

ICT/e-Government strategy
2005/2006

This document is a working draft

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1. Foreword

Endorsements
Chief Executive
e-Champions

2. Introduction

Based on the SOCITM model this ICT Strategy document is one strategy in support of the organisation's overall corporate strategy.

This ICT Strategy defines:

- the vision of how the organisation will exploit 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 provide that support
- the resources needed to reach and maintain that position
- the priority order of projects within a programme, or programmes, to move from the current position to the planned destination within the planned timescales.

The ICT Strategy will be reviewed annually for submission and approval by the IT Strategy Group.

2.1 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 Change Programme**, and its 11 supporting themes.

Closely aligned to this is the Council's **e-Government strategy**, and the 3 supporting IEG themes.

Lastly we have the ODPM's **National Strategy for local e-Government**, which in itself identifies 3 further key objectives which electronic local government has to support.

We are being encouraged to think beyond the process of e-Government itself, with its associated delivery date of December 2005, and more about embracing a process of cultural change across the organisation, change that is focussed on our customers needs and requirements rather than our own.

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

This document describes how we intend to carry out this process, and attempts for the first time to link all the above separate but related themes into one coherent vision for e-Enabling services across our organisation.

2.2 Context for ICT service delivery

2.2.1 Internal

SDC's e-government strategy focuses on 3 themes (SDC IEG3 Return).

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

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

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

SDC also has its own Integrated Change Programme which has eleven themes based around SDC’s Political and Organisational priorities

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

2.2.2. External

The National Strategy for Local e-Government (ODPM 2002) states that ‘e-Government is not an end in itself. It is at the heart of the drive to modernise government. Modernising local government is about enhancing the quality of local services and the effectiveness of local democracy’.

It identifies 3 key objectives which electronic local government has to support.

Transforming services – making them more accessible, more convenient, more responsive and more cost effective. It can make services more accessible to people with disabilities. It can make it easier to join up local services (within councils, between councils and other public, voluntary and private agencies). It can help improve the customer’s experience of dealing with local public services whoever provides them.

Renewing local democracy – making councils more open, more accountable, more inclusive and better able to lead their own communities. E-government can enhance the opportunities for citizens to debate with each other, to engage with their local services and councils, to access their political representatives and hold them to account. It can also support councillors in their executive, scrutiny and representative roles.

Promoting local economic vitality – a modern communications infrastructure, a skilled workforce and the active promotion of e-business can help local councils and regions promote employment in their areas and improve the employability of their citizens.

At a more detailed level, the services that the government expects us to deliver are specified as part of BVPI 157, and more recently in the ODPM’s ‘Delivering e-Government outcomes for 2005 to support the delivery of priority services and national strategy transformation agenda for local authorities in England’.

All of these external and internal aims and objectives are inexorably linked together and cannot be treated in isolation.

3. Where do we need to be ?

3.1 Vision for '5' years hence

It is 2010 (or thereabouts...) our customers can now access the majority of our services from the comfort of their own homes, over the internet, through their digital interactive TV sets, or by 'phone. Our web site (which is part of a Wiltshire wide shared system) is fully 'transactional'. Applications for the majority of our services can now be completed and submitted electronically.

Electronic services are available 24 hours a day, 7 days a week. 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.

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.

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.

Systems availability is automatically monitored 24 hours a day, 7 days a week – we are notified immediately about any issues so that remedial action can be taken to minimise disruption to service to both our internal and external clients.

We work in a 'paper light' environment – following a carefully targeted marketing campaign, most of our contacts with our clients and suppliers are by electronic forms or other electronic means – any paper that comes in is scanned into the EDRM system, and is available electronically to anyone authorised to see it.

Our Customer Contact Centre is supported by a flexible pool of people, 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.

'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 through the Internet.

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.

Mobile workers equipped with wireless enabled portable computers are able to support the disadvantaged by the ability to visit people in their own homes, whilst still being able to access to all the facilities available on the councils computer network.

A central CRM system with integrated links to back office systems gives (authorised) access to client's details from anywhere in Wiltshire and supports the operation of our Customer Contact 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 and our internal Intranet has led to a significant reduction in the number of paper copies that we have to produce and distribute.

