



draft

ICT Strategy

September 2004

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1. Introduction

Information and Communications Technology (ICT) is a means to an end. The Council exists to lead its communities and to provide a range of services for the people of West Wiltshire. The role of ICT is to help it do this.

ICT is complex and expensive. Managed well, however, it can make a major contribution to the efficiency and effectiveness of the Council's activities.

This document is West Wiltshire District Council's ICT Strategy for the period 2004-2008. It sets out the objectives and strategic direction of the ICT support service and the management arrangements and procedures that will be employed. It also details the ICT development programme for that period.

It refers to, but does not duplicate, the following related documents:

- Implementing Electronic Government Statement 2003
- Information Security Management 2001 (currently under review)
- Technical Infrastructure Review 2003

Background

The Council first set out its ICT Strategy in 1996. The strategic objectives then included:

- Reducing dependence on proprietary systems
- Making information more accessible, consistent and holding it only once
- Maintaining corporate standards, especially in connectivity and communications
- Employing professional procurement practices to keep costs to a minimum
- Ensuring flexibility and the ability to accommodate continuing change.

Much has been achieved since that time, including:

- Mainframe computing has been dispensed with
- A high capacity corporate network has been established
- PCs with standardised office automation products have been provided for all users that need them
- Internet and e-mail facilities have been provided for all staff
- The Council's website has been established and developed
- E-government strategies have been adopted and progressed
- A corporate property information strategy has been adopted
- Wide area links have been developed based on VPN security
- All Members have been provided with IT facilities and internet connections

Best Value Review

The ICT service was subject to a Best Value Review in 2000. The Review found that ICT at West Wiltshire was operationally good but that the strategic direction for the service needed strengthening. The review set out an improvement plan which has now been largely implemented.

The Best Value Review provided the background to the re-specification and re-tendering of the ICT contract in 2002. Vivista took over the provision of the Council's IT services on 1 October 2002. A technical infrastructure review was undertaken and reported early in 2003. In combination with this, Members and officers were consulted on the future requirements and direction of IT.

This ICT strategy addresses the Best Value requirement for a clear vision for the future of ICT at West Wiltshire. It will guide the development of the Council's computing throughout the majority of the current contract period.

2. Corporate Priorities

Following its Comprehensive Performance Assessment at the start of 2004, the Council has revised its corporate priorities and embarked on the preparation of a Corporate Plan. The new corporate priorities (in the spotlight for improvement) and a set of supporting principles (getting the job done) were adopted by the Council in May 2004. These are:

In the spotlight for improvement
Development Control Improvements to the service to benefit the customer and achieve higher standards.
Recycling Increased to benefit the environment and ensure Government targets are achieved
Affordable Housing New affordable housing to meet local needs across the district
Access to Recreation Development and renewal of facilities and creation of opportunities for local people to participate
Market Town Regeneration Improved local environments as well as better access to services, shops and facilities.
Customers First A focus on the needs of customers to provide better, easy to access information and services

Getting the job done
<ul style="list-style-type: none">• Sound financial management• Valued and well support staff• A focus on priorities• A well planned approach• Strong community leadership• Accessible democratic decision making• Efficient and effective 'core' services• High quality communication with the public

3. Organisational Requirements

In early 2003, comprehensive consultation was carried out on the Council's requirements for its ICT services. Senior Members, the Corporate Team and most Service Managers were interviewed. Information was gathered on departmental objectives, their strategic direction and where ICT was needed to support this. Other more specific questions on; ICT tools, links with other organisations and awareness of IT strategy and procedures were also asked. In parallel with this, all Members were invited to contribute their views, as were all staff, through a questionnaire on the Intranet.

