South Derbyshire District Council

Information and Communications Technology (ICT) Strategy 2005/08

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Approvals: Corporate Management Team
Member eChampion
Finance and Management Committee

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1 Introduction

1.1 *Purpose and scope*

The purpose of this document is to lay out the key aspects of the Council's ICT Strategy for the next 3 years. It will be used as the basis for defining and funding projects, and as the framework for selecting products and partners.

The scope encompasses the full range of the ICT service:
- Co-ordinating the use of ICT and guiding the Council towards the corporate achievement of e-Government targets
- Support and maintain Council ICT systems
- Support and maintain the Councils Computer Infrastructure
- Telecommunications.

It is not intended to be a detailed technical document for a number of reasons. Firstly, too much detail would restrict its readership. Secondly, the rate of technological change is such that detailed planning beyond about 12-18 months is unwise.

1.2 *Related strategies and policies*

Fundamentally, the objective of the ICT service is to help the Council to achieve its goals, either by doing things more efficiently, or in a different and better way. For this reason, the ICT Strategy is linked to the Priority Themes in our Corporate Plan, which appear in Appendix A.

As the Corporate Plan is updated the ICT strategy will be reviewed and changed accordingly.

The previous ICT Strategy, approved by Council in 2001, defined the Council's position at that time and set out the strategic ICT direction for the Council. Four years is a long time in ICT terms, so a subsequent strategy is required.

This strategy builds on earlier ICT related publications, and should be read in conjunction with the latest Implementing Electronic Government (IEG) Statement and the IT and Customer Service Divisions Service Plan, which are available on the South Derbyshire District Council website (www.south-derbys.gov.uk).

1.3 *Monitoring and update*

The Head of IT and Customer Services will monitor the achievement of the ICT Strategy, through monthly reports from the IT Division.

The Director of Corporate Services will monitor the achievement of the ICT Strategy, through quarterly reports from the Head of IT and Customer Services.

The Council's e-Champions and the Implementing Electronic Government Steering Group will monitor the achievement of the ICT Strategy, through twice-yearly reports from the Head of IT and Customer Services.

The ICT Strategy document will be revised and published as the business requires and at least on a yearly basis. It will then be taken to the Finance and Management Committee for approval.

1.4 Assumptions

The following assumptions have been made for the coming 3 years:
- The Council remains committed to the intentions embodied in the IEG statement
- The Council continues to fund the ongoing development of ICT services
- There is no fundamental change in the structure of Local Government
- The Council will continue to provide similar services
- The Council's locations will comprise:
  - Civic Offices in Swadlincote
  - Depot in Swadlincote
  - Granville Court
  - Rosliston
- The Council's main switchboard and a range of customer-facing services will be provided from the Civic Offices in Swadlincote.

1.5 Reviews and approvals

Comments have been received from the following:
- All officers of the IT Division
- Member e-champion
- Officer e-champion
- Director of Corporate Services
- Corporate Management Team
- Heads of Service
- Internal Audit
- IEG Steering Group
- IdeA (Greg Goold)

Approvals have been given by:
- Corporate Management Team
- Finance and Management Committee

1.6 Link to Customer Services

The IT Division is closely linked with the Customer Services Division, with similar targets and objectives. Subsequently the same Head of Service co-ordinates these areas.

2 Management Summary

The Council has committed itself to significant and ongoing development of its ICT Services, with the needs of the citizens as the main consideration.

This document provides a framework for these developments, and it comprises the following sections:

Section 3 Main principles
The overall purpose of this ICT strategy is to enable a cost effective and efficient service to provide the necessary tools and services to support the Council's development of its ICT requirements, corporate plan and e-Government programme. The section outlines what the Council is trying to achieve through ICT and how it will be accomplished.

Section 4 Corporate Application Guidelines
Corporate application guidelines are in place to standardise the way technology is used across the Council. The guidelines will ensure that the IT Division does not have to support and maintain an ever increasing amount of technologies, so reducing the overall total cost of ownership and ensuring that system integration is as cost effective as possible.

Section 5 Corporate Applications
Whenever possible, applications (e.g. for email) are standardised across the Council. This means that only one solution has to be purchased and maintained for a particular application, subsequently reducing the total cost of ownership. If possible families of products are selected from the same supplier (e.g. Microsoft) that share a common infrastructure. The section lists the current Corporate Applications that support Members and officers in their work.

Section 6 Directorate and Divisional Applications
As Corporate Applications but at a Directorate or Divisional level.