Officers and Members can gain secure access via the Internet to Salisbury Systems from anywhere in the world that has an Internet access point.

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.

GPS systems are in use to pinpoint (in real time) the position of our 'off site' members of staff – in the event of someone being required at a particular location, we are able to locate and send the nearest person maximising the efficient use of our resources.

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.

Salisbury ITS 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 BPR project has been completed, and has delivered a number of significant improvements in our business processing which has led to a number of sections restructuring their operations.

Electronic democratic involvement is well established. Members have their own IT equipment supplied as part of their 'starter kit' which gives them access to SDC and Wiltshire information.

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

Everyone has access to minutes and agendas held on our and our partners Internet sites.

Officers and Members 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

3.2 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 will affect all Service Units within the organisation.

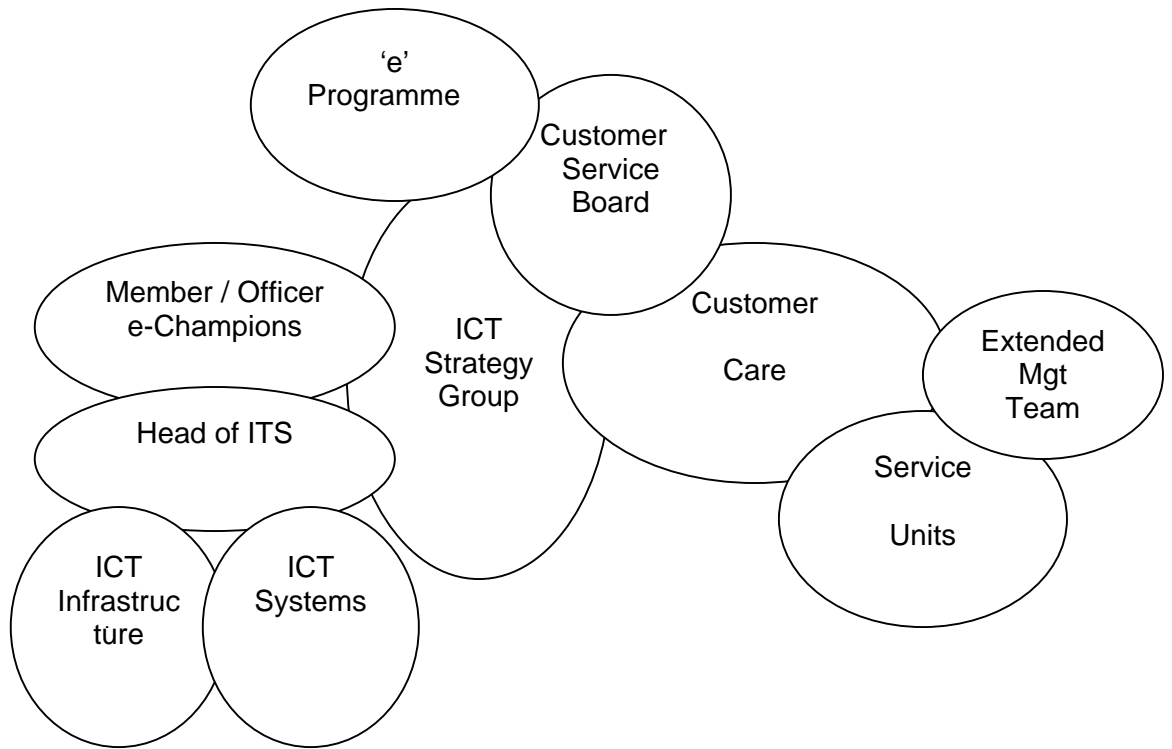
The focus therefore has to be on improving service delivery and business processes, not just on the technology. However, at the same time service units and ITS must work jointly in developing and delivering improved services if e-Government is to be a success and meet the organisations objectives.

ITS 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.

3.2.1 SDC e-Governance Interdependencies



3.2.2. Key Roles to Deliver e-Government

Officer e-Champion

This role should be 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.

Member e-Champion

The role of the Member e-Champion is to develop an understanding of the potential for e-Government with members, 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.