The outcomes of the consultations were wide ranging. However, the most significant and frequently mentioned requirements are summarised as below:

Requirements - Facilities and Services

- Continue to develop the Council's website to provide more information and transactional facilities.
- Web enable departmental systems.
- Develop and improve access to Geographic Information Systems (GIS).
- Enable further connections to the Local Land and Property Gazetteer (LLPG).
- Introduce and develop an Electronic Document Management System (EDMS).
- Introduce and develop a Customer Relationship Management (CRM) system.
- Improve communications links to the Depot, Trinity House, the TICs and Hostels.
- Facilitate the development of outreach services.
- Enable homeworking.
- Improve links to partner organisations.
- Develop and refine Members' ICT services.
- Replace Groupwise E-mail with a more compatible system.
- Investigate and develop ICT facilities for use on site.
- Introduce a hardware replacement policy

Requirements - Applications

- Implement CAPS Spatial Version 7.
- Implement CAPS Estates Management, Contaminated Land and Housing Modules.
- Implement CAPS Total Land Charges.
- Review systems for Street Cleansing/Grounds Maintenance/Waste Collection.
- Procure a new Committee minute retrieval system.
- Replace the Elections system.
- Procure a Housing Register system.
- Develop the use of the Agresso financial management system.

4. Strategic Direction

ICT Objectives

The objectives of the ICT support service should contribute to the Council's corporate objectives and also reflect the requirements of the organisation. In the light of these two sources, the objectives of our ICT services are stated as follows:

<i>ICT Objectives:</i>
<ul style="list-style-type: none">• to sustain the delivery of good quality core computing services to mainstream users;
<ul style="list-style-type: none">• to improve communication between the Council and the people of West Wiltshire;
<ul style="list-style-type: none">• to improve the accessibility and quality of services, taking advantage of electronic channels of contact and delivery;
<ul style="list-style-type: none">• to integrate systems and, in turn, the delivery of services and customer contact;
<ul style="list-style-type: none">• to improve access to and the analysis of the information and data held both within and outside the Council;
<ul style="list-style-type: none">• to automate the processes of the Council in order to improve efficiency and effectiveness and support the provision of high quality services;
<ul style="list-style-type: none">• to develop links and compatability with external agencies to support joined up working between partners.

Strategic Direction

Information Technology is evolving rapidly both in its capacity and its sophistication. It is important however that the needs of the organisation, and above all its customers, drive and shape the application of technology. ICT should be part of a wider process of improving service quality and customer experience.

The national e-government strategy and the various national projects suggest a wide range of scenarios and possible applications of ICT. Not all will be appropriate for all councils and some will be of a higher priority than others. The Council's updated corporate priorities and the recently expressed organisational requirements indicate that the following areas of development will be needed over the period of this strategy. The contributions of each area to the Council's improvement priorities and supporting principles are shown in italics.

Web Site Development

Customers First, Development Control.

Communication with the public, Accessible decision making, Efficient and effective service, Strong community leadership.

The Council's web site is an increasingly important channel of access to the Council and will need ongoing development and improvement for the foreseeable future. In addition to providing more information about the services and workings of the Council, it will need to provide for far more transactions such as collecting revenue, applying for services, regulation and making bookings. A content management system will be introduced to enable wider and more standardised inputting and maintenance of information. Systems of authentication and security will be investigated and introduced as necessary.

Service Portals

Customers First, Development Control.

Communication with the public, Accessible decision making, Efficient and effective service.

Particular services or citizen experiences will justify the establishment of specialist portals. These will be areas of the web site where information and services are gathered together and readily available. Planning, for example, involves submitting applications, publicising proposals, the making of representations and notifying of decisions. The Government's Planning Portal offers general advice and information on the planning system and the Council's CAPS system can enable these activities to be carried out over the Internet. Council Tax and Benefits similarly affects virtually everyone in the District and would justify its own portal.

Customer Relationship Management

Customers First.

Communication with the public, Efficient and effective service.

The Making Contact Best Value Review has set a direction for a specialist corporate customer services unit to be the first point of contact to the Council. The Unit would aim to deal with 80% of enquiries at the front office, giving a comprehensive, one stop response. Such a strategy will require particular support from ICT on a number of fronts. Firstly, information from a range of departmental applications will need to be brought together and made accessible at the front desk. Linking systems via the LLPG will play a key role in this. Secondly, a system to log, distribute and monitor enquiries would be an important tool in the management of customer contact.

Customer relationship management will be developed under the Council's Customers First priority and also in partnership with the other councils of Wiltshire. Detailed proposals will depend upon a phase of research, data collection and best practice visits. The outcome of pilots elsewhere in Wiltshire will also be an important consideration.

