

Wyre Forest District Council

Information and Communications Technology

Strategy 2008 – 2012

and Implementation Programme

Contents

1. Management summary
2. Introduction
 - 2.1 Background
 - 2.2 National context
 - 2.3 Local context
3. Corporate issues / drivers
 - 3.1 Centralised office accommodation
 - 3.2 Customer services/Worcestershire Hub
 - 3.3 Savings and efficiencies
4. ICT strategy
 - 4.1 Corporate Information system (CIS) / Electronic document management (EDM)
 - 4.2 Flexible working
 - 4.3 Self service
 - 4.4 E-Procurement / purchase order processing
 - 4.5 Geographical Information systems (GIS)
 - 4.6 Telephony / telecommunications
 - 4.7 Business continuity / disaster recovery
 - 4.8 Infrastructure considerations
 - 4.9 Business process improvements
 - 4.10 Change management and additional requirements
 - 4.11 Security
 - 4.12 IT service management
 - 4.13 Green IT
 - 4.14 Risk management
5. Strategy delivery and Implementation Plan
 - 5.1 Programme management
 - 5.2 Training
 - 5.3 Budget control
 - 5.4 Implementation Plan

APPENDICES

- A – SOCITM single site ICT strategy
- B – Current ICT service and standards
- C – Glossary of terms
- D - Implementation Programme

1. Management summary

- 1.1 The previous ICT strategy has now expired and a new strategy is required to meet the future needs of the Council.
- 1.2 In July 2008 the Council approved the sum of £2.54 million to be added to the Council's approved capital programme for the delivery of the Council's ICT strategy over the period 2008 – 2012.
- 1.3 The new strategy focuses on 4 main priorities. To ensure appropriate technology and expertise is available to :-

- **manage the significant on-going requirements of maintaining a secure and reliable ICT infrastructure and associated systems.**
- **support the transformation and improvement of Council services for the benefit of customers and stakeholders.**
- **enable the delivery of savings and efficiencies.**
- **prepare for the move towards single site office accommodation.**

- 1.4 The existing ICT provision needs to be supported and refreshed. However, the opportunity exists to invest in technology that will enable new methods of working and improved storage of information.
- 1.5 New methods of working can improve service delivery and enable efficiencies and reduced space requirements within a new single site. Increased electronic storage of information, combined with redesigned processes will also be more efficient and enable space savings.
- 1.6 The strategy will support the Council's Corporate Plan and it's adoption will assist towards the Corporate aim of "A well run and responsive Council" and the priority of "Improving efficiency and value for money".
- 1.7 ICT is now an integral and essential element of the organisation that can make a major contribution to service levels, management performance and cost control.

1.8 There are new technologies available that will be invaluable preparation for a single site but will also enable savings and efficiencies to be achieved in advance of any move. Technologies such as :-

- **Electronic document management (EDM), with increased use of document scanning, will reduce paper and save on office accommodation and storage.**
- **An electronic document and records management system (EDRMS) with associated workflow technology will be more efficient, ensure everyone works with the current version of the document and reduce the time spent searching for documents and files.**
- **Home and mobile working, using thin client technology, will help to increase productivity, increase job satisfaction, lower sickness levels and improve employee retention. It can also enable valuable savings in office space. Thin client technology when installed throughout the Council will reduce electricity costs and carbon emissions.**
- **Self service to provide customers and employees with the facilities to access their own information and to request services and monitor progress without the need for assistance.**
- **Improving data storage and virtualising servers (enabling one server to do the work of many) can reduce total cost of ownership, release valuable office space and provide greater availability. It will reduce electricity costs and carbon emissions.**
- **Electronic order processing and procurement can reduce manual processing time and speed up the time taken to process orders and invoices.**

2. Introduction

2.1 Background

2.1.1 The previous ICT strategy 2005 – 2008 expired in March 2008. This new strategy covers the period 2008 to 2012 and has been produced in consultation with key stakeholders including the Corporate Management Team.

2.1.2 In November 2007 SOCITM Consulting were engaged to produce a single site ICT strategy, an extract is attached at Appendix A. Their report, approved by Council in July 2008, identified the investment required to deliver the new ICT strategy. The new strategy takes on board all the key findings.

- 2.1.3 The SOCITM report, whilst identifying ICT issues and costs for a new single site, also identified areas where savings and efficiencies can be achieved by investing and enhancing ICT systems in the short term.
- 2.1.4 SOCITM recognised that the Council has a special opportunity to augment the traditional benefits in investing in ICT and to receive the benefits in savings in office space within any new single site.
- 2.1.5 There have been many significant ICT implementations during the life of the previous strategy including the Worcestershire Hub, total print management and substantial deployments of document image processing (DIP).
- 2.1.6 Details of the current ICT service and standards in use are shown as Appendix B.

2.2 National context

- 2.2.1 The Government published “Transformational Government, Enabled by Technology” in November 2005. This strategy set out a vision for 21st century government requiring 3 key transformations :
 - 2.2.1.1 Services enabled by IT must be ***designed around the citizen or business***, not the provider, and provided through modern, co-ordinated delivery channels. This will improve the customer experience, achieve better policy outcomes, reduce paperwork burdens and improve efficiency by reducing duplication and routine processing, leveraging delivery capacity and streamlining processes.
 - 2.2.1.2 Government must ***move to a shared services culture*** - in the front-office, in the back-office, in information and in infrastructure - and release efficiencies by standardisation, simplification and sharing.
 - 2.2.1.3 There must be broadening and deepening of government's ***professionalism in terms of the planning, delivery, management, skills and governance*** of IT enabled change. This will result in more successful outcomes; fewer costly delivery failures; and increased confidence by citizens and politicians in the delivery of change by the public services.

2.2.2 “Transformational Government, Enabled by Technology” identifies that historically, services have depended almost entirely on form-filling and face-to-face meetings. It notes that over the next decade “...the principal preferred channels for the delivery of information and transactional services will be the telephone, internet and mobile channels – as well as the increasingly important channels within the digital home.”

2.2.3 This vision, however envisages the development of e-channels as part of a jigsaw of provision including face-to-face contact in modern contact centres that are well-signposted and easily accessible. It recognises that there will always be certain individuals and groups – frequently the most vulnerable and excluded - who will find it difficult or who will be unwilling to utilise the latest technology.

