ICT Services
Salisbury District Council, The Council House
Bourne Hill, Salisbury, Wiltshire SP1 3UZ

Executive Summary

Subject	: ICT Strategy 2006/07
Report to	**:** The Cabinet
Date	**:** 06 September 2006
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Deputy Cabinet Member for Resources : Councillor Mrs Willan

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1.   Summary:

In updating this strategy we have built upon the successful model used last year which was based on guidelines recommended by SOCITM (the professional association for ICT managers working in the public sector).

The major change this year is the publication of Central Governments 'Transformational Government Enabled by Technology' discussion paper, followed in March 2006, by a further discussion paper, this time aimed at local government, entitled 'Transformational Local Government'.

This is based around 3 themes:

i.   Engaging with citizens and communities
ii.   Reshaping service delivery
iii. Making it happen

Which the Government intend will trigger a discussion across local government about what transformed local government, supported by modern technology, should look like.

Clearly, this is still a developing agenda, and it is intended that there will be a series of regional presentations later in the year to further stimulate discussion. In the meantime the 3 suggested themes are explained more fully in the introduction to the strategy, which itself is based on the same 3 distinct areas as last year:

INVESTOR IN PEOPLE   CUSTOMER SERVICE EXCELLENCE

Awarded in:
Housing Services
Waste and Recycling Services

SALISBURY
District Council

In which we update our vision for a totally 'e-enabled Salisbury District Council, some 5 years in the future. We describe the necessary arrangements for ICT Governance, including an updated description of the key roles that will need to continue to work closely together to deliver the vision. We explain the ICT technology infrastructure that will be required, and the appropriate supporting technical standards, including security standards, information management, ICT disaster recovery and business continuity arrangements. We also include a detailed description of the hardware, software and general customer service level agreements (SLA's) that underpin the delivery of the Councils corporate ICT service, and describe the key interdependencies and how we will manage them.

ii. Where are we now?

In which we include an updated assessment of where we are in ICT terms in relation to delivery of the eGovernment project and the vision. We describe current existing ICT governance arrangements, current technical standards in use, assess immediate and future pressures upon both the ICT service and the technical infrastructure, and offer a high level description of the current ICT skill levels of employees, Councillors and the community.

iii. How do we get to where we need to be?

This theme describes what needs to be done to meet the required new government technical standards, and to deliver the vision at Salisbury. It gives a brief overview of the previously allocated costs involved with this work, describes how we intend to tackle capacity building issues, shows training costs, and includes a series of appendices including current and future ICT related projects required to deliver the vision, membership and terms of reference for the controlling eGovernance Board, strategy risk analysis, current software applications portfolio, and a glossary of technical terms.

2. Recommendations:

That Councillors note and approve the ICT Strategy for 2006/7, as attached to this summary.

3. Background Papers: None.

4. Implications:

Financial	: Contained in report
Legal	: None
Environmental	: None
Human Rights	: Equality impact assessment completed – no implications.
Personnel	: None
Community Safety	: None
Core Values	: Excellent service etc.
ICT	: Contained in report

SALISBURY DISTRICT COUNCIL

ICT Services

ICT STRATEGY

2006 / 2007

August 2006 – Final Version

Contents

1.   Introduction

In updating the ICT Strategy for the current year (2006/7) we have developed the successful model that we used for last years strategy (which in itself was based on the SOCITM model).
This ICT Strategy document is one strategy in support of the organisation's overall Corporate Plan.

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 priority order of projects within the agreed e-Governance Board action plan, to move from the current position to the planned destination within the planned timescales.

The ICT Strategy is reviewed annually and. where necessary, revised for submission and approval by the e-Governance Board, 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 our Integrated Improvement Programme together with the Cabinet Office 'Transformational Government' programme.

ICT Services have a fundamental role to play in this process, a role that requires us to maintain the move started in 2005/6 from a support service culture, to a more proactive approach, enlightening, encouraging, leading and managing change.

This document 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.

1.2   Context for ICT service delivery

1.2.1 Internal

"Improving Customer Service" is one of Salisbury District Council's top political priorities.

This focuses on 3 major themes

- A customer contact centre supported by a number of multi-agency one stop shops located within the districts' 400 square miles.
- Centralisation of the Council's six office bases in the City into one purpose designed building.

● Customer access to services via the web.

We believe that these three integrated projects will.

● Transform customers' experience of the Council.
● Transform business efficiency.
● Transform customer access to the Council.

ICT Services are working closely with the Business Improvement Team in the Customer Services Unit in the identification and delivery of service improvement across SDC.

SDC also has its own Integrated Improvement Programme which has eleven themes based around our Political and Organisational priorities

The key theme from the Integrated Improvement Programme for ICT Services is on improving Customer Services, with the ICT contribution to this being defined as part of the e-Government Vision, the ICT Annual Project Plan and this ICT Strategy document.

