

**ICT SERVICES**

**ICT STRATEGY**

**2007- 2012**

Using Technology to **Improve the Customer Experience**

**Version: 2.0**

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NWDC  
ICT Strategy

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**Approvals**

This document requires the following approvals.

<b>Approval</b>	<b>Status</b>	<b>Date</b>
Executive Committee	For Approval	15 <sup>th</sup> March 2007

**Distribution**

This document has been distributed to

<b>Name</b>	
Executive Committee	
Corporate Management Board	
Team Leaders	
ICT Services	

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## Foreword

The Information, Communications and Technology (ICT) Strategy is one of the Council's key resource strategies alongside the Procurement, Human Resources and Financial strategies. It focuses on the way the Council uses technology as a sound and effective foundation for delivering a number of key corporate goals. The right approach to, and the investment in, ICT will give the Council the opportunity to transform the way it does business with, and leads, the local community. It is an essential strategy for a modern local authority.

The ICT strategy has been developed to cover the period 2007/12 and closely links to the Council's Corporate Plan 2007/10.

A key priority of the corporate plan is to put our customers at the heart of everything we do, ICT is at the centre of this.

So, the new challenge facing us is to transform the way we do business and serve our community by exploiting the significant investment we have made in ICT and to continue to develop and invest in new ICT systems and processes where there is a clear business case to do so.

However, the Council recognises that technology alone does not transform local government, but government cannot transform to meet modern citizens' expectations without it. Transformation of service delivery is about better access to services combined with greater efficiency.

Using technology to **Improve the Customer Experience** is the key focus of this strategy.

To achieve this, we need to promote and encourage take-up of e-services by customers; engage with managers and service providers to exploit efficiencies available from existing and new systems; encourage and support staff to make modern and efficient ways of working part of "the day job" and enable Members to have greater access to the Council's information and services electronically and encourage their constituents to do the same.

This will provide real benefits in terms of efficiency and effectiveness. We need to ensure that the opportunities provided by modern technology are embraced and exploited to transform the way we work to deliver our services. We need to positively engage with our suppliers, customers and partners to make this happen.

I am pleased to endorse this strategy which sets the direction for our use of ICT for the next five years.

**Cllr Gill Offord**

**Lead Member for Customer Focus**

## Executive Summary

The Council has reached a key point in the development and use of Information and Communication Technology. Since the commencement of the e-Government Programme in 2001, we have invested heavily in technology and have achieved the targets set by the Government's Implementing Electronic Government agenda along with many changes and improvements to the way we work as an organisation and the way in which people access Council services.

Looking forward, the agenda has changed to one of "Transformational Government" and ICT is key to enabling the aspirations set within this initiative. The relationship between people, ICT and other resources is at the heart of efficiency and modernisation. This means building on and maximising the return from the investment made to date, maintaining and enhancing our investment in new technologies, investing in projects that have the greatest potential for delivering efficiency and ensuring that we are using technology to deliver better public services.

The ICT Strategy for 2007-12 has identified a number of key themes which convey the role of ICT in the organisation. These include:

- Systems Integration - joining up our systems allowing information to be retrieved from a single source to enable more self service and increase efficiency.
- Flexible Working – using technology to enable staff and members to work more smartly.
- The implementation of new and innovative technologies to support improved customer service including new access channels and new technologies enabling 24/7 access to information and services for customers, staff and members.
- Collecting information once and managing it effectively – ensuring we exploit our information for the benefit of customers, staff and members and that information is handled in accordance with guidance/best practice to ensure personal information is not abused/exploited.
- Business Transformation – ensuring that our services are delivered as efficiently and effectively as possible.
- Maintaining reliable services – improving resilience, security and capacity of our ICT infrastructure.

In developing the strategy a number of key systems have been identified which can transform the way we operate and deliver services. These areas include:

- Business Process Re-engineering (including CRM and Workflow) - to embed transformation and drive change through the organisation.
- Electronic Document and Records Management – to consolidate methods of storage for all documents (paper based and electronic), remove duplication and enable greater home and flexible working.
- Financial Management – rationalise financial processes, reduce manual processing and increase end-to-end automation.

NWDC  
ICT Strategy

This ICT Strategy looks at the period 2007-12 and will be reviewed and updated annually to take account of changes in corporate priorities, business and customer needs and advances in technology.

The detail of the ICT Strategy itself sets where we are now, our vision for 2012 and how we will get there. It takes into account Central Government and Wiltshire Customer First Partnership initiatives. In formulating the strategy we have held workshops with Members, CMB, Team Leaders and the ICT Services team.

The remainder of the ICT Strategy sets out, at high level, our plans for the future. It looks at the governance for ICT, technology infrastructure and ICT standards. It also looks at ICT training and development, identifies risks, looks at the role of the ICT Services team and details key actions for the period 2007-10.

The Strategy identifies how we can ensure that we fully realise the benefits of our investment in technology as a key enabler, supporting service transformation to deliver better and more efficient public services.

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## 1. Introduction

The NWDC ICT Strategy for 2007/12 has been based on the model recommended by SOCITM (the Society of Information Technology Managers)

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This ICT Strategy document is one strategy in support of the organisation's overall Corporate Plan.

Deleted: The approach that we have adopted in producing this strategy is to combine the more traditional IT Strategy (hardware, systems software and infrastructure) and IS Strategy (organisational aims & objectives; where the organisation is trying to get to and how it intends to get there and how it measures whether or not it has succeeded) to produce this combined ICT Strategy.

This ICT Strategy defines:

- the vision of how the organisation will utilise ICT in order to achieve its service aims
- the governance structures
- ICT service delivery mechanisms
- the portfolio of ICT applications and the supporting infrastructure necessary to deliver that portfolio.
- the resources needed to reach and maintain that position
- the proposed structure and process for approving, prioritising and managing ICT enabled projects.

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The ICT Strategy will be reviewed annually and, where necessary, revised for submission and approval by the ICE Programme Board, prior to approval by the Executive.

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e-Governance Group, prior to approval at Cabinet

### 1.1 Background

In order for the Council to meet its vision, ambition and political priorities, we need to be able to manage change successfully.

We believe that this can be most effectively achieved through the councils "Improving the Customer Experience (ICE)" Programme together with the Cabinet Office 'Transformational Government' programme.

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The ICT Services Team will support the council in becoming **more customer focussed** by **exploiting new technology** and **making improvements to existing technology and infrastructure**. ICT Services will become **both an enabler and driver of transformational change** delivering requirements identified in the Corporate Plan.

This ICT Strategy focuses on four main areas: **products and services, people, processes and partners** and describes how we intend to continue this process, and links all the above separate but related themes into one coherent vision for e-enabling services across our organisation.

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## 1.2 Context for ICT service delivery

### 1.2.1 Corporate Plan – 2007/10

This ICT Strategy links directly to the Council's Corporate Plan for the period 2007/10.

**Vision:** *Vibrant, diverse and healthy communities living in a clean and safe environment*

**Aim:** *Improving North Wiltshire*

#### Priorities

- **Community** : *To promote vibrant, safe and inclusive communities*
- **Environment** : *To protect and enhance the local environment*
- **Customers** : *To put our customers at the heart of everything we do*

Improving Customer Focus, delivered through the "Improving the Customer Experience" Programme, links directly to links to key actions within the Corporate Plan particularly: -

**Creating a one-stop-shop to deal with all customer enquiries**

**Improving access to local council services**

and contributes to: -

**Making sure the council meets high standards of customer service**

### 1.2.2 Improving the Customer Experience (ICE) Programme

The Council is in the process of developing a corporate contact centre. The use of technology, and the support required from ICT Services, will be key to its successful implementation.

We believe that this will:-

?ātransform customers' experience of the Council.

?ātransform business efficiency.

?ātransform customer access to the Council.

Enabling more efficient, easy to access services for customers.

The **Business Transformation Team** (BPR/CRM team) within ICT Services is working closely with Customer Services and other service areas in the identification and delivery of service improvement across the Council.

Technology is a key enabler to the Improving the Customer Experience (ICE) Programme, with the ICT contribution to this being defined as part of the e-Government Vision, the ICT Service Plan and this ICT Strategy document.

On 7<sup>th</sup> September 2005, CMB agreed the following **vision** :-

*"The vision of NWDC is to provide a seamless, consistent, quality service to all our customers whether citizens, businesses, partners or Councillors, designed to reflect their needs and aspirations where practicable".*

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Deleted: "It will transform our customer's experience of Salisbury District Council" : we aim to answer enquiries accurately, first time, with a seamless integration of service between all the local authority partners within the local area.¶

¶  
"It will transform our business efficiency" : New technology and mechanisms for partnership (both within the council and outside) give rise to significant opportunities for re-engineering our business processes.¶

¶  
"It will transform customer access to the council" : Customers will be able to use whichever access channel is most convenient for them. The services available and the customer experience will be consistent across all channels. It will be possible to contact the council 24x7x365.¶



*"In order to deliver the vision it is proposed that:  
We work towards establishing a single in-house corporate contact service the  
**Customer Centre** as the Council's primary interface with its customers."*

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### 1.2.3. External

The two major initiatives that formed the national e-Government transformation programme (BVPI 157 and the ODPM's 'Priority Outcomes' initiative) concluded at the end of March 2006.

However, the ICE Programme is funded into 2007-08 to ensure that outputs from these Priority Outcomes are maintained and enhanced. This will continue to have an impact on ICT service delivery schedules for some time to come, in particular the development of BPR, integration of the CRM and Workflow into back office systems, the extension of web enabled services and the implementation of a corporate Electronic Document and Records Management System (EDRMS).

Shared Services, and the possible move to a Wiltshire unitary authority could have a significant impact on the scope and deliverables within this strategy.

#### 1.2.3.1 Transformational Government

A major new initiative was launched by the Cabinet Office in November of 2005, with the publication of their 'Transformational Government Enabled by Technology' Paper.

This was followed in March 2006 by the publication of a discussion paper on 'Transformational Local Government'.

This initiative (which covers both central and local government) is based around the three major themes of:

- Designing services around the citizen or business;
- Moving to a shared service culture, releasing efficiencies through standardisation, simplification and sharing; and,
- Improving government's ability to plan and deliver ICT enabled change.

See Appendix 4 for more details.

#### 1.2.3.2 National e-Service Delivery Standards for ICT

April 2006 saw the launch of the 'National e-Service Delivery Standards' for ICT.

This document defines standards for the delivery of ICT within a Local Authority. These standards form part of the National e-Service Delivery Standards (NeSDS) programme which is developing "e" standards for a range of Local Government service areas. In this context "e" means all aspects of the utilisation of technology to support service delivery including the management processes required for successful implementation.

The objectives of the standards are to provide a good practice model that will deliver a modernised, effective and efficient service.

They are intended to be used by service managers to help them understand potential developments in their own service area and the developments or support required from the other services within the Local Authority.

For each standard there are three levels.

- The Minimum level relates to current eGovernment targets (BVPI 157, IEG and the Priority Service Outcomes) and the associated good practices needed to achieve them.
- The Progressing and Excellent levels stretch the service beyond these requirements to further improve service delivery.

The standards are not an additional Government imposed target but an opportunity for Local Authorities to develop their own standards and share best practice with each other. Local Authorities are expected to use the standards as a self-assessment tool, both to drive future developments and to demonstrate and evidence plans for service improvement.

During 2007/08, ICT Services will endeavour to meet the 'Progressing' level as defined by the standards and by 2009/10 the 'Excellent' level.

The Wiltshire Customer First Partnerships Shared Services will also have a significant effect on resources from within ICT Services as technology will again be a key enabler.

## 2. Where do we need to be?

In developing the following vision, workshops have been held with the Corporate Management Board, Team Leaders, the ICT Services Team and Members. Due to the limited time available it has not been possible to consult with the local community. This will be carried out, with the assistance of the corporate communications team, as part of the review of the Strategy which will take place during Summer/Autumn 2007.

### 2.1 Vision for '5' years hence -

- It is 2012, (or thereabouts...) our customers can now access the majority of our services from the comfort of their own homes, over the internet<sup>1</sup>, through their digital interactive TV sets, or by 'phone<sup>2</sup>. Our web site (which is part of a Wiltshire wide shared system) is fully interactive<sup>3</sup>. Applications for the majority of our services can now be completed, submitted, paid for **and tracked** electronically.
- Electronic services are available 24 hours a day, 7 days a week<sup>3</sup>. Where access to personal information is required we are using the secure services of the Government Gateway and Government Connect as our authentication mechanism.
- For those who don't have their own TV, telephone or Internet connection, there are numerous public access points throughout the district. These access points are situated in convenient, secure (and comfortable) locations where advice and help in using the systems is available, if required. For those who are not within easy travelling distance of an access point, mobile "rural" service units provide a similar service.
- We are now providing services from our new customer contact centre, which also provides services jointly with our partners.
- Systems availability is automatically monitored 24 hours a day, 7 days a week – we are notified immediately about any issues so that remedial action can be taken to minimise disruption to service to both our internal and external clients.
- We work in a 'paper light' environment – following a carefully targeted marketing campaign, most of our contacts with our clients and suppliers are by electronic forms or other electronic means – any paper that comes in is scanned into the EDRM system, and is available electronically to anyone authorised to see it.
- There are increasing pressures to reduce energy consumption and meet recycling targets. Our procurement strategies reflect this requirement.
- Our Customer Contact Centre is supported by a flexible pool of people, some working from their own homes, answering telephone calls via a highly sophisticated call monitoring and distribution system, with broadband access to CRM and back office systems.

<sup>1</sup> Access to the majority of our services is now available over the Internet

<sup>2</sup> Access to the majority of our services is now available over the telephone.

