil, Bridgend and Rhondda Cynon Taf councils.
Regional Adoption Service	Provide ICT support facilities and a secure document workspace	Cardiff, Merthyr and RCT

Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In identifying these risks we have also shown how we plan to manage them.

Risk	Likelihood score	Impact score	Mitigating controls
<p>Failure to implement adequate ICT management systems across the Council.</p> <p>Reputational risk associated with information security breaches and the impact of viruses and malware.</p>	<p>2</p> <p>3</p>	<p>2</p> <p>3</p>	<p>DPA/ICT Codes of Practice are in place and all staff are made aware of these policies at point of recruitment and during their employment with the Council. We raise awareness of roles and responsibilities amongst staff through Corporate Induction and online via e-learning modules. We have put in place secure networks that include Firewalls and robust building/office security arrangements are in place.</p> <p>Utilise encrypted memory sticks and laptops. We have put in place a secure email system (GCSX) and system audit trails. We have appointed a specialist Computer Auditor and Information Security Officer and have nominated systems administrators. We have robust Corporate document retention systems in place and a Freedom of Information (FOI)/Records Management Unit.</p> <p>Annual penetration testing to identify any security vulnerabilities. Ensuring virus protection is up to date at all times.</p> <p>Raising awareness of staff to the risks of introducing viruses and malware.</p> <p>We are currently Public Service Network (PSN) compliant. We have undertaken a health check of our systems and a corresponding action plan has been produced to enable us to become Payment Card Industry (PCI) compliant.</p>
<p>Loss of experienced staff and their knowledge base as a result of reduced staffing levels.</p>	<p>3</p>	<p>3</p>	<p>A strategic approach to managing budget reductions will be undertaken to ensure that the necessary organisational change is supported and achieved. Implementation of the Workforce Plan.</p>
<p>Inability to recruit and retain suitably qualified staff in key areas.</p>	<p>3</p>	<p>3</p>	<p>Development and implementation of the Workforce Plan. Greater emphasis on recruitment of multi-disciplinary staff i.e. graduates/trainees who have a wide range of skills to meet the evolving needs of the Council.</p>

Services do not have comprehensive business continuity plans to deal with ICT breakdowns.	3	3	Providing advice and guidance to all council services to ensure the right level business continuity plans are in place.
Failure to make sufficient investment in ICT infrastructure	3	3	Improved support and maintenance for existing ageing systems

Scoring service risks	
Likelihood score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.

Appendix B contains the detailed plan which illustrates the enabling actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to how we will maximise our key resources through integrated planning in order to achieve our priorities.

ICT Action Plan 2016/17

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 1: Reducing Poverty and Social Exclusion
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Well-being goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS001 RIT1	Finalise and implement a Digital Strategy.	Improved local digital infrastructure through using digital channels as the default in service design. Residents and customers are able to access services to meet their needs at times which suit them.		David Vining	April 2016	Sept 2016	3 months/ officer time
AC10	Improve equality monitoring data so that services can make more informed decisions about service delivery	Accurate and timely data which informs proposals and decisions about service delivery. Key milestones: - Service collects and analyses data for use in EIAs and service improvements. - More data included in EIAs to inform decisions.		Dave Vining	April 2016	April 2017	Officer time/ within existing service resources

Appendix B

Integrated Planning

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 RIT1	Review ICT Services and projects (Reshaping tranche 1).	All projects reviewed. Sustainable ICT service.	Performance targets agreed as part of Reshaping Services projects.	David Vining	April 2016	Sept 2016	Officer time/ within existing service resources
CP1 RIT3	Support Reshaping projects with ICT advice.	Attendance at Project Board meetings.		Dave Vining	April 2016	March 2017	Officer time/ within existing service resources
CP1	Review ICT systems and software in use across the Council to ensure they are fit for purpose.	All systems evaluated and fit for purpose. 1. Review of ICT systems: Oracle hardware and E-business Suite, TRIM by Sept 2016. 2. Review of software by March 2017.		Dave Vining	April 2016	March 2017	Officer time/ within existing service resources
CP1 RIT3	Review the Information Management Strategy	New strategy provides a sound basis for informing the future direction in responding to the information management.		David Vining	Already started	Sept 2016	3 man months
CP1 RIT4 AIT1	Evaluate the usability and delivery of cloud computing and cloud based storage for the Council.	Options identified to facilitate increased efficiency. 1. Investigate potential		Graham John	April 2016	Sept 2016	Officer time/ within existing service resources

		<p>for use of cloud computing by September 2016.</p> <p>2. Investigate the use of the cloud based storage for lowest tier storage/archiving /backup to enable ease of remote access and reduce the amount of physically hosted infrastructure by July 2016.</p>					
CP1 RIT5	Introduce a mandatory annual DPA and Information Security training course.	Minimum 90% annual compliance target for all service areas.		Jens Chinneck	April 2016	July 2016	Officer time/ within existing service resources
CP1	Adopt ECDL as a corporate standard for training in ICT skills.	Improved computer literacy across the Council.		Helen Scarrett	April 2016	July 2016	Officer time/ within existing service resources
AIT2 PIT1	Upgrade the Oracle hardware infrastructure.	Hardware procured, installed and operational		Emma Williams	April 2016	Sept 2016	Officer time/ within existing service resources
AIT3 PIT2	Upgrade the Council's IP telephony system.	Tender completed and new system implemented		Richard Hortop	April 2016	July 2016	Officer time/ within existing service resources
CP1	Introduce a Unified Communications Solution via the upgrade of the Council's IP telephony system to include presence functionality, video messaging and instant messaging.	This will be part of the project in AIT2 above		Richard Hortop	April 2016	July 2016	Officer time/ within existing service resources
CP1	Investigate the provision of a second internet connection to	Increased service resilience.		Richard Hortop	April 2016	July 2016	Officer time/ within existing service

	the Council in order to provide additional service resilience.						resources
CP1	Investigate the potential offered by a new archiving solution for email and rarely used files.	Report to CMT on viability, benefits and costs		Emma Williams	April 2016	Sept 2016	Officer time/ within existing service resources
PIT3	Procure a replacement for the Council's Print Strategy.	Tender completed and new system implemented		Andrew Brain/Steve Leat	Sept 2016	March 2017	Officer time/ within existing service resources
WIT1	Review recruitment issues and the skills set required by ICT staff to ensure they are able to continue to support front line services and improve service resilience.	Staff are able to provide the appropriate service level. 1. Coordinated and targeted approach to recruitment/ employment of trainees. 2. Explore opportunities for collaborative working.		David Vining	April 2016	March 2017	Officer time/ within existing service resources
CP2	Review and strengthen the performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with 2016/17 targets.	No. of days/shifts lost due to sickness absence (RS/M009)	Dave Vining	1/4/16	31/3/17	Officer time/ within existing service resources.
IT	Continue to respond to budgetary savings as targets required.	Savings targets for 2016/17 achieved.		Dave Vining	April 2016	April 2017	Existing Resources.