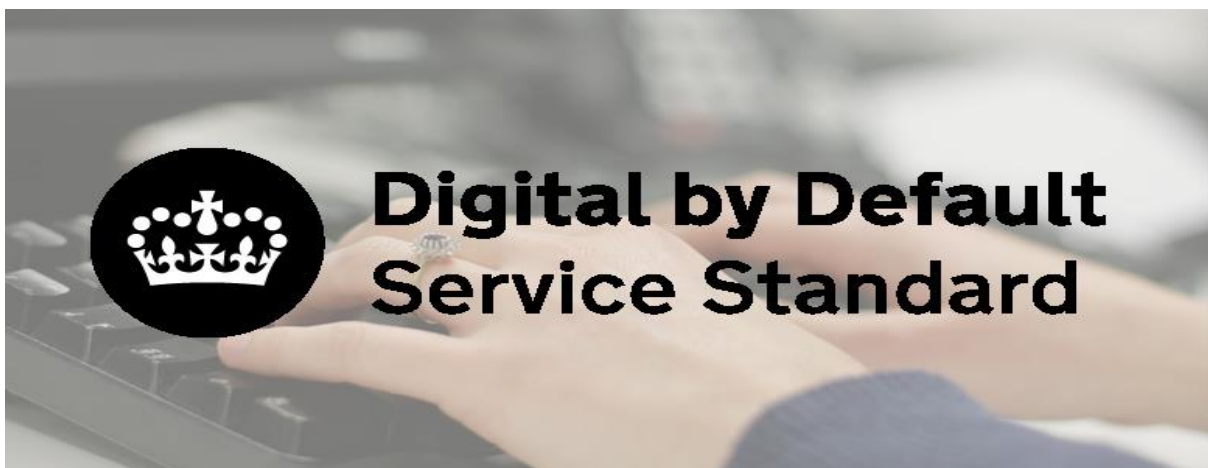


Hertsmere Borough Council

ICT Strategy 2018 - 2023



Revision History

Date	Version	Description	Author
March 2017	0.1	Initial Draft	John Robinson
April 2017	0.2	Reviewed MB	
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1. Executive Summary

1.1. Purpose

This document provides a comprehensive overview of the ICT strategy for Hertsmere Borough Council for the period 2018 to 2023.

1.2. Scope

The objectives of this document are to:

- describe the ICT vision for HBC.
- demonstrate the close link between the ICT strategy, the transformational strategy, customer service strategy and the Enterprising Council vision.
- describe the key strategy areas required to realise the vision, and align ICT with the Council's business plan.

This document is not intended to describe every strategic area in detail: these areas will be supported by their own documentation. However, this document should be regarded as the overarching strategy document for HBC ICT.

1.3 The Challenges

Hertsmere is a small district council serving a population of 104,000 residents. Hertsmere has a small dedicated and professional work force, service delivery standards are high and resources have to be used efficiently.

Over the next five years Hertsmere will witness significant changes. There will be increasing financial pressures with the ongoing reduction of general Government Grant, including the complete phasing out of the Revenue Support Grant by 2020. Further pressure will come from a changing population and changes in legislation.

The shape and size of the council is likely to change and likely increase but the need to provide high quality services to our residents will remain. With these new challenges will come new opportunities to use ICT to enable the Council to achieve efficiencies while maintaining and improving service delivery standards.

ICT will be a key contributor to achieving the corporate vision of being an Enterprising Council and keeping pace with residents changing needs and expectations.

ICT is no longer just a support service; it has become a critical service. If it is unavailable, the organisation cannot operate. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing cost across the organisation, exploiting income generating opportunities and improving the customer experience.

Demand for public services and expectations of levels of service are ever increasing. Residents and businesses demand the same levels of access and personalisation that they see online from large private sector organisations such as Amazon and Tesco. They expect to be able to access their services from multiple locations and devices and in ways and at times that suit them. This Strategy places a strong emphasis on providing choice in the way people access our services. This will ensure maximum choice for our residents which in turn will drive efficiencies in service delivery.