2.2.4 The November 2005 report was complemented in December 2006 by a further report written by Sir David Varney entitled “Service Transformation – A better service for citizens and businesses, a better deal for the taxpayer.” The report’s main themes are that:

- councils should work to achieve a greater appreciation of the needs, behaviours and attitudes of the citizens and businesses that are entitled to receive the services that a council provides;
- partners in service provision should pool their intelligence about the needs and preferences of local people;
- councils must engage citizens and businesses more fully in the design and delivery of public services;
- councils should provide a coordinated multi-channel approach to service delivery with e-services the primary channel for information and transactional services;
- councils should make better use of integrated digital television, kiosks and text messaging systems;
- councils should maximise efforts to make considerable reductions in:
 - avoidable contact; and
 - telephone requests for information;
- councils should rationalise its management of customer identities and reduce the considerable number of customer records held in a wide range of database systems which is both inefficient and high risk;

2.2.5 In October 2008, the Government opened a consultation on Digital Inclusion with the overall aims of:

- ensuring that all citizens have the opportunity to enjoy the direct benefits that digital technology has to offer; and
- ensuring that the indirect benefits of technology are fully exploited to improve all aspects of service planning and delivery.

2.2.6 The consultation proposes a framework for action to address digital inclusion with the vision of creating a fully digitally engaged society that promotes excellence and fairness

2.3 Local context

2.3.1 The strategy will support the Council's Corporate plan and will help to deliver its aims and priorities.

2.3.2 The strategy will also support the Council's Customer Services strategy and assist in achieving its 4 main objectives of accessibility, value for money, IT technology and service delivery.

2.3.3 The Council's first point of contact for all services is delivered via the Worcestershire Hub in partnership with Worcestershire County Council and the other District Councils in Worcestershire. The strategy will complement this and strive to make information available accurately, securely, at the right time and to all who need it.

3. Corporate issues / drivers

3.1 Single site

3.1.1 The ICT strategy will underpin preparations for the move to a single site and will ensure that technologies implemented in the short term will have a longer term capability.

3.1.2 Preparation needs to start as early as possible. Technology and the associated working practices need to be installed, trialled and tested well in advance of a move to single site.

3.2 Customer services/Worcestershire Hub

3.2.1 The ICT strategy is designed to assist with the customer services strategy and will be flexible enough not to inhibit future plans and direction of the Worcestershire Hub.

3.2.2 The Worcestershire Hub will benefit from the centralisation and ease of access to information.

3.2.3 In particular the increased priority of self service will help to improve customer service and reduce pressures on customer service employees.

3.3 Savings and efficiencies

3.3.1 The Council is committed to improving efficiency and value for money. The strategy will review and improve business processes and put in place many technologies that will enable savings to be made.

4. **ICT strategy**

4.1 **Corporate Information system (CIS) / Electronic document management (EDM)**

4.1.1 The creation and maintenance of a corporate information system (CIS) is integral to the ICT strategy. We will use electronic document management (EDM) and electronic document and records management (EDRMS) technology to provide the core of the CIS.

4.1.2 A corporate file structure and document classification scheme needs to be developed and this will be key to providing access to all information. It will be important to protect the investment already made in DIP, a forerunner of EDM in the Benefits section in the Financial Services Division and Planning Health and Environment. Their existing classification schemes will be safeguarded whilst taking on board the wider corporate requirements.

4.1.3 The Council already has a considerable investment with EDM in Benefits and the PHE Division. There is also significant integration in place between their DIP systems and major back office systems. We will continue to introduce EDM into other areas and ensure integration with back and front office systems including the Website and Intranet.

4.1.4 We will look to enable direct scanning from our multi functional devices seamlessly into the corporate EDM system.

4.1.5 We will introduce EDRMS throughout the Council to capture all other relevant information such as e-mails and other electronic records. This will entail the integration of EDM and workflow technology with Microsoft Office products including Word and Excel.

- 4.1.6 The implementation of the CIS will take several years but it will provide early benefits as soon as individual elements are put in place.
- 4.1.7 Diagrams showing how the CIS will be utilised are shown on pages 19 to 23 of the SOCITM report extract in **Appendix A**.

4.2 Flexible working

- 4.2.1 The strategy aims to put in place the technology to enable flexible working to be carried out. Flexible working covers all types of non fixed office working i.e. home working, mobile working etc.
- 4.2.2 We will implement “thin client” working which will minimise the reliance on the use and high specification of PCs and laptops. This will reduce the cost of ownership and save on future revenue budgets. Secure access to back office systems with satisfactory response at all times will be essential.
- 4.2.3 In the first year of the strategy pilots will be carried out on a relatively small scale to evaluate access to back office systems and, as it is developed, the CIS.
- 4.2.4 The use of flexible working will grow in years 2 and 3 as the technology is embedded and working practices are finalised.
- 4.2.5 “Touch down areas” can be equipped, either within existing offices, or as part of future centralised office accommodation.
- 4.2.6 Case studies have shown that flexible working can improve productivity, reduce absenteeism and increase employee job satisfaction. All these factors can be assessed as the technology is introduced and monitored.

4.3 Self service / website and Intranet improvements

- 4.3.1 We will introduce electronic intelligent forms which will be in a common format for use by both employees and customers. These will enable access to the CIS and the ability to “self serve”.
- 4.3.2 Self service can be used by customers and also by employees in association with customers. The technology will make this as simple to use and as secure as possible.
- 4.3.3 Validation and authentication will take place with due regard to the sensitivity of the information being accessed and in line with best practice security standards.

- 4.3.4 Existing access channels will be reviewed and improved as appropriate. Self service options will be increased and the functionality and availability of e-mail will be further developed.
- 4.3.5 The Council's website and Intranet will be improved and enhanced with the introduction of more transactional facilities e.g. applying for licences, booking services etc.
- 4.3.6 Increased electronic payment options and enhanced electronic forms will be provided. Existing booking software will be further developed to enable greater external and internal access for booking resources and services.
- 4.3.7 To ensure widest possible use of our website we will aim to increase its priority level to AAA in accordance with WC3 standards which makes provision for disabled users.

4.4 E-Procurement / purchase order processing

- 4.4.1 Software has been purchased and budgets created in preparation for the implementation of an electronic purchase order processing system.
- 4.4.2 It is recognised that there are savings and efficiencies to be obtained by the introduction of further modules of the Council's existing financial management system. These can be made by automating purchase order processing and progressing with e-procurement.
- 4.4.3 This will be a considerably employee intensive project and will require significant internal resources. Undoubtedly external assistance will also be required.
- 4.4.4 The strategy recognises the advantages of implementing electronic purchase ordering and ICT resources will be made available as and when the project commences.

4.5 Geographical Information systems (GIS)

- 4.5.1 The Council already has a considerable investment in GIS and maps are overlaid with data provided by many Divisions. It is an integral element of information and will be linked to the CIS.
- 4.5.2 Consideration will be given to where the technology can be of further value.
- 4.5.3 The use of maps and overlays can bring many benefits and is currently under utilised. Increased awareness is necessary and this can be improved by raising its profile and establishing it as a corporate system.