Head of ICTS

The role of the Head of ICTS is fourfold:-

- To actively promote (with the support of the IT 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 Authority, and develop the underlying supporting infrastructure.
- To manage (with the support of the IT Service Manager) the IT infrastructure and to deliver the ICT services.
- To actively promote (with the support of the IT Business Support Manager) throughout the organisation the use and delivery of ICT systems and improvements in business processes.

IT Strategy Group

The role of the IT Strategy Group is outlined at Appendix 1.

3.2.3 ITS Organisation for Progressing e-Government

There are many differing models for ITS organisation that would work in this scenario. What is more important is that the necessary skills are available within the team (these skills can be external as well as internal) and that the individuals concerned are in roles that enable them to deploy these skills to the maximum advantage of the organisation, and to the best outcome for the project.

The recent re-organisation of ITS at Salisbury has bedded down well, and whilst this structure provides a flexible basis to cope with the changing requirements of ICT, it is clear that to deliver a project of this scale within the available timeframe, further changes are advisable.

There is also a need to refocus the department (and in particular the Business Support team) from their current reactive approach in meeting business needs to a more proactive role of identifying and promoting (across the whole Council) service improvements that can be achieved by the imaginative and intelligent application of ICT together with changes and improvements in business processes, as well as exploring the opportunities of partnership working.

3.2.4 Restructure

To resolve any confusion that may still exist regarding e-Government delivery, the role of the e-Government Officer currently located within the MEDandT Service Unit should be relocated to IT Services. This will give us (and the organisation) a much more focussed and effective approach to the e-Government agenda. It will also help to resolve any confusion that may exist over partnership projects and our role in these projects, and will provide a vital additional resource that will help the Business Support Team take on their new and more proactive role.

In order to sharpen up the existing Business Support team and provide a new approach, we recommend that 2 teams are formed, thus splitting the workload into two main areas – a Service Development Team to promote and lead the case for service transformation, organisational and cultural change across the Authority, and a Service Support Team to underpin and support those changes.

The Development Team will consist of 3 Senior Business Analysts (including the existing e-Government officer) under the control and leadership of the IT Business Support Manager, Malcolm Lewin. This team will be responsible for promoting and developing 'e-change' across the organisation, and will initiate an ongoing programme to actively raise the profile of the e-Government initiative.