Electronic Document Management (EDM) and Workflow

Customers First.

Efficient and effective service, Communication with the public.

The Council has already embarked on EDM and is now operating the Anite system in Revenues and Benefits. This enables documents to be scanned in and allocated to staff electronically. The management of work flows and the monitoring of performance is greatly assisted and there has been a major reduction in paper and storage requirements.

A requirement of the procurement was that the system should be capable of application across the Council and form a co-ordinated corporate system. The Anite system can provide this and should be developed in this way in the medium term. The system may provide for the CRM role outlined above.

Development of Local Land and Property Gazetteer

Development Control, Customers First.

Efficient and effective service, Communication with the public.

The creation of LLPGs is a national initiative and is a cornerstone of joining up services and providing a comprehensive response to customers. It is an essential part of other national projects such as the National Land Information Service (NLIS).

The Council has established its LLPG and this is now providing its definitive corporate property database. It is currently serving the six applications in use from the CAPS suite of systems. The computerisation of Land Charges will be the next project to connect to the LLPG. Revenues and Benefits will gain considerable advantages from using the LLPG. These will include savings in staff time, increased collection rates and an improved ability to detect benefit fraud. Electoral Registration should also take advantage of the LLPG in the medium term.

Knowledge Management and Geographic Information Systems

Customers First.

Efficient and effective service, Strong community leadership.

The Council relies on a wide range of relevant and up to date information for developing policy, planning its services and monitoring the effectiveness of its activities. Producing and maintaining such information requires specialist skills and is time consuming. We are therefore collaborating with other Wiltshire partners to develop a shared information resource. The Wiltshire and Swindon Intelligence Network was initially developed with Pathfinder funding and has now been incorporated into a national project. The Council will continue to contribute to this initiative and will utilise the network as a principal source of information.

The ability to plot and analyse information on a geographical basis is an extremely valuable tool. The Council will continue to invest in geographic information systems, both for general information analysis and for particular service requirements.

Home and Mobile Working

Efficient and effective service, Well supported staff.

The ability for staff to work from home can be of benefit to the Council and home working is included in the Council's flexible working policy. A number of trials have been undertaken and the concept has been proven in Planning and Revenues and Benefits using ISDN and Broadband connections. Home working can be extended using the Internet but this will have to be accompanied by strong security arrangements. The Council has installed a Virtual Private Network (VPN) facility and this will be developed to provide further options for home working and possibly Member access to the Council's intranet.

Many departments would benefit from being able to access and input to the Council's computer systems whilst working on site. Options for this will be investigated and, in particular, the National Project on Mobile Technology will be monitored and assessed.

E-Procurement

Sound financial management, Efficient and effective service.

The Council is currently reviewing its procurement strategy and e-procurement will be considered as part of that process. The Council's financial system, Agresso, offers an e-procurement module and the costs and benefits of implementing this will be assessed. The national project on e-procurement will be monitored and the lessons learned built in to the Council's approach.

5. E-Government

E-government is concerned with harnessing the benefits of new technology to improve the accessibility, quality and cost effectiveness of services. It is an increasingly important element of the Council's ICT programmes.

E-government is high on the government's agenda and a target of making all services available electronically by December 2005 has been set for local government. Progress is measured by Best Value Performance Indicator 157 using the IDeA's electronic service delivery tool kit. The Council had reached 82% of services enabled by October 2003.

Government funding has been made available to Councils to support the implementation of e-government. This has been subject to the submission of satisfactory Implementing Electronic Government (IEG) statements detailing the Council's e-government policies and programmes. IEG statements have been submitted annually since 2001 and form the e-government element of the Council's ICT strategy. The Council has received funding of £200,000 in 2002/03 and 2003/04 which has contributed to a range of e-government initiatives.

From 2004/05, government funding will be more directly targeted to a range of specified outcomes for the priority areas agreed between central and local government. The Council will have to meet these outcomes if it is to take full advantage of the funding available.