<sup>3</sup> Access to our electronic services is now available 24x7 (subject to maintenance and backup schedules)

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- 'Back office' workers can be given the same facilities to work from home – documents can be accessed from the central DMS database into which all hand filled forms are scanned and stored, or from electronic copies submitted via the Internet<sup>4</sup>.
- Sophisticated workflow routines are in place to distribute and monitor tasks amongst work groups, managed and monitored by their team leader, who can themselves be working from home, or office based<sup>5</sup>.
- Mobile workers equipped with wireless enabled portable computers are able to support the disadvantaged by the ability to visit people in their own homes<sup>6</sup>, whilst still being able to access to all the facilities available on the councils computer network'
- A central CRM system with integrated links to back office systems gives (authorised) access to client's details from anywhere in Wiltshire and supports the operation of our Customer Contact Centre.
- We now have a high level of integration between our (diverse) electronic 'back office' systems. Delivering 'one shot input' has helped reduce the incidence of the same data having to be re-keyed into a number of different systems.
- Sophisticated 'knowledge based' systems allow technical experts to record their knowledge in a way that can be presented electronically to front line staff (or to members of the public via the Internet) in an easily understood format, and will intuitively take them through the process of getting an answer to their question.
- Making information available on the Internet and our internal Intranet for Staff and Councillors has led to a significant reduction in the number of paper copies that we have to produce and distribute.
- Officers and Councillors can gain secure access via the Internet to NWDC Systems from anywhere in the world that has an Internet access point<sup>7</sup>.
- Sophisticated GIS based systems enable any of our customers as well as members of staff to obtain any information relating to their environment or property by 'clicking' on the map of where they live.
- The display of information 'hot spots' in a graphical format helps proactive decision making.
- Ordnance Survey aerial photographs linked to maps negate many of the needs to undertake site visits to establish issues.
- GPS systems are in use to pinpoint (in real time) the position of our 'off site' members of staff – in the event of someone being required at a particular location, we are able to locate and send the nearest person maximising the efficient use of our resources.

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<sup>4</sup> This facility is already available to our growing number of homeworkers.

<sup>5</sup> This facility is already available form within our DMS and is being used for processing Council Tax, NNDR and Benefit claims.

<sup>6</sup> A pilot programme is already underway in our Benefits team.

<sup>7</sup> Already available for access to a range of corporate and business systems.

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- Intelligent GIS based systems allow us to plan activities such as refuse collection or home visits in the most efficient manner.
- A wide range of 'cashless' payment methods means greater security for individuals in the area when making their payments<sup>8</sup>.
- NWDC ICT Services has developed into a centre of IT excellence for Wiltshire, and provides support to NWDC as well as other authorities within the area using the facilities of the Government Secure Gateway and the Wiltshire wide secure network.
- The full Business Process Improvement project has been completed and the skills integrated into team leaders jobs, and has delivered a number of significant improvements in our business processing which has led to a number of services restructuring their operations and delivering efficiencies.
- Electronic democratic involvement is well established. Councillors have their own IT equipment supplied as part of their 'starter kit' which gives them access to NWDC and Wiltshire information<sup>9</sup>.
- Anyone from Officers, Councillors and members of the public can 'sign up' to receive a regular automatic electronic alert or SMS on (NWDC) topics of their own choosing<sup>10</sup>.
- Everyone has access to minutes and agendas held on our and our partners' Internet sites<sup>11</sup>.
- Officers and Councillors are able to involve members of the public in a variety of issues via 'user polls' and public consultation facilities available on our web site<sup>12</sup>.
- Virtual meetings are held via video conferencing from public access points across the district allowing our customers the same face to face service as if they had visited our main offices.
- Important Council meetings are broadcast over the Internet allowing members of the public to be involved from their own homes.

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<sup>8</sup> Significant number of cashless payment methods already in place (direct debit; standing order; credit/debit cards; Internet payments; automated telephone payments).

<sup>9</sup> Already available.

<sup>10</sup> Currently limited to information on Planning Applications

<sup>11</sup> Minutes for NWDC meetings already available

<sup>12</sup> Already available

## 2.2 Implications for ICT governance

Transformational Government (and e-Government) is about service transformation. It will normally involve some element of ICT but this is simply an enabler and isn't necessarily the major component. The major components of service transformation are much more likely to be new ways of working, a focus on more flexible and efficient ways of working and a focus on a customer service (or service delivery) culture. This will affect all services within the organisation.

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The focus therefore has to be on improving service delivery and business processes, not just on the technology. However, at the same time services and ICT Services must work jointly in developing and delivering improved services if Transformational Government is to be a success and meet the organisations objectives.

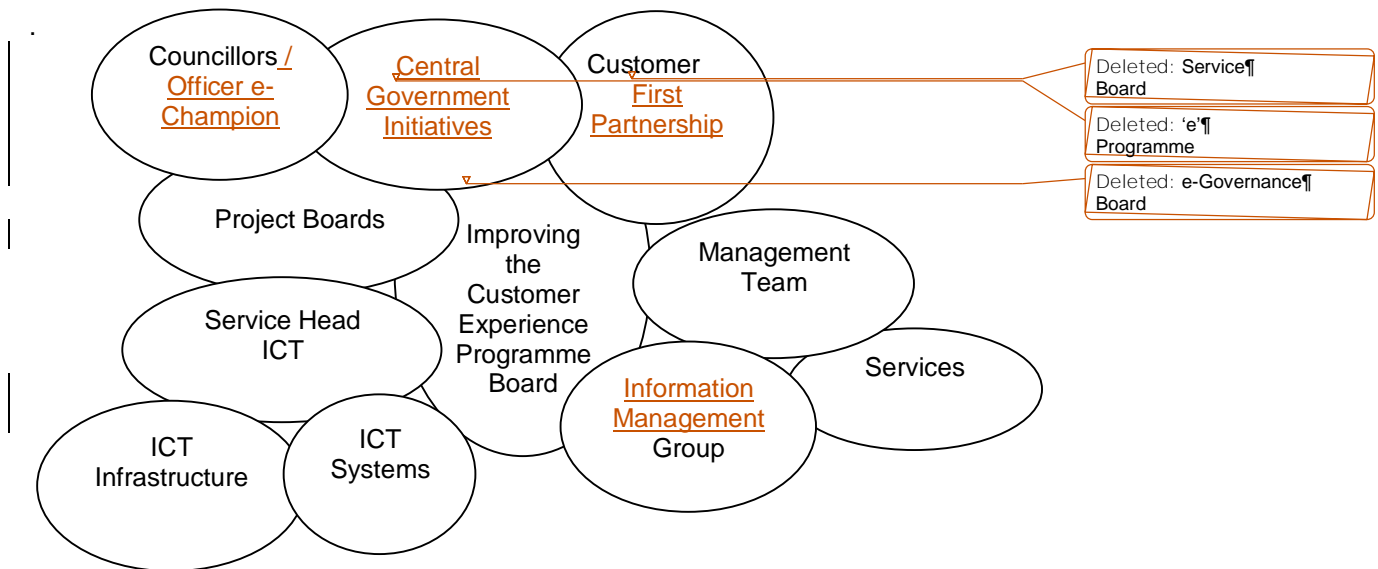
ICT Services as a team is in a unique position in being able to ensure that a corporate approach is taken, not only with regard to technology, but also with the business process side of the organisation as well.

Clearly with such a fundamental change of attitudes and approach across the Council there is a need to ensure that there is an effective corporate framework in place to manage this complex change.

The key roles within this framework have to be clearly identified. Individuals have to be allocated to roles and where necessary additional support and training provided to help people work effectively within those roles.

### 2.2.1 NWDC e-Governance Interdependencies.

The following diagram indicates the interdependencies between different groups and roles within the council.



## 2.2.2. Key Roles to Deliver e-Government

### **Councillor e-Champion**

This role is taken by the Lead Member for Customer Focus.

The role of the Councillor e-Champion is to develop an understanding of the potential for e-Government (and Transformational Government) with councillors, to promote the vision of service transformation and improvement, along with the potential economies that the process can deliver, and to gain their commitment to change.

### **Officer e-Champion**

This role is taken by the a member of the Management Team.

The role is to sell the vision of service transformation through the use of technology and business process redesign at a senior management level.

It involves motivating senior managers, securing their commitment to change and overcoming any barriers or resistance to change.

### **ICE Programme Board**

The role of the ICE Programme Board is outlined in Appendix 5.

### **Service Head – ICT and Process Engineering**

The role of the Service Head ICT and Process Engineering includes:-

- Be the principal strategic adviser on ICT including advising on legislation changes and Government initiatives including Transformational Government.
  - Develop policies related to the use of ICT which reflect the councils objectives and prepare and direct implementation of ICT strategies in support of these policies.
  - Actively promote the case for business and service transformation, act as an agent of organisational change and promote throughout the organisation the use and delivery of ICT systems.
- |
- Manage the **ICT** infrastructure and to deliver the ICT services.
  - Identify opportunities, direct and deliver improved business processes across the Council to drive service improvements for the benefit of customers and to maximise efficiency gains for the Council.

### 2.3 Technology Infrastructure Required to Deliver e-Government

The technology architecture required to support the Council's corporate plan can be grouped around the five major themes outlined below.

We will commit to providing systems that support the following five themes.

#### 2.3.1 Contact Channels

Contact channels link people with systems. They provide the human interface to the technology architecture:

- In person
- Post
- Telephone
- Fax
- E-mail
- Messaging
- E-forms
- Website
- **SMS Text Messaging**
- Interactive Voice Response

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We will keep track of new access channels, such as Digital TV, and how they might benefit the council.

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#### 2.3.2 Shared Applications

Shared applications provide the corporate information linkages that bind the local authority together. They provide one of the cross cutting linkages in the technology architecture.

- Customer Relationship Management and Workflow (CRM/BPM)
- Land and Property Gazetteer
- Finance
- Procurement
- Human resources
- Other assets

#### 2.3.3 Application Support Tools

Application support tools enable people to make better use of information captured in support and shared applications. They organise and present information into forms that allow people to use it effectively.

- Decision support
- Knowledge sharing
- Geographical information systems (G.I.S.)
- Intranet

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#### 2.3.4 Common Infrastructure Services

Common Infrastructure Services provide the support that all applications need if they are to operate in a fully managed environment. Common services ensure a



consistent approach across applications and provide an aid to connectivity and collaboration within the organisation

- Identification and Authorisation (via the Government Gateway)
- Content Management (for the Internet and Intranet)
- Application Integration
- Process Management
- Workflow
- Electronic Document and Records Management
- Office Systems (MS Office, Lotus Notes)

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### 2.3.5 Infrastructure

The infrastructure provides the underlying foundations for all the other components in the technology architecture.

- Recognition devices
- User devices
- Platforms
- Networks

## 2.4 ICT standards required to deliver e-Government

ICT Services and the ICE Programme Board will ensure that, wherever possible, all systems in use at NWDC are fully compliant with central government's Information and Policy on e-Government standards (see Appendix 9), including the Interoperability Framework (e-GIF), ISO 17799 and the current accessibility standards for web pages.

In Web pages, accessibility refers to the ability of a Web page to be viewed by everyone, especially people with disabilities who use various assistive technologies. Accessible Web pages take into account the special needs of visitors with auditory, visual, mobility, and cognitive impairments and give those users an equivalent browsing experience to that of non-disabled visitors

### 2.4.1 Service Support and Delivery Improvement Programme

This programme of work is based on ITIL (Information Technology Infrastructure Library).

This provides a framework of “**best practice**” guidance for IT Service Management and is the most widely used and accepted approach to IT Service Management in the world.

Adopting ITIL ensures that IT processes are closely aligned to business processes and that ICT delivers the correct and appropriate business solutions. This framework is currently being implemented within the ICT Services Team. We will be extending its use to the whole of the council over the next three years.

### 2.4.2 Security Standards

The Security Policy Framework sets out a framework for the expression of security requirements for the procurement and acceptance of e-Government services and their implementation. It also describes the approach to assuring the presence and proper operation of the security countermeasures put in place to meet the security requirements.

ISO 17799 defines the security framework that we should be aiming to achieve. It covers the areas of:

- Business Continuity Planning
- System Access Control
- System Development and Maintenance
- Physical and Environmental Security
- Compliance With Relevant Legislation
- Personnel Security
- Security Within the Organisation
- Computer and Network Management
- Asset Classification and Control
- Information Security

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#### 2.4.1 e-Government Technical Standards¶

##### ¶ The e-Government Interoperability Framework (e-GIF)¶

defines the technical policies and specifications governing information flows across government and the public sector. These cover interconnectivity, data integration, e-services access and content management. ¶

##### ¶ The Technical Standards Catalogue¶

contains the e-GIF technical policies, tables of specifications, a glossary and abbreviations list. ¶

##### ¶ The e-Government Metadata Standard¶

lists the elements and refinements that will be used by the public sector to create metadata for information resources. It also gives guidance on the purpose and use of each element. ¶

##### ¶ The e-Government Schema Guidelines for XML¶

contains guidelines for ¶

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The list is provided as a 'schema' for populating the 'subject.category' element of the Metadata for a data item. ¶ It also offers 'lower level' terms to make it suitable for powering ¶

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Deleted: ICT Services and the e-Governance Board will ensure that, wherever possible, all systems in use at SDC are fully compliant with central government's Interoperability Framework (e-GIF), ISO 17799 and the current accessibility standards for web pages. ¶ In Web pages, accessibility refers to the ability of a Web page to be viewed by everyone, especially people with disabilities who use various assistive technologies. Accessible Web pages take into account the special needs of visitors with auditory, visual, ¶

### 2.4.3 Information Management

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The council developed an Information Management and Data Security Policy during 2006/07. This has been supplemented by an Information Audit which took place in Autumn 2006.

The officer Information and Data Security Group, chaired by the a member of the Management Team, oversees the corporate approach to information management and is responsible for the ongoing development and monitoring of the approved Information Management and Data Security policy. The work of the group now needs to be extended to develop a corporate approach to data sharing which will break down existing barriers, be more efficient and enable a more joined up approach to service delivery.

