



Wiltshire County Council

ICT Strategy

2008 to 2012

Appendices Section

Wiltshire Council ICT Strategy

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Appendix 1 Forerunner ICT Strategies

1. Kennet District Council

Kennet District Council had its own Departmental Strategy (including ICT) for the period 2004 – 2007. This has not been updated due to the move to One Council.

[.Kennet District Council ICT Strategy](#)

2. North Wiltshire District Council approved its own ICT Strategy (link below) in March 2007. This has not been amended / updated due to move to One Council

[North Wiltshire District Council ICT Strategy](#)

[North Wiltshire ICT Strategy Appendices](#)

3. Salisbury District Council ICT Strategy

Salisbury District Council approved its own ICT Strategy (link below) in August 2006. This has not been amended / updated due to the move to One Council

[Salisbury District Council ICT Strategy](#)

4. West Wiltshire District Council ICT Strategy

West Wiltshire District Council does not have an ICT specific Strategy

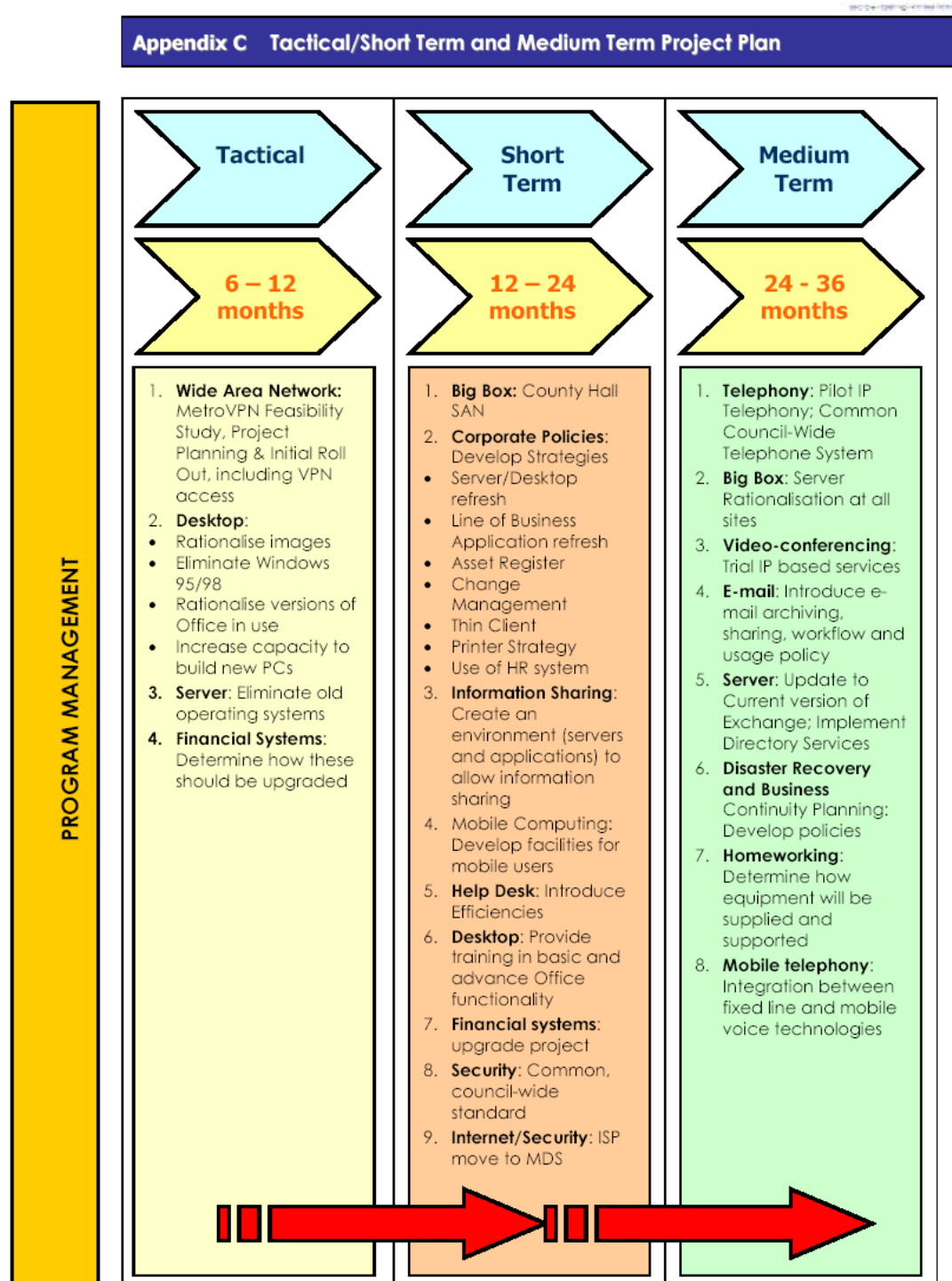
5. Wiltshire County Council Strategy

The Wiltshire County Council 2004 ICT Strategy, authored by the NCC, established several high level areas requiring action with appropriate goals, notably:

- to remedy a disparate ICT infrastructure & duplication of information – by creating an enterprise architecture to share information & provide single instances of corporate applications
- to re-structure the ICT management and service provision by creating a senior post for overall responsibility for ICT management & governance and review the organisational structure to be more corporate and customer focussed
- to effect the requirement for a robust ICT Strategy defining investment appraisal + standardisation + benefit realisation by creating & maintaining

an ICT Strategy, committing to a five year rolling investment programme and providing an additional £3 million per annum funding

In order to achieve this they identified a series of actions / projects which have been mapped as follows in the tactical / short term and medium term plan:



As a result of the Council's broad acceptance of the 2004 Strategy, the significantly increased investment, and the re-structure of the ICT support services the following have been achieved:

5.1 Tactical achievements:

- we have rolled out VPN access
- we have rationalised images, eliminated Windows 95/98, rationalised to mainly using Office XP, and significantly increased our capacity to build new PCs
- we have eliminated the old server operating systems
- and (with the BMP) are well on the way to introducing new core financial systems (together with new procurement, payroll and human resources systems)

5.2 Short term achievements :

- we have introduced SAN systems to County Hall
- we have developed corporate policies and/or strategies for server / desktop refresh, line of business applications refresh, printers, and
- we are, with Steria, continuing to develop strong processes for change management, the asset register, the help desk, disaster recovery and business continuity planning
- we have the architecture in place to allow information sharing and mobile computing
- we have introduced a corporate ICT training team which is rolling out training opportunities to staff
- we have adhered to the IT Security Policy but ensured that while it protects our information / data security it supports rather than hinders the business functions
- we have moved the ISP to full IDS

5.3 Medium Term achievements:

- we have rationalised servers over most of the Wiltshire sites
- we have introduced small scale video-conferencing
- we are running on a currently supported version of windows exchange
- the new ICT support contract supplies and supports Wiltshire ICT equipment used in staff homes

5.4 We have not achieved:

- common Council wide telephone system but are in the process of developing a telephony / communications strategy that will this will become a reality as we re-negotiate our major telephony contracts in 2008
- as part of the information management strategy we are developing policies for managing e-mail along with all other electronic documents



5.5 We have also achieved:

- The creation of a truly corporate Information Communications Technology department bringing together full responsibility and centrally controlled budgets for the provision of ICT services to all of the departments allowing appropriate focus on the technical infrastructure; service delivery and applications
- Significantly increased investment on infrastructure and systems to create a robust and efficient base on which to achieve improved business flexibility and continuity

[Wiltshire County Council ICT Strategy 2004 - 2007](#)



Appendix 2 Structure & Role of ICT Unit in Wiltshire Council

As part of the transition to One Council work is being carried out on producing a role and responsibility structure for an ICT Unit that will support the aims and objectives of the future Wiltshire Council. The interim structure is under development and will be issued when formally agreed - by end July 2008.

The permanent structure will then be done in a stepped way with an interim structure which is intended to be in place by October 2008 with staff being migrated to a final structure as soon as possible after the creation of the new authority.

Note: A link to the interim structure will be placed here when it is agreed and a further link to the permanent structure will be placed here when it is in place

Appendix 3 Customer Service

1. Customer Care

The integration of the five council IT teams into a new unified single service provides an opportunity to refocus the objectives of the Business Analysis Team within the Business Development Group in order to provide a more customer orientated approach. The Business Analysis Team will act as the 'intelligent client' on behalf of client departments, coordinating the supply of all ICT and Corporate Programmes related services to the client. By developing an effective working relationship they will strive to become the clients "trusted advisor" to ensure that all parties are working together in accordance with all relevant Council policies and procedures ensuring best value and high quality service delivery.

The intention will be to provide our customers with a positive experience every time they have contact with us.

2. Customer Service

We aim to put both internal and external customers at the centre of everything we do and to improve customer satisfaction by:

2.1 Being clear about what services we provide, the levels to which they are provided and the limitations they are subject to by:

2.1.1 Publishing and maintaining a catalogue of ICT services, both on-line and in printed form, that:

- Facilitates direct and quick access to the top 15-20 most commonly used services as pre-defined and pre-authorised "standard" services.
- Provides, clear, layman's terms definitions for both standard and non-standard changes, the routes for progressing the latter and end-to-end timescales/service levels for both.
- Lists/gives brief details of all the other services provided by ICT that do not have service levels defined for them because resource or other constraints mean that they have yet to be set or the delivery of the service varies in accordance with individual user needs and a standard service level is therefore inappropriate.

2.1.2 For all services, gives details of the hours during which they are provided.

2.2 Establishing customer account managers for all departments whose role will be to:

- Capture current and emerging customer needs and concerns about the ICT services and
- Channel current needs into the appropriate area of ICT service provision.
- Liaise with service level management function to ensure that early consideration is to the resources likely to be required to satisfy the emerging needs and service levels (if known).
- Resolve the concerns either by dealing with the causes directly or by defining goals for addressing them and monitoring progress towards achieving these through the mechanism of the Continual Service Improvement Plan (CSIP).

2.3 Attaining a high level of customer satisfaction by:

- Participating in the Society of IT Management (SOCITM) annual ICT Satisfaction benchmarking survey and
- Achieving a top two placing in the overall survey rankings by April 2012.
- Setting specific CSIP objectives for each area of average or below average performance identified in the surveys and monitoring and reporting progress towards achieving these on a quarterly basis.
- Achieving at least a 25% participation rate for Steria post-incident and post change on-line satisfaction surveys by:
- Repeatedly publicising details of the surveys and how the results have been/are used to improve service.
- Contacting all users submitting below satisfactory returns and a random selection of users providing better than satisfactory performance both to identify and permanently resolve the causes of poor performance and to learn from and build upon the causes of good performance.

3 Carrying out / participating in systems management reviews of business services to:

3.1 See and experience the Authority's ICT as internal and external customers see and experience it.

- 3.2 Help identify waste in the delivery of the business services, particularly to the provision, non-provision or method of provision of the ICT services.
- 3.3 Incept business analysis work and subsequent changes and/or projects cost-effectively to eliminate or reduce the waste.
- 4 Ensuring that all our staff receive training and personal development in customer support, best practice service management (ITIL) and tools and technologies to enable them professionally to deliver services and fulfil customer expectations.
- 5 Providing Information Security services that:
 - 5.1 Support customers in using existing services.
 - Particularly by providing and applying seamless, user-friendly or user-transparent tools and technologies to minimise the requirement for users to read and comply with complex and/or lengthy policies and procedures
 - 5.2 Facilitate the onward development of existing services and the introduction of new ones.
 - 5.3 Demonstrate that we are monitoring and learning from the application of best-practice information security services in other local authorities, government and commerce
 - 5.4 Support the Authority, departments and service areas in achieving and maintaining compliance with Data Protection, Freedom of Information and all other relevant legislation.
 - 5.5 Minimise the need for repeated customer sign on-s and authentications whilst maintaining required levels of information security
 - 5.6 Providing assurance and contract advice sub-services that seamlessly support ICT Operations and the ICT Programme.

Appendix 4 Business Management Programme

In August 2006 Wiltshire gave the go-ahead for the Business Management Programme to implement a new financial management system, including core financials, procurement, payroll and human resources. A 'competitive dialogue' exercise is being undertaken and is currently at detailed negotiations stage with two short-listed suppliers.