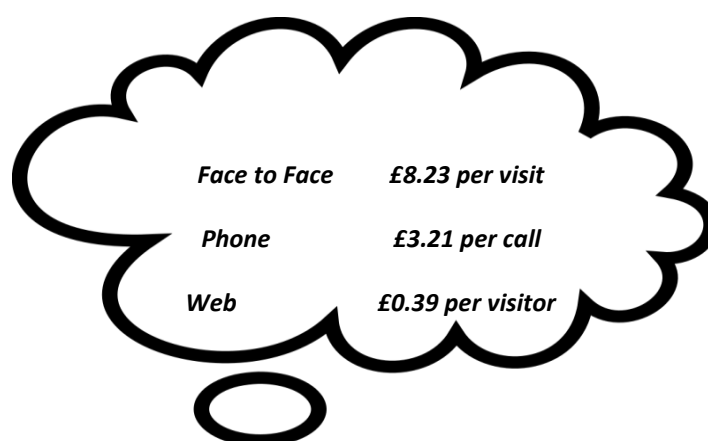
The risk of cyber-crime is increasing. Government statistics in 2017 showed seven in ten organisations identifying a breach or attack. Organisations holding personal data being most likely to be attacked, with the most common attacks being fraudulent emails, viruses and malware. Government are urging organisations to protect themselves against cyber-crime.

The General Data Protection Regulation (GDPR) comes into effect on 25th May 2018. All organisations which hold personal data will have to be compliant. Although information security is the responsibility of the Head of Legal and Democratic Services ICT will have a major role in enabling compliance. Sanctions for non-compliance are severe The Head of Legal and Democratic Services is leading on GDPR.

1.4 Meeting the Challenges

Making the website the channel of choice for most residents offers the opportunity to achieve significant savings for the council, while at the same time offering a better service.

The financial case is powerful when the costs of the three main channels are considered. Estimates vary, but one provided by SOCITM shows:



To be successful in encouraging residents to use web access to services and information we need to ensure their experience is a positive one otherwise they will be unlikely to return.

Considerable investment has been made in our back office business systems and the foundations for electronic transaction processing have been put in place. A review by our audit partners BDO has been commissioned to determine if all modules procured have been implemented and are being used to their fullest extent, maximising the return, in terms of efficient use of a significant asset.. This review will also determine if current software remains fit for purpose. Any recommendations will feed into this strategy.

Digital thinking will need to embed into the organisation alongside a 'can do' attitude, developing a culture that puts resident's needs and preferences first.

Investing in our staff will remain a high priority. We will continue to improve the ICT skills of our workforce, equipping them with the skills they need to deliver a digital based service. We will continually review the replacement and upgrading of ICT hardware and software to ensure that our workforce has the right solutions for their work and ensure they are properly trained to use it.

Cloud technologies are now sufficiently mature to be considered a viable alternative to traditional on premise solution. This strategy offers an evolutionary step towards cloud solutions rather than a revolutionary 'big bang' approach. Hertsmere has limited resources and although this should not be a barrier to exploiting the benefits of cloud, it must be approached in a measured way. We will begin this journey with a project for disaster recovery and business continuity that will provide an ongoing future proofed solution.

With the risk of suffering a cyber-attack only increasing, Hertsmere needs to ensure it protects itself should an attack prove to be successful. In addition to the physical security arrangements in place Hertsmere will also insure itself against a potential cyber-attack. Our insurers Chubb have completed a cyber risk report on behalf of Hertsmere and our insurance underwriters Integro Insurance Brokers Limited. The recommendations of the cyber risk report will be responded to by the IDS Manager and the Head of Legal and Democratic Services respectively. Integro will provide quotation for a cyber insurance policy which the Head of Finance and Business Services will consider, subject to findings as required..

Information and Digital Services will continue to ensure that Hertsmere maintains its Public Services Network (PSN) compliance and follow GDS best practice.