Information Management covers the framework for originating, organising, maintaining information and making it available to those who are entitled to make use of it. It covers the areas of:

- Ownership, Governance and Production
- Accuracy and Quality
- Accessibility, Findability and Classification
- Access rights and Sharing

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Deleted: Data protection

Deleted: Content management

Deleted: Knowledge sharing

Deleted: Security framework¶  
<#>Data sharing¶  
<#>Classification systems¶  
Custodianship

Accurate, relevant and up-to-date information that can be easily **exploited** is the foundation of our business. Unless our core information is reliable and readily accessible, the quality of our decision making and service provision will inevitably be compromised. Councillors, officers, partner organisations and the public all have a stake in how we produce, store, retrieve, publish and ultimately dispose of information. The implementation of an **Electronic Document and Records Management** system will be key to delivering quality information management.

Data quality is now a subject that forms part of the Audit Commission's 'annual judgement on governance' for comprehensive performance assessment purposes. A Data Quality Strategy has been developed and will be included in the Information Management and Data Security Policy prior to approval by Members.

Thus, information management is a crucial component of our business. Over the past four years we have made major investments in information technology as part of our e-Government initiative. Over the next three years, the focus will increasingly be on ensuring the information within those systems is **accurate, accessible and appropriate**.

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### 2.4.4 Service Delivery

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#### 2.4.4.1 Disaster recovery

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Disaster Recovery can be summarised as 'How does the ICT function ensure 'graceful' recovery in the event of a disaster' ?

An agreed plan is in place to cover the areas of:

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- Risk analysis, recovery prioritisation, allocation of responsibilities and roles. Offsite storage of disaster plan and base information (equipment configurations, media back ups, etc.)
- Contingency arrangements for the replacement of equipment, software and services

- A preferred alternative location (Parsonage Way Depot), providing desk space and links to Business Critical ICT systems
- Stocks of key spares
- Monitoring and escalation procedures
- Practices and trials

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#### 2.4.4.2 Business Continuity

We have in place procedures to ensure business continuity in the event of the failure of a part or parts of the ICT environment.

Our Disaster Recovery contract allows us to rapidly bring the councils business back online from an alternative location (Parsonage Way)

ICT Technical Support are able to cover the majority of desk top and server issues.

These are supplemented by our change control procedures which enable us to track what has happened and which can be used to determine trends and previous incidences of failure (as well as the steps taken to recover).

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#### 2.4.4.3 Service Level Agreements

Initially ICT Services will provide services under the headings shown in Appendix 6, ICT Services will monitor and publish our performance against these SLA's on the forthcoming revised NWDC Intranet.

ICT Services regularly benchmarks its services against other local authorities using the SOCITM Benchmarking service.

These SLA's will be revised as part of the implementation of the Service Support and Delivery Improvement Programme using the Service Level Management element of ITIL.

Deleted: **Application Systems Software SLA:**  
¶  
<#>ICT Services will look to source all application systems software from 3<sup>rd</sup> party suppliers using 'off the shelf' solutions. In doing this we will work with our users and partners to establish the most appropriate product, based on an analysis of business and ICT requirements and the principles of Best Value. The support and maintenance of all application software will normally be provided by the software supplier. ICT Services will assist where required.¶  
Any application systems software that is purchased must conform to the current requirements as defined within this ICT Strategy.¶  
¶  
<#>For applications which will be used on a corporate basis we will provide promotion and support through a dedicated ICT Business Analyst.¶  
¶  
<#> For major departmental systems we will encourage the relevant department to provide a business 'super user' to support the business users of the system.¶  
¶  
<#>We will support and develop any necessary 'feeder systems' between applicationsB.I.C. Systems.¶  
¶  
<#>We will develop and maintain the infrastructure necessary to support our web services delivery. Specific web delivery services will be based on MS SQL and '.net'

#### 2.4.4.4 Costing and Recharging

##### Costing

ICT Services costs fall into the following categories:-

- Employee costs
- Supplies and Services including
  - Hardware (PC's, Servers, Printers etc)
  - Software licences (for corporate software)
  - Hardware and software maintenance
  - Network services
  - Telephone services
- ICT Disaster Recovery services
- Recharges from other support services

##### Recharging

ICT Services will recharge, where appropriate, any costs associated with specific projects or service unit application systems back to the appropriate project/service unit.

¶  
<#>We will support and develop any necessary 'feeder systems' between applicationsB.I.C. Systems.¶  
¶  
<#>We will develop and maintain the infrastructure necessary to support our web services delivery. Specific web delivery services will be based on MS SQL and '.net'

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Costs for corporate hardware, software, networking and other ICT services will be recharged pro rata to user headcount. This includes but is not limited to: -

- ICT Helpdesk
- Lotus Notes (for email, calendar etc)
- Microsoft Office
- Anti Virus software
- Windows 2000 or XP
- Access to map based information
- Corporate Servers (for shared and personal network resources)
- Internet and Intranet access
- Use of the corporate ICT network
- Telephone services
- Rolling hardware replacement programme
- Hardware Maintenance
- Disaster Recovery services

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Costs for additional hardware (e.g. PC for additional staff members) will initially have to be met by the appropriate team(s). Subsequently they will be replaced under the 'rolling hardware replacement programme'.

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Equipment replaced by ICT under the 'rolling hardware replacement programme' will be provided from the ICT corporate hardware budget.

Where appropriate we will provide estimates of work to enable clients to cost in advance of potential service development. This will include costs for:-

- additional staff members (PC, phone, software licences etc)
- homeworkers set-up charges (PC, software licences, remote access software, cost of additional bandwidth)
- Server software systems – ongoing ICT support costs and DR requirements

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Deleted: 2.4.5.5 Business continuity ¶

¶ We have in place procedures to ensure business continuity in the event of the failure of a part or parts of the IT environment.¶ Our contract with B.I.C. systems covers the server and network hardware and software on a 24 x 7 basis. It also covers the Solaris operating system as well as the recovery of the Housing and Revenues & benefits systems.¶

¶ We have an in house stock of commonly used hardware spares to cover any commonplace instances of hardware failure.¶

¶ Our own internal technical support team are able to cover the majority of desk top and server issues, with B.I.C. Systems being the fall back support (if necessary).¶

¶ These are supplemented by our change control procedures which enable us to track what has happened and which can be used to determine trends and previous incidences of failure (as well as the steps taken to recover).

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All other costs will be recharged by finance dependent on their current recharging model. This exercise has to be undertaken in order to comply with the Best Value Accounting Code of Practice (BVACOP),

### 2.4.4.5 Partnership working

Involvement in local partnerships is an established method within which NWDC ICT Services operates (e.g. Wiltshire Customer First Partnership, Wiltshire Webmaster and Lagan CRM systems groups; Wiltshire IT Managers Forum.)

We will continue to look for opportunities to get involved in local, regional and national partnership working where these opportunities have benefit for NWDC.

Partnership projects will be authorised by the ICE Programme Board as part of their ongoing responsibility for authorising and prioritising all ICT related/involved projects.

### 2.4.4.6 Risk management

The Risk Management Group have issued standards for risk management across the Council.

These principles have been used in the development of the Disaster Recovery and Business Continuity plans.

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Current NWDC Project Standards include a risk assessment as part of the project PID (the document which is formally approved by the 'ICE Programme Board' before a project can start).

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For each project the PID will identify the risks using the standard method of:

- Identification of risk
- Likelihood of it happening
- Impact assessment
- Actions to prevent / mitigate
- Responsibilities, timescales and resources.

The appropriate project manager will be responsible for maintaining the risk register and for identifying and managing the risks as the project develops.

An ICT Strategy Risk Assessment can be found at Appendix 7.

#### 2.4.5. Programme and Project Management

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The programme of ICT projects will fall under the overall control of the ICE Programme Board. This group will set the strategic direction, establish priorities and specify and agree policies. They will take the role of the 'Project Board' in monitoring overall and individual project progress against the plan and approve any measures that may be recommended to them to resolve any project issues.

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The provision of project 'services' is key to delivering the service transformations required.

As necessary ICT Services will provide project management or project leader services to support service delivery projects. We will also provide resources for a project Post Implementation Review, as well as providing resources for BPR. In any event, there will always be a single nominated point of contact within ICT Services for each project that requires our input.

All project documentation will be based on PRINCE2. All medium/large scale ICT projects will have a named Project manager who must be trained to at least PRINCE2 Foundation level.

##### 2.4.5.1 Documentation Standards

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For every project on the programme we will conform to the current NWDC Project Standards (at a minimum each project will be supported by a Business Case and Project Initiation Document).

Major milestones which form part of the project deliverables will be included in the individual project PID's.

Each project will be expected, as a minimum, to supply up to date risk and issue logs, monthly highlight reports and a project plan using Microsoft Project.

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### 2.4.5.2 Post Implementation Review

A Post Implementation Review (PIR) is an integral part of the management & control of a project, carried out (by the ICT Business Support Team) after the system has been operational for a reasonable period, typically some 6 months (however, this period may be amended by the ICE Programme Board).

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Its purpose is threefold:

1. To check that the implementation has met the original project objectives;
2. To check that the operational system is meeting client, user and business needs.
3. to identify the efficiency gains that have been realised by implementing the system. (In doing this we will draw on the measurement guidance issued by SOCITM, the DCLG and (in specific cases) the National Project Benefit Guidelines developed by Cap Gemini.

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The objectives as outlined in the original PID will be used as a yardstick in the evaluation.

The PIR may recommend that remedial or further project work is necessary to fully achieve the original aims of the project.

The PIR is not a part of the project itself, but the base material for the Post Implementation Review has to be provided to the ICE Programme Board at formal Project Closure.

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### 2.4.6 Key Interdependencies

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There are four (major) key interdependent NWDC or partnership programmes running at the moment, these are:

- E-Government/Transformational Government
- Implementation of the Corporate Customer Centre
- The Wiltshire Customer First Partnership Programme (including Shared Services), and
- The Wiltshire and Swindon "101" (Single Non-Emergency Number) Programme (delayed until late 2007)

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It is essential that these interdependent projects are managed effectively and that the links between them are identified and monitored.

The possible move to a Wiltshire unitary authority could have a significant impact on the scope and deliverables within this strategy.

Deleted: Members of the ICE Board who also sit as board members on the Improving Customer Services Board will be in a position to provide this monitoring role. ¶

### 3. Where are we now ?

Over the last 5 years the ICT Services Team has worked to ensure that the council has successfully achieved the national e-Government targets. The **e-Government Programme**, through the ICE Board, has introduced a number of **key technologies** that will enable the council to **change the way it provides services** in the future.

We analysed the requirements in the DCLG's Priority Outcomes document, and re-defined this in terms of a number of key workstreams that form the building blocks for e-Government at NWDC:

- Business Process Management including Customer Relationship Management (CRM), Business Process Re-engineering (BPR), Workflow and Electronic Document and Records Management (EDRM).
- Website development including Content Management (CMS), A-Z, e-Forms and Intranet.
- Northgate SX3 Revenues and Benefits self-service including checking council tax account balances online and e-bills.
- Improvements to ICT Infrastructure including Authentication and e-Payments via the Government Gateway.
- Implementation of the corporate Property Gazetteer
- Improvements to Financial Management Systems
- Improved online consultation
- Supporting new ways of working (including Homeworking, Flexible Working and Remote Working)

Work in installing these crucial systems, (where appropriate on a partnership basis), is either complete or delivering to agreed timescales.

#### 3.1 What needs to be done?

The challenge the team now has to meet is that it has the **capacity to ensure that these technologies are supported, maintained and enhanced** and that **the council maximises the investment it has made in these new technologies**.

In addition ICT Services will be at the forefront of delivering the requirements specified in the national **Transformational Government enabled by Technology** strategy and the **National e-Services Delivery Standards for ICT (NESDS)** – see section 2.3, and will be key in supporting the introduction of the **Corporate Contact Centre**

##### 3.1.1 Products and Services

ICT Services will support the council in delivery of its vision. This must take advantage of **innovative technology, services and access channels**. The **challenge for the team** is to balance and **sustain the demands of the Council**, the **robustness of the technical solutions** employed and the **capabilities and capacity of the team** to deliver those solutions.

Over the next 3-5 years the team will be concentrating on: -

- **Back office integration** (to enable more self service and increase efficiency)
- **Better integration of mobile and flexible working devices** (to enable officers and members to work more smartly)



ICT Strategy

- **Increased telephone capability** (as this is likely to remain the most used access channel)
- **Better utilisation of internet technologies** (again enabling more self service)
- **Exploration of other access channels** - such as SMS messaging and Digital TV (to ensure that those who want to access services that way can, this will become particularly relevant for younger people)

The key technologies to support these services include those shown below: -

- **Customer Relationship Management (CRM)** – new system 2005
- **Electronic Document and Records Management (EDRMS)** – proposed new system 2007
- **Workflow** – new system 2006
- **Geographic Information Systems (GIS)**
- **Content Management (CMS)** – new system 2004
- **Property Gazetteer** – new system 2006

Additionally ICT Services will continue to support specific business information systems including: -

- **Revenues and Benefits** – replacement system 2005
- **Planning** – replacement system 2006
- **Finance** – proposed replacement system 2008
- **Environmental Health**
- **Cleansing and Amenities** – proposed new system 2007
- **Performance Management** – proposed new system 2007

During 2007/08, JCT Services will also undertake projects in the following areas:

- Commence corporate rollout of the ITIL based Service Support and Delivery Improvement Programme
- Develop an Information Management Strategy. This will document how we manage the lifecycle and security of all our corporate information, including defining the necessary roles, responsibilities and processes for managing our information.
- Security Standards. Whilst many practical controls are already effective in the council's corporate network and in the various application systems, we currently do not have an ICT security policy, and there are no proper corporate standards or guidelines by which application systems should be managed. These will be required to support the council's progress towards meeting the ISO17799 standard.
- Commence the roll out our Electronic Documents and Records Management system across the whole organisation, giving us better control over the production of information whilst reducing unnecessary duplication.
- Continue to develop the range of information we make publicly available on our website, while continuing to ensure that the information is kept accurate and up-to-date. We will increasingly be extracting information direct from back-office systems to avoid duplicating and re-purposing information.