1. The key objectives are to provide:

1.1 A Finance system where all aspects of financial management are dealt with within a single system that is fully integrated with the procurement module; provides real time commitment accounting; with budget modelling, setting and profiling; with budget monitoring and management, with budget drill-down and reporting; on a standardised cost centre approach

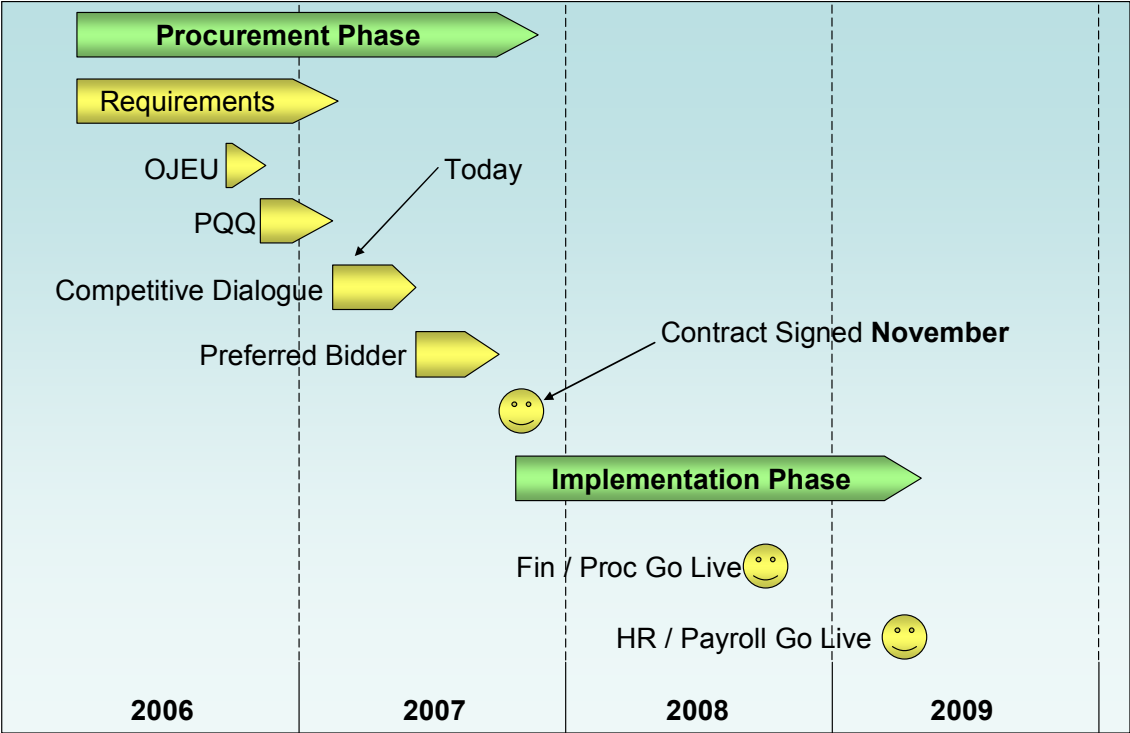
1.2 A Procurement system where all purchases will be controlled through a single system with single input and using a standard process to provide commitment accounting and reporting; delegated PO authorisation; where the workflow will increase control while reducing paperwork; with off-contract procurement eliminated; with better contract management of rationalised suppliers list; established catalogues for goods and services and electronic receipting and invoice reconciliation

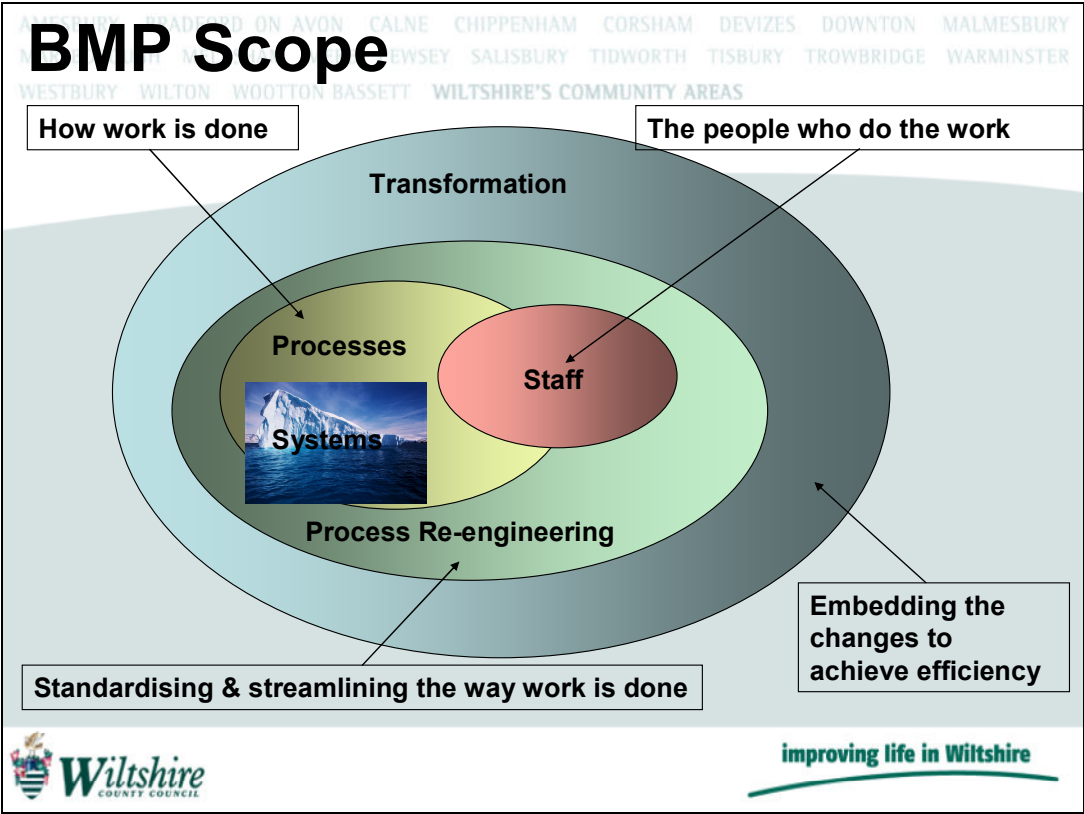
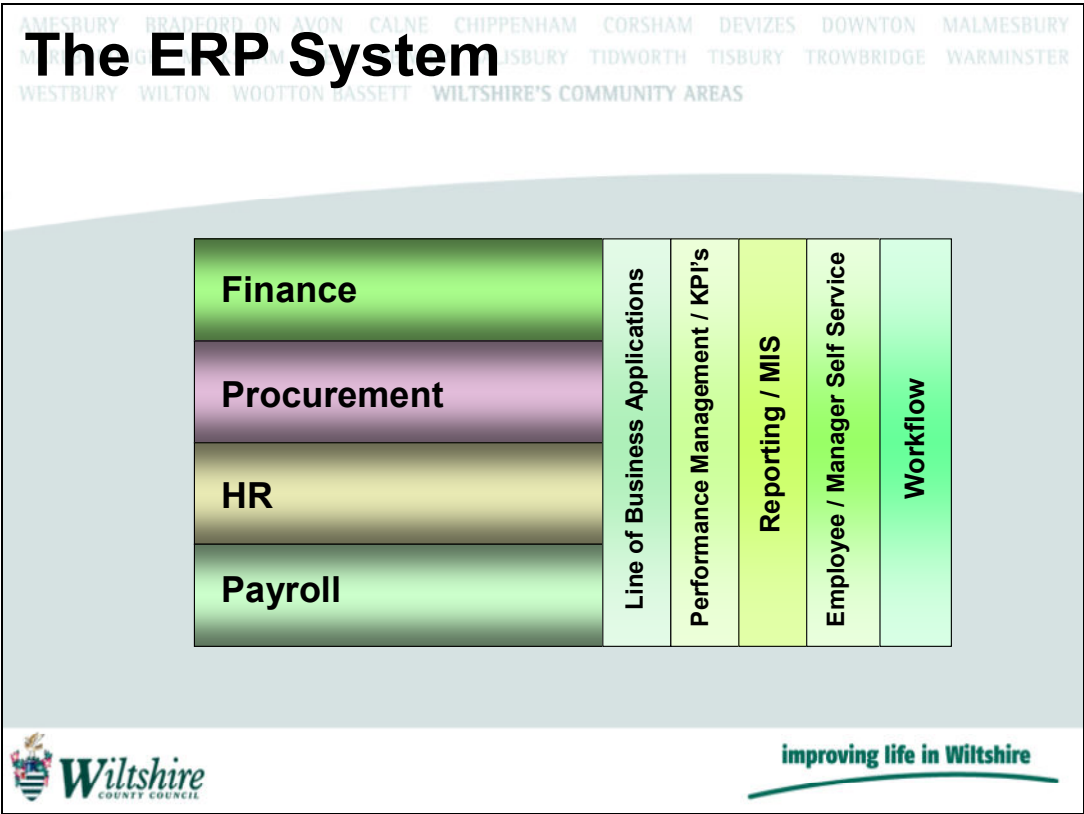
1.3 Human Resource and Payroll Systems as part of a fully integrated system supplying direct links to finance, with full staff lifecycle management; improved post management facilities and data integrity; with real-time management reports on absence and leave, with reduced administrative tasks allied to self-service facilities for managers and staff



AMESBURY BRADFORD ON AVON CAENE CHIPPENHAM CORSHAM DEVIZES DOWNTON MALMESBURY
MILKHAM SALISBURY TIDWORTH TISBURY TROWBRIDGE WARMINSTER
WESTBURY WILTON WOOTTON BASSETT WILTSHIRE'S COMMUNITY AREAS

BMP Timetable

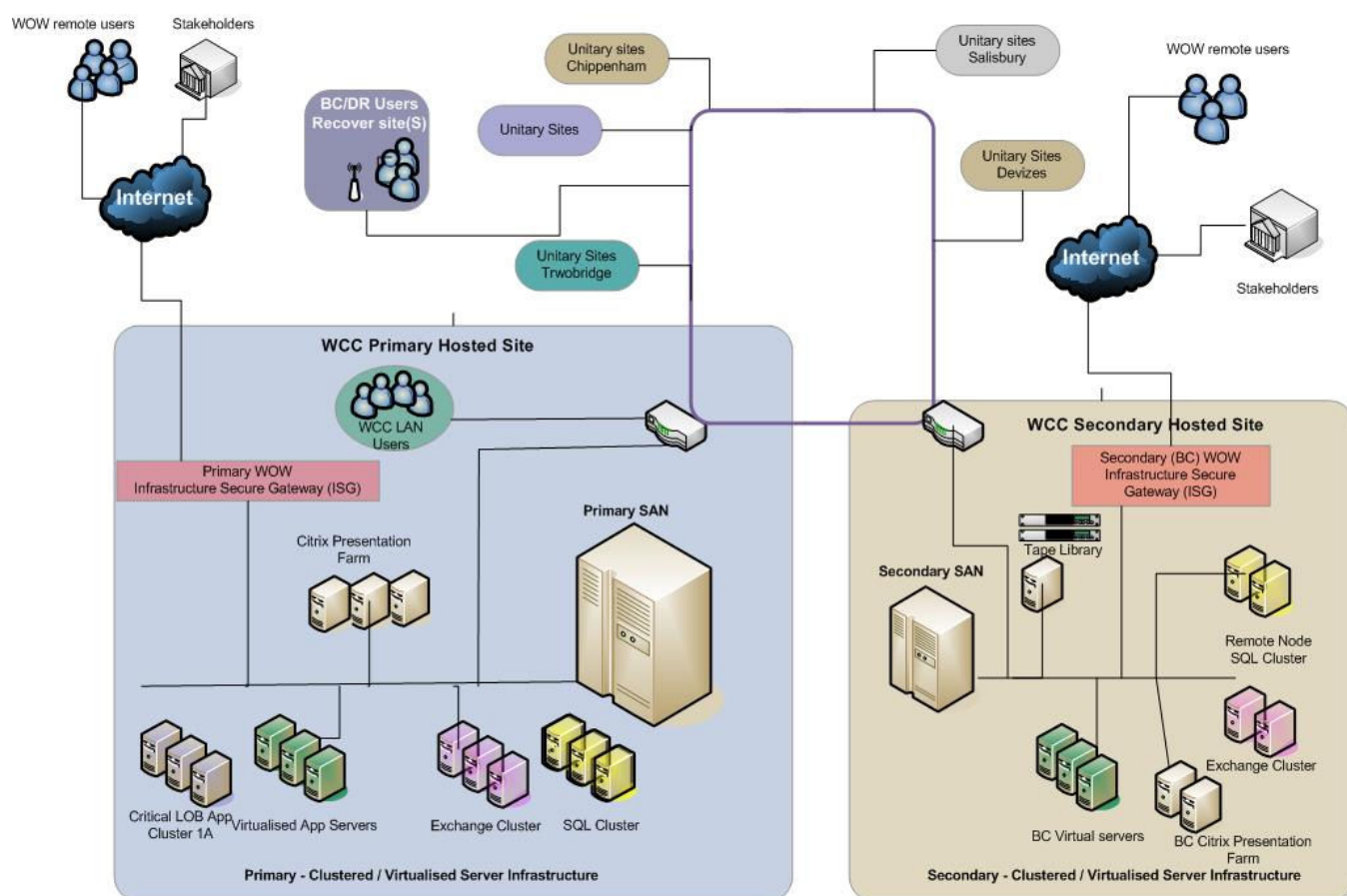




Appendix 5 Technology Road Map

The Technology Road Map shows the programme by which Wiltshire Council will, by building continuous service improvement via the consolidation of desktop applications, the creation of a standard desktop build and the model office, create and maintain a standard architecture capable of delivering good quality, cost effective, services in a reliable and secure environment. It will manage an extensive and challenging volume of change work (incorporating Ways of Working; enhancement of the reliability of the SAN architecture; and the network capacity). The initial focus is to achieve the requirements for Vesting Day for One Council but will be enhanced during quarter 2 2008 to show the programme to deliver the requirements through until 2012. The diagram below illustrates the architectural design and structure that is being implemented.