In addition the council has adopted the following core values which help shape the way we behave, work and deliver services

Excellent service.
A thriving local economy.
Fairness and equal opportunity for all.
Communicating, especially listening and responding.
Being open and honest, continually trying to improve and learn.
Meeting local needs especially those of disadvantaged groups and individuals.
Working together with other public, private and voluntary sector organisations to develop a better, more sustainable district.
Achieving practical results and giving excellent value for money through well motivated employees who enjoy working for a progressive employer.

1.2.2. External

The two major initiatives that formed the bedrock of the e-Government transformation (BVPI 157 and the ODPM's 'Priority Outcomes' initiative) concluded at the end of March 2006.
However, some of the 'Outcomes' will continue to have an impact on our ICT service delivery schedules for some time to come (in particular the integration of the CRM into our back office systems and the extension of our web enabled services).

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 new 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.

The 'Transformational Local Government' discussion paper expands these three themes as:

'1: Engaging with citizens and communities – to design services around citizens and businesses we need to understand what they need and want, both from asking them directly, and from making the best possible use of the information we gather through service delivery. To close the loop, we need to know how well we are performing and communicate this to our communities, so they can hold us accountable. So under this heading we have explored three themes: **knowing our communities, giving local people more power** and **making performance more visible**

2: Reshaping service delivery – it is widely recognised that service delivery needs to be more joined up, so that services are more consistent and less fragmented over time and between providers. As the Transformational Government paper emphasised, there must be scope for greater efficiency in service delivery through standardisation and sharing. It is perhaps less obvious how these drivers fit with providing service users with more choices. So the three themes explored under this heading are: **increasing choice, joining up service provision,** and **achieving effectiveness and efficiency**

3: Making it happen – finally the Transformational Government paper highlighted the need to get better at planning and managing ICT-enabled change, an area where central government in particular has been heavily scrutinised by Parliament and the press over the last decade. For local government some of the biggest challenges lie in finding both the money and the people to deliver change, and then working out how to work effectively with our numerous service delivery partners. Underpinning the delivery of everything described in this document lies the challenge of engaging the hearts and minds of our people. So the three themes explored under this heading are: **finding the resources, getting the relationships right,** and **managing the change.'**

Consultation with Local Government is currently planned for the Autumn (2006) so it is unlikely that any firm proposals will be issued before the end of the year. We will however, maintain a watching brief and agree our approach once the final document is issued.

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

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 practiced 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 the current year (2006/7) ICT Services will endeavour to meet the 'Progressing' level as defined by the standards.

2.   Where do we need to be ?

2.1 Vision for '5' years hence -

It is 2011 (or thereabouts…) our customers can now access the majority of our services from the comfort of their own homes, over the internet[1], through their digital interactive TV sets, or by 'phone[2]. Our web site (which is part of a Wiltshire wide shared system) is fully 'transactional' and has continued to be the most used in Wiltshire since 2006. Applications for the majority of our services can now be completed, submitted and tracked electronically.

Electronic services are available 24 hours a day, 7 days a week[3]. Where access to personal information is required we are using the secure services of the Government Gateway 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 within easy travelling distance of a person's place of residence. These access points are situated in convenient, secure (and comfortable) locations where advice and help in using the systems is available, if required[4].

We are now operating from our redeveloped headquarters based at Bourne Hill, with its purpose built Customer Contact Centre.

A sophisticated wireless network means that there are no physical network or telephone points on the walls – people can move around the building, taking their telephone handsets with them, and will be able to pick up or make calls anywhere within the range of the network[5].

The same applies to desktop, laptop and other personal electronic devices – the system will automatically log on from wherever the device is – it is no longer necessary to rewire offices when people change their location in the building[6].

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[7].

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.

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.

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[1] Access to the majority of our services is now available over the Internet

[2] Access to the majority of our services is now available over the telephone.

[3] Access to our electronic services is now available 24x7

[4] Free to use Internet access terminals are now available at all SDC offices open to the public; at our leisure and sports centers and at the Salisbury Tourist Information Centre.

[5] This facility is now installed at our Churchfields offices.

[6] This facility is now installed at our Churchfields offices.

[7] This facility is now available supported by our partner BT(NI)

'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[8].

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[9].

Mobile workers equipped with wireless enabled portable computers are able to support the disadvantaged by the ability to visit people in their own homes[10], whilst still being able to access to all the facilities available on the councils computer network by utilising the Wiltshire wide WiMax private 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 Centres.

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, our internal Intranet and extranet for 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 Salisbury Systems from anywhere in the world that has an Internet access point[11].

The Integrated Transport Network allows us to give Internet based real time parking and traffic information as well as details of road works, enabling people to plan their journey in and around Salisbury more effectively.

Sophisticated G.I.S. 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[12].