A programme reviewing current working practices, rationalising office accommodation, eliminating unnecessary bureaucracy and administration all

supporting service delivery will drive efficiencies and could provide income generating opportunities

Records management is at the heart of the *Modernising Government* agenda. Electronic records management underpins electronic government services. If as a public authority we cannot undertake the effective management of our records and information - particularly keeping them organised and accessible for as long as they are needed (but no longer), it will be hard to sustain electronic services in which the public can have trust. The General Data Protection Regulation (GDPR) which replaces the Data Protection Act (DPA) comes into force on 25th May 2018, and will impact on how long data is held and the rights of access by data subjects (residents). The Head of Legal who is responsible for data protection and information security will conduct a data audit and update the data retention policy in early 2018.

2 Definitions, Acronyms, Abbreviations and References

Acronym / Abbreviation	Definition
HBC	Hertsmere Borough Council
ICT	Information Communication Technology
Wintel	Windows operating system / Intel chip set based devices
SLA	Service Level Agreement
PSN	Public Services Network - helps public sector organisations work together, reduce duplication and share resources. Allows data to be shared from our network to other PSN compliant government organisations.
PCI	Payment Card Industry – a data security standard for ICT infrastructure that handles Payment Card data
GDPR	The EU General Data Protection Regulation (GDPR) replaces the Data Protection Directive 95/46/EC and was designed to harmonize data privacy laws across Europe, to protect and empower all EU citizens data privacy and to reshape the way organizations across the region approach data privacy.
GDS	Government Digital Service
SOCITM	Society of IT Managers

Document	Publisher
Corporate Plan	Hertsmere Borough Council
Digital by Default Service Standard	Government Digital Service
Digital Efficiency Report	Government Digital Service
PSN Code of Connection (CoCo)	Cabinet Office
GDPR Key Changes	The EU General Data Protection Regulations

3 Vision

Vision Statement

The prime aim of this strategy is:

“To support and underpin the aims and aspirations of Hertsmere as an Enterprising Council through deployment of technologies and applications that will drive innovation and efficiencies throughout the organisation”

Please note that this vision is set within the council’s financial capability and within its corporate priorities.

The lives of our residents, staff and elected members have been transformed by technology. The internet has revolutionised the way that people communicate with each other and transact their businesses. The mass consumer adoption of advanced technology is driving development of new ways of interacting with each other, business and government. Consumers now expect to be able to transact their business digitally with organisations 24 hours a day, 7 days a week.

It is essential that the Council’s approach to ICT and digital services continues to become more structured, strategic and corporate. By doing this the value obtained from Information and Technology across the organisation will increase.

At present the Council hosts its own data centre, but in future this will not be cost effective. The future strategy will be to investigate opportunities to move our infrastructure to cloud or hosted services with the view to reducing costs, while maintaining reliability and security. Provisioning of disaster recovery will also be explored in this way.

The Council is currently supported by 40 application systems. These will be audited in 2018 to determine whether they are fit for purpose in a digital age. The audit will also look for process duplication with the view of reducing the number of system within the organisation. The overall strategy for application systems will be to provide fewer, more flexible best of breed application systems that allow the relevant information to be available where and when it is required. The increasing use of cloud based applications will allow the Council to be agile in its adoption of new solutions.

The Council’s website along with other social media, such as Facebook and Twitter, have become and will continue to be a crucial information and service delivery channel for residents, businesses and community groups. The usability of the website is a crucial factor in encouraging take-up of new online services and in driving channel shift which is due to be updated during 2018.. Digital transformation will not only enhance the customer experience but will also be an enabler to the Council becoming more efficient.

This ICT Strategy will support business transformation, in particular the development of digital media and will link closely with both the Transformation and Customer Services Strategies.

4. Context

The ICT strategy for Hertsmere Borough Council is based on the requirements stemming from:

Financial Climate	The national economic climate is extremely challenging with low interest rates, higher than desirable inflation and slow growth anticipated for the foreseeable future. General Government Grant will have been completely phased out by 2020 by which time the Council will need to be financially self-sufficient.
The Enterprising Council	Hertsmere's 2020 vision, exploring innovative ways to deliver services.