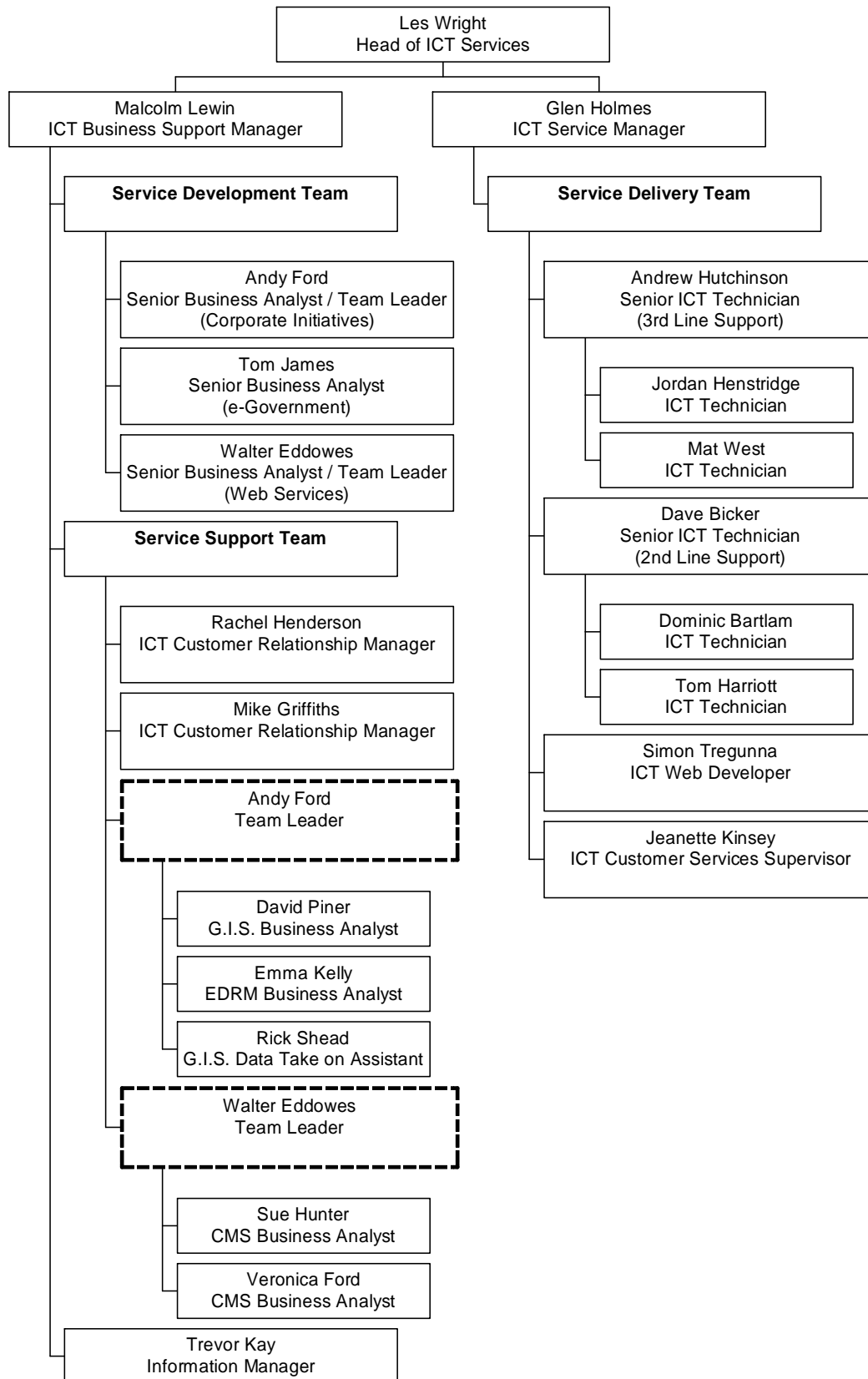
The process will involve talking to each Service Unit head to review their Service Unit responsibilities; how these fit in with the government's specific e-government initiatives; how ICT can help the service unit deliver its service more effectively and efficiently within the guidelines of the governments Local e-Government initiative as well as SDC's specific Core Values and Integrated Change Programme.

The agreed output from this exercise will then start to form the medium to long term IT development plans for the authority over the next 3 to 5 years. The revised ICT Strategy Group, now with Member representation, will be the vehicle for agreeing, prioritising and monitoring the development plans, and for ensuring that adequate resources are available for the plans to be completed.

The Service Support Team, consisting of the 2 existing Customer Relationship Managers, along with the GIS, EDRM and CMS Business Analysts and the existing Data Take on Assistant will be responsible for ensuring that vital core systems are available and developed to underpin the change in service delivery promoted by the Development Team. The reporting lines via 2 of the senior Business Analysts are shown in the diagram below.

The existing Technical Service Team will be responsible, as now, for providing, installing and supporting all hardware and software, but will take on additional administrative responsibilities along with the Service Desk function and Web Delivery. This latter change will answer the criticism that the existing Technical Service Team lack the skills to adequately support this new delivery channel. This team will be managed by the IT Service Manager, Glen Holmes, and the reporting lines are shown in the document below.

ICT Services Structure



There needs to be ITS involvement at an early stage in all SDC initiatives (including policy decisions) that will have an impact on the change programme, so that these can be built into the eGovernment programme at the earliest opportunity.

IT Services should therefore be added to the list of consultees for all Cabinet reports so that any effect on the change programme (perhaps one that even the author of the report does not recognise at the time) can be advised upon/ accommodated at the earliest opportunity.