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- Publish more information held within our corporate Geographic Information System on our website. This will enable the public to search for information that applies to specific properties or geographic areas.
- Put an increasing reliance on our website being the default location for public information. For example, service information available to our customer service staff will be the same as that available on the website, so that members of the public will always receive consistent information, whether they contact us by telephone, face to face or via the web.
- Continue the redevelopment our corporate intranet as a support tool for officers and members, giving them a single access point to all the corporate and public information and processes they need to perform their jobs.
- Put in place technology and processes that will allow the council to exploit flexible and new ways of working.
- Develop a telephony strategy. This will further develop the vision for telephone contact with the council and the technology solutions required to deliver these needs.

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Deleted: Provide a single "change of address" facility for the public, such that after notification of a change, we can alert all council service units. This will provide a better service for the public, whilst at the same time cutting down on internal duplication of address data.¶

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The current Team structure is shown at Appendix 11.

### 3.1.2 Partners

ICT Services will maintain existing and build new partnerships to ensure that the technology introduced delivers good customer care. These partnerships include the **Wiltshire Customer First Partnership** and the **Wiltshire and Swindon "101" Programme**. NWDC ICT Services is recognised as a **leader in technical knowledge and implementation** across these partnerships. The team will seek to build partnerships with regional, local and other local government organisations and groups, with the voluntary sector, businesses and the public.

The team, through the Wiltshire IT Managers Forum, will continue to seek opportunities to work in partnership in areas such as IT Hardware and Software procurement.

Deleted: Investigate the requirements for an extranet system to provide similar support for councillors and staff in partner organisations.¶

### 3.2 Current ICT governance arrangements

The JCE Programme Board will form the management board, which oversees the delivery of ICT and e-Government/t-Government initiatives. Individual Project Boards will oversee the day to day running of ICT enabled projects across the council.

It is proposed that the internal structure of ICT Services is re-aligned and enhanced in line with the proposals outlined in this Strategy. We will continue to review this structure regularly to ensure that it meets the council's current and future corporate requirements.

The needs of users of ICT Services is fulfilled by Business Area points of contact. This forum meets on a quarterly basis to exchange views, experiences and information with one another.

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Deleted: have been met by re-establishing the 'IT User' Group. Representatives from ICT Services and a cross section of Service Units gather in this forum

### 3.3 Technical standards in use

The majority of our application systems are supplied by 3<sup>rd</sup> party software suppliers; as such we have no control over their compliance with the e-Gif standards, although we make every reasonable attempt to ensure that they do so.

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Our web site currently conforms to the 'AA' standard (as defined by the World Wide Web Consortium (W3C).

Deleted: We have introduced Metadata requirements into our GIS (Innogistic) and Document Management systems and are introducing conformity with the Government Category List.

Our existing internal technical infrastructure already conforms to the e-Gif standards.

### 3.4 Immediate and future pressures upon the service:

- Ensuring that the ICT Services Team has sufficient resources and technical and other skills sets, and is structured in such a way, that is can deliver the future technical and business transformation needs of the council.
- Supporting the development and rollout of BPR, CRM and Workflow
- Supporting the incremental implementation of the Lagan CRM system (e.g. e-forms and self service options) and back office 'systems' integration.
- Supporting the development and implementation of a number of key ICT enabled projects as shown in 3.1.1.
- Assisting in the review of Financial Management systems
- Ensuring any new Members appointed after the May 2007 elections have hardware supplied to them promptly and adequate ICT training provided to them.
- Supporting the Cabinet Offices new initiative 'Transformational Government enabled by technology'.
- The emerging need for systems to be available for extended periods (particularly those required to service Internet requests) puts more pressure on the already tight window that is available during the evening/night for system back ups and maintenance.
- Providing sufficient support for remaining 'in house' ICT systems and all the other developed web services.

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### 3.5 Current ICT infrastructure

The current infrastructure is built around 56 physical and 11 virtual Windows based servers running a mainly Windows 2003, as well as three Unix boxes.

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Server storage on the internal LAN is primarily to a number of HP Servers, this is due to be supplemented by a Storage Area Network (SAN) commencing in 2007/08.

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The primary network within NWDC is based around 3Com gigabit switches running at 1Gb with 100Mbps to the desktop. Remote locations are serviced by a mixture of BT lines, Internet VPN and 'homeworker' ADSL lines.

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Dedicated ADSL homeworkers lines are provided and supported through 'Star' Internet.

Internet access is via multiple SDSL and ADSL lines provided by two Internet Service Providers for resilience.

3Com equipment provides the necessary network routing and management capabilities.

A network diagram is maintained as part of the operational requirements of the ICT Service Support Team. This diagram contains sensitive security information and as such is not generally available outside ICT Services.

Voice and Call Centre services are provided using the latest Voice over IP (VoIP) technology using a shared data/voice network.

### 3.6 Immediate and future pressures upon the infrastructure:

In order to combat the increasing amount of energy used by an ever growing number of servers and to take advantage of the additional manageability features, a server virtualisation program commenced in January 2006, this has prevented an approximate 15% increase in consumption. The second phase will start in March 2007 giving an approximate 20% reduction in current consumption, once this is completed future phases will be considered.

The WEEE standards on recycling old computer equipment will need careful management, but the increased use of virtual servers will mean the fall in the actual amount of future server hardware.

Network equipment requires replacement and enhancement to meet the additional requirements from increased business need.

Maintaining Business Continuity and Disaster Recovery capability.

Planned maintenance and system backups will increasingly become an issue as more systems have to be available 24 x 7 and with the increase in the amount of data stored, as will systems and network support outside of normal working hours.

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## 3.7 ICT Training and Development

### 3.7.1 ICT Services Team Development

At the heart of Transformational Government are teams of **IT professionals within local government, who provide and maintain high-quality ICT services.**

The four elements we will develop over the next three years are: **capacity, culture, skills and our identity.** This aspiration requires that we are skilled to the right levels as well as having the right mix of skills within our team to meet existing and future needs, in line with workforce development planning. The skills necessary include: **technical, managerial and personal skills.**

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<#>Attempts to rationalise and reduce the number of NT servers has met with little success due mainly to software suppliers insistence that they will only guarantee the performance of their systems if they run on dedicated machines. Increasing the number of servers has a direct impact on hardware maintenance and support costs with all the (revenue) budgetary implications that this has.¶

Not only do we need to cope with ever-changing technology, we must also have the interpersonal skills to communicate and deal with our customers, and to manage and develop our infrastructure and people. The framework and standards we are working towards in our team development plan are based on those of SFIPlus.

Our areas of corporate expertise, and thus the emphasis of our team development, include:

- **Strategic Implementation of ICT**
- **The implementation of new and innovative technologies to support improved customer service** including new access channels and new technologies
- **Technical Service Support and Delivery Management (ITIL)** to support, maintain and enhance investment made in new technologies
- **Programme and Project Management** (Project Portfolio Management, PRINCE2 and Managing Successful Programmes)
- **Business Transformation including Business Process Re-Engineering** utilising SPRINT, BPR and CRM
- **Systems Development and Integration** (including Java, .Net etc)
- **ICT Training** including strategic introduction of technology and technical processes into the council, aligned with business transformation and strategic direction

#### 3.7.1.1 Processes

We have taken on the challenge of **implementing the ITIL (Information Technology Infrastructure Library) framework** to align ICT Services with the business needs of the Council. This Service Support and Delivery Improvement Programme is rigorous and will take 3-5 years. The implementation of a technical framework will provide the Council with a consistent and measurable approach in all of ICT Services dealings, allowing us to rethink our processes, resulting in better overall Service Delivery.

During 2006/07 the ICT Services team achieved the following ITIL accreditation's:- 13 at foundation level, 5 at practitioner level and 2 at manager level.

Additionally, this will **strengthen our involvement with business transformation and will enable us to meet future needs of this Council**. As many of our processes involve you as our customer directly, we will seek to consult with you about any changes throughout our improvement programme. We will begin our consultation with you by raising awareness of the benefits of this approach. It is important to understand that all process changes will be regularly reviewed, assessed and challenged, as we adapt to meet corporate needs.

In the areas of **Programme and Project Management**, ICT Services has successfully adapted and implemented PRINCE2 project management methodology. The use of a methodology has not only given us consistency but also focused our projects on measurable outcomes and robust business cases. We are committed to delivering projects in relation to a Programme Board structure to ensure accountability, transparency and corporate buy-in.

During 2006/07 the ICT Services team achieved the following accreditation's :- PRINCE2 project management - 4 at foundation level, 3 at practitioner level, Managing Successful Programmes (MSP) - 2 at foundation level.

#### 3.7.2 Employee ICT Training and Development

As an enabler and driver of change within this organisation, ICT Services endeavours to provide suitable employee ICT Training and Development opportunities. ICT

Training provision is set according to corporate strategy, to maintain a minimum level of ICT skill across the authority.

### **3.7.2.1 Stream 1: In-House ICT Training Programme**

All courses are customised to suit the Council's needs and provided free-of-charge. These courses normally run for 3 hours with a pre- and post-assessment. The CAPITOL award is given for those individuals who fulfil the requirement of attendance at: Notes Mail, Notes Calendar, Windows 2000/XP, Hardware and ICT Security. ICT Security has been superseded by team training in Information Management and Data Security Policies.

Additional basic level courses are available in: Word, Excel, PowerPoint, Access, Troubleshooting Tables, Troubleshooting Mail Merge, Working with Photos in Word and Internet Browsing. We have also run workshops on Photo Editing.

### **3.7.2.2 Stream 2: Specialist Courses outside of the main ICT Training Programme**

Should there be a team need for a specialist course, e.g. Visio, Microsoft Project, Intermediate or Advanced level Word, Excel, PowerPoint or Access, this can be arranged via the Team Leader. Normally the Team Leader would be expected to fund this training, however, if any IT Training resources are available to part or fully fund this course, these will be used.

### **3.7.2.3 Stream 3: European Computer Driving Licence**

The European Computer Driving Licence offers a comprehensive training programme showing competence in seven areas of ICT. This qualification is obtained by working at one of Wiltshire College's IT Centres. There is an element of distance learning involved. When the individual feels ready for assessment, a 45-minute test is taken at the centre. When all seven tests have been successfully completed and verified by the testing centre, the ECDL qualification is granted.

Seven Topics covered:

- Basic Concepts of ICT
- Using the Computer and Managing Files
- Word Processing
- Spreadsheets
- Database
- Presentation
- Information and Communication

On average the cost of the qualification is £500 and is currently fully funded by the ICT Training Programme as part of the Transformational Government initiative. One-on-one support is available for learners and can be arranged by contacting the ICT Training and Development Officer.

### **3.7.2.4 Stream 4: Using E-Learning and other materials available in-house**

The ICT Training and Development Programme maintains a learning centre with 8 PCs in the main office of North Wiltshire District Council. The PCs in the IT Training Room have e-learning software for Office 97 and KAZ Touch-typing software installed. All PC's have the most current versions of software installed, including MS Office 2003, Publisher and Visio. Headphones and an introduction are available from ICT. Additionally MS Office 2003 training materials are available on the Z: drive

(Z:/Really Useful/Office 2003 Training Materials/...). As software is upgraded, this palette of available e-learning will be extended.

### 3.7.2.5 Stream 5: ITQ

ITQ is an IT qualification that can be tailored to the individual roles within an organisation, much along the lines of an NVQ.

The ITQ programme is run in the form of distance learning with manuals and assignments provided electronically. An outside training company administers the training and provides the main support and assessments for the participants. The training costs are paid by the Council and employees are allowed 3 hours per week to complete this qualification over the 10 week programme. There is a requirement of employees on the programme to undertake some of the training in their own time. The ITQ assessment helps to assess the IT competencies of individual roles within the Council.

### 3.7.3 Future Developments and Projects

#### Transformational Government and ICT Workshops

Workshops on topics including Flexible Working, Service Support and Delivery Improvement Programme work, specific roles within Project Management and other topics are run throughout the year to keep employees and members informed of developments within Transformational Government. These workshops also provide a channel for consulting employees and members about ICT related issues.

#### 3.7.3.2 Microsoft Office 2003/2007

As part of the process of upgrading from Microsoft Office 97 to Office 2003/2007, we will work together with Managers to match staff IT training to individual and team requirements. After the level of competence has been agreed, the staff member will be tested against this and provided with appropriate training. Additionally, we will be building infrastructure within the Council by having two members of each team trained up to advanced level in each of the software packages.

### 3.7.4 Member ICT Training and Development

North Wiltshire District Council has provided its members with ICT loan equipment and ICT training since 1999. Member are encouraged to actively participate in any and all in-house ICT training courses, ICT training project teams and ICT workshops. The majority of Member ICT Training is delivered in the form of one-on-one lessons until the Member is ready to participate in classroom-based training together with employees. Member ICT Training and Development is based on the Council's priorities and agreed with the Member Development Group.

### 3.7.5 Community

During 2006 we completed a scheme of making free Internet public access terminals available at the main NWDC office which are open to members of the public. In addition the County Council have also completed a programme of installing free Internet public access terminals in all libraries.

A number of surveys carried out in 2006 by the Office for National Statistics and others shows the following trends: (which are not specific to North Wiltshire)

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## NWDC

### ICT Strategy

- 41% of households in the South West have no access to the Internet
- Most frequent reasons for not having internet access were :-
  - lack of need or interest
  - cost or other material constraints
  - lack of necessary skills
- 16% would consider it very or fairly unlikely to get Internet access if these barriers were removed.