Diagram – Wiltshire Council ICT Architecture solution

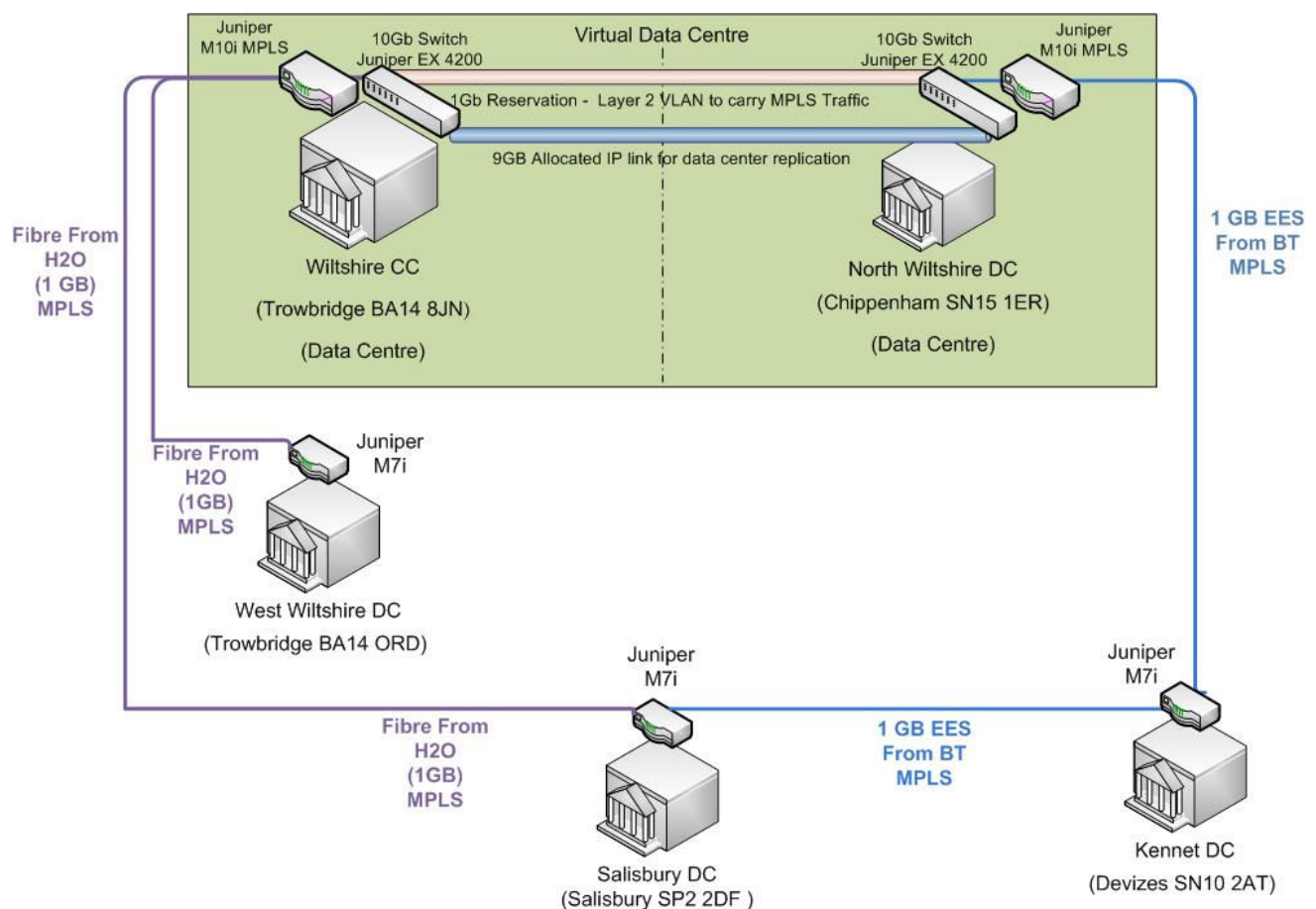


1 WAN Proposals

The WAN is a critical path issue for implementation of one council, with phase one being required by Dec 08. A competitive process will be instigated in 2009 for phase 2 and this will be tied in with the medium term telecommunications proposals. The diagrams below illustrate the proposals and phasing.

High Speed WAN, With 10GB Data Centre Connectivity

This option would operate throughout at 1GB and create a 1C4W network cloud or infrastructure, whilst providing a 10Gb connection between the data centre sites (Virtual Data Centre), allowing a full network ring to be facilitated and high levels of replication traffic between the data centres.

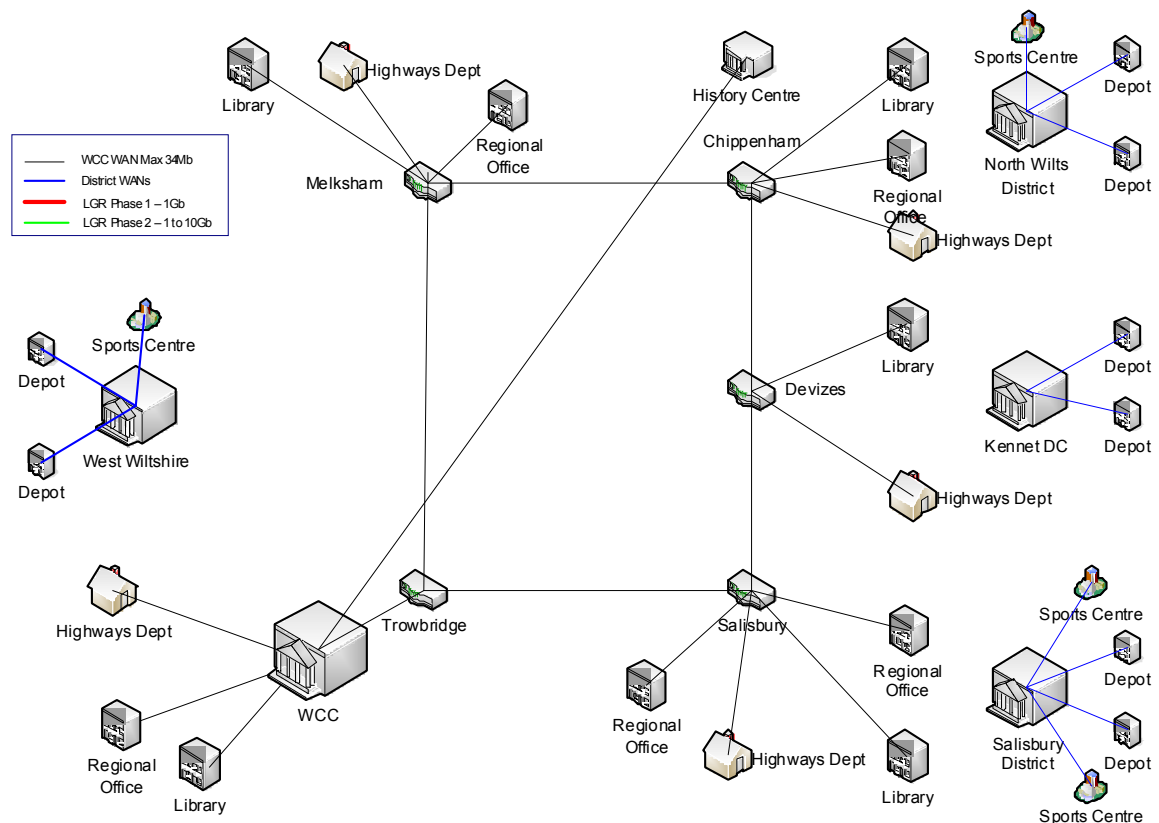


Recommended Network Implementation Diagram

Current WAN

Issues:

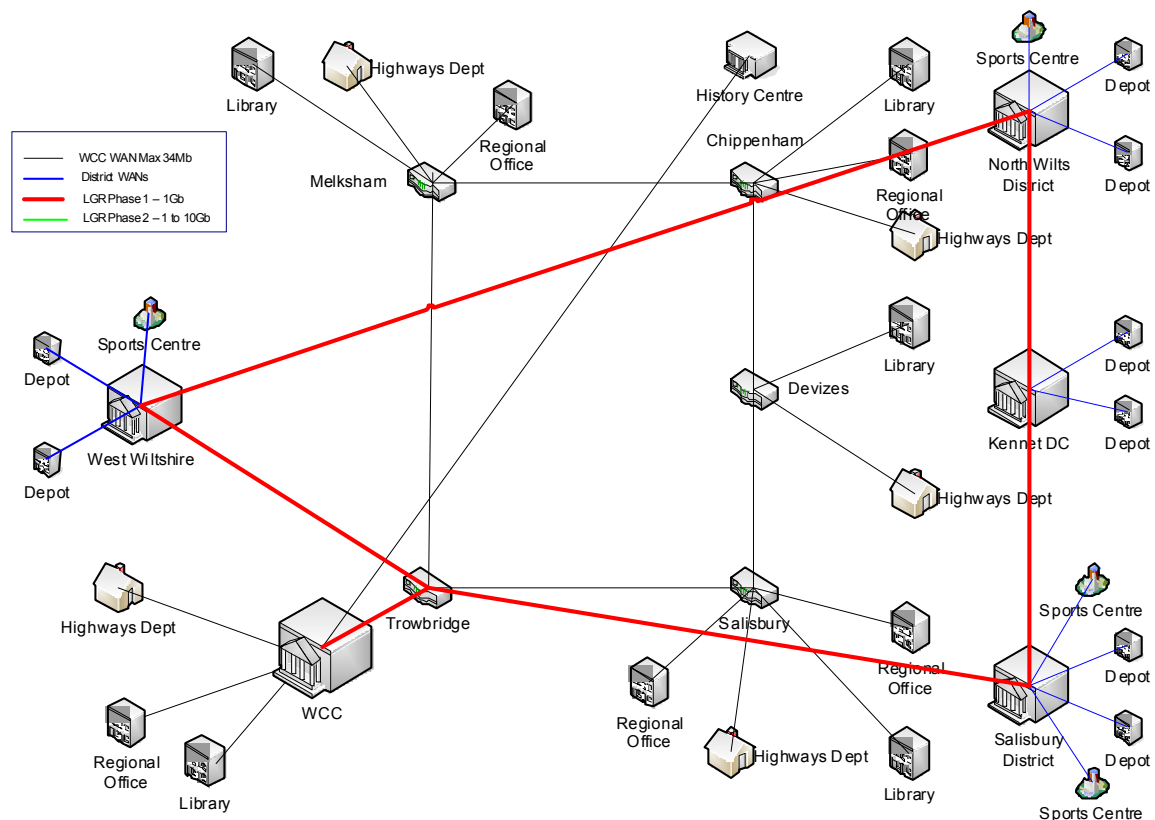
- There are no links to Districts
- Current ring (Trowbridge-Salisbury-Devizes-Chippenham-Melksham) is not adequate to support immediate 1C4W imperatives or known future requirements. The Trowbridge node is 100Mb, all the others are 34Mb
- The existing 1:1 links (e.g. Melksham to Library) are not resilient – i.e. if that circuit fails the link between the sites cannot be rerouted.



2. Phase 1 – High Speed WAN Ring, Linking Key District Sites

Notes:

- The Ring topology will provide resilience - if one link fails, all the sites are still connected
- The high-speed specification satisfies Vesting Day requirements and allows potential for future growth