Section 7 Technical Infrastructure
The technical infrastructure describes how the components of the ICT systems hang together, how the service can be accessed by or on behalf of the public and how the ICT strategy relates to seamless service provision. The main function of the IT Division is to provide a stable ICT infrastructure. This section describes how this is achieved.

Section 8 ICT Security
The ICT Security procedure describes the steps in place which endeavour to ensure that no ICT security problems arise e.g. hacking or viruses.

Section 9 **ICT Business Continuity** (ICT Disaster Recovery).
The ICT Business Continuity procedure describes the steps in place which
endeavour to ensure that if an ICT system fails that the system concerned can be
back up and working in as quick a time as possible.

Section 10 **ICT Procurement**
The IT Division handles the procurement of hardware, software and
consumables for the Council.

Section 11 **Data Protection and Freedom of Information**
Data Protection and Freedom of Information are linked closely with IT;
subsequently the Head of IT and Customer Services is the Data Protection and
Freedom of Information Officer.

Section 12 **Management and Resourcing**
The section explains how the ICT strategy will be managed and resourced. It
describes who the stakeholders are and the roles they are required to fill.

3 Main principles

3.1 Vision statement

The overall purpose of this ICT strategy is to deliver a cost effective and efficient service that will provide the necessary tools and services to support the Council's development of its ICT requirements, corporate plan and e-Government programme.

The short-term objective is to meet the Government's 2005 target for the 100% availability of access to electronic service delivery.

3.2 An ambitious but reliable service

In harmony with the Council's target to achieve the highest possible rating in the Comprehensive Performance Assessment (CPA), the aim of the ICT service is to deliver significant business improvements and efficiency.

It is recognised that the ability of the Council to introduce, resource and absorb change is a limiting factor. The potential impact on the quality of the operational service and the ongoing resource implications will be taken into consideration when projects are planned.

3.3 Strategic Goals, Objectives and Prioritisation

The Council's over-riding needs from the ICT service, from 2005 to 2008, are as follows:
- Stable ICT infrastructure
- Support of existing ICT systems
- Effective Helpdesk
- The e-Government target of 100% electronic service delivery
- Continue the progress made in moving to package solutions

Other developments are planned, but will take a lower priority.

Please see the latest IEG statement and the IT and Customer Services Division Service Plan (available on www.south-derbys.gov.uk) for an overview of projects and time scale.

3.4 Programme Management

Effective programme management is essential in order to meet the strategic goals and objectives of the Council, as this links together all the ICT projects taking place across the Council. Programme management guidelines based on the PRINCE2 methodology will be followed.

The IT Division has limited resources. So that it does not become over committed, a programme management approach is utilised that takes into account the above priorities.

3.5 Project Management

Effective project management is essential to successful project implementation. Project management guidelines based on the PRINCE2 methodology will be followed. This will include a review on project completion.

3.6 Risk Management

As part of any project the potential risks will be examined and evaluated. These risks will then be reviewed and updated throughout the project and then on an ongoing basis.

3.7 Partnership

The main Public Sector partners for the ICT service are Derbyshire County Council, Derby City Council and the District Councils within Derbyshire. Joint projects are actively encouraged, in particular where they would lead to a more integrated provision of services to the residents of South Derbyshire. However, where such joint working jeopardises the development of the Council's direct service enhancement it will take a lower priority.

Partnership working within Derbyshire is overseen by the e-Government Management Board of senior officers and councillors from the County and District Councils. Underneath this there are steering groups or partnership boards for the major areas of co-operation.

Partnership working with Councils outside Derbyshire happens wherever benefits and efficiencies can be achieved.

National user groups are attended when considered appropriate.

3.8 Funding

Capital and Revenue funding has been identified for the planned programme in the Council's Financial Strategy, and this will be reviewed during the normal budget planning process.

External support for ICT-related developments has included the following capital grants from central government:
- £200,000 in 2002/3

- £200,000 in 2003/4
- £350,000 in 2004/5
- £150,000 in 2005/6

An additional grant of £250,000 was awarded in February 2005 by central government to enable the Council to meet specific IEG targets.

As part of the Councils Finance Strategy an ICT Reserve is utilised. This reserve is used when additional ICT funding is required for specific projects, with appropriate approval from the Councils Finance and Management committee, or for the replacement of obsolete ICT equipment. Any ICT savings made funds the ICT reserve; the savings are then reinvested according to the Council's business requirements.

Funding for new projects goes through the Council's Service Bid process.

We will work with our partners to identify potential sources of additional external funding.