Additionally, the ICT Strategy is informed by the following trends and developments

Public Services Network (PSN)	The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources. Public sector organisations can access PSN-compliant services over the PSN. Local authorities must maintain an annual PSN compliance.
Cloud Technologies	Cloud computing has matured enough as an offering and should be considered as the Council's first choice to provide products rather than installing software and infrastructure on site. Although cost and benefit will still be considered.
Increased Supplier Choice (including Open)	The number and quality of suppliers offering robust and viable technology solutions has increased. This, alongside rapid development in the Open Source software market allows organisations to acquire high quality proven software solutions at competitive licence costs.
Digital by Default	The Government Digital Service has continued on its push for digital as its default access channel for central government services. This is replicated in many private companies and local government organisations as consumer use of digital technology continues to grow and as a way of delivering savings.
Big Data, Open Data	There has been an increased focus on data and in particular the information and value we can gain from it – especially large and complex data sets. From a technology viewpoint the solutions available for extracting, analysing and publishing data have matured significantly. There continues to be a strong push from central government via its http://data.gov.uk initiative for data to be published and freely shared wherever possible. The Council needs to develop its ability to utilise data effectively to make better informed policy decision and to do this in conjunction with other partners including health.
Internet of Things	This is a term used to describe how we might be able to learn, adapt and interact across many and varied technologies or "things". This not only includes traditional software but also sensors, monitors and connectivity in other disparate electronic devices.

Delivering this strategy will create an ICT environment that is:

Excellent value for money yet innovative	Where investment is made, it will yield demonstrable benefit to the organisation and our residents.
Scalable and flexible yet robust and reliable	Able to change to rapidly fit the changing needs of the organisation and our residents we serve ensuring services remain reliable and robust .
Accessible yet secure	Systems and technology can be accessed from wherever the organisation requires whilst also enforcing a suitable level of data security.
Supportable yet innovative	Commercial, cloud-deployed, off-the-shelf packages will be used with minimal customisation to ensure rapid, cost effective deployment, upgrade and simplified support. However there will also be a push for continually innovating with the technology choices and deployment we make.

It should be noted that technology is only one component of change: it can only deliver expected organisational benefits and savings in conjunction with:

- Business processes that are efficient and fit for purpose
- Adoption of new ways of working by the end user, be that employee or customer

The organisation must recognise the need for business transformation and be supportive of the ICT, Customer Services and Digital Transformational strategies.

5. Overarching Technology Principles

The Corporate Technology Standards <<link here>> shows details of the specific technical standards for the technology of the organisation. These directly support the following overarching technology principles;

Cloud first	Where possible, practical and financially viable, cloud solutions will be implemented. This will allow us to take advantage of greater scalability and resilience options.
Mobile friendly	Where relevant, solutions will directly deliver or support agile and mobile working.
Customer Portal	Where relevant, services that are customer facing will be digitally enabled with an ICT service that can support the 24/7 nature of digital self-service.
Single version of the truth	Duplication and inefficiency will be removed by streamlining, standardising and cleansing our datasets, making sure that data can be presented accurately, clearly and that it can flow between systems where required.
Security focussed	Data and information security will be at the heart of everything we do along with our ever evolving and advancing strategies and activities to protect us from cyber threats
Procurement	Information and Digital Services (IDS) must be part of any procurement where technology is involved.
Open APIs	Open APIs can be used by businesses seeking to

leverage the ever-growing community of freelancing developers who have the ability to create innovative applications that add value to their core business. Open APIs are favored in the business sphere as they simultaneously increase the production of new ideas without investing directly in development efforts of the supplier.

6. ICT Strategy Themes

A corporate ICT function must be driven by the needs of the organisation and from the customer's perspective. Yet at the same time an ICT function must be a driver to help the organisation exploit new technological advances. It should also produce benefits through the adoption of a joined-up approach for corporate information and technology assets. This strategy focuses on ensuring that the technology within HBC is aligned with the strategic direction of the Council and its Services.

The need for a corporate wide ICT strategy continues to be important given that the organisation continues to transform itself through the Enterprising Council programme. The ICT strategy will inform the prioritisation of tasks and projects within the ICT department.