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,

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[8] This facility is now available to our growing number of homeworkers.
[9] This facility is already available form within our EDRMS and is being used for processing Council Tax, NNDR and Benefit claims.
[10] A pilot programme is already underway in our Benefits team.
[11] Already available for access to corporate emails and diaries.
[12] Already available to G.I.S. users

we are able to locate and send the nearest person maximising the efficient use of our resources.

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[13].

Salisbury ICT Services has developed into one of two centres of IT excellence for Wiltshire, and provides support to SDC 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 Improvement project has been completed and the skills integrated into managers jobs, and has delivered a number of significant improvements in our business processing which has led to a number of sections 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 SDC and Wiltshire information[14].

Anyone from Officers, Councillors and members of the public can 'sign up' to receive a regular automatic electronic alert on (SDC) topics of their own choosing[15].

Everyone has access to minutes and agendas held on our and our partners' Internet sites[16].

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[17]…

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[13] Significant number of cashless payment methods already in place (direct debit; standing order; credit/debit cards; Internet payments; automated telephone payments; SMS text for parking).
[14] Already available.
[15] Already available
[16] Already available
[17] Already available

2.2 Implications for ICT governance

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 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 is affecting all Service Units within the organisation.

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

ICT Services as a corporate service unit within SDC 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 SDC e-Governance Interdependencies.
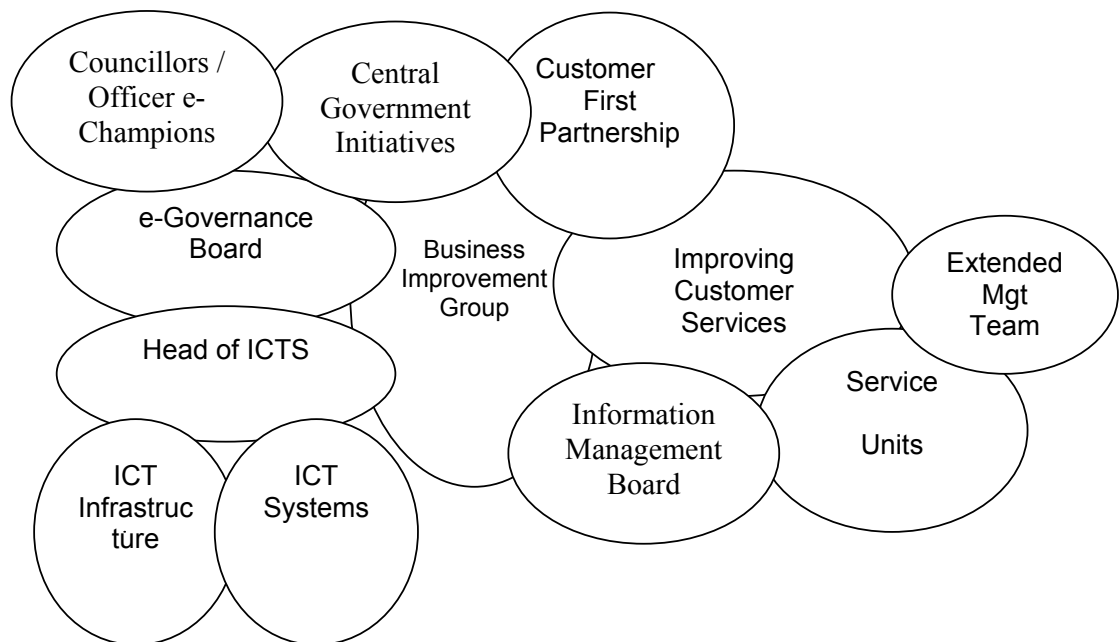
2.2.2. Key Roles to Deliver e-Government

Councillor e-Champion

This role is taken by the Deputy Leader.
The role of the Councillor e-Champion is to develop an understanding of the potential for e-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 lead Director for e-Government.
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.

e-Governance Board

The role of the e-Governance Board is outlined at Appendix 5.2.

Head of ICTS

The role of the Head of ICTS is fivefold:-

- To actively promote (with the support of the ICT Business Support Manager) the case for service transformation, and to act as an agent of organisational change.

- To set the strategic direction for ICT at the Council, and develop the underlying supporting infrastructure.

- To manage (with the support of the ICT Service Manager) the ICT infrastructure and to deliver the ICT services.

- To actively promote (with the support of the ICT Business Support Manager) throughout the organisation the use and delivery of ICT systems and improvements in business processes.

- To deliver efficiencies and business improvements to the Council.

2.3 Technology Infrastructure Required to Deliver e-Government

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

We will commit to providing systems that support these 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
- Other online
- Digital TV*

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.