3.9 Training

ICT continues to develop at a rapid pace, as are the skills required for supporting the Council's ICT systems. It is therefore strategically important for the IT officers to keep abreast of ICT changes/developments by attending appropriate training courses, so that they can support these systems.

Within the IT Division a workforce planning approach to building capacity, sustaining investment in learning and the development of staff is taken. Regular reviews of performance and actions taken to maintain and grow skill levels in the team are carried out.

General ICT training for Officers, outside of the IT Division, is managed through Human Resources and the personal development review process.

ICT training for Members is managed through Democratic Services.

The ECDL (European Computer Driving Licence) qualification will be promoted across the Council.

In addition training is carried out directly within specific projects.

3.10 e-Government

In 2000 the government introduced the five-year Implementing Electronic Government (IEG) programme with the following key aims:

- Transforming services to citizens using technology
- Joining up government by promoting more seamless delivery across public bodies
- Involving local citizens more in the decisions that councils take

Even though the IEG programme finishes in March 2006. It will have greatly assisted the Council in providing the necessary building blocks for an effective IT solution over the next few years. It has given the necessary funding and impetus to drive forward e-Government to this point. In addition it should be noted that the Council has provided a substantial amount of its own funds in parallel to achieve the same aims.

As part of the IEG programme, statements have to be submitted to central government which state where the Council is at in the programme and the steps in place to ensure that the programme is completed successfully.

The following statements have been submitted,

	Submitted	Approved by
IEG 1	July 2001	2001
IEG 2	October 2002	Finance & Management – Nov 2002
IEG 3	November 2003	2003
IEG 4	December 2004	Full Council - Feb 2005
IEG 4.5	July 2005	Finance & Management – Sep 2005

A further IEG 5 statement will be issued in 2006.

The IEG programme encourages effective partnership working (see section 3.7)

4 Corporate Application Guidelines

The corporate application guidelines listed below have been selected for corporate use. These guidelines are to be followed when ICT solutions are being selected at a corporate, directorate and divisional level.

4.1 Business Requirements

Information is one of the Council's critical assets, and it is at the heart of the Council's ICT service. The role of the corporate, directorate and divisional applications is to facilitate the collection, validation, processing, storage and analysis of information in electronic form, and to make it accessible to all those with a need or a right to see it.

Most of the Council's information and processes (or "Business Requirements") are the same as for other Local Authorities, because they result from legislation. As a result of this, there is a healthy market place for Local Government application software, and it is becoming very unusual for Councils to write their own systems. The Council is in the process of migrating to replacement systems for the existing applications (which are based on "Reality X" technology).

When implementing a new system, there is always the opportunity to change and improve the business processes (sometimes called "Business Process Re-engineering"). Divisional managers are responsible for considering the options in liaison with the IT Division, to identify potential service improvements or savings.

When any new ICT system is to be implemented, a review with the relevant Head of Service(s) and the Head of IT and Customer Services should take place and a subsequent business case defined.

4.2 Standards for integration and service delivery

Application systems have to conform to a set of standards in order to be considered by the Council (see Appendix B). These cover five main aspects:
- The operating system (to avoid the need to support a wide range)
- Access via a web browser (to simplify providing information or allowing transactions on the website or the intranet)
- The database (to ensure that information can be easily combined between different applications)
- Compliance with published e-Government standards such as the Electronic Government Interoperability Framework (e-gif)
- Where property details are held, compliance with the BS7799 standard with appropriate links to the Council's Local Land and Property Gazetteer.

In addition, the Council will purchase families of related applications that share a common infrastructure (in preference to selecting individual packages).

4.3 Standards for procurement or development

All currently used application software will be evaluated against the standards defined in Appendix B. If an application does not currently comply with the standard, it will be a candidate for replacement (or upgrading to a compliant version).

Software will always be purchased rather than developed in-house (unless specifically approved by the Director of Corporate Resources and/or the Head of IT and Customer Services). Apart from small sized systems based on Microsoft Access.

Where existing systems cannot be replaced before statutory changes come into effect, any essential development changes will be made.

Software will not be procured if it requires bespoke development in order for it to be usable. The only exception to this is when such development is formally incorporated into subsequent versions of the standard product (as used by other customers).

The relevant Head of Service and the IT Division, with the evaluation of product functionality and usability being done by the users and their managers, will manage the selection process. An evaluation model incorporating quality (of supplier and product) and the 5-year or 3-year cost will be used.

The Council's Contract Procedure Rules will be observed.