With the revenue support grant being phased out by 2020, local authorities must become financially self-sufficient. ICT will be a key enabler in helping the Council secure a strong financial future. Therefore, it is expected that an especially tight financial focus will be an underlying principle of all current and future projects. This will also affect the delivery capacity within the ICT team and increases the need for prioritisation of projects and identification of short term resourcing to deliver key priorities.

ICT will continue to closely align itself to the Enterprising Council Programme and will underpin Directorate projects. ICT expects to be delivering technology elements as part of wider business process and staffing changes as part of the overall transformation agenda. A failure of services to deliver the necessary process and people changes will result in a failure to realise ICT investment potential.

In order to be able to support the organisation, the ICT strategy has been split into six main themes. Each of these themes has an evolving roadmap of activity supporting it. The themes will not only address organisational pressures but also be driven and updated by wider technology industry demands and trends.

Our themes are:

Technology infrastructure	The underlying foundation and building blocks for all of our ICT services.
Workspace	The day to day tools and technologies for end users

Customer engagement	The tools and technologies to work better with our customers.
Information assets and data	Making the most out of the data we hold and collect
Digital innovation	Pushing the boundaries of technology for the organisation.
Enabling our services	Technology that works for and with our services

6.1 Technology Infrastructure

6.1.1. Background

This theme focusses on the underlying core technology infrastructure that supports the ICT service providing the foundation and building blocks for any and all of the technology that we use. This covers the technology that is used “behind the scenes” in our server room; the telephony infrastructure; the ICT security infrastructure and the ICT networking infrastructure.

6.1.2. Vision

The vision of this strategy is to deliver a **resilient, reliable, efficient, up to date and high performing infrastructure** to support the technology we require. Our infrastructure must and will be able to support the evolving way in which we use technology – being able to work from anywhere at any time and enable our customers to be able to access our services online 24/7.

6.1.3. Principles

The main principles for this theme are:

- **Innovate** and **rapidly adapt** where possible and practical, taking advantage of newer technologies such as **cloud** infrastructure services.
- Use of **common technologies** and platforms, **consolidating** where possible.
- Keeping infrastructure up to date and in line with industry **compliance** such as **PSN** and **PCI**.
- Proactive **capacity** and **scalability** planning striving for an “**always on**” ICT service.

6.2. Workspace

6.2.1. Background

This theme focuses on the ICT tools and technologies that we all use on a day-to-day basis to do our jobs. The tools we use can have a direct impact on how efficient we can be and how quickly we can do our jobs. This covers the physical ICT equipment everybody uses, the systems we access to do our jobs and how we electronically collaborate and communicate as an organisation.

6.2.2. Vision

The vision of this theme is to provide resilient, reliable, efficient, up to date and high performing systems and equipment to support new ways of working. Our systems and

equipment must and will be able to support the evolving way in which we use technology – being able to work from anywhere at any time and allow employees to collaborate and communicate in a modern and efficient manner. Staff training will be critical to success not only ICT technical staff but also other staff who will exploit the technologies.

6.2.3. Principles

- **Innovate** where possible taking advantage of **newer technologies** such as **cloud software services, mobile working and browser based systems.**
- Use of **common equipment**, technologies and systems, **consolidating** where possible.
- Keeping equipment and systems up to date and in line with industry **compliance** such as **PSN** and **PCI.**
- Focus on equipment and system **performance** to ensure that **best value** is being achieved from our technology **investments.**
- Keeping equipment and systems up to date and in line with industry **compliance** such as **PSN** and **PCI.**
- Focus on equipment and system **performance** to ensure that **best value** is being achieved from our technology **investments.**

6.3. Customer (internal and external) Engagement

6.3.1. Background

Local Government must change customers perceptions of what can be provided and how this will be provided.

Many people are already benefitting from the internet, digital TV and mobile communications. These offer opportunities to access services, save money, keep in touch, pursue personal interests and help with learning.

This theme covers the technology that will provide new access channels and true self-service to the residents of Hertsmere from any place and on any device.

6.3.2. Vision

The vision of this theme is to provide a full, digital, self-service experience that delivers services in a customer centric way on any platform and from anywhere. By default the preferred method of contact with us will be through a Customer Portal. Customers will be able to pay online and see the progress of their request or incident when they want without having to contact us directly. It is crucial that the ICT, Customer Services and Digital Transformation strategies are aligned, and that ICT, Customer Services and Digital Transformation work closely together to achieve this outcome.