- Finance
- Human resources
- Other assets
- Procurement
- Enterprise resource planning (ERP)
- Customer relationship management (CRM)
- Land and property

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

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
- Content Management
- Directories
- Application Integration
- Office Systems
- Workflow
- Document Image Processing and Records Management

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

(Items marked with * do not form part of the current architecture and will need to be incorporated into our development plan when the technology has matured enough to be of positive benefit to us).

2.4   ICT standards required to deliver e-Government

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 Information and Policy on e-Government standards (see below), 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 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.

2.4.2 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 two lists that we will use in delivering our strategy:

The **Integrated Public Sector Vocabulary**

(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 Classification Scheme**

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

2.4.3 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

2.4.4 Information Management

There is a need to move towards a corporate information management 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.

Accurate, relevant and up-to-date information 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.
Data quality is now a subject that forms part of the Audit Commissions 'Key Lines of Enquiry' for comprehensive performance assessment purposes. An action plan to develop this work has been agreed.

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**.

2.4.5 Service Delivery

2.4.5.1 Disaster recovery

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:

- 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
- Designation of alternative locations for taking over central control of network and processing
- Stocks of key spares
- Monitoring and escalation procedures
- Out of hours call out procedures
- Practices and trials

2.4.5.2 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 contract with BT (Northern Ireland) 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 BT (Northern Ireland) 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).

2.4.5.3 Service level agreement

ICT Services commits to delivering to the following service levels and will monitor and publish our performance against these SLA's on the forthcoming revised SDC Intranet.

Application Systems Software SLA:

- ICT Services will look to source all application systems software from 3rd 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 be provided by the software supplier.
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 ITS 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, either directly or through our partners BT (Northern Ireland).

- 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.

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

Hardware / Systems Software SLA:

- UNIX systems will continue to be based on Sun, or other suitable suppliers hardware that will run the Solaris operating system.

- Intel based servers will be chosen on the principle of compatibility and Best Value. Currently the choice is HP (Compaq).
Server operating systems will be based on current versions of Microsoft software.

- Desktop systems 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 Dell.
Operating systems and office software will be based on current versions of Microsoft software.

- Wherever deemed appropriate by ICT Services, the use of 'Thin Client' computing technology will be fully considered and deployed in support of solutions that require acceptable business response times over 'slow' communication lines. Thin client hardware will be chosen on the principle of compatibility and Best Value. Currently the choice is HP.
  Thin client software will be based on current versions of 'Citrix'.

- We will maintain a 'framework agreement' for the supply of hardware systems with preferred suppliers who will be appointed with regard to the Councils Standing Orders and the procedures set out in the appropriate Financial Instructions.

- The Council has primarily moved 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.

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 Information 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 Marketing, Economic Development & Tourism Unit 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 two dedicated Customer Relationship Managers' who will also promote (with the support of the Service Development Team) the case for service transformation.

- We will aim to provide an average 99.5% systems service availability to all our users, 24 x 7. (Service availability statistics will be published on the revised SDC Intranet).

- We will monitor the availability and use of the SDC 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 SDC web site. This information will be updated on (or around) the 1st 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 5.00 p.m. during normal working days Monday to Friday.

  This can be accessed on telephone extension X600, 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 'HEAT' 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.

- 'HEAT' 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 'HEAT' 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 CRM's 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 SDC 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).

- We will provide the appropriate hardware and software necessary to support members of staff in their working from home or their working remotely.

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

- Any connections from the SDC 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 Head of ICT Services.

- It is not permitted for any hardware device not provided by Salisbury ICT Services to be attached to the SDC 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 Salisbury District 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 Service Unit.

- 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 Bourne Hill.

- There will be a planned programme of hardware replacement. This will be based around a 4-year rolling review for PC's and servers, and 5 years for printers. 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-SDC 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 SDC.

Corporate Standard SLA's

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

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.

2.4.5.4 Costing and charging

ICT Services will recharge any costs associated with specific service unit application systems back to the appropriate service unit (this includes any ongoing hardware and software maintenance charges).

Costs for corporate application systems will be recharged on a pro rata user basis.

Costs for additional equipment will have to be met by the appropriate Service Unit(s).

Equipment replaced by ICT under the 'rolling replacement programme' will be provided from ITS corporate budgets. Where a user requires a higher specification replacement item, then the difference between the standard and the higher spec item will be recharged to the user.

All other costs will be recharged by Financial Services 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),

Where appropriate we will provide estimates of work (subject to the appropriate change control request being received) to enable clients to cost in advance of potential service development.

2.4.5.5 Partnership services

Involvement in local partnerships is an established method within which SDC ITS operates (eg Hampshire hardware procurement consortium; Wiltshire Obtree CMS and Lagan CRM systems; Wiltshire IT Managers Forum, Wiltshire Customer First Partnership).

Our long term service support partnership with BT (Northern Ireland) helps us support our network 24 x 7 and provides technical expertise in specific areas such as Unix (Housing and Revenues and Benefits) and network design and security, as well as providing a fall back situation for support on our Intel based systems whenever this is required.