- 4.5.4 e-GGP is a product provided by our GIS supplier for web based mapping. It can be used both for internal and external use and will be purchased and implemented in year 1 of the strategy. It allows for web based access to our maps and data overlays without the need for full GIS licences.
- 4.5.5 The Council's Land and Property Gazetteer (LLPG) Custodian has created a comprehensive database of addresses that is updated regularly to the National Land and Property Gazetteer (NLPG). This will be integrated with other Council address based systems to realise the full benefits and improve accuracy.

4.6 Telephony / telecommunications

- 4.6.1 Although some of our existing telephone switches are quite old they have been continually enhanced and upgraded over the years. They have the latest releases of software and many advanced features. Indeed there are quite a few facilities that are available that are not in use.
- 4.6.2 We are already making use of technology that removes the need for telephone switches and utilises voice over IP which means that voice and data are carried over the same network. This is in use with the Worcestershire Hub and at Green Street, the Town Hall and Bewdley.
- 4.6.3 There is a move within the telecommunications industry towards unified communications, unified messaging, "soft switches" and voice over IP. This technology will be an important consideration when we are planning the ICT infrastructure for single site accommodation.

4.7 Business continuity / disaster recovery

- 4.7.1 The current ICT business continuity and disaster recovery plans are adequate for our current needs. This is assisted by the number of sites we occupy and therefore the ICT deployment options available to us.
- 4.7.2 There will be a different scenario when we move to single site. We will need to ensure that appropriate office space is available outside our main administration building and can be readily equipped with suitable servers/backup equipment for emergency use.
- 4.7.3 We will consider wider business continuity options dependant upon the number and size of physical buildings available as a consequence of single site. Partnership working or outsourcing are potential options.

4.8 Infrastructure considerations

- 4.8.1 We will continue to invest in and maintain our current wide area network, local area networks, servers, PCs and ICT software.
- 4.8.2 There is more and more reliance on ICT and resilience is critical to front line services. Downtime must be kept to a minimum and ICT availability maximised. The introduction of flexible working increases the pressure to aim for 24 hour availability.
- 4.8.3 The move to a future single site will require a full review of all existing servers and storage devices. New technology must be implemented well in advance to enable sufficient testing and transfer of data.
- 4.8.4 Our current server rooms are becoming stretched to the limit as our number of servers continues to grow. This is down to many factors including our multiple sites and suppliers insistence on running their applications on dedicated servers.
- 4.8.5 Our existing policy of uninterruptible power supplies (UPS) allows for a phased shutdown without loss of data. At the Town Hall we can keep the service running for up to 4 hours. We will review the market place to improve the provision of UPS' and look to reduce the amount of downtime due to power failures.
- 4.8.6 There are new technologies that are being evaluated that can reduce our number of servers without endangering security of data and response times e.g virtualisation, storage area networks (SANs).
- 4.8.7 Introducing a storage area network (SAN) will make the storage of data more efficient and secure. Not only will less space be required but data can be backed up and recovered more quickly. This will mean less down time for users in the event of the need to recover data. A SAN can provide better performance and a larger range of configuration options such as clustering of servers for extra resilience.
- 4.8.8 Introducing virtualisation will reduce the amount of space required for servers and increase utilisation as suppliers normally insist that there software cannot co-exist on a traditional server setup with other applications. It will provide a more efficient/flexible infrastructure to manage servers and applications. e.g. quicker deployment of new applications without additional hardware requirements.
- 4.8.9 Virtualisation has the potential to reduce the number of servers by up to 80% with the accompanying reduction in total cost of ownership.

4.8.10 Reducing the number of servers will also reduce the energy consumption and overall running costs.

4.9 Business process improvements

4.9.1 We recognise that technology alone cannot improve services and enable savings and efficiencies. All relevant aspects of the strategy will first be subjected to a process review i.e. EDM, home working, mobile working etc.

4.9.2 External expertise and specialist resources will be utilised to identify business process improvements (BPI). Life cycles, events and processes will be mapped, challenged and redrawn taking on board new working practices that are required in advance of new technology being implemented.

4.9.3 The sheer number of projects require skilled project and programme management and external resources will be required.

4.9.4 There will also be considerable requirements for training and skill development to enable the successful introduction of new working methods. The Council's training budget will need to be reviewed and enhanced at the appropriate time.

4.10 Change Management and additional requirements

4.10.1 The strategy is wide ranging and comprehensive. However, there will undoubtedly be other requirements that will arise during the next 3 or 4 years.

4.10.2 All new requests will be subject to a business case and any additional funding will need to be identified.

4.10.3 New requests will first be submitted to the Council's Information, Communications and e-Government (ICE) group for consideration.

4.10.4 After approval by the ICE group, requests will be forwarded for consideration by the Council's Corporate Management Team (CMT).

4.10.5 Communication is the key to good change management and the Council's corporate communications team and Intranet will be at the heart of this.

4.10.6 A change management plan needs to be prepared and implemented to enable staff to witness changes and improvements for them to adopt and embrace new methods of working.

4.11 Security

- 4.11.1 We will continue to demonstrate our commitment to Government Connect and ensure our security standards comply with the Code of Conduct (CoCo).
- 4.11.2 We will work with Government Connect to implement secure access to services, that are beneficial to Wyre Forest District Council, as and when they become available.
- 4.11.3 We will utilise secure e-mail and communications as they become available.
- 4.11.4 The Information Management and Security Group (IMSG) (reporting to the ICE group) will continue to advise and monitor progress with regards to awareness and compliance with ISO 27001, the information security standard

4.12 IT service management

- 4.12.1 ITIL (Information Technology Infrastructure Library) is an international recognised standard for IT service management. We will work towards adopting this standard to improve the working relationship between the ICT section and its customers.
- 4.12.2 ICT employees have already received some training on ITIL and this will be further developed with the aim of incorporating ITIL standards into the way ICT is managed for the benefit of the whole Council.
- 4.12.3 ITIL standards will be incorporated into the ICT Helpdesk software to manage such areas as change control.

4.13 Green IT

- 4.13.1 The Council is committed to reducing its environmental impact and there are many areas of the ICT strategy that will contribute towards this.
- 4.13.2 Increased scanning and electronic storage of documents will reduce paper usage and the number of filing cabinets. This will reduce the space requirements at a single site and assist with the associated environmental benefits.
- 4.13.3 Enabling employees to work from home will reduce the amount of travelling between home and work. This will also reduce space requirements at a single site.

4.13.4 Increasing the number of electronic forms and providing self service options will reduce the necessity for our customers to visit us and therefore the associated travel implications.