3. Phase 2 -Future Potential – the next 2-3 Years

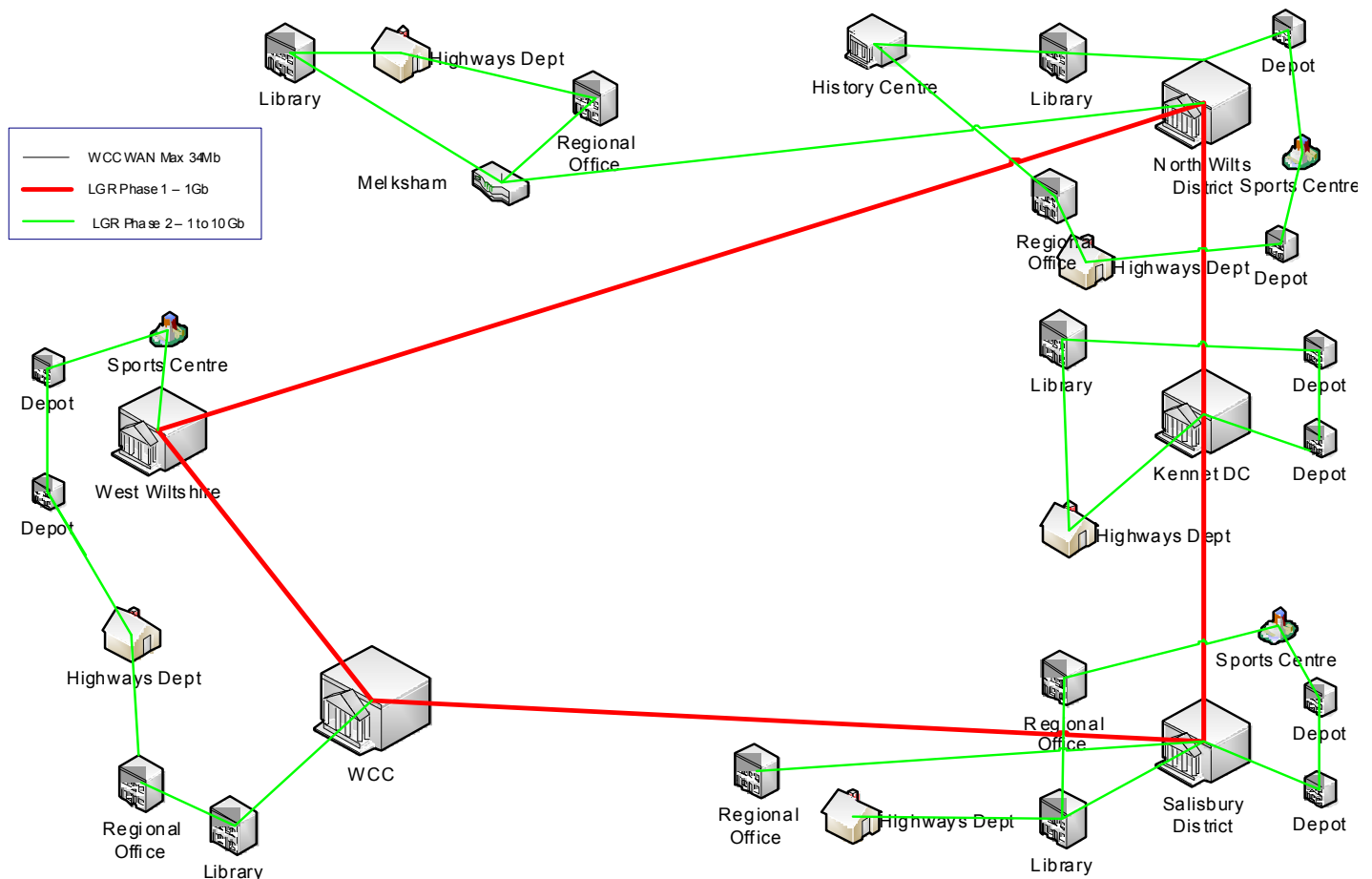
This diagram illustrates how the WAN could evolve. Regardless of the exact configuration, the following benefits are expected:

3.1 Potential year 2 benefits are:

- The existing Trowbridge 34Mb ring will be simplified by linking the nodes in the new high-speed WAN. This would save approximately £80-100k in network costs.
- Other network savings will start to be made by consolidating geographic areas into smaller WAN loops linked to the high-speed WAN
- The existing District data centres will start to be consolidated into the planned Dual Data Centres (e.g. the Salisbury Bourne Hill data centre requirement will be greatly reduced because of this capability)
- The IT infrastructure required for any new property will be greatly simplified.

3.2 Potential year 3+ benefits are:

- The existing BT Metro network will be replaced by the new WAN. This will save £100+k annual costs.
- The existing WCC ring will be replaced by this more cost effective solution.
- All data centres will have been consolidated



Appendix 6 ICT Architectural Design Governance

1 The Architecture Design Governance (ADG), is the framework for controlling the future development of the ICT technical architecture for One Council by managing change to that architecture introduced by:

- business and technical requests (e.g. projects, IMACDs etc.)
- changes to local and remote delivery and support services (the Steria International Service Desk, Local Operations etc.)
- changes to hardware (servers, workstations, network equipment etc.)
- changes to software (operating systems, applications, databases etc.)
- changes to data storage (disc space, database sizes, backup media etc.)
- changes to local and wide area networks (bandwidth and utilisation etc.)
- and changes to telephony services (call centre systems and integration, call routing etc.)

2 The ADG, intended for a technically aware audience, will control changes to the infrastructure to ensure that they are compatible with the 3 year strategic architectural vision.

3 The ADG will ensure that the WCC ICT Infrastructure will facilitate compliance with:

- the Steria WCC managed services contract
- current key eGovernment initiatives
- OGC ITIL best practice guidelines
- WCC key agenda items
- BS 7799 Security Standards and CESG recommendations
- Software and Hardware manufacturer and vendor best practice guidelines

Appendix 7 Capacity Plan

It is essential for ensuring business continuity that the capacity of the WCC ICT Infrastructure is constantly monitored and maintained to meet the Authority's needs. As a key part of the managed services contract between Steria and WCC it is the responsibility of the Contractor (Steria) to carry out the services for Hardware (Servers, Network equipment etc.); Data storage (disc space, etc.) and Local and Wide Area Networks (bandwidth and utilisation etc.) and to make recommendations to the Authority required changes or improvements to meet the first objective.

The Capacity plan is the discipline that ensures IT infrastructure is provided at the right time in the right volume at the right price, and ensuring that IT is used in the most efficient manner. This involves input from many areas of the business to identify what services are (or will be) required, what IT infrastructure is required to support these services, what level of Contingency will be needed, and what the cost of this infrastructure will be.

Steria and Wiltshire CC are committed to using the ITIL standard for Capacity management which is made up of three sub processes – the business capacity management (BCM); the service capacity management (SCM); and the Resource Capacity Management (RCM).

These sub processes all share a common set of activities that are applied from different perspectives which includes modeling, service monitoring, performance management, demand management, workload management, analysis, change initiation, optimization and trend analysis which input into the Capacity Management processes of performance monitoring, workload monitoring, application sizing, resource forecasting, demand forecasting and modeling.

Appendix 8 ICT Service Plan

The ICT Service Plan

1 Re-Orientation Phase

This phase is about coming together as a new ICT organisation and beginning to refocus the service management goals of the organisation towards meeting the service and programme goals of the new authority. It is also about getting closer to customers and becoming more customer-focussed. To do this, it will be necessary to implement enhanced Customer Relationship / Account Management functions to sit alongside and complement the established and project-focussed Business Analysis function. The main products/activities of this phase are:

Products/Activities	Completion Dates
Initiate New Pan-Authority ICT Continual Service Improvement Process	May 09
Complete ICT Staff Re-Organisation (Completion of Final Phase)	Jun 09
Implement Enhanced Customer Relationship / Account Management Functions	Jun 09
Review Emerging/New ICT Service Requirements in the Light of Programme Priorities set by the New Authority & SAP Implementation	Jun 09
Implement/Initiate Professional Development Programmes (Customer Care, ICT Specialist, Systems Approach, Managerial & Supervisory) for all ICT Staff	Jul 09

2 Optimisation Phase

This phase is about working forward from the existing ICT service provision to design and implement new ICT service arrangements that delight customers and improve the outcomes achieved by business assets whilst minimising waste. The arrangements will follow IT Infrastructure Library (ITIL) best practice and "lean" or systems management principles. To facilitate this, it will be necessary to train all ICT staff to at least ITIL Practitioner Level and to train managers and supervisors in lean/systems management principles.

The phase will be transformational and a key part of the transformational activity will be establishing, resourcing, managing and constantly revising a programme of continual service improvement. This will cover all ICT services but be coordinated within the service management area. Early priorities will be to improve areas of customer relationship/account management and change/configuration/release management as identified by recent process reviews. Areas of poor performance identified through the 2007/2008 SOCITM ICT Service and Satisfaction benchmarking surveys will also be addressed.

The review of the Base ICT Infrastructure (WAN, LANs Storage Area Networks (SAN), Desktop Estate etc) will cover its design, composition and funding. The purpose of the review will be to facilitate the preparation of financial and project plans for the upkeep and replacement of the infrastructure. These will be aligned to the business's extant and emerging service, availability (inc business continuity) and capacity requirements. A key objective of this work will be to ensure that prior provision is made for expected increases in demands for power, processing, data and network capacity.

The review of Contractor/In House ICT services provision will cover systems and applications supported directly by departments rather than Corporate ICT. It will provide a comparative costs-benefits (including service aspects) analysis of the two support options and make recommendations for the future support of such systems based on this analysis.

The ICT Services Catalogue will be enhanced to cover the full range of contractor and in-house provided ICT Services. It will also be developed to become at least partially interactive.

The main products/activities of the optimisation phase:

Products/Activities	Completion Dates
Initiate Review of Current Base ICT Infrastructure and Blend of In-House/Contractor ICT Services Provision	May 09
Review Report	Sep 09
Definition of New Service Provision Model (inc Customer Engagement and Continual Service Improvement Aspects)	Mar 10
Initiate Process to Replace Existing (In-House + Amended/Augmented Steria Contract) ICT Services Provision	Apr 10
Publish Enhanced ICT Services Catalogue	Aug 11
Transition to New ICT Service Arrangements	Sep 11
New ICT Services Arrangements in Place	1 Oct 11

3 Performance Management

Comparative Assessment. Through all three strategic development phases, we will make annual comparative (against national norms / other local authorities) assessments of the performance of the ICT services by using a rationalised set of National Audit Office and Society of Information technology Management (SOCITM) key performance indicators (KPIs). The SOCITM

KPIs are more detailed than those of the NAO but, for information, details of the latter are as follows:

National Audit Office Value for Money Key Performance Indicators	
Primary Indicator 1	Cost of the ICT function (i.e. spend on the ICT department or equivalent including employee costs and associated overheads) as a percentage of organisational running costs (expenditure).
Primary Indicator 2	<p>ICT competence of user</p> <p>The competencies are defined as follows:</p> <ul style="list-style-type: none"> a) use electronic mail to send, receive, forward and delete e-mails including opening and attaching documents b) able to use search tools to find and retrieve information from the intranet / internet c) use standard office support products to compose letters and reports d) use standard office support products to produce presentations e) use standard office support products to develop spreadsheets f) take responsibility for resolving basic applications queries through use of the help menu g) able to manage files and appropriately back-up work h) successfully completed ICT training relevant to your role
Primary Indicator 3	<p>Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation):</p> <ul style="list-style-type: none"> a) as a percentage of organisational running costs (expenditure) b) per user
Primary Indicator 4	Percentage of incidents resolved within agreed service
Primary Indicator 5	Project governance and delivery index.
Primary Indicator 6	Percentage of the top five transactional based activities which are made via e-enabled channels.
Primary Indicator 7	<p>Commissioner and user satisfaction index - a composite indicator compiled from the responses to a set of statements by commissioners and users.</p> <p>Commissioner statements:</p> <ul style="list-style-type: none"> • The ICT function effectively supports delivery of the

	<p>organisation's strategic objectives.</p> <ul style="list-style-type: none"> • The ICT function is proactive and innovative in providing technological solutions to meet business needs. • The ICT function manages the implementation, maintenance and enhancements of major business systems in a consistent, effective and timely manner. • The ICT function provides excellent value for money. • The ICT function has the capacity and capability to support major business transformation. <p>User statements:</p> <ul style="list-style-type: none"> • The ICT function responds within agreed service levels when I ask for help. • ICT systems are robust and reliable. • The support provided by ICT meets my needs effectively. • The organisation makes full use of ICT to improve services. • ICT systems provide me with the information I need when and where I need it.
Primary Indicator 8	<p>Management practice indicator – the number of practices that have been adopted by the organisation out of a possible total of 10.</p> <ol style="list-style-type: none"> 1) Formal Service Level Agreements are in place with key internal customers governing business requirements, with regular service review meetings held at agreed intervals. 2) There are formal procedures in place supporting the operation of the ICT function, based upon good practice guidance such as COBIT (Control Objectives for Information and Related Technology), ITIL (IT Infrastructure Library) and/or other sector specific guidance / methods. 3) Information security management capability is in place with BS7799 / ISO 27001 accreditation already achieved. 4) User satisfaction surveys are conducted at least biannually with results openly published, supported with improvement plans where necessary. 5) A short survey is undertaken upon resolution of all reported incidents and the data is collated and analysed at least monthly and used to drive service improvements. 6) The most senior officer in the organisation with a dedicated ICT role has a direct report to the Executive / Corporate Management Team of the organisation.

	<p>7) The organisation has a designated individual with the role of Chief Information Officer who has a seat on the board.</p> <p>8) The organisation has assessed the ICT competence of end users within the last 12 months and put in place an appropriate training and development programme to address areas of weakness and delivery of this programme is monitored on a quarterly basis.</p> <p>9) A comprehensive professional development programme is in place for ICT staff which ensures that they receive at least five days of continuing professional development (relevant accredited training) per annum, covering technical, management and business focused training.</p> <p>10) Business continuity management processes are in place to recover business and ICT services in the timescales as specified by the business. These processes are tested at least annually and are reviewed on a regular basis to confirm appropriateness.</p>
Secondary Indicator 1	<p>Cost of providing support:</p> <p>a) Per user</p> <p>b) Per workstation</p>
Secondary Indicator 2	Users per workstation
Secondary Indicator 3	Unavailability of ICT services to users.
Secondary Indicator 4	Average number of support calls per user
Secondary Indicator 5	Percentage of users who are able to access the network and systems remotely
Secondary Indicator 6	Acquisition costs per workstation

4 Run Up to Transition.

In the run up to Transition we will continue to manage the performance of the ICT services primarily by reference to the KPIs/SLAs in the Steria contract; however, we will also carry out the following preparatory activities.