We will continue to look for opportunities to get involved in partnership working where these opportunities have benefit for SDC.

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

2.4.5.6 Risk management

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

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

Current SDC Project Standards include a risk assessment as part of the project PID (the document which is formally approved by the 'e-Governance Board' before a project can start).

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.

2.4.5. Programme and Project management

The programme of ICT projects will fall under the overall control of the e-Governance Board. This group will set the strategic direction, establish priorities and specify and agree policies.

The e-Governance Board will also 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.

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 ICTS for each project that requires our input.

Project Initiation Document

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

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

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 e-Governance Board).

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.

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 e-Governance Board at formal Project Closure.

2.4.5.8. Key Interdependencies

There are three (major) key interdependent programmes running within SDC at the moment, these are:

- e-Government
- Integrating Customer Services, and
- The Office Project.

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

Members of the e-Governance 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 ?

For SDC the required technology to support the e-Governance and e-Government is probably the easiest objective to achieve. We have already developed a robust and resilient ICT infrastructure that is capable of supporting the systems necessary to achieve e-Government and delivering electronic services on a 24 x 7 basis.

We analysed the requirements in the DCLG's Priority Outcomes document, and re-defined this in terms of 5 key projects that form the building blocks for e-Government at SDC:

- CRM
- CMS
- A-Z
- Authentication
- e-Forms

Work in installing these crucial systems, (where appropriate on a partnership basis), is now complete.
We are using the CAPITA Client Authentication system pending the delivery of the Government's 'Government Connect' system. When the Government system is deemed to be fit for purpose we will review our approach.

3.1 What needs to be done?

There are a number of areas that need to be addressed in delivering the infrastructure required and in developing the ICT outcomes required to deliver e-Government i.e.

Contact Channels

> Digital TV – this emerging technology is still very much in its infancy – we need to keep a watching brief on how this develops.

Common Infrastructure Services

> Application Integration – this is being addressed as a current project.

ICT outcomes required to deliver e-Government.

> Although the essential 'corporate toolkit' is in place (i.e. email, personal and corporate calendars, etc.) there is still a 'hard core' of users (some of them quite senior) who are still failing to embrace the technology. We will develop a programme to raise the profile of these corporate tools and the business efficiencies that can be gained from their effective use by all.

> Information Management – this is a very large programme of work (which has been scheduled on our 2006/7 work plan) which will require us to undertake projects in the following areas:

- 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 ISO17799 compliance.

- Continue to 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.

- Publish 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: for example, showing whether a particular property is subject to planning constraints within the Local Plan.

- 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, giving them a single access point to all the corporate and public information and processes they need to perform their jobs.
  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 e-Governance Board forms the management board which oversees the delivery of ICT and e-Government services.

The internal structure of ICT Services has been re-aligned in line with the proposals outlined above (see '2.2 Implications for ICT governance'). We will continue to review this structure on an annual basis to ensure that it meets the current and future corporate requirements.

The needs of users of ICT Services 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 to exchange views and information with one another.

A structure is being put in place to formalise the close co-operative working that already exists between the ICT Business Support Team and the Customer Services Business Improvement Team

3.3 Technical standards in use

All our application systems are supplied by 3rd 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.

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

Our web site currently conforms to the 'A' standard (as defined by the World Wide Web Consortium (W3C)). We need to move to the DCLG requirement is that it should conform to the 'AA' standard.

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

3.4 Immediate and future pressures upon the service:

- Supporting the incremental implementation of the Lagan CRM system (e.g. e-forms and self service options) and the back office integration project.

- 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 for system back ups. It also places restrictions on the ITS quarterly service weekends when the systems would normally be unavailable.

- Existing resources (human and financial) are already fully committed and there is no spare capacity available that can be utilised.

- Providing sufficient support for the 'in house' planning portal and all the other developed web services.

- Providing support during the office 'decant' process pending development of the new office build.

3.5 Current ICT infrastructure

The current infrastructure is built around 40 Windows based servers running a mixture of Windows operating systems, as well as three SUN Solaris Unix boxes (one for Housing and two for Revenues and Benefits).

Server storage on the internal LAN is primarily to a Compaq SAN using TCP/IP protocols.

Storage for servers in the DMZ is server based.

The primary network within Salisbury is based around our own fibre lines running at 1Gb with 100Mbs to the desktop. Remote locations are serviced by a mixture of BT lines and 'homeworker' ADSL lines.

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

Cisco 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 IT Services.

3.6 Immediate and future pressures upon the infrastructure:

- Server attached storage in the DMZ

- Back up window restrictive

- Planned maintenance will increasingly become an issue as more systems have to be available 24 x 7, as will application systems support out of normal working hours.

- 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 a~~a~~ dedicated machines. Increasing the number of servers has a direct impact on ~~the~~ hardware maintenance and support costs with all the (revenue) budgetary implications that this has.