6.3.3. Principles

- Understanding our customers' needs both internal and external and design services around them and **for them**
- Aligning with the GDS Digital by Default Service Standard where possible.
- Make sure end to end digital services are **available where and when** customers **need** to access them
- Data will be **secure** and pass seamlessly between corporate systems to ensure the request is dealt with in the most **efficient** way.

- **Encouraging self-service** whenever possible
- Responding to customer feedback making our ICT services and changes **accessible and understandable** to our internal customers

6.4. Information Assets and Data

6.4.1. Background

Our data is one of our most powerful and influential assets we hold as an organisation. The Head of Legal and Democratic Services is responsible for data protection and information security. We must manage our data and information securely, efficiently, economically and effectively whilst at the same time maintaining privacy and protecting customer data. This will help enable delivery of the necessary efficiencies, improve our performance, improve customer service and allow us to be more open.

This theme covers what we need to do in order to pass data and information seamlessly between corporate systems, share data externally and how we manage data centrally.

6.4.2. Vision

The vision of this theme is to provide accurate and consolidated records for our most important information. This will enable services to manage and control their own information in an accurate and efficient way. Where required and relevant, data will be shared across the organisation and externally to help design and underpin better public services.

We will store information in a secure and robust location that will enable services to make best use of management information. This will drive day to day service planning activities.

6.4.3. Principles

- Know exactly what **information** we hold and the **value** we can gain from it, identifying **core central data sets** for the organisation
- **Collect information once** and **re-use** wherever possible striving for **accurate and consolidated** records
- Keep information **appropriately, lawfully** and **securely**. To **archive** and **dispose** of data in line with **retention policies**
- Information is **fit for purpose**, **quality** validated and held in a **fully secure** and **compliant** manner

6.5. Digital Innovation

6.5.1. Background

As our customers increasingly use technology in their day to day lives, the demand for new and innovative ways to consume services is increasing. This has been driven by faster and cheaper broadband speeds, mobile networks and more powerful consumer devices. As the Internet of Things develops, new opportunities arise. ICT will work closely with the Customer Services Manager and the Web Manager to ensure the best outcomes from these opportunities for the Council and our residents.

This theme covers the application of digital tools and infrastructure to enhance the resident customer experience in Hertsmere, and will be a critical enabler for the Customer Services strategy.

6.5.2. Vision

The vision is to embrace the latest technology to deliver real change to the residents of Hertsmere.

We will look for opportunities to drive innovation, through efficient use of new technologies, creating a culture of innovation. ICT must work closely with the Web Manager and in alignment with the Customer Services and Corporate Communications strategies.

6.5.3. Principles

- **Business and service** led approach to driving **technology innovation**
- **Accept and manage** the **risk** on new **digital initiatives** rather than be adverse to innovation
- **Business benefit** with **minimal or positive** council **budgetary impact**

6.6. Enabling Our Services

6.6.1. Background

ICT underpins and supports all of our services in some way. It is essential that the ICT platform and direction of travel aligns with that of the business it supports. This is especially important in the continual drive for efficiency via the use of technology across the organisation. Where we are able to cost recover for our services, it is vital that the service offering remains competitive in terms of cost and quality.

This theme focusses on ensuring that the ICT service is closely aligned to the business needs of the organisation and maintains good performance.

6.6.2. Vision

The vision of this theme is to provide a reliable and robust ICT service and platform that is aligned to our business needs. The service and platform will be adaptable to meet changing business needs. Where costs are recovered for services then quality and cost will be continually reviewed with a view to enhance our offering and increase uptake where possible and viable.

6.6.3. Principles

- **Partnership** opportunities are fully explored and **developed** where **viable**
- Service offerings are continually assessed to ensure **value for money** is achieved whilst delivering **excellent ICT operational activities**
- Continually striving for **increased business efficiency** and **innovation** through greater use of **technology**.