Wiltshire and Swindon E-Government Partnership

Wiltshire County Council, Swindon Borough Council and the district councils of West Wiltshire, North Wiltshire, Kennet and Salisbury are working jointly to progress e-government across Wiltshire and Swindon. The Partnership developed their vision *Connecting Wiltshire and Swindon* for delivering high quality e-enabled services to our communities. This is included in all our IEG statements.

The Partnership was successful in bidding for some £2m of funding under the Pathfinder Programme. This enabled 25 e-government projects to be implemented across the county. Building upon this, further funding of £1.2m was awarded, principally for the development of the Wiltshire and Swindon Intelligence Network and a back office integration programme. The latter programme comprises three project areas:

- Change of Address Notification
(led by West Wiltshire District Council)
- Abandoned Vehicles Reporting
(led by Kennet District Council)
- Case Handling
(led by NHS)

These three pilot projects will be completed by July 2004. On-going support and any roll-out to other agencies will have to be funded from internal resources.

Although there is no further Government funding for partnership projects, the Wiltshire Councils have agreed to continue to work collaboratively in order to join up public services in the most cost effective way. Working arrangements are being developed and a common agenda for joint working is emerging. The main features of this are shown below:

Customer Services in Wiltshire
<p><i>Call Centres</i> Each Council will have a call centre capability at its own headquarters. These will be linked to form a network of customer service centres to receive phone calls from the public.</p>
<p><i>Contact Centres</i> A network of contact centres will serve community areas to receive enquiries face to face. Typically in libraries or TICs, these will be run by the County or districts but will be branded as joint facilities.</p>
<p><i>Customer Relationship Management</i> The call centres and contact centres will be served by a common customer relationship management (CRM) system. This will enable enquiries from anywhere in the County and on any subject to be handled by the network on 'one-stop' principles.</p>
<p><i>Web sites</i> Council web sites will provide the self service option for the public. Councils will use a common content management system and share content and maximise linkages wherever possible.</p>

Priority Outcomes

From 2004/05, Government funding will be directly targeted to the achievement of a set of e-government priority outcomes. These are derived from the shared priorities agreed between central and local government. Within each of the 14 priority areas, a number of required, good and excellent outcomes are defined.

Required Outcomes

These must be in place for every area of the country by the end of December of 2005.

Good Outcomes

The approach to achieving these may be determined locally but all local authorities are expected to commit to these objectives in order to qualify for further government funding in 2005/06.

Excellent Outcomes

Where required and good outcomes have already been achieved, authorities are asked to agree targets for promoting awareness and take up in return for greater discretion in use of IEG grant.

The council's existing e-government programme already addresses a number of the priority outcomes. The future programme will be targeted on the outstanding outcomes in order to maximise the receipt of government grant.

6. Technical Infrastructure Review

Following their appointment in October 2002, Vivista undertook a thorough review of the Council's IT infrastructure. The aims of the review were to:

- Identify the strengths and weaknesses of the current infrastructure.
- Provide and evaluate options for the way forward.
- Provide a phased and costed development plan for the agreed way forward.

The review reported in April 2003 and the full report can be seen via the Intranet.

The review recognised that the Council's infrastructure had been subject to steady investment over the years and was generally sound. Over 300 PCs and over 20 servers were connected by a corporate network; all staff and Members were provided with e-mail and internet facilities; the Council's website was extensive and developing and there was a well organised central computer room.

The review did however identify a number of issues that needed addressing. These included:

- Some IT equipment was past its normal life span
- Some network links had insufficient capacity
- Facilities for remote working and for remote access needed developing
- Security arrangements needed to continue to improve in order to maintain the protection of the network and allow the transfer of confidential data
- There was some lack of standardisation across the organisation
- There was a requirement to meet government targets for electronic service delivery
- New legislation such as the freedom of information act would demand improvements in the organisation and availability of information.