There is clearly still some way to go in making Internet access more widely available to those who don't already have access, and this is best achieved by continuing our process of providing free Internet access points at NWDC offices and in other Towns across the district.

There will always be a core of people who for whatever reason will not be willing or able to access our services via the Internet and will want to make personal or telephone contact.

A key part of our future community consultation will be to educate and persuade those who do have access to the Internet to make use of self service options, enabling us to free up internal customer facing resources to focus on those people who are unable, or unwilling to use our on line electronic service delivery channels.

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There is clearly a lot more that needs to be done in marketing the use of the NWDC web site to promote 'self service', not the least of which is to persuade members of the public that the information that is available on the web is accurate and comprehensive, and that paying for services over the web is a safe and secure option.

Following the success of the corporate stand at the North Wiltshire Festival, a new "Take-up" Project, managed through the ICE Programme Board, will be developed and implemented during 2007. This will link with the major national campaign, run by the DCLG which commenced in 2006 and promotes the use of local 'e-government'. As part of this campaign all local authorities have been provided with marketing material for local use.

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#### 4. How do we get to where we need to be?

The last five years has seen a significant change in the importance that technology plays in the service delivered by the council to its customers (citizens, members, partners, businesses and voluntary organisations). The ICT Services team has moved from the position of being seen as a **Support Service** to become much more **Strategically Focussed** and in a position to **support, enable and challenge** existing methods of service delivery.

At the same time there has been a **significant increase in the number and complexity of IT systems** that ICT is required to support.

During this period the overall team resource has not changed (the last restructure was in 1998), however, the team has risen to the challenge and **job roles and responsibilities have significantly changed** over that time.

For the team to be the **enabler and driver of change** as well as providing ongoing **support, development and integration of new and existing technologies** requires investment in the ICT Services team in terms of **additional staff and training** for which a budget bid has been made.

##### 4.1 High Level Actions for 2007-2010

A list of high level actions to deliver the requirements identified within this strategy are shown at Appendix 1. These actions have been developed as part of the 2007/10 budget and service planning process and a comprehensive three year action plan is being developed to support these changes.

##### 4.2 ICT related projects for 2007-08

The list of ICT related projects has been developed from a number of sources including existing ICE programme projects, new projects identified through the budget process, requirements from various business plans and ongoing/new infrastructure projects within ICT Services

Key ICT related projects for 2007-08 can be found at Appendix 2.

##### 4.3 Draft ICT Resource Plan for 2007-08

An initial ICT Resource plan for 2007/08 has been developed as part of the service planning process (see Appendix 3). Further work to refine this plan and development of individual work plans within ICT is currently in progress. This includes both project and "business as usual" resource requirements. It should be noted that the final plan, and its phasing, will depend on overall corporate priorities, availability of staff resource from other areas, the outcome of the unitary proposal by Wiltshire County Council, shared services and additional work required as a result of the restructure.

Projects for 07/08 will not commence until a full business case, showing both financial and staff resource requirements and expected efficiency gains, has been approved by the ICE Programme Board. Where insufficient resources are available projects will be prioritised using an agreed scoring framework which will be developed shortly.

In future years it is intended to include ICT resource planning at an earlier stage in the budget and service planning process. All ICT enabled projects will be considered

NWDC  
ICT Strategy

and scored by the ICE Programme Board taking into account business need, financial requirements, expected efficiency gains and staff resource requirements both within ICT and the relevant service area(s) before being prioritised for inclusion in the budget process.

Within this corporate framework it is intended Service Heads, with the assistance of ICT, produce an annual IT plan and update consistent with this strategy which:

- identifies all business critical systems that need to be maintained and developed
- builds time into staff work plans for new developments, upgrades and roll outs



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### 2.4.1 e-Government Technical Standards

#### The **e-Government Interoperability Framework (e-GIF)**

defines the technical policies and specifications governing information flows across government and the public sector. These cover interconnectivity, data integration, e-services access and content management.

#### The **Technical Standards Catalogue**

contains the e-GIF technical policies, tables of specifications, a glossary and abbreviations list.

#### The **e-Government Metadata Standard**

lists the elements and refinements that will be used by the public sector to create metadata for information resources. It also gives guidance on the purpose and use of each element.

#### The **e-Government Schema Guidelines for XML**

contains guidelines for developing XML Schemas for e-GIF compliant systems. These guidelines include mandatory requirements for XML Schema structure and content, as well as best practice recommendations for schema design.

#### The **Government Data Standards Catalogue**

sets out the rationale, approach and rules for setting and agreeing the set of Government Data Standards (GDS) to be used in the schemas and other interchange processes. It also contains the standards agreed to date. These standards are also recommended for data storage at the business level.

mandates the adoption of XML and the development of XML schemas as the cornerstone of the government interoperability and integration strategy. A key element in the development of XML schemas is an agreed set of data standards. The Government Data Standards Catalogue sets out the rationale, approach and rules for setting and agreeing the set of Government Data Standards (GDS) to be used in the schemas and other interchange processes. It also contains the standards agreed to date.

These standards are also recommended for data storage at the business level.

The e-GIF defines the minimum set of technical policies and specifications governing information flows across government and the public sector. They cover interconnectivity, data integration, information access and content management.

The Technical Standards Catalogue defines the minimum set of specifications that conform to the technical policies as defined in e-GIF.

The current specification for the e-GIF covers the areas of interconnectivity, data integration, content management metadata and e-services access. Each area comprises tables containing specifications and includes version numbers and notes. Government is, however, committed to ensuring that these technical policies and specifications are kept aligned to the changing requirements of the public sector and to the evolution of the market and technology.

The latest version of the e-GIF specification at:-  
<http://www.govtalk.gov.uk/schemasstandards/egif.asp>.

## 2.4.2 Local Government Category List esd-toolkit Controlled Lists

The esd-toolkit provides controlled lists suitable for populating metadata associated with national and local government resources. All lists are built on the same XML framework. Each is presented as an XML resource and presented in multiple other formats for both manual inspection and machine reading. Mappings between lists are also published. Each local government list is supported through the esd-toolkit.

There are two lists that we will use in delivering our strategy:

### The **Integrated Public Sector Vocabulary (IPSV)**

(IPSV) is an 'encoding scheme' for populating the e-Government Meta Data Standard (e-GMS) Subject element of metadata. It is fully compliant with ISO 2788 and BS 8723, the International and British Standards for monolingual thesauri. The vocabulary was developed with the backing of the Department for Communities and Local Government (DCLG) and the eGU (Cabinet Office e-Government Unit).

The purpose of the subject encoding schemes is to make it easier for citizens to find information from all the electronic resources in the UK public sector.

### The **Local Government Navigation List (LGNL)**

Represents the standard Local Authority Web site browse navigation structure. At its lowest level, it maps to services in the Local Government Service List (LGSL) to provide full navigation to all standard local authority services.

### The **Local Government Classification Scheme (LGCS)**

Is defined by the Records Management Society of Great Britain, Local Government Group, to provide a structure suitable for providing headings for a file plan used in a local authority's (manual or electronic) records management system

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This list, developed by the National Local Authorities Website (LAWs) Project defines the subject matter of local government and related community resources according to a common standard vocabulary. Thus providing a common index to items that each Local Authority may have a local variation name for.

The list is provided as a 'schema' for populating the 'subject.category' element of the Metadata for a data item.

It also offers 'lower level' terms to make it suitable for powering search engines and populating 'subject.refinement'.

Category terms are mapped to Government Category List terms and to Local Government Service List services.

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ICT Services and the e-Governance Board will ensure that, wherever possible, all systems in use at SDC are fully compliant with central government's Interoperability Framework (e-GIF), ISO 17799 and the current accessibility standards for web pages.

In Web pages, accessibility refers to the ability of a Web page to be viewed by everyone, especially people with disabilities who use various assistive technologies. Accessible Web pages take into account the special needs of visitors with auditory, visual, mobility, and cognitive impairments and give those users an equivalent browsing experience to that of non-disabled visitors

### **Application Systems Software SLA:**

ICT Services will look to source all application systems software from 3<sup>rd</sup> party suppliers using 'off the shelf' solutions. In doing this we will work with our users and partners to establish the most appropriate product, based on an analysis of business and ICT requirements and the principles of Best Value. The support and maintenance of all application software will normally be provided by the software supplier. ICT Services will assist where required. Any application systems software that is purchased must conform to the current requirements as defined within this ICT Strategy.

For applications which will be used on a corporate basis we will provide promotion and support through a dedicated ICT Business Analyst.

For major departmental systems we will encourage the relevant department to provide a business 'super user' to support the business users of the system.

We will support and develop any necessary 'feeder systems' between applications B.I.C. Systems.

We will develop and maintain the infrastructure necessary to support our web services delivery. Specific web delivery services will be based on MS SQL and '.net' technology.

The only applications systems database structure that we will support is MS SQL Server or Oracle

Any new application system must avoid duplicating functionality and/or data that already exists within existing application systems.

### **Hardware / Systems Software SLA:**

Intel based servers will be chosen on the principle of compatibility and Best Value. Currently the choice is Hewlett Packard.

Server operating systems will be based on current server versions of Microsoft software (currently Windows 2003)

Desktop hardware (PC's and Printers) will be chosen on the principle of compatibility and Best Value, with the objective of minimising the number of different hardware suppliers that we have to support. The choice will be based around a standard set of (manufacturer independent) machine specifications, which will be reviewed regularly. Currently the choice is Hewlett Packard.

Operating systems and office software (word processing, spreadsheets etc) will be based on versions of Microsoft software (currently Office 97, migrating to Office 2003/2007 over the next 3 years).

Email and groupware technology will be based on Lotus Notes

The use of 'Thin Client' computing technology over broadband lines will be deployed in preference to other, standard desk top solutions support of Home Workers. (Compaq)

Thin client software will be based on current versions of 'Netilla VPN'.

We will maintain a 'framework agreement' for the supply of hardware systems through the Hampshire run Central Buying Consortium or with preferred suppliers who will be appointed with regard to the Councils Standing Orders and the procedures set out in the appropriate Financial Regulations.

The Council will be moving away from the server attached storage model, towards the provision of a high capacity, secure 'Storage Area Network' to deal with demands for increased storage space. We will seek to reduce the number of servers in use as well as provide more robust "Disaster Recovery" facilities by implementing a "Server Virtualisation" plan.

### **Central Core Customer SLA's – Service Delivery:**

- ICT Services will provide a senior level Service Development Team to promote develop and lead the case for service transformation as well as organisational and cultural change across the Authority. A Service Support Team (see below) will underpin and support those changes.

ICT Services will provide and support (through the services of a corporate Business Analyst) a suitable corporate Electronic Records and Document Management system, together with appropriate, available, workflow capabilities.

ICT Services will provide and support (through the services of a corporate Business Analyst) a suitable corporate GIS system.

ICT Services will provide and support (through the services of a corporate Business Analyst) a suitable corporate Content Management system and the necessary application software to support web services delivery mechanisms. We will work closely with the Communications Group in the delivery of web based information on our Internet and Intranet sites.

ICT Services will provide an account management function for all our clients through the services of a Customer Support Officer who will also promote (with the support of the Service Development Team) the case for service transformation.

We will aim to provide an average xx.x% systems service availability to all our users, 24 x 7. (Service availability statistics will be published on the revised NWDC Intranet).

We will monitor the availability and use of the NWDC website to help us identify areas of the web site that we can improve, and to help us identify and solve any availability problems.

The performance indicators (availability and use statistics) will be published on the NWDC web site. This information will be updated on (or around) the 1<sup>st</sup> of every month.

We will provide a first line response to all incidents by the provision of a 'Service Desk' facility which will be available from 8 a.m. until 5.15 p.m. during normal working days Monday to Thursday and until 5.00 p.m. on Friday.

This can be accessed on telephone extension X4000, via the ICT Helpdesk button or via the 'ICT Service Desk' email address.

Clients will be given a reference number which relates to their call, which they can use to monitor the progress of their call. All calls will be logged into the ICT Service Desk system\*. Clients will be notified by email when their **call is closed. The closure mail will contain details of how the issue has been** resolved.

Help Desk calls will be allocated a priority rating of between 1 and 4, where 1 is the highest priority.

Level 1 calls (customer unable to do their job in a customer facing situation). We will endeavour to respond to such calls within 4 working hours.

Level 2 calls (customer unable to do their job in a non-customer facing situation). We will endeavour to respond to such calls within 8 working hours.

Level 3 calls (incidents not covered by 1 or 2 above). We will endeavour to respond to such calls within 24 working hours.

Non time critical work (such as project activities) will also be entered into the service desk system and will be allocated a priority of '4'

- We will undertake a regular monthly survey of random users to monitor our customers view of the service that we are providing. The ICT Services Customer Support Officer will follow up on any instances where our customers feel that they are not receiving the level of service they require and attempt to resolve any issues that might arise. (The survey results will be published on the revised NWDC Intranet).

ICT Services will drive the move towards the integration of corporate information systems into a common, centrally available, secure, managed browser based interface.

### **Central Core Customer SLA's – Hardware / Software:**

Each member of the office-based staff will have access to either a desktop or laptop PC running Microsoft Office software (which will include a minimum of Spreadsheet, Word Processing, Electronic Mail and Browser software)..

Email and calendar facilities will be provided by Lotus Notes

ICT Services will ensure that new starters are provided with relevant hardware and software on the day their employment commences providing that a minimum of 7 working days notice is provided. Failure to meet the notice may result in ICT Services being unable to deliver the service.

ICT Services will provide the appropriate hardware and software necessary to support members or officers in their working from home or their working remotely.

Each PC used by a directly employed NWDC member of staff will be capable of being linked to the Authority's data network.

Any connections from the NWDC LAN/WAN to an external network (such as the Internet) must be through the corporate network and its associated security hardware and software. It will be a disciplinary offence for any member of staff to connect any networked PC to an external network without the prior written agreement of the ICT Services Team Leader.