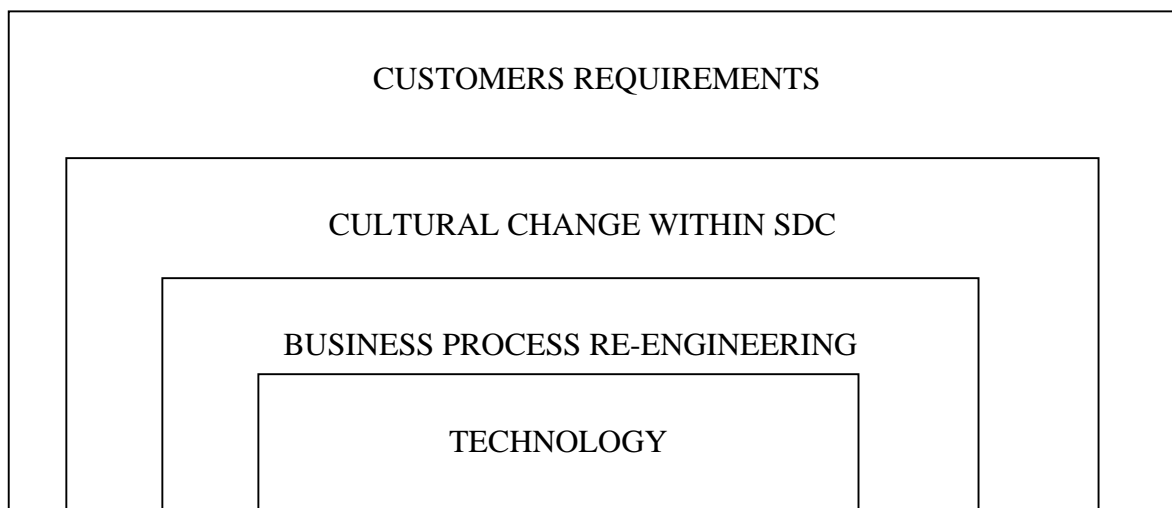
3.3 ICT implications of the vision

There is no doubt that Central government sees the e-government process for local authorities as something more than just the automation of existing business processes.

- It expects us to look at our services and transform them to be more customer focussed,
- It expects us to work more closely with partner organisations.
- It is looking to stimulate and revitalise local democracy.
- It is looking to stimulate and promote the local economy.
- It is looking to us to initiate cost savings and improve efficiency.

Electronic service delivery is seen as an enabler in this process, and also as the catalyst to make this happen at a local level.

3.3.1 SDC Model



Business processes have evolved over time to suit Service Units.

Service Units have developed to meet the requirements of the Council.

We now have an opportunity to review how we undertake our business, but this time focussed around our customers needs. This means we need to completely review and re-engineer our business processes to meet those needs and requirements and to ensure that any unnecessary or inefficient practices that may have built up over a period of time are removed.

Technology can be used to underpin this process (as it already underpins the current process) but it will not be able to deliver the level of cultural change that is required entirely on its own.

All this will only work if there is 'buy in' from SDC staff and there is true commitment within the organisation to supporting 'new' methods of working.

3.4 Method and approach

To help councils understand the whole picture, analyse their current position and build their future strategies, the ODPM and the IDeA have, in their paper 'The National Strategy for Local e-Government', developed a model of the "building blocks" of the "e-organisation".

The model does not seek to define the objectives or outcomes of local e-government, but to describe the e-organisation capable of delivering the priorities set.

There are 46 individual blocks, arranged in six themes. These building blocks are not all technical.

The 6 themes are:

- Interactions
- Access channels
- Trust and connections
- Enablers
- Core systems
- People

In addition to the key technologies, they cover the ways in which SDC and its citizens interact and the organisational issues to consider, when leading the council and its people through the changes we will have to make to exploit eGovernment to the full.

3.5 Infrastructure required

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

We will commit to providing systems that support these five themes.

Items marked with * do not form part of the current architecture and will need to be incorporated into our development plan (see 5.2 below).

3.5.1 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*

3.5.2 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

3.5.3 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
- Intranet

3.5.4 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

3.5.5 Infrastructure

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

- Recognition devices
- User devices
- Platforms
- Networks

3.6 ICT standards required

3.6.1 Technical Standards

The e-Government Interoperability Framework (e-GIF) mandates the adoption of XML and the development of XML schemas as the cornerstone of the government interoperability and integration strategy. A key element in the development of XML schemas is an agreed set of data standards. The Government Data Standards Catalogue sets out the rationale, approach and rules for setting and agreeing the set

of Government Data Standards (GDS) to be used in the schemas and other interchange processes. It also contains the standards agreed to date. These standards are also recommended for data storage at the business level.