The review has been accepted by the Council and provides the technical element of this IT strategy. Its main features are shown below:

ICT Technical Strategy	
Local Area Network	The Council's local area network comprises category 5 structured cabling with 3COM Ethernet active network equipment. The LAN is based on a core of gigabit Ethernet enabled switches with distributed switches delivering 100Mbps to network ports. The network protocol will be solely TCP/IP.
Servers	The Council's standard infrastructure operating system is Windows 2000 with Active Directory. Novell and NDS have been removed from the Council's infrastructure. The Unix system for Revenues and Benefits will be continued for the present but the suitability for alternative platforms will be kept under review.
Server Hardware	The Council will continue to utilise HP rack mounted servers in its server room.
Applications	The Council will give preference to package applications from single source suppliers. The preferred applications databases are Oracle and SQL server.
Desktop Equipment	Desktop equipment will be sourced from industry leading suppliers. PCs will be replaced in rotation, principally on the basis of age but taking account of the needs of users. The desktop operating system is Windows 2000. Microsoft Office is the Council's standard office system and versions will be kept in line across the Council. Printers are networked and standardised on the HP range.
Wide Area Network	Wide area connections to Council buildings will be via LAN extensions where this is cost effective. Virtual private network (VPN) equipment and firewalls are operational and will be developed for other remote access requirements. The opportunities presented by Broadband will be utilised, particularly for homeworking and Members' services.
E-mail and Internet	E-mail services will be via MS Exchange 2003 with MS Outlook 2000 as the client. Internet connectivity will be via a 2Mbps connection to the Internet Service Provider.

The Council will adopt an approach of structured change to implement the outcomes of the technical review. Such an approach allows change to be managed in a controlled manner over a period of time. Risk is minimised as change is introduced in stages with any problems corrected and lessons learnt along the way.

The initial development plan is in the course of implementation. The plan will be reviewed bi-annually and will guide the Council's continued investment in its IT infrastructure.

7. Management Arrangements

General

The Corporate Director has overall responsibility for ICT, in liaison with the Resources Portfolio Holder.

The ICT Manager heads a business unit of five staff. The unit is the focal point for users (including Members) and is the main link with the facilities management contractor and third party suppliers. Within this, the Property Information Team is responsible for the development of GIS across the Council and the management of the Council's Local Land and Property Gazetteer. Working groups and project teams are set up as necessary to progress ICT projects and initiatives. An ICT User Forum operates to represent the views of users.

The ICT Development Plan derives from the corporate service and financial planning procedure. This allows ICT projects and developments to be considered alongside other proposals and in the context of the Council's overall objectives. Most ICT projects are funded through the Council's capital programme.

The ICT FM Contract

The Council re-tendered for its computing services in 2002. The new contract was awarded to Vivista and started on 1 October 2002. The contract is for five years, with the Council having an option to extend for a further two years.

The contract is comprehensive and covers virtually all aspects of the Council's computing. Various schedules describe the services and performance required under two main headings:

- *Core Services* - These are those items that are basic, essential and regular to the Council's computing needs.
- *Optional Services* - These are a range of services that are made available for purchase by the Council at its discretion.

The core service charge is the annual amount that the Council pays for the delivery of the specified computing services. Changes in volumes are dealt with by reference to pre-set charging bands for network services (as measured by the number of PCs in use) and application services (as measured by the number of applications in use).

The position at the start of the contract was:

Contract base price	£430,586 per annum
Network Services	292 PCs in use (band D)
Application Services	22 applications in use (band D)

The contract variables are reviewed quarterly and the contract base price may be adjusted in accordance with the agreed charging bands. Optional services are procured by the Council as and when required at the rates specified in the contract. The Council meets regularly with the ICT FM Contractor to review service levels and performance.

Financial Resources

The new FM contract achieved a saving of some £250,000 per annum and also resulted in a more stable and predictable financial arrangement. The total revenue budget for ICT in 2004/05 is made up as follows:

Employees	£186,370
ICT FM Contract	£477,834
Supplies & Services	£116,979
Internal Service Recharges	<u>£273,818</u>
Total	£1,055,001

The Council's capital budget for ICT has been supplemented by IEG Funding in 2002/03, 2003/04 and 2004/05. Total ICT capital expenditure in 2004/05, including Grant, stands at £335,000

It will be important to maintain a steady investment in ICT, both to ensure the continuity and updating of existing services and to offer citizens new facilities in line with the e-government agenda.