4.1 Contractual Audit. We will carry a formal audit of Steria's current performance against their contract with the County Council to identify any particular areas of inadequate performance or contractual non-compliance. We will use this information in negotiating with the company about the contractual changes required for Transition and in determining the scope of outsourced services required for optimisation.

4.2 Benchmarking. We will employ outside assessors, agreed with Steria and partly at their cost, to benchmark the current contract charges against the wider outsourced ICT services market. The purpose of this benchmarking will be to ensure that the charges remain competitive.

5 Transition. During Transition, we will agree with Steria such changes to their existing contract with the County Council as may be required for them to assume responsibility for some or all of the services currently by other ICT contractors within the District Councils. These changes are likely to cover the contract scope, the existing SLAs and KPIs and other contract details.

6 Re-Orientation. During Re-Orientation we will consolidate the implementation of the new blend of contracted and in-house services and the reporting of performance against the amended contract SLAs and KPIs.

7 Optimisation. Optimisation will include a full review of the scope and performance of the ICT services and of how they are provided i.e. in-house provision or outsourced/contractor provision. Different models of provision will be produced and compared to facilitate selection of the optimal model, in terms of performance, risk and cost, to replace the current arrangements when the Steria contract expires in September 2011.

8 Continual Service Improvement. The results of the annual NAO/SOCITM assessments will be used to set SMART continual service improvement objectives for the service. The objectives will be prioritised according to the importance ascribed to the services by users and service commissioners and will be documented in the Continual Service Improvement Plan (CSIP). Additionally, the processes underpinning the services will be subjected to a structured series of system reviews to identify any areas of waste or inefficiency. Where such areas are identified, further SMART objectives will be set and added to the CSIP. Progress against the CSIP will be reviewed on a quarterly basis.

9 Benchmarking

The Authority will arrange for its ICT to be benchmarked in the following two ways.

- Society of IT Management (SOCITM) Benchmarking Survey. The Authority will participate in the annual SOCITM benchmarking surveys of ICT Services and User Satisfaction. It will use the results of the surveys to evaluate the performance and efficiency of its ICT function in comparison with other local authorities and related public services. It will also use them to assess how ICT contributes to the performance of the organisation as a whole and in compiling reports for the Audit Commission: the surveys use SOCITM-devised key performance indicators (KPIs) which include those required by the Commission.

- Benchmarking of Main ICT Services Supplier. The Authority has outsourced the majority of its ICT services to a commercial supplier. The contract with supplier has an initial term of five years but includes an option for an extension of up to two more years. During the initial term, the Authority will arrange with the supplier to carry out a jointly-funded (50/50) benchmarking of the outsourced services for the purpose of ensuring that the charges for the services remain competitive throughout the term of the contract thus ensuring that the Authority is receiving value for money in respect of them.

Appendix 9 Applications Strategy

Our ambition in broad terms is over a period of years to consolidate as many applications as possible in a Sap environment either by:

- utilizing the appropriate SAP module e.g. social care or
- use SAP middleware (XI) to take data from the application(s) through XI to the SAP business warehouse giving visibility through SAP to all Council information

1 High Level Objectives

The overall objective is to build cost effective, resilient applications environment that is flexible enough to meet service requirements now and in the foreseeable future.

In practice, this means WCC must aim:

- To minimise cost to WCC of software licenses (in terms of license purchase, license maintenance and support from WCC and third parties e.g. Steria).
- To maximise the availability of enterprise server based applications.
- To ensure adequate disaster recovery provision is made for all enterprise server based applications.
- To reduce the server footprint in WCC (producing consequent savings in hardware replacement and support and maintenance) by getting the maximum leverage out of all current and future investment in server hardware.
- To ensure all business critical applications use an enterprise level database solution (to ensure availability, supportability and maintainability).
- To put all database solutions onto platforms that can be shared by multiple applications (through one or more MS SQL and Oracle clustered servers) to maximise availability and recoverability.
- To ensure that applications use the WCC SAN architecture as much as technically possible (thereby improving their resilience and their recovery time in the event of disaster).
- To ensure that all applications use only currently supported versions of the MS Windows or Sun SPARC operating systems, preferably the former (thereby reducing the skill base and cost of server support).
- To reduce the cost of installing, patching, upgrading and removing desktop and server software of all descriptions (from the operating system up).
- To improve the availability of all applications to mobile and home based workers.
- To rationalise the population of desktop applications to the point where it is possible to deliver one standard build for a new computer (typically operating system, anti-virus and MS Office) with the remaining applications packaged for deployment on demand.
- To ensure all applications are usable by those with disabilities.

What Do These Objectives Mean (Requirements for existing and new applications)?

2 Client - Server Applications

- Should be capable of utilising the Storage Area Network for storage (Objectives 3 & 7).
- Should be capable of being delivered using Virtual Server technology, preferably VMWare (Objectives 2, 3 & 4).
- Should use a currently supported version of MS SQL Server or Oracle for data all data storage in a clustered configuration and running on an MS Windows platform (Objectives 6 & 8).
- Should itself run on an MS Windows operating system (Objectives 1, 8 & 9)
- Should be hardware vendor agnostic i.e. no solution should be considered that relies on any proprietary server equipment. (Objective 4).
- Should offer a fully functional web client with the same functionality as a 32 bit client installed on the PC. If this is not the case the client program should be already packaged for a currently supported version of Citrix Presentation Server (Objectives 9 & 10).
- Any web server required should be based on a currently supported version MS IIS version 6 (Objectives 1, 8 & 9).
- All application presentation should meet current legal accessibility requirements and make provision for those with impaired senses to still use the application whether provisioned over the web or not (Objective 12).
- Should utilise MS Reporting Services and/or Business Objects as the supported means of generating management information from the database (Objective 1).

3 Desktop Applications

- Should be supplied to WCC already packaged and certified for deployment on for the currently deployed version of Citrix Presentation server (Objectives 9 & 10)
- A new application to WCC will only be deployed if there is no other adequate solution to the business problem currently in place in WCC and the user can demonstrate a solid business case for its deployment (Objective 11).

Appendix 10 ICT Training

1 ICT Training and Development

The strategy has identified three distinct groups for whom ICT training and development needs to be provided: Employees, Councillors and ICT Professionals within Wiltshire Council. The work within this strategy is dependent upon the provision of sufficient resources and the support of the organisation as a whole. To realise this strategy and provide the level of service expected by the organisation, the current pool of in-house ICT trainers will need to be strengthened with additional full-time staff and their capabilities enhanced.

Training and Development will be offered through a mixture of trainer-led courses, e-learning and the creation of an ICT technical lending library. To enable the expansion of training methodologies and a more flexible approach to learning, a pool of multi-media enabled computers and headphones fit for purpose and fit for use will be required. In line with the wider council vision of community offices, training will be provided through learning centres across the County. These learning centres will be resourced from a central pool of ICT trainers and funding.

ICT Training and Development will play an active role in informing policy and strategy, ensuring that training is an integral part of any decision making process and is not simply added on as an afterthought. Through this, the organisation will be able to ensure that training can be delivered in a timely fashion to realise the full potential of any software brought into the council. It will also ensure that the software is used according to the Council's Information Security policies. Finally, it will ensure that due diligence is applied with respect to the Disability Discrimination Act of 2000 to promote learning opportunities and accessibility for all.

2 Employee ICT Training and Development Stream

As disparate processes and systems across the Council are brought together and standardised, there will be a need for all employees to learn at least some new processes and systems. We will further need to build both capabilities and capacity to carry through these changes as an organisation. ICT Training and Development will focus on: business software application usage, establishing a minimum level of competence in using ICT across the organisation and confidence building in the use of technology to meet organisational objectives efficiently and effectively.

This training will include the applications selected for the Unitary Council, including MS Exchange conversion, CareFirst usage, and MS Office 2003 and 2007 (including SharePoint and Groove). The training will also include

workshops to support the use of emerging processes. ECDL training will continue to offer both a standard and a qualification for employees to aspire to. In future years this will be integrated with the offering of other qualifications, such as the ITQ qualification, which uses work-based evidence of competence in ICT systems.

3 Member ICT Training and Development Stream

Members have a need to access Council information at different times and in different locations, respecting the Council's Information Security policies. The first year of the member ICT Training and Development stream will focus on member ICT Induction, supporting member in finding and using relevant information appropriately and with confidence.

This training is required to be provided as individual lessons and group workshops, in line with Council requirements, member preferences and the public's expectations. To fulfil the requirements of the Members' Charter, ICT Training and Development will be required to write policy sections and work corporately and cross-functionally in the development of projects to underpin this work.

Due to resource limitations and the high demand expected of those resources, it will not be possible for training to be provided at councillors' homes nor tailor-made to each councillor. Training will be provided at the various area offices within Wiltshire and be co-ordinated centrally.

4 ICT Staff Training and Development Stream

As a transformational council, there is an even greater need for team coherence and the development of IT Professionalism within the ICT team to meet the expanding needs of Wiltshire Council.

Individual, Team and ICT-Wide Development Plans together with the use of SFIA (Skills for the Information Age) to identify skill gaps and development paths will form the basis on which this development programme is built. ICT Staff Training and Development will include building capabilities in ITIL (ver. 2 and 3) processes, programme and project management and technical areas such as applications management, web-based applications development, information security, technical architecture and among other areas.

BCS, ITSMF and SOCITM membership will underpin this professional development. We will also work together with the Cabinet Office, other public sector bodies (incl. councils) and the private sector to promote and enhance the reputation of ICT, exchange good practice and identify technical trends in the market.

Wiltshire Council ICT Strategy

ICT Staff Training and Development will capitalise on the diversity of existing skills whilst building coherence and effective working relationships between ICT staff, their customers and each other.

Appendix 11 IT Programmes 2008 – 2012

The ICT Programme for 2008 and beyond will initially concentrate on completing the infrastructure improvements in order to provide a solid foundation for the future and to allow for implementation of the Business Management Programme, the One Council programme and District Council and departmental imperatives and Wiltshire's corporate objectives and legislative requirements.

We will maintain, with agreement with the business, a programme which aims to meet the on-going corporate and departmental objectives and legislative requirements.

1. Road Map to Vesting Day – 01 April 2009

Local Government Re-organisation Plan

The ramifications of LGR have been factored into the strategy and form the key drivers of much of the work over the next 2 years. The amalgamation will entail a intense period of preparatory infrastructure work followed by consolidation and integration during the period 2009-2011 with the rationalisation of current applications and the investment in new line of business applications. The aim is to create a cohesive set of systems that provides excellent support for the new Authority. A potential substantial re-visit to the ICT plans of Wiltshire County Council and the four District Councils will need to be continually undertaken as greater understanding of the business needs and the legacy issues emerge.

There are several focus areas:

1.1 LGR - ICT Development Programme – Position Statement

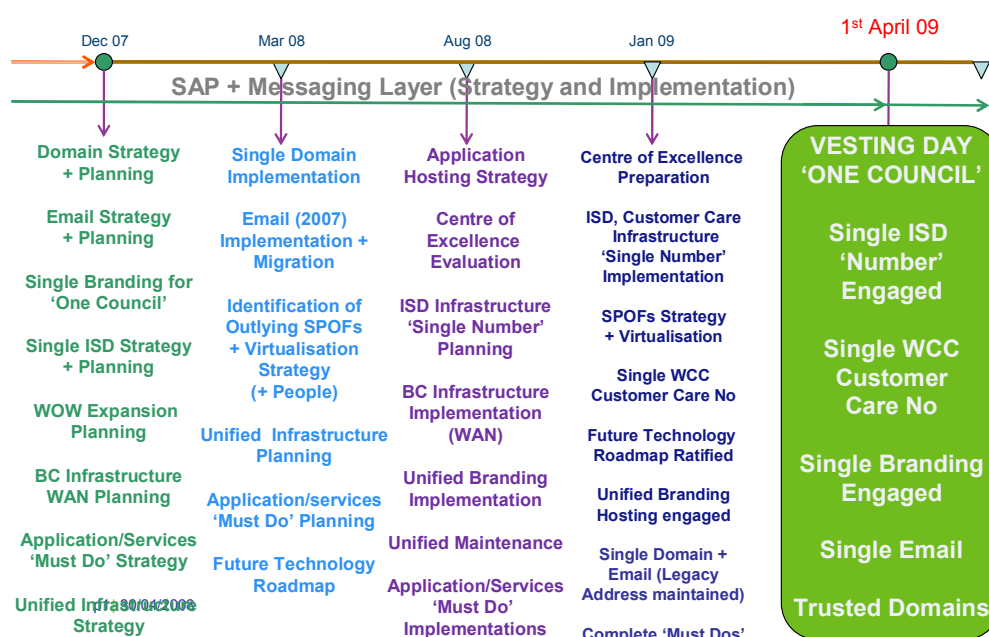
The position statement, approved by the Jan 08 ICT Steering Group, details the scope and scale of the ICT programme of work required to satisfy the business imperatives for the transition to One Council. It reports on current status, explaining the approach, design principles, key building blocks, options and critical timeframe, flagging that the resource and financial demands of this programme will be large – the ramifications being that:

- This will realistically constrain the remainder of WCC ICT programme to that which is necessary
- The WCC programme budget will need to be supplemented by LGR funds
- Timescales are very tight – which will mean that decision making, funding allocation/approval, and procurement will need to be fast tracked.