It is not permitted for any hardware device not provided by NWDC ICT Services to be attached to the NWDC network or attached to any device which is itself connected to the network.

ICT Services will not support any hardware or software which is not the property of the Council or for which a valid software licence is not held.

All printers (this includes multi functional devices which are capable of producing hard copy documents) will be connected to the network. Wherever possible printers will be sited at the most convenient point of use within the relevant Business Area.

ICT Services will provide and support the software necessary to provide security against any software virus.

All hardware and software **must** be purchased through ICT Services.

Apart from backup, recovery and continuity resources, all other core services will be located in the Server Room at Monkton Park.

There will be a planned programme of hardware replacement. This will be based around a 3 to 43-year rolling review for PC's and servers, and 5 years for monitors and printers. This will be based on age of equipment, business need and where equipment can no longer be viably repaired. ICT Services will continuously monitor the situation, and may implement a shorter or longer review as circumstances demand, or, for example, a move to 'Thin Client' based technology.

ICT Services will provide, support and maintain all disc storage facilities in use across the Council. Use of disc space will be subject to audit, and where stored items are identified that are clearly of a non-NWDC related nature, they may be deleted, without further reference. *An additional charge may be made where a service unit consistently exceeds the agreed amount of disc storage space that has been allocated to them.*



Use of disc space will be in accordance with best practice guidelines, for example, the use of hyperlinks in an e-mail to distribute a centrally stored document, rather than the attachment of a separate word file, multiple copies of which tend to be stored unnecessarily.

ICT Services provide the systems, but Service Units populate them with (accurate) data, which they are responsible for and own on behalf of the whole organisation.

The Intranet will continue to be the medium of first choice for distribution of information around the Authority.

We will maintain the Asset Register of all authorised hardware and software in use within NWDC.

### **Corporate Standard SLA's**

There are a number of Corporate SLA's that all users of NWDC systems have to abide by. These may be published by ICT Services, or may be contained within policies and procedures issued by Human Resources.

All officers and members should abide by the policies contained in the Information Management and Data Security standards 2006 document

Currently they cover unauthorised access to equipment and data, as follows:

Appropriate passwords must be used at all times, by all users of SDC systems. The recommended composition of these passwords may be varied from time to time by ICT Services, if necessary in conjunction with District/Internal Audit recommendations. Regular password changes will be initiated by the system; with the system locking out if passwords are not changed within the defined timescale.

They also cover the inappropriate use of the Internet and email. (These are currently available as part of the Acceptable Use policy).

ICT Services actively monitors that these standards are being followed and will notify Service Unit Heads, or Policy Directors if any serious breaches of these occur.

Project No.	Description	Priority	Budget	Start date	End date
2005 / 3	<i>Electronic Forms</i>	1		Apr 2005	Jun 2006
2005 / 7	Information Management	1		Jan 2005	Dec 2006
2005 / 17	Redevelopment of the Intranet (including Councillors 'extranet')	1		Feb 2005	Jul 2006
2005 / 20	Strategic development of the Internet	1		May 2005	Dec 2006
2006 / 1	<i>Business Continuity</i>	1		Dec 2005	Dec 2006
2006 / 2	<i>Disaster Recovery</i>	1	£90k (includes budget for business continuity project)	Dec 2005	Dec 2006
2006 / 5	Migration from OS 'Land Line' to OS 'Master Map'. Including G.I.S. Positional Accuracy Improvement Programme	1			Jan 2007
2006 / 7	SAN Upgrade	1			Jun 2006
2005 / 9	Citizen participation & response to forthcoming consultations & decisions on matters of public interest (e-consultation), including facility for citizens to sign up email and/or SMS text alerts on nominated topics.	2	£10k	Apr 2005	Jun 2006
2005 / 21	Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of	2	£100k	Apr 2005	Jan 2007

Project No.	Description	Priority	Budget	Start date	End date
	the Freedom of Information (FOI) and Data Protection legislation.				
2005 / 25	On line availability of information relating to refuse rounds and collection dates.	2		Jun 2005	Jan 2007
2006 / 9	Identify and implement opportunities to reduce the number of legacy systems holding separate customer information and customer data.	2		Jan 2006	Apr 2007
2006 / 10	Internet Services	2			
2006 / 11	National e-Service ICT Delivery Standards	2		May 2006	Apr 2007
2005 / 29	Online facilities to be available to allow all email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response	3		Jul 2005	Dec 2006
2005 / 30	Security Standards	3		Sep 2005	Mar 2007
2005 / 61	Move to NLIS Level 3	3		Jun 2006	Jan 2007
2006 / 15	Client authentication using the common authentication facilities provided by the Government Gateway.	3			
2006 / 18	National "e-Benefits" project	3	£5k	Feb 2006	Jul 2006
2006 / 20	On line licensing - ability to comment on line	3		Sep 2006	Apr 2007
2006 / 25	SDC Web Site Search Engine	3	£5k	Feb 2006	Aug 2006
2005 / 13	Integration of customer relationship management systems with back office activity through the use of enabling technology such as Workflow to create	4	£5k	Jul 2005	Nov 2006

Project No.	Description	Priority	Budget	Start date	End date
	complete automation of business process management.				
2005 / 31	On line requests for licensing services	4	£10k	Jan 2005	Sep 2006
2005 / 32	Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes	4	£25k	Jun 2006	Mar 2007
2005 / 37	Online facilities to be available to allow public reporting / applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	4	£10k	Jul 2005	Dec 2006
2005 / 57	Additional developments requirements to on line Planning System (over & above ODPM requirements)	4		Jun 2006	Apr 2007
2006 / 26	Develop ICT Strategy for Social Inclusion	4		Sep 2006	Apr 2007
2006 / 28	Publish Performance Management Data on the Internet / Intranet	4		Mar 2006	
2006 / 29	SDC Tourism Web Site	4		Jun 2006	Sep 2006
2006 / 30	Secure Extranet	4		Mar 2006	Jun 2006
2006 / 31	Self management of training, personnel & pay records	4			
2005 / 51	Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that	5		Jun 2005	Apr 2007

Project No.	Description	Priority	Budget	Start date	End date
	can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).				
2005 / 53	24 x 7 reporting, recording & tracking of anti-social behaviour.	5		Jul 2005	Jan 2007
2005 / 54	GIS access to 'contacts' details (e.g. Highways Officer / Police Officer / School Head Teacher / Housing Officer)	5		Jun 2006	Apr 2007
2006 / 34	Investigate use of 'Instant Messaging'	5		Sep 2006	Dec 2006
2006 / 35	Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phones)	5			

Dates, priorities etc. correct as at 21 June 2005

Project number	Description	Priority	ODP M reference	Budget	Start date	End date
2	ICT Support and documented policy for home/remote working (teleworking) for council members and staff.	1	R21		Feb-05	Dec-05
3	Electronic Forms	1				
4	One stop direct access & deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List.	1	R03		Apr-05	Jun-05
5	Implementation of a content management system (CMS) to facilitate devolved web content creation and website management	1	R24		Jan-05	Aug-05
6	Online facilities to be available to allow systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, I.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined up and automated service delivery.	1	R27		Jan-05	Dec-05
7	Information Management	1			Jan-05	Dec-06
8	Business Process Re-engineering	1			Jan-05	Dec-06
14	Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility.	1	G20		Jan-05	Dec-05
15	Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS)	1	G21		Jan-05	Aug-05
16	BACS over IP	1		£7k	Jan-05	Aug-05

<b>Project number</b>	<b>Description</b>	<b>Priority</b>	<b>ODP M reference</b>	<b>Budget</b>	<b>Start date</b>	<b>End date</b>
17	Redevelopment of the Intranet	1			Feb-05	Mar-06
18	Disaster Recovery	1			Jan-05	Mar-06
19	Business Continuity	1			Jan-05	Mar-06
20	Strategic development of the Internet	1			May-05	Dec-05
9	Citizen participation & response to forthcoming consultations & decisions on matters of public interest (e-consultation), including facility for citizens to sign up email and/or SMS text alerts on nominated topics.	2	G03	£10k	Apr-05	Mar-06
10	Online facilities to be available to allow public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones, traffic calming schemes), including publication of consultation survey results	2	R15	£5k	County Project	
21	Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of the Freedom of Information (FOI) and Data Protection legislation.	2	G19	£100k	Apr-05	Aug-05
22	Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	2	R23		June-05	Mar-06
23	Online facilities to be available to allow appropriate e-procurement solutions in place, including as a minimum, paperless ordering, invoicing and payment.	2	R09		Jan-05	Dec-05
24	New Office Project	2			Jan-	Dec-

<b>Project number</b>	<b>Description</b>	<b>Priority</b>	<b>ODP M reference</b>	<b>Budget</b>	<b>Start date</b>	<b>End date</b>
					<b>05</b>	<b>06</b>
<b>25</b>	<b>On line availability of information relating to refuse rounds and collection dates.</b>	<b>2</b>	<b>BVPI 157</b>		<b>June-05</b>	<b>Sep-05</b>
<b>11</b>	<b>Public access to corporate GIS for map based data presentation of property related information.</b>	<b>3</b>	<b>G05</b>		<b>Apr-05</b>	<b>Jun-06</b>
<b>12</b>	<b>Client authentication using the common authentication facilities provided by the Government Gateway.</b>	<b>3</b>		<b>£35k</b>	<b>Apr-05</b>	<b>Apr-06</b>
<b>26</b>	<b>Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</b>	<b>3</b>	<b>G25</b>		<b>Jun-05</b>	<b>Mar-06</b>
<b>27</b>	<b>Use of technology to integrate planning regulation and licensing functions (including entertainment licensing and liquor licensing) in order to improve policy and decision making processes around the prevention of anti social behaviour</b>	<b>3</b>	<b>G07</b>		<b>Jul-05</b>	<b>Mar-06</b>
<b>28</b>	<b>On line facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing and Council Tax Benefit and to download and print relevant claim forms</b>	<b>3</b>	<b>R17</b>	<b>£15k</b>	<b>Mar-05</b>	<b>Dec-05</b>
<b>29</b>	<b>Online facilities to be available to allow all email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response</b>	<b>3</b>	<b>R28</b>		<b>Jul-05</b>	<b>Dec-05</b>
<b>30</b>	<b>Security Standards</b>	<b>3</b>			<b>Sep-05</b>	<b>Mar-06</b>
<b>13</b>	<b>Integration of customer relationship management</b>	<b>4</b>	<b>G24</b>	<b>£5k</b>	<b>Jul-05</b>	<b>Mar-06</b>



<b>Project number</b>	<b>Description</b>	<b>Priority</b>	<b>ODP M reference</b>	<b>Budget</b>	<b>Start date</b>	<b>End date</b>
	systems with back office activity through the use of enabling technology such as Workflow to create complete automation of business process management.					
<b>31</b>	<b>On line requests for licensing services</b>	<b>4</b>	<b>BVPI 157</b>	<b>£10k</b>	<b>Jan-05</b>	<b>Mar-06</b>
<b>32</b>	<b>Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes</b>	<b>4</b>	<b>G15</b>	<b>£25k</b>	<b>Jun-05</b>	<b>Mar-06</b>
<b>33</b>	<b>Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.</b>	<b>4</b>	<b>R11</b>	<b>£100k</b>	<b>Mar-05</b>	<b>Sep-05</b>
<b>34</b>	<b>Online facilities to be available to allow booking of sports and leisure facilities including both direct and contracted out operations</b>	<b>4</b>	<b>R13</b>	<b>£10k</b>	<b>Apr-05</b>	<b>Sep-05</b>
<b>35</b>	<b>E-enabled "one stop" resolution of Housing &amp; Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.</b>	<b>4</b>	<b>R16</b>		<b>Jun-05</b>	<b>Sep-05</b>
<b>36</b>	<b>Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.</b>	<b>4</b>	<b>R04</b>			
<b>37</b>	<b>Online facilities to be available to allow public reporting / applications, procurement and tracking of environmental services, includes waste management and street scene</b>	<b>4</b>	<b>R07</b>	<b>£10k</b>	<b>Jul-05</b>	<b>Dec-06</b>

<b>Project number</b>	<b>Description</b>	<b>Priority</b>	<b>ODP M reference</b>	<b>Budget</b>	<b>Start date</b>	<b>End date</b>
	(e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).					
<b>38</b>	<b>Online facilities to be available to allow receipt and processing of planning and building control applications.</b>	<b>4</b>	<b>R08</b>	<b>£30k</b>	<b>Apr-05</b>	<b>Dec-05</b>
<b>39</b>	<b>View secure rent account and other payment details on line 24 x 7</b>	<b>4</b>			<b>On hold</b>	
<b>40</b>	<b>On line application for housing services (transfer, waiting list, mutual exchanges, right to buy) with application tracking.</b>	<b>4</b>			<b>On hold</b>	
<b>41</b>	<b>On line viewing of potential choice based lettings.</b>	<b>4</b>			<b>On hold</b>	
<b>42</b>	<b>Bulky Household Waste Collection</b>	<b>4</b>			<b>Apr-05</b>	<b>Sep-05</b>
<b>43</b>	<b>AUDDIS, the Automated Direct Debit Instruction Service, allows Direct Debit. Instructions (DDIs) to be electronically transferred between Originators and paying banks.</b>	<b>4</b>		<b>£10k</b>	<b>Sep-05</b>	<b>Jan-06</b>
<b>44</b>	<b>Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phones)</b>	<b>5</b>	<b>E08</b>	<b>?</b>	<b>Waiting on National Project</b>	
<b>45</b>	<b>Registration for Council Tax and Business Rates e-billing for Direct Debit payers</b>	<b>5</b>	<b>G11</b>	<b>£10k</b>	<b>Mar-05</b>	<b>Aug-05</b>
<b>46</b>	<b>Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels e.g. web, telephone, face to face based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.</b>	<b>5</b>	<b>G12</b>	<b>£3k</b>	<b>Apr-05</b>	<b>Mar-06</b>
<b>47</b>	<b>GIS based presentation of information on road works in the</b>	<b>5</b>	<b>G14</b>		<b>County</b>	