The e-GIF defines the minimum set of technical policies and specifications governing information flows across government and the public sector. They cover interconnectivity, data integration, information access and content management. The Technical Standards Catalogue defines the minimum set of specifications that conform to the technical policies as defined in e-GIF.

The current specification for the e-GIF covers the areas of interconnectivity, data integration, content management metadata and e-services access. Each area comprises tables containing specifications and includes version numbers and notes. Government is, however, committed to ensuring that these technical policies and specifications are kept aligned to the changing requirements of the public sector and to the evolution of the market and technology. The latest version of the e-GIF specification at <http://www.govtalk.gov.uk/schemasstandards/egif.asp>.

3.6.2 Local Government Category List

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

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

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

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

3.6.3 Security Standards

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

IT Services and the IT Strategy Group will ensure that, wherever possible, all systems in use at SDC are fully compliant with central governments 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

3.6.4 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. We need to improve the accuracy and availability of information available to members and officers in order to enable timely decision making in the council.

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:

- Freedom of information
- Data protection
- Content management
- Knowledge sharing
- Security framework
- Data sharing
- Classification systems
- Custodianship.

3.6.5 Service Delivery

3.6.5.1 Disaster recovery

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

A plan is currently being developed to cover the areas of:

- Risk analysis, recovery prioritisation, allocation of responsibilities and roles.
- Offsite storage of disaster plan and base information (equipment configs; 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

3.6.5.2 Costing and charging

ITS will recharge any costs associated with specific departmental 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 IT 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),

3.6.5.3 Service level agreement

Application Systems Software SLA

- IT Services will look to source all application systems software from 3rd party suppliers. In doing this we will work with our users and partners to establish the most appropriate product, based on an analysis of business and IT requirements and the principles of Best Value.
- For applications which will be used on a corporate basis we will provide active promotion and support through a dedicated ITS Business Analyst.
- For major departmental systems we will encourage the relevant department to provide a 'super user' to support the business users of the system.
- We will support and develop any necessary 'feeder systems' between applications, either directly or through our partners B.I.C. Systems. We will develop and maintain the infrastructure necessary to support our web services.

Hardware 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).
- 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.
- Wherever deemed appropriate, the use of 'Thin Client' computing technology will be fully considered and deployed in preference to other, standard desk top solutions. Thin client hardware will be chosen on the principle of compatibility and Best Value. Currently the choice is HP (Compaq).
- 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 is moving away from the server attached storage model, towards the provision of a high capacity, secure 'Storage Area Network' to deal with demands for increased storage space.

Central Core Customer SLA's

- IT Services will provide a senior level Service Development Team to promote 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.
- IT 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.
- IT Services will provide and support (through the services of a corporate Business Analyst) a suitable corporate GIS system.
- IT Services will provide and support (through the services of a corporate Business Analyst) a suitable corporate Content Management system.
- 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).
- 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 IT 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.
- 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 it's 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 IT Services.
- 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.
- IT Services will provide and support the software necessary to provide security against any software virus.
- All hardware and software **must** be purchased through IT 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 3-year rolling review for PC's and servers, and 5 years for printers. IT Services will continuously monitor the situation, and may recommend a shorter or longer review as circumstances demand, or, for example, a move to 'Thin Client' based technology.
- IT 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.
- IT 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 SDC Intranet will continue to be the medium of first choice for distribution of information around the Authority.
- IT Services will encourage the move towards the integration of corporate information systems into a common, centrally available, secure, managed browser based interface.
- We will aim to provide a 99.5% service availability to all our users, 24 x 7.
- 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. 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' Contact Management system.
- 'HEAT' calls will be allocated a priority rating of between 1 and 3, where 1 is the highest priority.
 - Level 1 calls will have a 4 hour response.
 - Level 2 calls will have an 8 hour response.
 - Level 3 calls will have a 24 hour response.
 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 ITS 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.

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

3.6.5.4 Partnership services

Involvement in local partnerships is an established method within which SDC operates (e.g. Hampshire hardware procurement consortium; Wiltshire Obtree CMS and Lagan CRM systems; Wiltshire IT Managers Forum).