Sustainability

ICT equipment has a significant impact on the environment, through its manufacture, its use and its disposal. The Council will seek to minimise these impacts and will follow good practice for sustainability in the ICT sphere.

All PCs and printers are Energy Star compliant. All monitors purchased since the start of 2004 are of the flat screen type. These use one third less energy than the cathode ray tube variety. Printers are purchased with duplex units where appropriate, to allow double sided printing. Users are given guidance on practices such as turning off equipment and the most efficient use of printers.

Equipment is upgraded and re-allocated where possible to ensure that the maximum use is obtained from it. This is managed by means of a detailed asset register. Obsolete equipment is disposed of through a specialist company which re-uses equipment where possible and which works according to the EC Directive on Waste Electrical and Electronic Equipment and Department for Environment, Food and Rural Affairs guidelines.

Training

Training for ICT is managed both corporately and within departments. There is a corporate budget for ICT training and this is used for standard training required across the Council, such as Word, Excel and Access courses. This activity is co-ordinated by the Training Officer. Service specific ICT training is managed and funded from within departments. Training for new applications is normally funded from within the project budget.

An ICT training room with six PCs and a printer was established in 2003. This has proved invaluable in training for major projects and small scale and individual training sessions.

Members' ICT training was reviewed in May 2004 through the Members' IT Steering Group. A structured training plan is offered which comprises:

- ***Level 1: Basic Tasks - IT awareness and confidence***
One to one instruction is provided by the ICT Unit or the Training Officer
- ***Level 2: E-mail and Internet use***
Sessions for individuals or small groups are provided by the ICT Unit or the Training Officer
- ***Level 3: Application specific training***
Requirements for general training in applications such as Word Excel and Powerpoint will be addressed either through one to one problem solving sessions or through formal courses at an appropriate level. Such training will be managed and funded through the corporate Members' training programme.

The Council is committed to providing on-going ICT training and will consider establishing a formal e-skills training programme for members and staff with recognised levels of attainment, such as the European Computer Driving Licence.

8. Procedures

The management and development of ICT involves complex and interacting activities. ICT procedures are needed to ensure that:

- Corporate and user objectives are properly identified and met;
- Resources are allocated and developments agreed within the context of the Council's objectives and priorities;
- Developments are in line with this ICT strategy and comply with national and local standards;
- Projects are properly managed and the associated risks are minimised;
- Best Value is achieved.

There are three main areas of corporate procedures.

Service and Financial Planning

ICT developments, both corporate and departmental, are originated, considered and approved through the corporate Service and Financial Planning procedure. Their contribution to this strategy will be an important part of that consideration.

Each autumn, service managers are required to produce an annual Service and Financial Plan, within a framework of corporate priorities and a financial strategy. The plans describe how services will be delivered in the coming year. They have a standard format which includes:

- Service Strategy and Objectives
- Service Changes
- Contribution to Corporate Objectives
- Training (corporate and ICT)
- Partnerships
- ICT Requirements
- Aspirations
- E-government initiatives
- Staffing
- Budget and financial implications
- Development bids
- Targets

Draft service plans are considered by the Corporate Team, Portfolio Holders and the Cabinet. The departmental plans also provide an important input to the ICT Unit's own service plan. ICT requirements and proposed developments are reviewed and worked into the ICT service and development plans.

When completed, service plans form the basis for the Council's annual performance plan and its revenue and capital budgets.

Project Management

IT projects are often complex and costly. They can also be fundamental to the ability of the Council to deliver its major services. Good project management is therefore essential for their successful implementation.

The Council has a good track record of implementing IT projects. Agresso financial management, Anite document management, Academy rents and the Caps Spatial suite of applications have all been successfully introduced in recent years. Although project management principles are used in the delivery of IT projects, the CPA review recommended that more formal project management arrangements should be introduced.

Prince2 is the standard project management system used and recommended by the government. The system is very detailed but its main elements can be applied to managing projects of all sizes. The Council will use Prince2 principles in the management of its IT projects and, in particular, will require projects to pass formally through the following stages. Documents to be produced are shown in bold.