4.13.5 Virtualising our servers will reduce the number required and save on space and energy consumption.

4.14 Risk Management

4.14.1 Risk assessments and management will be built into all projects that arise during the course of the strategy.

4.14.2 Properly resourced programme and change management will involve a comprehensive risk assessment. With such major investment and commitment risks will be continually assessed and mitigated as much as possible.

4.14.3 The investment in the strategy is based on estimates and true costs will only become apparent as pilots and testing take place. Careful procurement and the annual work programme combined with the ongoing assessment of savings and efficiencies will assist with the mitigation of the financial risk.

5. Strategy delivery

5.1 Programme management

5.1.1 With such significant projects comprehensive programme management will be essential. We will set up specific project groups and follow a recognised project management methodology.

5.1.2 There will be an overall programme manager supported by project managers and key users with knowledge of the specialist areas. We will utilise project management tools to assist where appropriate.

5.1.3 For each year of the strategy a detailed development plan will be produced. Progress on this will be reported to the Corporate Management Team on a regular basis.

5.2 Training and Super Users

5.2.1 ICT users and their management will be trained to fulfil the customer's role in ICT applications so working as super users. Self help can be applied before requesting ICT services. This will include ownership, preparing process maps, specifying requirements, assisting with procurement and implementation, testing and post live support

5.2.2 ICT employees will need to keep abreast of new technologies and will need to undertake technical training courses as appropriate to the progress with the strategy.

5.3 Budget control

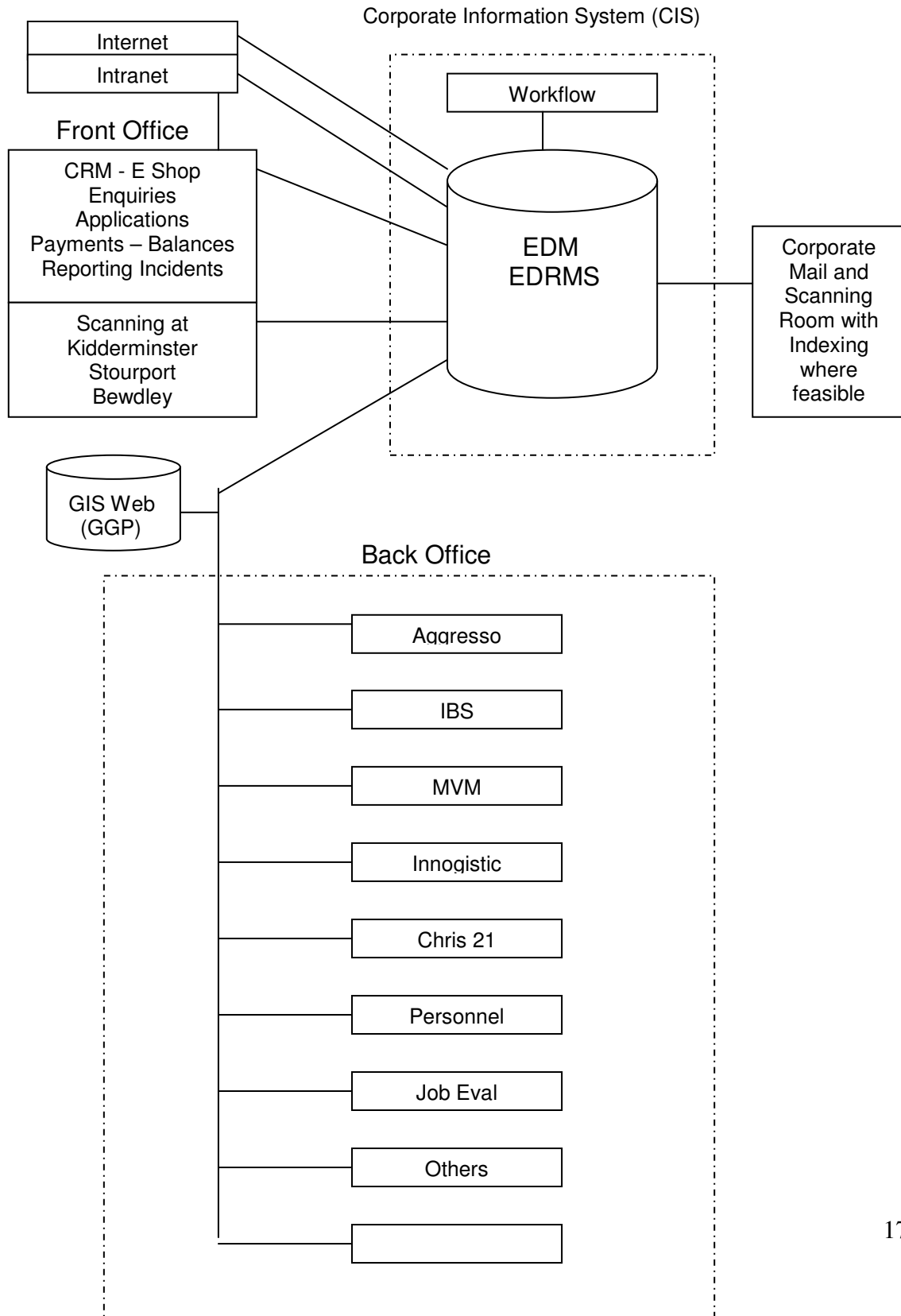
5.3.1 The £2.54 million capital budget approved by Council in July 2008 has been allocated up until 2012/13. This has been broken into yearly estimates and split over the various strands of the strategy. Procurements and commitments will be reported in line with the annual development plan.

5.4 Implementation Programme

A copy of the Implementation Programme is attached as Appendix D. This covers the period to the end of 2009. Further programmes will be approved by CMT for the remainder of the Strategy period and incorporated as a formal part of the Strategy.