Our long term partnership with B.I.C. Systems 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 in getting involved in partnership working where these opportunities have benefit for SDC.

Partnership projects will be authorised by the IT Strategy Group as part of their ongoing responsibility for authorising and prioritising projects.

3.6.5.5 Business continuity

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

Our contract with B.I.C. systems covers the server and network hardware and software on a 24 x 7 basis. It also covers the Solaris operating system as well as the recovery of the Housing and Revenues & benefits systems.

We have an in house stock of hardware spares to cover the more common areas of hardware failure.

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

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

3.6.5.6 Risk management

The SDC Risk Management Group have issued standards for risk management across the Authority and these were approved by Cabinet in 2003.

These principles have been used in developing our Disaster Recovery and Business Continuity plans.

The current SDC Project Standards include a risk assessment as part of the project PID (the document which is formally approved by the 'Group with no name' 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.

ICT Strategy Risk Analysis

Risk	Likelihood	Impact	Score	Action
Being over ambitious	9	9	81	IT Strategy Group to monitor success of the programme. ITS BS Service Development Team to identify & recommend realistic alternatives as necessary.
Changing / competing demands on resources	9	7	63	Resources to be directed by IT Strategy Group
Poor project management	7	7	49	Project Boards(s) to monitor closely performance of Project Manager(s)
Reliance on external software suppliers	7	7	49	Ensure suppliers are selected on the basis of their market reputation.. Maintain good working relationships with suppliers.
Poor business planning	6	8	48	Business Service Development Team to plan development based on priorities allocated by IT Strategy Group.
Technical (web) skills shortage	8	10	80	Employ additional (temporary) web skills.
Lack of disaster recovery plan	3	10	30	Develop disaster recovery plan.
Lack of management buy in	3	10	30	Buy in to be cascaded from e-Champions.
Lack of adequate software / hardware funding	8	10	80	Ensure adequate funding is available / prioritise available funding.
Lack of adequate resource funding	8	10	80	Ensure adequate funding is available / prioritise available funding

3.6.5.7. Programme and Project management

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

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

As necessary IT 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 ITS for each project that requires some input from ITS.

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 and will have a Post Implementation Review).

The Risk Analysis and the Management of Risk forms part of the PID.

4. Where are we now ?

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

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

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

Work in these crucial areas, where appropriate on a partnership basis, is underway at the present time. However, it is important to note that additional funding will be required in some of these areas to enable completion of this part of the exercise by 31 December 2005.

In addition, there are a number of areas that need to be addressed in delivering the 'Infrastructure Required' (see 3.5 above), 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.

Shared Applications

Enterprise Resource Planning – this needs to be addressed as a project.

Application Support Tools

Decision Support – this needs to be addressed as a project

Common Infrastructure Services

Application Integration – this needs to be addressed as a project.

There is also continuing work to be done to deliver our strategy for:

Disaster recovery
Information Management
Security Standards
Business continuity

4.1 Current ICT governance arrangements

The 'e-Advocates' Group and the 'IT Strategy' Group have now been merged into one 'The Group with no name' Group and this will form the management board which oversees the delivery of ICT and e-Government services.

The internal structure of IT Services has been re-aligned in line with the proposals outlined in 'ITS Services Structure' (see above).

The needs of the users of IT Services has been met by establishing the 'IT User' Group. Representatives from IT Services and a cross section of Service Units gather in this forum to exchange views and information with one another.

4.2 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 AA standard.

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

4.3 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.
Pickwick	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 (Aareon)	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 Application 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	Recording 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

4.4 Immediate and future pressures upon the portfolio

Immediate pressures on the portfolio are :

Supporting the implementation of the Lagan CRM system and the subsequent back office integration.

Supporting the additional application functionality for BVPI & the ODPM 'Outcomes' list for delivery in the appropriate timescales.

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.

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.

4.5 Current ICT infrastructure

The current infrastructure is built around 33 Windows based servers running a mixture of Windows operating systems, as well as two SUN Solaris Unix boxes (one for Housing and one 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 100Mbps to the desktop. Remote locations are serviced by a mixture of BT lines. Cisco equipment provides the necessary network routing and management capabilities.