- There is no proper network 'triangulation' to maintain services in the event of the loss of key network lines within Salisbury.

- Maintaining operational efficiency during the office 'decant' process – in particular having to maintain the existing computer room environment in what will effectively be a building site.

3.7 Current ICT skills:

- All second line technical staff are trained to MCP level. 3rd line support staff are trained to MCSE level.

- Business Analysts have been trained in formal Business Analysis techniques.

- **Further training is required in Business Systems Design techniques.**

- One Senior Business Analyst has been trained in formal Business Process Re-engineering techniques. Business Analysts who support specific applications packages (i.e. Cartology, Obtree and Valid) have received formal supplier training in these products.

- Both of the ICT CRM's have been on a SOCITM ICT Account Management training course.

3.7.1 Employees

Employees are currently encouraged to make use of on line training facilities to reach ECDL standards. Additional on line training facilities are also available for MS Office products. This is outlined in the SDC Training Plan for 2006.

3.7.2 Councillors

Councillors are also encouraged to develop their computer literacy by taking part in the ECDL training programme, and making use of the various computer based training packages now available.

During 2006 we introduced improved Councillors support arrangements, via the employment on a temporary contract basis of a dedicated mobile trainer/technician to provide out of hours support to all SDC elected members.
The scrutiny review of councillors training complimented this service and wish to re-engage the service for the new intake of councillors in May 2007.

3.7.3 Community

As a result of a (2001) Wiltshire and Swindon e-Government Pathfinder Project undertaken by MORI we have data on the percentage of people in the Salisbury District who have access to the Internet:

- Having access to the Internet   -   50%
- Of those having access
  'Heavy' users   -   37%
  'Light' users   -   12%

Of those having used the Internet - their views on the confidence that they had in seeking information or buying items via the web were:

- Seeking information from the web   -   44%
- Buying via the web   -   32%

In addition the following % had access to digital TV:

- Access to digital TV   -   32%

Since this survey was undertaken we have completed a scheme of making free Internet public access terminals available at all SDC offices 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 more recent (Oct 2005) survey by the Office for National Statistics shows the following trends: (which are not specific to Salisbury)

- Households with access to the Internet   55%
- Adults using the Internet in the last 3 months   69%
- Adults who have never used the Internet
  Of these:

- No use or need for or interest in the Internet   7%
- No access to Internet connection   44%
- Lack of knowledge or confidence in using   35%

Internet use by age group:

- 16 to 24 age group   97%
- 45 to 54 age group   75%
- 65 years and over   20%

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 all SDC offices that are open to members of the public.

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.

By persuading those who do have access to the Internet to make use of self service options we can 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.

We will use the feedback from the 'Peoples Voice' regarding our website in helping us formulate our future approach regarding service provision via the web.

There is also clearly a lot more that needs to be done in marketing the use of the SDC 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.

A marketing programme has been developed in conjunction with our colleagues in Customer Services and Marketing and Communications Service Units and this is being actively promoted during 2006/7.
There is also a major national campaign being run during 2006 by the DCLG promoting the use of local 'e-government' and as part of this campaign they are providing all local authorities with marketing material for local use.

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

4.1 Migration plan to move to new Government standards:

- We will continue to include a requirement that all new application systems we purchase conform to the current e-Gif standards.

- We will continue to ensure that our web site conforms to (at least) the level AA and will take active steps to ensure any other sites that we have a stake in will also conform to these same standards.

- In terms of middleware to integrate the CRM with back office systems we will be looking to introduce systems which use XML messaging and support agreed XML schemas.

- Major areas of development have been added into the ITS development programme as specific projects. (see appendix 5.1)

4.2 Prioritised portfolio development programme with dependencies

See Appendix 2

4.3 Outline costs for portfolio development plan, year by year and total

See Appendix 1

4.4 Prioritised infrastructure development plans with dependencies

See Appendix 1

4.5 Outline (capital) costs for infrastructure development plan, year by year and total

Scheme	Actual 2006/7	Estimate 2007/8
Desktop / Server Replacement Programme	40,000	41,200
Service Unit Requests	75,050	77,250
IT Infrastructure	50,000	51,500
Replace PCs, Laptops & Printers	70,000	72,100
IT Software Upgrades	50,100	51,600

4.6 Training and development programme

We will ensure that the whole ICT Services team are as up to date as possible in knowledge and thinking by continuing attendance at briefing sessions and seminars (in particular those organised by SOCITM and the DCLG) and by keeping abreast of

National project developments, as well as continuing involvement in relevant partnership projects.

Knowledge will be disseminated within the unit by internal workshops and team briefings.

Each role within the unit has a list of key skills and expertise required for the role.

Each member of ICT Services will also have a formal training programme to bring them to the level of expertise demanded of their specific role within the department.