4.4 Database Standards

The Council will continue operating a 3 level standard:
- Large size systems requiring high volume transactional use will be based on the Oracle platform
- Medium size systems will be based on Microsoft SQL server
- Small size systems will be based on Microsoft Access. These will be developed "in-house" either by IT Services or other staff.

Other databases may be used but only with authorisation from the Director of Corporate Resources and/or the Head of IT and Customer Services.

The ideal is for all systems to run off a common database, but this is impractical because no supplier provides all of the required applications.

4.5 *Integration*

There is a requirement for integration between the Council's systems and with other agencies (such as Derbyshire Partnership).

Several technologies will be used to achieve this, which are beyond the scope of this document. The underlying standard that will be used is the Extensible Markup Language (XML) that has been adopted by the government.

In pursuit of closer integration and re-use of common core data, certain reference databases will be developed. One of these is the Land and Property Gazetteer (LPG) that will be used by all application systems that require access to property information, where it is practical to do so. These databases will conform to established and emerging government standards.

5 Corporate Applications

Whenever possible, applications (e.g. for email) are standardised across the Council. This means that only one solution has to be purchased and maintained for a particular application, subsequently reducing the total cost of ownership. Families of products are selected from one supplier (e.g. Microsoft) that share a common infrastructure.

The applications listed below have been selected for corporate use. No other applications should be used that perform similar functions without authorisation from the Director of Corporate Resources and/or Head of IT and Customer Services.

Members and officers will be encouraged to take full advantage of the facilities available. The ICT Division will take a leading role in identifying potential uses and improvements.

Unless stated, all applications are hosted internally by the Council.

The section lists the current Corporate Applications that support Members and officers in their work.

5.1 Email, Calendar, and standard office tools

Microsoft Office will be used, and upgraded to maintain currency and support. This comprises:

- Outlook/Exchange for email (internal and via the Internet) and calendar including a resource booking facility
- Word for word processing
- Excel for spreadsheets
- Access for simple databases
- PowerPoint for simple graphics and presentations.

This standard will only be reviewed if the product falls significantly behind the market in terms of a combination of functionality, support, integration and cost.

5.2 Anti-Virus

SOPHOS Anti-Virus will be used to ensure robust protection of the Councils ICT systems and services.

5.3 Email management

Clearswift Mailsweeper will be used to filter incoming and outgoing email, inappropriate messages will be quarantined. Any email sent/received over 4MB

in size will be quarantined. Messages that have been quarantined will be reviewed two times each working day by the IT Division and if appropriate released.

A spam filter from Barracuda is utilised to reduce unwanted email traffic.

5.4 Internet

Microsoft Internet Explorer will be used as a web browser.

5.5 Website

The technical part of the website is managed by the IT Division, but the content will be supplied by authorised officers in the divisions and be co-ordinated in the Customer Services Division by the Web Editor. This is done utilising a Content Management System. The website is closely linked to our A to Z ensuring one set of standard information, so making sure that information is not duplicated in these solutions.

Derby City Council hosts the Website.

Microsoft supplies the Content Management System, after being purchased in partnership with Derby City Council, Erewash Borough Council and Derbyshire Dales District Council.

The Website enables access to services 24 hours a day (excluding maintenance).

Please see www.south-derbys.gov.uk for more details.

5.6 Intranet

The IT Division manages the technical part of the intranet, however authorised officers in the divisions will supply the content. This is done utilising a Content Management System from Plone.

5.7 e-Payments

The Council has adopted the facility to take e-Payments via touchtone telephone and the Internet. Very similar functionality is used to enable officers to take payments over the telephone.

The solution is provided and hosted by Capita but is accessed through our website and with our branding.

5.8 e-Balances

Outstanding balances for a Customer, in certain areas (e.g. Council Tax), are available through our website. The balance figures are updated on a nightly basis.

The solution has been developed internally and hosted by Griffin, our Internet service provider.

5.9 e-Forms

This provides the facility for forms to be developed for customers to complete and submit electronically through the Council's website.

e-Forms can be developed through our CMS or using a separate e-Forms package. Initially, forms may be developed via the CMS with more complex forms being done through the e-Forms package (especially if scanning and character recognition is required).

Responsibility for identifying and developing forms rests with individual services.

e-Forms is supplied by Cardiff Teleforms, after being purchased through the Derbyshire Partnership.

5.10 e-Forms Library

The e-Forms library is a repository where members of the Derbyshire Partnership place copies of any e-Forms they use.

The e-Forms library is hosted by Derbyshire County Council and supplied by Business Web Software, after being purchased through the Derbyshire Partnership.