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

4.6 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 dedicated machine. 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 network 'triangulation' to maintain services in the event of the loss of key network lines within Salisbury.

4.7 Current ICT skills

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

Web support team are trained to level ? in ASP and level ? in MS '.net' technologies.

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.

One of the IT CRM's has been on a SOCITM IT Account Management training course.

4.7.1 Employees

Employees are currently encouraged to make use of the on line training facilities to reach the necessary ECDL standards. Additional on line training facilities are also available for MS Office products This is outlined in the SDC Training Plan for 2005.

4.7.2 Elected members

Elected Members are also encouraged to develop their computer literacy by taking part in the ECDL training programme.

4.7.3 Community

We have no data on the levels of computer literacy within the community.

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

5.1 Migration plan to move to new 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 the level AA and strive to achieve AAA.

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.

5.2 Prioritised portfolio development programme with dependencies

See Appendix 1

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

See Appendix 1

5.4 Prioritised infrastructure development plans with dependencies

See Appendix 1

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

Scheme	Estimate 2004/5	Estimate 2005/6	Estimate 2006/7	Estimate 2007/8
Desktop / Server Replacement Programme	20,000	20,000	20,000	
Service Unit Requests	85,000	85,000	85,000	
I.T. Infrastructure	50,000	50,000	50,000	
Remote Access Service	0	0	0	
Replace PCs, Laptops & Printers	70,000	90,000	90,000	
IT Software Upgrades	50,000	50,000	50,000	

5.6 Training and development programme

We will ensure that the whole ITS 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 ODPM) and by keeping abreast of National project developments, as well as continuing involvement in relevant partnership projects.

Knowledge will be disseminated within ITS by internal workshops and team briefings. Each role within ITS has a list of key skills and expertise required for the role. Each member of ITS will also have a formal training programme to bring them to the level of expertise demanded of their specific role within the department.

.5.7 Outline costs for training and development plans, year by year and total

	Estimate 2004/5	Estimate 2005/6	Estimate 2006/7	Estimate 2007/8
Total ITS Development & Training	30,000	30,900	31,827	

6. Appendices

6.1 Terms of reference and membership of ICT governance group

MERGED IT STRATEGY GROUP AND E-ADVOCATES GROUP

TERMS OF REFERENCE

1. Lead delivery of e-Government/ICT theme of Improving Customer Services political priority.
2. Champion the use of ICT to improve business efficiencies and customer choice of access channel.
3. Direct and recommend to Cabinet the council's IEG Statement.
4. Direct and recommend to Cabinet the council's ICT, Information Management and e-Government Strategies and Project Plan.
5. Approve and prioritise all ICT related projects across the council ensuring that a corporate integrated approach to ICT systems is maintained.
6. Maintain the ICT Project Plan and monitor progress against key deliverables and objectives.
7. Identify opportunities for partnership working on ICT related projects.
8. Approve SDC's involvement in all ICT related partnership projects.
9. Allocate and authorise spending on ICT projects and monitor efficiencies in line with the Procurement Strategy/Gershon Review.
10. Monitor usage and take-up of e-Govt channels and recommend campaigns to the MED&T Unit as necessary.

Membership / Roles

Cllr John Collier – Deputy Leader
Debbie Dixon – Policy Director and e-Govt Officer Champion
Cllr Jeremy Nettle
Labour Group representative
Liberal Democrat representative
Independent representative
Les Wright – Head of IT Services
Malcolm Lewin – IT Business Support Manager
Tom James – e-Government Business Analyst
Helen Frances – Head of Customer Services
Alan Osborne – Head of Financial Services
Wendy Lawrence – Office Manager, Environmental Services
David Milton – Area Planning Officer

Frequency of Meetings:

Proposed alternate months

6.2 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
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.

- 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.
- IEG3 - Implementing Electronic Government Statement. An annual return that we have to make to the ODPM 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).
- ODPM - Office of the Deputy Prime Minister
- 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
- 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.
- XML - Extensible Markup Language. XML is the governments choice of a standard language for information exchange between computer systems.