<b>Project number</b>	<b>Description</b>	<b>Priority</b>	<b>ODP M reference</b>	<b>Budget</b>	<b>Start date</b>	<b>End date</b>
	local area, including contact details and updated daily.					
48	Systems to support joined-up working on children at risk across multiple agencies.	5	G16		County	
49	Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	5	G17		County	
50	Establishment of multimedia resources to local policy priorities accessible via public web site (e.g. video & audio files)	5	G04	£5k	Jul-05	Sep-05
51	Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	5	G08		Jun-05	Dec-05
52	Report and track Housing repairs on line	6			Jun-07	
53	24 x 7 reporting, recording & tracking of anti-social behaviour.	6			Jun-07	
54	GIS access to 'contacts' details (e.g. Highways Officer / Police Officer / School Head Teacher / Housing Officer)	6			Jun-07	
55	Housing 'Chat Room' or discussion forum (e.g. tenants panel)	6			Jun-07	
56	Self assessment diagnostic advice - e.g. 'Am I entitled to council housing'	6			Jun-07	
57	Additional developments requirements to on line Planning System (over & above ODMP requirements)	6			Jun-07	
58	Wilts wide processing of parking infringements ?	6			Jun-07	
59	On line applications for employment at SDC	6			Jun-07	

<b>Project number</b>	<b>Description</b>	<b>Priority</b>	<b>ODP M reference</b>	<b>Budget</b>	<b>Start date</b>	<b>End date</b>
<b>60</b>	<b>Install Shorrocks 'Lifeline'</b>	<b>6</b>			<b>Jun-07</b>	
<b>61</b>	<b>Move to NLIS Level 3</b>	<b>6</b>			<b>Jun-07</b>	
<b>62</b>	<b>Self management of training, personnel &amp; pay records.</b>	<b>6</b>			<b>Jun-07</b>	
<b>63</b>	<b>Salisbury TIC - facilities to sell goods &amp; services on-line.</b>	<b>6</b>			<b>Jun-07</b>	
<b>64</b>	<b>Tourist accommodation - online (live) booking of accommodation.</b>	<b>6</b>			<b>Jun-07</b>	
<b>65</b>	<b>FOI - Publish all resolved FOI requests on the website</b>	<b>6</b>			<b>Jun-07</b>	
<b>66</b>	<b>Ability to join Salisbury Tourism Partnership and pay membership fees on line.</b>	<b>6</b>			<b>Jun-07</b>	
<b>67</b>	<b>Intelligent Transport System (ITS) Integration - Supply of information via the Internet.</b>	<b>6</b>			<b>Jun-07</b>	

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## **5.2    Terms of reference and membership of ICT Programme**

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Board:

**Lead delivery of e-Government/ICT theme of Improving Customer Services political priority.**

**Champion the use of ICT to improve business efficiencies and customer choice of access channel.**

**Direct and recommend to Cabinet the council's ICT, Information Management and e-Government Strategies and Project Plan.**

**Approve and prioritise all ICT related projects across the council ensuring that a corporate integrated approach to ICT systems is maintained.**

**Maintain the ICT Project Plan and monitor progress against key deliverables and objectives.**

**Identify opportunities for partnership working on ICT related projects.**

**Approve SDC's involvement in all ICT related partnership projects.**

**Allocate and authorise spending on ICT projects and monitor efficiencies in line with the Procurement Strategy/Gershon Review.**

**Monitor usage and take-up of e-Govt channels and recommend campaigns to the MED&T Unit as necessary.**

### **Membership / Roles**

#### **Cllr**

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<b>John Collier Cllr John Collier – Deputy Leader</b>		
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<b>Gill Offord – Lead Member for Customer Focus and e-Govt Member Champion</b>		
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<b>– Strategic Manager for Customer Services</b>		
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**and e-Govt Officer Champion (Chair)**

**Pete Barnett – ICT Services Team Leader and t-Government Programme Manager**

**Delwyn Burbidge – Chief Executive**

**Sue Pangbourne – Strategic Manager for Corporate Services**

**Alun Davies – Strategic Manager for Planning Services**

**Laurie Bell – Strategic Manager for Community and Environment**

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**Cllr Jeremy Nettle**

**Cllr Fred Westmoreland**

**Labour Group representative**

**Liberal Democrat representative**

**Independent representative**

**Les Wright – Head of ICT Services**

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**David Lovelock – ICT e-Government and Strategy Officer**

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**Business Support Manager**

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**Tom James – e-Government Business Analyst**

**Helen Frances**

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**Jackie Tavener – Customer Contact Team Leader**

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**Head of Customer Services**

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**Paul Hawley – Chief Accountant**

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## **Head of Financial Services**

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## **Elaine Orchard -**

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### **- Office Manager, Environmental Services**

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### **Human Resource Team Leader**

## **Irene Docherty**

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## **David Milton – Area Planning Officer**

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### **- ICT Training and Development Officer**

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## **Head of Development Services**

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## **Julie Matthews – Organisational Development and Training Officer**

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### **Johannesen – Corporate Communications Manage**

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### **- Press and Media Officer**

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## **Frequency of Meetings:**

### **Alternate months**

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### **Service Level Agreements**

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#### 5.4.1 Application Systems Software SLA:

**ICT Services will look to source all application systems software from 3<sup>rd</sup> party suppliers using ‘off the shelf’ solutions. In doing this we will work with our users and partners to establish the most appropriate product, based on an analysis of business and ICT requirements and the principles of Best Value. The support and maintenance of all application software will normally be provided by the software supplier. ICT Services will assist where required.**

**Any application systems software that is purchased must conform to the current requirements as defined within this ICT Strategy.**

**For applications which will be used on a corporate basis we will provide promotion and support through a dedicated ICT Business Analyst.**

**For major departmental systems we will encourage the relevant department to provide a business ‘super user’ to support the users of the system.**

**We will support and develop any necessary ‘feeder systems’ between applications.**

**We will develop and maintain the infrastructure necessary to support our web services delivery. Specific web delivery services will be based on MS SQL and ‘.net’ technology.**

**The only applications systems database structure that we will support is MS SQL Server or Oracle**

**Any new application system must avoid duplicating functionality and/or data that already exists within existing application systems.**

#### 5.4.2 Hardware / Systems Software SLA:

**Intel based servers will be chosen on the principle of compatibility and Best Value. Currently the choice is Hewlett Packard.**

**Server operating systems will be based on current server versions of Microsoft software (currently Windows 2003)**

**Desktop hardware (PC’s and Printers) will be chosen on the principal of compatibility and Best Value, with the objective of minimising the number of different hardware suppliers that we have to support. The choice will be based around a standard set of (manufacturer independent) machine specifications, which will be reviewed regularly. Currently the choice is Hewlett Packard.**

**Operating systems and office software (word processing, spreadsheets etc) will be based on versions of Microsoft software (currently Office 97, migrating to Office 2003/2007 over the next 3 years).**

**Email and groupware technology will be based on Lotus Notes**

**The use of ‘Thin Client’ computing technology over broadband lines will be deployed in support of Home Workers.**

**Thin client software will be based on current versions of ‘Netilla VPN’.**

**We will maintain a ‘framework agreement’ for the supply of hardware systems through the Hampshire run Central Buying Consortium or with preferred suppliers who will be appointed with regard to the Councils Standing Orders and the procedures set out in the appropriate Financial Regulations.**

**The Council will move away from the server attached storage model, towards the provision of a high capacity, secure ‘Storage Area Network’ to deal with demands for increased storage space. We will seek to reduce the number of servers in use, reduce power requirements and provide more robust “Disaster Recovery” facilities by implementing a “Server Virtualisation” plan.**

#### **5.4.3 Central Core Customer SLA’s – Service Delivery:**

- ICT Services will provide a senior level Service Development Team to develop and lead the case for service transformation as well as organisational and cultural change across the Authority.**

**A Service Support Team (see below) will underpin and support those changes.**

**ICT Services will provide and support (through the services of a corporate Business Analyst) a suitable corporate Electronic Records and Document Management system, together with appropriate, available, workflow capabilities.**

**ICT Services will provide and support (through the services of a corporate Business Analyst) a suitable corporate GIS system.**

**ICT Services will provide and support (through the services of a corporate Business Analyst) a suitable corporate Content Management system and the necessary application software to support web services delivery mechanisms. We will work closely with the Communications Group in the delivery of web based information on our Internet and Intranet sites.**

**ICT Services will provide an account management function for all our clients through the services of a Customer Support Officer who will also promote (with the support of the Service Development Team) the case for service transformation.**

**We will aim to provide an average xx.x% systems service availability to all our users, 24 x 7. (Service availability statistics will be published on the revised NWDC Intranet).**

**We will monitor the availability and use of the NWDC website to help us identify areas of the web site that we can improve, and to help us identify and solve any availability problems.**

**The performance indicators (availability and use statistics) will be published on the NWDC web site. This information will be updated on (or around) the 1<sup>st</sup> of every month.**

**We will provide a first line response to all incidents by the provision of a ‘Service Desk’ facility which will be available from 8 a.m. until 5.15 p.m. during normal working days Monday to Thursday and until 5.00 p.m. on Friday.**

**This can be accessed on telephone extension X4000, via the ICT Helpdesk button or via the ‘ICT Service Desk’ email address.**

**Clients will be given a reference number which relates to their call, which they can use to monitor the progress of their call. All calls will be logged into the ICT Service Desk system\*. Clients will be notified by email when their call is closed. The closure mail will contain details of how the issue has been resolved.**

**Help Desk calls will be allocated a priority rating of between 1 and 4, where 1 is the highest priority.**

**Level 1 calls (customer unable to do their job in a customer facing situation). We will endeavour to respond to such calls within 4 working hours.**

**Level 2 calls (customer unable to do their job in a non-customer facing situation). We will endeavour to respond to such calls within 8 working hours.**

**Level 3 calls (incidents not covered by 1 or 2 above). We will endeavour to respond to such calls within 24 working hours.**

**Non time critical work (such as project activities) will also be entered into the service desk system and will be allocated a priority of ‘4’**

- We will undertake a regular monthly survey of random users to monitor our customers view of the service that we are providing. The ICT Services Customer Support Officer will follow up on any instances where our customers feel that they are not receiving the level of service they require and attempt to resolve any issues that might arise. (The survey results will be published on the revised NWDC Intranet).**

**ICT Services will drive the move towards the integration of corporate information systems into a common, centrally available, secure, managed browser based interface.**

**5.4.4 Central Core Customer SLA’s – Hardware / Software:**

**Each member of the office-based staff will have access to either a desktop or laptop PC running Microsoft Office software (which will include a minimum of Spreadsheet, Word Processing and Browser software)..**

**Email and calendar facilities will be provided by Lotus Notes**

**ICT Services will ensure that new starters are provided with relevant hardware and software on the day their employment commences providing that a minimum of 7 working days notice is provided. Failure to meet the notice may result in ICT Services being unable to deliver the service.**

**ICT Services will provide the appropriate hardware and software necessary to support members or officers in their working from home or their working remotely.**

**Each PC used by a directly employed NWDC member of staff will be capable of being linked to the Authority's data network.**

**Any connections from the NWDC LAN/WAN to an external network (such as the Internet) must be through the corporate network and its associated security hardware and software. It will be a disciplinary offence for any member of staff to connect any networked PC to an external network without the prior written agreement of the ICT Services Team Leader.**

**It is not permitted for any hardware device not provided by NWDC ICT Services to be attached to the NWDC network or attached to any device which is itself connected to the network unless prior written agreement has been obtained from the ICT Services Team Leader**

**ICT Services will not support any hardware or software which is not the property of the Council or for which a valid software licence is not held.**

**All printers (this includes multi functional devices which are capable of producing hard copy documents) will be connected to the network. Wherever possible printers will be sited at the most convenient point of use within the relevant Business Area.**

**ICT Services will provide and support the software necessary to provide security against any software virus.**

**All hardware and software must be purchased through ICT Services.**

**Apart from backup, recovery and continuity resources, all other core services will be located in the Server Room at Monkton Park.**

**There will be a planned programme of hardware replacement. This will be based around a 3 to 4-year rolling review for PC's and servers, and 5 years for monitors and printers. This will be based on age of equipment, business need and where equipment can no longer be viably repaired. ICT Services will continuously monitor the situation, and may implement a shorter or longer**

review as circumstances demand, or, for example, a move to 'Thin Client' based technology.

ICT Services will provide, support and maintain all disc storage facilities in use across the Council. Use of disc space will be subject to audit, and where stored items are identified that are clearly of a non-NWDC related nature, they may be deleted, without further reference. *An additional charge may be made where a service unit consistently exceeds the agreed amount of disc storage space that has been allocated to them.*

Use of disc space will be in accordance with best practice guidelines, for example, the use of hyperlinks in an e-mail to distribute a centrally stored document, rather than the attachment of a separate word file, multiple copies of which tend to be stored unnecessarily.

ICT Services provide the systems, but Service Areas populate them with (accurate) data, which they are responsible for and own on behalf of the whole organisation.

The Bulletin Board and email will continue to be the medium of first choice for distribution of information around the Authority. This will be enhanced by the introduction of a new web based corporate intranet during 2007.

We will maintain the Asset Register of all authorised hardware and software in use within NWDC.

#### 5.4.5 Corporate Standard SLA's

There are a number of Corporate SLA's that all users of NWDC systems have to abide by. These may be published by ICT Services, or may be contained within policies and procedures issued by Human Resources.