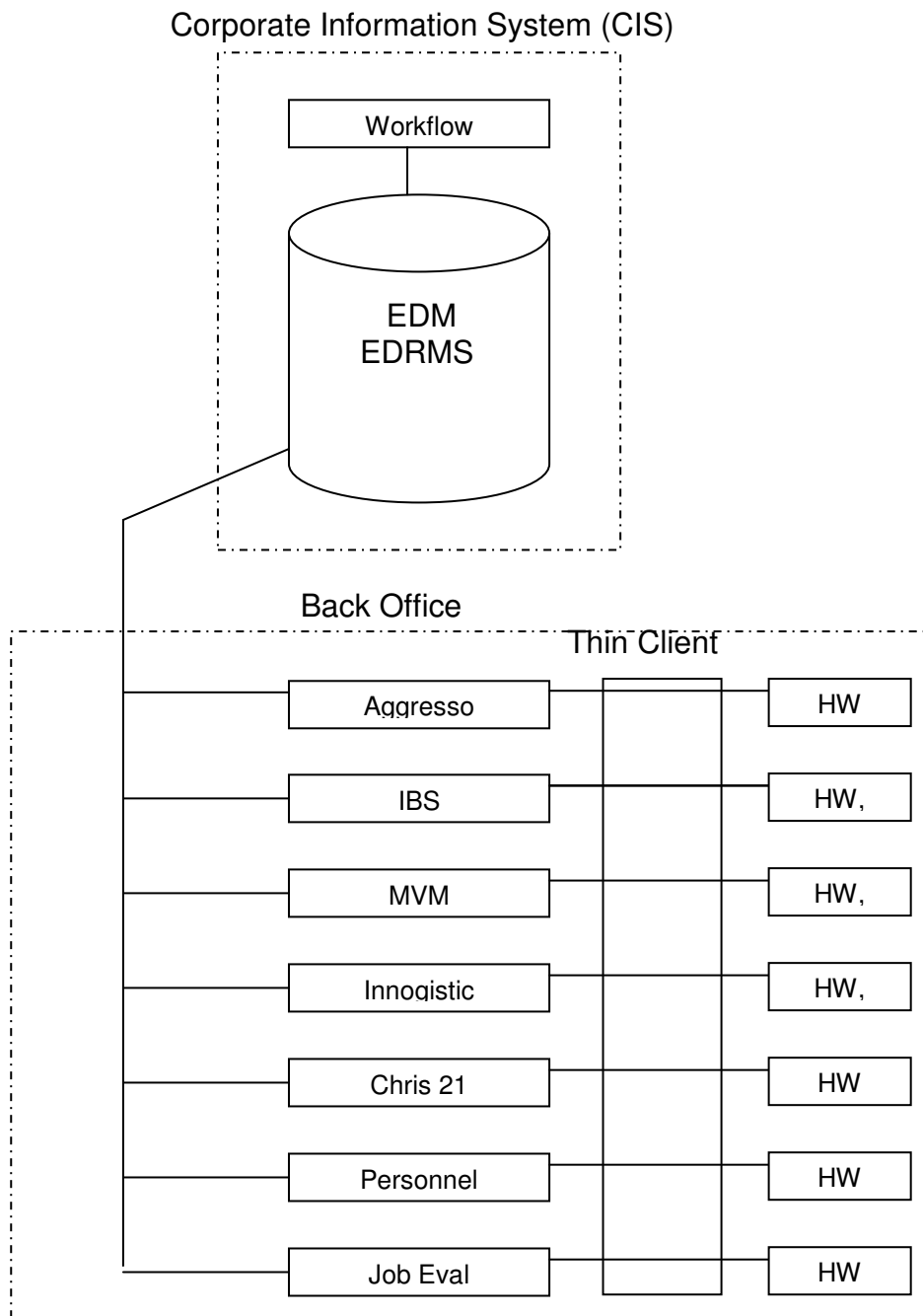
EXTRACT FROM SOCITM REPORT
SINGLE SITE ICT STRATEGY

1.1 Stream 1a Information for All Who Need It



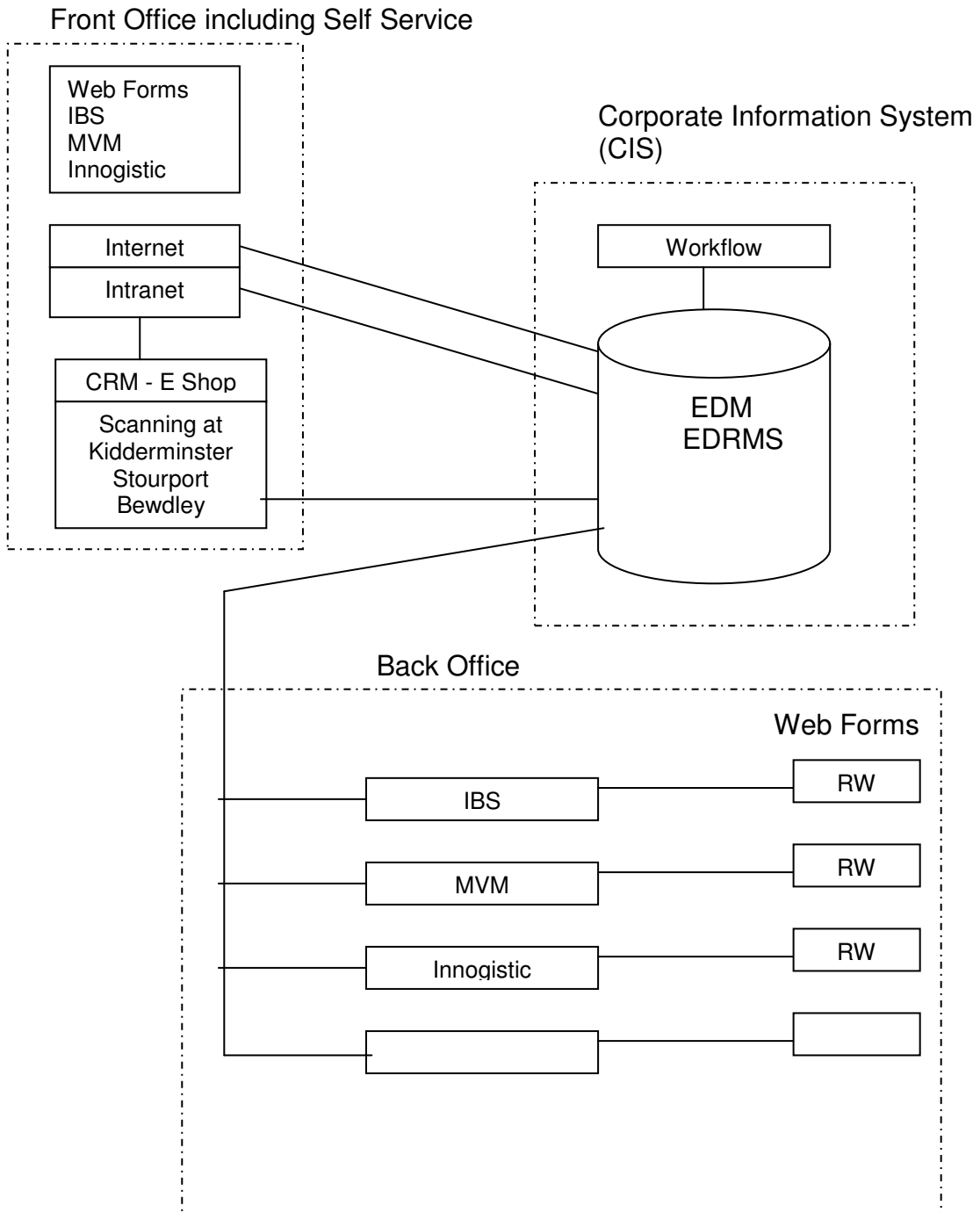
- 1.1.1 The structure above outlines the concept of a Corporate Information System (CIS) containing Electronic Document Management / Electronic Document and Records Management (EDM / EDRMS), which will be the kernel for information provision and publishing. It enables the Council's customer relationship management (CRM) system to be repositioned as a contacts database. This could enable a change to the CRM product which would only affect only one interface, rather than multiple interfaces with a number of back office systems.
- 1.1.2 All back office systems will eventually be linked to the CIS, to provide the core integration that the Council will require. To ensure the CIS meets its objectives, all documents created in back office systems (including Office documents and emails) must be copied to / stored in the CIS.
- 1.1.3 A corporate file structure and document classification system needs to be set up in the CIS prior to migrating services in an agreed priority order.
- 1.1.4 The CIS will also act as a repository for published information, which in turn will be published to the Council's Internet site for public self service and to the Intranet for the guidance of staff, when providing services on an assisted basis.
- 1.1.5 The Internet and Intranet sites need development to ensure they are synchronized with the proposed CIS.
- 1.1.6 Currently the Internet is only AA compliant and needs to be AAA compliant. This will improve its clarity and usability which is useful for all users and particularly for those with disabilities. The web site developments need to be undertaken in tandem with the creation of a CIS.