(i) Business Case

A **business case** is the description of the reasons for a project and the justification for undertaking it. It is based on the estimates of costs, the risks and the expected benefits and savings of the project. The business case is the foundation for the management of the project and guides decision making during its implementation.

A format for the business case will be provided. A business case will be required for each ICT project and will normally be prepared by the relevant service manager. This will then be forwarded and considered through the annual service and financial planning process. The business case is therefore the mechanism for formulating and gaining approval for an IT project.

(ii) Project Initiation Document

A **project initiation document** (PID) will be drawn up after approval but before the project starts. It forms the focal point at which all information relating to the “what, why, who, how and when” of the project is gathered for agreement by the key stakeholders. The PID will include details of the project team, the business case, a quality plan (setting out user requirements) and a project plan. A format for the PID will be provided. The PID will be approved and signed off by the relevant corporate team member who will act as Project Sponsor.

(iii) Managing Project Implementation

The implementation of each project will be led by a Project Manager. The Project Manager will be a senior officer from the user department, a corporate officer or the ICT Manager. The make-up of the project team will be as set out in the PID but will always include the ICT Manager, a finance representative and a representative from Vivista.

The team will be responsible for taking the project forward in the line with the project plan. The team will meet regularly and will document its workings. Any change to the PID will require the approval of the project sponsor.

(iv) Closing a project

A project is a finite entity and needs to be brought to a clear end in an orderly manner. The key issue is to ensure that all of the requirements and products specified in the PID have been delivered. This will include arranging testing and securing acceptance by users. It will also be necessary to ensure that on-going support for the project is in place. The project manager should arrange for any follow on actions that might be necessary and, in particular, a **post-project review** should be planned for.

The purpose of the post-project review is to assess whether the benefits claimed in the business case have been achieved. It will also cover aspects such as user satisfaction, the quality level achieved, whether support is as intended and whether any problems have arisen. A format for a post-project review will be provided. The date for the review should be set at a point when the benefits of the project can be expected to have materialised.

Procurement

Working to the highest standards of procurement practice is particularly important in ICT projects. The Council's financial and contract procedures provide the framework and additional good practice should also be followed.

A clear definition of user requirements is the cornerstone of a successful project and a formal **user requirements document** is required for all ICT projects. Its purpose is to describe in detail precisely what the customer requires from its new ICT system. The document will be used in tendering, in evaluating options, in acceptance testing and in reviewing the project following its implementation.

A **technical specification** should also be produced by Vivista to ensure that the new system is compatible with the Council's IT infrastructure and corporate standards.

A formal tendering exercise will be necessary for projects costing more than the threshold set in contract procedure rules. EU requirements should also be researched and followed where necessary. The invitation to tender should include a **draft contract** as well as the user requirements and technical specification.

In evaluating proposals criteria will include:

- Company standing, experience, achievements and references
- The overall functional and technical characteristics and quality of the solution
- The extent to which user requirements are met
- The extent to which the technical requirements are met
- The extent to which the proposals accord with the Council's ICT Strategy, E-Government Strategy and any other corporate policy requirements
- Costs - both one-off and on-going
- Acceptance of draft contract

9. Security and Disaster Recovery

The Council's Information Security Management Policy is established in line with the principles set out in the British Standard Code of Practice BS7799. The requirements of the Code have been assessed in the context of the Council's overall business environment and policies set accordingly. The Policy covers issues such as:

- Security organisation
- Asset classification and control
- Personnel security
- Physical and environmental security
- Computer and network management
- Users access control
- System development and maintenance
- Business continuity
- Compliance

As required by the Policy, all users are issued with a guide to IT security and the responsibilities of users.

The Policy is currently being updated and will be issued in line with the publication of this Strategy.

Vivista have responsibility for the technical security of the Council's computing infrastructure and also for the provision of a Disaster Recovery (DR) service. The Council's requirements and the arrangements for the DR service are set out in the FM contract. The Council has provisioned the Council Chamber to act as its local DR host and owns mobile equipment to achieve external connectivity to the DR site.

Business continuity planning for the Council is wider than ICT, covering all aspects of the Council's business. This is addressed centrally by the Risk Management Group.