4.7   Outline costs for training and development plans, year by year and total

	Actual 2006/7	Estimate 2007/8
Total ITS Development & Training	30,000	33,000

4.8 e-Capacity Building

Achieving e-Government Change

In order to deliver and maintain momentum on e-Government we need to focus on how we can build capacity and improvements in performance at SDC.

We will continue to establish an understanding of the areas in which we currently lack capacity and where future gaps might be. To help us do this, we will continue to commit to the support provided in this area by SOCITM and the DCLG.

As part of the DCLG larger Capacity Building initiative, the e-Government Capacity Building Programme aims to help local authorities develop and deliver successful, sustainable e-Government projects.

This initiative, which is part of the current phase of National Projects, will help all councils to meet both the short term challenges of local e-Government targets, and ~~the~~ longer term sustainability and Gershon efficiency targets.

 It will also help us to plan for and manage the inevitable and crucial, change that implementing e-government involves.

It will provide us with the tools we need to plan, manage and evaluate e-government projects consistently and accurately.

It will help us to reduce the amount of time we spend by distilling the vast amounts of information that are available, and it will help us to acquire the knowledge, skills and behaviours we need to bring about the change we want.

The programme's outputs will:

- help councils to quickly develop compelling business cases to persuade others in the organisation to commit their support and time

- help councils to identify development needs and direct us to key bits of knowledge and standard approaches that will be of use

- provide councils with examples and templates that can save us time and save us from re-inventing the wheel

- help councils make the process of change easier, both for us and our organisation.

5. Appendices

5.1 List of ICT related projects (ICT Strategy)

Dates, priorities etc. correct as at 24 May 2006

Projects have been prioritised according to the following categories.

- 1 - Potential efficiency gains
- 2 - Better decision making
- 3 - Better customer access / customer service for information and processes
- 4 - Fit with corporate priorities
- 5 - Legislative / statutory requirements
- 6 - Other

Project No.	Description	Priority	Budget	Start date	End date
2005 / 3	Electronic Forms	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	Business Continuity	1		Dec 2005	Dec 2006
2006 / 2	Disaster Recovery	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	2	£100k	Apr 2005	Jan 2007

Project No.	Description	Priority	Budget	Start date	End date
	management policies, procedures and systems need improvement to meet the requirements of the Freedom of Information (FOI) and Data Protection legislation.				
2005 / 24	New Office Project	2		Jan 2005	Dec 2006
2005 / 25	On line availability of information relating to refuse rounds and collection dates.	2		Jun 2005	Jan 2007
2005 / 40	On line application for housing services (transfer, waiting list, mutual exchanges, right to buy) with application tracking.	2		Apr 2006	Jan 2007
2005 / 43	AUDDIS, the Automated Direct Debit Instruction Service, allows Direct Debit. Instructions (DDIs) to be electronically transferred between Originators and paying. banks.	2	£10k	Sep 2005	Dec 2006
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
2006 / 13	Replacement Electoral Registration System	2		Apr 2006	Aug 2006
2005 / 27	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	3		Jul 2005	Jan 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 / 34	Online facilities to be available to allow booking of sports and leisure	3	£10k	Apr 2005	Mar 2007

Project No.	Description	Priority	Budget	Start date	End date
	facilities including both direct and contracted out operations				
2005 / 41	On line viewing of potential choice based lettings.	3			
2005 / 59	On line applications for employment at SDC	3		Jun 2006	Apr 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 complete automation of business process management.	4	£5k	Jul 2005	Nov 2006
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

Project No.	Description	Priority	Budget	Start date	End date
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 can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	5		Jun 2005	Apr 2007
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			
2005 / 63	Salisbury TIC - facilities to sell goods & services on-line.	6		Feb 2006	Sep 2006
2005 / 64	Tourist accommodation - online (live) booking of accommodation.	6		Jun 2007	
2005 / 66	Ability to join Salisbury Tourism Partnership and pay membership fees on line.	6		Jun 2007	
2006 / 36	Housing 'Chat Room' or discussion forum (e.g. tenants panel)	6			
2006 / 37	Identify 'expert systems' that might be suitable for use at SDC	6			
2006 / 38	Report and track Housing repairs on line	6			
2006 / 40	Self assessment diagnostic advice - e.g. 'Am I entitled to council housing'	6			
2006 / 42	Translation of handwritten documents to digital form for direct input	6			
2006 / 43	View secure rent account and other payment details on line 24 x 7	6			

5.2   Terms of reference and membership of e-Governance 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 John Collier

- Debbie Dixon – Policy Director and e-Govt Officer Champion

- Cllr Jeremy Nettle

- Cllr Fred Westmoreland

- Labour Group representative

- Liberal Democrat representative

- Independent representative

- Les Wright – Head of ICT Services

- Malcolm Lewin – ICT Business Support Manager

- Tom James – e-Government Business Analyst

- Helen Frances – Head of Customer Services

- Alan Osborne – Head of Financial Services

- Rebecca Reid – Office Manager, Environmental Services

- Stephen Thorne – Head of Development Services

- Carolyn Johannesen – Corporate Communications Manager

Frequency of Meetings:

- Alternate months.