1.2 Stream 1b Systems Integration



- 1.2.1 Thin Client access software is required to enable home workers (HW) to enjoy satisfactory response times when accessing Back Office systems. Note that remote workers (RW) may also become home workers, when they update their records from home, avoiding the need to return to the office.

1.3 Stream 1c Self Service for Customers



- 1.3.1 Key to self service delivery via the Councils internet site is the availability of reliable back-office system and a consistent (efficient) approach to interfaces, particularly the availability of user friendly forms provision.
- 1.3.2 Customers will use the forms on the Internet for self service, with Customer Services staff using the same forms on the Intranet, for assisting customers to log service requests. Remote workers can use the same forms on their devices, if necessary.

- 1.3.3 Some of the web forms will be common e.g. Street Scene Reporting. Savings driven by self service will grow as this technology is implemented. Additionally, remote workers can become the eyes and ears of the Council, reporting incidents and alerting Customer Services before the public report the same requirement.
- 1.3.4 There will be numerous forms that will be set up for all systems including those for enquiries, applications, payments and reporting incidents. Some have already been produced but the current approach has been piecemeal and needs to be co-ordinated as part of the complete implementation of this ICT Strategy.
- 1.3.5 As with Stream 1a, it is essential that the Internet and Intranet are developed in tandem with the implementation of the CIS and synchronized thereafter.
- 1.3.6 Any information collected on remote devices will be loaded into the main Council systems at end of day, either in the office or more likely from the workers' home.
- 1.3.7 The Intranet will also be used as a communications vehicle to inform staff of change management progress and encourage the culture associated with new processes and methods of working. When staff become home and remote workers it will be essential to keep them informed of all changes within the Council, their service area and work group so that they still feel part of the team.
- 1.3.8 A marketing exercise will be required to increase the use of self service. It is to be expected that up to 25% usage will be achieved, within 4 to 5 years. This will yield a corresponding saving for assisted services. However, only a modest increase in self service is projected for the last two years in 7.2 ICT Strategy Budget.

1. Current ICT service and standards

1.1 Integrated voice and data network

- 1.1.1 The Council's network has been continually enhanced and improved over the years. All main sites are linked by 100Mb circuits that carry both voice and data. The link to Bewdley is 10Mb.
- 1.1.2 Telephone switches are employed at Green Street, Coventry Street, Duke House and the Civic Centre. They are a mixture of Realitis ISDX's or DXRs maintained by Siemens Communications.
- 1.1.3 The network is essentially a "star" network with Green Street at the centre and all sites communicating with each other via Cisco routers and HP Procurve switches attached to the 100 MB circuits.
- 1.1.4 All incoming telephone calls are received at Green Street via 2 ISDN30 circuits. There are 500 direct dial numbers in use and we receive around 27,000 calls per month.
- 1.1.5 There is a 100Mb circuit between Green Street and County Hall for the Worcestershire Hub customer service. Voice over IP is employed for the Hub telephony service.
- 1.1.6 Voice over IP is also used within the Council at Green Street, the Town Hall and Bewdley.
- 1.1.7 Network management is carried out using Microsoft Active directory and Novell e-Directory and is continually monitored using "Mutiny Network Management" covering all servers, Switches etc.

1.2 Corporate e-mail and office tools

- 1.2.1 The corporate e-mail system is Novell GroupWise. We have an enterprise agreement in place until March 2009 which entitles us to use the latest versions of software up to that date.
- 1.2.2 The corporate desktop software is Microsoft Office. We are currently using Office 2003 but we have an enterprise agreement in place until February 2009 which entitles us to use the latest versions of software available up to that date.

1.3 Desktop hardware and software

- 1.3.1 We have a PC replacement programme which enables us to keep all PCs up to a high minimum specification. We are in the process of replacing all old style monitors with energy efficient 19" TFT (flat) screens.
- 1.3.2 Where appropriate older desk based PCs are replaced with laptops with docking stations when the user is likely to regularly work at home or away from their desk.
- 1.3.3 The current PC and laptop operating systems are Windows 2000 and Windows XP professional.

1.4 Server hardware and software

- 1.4.1 The majority of our servers are supplied by Dell, but we have recently procured HP servers for a number of projects.
- 1.4.2 The server operating systems in use are Microsoft server 2003, NetWare 6.5 and Linux.
- 1.4.3 All main applications are supplied and supported by external suppliers. There are several databases in use, as required by suppliers, but the most prevalent is SQL2000. It is likely that this will be upgraded to SQL2005 during the life of the strategy.
- 1.4.4 Hardware and software requirements will always need upgrading and enhancing as new features and facilities are introduced.

1.5 Wireless

- 1.5.1 Current wireless provision is on an ad hoc basis and wireless stations are positioned in most Council offices and meeting rooms. It is not centrally managed which means that any upgrades or changes have to be made on a location by location basis.
- 1.5.2 Wireless is provided at a basic level (802.11g) and has a limitation on the number of users dependant upon the encryption and specifications of the mobile devices being attached.
- 1.5.3 There are problems in some locations due to the limitation on numbers and the low specification of the wireless equipment. These will be addressed in the new strategy.