All officers and members should abide by the policies contained in the Information Management and Data Security standards 2006 document

Currently they cover unauthorised access to equipment and data, as follows:

Appropriate passwords must be used at all times, by all users of NWDC systems. The recommended composition of these passwords may be varied from time to time by ICT Services, if necessary in conjunction with Internal Audit recommendations. Regular password changes will be initiated by the system; with the system locking out if passwords are not changed within the defined timescale.

They also cover the inappropriate use of the Internet and email. (These are currently available as part of the Acceptable Use policy).

ICT Services actively monitors that these standards are being followed and will notify Internal Audit and Human Resources if any serious breaches of these occur.

## 5.3 ICT Strategy Risk Analysis

Risk	Likelihood	Impact	Category	Response	Action
Being over ambitious	High	High	Operational Capability	Treat	e-Governance Board to monitor success of the programme. ICTS BS Service Development Team to identify & recommend realistic alternatives as necessary.
Changing / competing demands on resources	High	Medium	Operational Capability	Treat	Resources to be directed by e-Governance Board
Poor project management	Medium	Medium	Reputation	Treat	Project Boards(s) to monitor closely performance of Project Manager(s)
Reliance on external software suppliers	Medium	Medium	Operational Capability	Tolerate	Ensure suppliers are selected on the basis of their market reputation. Maintain good working relationships with suppliers.
Poor business planning	Medium	High	Political	Treat	Business Service Development Team to plan development based on priorities allocated by e-Governance Board.
Technical (web) skills shortage	High	High	Operational Capability	Treat	Employ additional (temporary) web skills.
Server room remaining at Bourne Hill during office decant due to building works.	High	High	Operational Capability	Treat	Additional funding in place to secure room at Bourne Hill (as far as practicable). ITS Business Continuity & Disaster Recovery plans are in place. A secure recovery area has now been established at the Depot.
Lack of	LowMedium	High	Political	Tolerate	Buy in to be

<b>management buy in</b>	<b>m</b>		<b>/Reputational</b>		<b>cascaded from e-Champions.</b>
<b>Lack of adequate software / hardware funding</b>	<b>High</b>	<b>High</b>	<b>Financial</b>	<b>Treat</b>	<b>Ensure adequate funding is available / prioritise available funding.</b>
<b>Lack of adequate resource funding</b>	<b>High</b>	<b>High</b>	<b>Financial</b>	<b>Treat</b>	<b>Ensure adequate funding is available / prioritise available funding</b>
<b>Lack of communication with Service Units</b>	<b>Medium</b>	<b>High</b>	<b>Impact on People</b>	<b>Treat</b>	<b>ICT Account Managers to monitor &amp; ensure Service Units are fully involved in process.</b>
<b>Cultural Change impeded</b>	<b>High</b>	<b>High</b>	<b>Impact on People</b>	<b>Treat</b>	<b>ICT Account Managers to monitor. Instances to be managed through the ITS Management Team / Director</b>
<b>Insufficient team working with MEDT on Internet / Intranet</b>	<b>MediumLow</b>	<b>High</b>	<b>Reputation</b>	<b>Treat</b>	<b>e-Government Business Analyst to monitor / assist with effective team working</b>

#### 5.4 Current applications portfolio

<b>APPLICATION SYSTEM</b>	<b>DESCRIPTION</b>
<b>Lotus Notes (In-House)</b>	<b>ICT Incident Management and Reporting Tool</b>
<b>Northgate/SX3</b>	<b>Council Tax, NNDR, Housing Benefits, Verification Framework</b>
<b>Plantech</b>	<b>Land Charges</b>
<b>Plantech</b>	<b>Planning Applications</b>
<b>Plantech</b>	<b>Building Control</b>
<b>Cartology DSI (Innogistic)</b>	<b>Digital Mapping</b>
<b>Cartology.net (Innogistic)</b>	<b>Web Based Digital Mapping</b>
<b>Forte (Cyberscience)</b>	<b>Financial Management and Electronic Purchasing</b>
<b>Spectrum</b>	<b>Income Management</b>
<b>Fiscal (in-house)</b>	<b>Income Allocation and Distribution</b>
<b>Pyramid</b>	<b>HR / Personnel</b>
<b>Outsourced</b>	<b>Payroll</b>
<b>Lagan Frontline</b>	<b>Customer Relationship Management</b>
<b>Lagan Singularity BPM</b>	<b>Workflow</b>
<b>3com NBX/Braxtel.</b>	<b>Telephone Call Management &amp; Distribution, Call Centre</b>
<b>PickwickNorthgate/Pickwick</b>	<b>Electoral Registration</b>
<b>Obtree</b>	<b>Content Management (Internet / Intranet)</b>
<b>Northgate/MVM</b>	<b>Environmental Health Properties / Monitoring / Terrier</b>
<b>Lotus Notes</b>	<b>Room Booking</b>



<b>Chipside</b>	<b>Car Parking / Excess Charges Ticket Administration</b>
<b>BACS (Barron McCann)</b>	<b>Electronic Submission of Direct Debits / Credits</b>
<b>GIRO Processing (Alliance and Leicester)</b>	<b>Electronic processing of Giro payments</b>
<b>Comino</b>	<b>Document Management</b>
<b>Shopmobility *</b>	<b>Recording and Monitoring use of Disabled Chairs and Buggies</b>
<b>Refuse Collection and Tipping *</b>	<b>Recording and Monitoring Bulk Tipping</b>
<b>Fleet Management *</b>	<b>Vehicle Recording System (Accidents, Servicing, MOT, Tax, etc)</b>
<b>Petty Cash Requests *</b>	<b>Recording and Monitoring Petty cash Requests and Receipts</b>
<b>Sickness / Holidays and Emergency Call Out Records *</b>	
<b>Street Cleaning *</b>	
<b>Budget Tracking *</b>	
<b>Sickness and Holidays *</b>	
<b>Allotments *</b>	
<b>Stray Dog Records *</b>	
<b>Abandoned Vehicle records *</b>	
<b>Planning Observations *</b>	
<b>Commercial Waste Disposal *</b>	
<b>Mail In *</b>	
<b>Property Service Assets *</b>	
<b>Fitness Assessments *</b>	
<b>Daily Sports Bookings *</b>	
<b>EPOS Reconciliation *</b>	
<b>Members Details *</b>	
<b>SWAG *</b>	<b>South Wilts Areapplication Grants</b>
<b>Services Contract Monitoring *</b>	
<b>Stock Control and Monitoring *</b>	
<b>Names and Addresses *</b>	
<b>Aids and Adaptations *</b>	
<b>Housing Repairs Work Performance *</b>	
<b>Training Records *</b>	
<b>Parks Enquiries and Call Logging *</b>	
<b>Bankruptcy Records *</b>	<b>Control and Issue of Bankruptcy procedures</b>
<b>Wise Cards *</b>	<b>Issue and Control of Discount Cards for  Community Initiatives</b>
<b>Time Management</b>	<b>Recoding and Controlling Audit Time to Tasks</b>
<b>Market Traders *</b>	<b>Market Trader Details and Prices</b>
<b>Planning Applications Financial</b>	

<b>Information *</b>	
<b>Fraud Investigations *</b>	
<b>Village Statistics *</b>	
<b>Community Incidents *</b>	
<b>Hexagon (HSBC Banking Software)</b>	
<b>'Lifeline' System (Shorrocks)</b>	

**\* Indicates an MS Access Database**

**\*\* Indicates currently out to tender**

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## 5.5 Standards

### 5.5.1 e-Government Technical Standards

**The e-Government Interoperability Framework (e-GIF) defines the technical policies and specifications governing information flows across government and the public sector. These cover interconnectivity, data integration, e-services access and content management.**

**The Technical Standards Catalogue contains the e-GIF technical policies, tables of specifications, a glossary and abbreviations list.**

**The e-Government Metadata Standard lists the elements and refinements that will be used by the public sector to create metadata for information resources. It also gives guidance on the purpose and use of each element.**

**The e-Government Schema Guidelines for XML contains guidelines for developing XML Schemas for e-GIF compliant systems. These guidelines include mandatory requirements for XML Schema structure and content, as well as best practice recommendations for schema design.**

**The Government Data Standards Catalogue sets out the rationale, approach and rules for setting and agreeing the set of Government Data Standards (GDS) to be used in the schemas and other interchange processes. It also contains the standards agreed to date. These standards are also recommended for data storage at the business level.**

### 5.5.2 esd-toolkit Controlled Lists

**The esd-toolkit provides controlled lists suitable for populating metadata associated with national and local government resources. All lists are built on the same XML framework. Each is presented as an XML resource and presented in multiple other formats for both manual inspection and machine reading. Mappings between lists are also published. Each local government list is supported through the esd-toolkit.**

**There are three lists that we will use in delivering our strategy:**

**The Integrated Public Sector Vocabulary (IPSV)**

**(IPSV) is an 'encoding scheme' for populating the e-Government Meta Data Standard (e-GMS) Subject element of metadata. It is fully compliant with ISO 2788 and BS 8723, the International and British Standards for monolingual thesauri. The vocabulary was developed with the backing of the Department for Communities and Local Government (DCLG) and the eGU (Cabinet Office e-Government Unit).**

**The purpose of the subject encoding schemes is to make it easier for citizens to find information from all the electronic resources in the UK public sector.**

**The Local Government Navigation List (LGNL)**

**Represents the standard Local Authority Web site browse navigation structure. At its lowest level, it maps to services in the Local Government Service List (LGS) to provide full navigation to all standard local authority services.**

**The Local Government Classification Scheme (LGCS)**

**Is defined by the Records Management Society of Great Britain, Local Government Group, to provide a structure suitable for providing headings for a file plan used in a local authority's (manual or electronic) records management system**

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## 5.5 Glossary of Terms

**A-Z** - **A directory of all our (and eventually County) services, presented in an index format on our web site.**

**Authentication** - **Verification (using secure certificates or other means) to ensure that a person trying to access confidential information (usually via the Internet) is authorised to do so.**

**BACS** - **Bankers Automated Clearing Services. A central clearing house for processing direct debits and other electronic financial transactions on behalf of the clearing banks.**

**BPR** - **Business Process Re- engineering. The process of reviewing and redesigning business processes for greater efficiency.**

**BVPI 157** - **Best Performance Value Indicator 157. The governments measure of how many of our services have been made available electronically.**

**CMS** - **Content Management System. An electronic storage and management system used primarily for storing and manipulating (internet) web pages and web content.**

**CRM** - **Customer Relationship Management System. An electronic storage and management system for recording and progressing customer interactions with SDC**

**DCLG** - **Department for Communities and Local Government**

**Decision Support** - **Something, in this case a software system, that assists**  
**With the making of a business decision.**

**DMS** - **Document Management System. See EDRM**

**DMZ** - **De Militarised Zone. A separate secure network which holds data for presentation to the Internet and which prevents unauthorised access to data held on our internal network.**

**ECDL** - **European Computer Driving Licence. The European Computer Driving Licence (ECDL) is the world's largest vendor-neutral end-user computer skills certification and is internationally recognised as the global benchmark in this area.**

**EDRM** - **Electronic Document and Records Management.** An electronic storage and management system for holding any form of electronic image.

**e-Forms for** - **Electronic Forms.** Electronic versions of paper forms for use on the Internet.

**e-GIF** - **e-Government Interoperability Framework.** The technical policies and specifications governing information flows across government and the public sector.

**Enterprise Resource Planning** - **The planning and integration of all facets of a business from planning to marketing.**

**G.I.S** - **Graphical Information System.** A means of holding and presenting information in a 'map' based format, rather than the usual text format.

**GPS** - **Global Positioning System.** A means of using satellite technology to pin point the location of an item or individual enabling this to be displayed on a map.

**ICT** - **Information Communication and Technology.**

**IDeA** - **Improvement and Development Agency.**

**IEG**

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- **Implementing Electronic Government Statement.**  
**An annual return that we have to make to the**

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**Department for Communities and Local Government detailing our plans and progress on implementing electronic government.**

**ICT Services - Information and Communication Technology Services**

**ITIL - IT Infrastructure Library. ITIL is the most widely accepted approach to IT Service Management in the world. ITIL provides a cohesive set of best practice drawn from the public and private sectors. The best practices promoted in ITIL support and are supported by BSI's standard for IT Service Management.**

**LAN - Local Area Network. The computer network usually contained within the confines of a single location.**

**Metadata - Information about information (data).**

**MCP - Microsoft Certificated Professional**

**MCSE - Microsoft Certificated Systems Engineer**

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**ODPM - Office of the Deputy Prime Minister**

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**PIR** - **Post Implementation Review.** The process of revisiting a project post implementation to see if the projected benefits have been achieved.

**PRO** - **Public Records Office**

**SAN** - **Storage Area Network.** Large capacity disc storage contained within a single physical unit that is accessible to all servers on the network

**Schema** - **Formal description of a set of data, often in XML Language.** (see below).

**SOCITM** - **Society of Information Technology Management.** It is the professional association for IT Managers working in the Public Sector.

**TCP/IP** - **TCP/IP stands for Transport Control Protocol / Internet Protocol suite and refers to several different protocols that computers use to transfer data. TCP/IP has become the standard protocol for data transmission for the Internet and its composite LANs and WANs**

**Thin Client** - **A system whereby the desk top device is limited to a display screen. Computer programs are executed on a server and screen images sent to the desk top by means of a network connection.**

**UNIX** - **An ‘open’ computer operating system. SDC uses ‘Solaris’ which is a version of UNIX provided by the SUN Corporation to run specifically on their hardware.**

**WAN** - **Wide Area Network.** A WAN is a data communications network that covers a relatively broad geographic area and that often uses transmission facilities provided by common carriers, such as telephone companies.

**World Wide Web** - **The Internet.**

**W3C** - **The World Wide Web Consortium.** The definitive body for setting Internet standards.

**XML** - **Extensible Mark-up Language.** XML is the governments choice of a standard language for information exchange

**between computer systems.**