- The only way we can effectively deliver the ICT programme is to have a single programme of work and a single governance structure for LGR and WCC projects. To reduce risk the creation of a single ICT organisation in late 2008 is an imperative.
- Highlight risks and issues

It also seeks endorsement for the recommendations, proposed funding arrangements and proposed governance structure

'One Council' - Roadmap





ICT Roadmap to April 09



View the [1C4W ICT Programme Risks](#)

2. The District Councils' requirements

There has been a review of the current District Councils' applications across all of the business fields, including Revenues; Housing; Planning & Building Control; GIS; Licencing; Customer Services; Corporate Reporting; Leisure; Elections; Choice based Lettings; Asset & Document management; Car Parking; Fleet Management etc.

The transition / transformation to One Council programme includes:

- Retiring about 57 legacy systems
- Containing about 18 legacy systems
- Developing about 23 single application systems

3. Department of Children and Education

The programme includes:

3.1 Integrated Children Services (ICS)

- Part of the Governments agenda for 'Every Child Matters' is the aim for every child whatever their background or circumstances to have the correct support they need to meet 5 aims of Be healthy, Stay safe, Enjoy and achieve, Make a positive contribution and Achieve economic well being. Organisations involved with providing services to children must

work together in a more joined up way of thinking and sharing of information. The Children's Trust arrangements are put in place to drive through a programme of change with 4 components. Integrated front line delivery, Integrated common processes, Integrated Strategy (Planning & Commissioning Framework), & Interagency Governance.

- Within Wiltshire, the Carefirst case management system offers a flexible modular development of database applications for Care based functions. In line with other CMS software suppliers, this system is now undergoing further development by the software company OLM to meet the DCSF requirements for 'Integrated Children's Services' system compliancy. Implementation of the governments' agenda for "Integrated children's Services" within the system is via a new module called 'Care Assess'. Care Assess takes the inputting away from the main core system's data client data input screens to a more common look and feel for inputting directly into document exemplars so of which pre populates the main core system. Part of the pre roll out development work has been for tailoring of these documents and the move towards keeping the whole process for children's services in one place within the Care Assess module. The software suppliers have confirmed that the current version of CareFirst V5.4 will not be supported in the future and is requiring all customers to upgrade to the web based V6.0 and take advantage of additional features within Care Assess and Actuate Reporting tool. The main development work for this has now been completed and is currently in test phase. The project is well under way with training for staff planned in for January/February 08 with a system 'Go Live' date planned in early April.

3.2 e-Common Assessment Framework (CAF)

- The CAF aims to provide a common assessment format to be completed for a child across children's services. Aims are to provide more evidence based referrals across agencies whilst helping to embed a common language, reduce the time taken between referrals.
- Within Wiltshire the Department of Children and Education have in place a 'Shared Process Board' which has an active interest in three main projects for Children's services e CAF being one of these.
- Timescales for the requirements and deployment of eCAF have been going through a period of change. Current guidance from DCSF is a delay until 2009. Local Authorities are still awaiting guidance on the decision for eCAF to be implemented as part of the National Database system or information held more locally.

3.3 Contact Point (Children's Index) and supporting technology (primarily MultiVue and Biztalk)

- Contact Point. The government's agenda for a single national database. As with eCAF, guidance has not always been forthcoming and changes and decisions are still being discussed and agreed at that level with regard

to CMS data design. The latest announcement is a delay in the national project which is being put back by six months. This has a knock on effect funding. The bid for 08/09 will now be less with an expected increase for 09/10. Software suppliers are now awaiting another specification of requirements from DCSF for development changes to application systems. The approach for professional access to the national system does appear to be changing where original thinking was for single sign on via the use of authenticated Crypto Card approach per person. Authorities are awaiting a change in decision which may now result in multiple sign on approach.

- Wiltshire originally saw the use of MultiVue as a tool to be used for data to be held as a central repository store to cleanse data before uploading to the national system. Further guidance now reveals that data may not be accepted via this method and will be uploaded from the source database systems. The main source systems identified in Wiltshire are CareFirst, Connexions, Arête and YOIS. In order for the first look at the quality of data from authorities a Local Data Quality Tool (LDQT) has been provided for test data to be uploaded. This has now taken place in Wiltshire from three of the databases the third to be sent up in January 08.

3.4 Integrated support for Schools (technical and corporate services)

- An investigation was started in the Summer of 07. Meetings took place between Business Analyst and Steria to identify what the look at feel of the contract for schools support would incorporate. A proposal was presented to a schools forum by Steria's Account Manager for Wiltshire and a Senior Consultant. The forum consisted of Heads of schools and ICT support.
- Although Steria were keen to provide ICT support to schools it felt as though funding may be an issue from some schools. Further discussions were due to take place regarding Service Catalogue. Larger secondary schools are found to have better ICT support than the smaller primary. This is no surprise given the amount of budget difference between the two scales. Steria are trying to promote the idea of a much wider range of services to schools than they may currently be getting. Changing mindset's is a challenge especially from on site support to a much wider range of support and skill sets that Steria can offer within a package.

3.5 Improved outputs (management information reports and standard letters) from CareFirst

- The CareFirst system was implemented with a requirement to produce statistical performance related information and business outputs for practitioner use such as Referral, Assessment and Care Planning paperwork. The current method for producing reports has been through the use of other tools such as 'Business Objects' and the systems 'CareDocs' module. Both these tools, although not perfect, have been adequate to use in the shorter term but do have capacity issues with storage space. With the Introduction of ICS requirements the software suppliers OLM have incorporated for use within the system standard WYSIWYG outputs which are felt to be cumbersome and not visually very

user friendly. OLM have embedded a tool called 'Actuate' which sits within a reporting suite. Unfortunately 'Actuate' reporting tool requires excessive resource time and energy to set up and maintain. Comments back from other similar sized authorities using this tool have been that of frustration especially for DCE aiming to have a suite 50 plus outputs ready for ICS requirements.

- There is another tool being investigated at the moment from a company called 'Fibonacci' 'Total View Assess' which provides a more user friendly approach using some word formatting functions. This is anxiously being investigated jointly by the Business Analyst Team and both departments of DCE and DCS. It is hoped that a few documents will be designed by the business and ready to incorporate into the upgrade of V6.5 implementation and deployment of ICS requirements by April 08.

3.6 Schools connection to WCC Intranet

- Business Requirement to provide schools with access to WCC Intranet and to link in with the HR Project for e-forms. Overall aim was to look at providing access for schools to HR form information as well as accessing other relevant information within a secure area on the Intranet. Steria were asked to quote for the technical solution and provide options for connectivity. It had been hoped that the lines between WCC and SWGFL could be connected up to provide direct access. This was not possible due to security implications. Preferred solution is to provide Two Factor Authentication Crypto Card key fobs which will give secure internet based access. Various meetings took place between ICT Business Analyst, key Departmental staff and representatives from schools. Three schools had agreed pilot this approach with further discussions being had on specifying content for both the Intranet secure page and HR forms. Ongoing investigations and scoping work was underway looking at security risk factors for password control, e-mail encryption and ICT support. Although DCE were happy to continue using their Wisenet document storage solution support was forthcoming for any initiatives that would support service to schools. Timescales for three pilot schools to trial was set for January 08.
- Whilst HR are looking at the service they offer to schools and are keen to improve this service there is a need to complete a Lean Service Data Capture review. This review is due to be completed December 07. This project is currently on hold pending this review.

3.7 Sure Start children's centres

- The government's Ten Year Strategy for Childcare, Choice for Parents, the Best Start for Children, set out key theme of choice and flexibility for parents to have greater choice about balancing work and family life. Availability, Quality & Affordability.

- Wiltshire plan In line with the government's strategy to develop nationally 2,500 SureStart centre's by 2008 and a further increase to 3,500 by 2010. Wiltshire's target is to have implemented at least 20 centre's by March 2008
- Within Phase 1 of the Project, the deployment of hardware equipment has taken place along with the purchasing of an application package from CPFR Solutions. This system was purchased with the desire to electronically support Implementation of a network of service across Wiltshire offering information, advice and support to parents/carers of children 0-5 years and their families as well as early years provision, health services, family support, parental outreach and employment advice for disadvantaged families.
- To ensure that electronic capturing of data requirements are ready for integration into wider agenda of Contact Point and Information Sharing.
- Current business processes were reviewed and BPM was applied to achieve processes which showed the reduction in paper workflow and replaced with a more streamlined electronic solution. There is a business requirement to standardise working processes across all Sure Start Children's centres.
- Investigation/scoping work identified the need for information to be collected in a smarter way with improved performance outputs. Typed written documentation is to be automated through the system reducing staff resource time. The centre managers will be required to record staff details along with time and activity details for various sessions.
- Phase 2 of the project is to extend centres further across Wiltshire as well as looking at the use of smarter technology for use within outreach stations that will not have main hardware installed. These include the use of Digital Pens for form recording and PDA/Smart phones for timely data recording.

4. Department of Community Services

DCS Requirements 2008 and onwards

The Department is responsible for Adult Care, but now incorporates Wiltshire's Library Services and in general the focus for Adult Care is moving towards more effective service commissioning and provision, and client service management in all areas.

Whilst improvement is being sought for current adult care computer systems, greater emphasis is being placed on creating more effective, more immediate and up to date reporting mechanisms for service delivery and management, allowing better service and spend analysis. The introduction of new computer systems is being considered to meet both the departmental changes and the drive to provide better client service.

The identified requirements over the next year and onwards follow.

4.1 Carefirst

- The Carefirst system offers a flexible modular development of database applications consisting of various Care based functions. Wiltshire County Council DCS Adult Care has adopted the Carefirst database solution. DCS Care Practitioners and administration staff are trained in the use of the basic Carefirst module, Care Base, to record client details, notations, requirements and changes and develop care plans using this information. Client data is recorded “single entry at source” enabling Practitioners to realize the benefits of greater accuracy, error and paperwork reduction, elimination of the duplicate records, and the immediate availability of client information.
- The Carefirst Care Base implementation programme in recording client details has been successful to date, but the recording of precise service details is limited, as Care Base does not address this function. Mandatory service provision and delivery detail is not part of this module, although information about service provision can be entered in the form of a note on an individual’s records. The lack of a mandatory system requirement results, however, in a non-standard method of recording, and is entirely dependant on individual Care Practitioner’s individual styles.
- Care Assess - the Department is heavily committed to the continuing use of Carefirst and is introducing the assessment module Care Assess, which is expected to be fully operational by April 2008.
- Additionally Assessment reports will be produced in several ways, yet to be confirmed, using the Business Objects, Actuate and TV Assess report writing tools.
- Carefirst Upgrades - the whole of the Carefirst service is further enhanced by moving the latest version of the Carefirst software which provides a web based solution, enabling easy web browser access to authorized users throughout Wiltshire without the use of specialized systems for those in remote sites.
- Care DOC - is the method used to produce client letters and other documents directly from the Carefirst database and is being interfaced with WCC’s EDRMS system, TRIM (Tower). This is expected to be fully operational by April 2008.
- Carefirst Developments 2008 onwards – include:
- Carefirst Service Package which links the other modules in Carefirst to provide indicative costed care plans. This project is currently “on hold” until

the impact of SAP (see later) is fully explored. It seems likely that this project is likely to restart as it the only system that will provide the sort of detail that is increasingly required for up to date reporting in the medium term.

- Care Mobile – to allow for the greater emphasis has been placed on an increase in “mobile” working. This has mainly been provided under Wiltshire’s Ways of Working project, with access to Carefirst being available to all practitioners from their homes and other offices using systems connected to the WCC network. Care Mobile provides the basic set of Assessment forms for a standalone operation, either on computer laptop or tablet. Using this device allows the practitioner to enter and record Carefirst information directly at the client’s domicile on the laptop or tablet, for uploading to the main database when the equipment is next “docked” in the WCC network. This development is still at the planning stage, but is expected to be delivered during 2008.
- Carefirst/LAGAN Integration - The CCU (Central Call Unit) and SCHD (Social Care Help Desk) having converging functions but the SCHD does not allow analysis of call handling (type, action, complexity etc). To increase the ability to speed client call handling between the two systems and analyze the call delivery, it has been agreed that the two systems be integrated. Further work to analyze the details of the requirement is under way, and delivery of the integrated system is expected during 2008/9.

4.2 Reporting Services

- In DCS performance reporting about KPIs, TPIs, and PIs is essential to discover and maintain the Department’s performance of services. The Performance Team currently produce in excess of 40 monthly PIs for Wiltshire County Council, in the main a statutory requirement. The present system entails gathering details from various systems Carefirst, EPEX, TMS and a number of other organizations in a variety of formats. The process is at present a manual one, involving several members of staff over a period of roughly three weeks each month. The information is published to the appropriate managers in the form of reports following the completion of the gathering and information consolidation process.
- Mable is an in-house development designed to replace the current manual methods by building a performance data repository (information database) for use within the Department of Community Services of Wiltshire County Council, updating the repository automatically on a daily basis overnight from Carefirst & FRED and weekly (or better) from all other sources. This will enable the reporting facility to produce the monthly PIs required easily, flexibly and speedily as well as producing management reports as and when required and permitting detailed service analysis. Mable will be delivered by April 2008 and it is anticipated that further system reporting.