1.6 Total print management

- 1.6.1 In October 2007 a total print management solution was implemented reducing the number of print devices from 189 to 75 and standardising on Ricoh multi functional devices (combined printing, scanning, copying and faxing). It is a 5 year contract which includes all consumables (except paper) and full maintenance and support.
- 1.6.2 The implementation of total print management has generated savings of over £20,000 per annum compared with previous printing related budgets. Additional savings are being achieved in reduced paper usage and reduced energy consumption.
- 1.6.3 In the event of closing any sites as part of a centralised office accommodation strategy we will not incur any penalties if equipment becomes redundant due to the closure of an existing site.

1.7 ICT Help desk

- 1.7.1 The ICT help desk service is available from 8:30 am until 17:30 pm. Outside of these hours an answer phone service is available. Quite often cover is provided outside these hours but it cannot be guaranteed.
- 1.7.2 The Help desk software is "HEAT" supplied by FrontRange solutions.

1.8 Website

- 1.8.1 We host our own website and use content management software supplied as part of the Governments national projects. The software is known as APLAWS+.
- 1.8.2 Responsibility for the content of the website rests with the Information and e-Government Officer. Each Division has its own content authors that keep their content up to date.

1.9 Intranet

- 1.9.1 We host our own Intranet but the content management software is no longer supported and we are evaluating alternatives.
- 1.9.2 The new Intranet will be invaluable in improving internal communications and providing on-line forms for internal transactions such as timesheets, travel claims, absence reporting etc. Significant efficiencies will be achieved by

reducing the number of paper forms and improving the processes.

1.10 Backup and recovery

1.10.1 In April 2008 we implemented back up to disk to replace existing time consuming and sometimes unreliable tape back ups. The back up software is Asigra.

1.10.2 Full back ups are currently taken every evening but we have the option to backup throughout the day for our more critical applications.

1.10.3 We have a disaster recovery contract in place which guarantees the delivery of replacement servers and PCs to a site of our choice. The equipment will be on the road within 2 hours of invocation. We also have the option of a mobile facility containing the equipment that can be located at a site of our choice. The contract also allows for 4 days of testing per year either in Birmingham or at our own premises.

1.11 Security and anti virus

1.11.1 All external access to the Council's network is secured via Cisco PIX firewalls.

1.11.2 In April 2008 we implemented Kaspersky security which includes antivirus, spyware and personal firewalls on all PCs and servers.

1.11.3 Checkpoint Security was implemented during Summer 2008. It includes disk encryption for all laptops, Cryptocard 2 factor authentication and controlled use of mobile devices i.e. only allows the use of authorised USB memory sticks. The system will be centrally managed.

1.11.4 These security enhancements are part of our commitment to joining Government Connect which will enable secure communications and access to services between local, central Government and other bodies i.e. National Health Service, Police, Criminal Justice and accredited external suppliers etc.

APPENDIX C

Glossary of terms

BPI/BPR – Business Process Improvement/Business process re-engineering. Examining existing working practices and procedures and identifying new and improved methods of working.

DIP – Document Image Processing. A system for scanning and indexing documents into a retrievable electronic format.

EDM – Electronic Document Management. This is the system for managing electronic documents that have been previously stored.

EDRMS – Electronic Document Records Management. This is a system for managing **all** types of electronic records not just paper records. For example e-mails and voice messages can be stored and managed.

GIS – Geographic Information System. This is an application that links data to maps and enables presentation and analysis on the basis of location.

LAN – Local Area Network. A network that links PCs to servers usually found within buildings.

LLPG – Local Land and Property Gazetteer. A definitive register of all addresses maintained within the Council.

NLPG - National Land and Property Gazetteer is the national version derived from all the local versions maintained by local authorities.

SOCITM – Society of IT Managers. This is local government's association for heads of IT (in a similar way to SOLACE for chief executives). It provides consultancy services as well as acting as a lobbying group and advocate of best practice.

Thin client – A thin client is a PC that only functions when connected to a central server, as compared to a networked PC, which can store and process data on its hard drive.

Virtualisation – the ability to set one server up to do the work of many. The recommended ratio is usually about 1 to 7 but is reliant upon agreement with suppliers and ensuring no deterioration in response times.

VPN – Virtual Private Network. This is a private secure network set up solely for the users of a particular organisation. These networks use encryption and other security mechanisms to ensure that only authorised users can access the network and that data cannot be intercepted.

WAN – Wide Area Network. A network that links PCs and servers between an organisation's sites.

ICT Strategy Implementation Programme Report 20.11.08. (Priority and Targets to be approved)

Summary

The implementation programme is on schedule although there are some issues to be resolved. CMT are requested to assist to identify who can take the roles for the kernel of the strategy, the EDM/EDRMS, GIS and WEB. In addition funding is required for thin client for home working and for an expanded EDM/EDRMS to scan all service documentation, again fundamental to enable home working.

The table below provides a concise view of how the ICT strategy is going to be implemented. This month's snapshot is shown and it will be updated each month and used as the progress report for CMT.

The work to complete the first stage (completion of Processes) is on target and benefits are already being recognised. The contribution and enthusiasm of nearly all staff assisted has been invaluable. Passing skills to staff has been successful with many now being able to manage and prepare their own process maps. At this stage they are not able to challenge them and hone them without assistance but some may develop these special skills over time. Clearly there is much untapped talent in the Council.

The consultancy workload is considerable and the peak is being caused because it is important to complete processes. Thereafter making changes or procuring solutions will have to be scheduled over the period of the programme to implement the ICT Strategy. CMT will be required to set priorities.

Compiling information and making it accessible is paramount before any remote/home working can be undertaken. This means building the EDM across the Council.

Corporate scanning and the mail room obviously go on the back burner with the delay of the single site but preparations must be made on how scanning is going to be managed within the existing buildings.

Can the existing EDM facilities be extended to other services after the existing services have met their deadlines?

Do we need a facility in Stourport? There is an enormous amount of paper at this site

How/can we utilise the existing Ricoh Printers and use them as scanners?

It must be noted that to expand scanning we need to expand the EDM and this means additional procurement and funding.

Tom Kelly

Implementation Programme Plan – Snapshot 14.11.08

Column Headings show the key items to be addressed to implement the approved ICT Strategy.

na = not applicable,

blank = not planned until after 2009.

EDM/Workflow/EDRMS (Electronic Document and Records Management),

Web (Internet/Intranet)

GIS/LLPG/NLPG (Maps and Local and National Land and Property Gazetteers)

The blue column split after Process Maps is shown to mark the completion of an important milestone in the implementation of the strategy.

The following 6 services cover the front office and corporate requirements of the ICT Strategy.