7. Priority Challenges and Roadmap Activities

The current key business challenges, future vision and technology proposals which drive the roadmap activity and underpin the ICT strategy are detailed below:

Note this section will be updated following the audit of business systems by our audit partners B.D.O. and the review of cloud disaster recovery by SOCITM and then regularly thereafter.

7.1. Current business challenges

Limited availability of online transactional services for our residents	Very few Council services currently have 'true' transactional presence.
Paper documents	The Council has traditionally printed, photocopied and stored a large number of documents, all requiring vast amounts of physical storage, and consuming office space.
Desk bound working	A reliance on paper, legacy telephony and desktop IT provision makes it incredibly difficult to agilely. This can impact on staff recruitment and retention i.e. Planning Officers?
Customer Relationship Management (CRM) system	The current CRM system is dated and not fit for an Enterprising Council. The supplier continues to support the system but has stopped all development.
Street Scene	Street Scene do not have a business system. They currently use the CRM system and various spreadsheets.
Estate Management	The current Estateman system is only being maintained by the supplier and no further enhancements will be introduced. Data quality within Estateman is poor and requires a major review.
Business Continuity	Business Continuity requirement is not clearly defined. The organisation needs to decide if it requires 'hot', 'warm' or 'cold' business continuity provision.
Parking Services	Self-service elements of the parking system such as e-enabled permits need to be implemented.
GDPR	GDPR will impact on the majority of Hertsmere's services. The Head of Legal and Democratic Services is leading on a GDPR project. There is likely to be costs associated with implementing GDPR.
Data Retention Policy	Hertsmere's data retention policy is currently under view by the Head of Legal and Democratic Services. Data retention could impact favourably on costs of backup and disaster recovery, as well as freedom of information requests and GDPR.

7.2. Future vision

Flexible and Agile working	Staff are enabled to work from any location, including Council office at home, on the road and at partner locations, rather than being allocated a specific desk.
Information availability	Documents are available in electronic format to minimise requirements for physical storage and printing costs.
Anytime, anyplace, anywhere	Residents can access services at a time and place to suit them.
Web is the default channel	Web enabled services can always be available. New services to be designed with the web as the default access channel, reducing customer reliance on more traditional contact channels.
Single version of the truth	There is a single version of people and property data, shared across Council applications, reducing unnecessary re-entering of data, limiting errors and minimising human intervention. Overall data quality is dramatically improved

Appendix 1 The Corporate Technology Standards

See attached this will be a hyperlink in final version

Appendix 2 Business Systems Roadmap

The Business Systems Roadmap will be updated follow systems review by BDO and cloud disaster recovery review by SOCITM.

<u>Business Area</u>	<u>System Name</u>	<u>Supplier</u>	<u>Description</u>	<u>Roadmap</u>
Corporate	Pentana	Ideagen	Corporate Performance Management	Web-based. Review 2019/20.
Corporate	Pentana	Ideagen	Appraisals	Web-based. Review 2019/20.
Corporate	HP TRIM	Oyster IMS	Records management (basement document store)	No plans to upgrade. If the basement store is cleared, the software will no longer be needed.
Corporate	Location Centre	thinkWhere	Online GIS	Web-based. Review 2020/21.
Corporate	PTC Scheduler	Civica	Automated Task Scheduler	To be reviewed along with Civica OPENRevenues.
Corporate	SupportWorks	Hornbill	IT Service Management	Web-based. Review 2019/20.
Corporate	UFS	Ebase Technology	Electronic forms	To be reviewed during 2018.
Customer Services	LACRM	Information Systems Belfast (ISB)	Customer Relationship Management	System no longer being enhanced by supplier. Review with a view to replacement Q4 2018.
Engineering Services and Asset Management	Estateman	Estateman	Asset Management	Review with a view to moving to the IDOX Uniform Estate module Q4 2018.
Environmental Health and Licensing	DMS	IDOX	Document Management	Going live in 2018.
Environmental Health and Licensing	Enterprise	IDOX	Performance Management	Going live in 2018.