4.3 DCS Finance

FRED Enhancements

Last year Steria developed an SQL database for DCS called FRED (Financial Reporting and Expenditure Database). The database has proved very successful. Although it is an interim solution there are a number of enhancements that will improve the service the database provides.

Improvements to the functionality of the database are needed to increase the effectiveness and efficiency of the system, reducing staff operating time, and providing more accurate and pertinent performance data. The FRED system is to be enhanced to provide a validation function for a number of fields, preventing the need for future “data cleansing” exercises.

Developments - similarly some additional improvements to the functionality of the database, are considered necessary to increase the effectiveness and efficiency of the system. These revisions are anticipated to be in place during 2008/9.

4.4 Domiciliary Care

- DCS is responsible for the provision of domiciliary support to clients across Wiltshire. This is delivered through a combination of an in-house team and external contractors. The service has recently gone through some significant changes to re-focus the in-house team towards an enablement service. These changes are currently being finalised. The administrative support procedures that underpin the service have remained largely unchanged.
- There are three core systems that are affected by the service. The core information system is called Domcare, which provides the day to day management information. Client information is available through the departments Carefirst system. Invoices and payments are managed through the corporate finance system. However, one of the issues for the service is the reliance the service has on paper based information to feed these systems. This leads to delays and gaps in the quality of the information the service needs to run effectively and to plan for the future.
- The Council has broadly 2000 clients receiving care at any one point in time. Information is required on the support that has been delivered to each client on a daily basis. This information has to be recorded by the Carer on a timesheet and processed by the support team before a payment can be approved.
- Work is currently under way to investigate developing a sensible solution capable of achieving short term requirements and longer term ambitions by June 2008. The focus for this project is to implement a system, if affordable, that reduces the need for paper based systems and simplifies arrangements for the logging, recording and payments against time sheets and to develop a range of costed options for streamlining payments to the providers of domiciliary care to clients in Wiltshire by January 2008.

4.5 Commissioning Services

- As part of the restructuring exercises, DCS has created a Service Commissioning group and this group is anxious to understand where money is being spent, analyze and improve the service commissioning. These aspects may be helped and resolved longer term by Carefirst Service Package, the BMP SAP system or Mable. Until the investigations are complete it is difficult to point to a definitive direction.
- To assist with short term planning, however, CICTU has been asked to investigate financial analysis products software, particularly FLoSC and TRACS. (These products present some support and installation difficulties in one case using Access and in the other altering computer registry information within MS Excel, but this is the direction in which DCS wish to move.

4.6 FAB (Financial And Benefits) Team

- Care workers visit clients to assess needs. In 90% of cases the information is sent to the FAB team to provide clients financial assessments for Social Care at a client's home or domicile.
- There are a great number of difficulties surrounding the operation of the FAB teams, mainly concerning the number of forms completed manually and entered on several computer systems. Investigatory work is under way, due reduce data entry to a "once only" activity with automatic form population using laptop or tablet computers, enabling greater "mobile" computer and communications usage, and integrating information transfer automatically between computer systems.
- The introduction of mobile computing with automatic form population and including immediate printing of client assessments at the client's domicile is anticipated for 2008/9. Integrated data transfer between computer systems is likely to be complex and it is expected that this work will spill over into 2009.

4.7 GIS systems

DCS have requested the adoption of a simple GIS approach across the Department to enable the identification and analysis of client, provider and practitioner locations. The aim is to understand the spread of services and provision and improve effectiveness of service delivery. This work is at an early investigatory stage, but it is envisaged that delivery of a suitable system can be achieved in 2008/9.

4.8 BMP

The BMP (SAP) system will affect the operation of DCS particularly DCS Finance, in the way information is fed into the new system. Reporting

information will have be gathered from a different source, but it seems likely that these changes can be absorbed into future Mable developments or separately as part of the SAP system. Until the SAP is fully integrated with Carefirst to provide Care Package information it is unlikely to affect practitioners, with the exception of access to reporting information.

4.9 Library & Heritage Services

Short term, little work is expected on the Library front. Work is likely to concentrate on opening up Library services to the public from Internet sites or local access using wireless.

5. Environmental Services Department

5.1 One Council

all services are impacted by One Council, some more than others. ICT project work will depend on business requirements, which are not yet clearly defined. Potential projects include:

- Streetscene Service Reorganisation – Integrate distinct Streetscene Services with Area Highway Services.
- Car Parking Systems Consolidation – Support consolidation of Car Park Management and Parking Enforcement Services.
- Planning Reorganisation - Need common systems to support common working.
- Licensing Services Consolidation - Consolidate Trading Standards and Environmental Health.
- Property Services Reorganisation – One Council will consolidate services, requiring common systems to support property rationalisation.
- Emergency Planning Reorganisation – One Council will consolidate service, business continuity plans will need revising.
- Waste Management Reorganisation - 1C4W will combine Waste Disposal (County) with Waste Collection (District), requiring a common Waste Management System.

5.2 Business Management Programme

everybody will impacted by the new Finance, Procurement, HR and Payroll system. Line of business applications with need re-integrating, including:

- Highways Management System, Exor
- Car Parking Management
- Passenger Transport, Routewise
- Property Maintenance, currently GVA but might migrate to BMP
- Trading Standards - Licensing

5.3 Customer First

current BPR related activity (Highways and Passenger Transport) is concluding. One Council presents further opportunities for redesigning service delivery.

5.4 Electronic Documents and Records Management System

There is significant opportunity to further develop work done for Planning in all other services. Availability of resources to support implementation could limit developments. Flexible working, efficiency improvements and storage space savings are key drivers

5.5 Lean Service

review of Highways “Pothole” Service might lead to opportunities in other areas, including:

- Bridge Maintenance.
- Concessionary Fares.
- Planning Applications.
- Property Maintenance.

5.6 Ways of Working

opportunities for further work on mobile and flexible working, including:

- Highways Maintenance Mobile Data Recording.
- Bridge Inspection Mobile Data Collection.
- Flexible Working – Reducing office space requirements.

5.7 Property Redevelopment, Waterside

redevelopment is driving need to maximise opportunities from WoW, as available office space is reduced.

5.8 Line of Business Applications

some development opportunities now. One Council will present further opportunities. Current developments include:

- Highways Management System – Upgrade to support new Traffic Management regulations.
- Re
- Rights of Way Management System – new system to support delivery of Rights of Way Improvement Plan.
- Land Monitoring – replace obsolete systems with new fit for purpose integrated solution.
- Business Continuity Management – System to support maintenance of business continuity plans and support one council service reorganisation.

- Planning – complete implementation of new planning system to support electronic delivery of planning services and once council service consolidation.

5.9 Legislation

require secure electronic mailbox to support intelligence led enforcement.

5.10 Support

need to develop support offering to include partnership organisations; e.g. Area of Outstanding Natural Beauty Management Teams.

6. Department of Resources

Key drivers for Resources are:

6.1 Business Management Programme – see Appendix 4

6.2 Shared Services – see Appendix 4

6.3 Local Government Re-organisation – see Appendix 11

6.4 Centralised registration services for Registrars

Business requirement to look at improving the ways of working for Statutory & Support Registration Services meeting customer needs and expectations by taking a more flexible approach and encompassing good practice. In line with Central Government's agenda for modernisation of civil registration.

The need to improve services by introducing flexible on line booking system with a back office central database to replace legal paper systems. To look at the possibilities of linking in with Customer Care Unit, using Lagan, and the transfer of calls from Registration offices to CCU. There is an aim to reduce call volumes from 69,000 per annum to 42,000 per annum by August 08.

Along side this there was a requirement to introduce a changed process from working out of 5 current districts to a singular central district by 1/4/08.

BMP was applied to look at current processes and identify alternative ways of working electronically.

Timescale for phased approach - a four phase approach will be adopted:

- Phase 1 suggested implementation and roll out to start June/July 07
- Phase 2 suggested implementation and roll out to start November 07
- Phase 3 suggested implementation and roll out to start April 08



- Suggested timescale for start of deployment = September 08

Appendix 12 ICT Security Policy / Strategy

The responsibility for ensuring the security, confidentiality, integrity, availability and assurance of the Council's IT network and its data, whilst maintaining the legal and audit requirements for the Council's ICT systems will rest with an established Information Security team within the new authority's ICT Unit which will work closely with IT colleagues, internal audit and the business. Information Security Policy will be managed and implemented via the Information Security Forum (which will consist of senior specialist and non-specialist members of staff drawn from all areas of the authority) in accordance with the requirements of ISO27001.

1 The Council's ICT infrastructure and associated systems are subject to a considerable number of legal requirements which include:

- The Data Protection Act 1998
- The Freedom of Information Act 2000
- The Human Rights Act 1998
- Health and Social Care Act 2001
- The Human Rights Act 1998
- The Law of Confidentiality
- E-government Strategy Framework Policy series – Confidentiality, Security and Assurance Levels
- Civil Contingency Act 2001
- The Caldecott Guardian HS2002/003 report. (Social Service/Patient Data)
- **Richard Enquiry – CRB Check requirements "Every Child Matters"**
Information sharing and assessment
- Financial and banking regulations

The Council is considered in law to be the 'Data Controller' and as such is legally responsible for the security of the ICT infrastructure and the data it holds. The Information Security Team will aim to implement and maintain the security standards set out in the requirements of the above legislation, including ensuring that appropriate Information security requirements are included and 'maintained' in all contracts with 3rd parties who and access the council's ICT infrastructure. These organisations act as 'data processors' of the council's data. The Council however is responsible for both the security of the data and the actions of the data processor(s).

2 Standards

The Information Commissioner and the Lord Chancellor's Office advocate that both the ICT infrastructure and the data is protected to British Standard ISO27001, this is the de facto information security standard to meet the requirements of the Data Protection Act 1998. By the adoption and implementation of this standard the authority is well placed for the safe handling of sensitive information, particularly sensitive personal information, not just in electronic format but also in paper records.

This becomes more important as organisations need to share significant amounts of information. Central Government and public sector organisations will insist on compliance to ISO27001 in order to meet both connectivity and data sharing agreements e.g. the NHS, banking regulations and Government Connect. In future the Council will have to ensure that trading partners meet the appropriate security standards.

ISO27001 is a risk & threat based standard, holistic in its approach and provides information security through a balanced set of both procedural and technical security measures reinforced by security assurance checks. These measures will be adopted to provide the Council with near seamless security protection including countermeasures against known risks and vulnerabilities at an acceptable cost to meet both the business need and legal requirements.

3 Threats

The following list provides an indication of the quantity and variety of threats and vulnerabilities to the authority's network and data:

- Intrusion/Hacking
- Viruses
- SPAMS
- Data theft
- Asset theft
- Denial of Service attacks
- Acts of God - Fire, Flood etc
- Internet Phishing (Social Engineering)
- Unauthorised access to data
- Power Outage
- Negligent loss of data/ assets
- Inadequate Security awareness and training
- Non compliance to Legal security requirements
- Risk of litigation from the public for compromise of data
- Risk of Non compliance and public humiliation
- Risk of non compliance by Contractors
- Inappropriate Configuration Control
- Lack of Personnel Security

4 Information Security Action Plan

The following Information Security action plan shows the objectives for Information Security:

Activity	Description	Timeframe
Generic Security Policy High Level Part 1 to Wiltshire Council Information Systems Security	General High level description of standard legal information security requirements and Business requirements	End June 2008

Policy		
Risk Assessment and Gap Analysis To ISO27001 and Government Connect and PCI requirements. Provision of overall risk assessment – Including AV	Gap analysis of the County and Districts to ISO27001, Government Connect requirements and Payment Card Industry. Comprehensive exercise by consultants. Managed by the Information Security Team	End August 2008
Establish New Information Security Forum from Information Security Work Stream	Pull together from the information Security Work stream LGR – Information Security Forum for new authority.	Dec 2008
Standard Information System Security Policy – Detailed Part 2	Detailed standard Information Security Policy required for all third party suppliers. Flexible approach may have to be taken to bring suppliers in line by incremental stages. Implementation dates may have to be extended.	Dec 2008 prior to 3 rd Party contractual changes Detailed policy for users implemented in incremental stages to June 2009.
Contractual Security Requirements 3 rd Parties	Amalgamation of the varying 3 rd party contracts under a single security policy	End Jan 2009
Implement Government Connect/PCI Requirements and recommendation for ISO27001, close Risk Assessments.	Required to meet the ICT Infrastructure requirements as detailed from above.	End Jan 2009
Security Awareness Programme – new authority	Awareness programme with respect to the information security and Business use across the new authority	Commence Education and Awareness to new Procedures etc Jan 2009
Implement single email address and AD across the authority	Consolidation of e-mail addresses.	Jan 2009
Continuous Assurance checks	Commence assurance checks as per standard policy to confirm contractual/legal requirements and integrity of the network and its data.	Commence new Authority April 2009
Implement Secure Boundary changes one secure Boundary and Mail/Web Sweeper filters	Implementation of secure boundary ICT structure and single point of access to network.	Nov 08 to Jan 09.
System specific procedures.	Critical business applications and other system specific areas including Care first,	End of June 2009

Wiltshire Council ICT Strategy

<p>Including: Child Protection Registers. Disaster recovery plan. Business Continuity. BACS Procedures PCI Systems E-mail Code of Practice mobile Ways of working etc</p>	<p>child protection registers, Financial system which require system specific Security Operating Procedures.</p> <p>Work programme related to information Managements implementation Programme for specific documents. (Separate programme of work to implement)</p>	<p>Separate Program following education from Jan to March 2009. System Specific programme instigated from March 2009</p>

[View the ICT Security Policy](#)

Appendix 13 Information Management Policy / Strategy

Wiltshire Council creates and holds a vast quantity of information both structured (i.e. in databases) and unstructured (files in random folders on file shares) in a variety of formats, including but not restricted to written, electronic, email, images, and databases. These records represent our corporate memory, providing both current and historical evidence of our actions, decisions and interactions with our customers and clients.