Yellow Highlight shows where assistance has/is being provided

Service	Application	Process Maps		EDM Reqs	Web Reqs	GIS/LLPG/N LPG Reqs	Spec of Reqs.	Bus. Case Req	Pilot	Implementation
Information Management	Anite@ works roll out	Included in service application process maps		Yes	Integration link	Integration link	Scope exercise being undertaken	Yes Target Jan 09 awaiting Finance	na	2009 onwards
Valuable assistance is being provided by Administration in Planning for setting up a corporate EDM and an enlightened view on how to develop it into an information repository has been provided by Housing Grants. CMT are requested to identify who can lead and back up the role required to manage Information.										
Web Management	Internet and Intranet	Yes for web site, page structure		Integration link	Yes	Integration link	Some to prepare	Not required if	na	2009 onwards

	Management and Forms	and navigation Start 20 Nov					completed in-house		
<p>The Web is going to be vital for gathering and publishing information. The number of forms to be set up will grow threefold to ensure information is gathered in document form for the EDM and back office applications. The forms will also encourage more self service. CMT are requested to identify who can lead and back up the role required to manage the Web.</p>									

Service	Application	Process Maps		EDM Reqs	Web Reqs	GIS/LLPG/N LPG Reqs	Spec of Reqs.	Bus. Case Req	Pilot	Implementation
GIS Management	GIS and LLPG/NLPG	linked to other processes		Integration link	Integration link	Yes	Yes for web map facilities, to prepare	To Prepare for Web enabled GIS	na	2009 onward
Requests for map information and standardising on the definition of properties are growing. The GIS feeds into the EDM as an additional layer of information and helps to speed up processes. CMT are requested to identify who can lead and back up the role required to manage GIS and LLPG/NLPG.										
Virtualisation and Thin Client		na							Capacity Planner started	
This project is a procurement and implementation of reducing the number of servers and using PCs as terminals for home working and using less electricity. The servers are being measured for a month to establish which applications can be combined. Thin client is on hold pending funds to set up pilots										
Telecomms and Networking		na							na	
This project is to improve the speed and resilience of communications and is also designed to take account of the single site. Research has started but this is not a priority										
Groupwise v Exchange	Which email system to use	na					Decision 31 Jan			
The current Groupwise product is not the core choice for other software suppliers when they integrate office documents and emails to their products. The EDM supplier has linked their product to Microsoft's office and email product Exchange - Outlook. IT is deliberating on the optimum path to follow. Ideally it would be preferential to stay with Groupwise to save considerable costs (£40K) to migrate to Microsoft Exchange, however they need to ensure Groupwise will work now and long term. This is probably indeterminate.										

Single site Infrastructure Procurement excluded at this stage

The **Red column** shows the end of scope for the Consultant assisting on these back office applications unless additional days are to be included.

Service	Application	Process Maps	EDM Reqs	Web Reqs	GIS/LLPG/N LPG Reqs	Spec of Reqs.	Bus. Case. Req	Pilot	Implementation
Planning, Health & Environment	Building Control	Completed	Completed for Pilot	Forms to be developed	Layers to be developed. NLPG to be available Target April 09.	Not required	Not required if completed in-house	Started 10.11.08. Limited without Thin Client	Target 2009 Requires Innogistics Version 7
The pilot has commenced with the process operating on a 2 day cycle. The service prepared the process map. Results are favourable. An additional benefit is that Agents welcome having an officer they can access locally. Home working is being simulated by using a different office in Duke House. Thin client is required to complete the pilot. A new version of software is required to allow external contracts and the NLPG to manage customers outside Council boundaries									
Planning Health & Environment	Housing Private Sector Grants	Completed	New process using corporate EDM	Possible To prepare	LLPG only	Some, To prepare	Not required	Immediate roll out planned Start Jan 09	Target 2009
Housing Grants want to commence an immediate rollout. The process has been prepared jointly and honed but enabling partners to access the EDM is to be examined later. Meanwhile Grants will either receive scanned documents electronically or scan in documents received manually. The EDM is now being set up for the roll out									
HR	HR including Payroll	Complex. Advanced Target Jan 09	Yes to prepare	Yes to prepare	Yes to prepare	Some, To prepare	Yes to prepare	To Prepare	To Prepare
This is a complex process which has been completed in outline form by the Service. Detail is now being applied to the process for monthly									

staff and then weekly staff

Service	Application	Process Maps	EDM Reqs	Web Reqs	GIS/LLPG/N LPG Reqs	Spec of Reqs.	Bus. Case. Req	Pilot	Implementation
Finance	Benefits	Target Dec 08	Check completed	Forms to be developed	Yes to prepare	Some To prepare	Not required if completed in-house	Target Qtr 1 2009	2009
An initial meeting has been held following a successful visit to North Herts operating home working. Further work is required including management assistance to address some of the issues concerning staff.									
Community & Partnerships	Booking Systems	Target Dec 08 Start 20 Nov	Yes to prepare	Yes to prepare	Yes to prepare	Some, To prepare	Not required if completed in-house	Qtr 1 2009	2009
Project is starting on 20 th Nov. The Council has a powerful Booking system which has a Forms set up function that will assist capturing information online for insertion into the EDM									
Property & Operations	Operations and other services	Target Feb 09	To Prepare	To Prepare	To Prepare	To Prepare	To Prepare	To Prepare	To Prepare
Two meetings have been held with staff demonstrating a positive and enthusiastic approach. An attempt is to be made to unify requirements for the whole service so that one solution will suit all. This will be completed using Process maps over coming weeks.									
Legal & Democratic	Land Charges	Started 14 Nov	To Prepare	To Prepare	To Prepare	To Prepare	na	na	2009
Following a meeting on the process and searches, Land Charges have identified how the process can be simplified and automated. The service is drawing its own process map for the next meeting.									
Chief Exec	Filing and Performance	To Prepare	To Prepare	na	na	To Prepare	Use EDM & Covalent	na	2009
An initial meeting has been held and documents held are being compiled									
Legal &	Elections	Qtr 1 2009	2009						

Democratic										
Not started										
Service	Application	Process Maps	EDM Reqs	Web Reqs	GIS/LLPG/N LPG Reqs	Spec of Reqs.	Bus. Case. Req	Pilot	Implementation	
Legal & Democratic	Committees	Qtr 1 2009	2009							
Not started										
Legal and Democratic	Legal Records	Qtr 1 2009	2009/10							
Not started										
Health and Environment	Licensing and Health	Start 20 Nov	2009							
Starting 20 th Nov										
Health and Environment	Dev Control	2009	2009							
Not started										
Finance	Revenues	2009	2009							
Not started										
Finance	Aggresso Phase 2	2009	2010							
Not started										
Community and Partnership	Performance and remaining services	2009	2009							
Not started										