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 management buy in	Medium	High	Political /Reputational	Tolerate	Buy in to be cascaded from e-Champions.
Lack of adequate software / hardware funding	High	High	Financial	Treat	Ensure adequate funding is available / prioritise available funding.
Lack of adequate	High	High	Financial	Treat	Ensure adequate funding is available /

resource funding					prioritise available funding
Lack of communication with Service Units	Medium	High	Impact on People	Treat	ICT Account Managers to monitor & ensure Service Units are fully involved in process.
Cultural Change impeded	High	High	Impact on People	Treat	ICT Account Managers to monitor. Instances to be managed through the ITS Management Team / Director
Insufficient team working with MEDT on Internet / Intranet	Low	High	Reputation	Treat	e-Government Business Analyst to monitor / assist with effective team working

5.4 Current applications portfolio

APPLICATION SYSTEM	DESCRIPTION
Heat	ITS Incident Management and Reporting Tool
Academy	Council Tax, NNDR, Housing Benefits, Income /debtors, Verification Framework
Solicitec	Legal Time Recording and Invoicing
Laser Forms	Legal (Output) Document Templates
Fast Charges (Innogistic)	Land Charges
Fast Grounds (Innogistic)	Contract Monitoring
Fast Plan (Innogistic)	Planning Applications
Fast Control (Innogistic)	Building Control
Cartology DSI (Innogistic)	Digital Mapping
Cartology.net (Innogistic)	Web Based Digital Mapping
Agresso	Financial Management and Electronic Purchasing
PARIS (Ideal Technology)	Income Management & Distribution.
Team Spirit (Selven)	Payroll / Personnel
Cygnus	Mortgages
Tourism 2000	Tourism database
Lagan	Customer Relationship Management
McFarlane Telephony.	Telephone Call Management & Distribution.
Xpress	Electoral Registration
Obtree	Content Management (Internet / Intranet)
MVM S 2000 Maxim	Energy Rating Software
MVM	Environmental Health Properties / Monitoring / Terrier
Sheldon	Cremation and Burial Records
Artifax	Room Booking
Databox	Theatre Ticketing
Simdell (Areon)	Housing Management (tenancies, Common Housing Register, Repairs, Planned Maintenance, Rent Assessment, Rent Accounting, Rent Arrears, Property sales, Stock Management, Estate Management, DLO).
Lalpac	Licensing (Taxi, Entertainment, Charity)
Compex	Car Parking / Excess Charges Ticket Administration
BACS (Barron McCann)	Electronic Submission of Direct Debits / Credits
GIRO Processing (Alliance and Leicester)	Electronic processing of Giro payments
Club Runner	Leisure Centre Administration
R/KYV (Valid)	Records Management and Workflow
Shopmobility *	Recording and Monitoring use of Disabled Chairs and Buggies
Refuse Collection and Tipping *	Recording and Monitoring Bulk Tipping
Fleet Management *	Vehicle Recording System (Accidents, Servicing, MOT, Tax, etc)
Petty Cash Requests *	Recording and Monitoring Petty cash Requests and Receipts

Sickness / Holidays and Emergency Call Out Records *	
Street Cleaning *	
Budget Tracking *	
Sickness and Holidays *	
Allotments *	
Stray Dog Records *	
Abandoned Vehicle records *	
Planning Observations *	
Commercial Waste Disposal *	
Mail In *	
Property Service Assets *	
Fitness Assessments *	
Daily Sports Bookings *	
EPOS Reconciliation *	
Members Details *	
SWAG *	South Wilts Area Grants
Services Contract Monitoring *	
Stock Control and Monitoring *	
Names and Addresses *	
Aids and Adaptations *	
Housing Repairs Work Performance *	
Training Records *	
Parks Enquiries and Call Logging *	
Bankruptcy Records *	Control and Issue of Bankruptcy procedures
Wise Cards *	Issue and Control of Discount Cards for |Community Initiatives
Time Management	Recoding and Controlling Audit Time to Tasks
Market Traders *	Market Trader Details and Prices
Planning Applications Financial Information *	
Fraud Investigations *	
Village Statistics *	
Community Incidents *	
Hexagon (HSBC Banking Software)	
'Lifeline' System (Shorrocks)	

* Indicates an MS Access Database

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	-	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	-	Implementing Electronic Government Statement. An annual return that we have to make to the Department for Communities and Local Government detailing our plans and progress on implementing electronic government.
ITS	-	Information Technology Services Unit.
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
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.