The Authority is dependent upon its records in order to operate efficiently and to account for its actions. It is essential that Wiltshire Council adopts best practice for managing information so that it complies with its legislative obligations and get extra value from the vast amount of data WC holds. WC will continue to roll out practical measures to departments to enable them to successfully manage their information. The users will gain the ability to easily store and find documents and be able to delete documents with confidence. This will lead to a reduction in the need to store files and will free up officer time finding files.

The Strategy sets in place the overarching principles and policies to which the Authority will adhere in managing its information resources by:

- Defining a structure to ensure adequate and appropriate records are maintained. This will be done by Information Auditing.
- Defining appropriate mechanisms to manage and maintain documents. The council will implement Trim Context from Tower software for legislative compliance and MS SharePoint where there is a need for tactical collaboration. In the future the two will be merged to a single product.
- Promoting and developing best practice in Records Management by encouraging the use of structured maintenance, retention and disposal systems. This will be achieved by migrating unstructured documents to a structured storage environment i.e. an EDRM system.

The effective implementation of this Strategy is critical to ensuring that the Authority is in a position to meet the information access legislative requirements placed on it by:

- Data Protection Act (DPA) 1998:
- Freedom of Information Act (FOI) 2000:
- Environmental Information Regulations (EIRs):
- Other relevant legislation

As a public authority, the Council is also bound by The Public Records Act 1958 which lays down procedures both for the destruction of records deemed

to have no long-term value and for the preservation and transfer, to the Records Office, of any records selected for permanent preservation.

The Strategy also demonstrates the Authority's commitment to the use of best practice in the management of information assets including the creation, retrieval, storage, preservation and destruction of paper, electronic and other types of records. This will be achieved by using appropriate techniques for each type of media.

The effective implementation of and adherence to this Policy Statement will not only assist the Authority to comply with legislative requirements but will also enable it to:

- Access information more efficiently when required for internal work, management purposes or in response to requests for information.
- Make better use of staff time.
- Save physical and digital storage space
- Make more effective use of space and storage facilities for manual and digital systems
- Have improved control over Council information.
- Use information proactively to enhance the customer experience e.g. having access to all a customers contact with WC and being able to tailor responses to suit the individual.

The Information Management Team will provide advice and guidance to business areas on the management of information and digital records. Effective maintenance will require:

- the setting up of structured folders, in accordance with an agreed Business Classification Scheme (File Plan), within functional area Group-Drive facilities, to facilitate the sharing of information within the functional area and to assist with the effective retrieval of information.
- The implementation of Information Mapping activities to identify the information required by functional area to perform their specific functions.
- The cross referencing of electronically produced records with corresponding paper records, where they exist, to ensure that consistent retention periods are applied and obsolete records are correctly disposed of or offered for permanent archive.
- the support of Senior Management to ensure staff move from a culture of maintaining information on personal drives to sharing information across functional business areas.
- Implementation and training of staff on the Electronic Document and Records Management System (EDRMS), other collaborative and document management systems and the associated legislative requirements.
- Investigation of appropriate Information Management technologies and methodologies to support functional business areas.

The Information Management team will need to interweave information management with the following related policies:

- Corporate Retention Policy
- Email Usage Policy
- Internet Usage Policy
- Information Archiving Policy
- Data Quality Policy
- Records Management Policy
- Metadata Policy
- File Naming Policy
- Protective Marking Policy
- Document Standards Policy
- Information Security Policy
- Corporate Security Policy

[View the Information Management Policy](#)

Appendix 14 Telecommunications Strategy

1 Voice (Telephony) and Data Communications

Wiltshire Council currently has separate voice and data communications networks in all but a few, small areas. It intends to move towards a situation where it has a single, demonstrably cost-effective network for both voice and data comprising wide area, local area, wired and wireless elements. The onward development and increasing integration of the Authority's current networks will be focussed on effectively and efficiently achieving three main objectives:

- **Delivery of End-User Services.** The network(s) will facilitate the delivery of end-user services to the public by providing fast, reliable and secure access to ICT systems where and when they are required by both practitioners and members of the public.
- **Customer Care Unit.** The network(s) will facilitate public access to the Customer Care Unit from anywhere in Wiltshire by fixed-line phone, mobile phone (including text) and e-mail.
- **Shared Services.** The network(s) will facilitate the scalable delivery of internal Financial, HR and Procurement services from within a Shared Service Centre to any location used by the Authority in the County.

Work is currently being carried out to produce a Telecommunications Strategy. The targets for delivery of the Telecommunications Strategy and its programme are as follows:

Actions	Target Dates
Telecommunications Strategy drafted	Qtr 1 2008
Telecommunications Strategy signed off	Qtr 2 2008
Define vesting day requirements	June 2008
Place associated orders	Qtr 3 2008
Vesting Day requirements in place	Qtr 4 2008
Vesting Day requirements – checked	Qtr 1 2009
Vesting Day requirements completed	01 April 2009
Define post Vesting Day requirements (four phases)	Qtr 1 2009 – Qtr 2 2010
Post Vesting Day requirements - phase 1	Defined - Qtr 1 2009 Ordered - Qtr 2 2009 In Place - Qtr 3 2009
Post Vesting Day requirements - phase 2	Defined - Qtr 2 2009 Ordered - Qtr 3 2009 In Place - Qtr 4 2009
Post Vesting Day requirements - phase 3	Defined - Qtr 3 2009 Ordered - Qtr 4 2009 In Place - Qtr 1 2010
Post Vesting Day requirements - phase 4	Defined - Qtr 4 2009



	Ordered - Qtr 1 2010 In Place - Qtr 2 2010
Post Vesting Day requirements completed	01 July 2010

Note: The Communications Strategy is expected to be agreed in Quarter 3 2008 when a link to it will be inserted into the strategy

Appendix 15 Ways of Working Programme

The Ways of Working programme was introduced in 2006 to test / trial a number of technology driven services to enable the cost effective and timely delivery of a range of people friendly services that would enable staff to attach to systems and applications for remote and non-office based working.

The high-level goals are:

- WCC Staff can operate effectively from anywhere they need to work
- Staff are equipped with the appropriate tools and access to do their job
- Policies encourage and maximise flexible and mobile working

The target business benefits are:

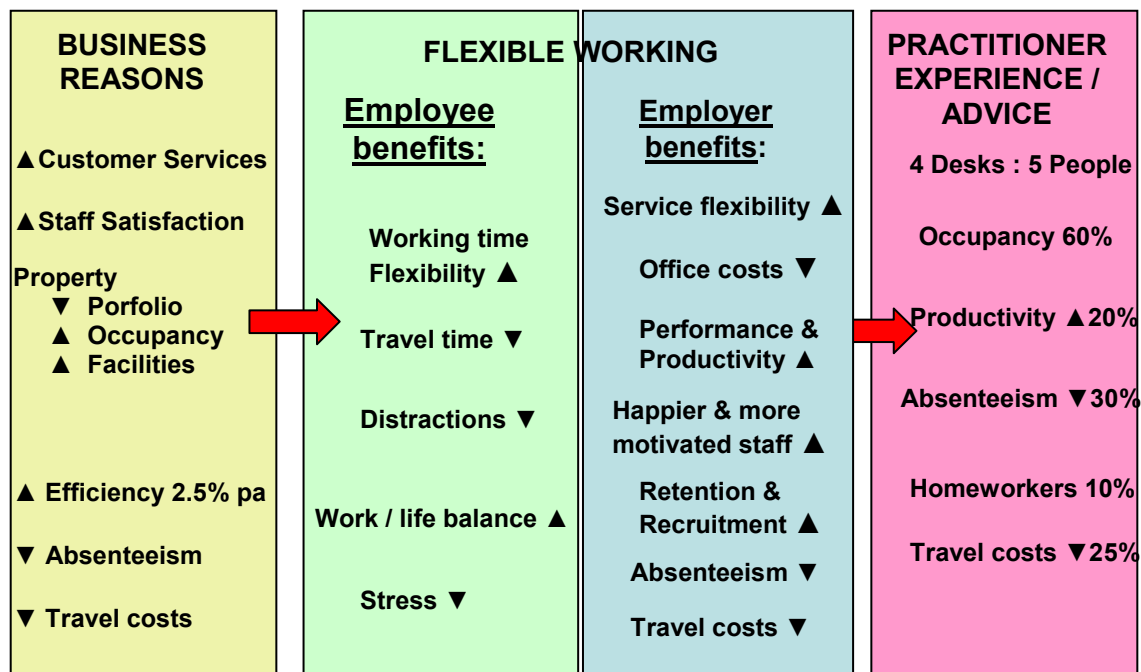
- Property
 - Reduce and re-focus estate costs
 - Increase utilisation
- People
 - Reduce Churn and increase retention
 - Increase employer attractiveness
 - Reduce absence
 - Increase productivity
- Environment
 - Travel, CO₂ reduction

The immediate urgency is illustrated by the benefits of applying WoW to:

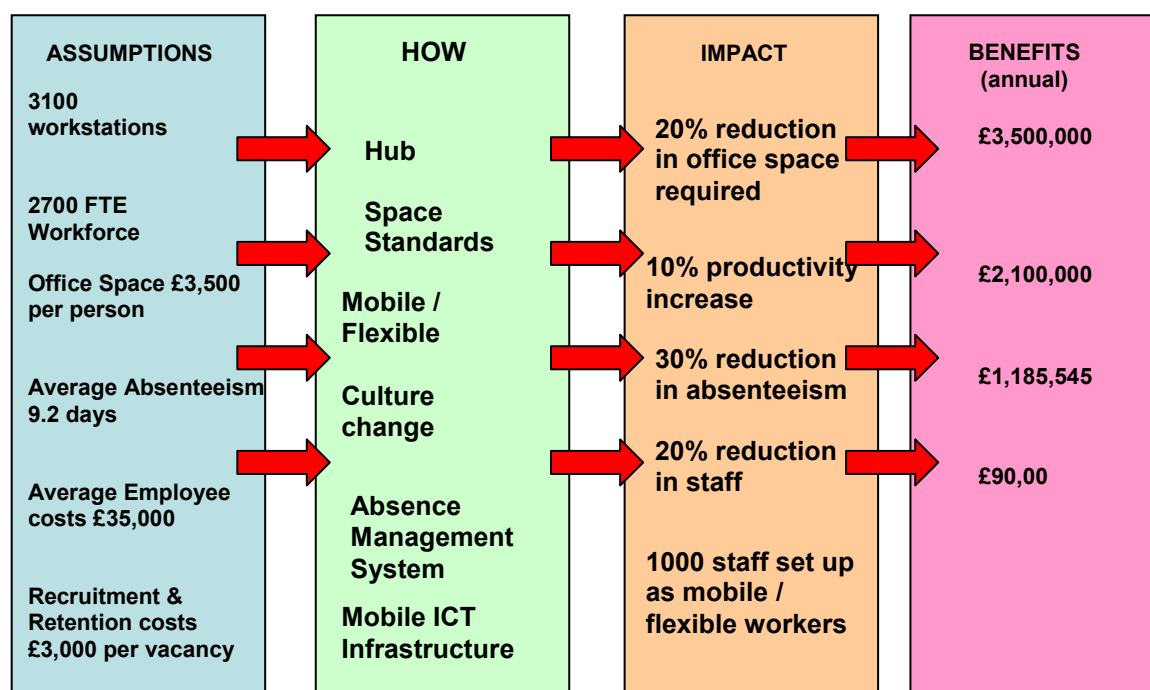
- Waterside development
- One Council office moves

Longer term, the following charts summarise the rationale and potential benefits of applying WoW to Wiltshire County Council alone over a 3-5 year implementation programme. The benefits applying WoW to One Council are potential much greater.

WCC Reasons & Opportunities



Assumptions & Benefits (3-5 yr implementation)



Reduced Office Accommodation for Services	4:5 desk ratio Shared meeting spaces No offices for senior officers
Changes to use of workspace	No employee owns their own desk space Hot-desking / touchdown points Clear-desk policy in operation
All staff can request flexible working	Menu of working hours to choose from Managers must discuss with Teams how they would adopt WoW The “Norm” and reason neutral
Changes to styles of working	Performance management targets to be agreed between managers and staff Electronic diaries Services can be delivered in different ways Structures can be changed