<u>Business Area</u>	<u>System Name</u>	<u>Supplier</u>	<u>Description</u>	<u>Roadmap</u>
Environmental Health and Licensing	Swift	Swift DataPro	Environmental Health and Licensing	Migrating to Uniform 2018. System will be retained as read-only, at least until 2019.
Environmental Health and Licensing	Uniform	IDOX	Environmental Health and Licensing	Going live in 2018.
Finance	Chris21 Payroll	Frontier	Payroll	Upgrade to new version (on new server) Q2 2018.
Finance	eFinancials	Advanced Business Systems	Finance	Upgrade to version 5 Q2 2018.
Finance	ePay	Bottomline Technologies	Electronic funds transfer (e.g. BACS)	Review 2019/20.
Finance	ICON	Civica	Cash Management	Review 2019/20.
Housing	Uniform	IDOX	Housing Service Requests	
HR	Chris21 HR	Frontier	HR	Upgrade to new version (on new server) Q2 2018.
HR	Etarmis	hfx	Time management	Upgrade to cloud version Q2 2018
Legal and Democratic Services	EROS	Halarose	Election Management	Review 2019/20.
Legal and Democratic Services	AVantGuard	Halarose	Postal Vote Checking	Review 2019/20.
Legal and Democratic Services	IKEN	IKEN	Legal Case Management	Review 2019/20.
Legal and Democratic Services	modern.gov	Modern Mindset	Committee Decisions Management	Review 2019/20.
Legal and Democratic Services	Total Land Charges (TLC)	IDOX	Land Charges	Review 2019/20.

<u>Business Area</u>	<u>System Name</u>	<u>Supplier</u>	<u>Description</u>	<u>Roadmap</u>
Parking	CE	Civica	Civil Enforcement	Review 2018/19. Consider migrating to Imperial 3sixty, which is going to be used to manage TRDC parking.
Parking	PES	Civica	Parking Enforcement System	Replaced by Civica CE 2015/2016, but still running to collect old fines.
Parks	ezytreev	ra Information Systems	Tree Management	Review 2019/20.
Planning and Building Control	Acolaid	IDOX	Planning and Building Control (superseded by IDOX Uniform)	Kept as read-only system for non-converted data. Part of the IDOX Uniform contract.
Planning and Building Control	DMS	IDOX	Document Management	Review 2019/20.
Planning and Building Control	Enterprise	IDOX	Performance Management	Review 2019/20.
Planning and Building Control	Obligation Tracker	IDOX	Legal Agreement Tracking	No longer used.
Planning and Building Control	Uniform	IDOX	Planning and Building Control	Review 2019/20.
Revenues and Benefits	OPENRevenues	Civica	Benefits, Council Tax and Business Rates	Review 2018/19, considering possible impact of Universal Credit.
Revenues and Benefits	OPENVision	Civica	Benefits, Council Tax and Business Rates, Customer Services	Review 2018/19, considering possible impact of Universal Credit.
Revenues and Benefits	OPENAccess	Civica	Benefits, Council Tax and Business Rates, Public	Review 2018/19, considering possible impact of Universal Credit.

Appendix 3 Infrastructure Roadmap

The Infrastructure Roadmap will be updated follow systems review by BDO and SOCITM.

Q1 2018	O365 Pilot review and if successful implement (Councillors officers Q2-3)
Q1 2018	Unified communication – Phase 2 to setup media - Webchat email twitter etc.
Q1 2018	Upgrade and roll out new antivirus software
Q1 2018	Upgrade Wifi
Q2 2018	Cloud based backup and disaster recovery
Q2 2018	Migrate servers off old virtual environment and storage and decommission.
Q2 2018	Decommission Exchange 2007 Server and implement replacement environment.
Q2 2018	Implement DR and Backup replacement technology
Q3 2018	Phase 2 of telephone project mobile working app
Q3 2018	Desktop replacement
Q3 2018	Investigate single sign on.
Q4 2018	Investigate replacement and decommission GCSX email accounts.
Q1 2019	Phase 3 telephone project webchat and multi media
Q2 2019	Microsoft SQL Server 2008 R2 Service Pack 3
Q3 2020	Windows 7 end of support
Q2 2023	Windows Server 2008 end of support