5.11 A to Z

The technical part of the A to Z website is managed and co-ordinated by the IT Division, but the content will be supplied by authorised officers in the divisions and be co-ordinated in the Customer Services Division. The A to Z solution is used as a sign-posting mechanism to our website.

The A to Z is hosted by Derbyshire County Council and supplied by Business Web Software, after being purchased through the Derbyshire Partnership.

Please see http://faqs.south-derbys.gov.uk/ for more details.

5.12 Customer Relationship Management (CRM)

The Council needs to keep track of its contact with its residents. The CRM holds contact details so that the history for a person (including organisations and businesses), property or location is available to those who need it. This provides an overall picture of the contacts with the Council and so can be used to better assess and deal with a customer's needs.

The CRM will utilise links to our website and A to Z to ensure information is only stored once.

All other systems should be capable of integrating with the CRM system.

Northgate supplies the CRM, after being purchased through the Derbyshire Partnership.

5.13 Web access

Selected members of staff are authorised to access the World Wide Web from their PCs. Access is controlled by a combination of a firewall and a filtering gateway (WebSense), which blocks access to undesirable sites.

Monthly reports are run from WebSense and reviewed by the Head of IT and Customer Services to monitor inappropriate/unacceptable use of Internet access.

5.14 Remote Access

Remote Access to the Council's IT systems is available via Citrix. This utilises a logon (with password) and a number generating key fob for dual verification of users.

5.15 Geographic Information Systems (GIS)

There is currently a fairly extensive GIS, based on the MapInfo product set, which will remain the Council's standard.

Where appropriate, information will be shared with external organisations.

The Ordnance Survey under a Service Level Agreement supplies the GIS digital mapping base. This base is being continually enhanced, and the Council will take advantage of new features when they have been proven.

5.16 Land and Property Gazetteer

In pursuit of closer integration and re-use of common core data, certain reference databases will be developed. One of these is the Land and Property Gazetteer (LPG) that will be used by all application systems that require access to property information, where it is practical to do so. These databases will conform to established and emerging government standards.

Updates from the Council's Local LPG are sent to the National LPG on a weekly basis.

5.17 Electronic Document Management (EDM)

An EDM system from Anite was implemented in Revenues and Benefits in 2000. This includes Document Image Processing (DIP) and the ability to pass documents between officers for processing ("workflow").

A corporate licence has been purchased.

Additional EDM solutions are utilised in Finance (Agresso) and in Anti Social Behaviour (Flare).

5.18 Cash Receipting

CR2000 from Academy is used for cash receipting.

5.19 Reporting

Crystal Reports and Business Objects are utilised as specific reporting packages. Tiger 2020 used for Telecoms reporting

5.20 BACS

BACS payments (credits and debits) are processed through BACWAYIP from Microgen to conform to the BACSTELIP requirements.

6 Directorate and Divisional Applications

Whenever possible, applications are standardised across the Directorate and Division. This means that only one solution has to be purchased and maintained for a particular application, subsequently reducing the total cost of ownership. Families of products are selected from one supplier (e.g. Finance – Agresso or Housing - Orchard) that share a common infrastructure. The strategy of utilising families of products is extended across Directorates and Divisions e.g. Flare is used in Environmental Health and Leisure and Community Development.

Unless stated all applications are hosted internally by the Council.

This section lists the current Directorate and Divisional Applications that support Members and officers in their work.

6.1 Chief Executive

6.2 Legal and Democratic Services

Pickwick
SX3

6.3 Deputy Chief Executive

6.4 Planning

SX3

6.5 Policy and Economic Regeneration

6.6 Corporate Services

6.7 Finance and Property Services

Agresso
CHRIS5 – CHRIS21
Asset Management
Financial Director (communication with Bank)
Reality (legacy)

6.8 Revenues and Benefits

Reality (Legacy)
Pericles hosted by IT-NET
LOCTA
Kiosks
Incase (Fraud)

6.9 IT and Customer Services

IT Helpdesk

6.10 Human Resources

CHRIS5 – CHRIS21

6.11 Community Services

6.12 Housing

Orchard

6.13 Leisure and Community Development

BCCAS
Flare (Anti Social Behaviour)

6.14 Environmental Services

Flare
Reality (legacy)

7 Technical Infrastructure

The Council has approximately 300 PC's, 40 Laptops and 17 servers.
The standardisation of the technical infrastructure reduces the total cost of ownership for the Council.

The ICT network infrastructure is available, for internal use, on the Intranet under Corporate Resources, IT and Customer Services and Procedures.

7.1 Desktop hardware and software

Since 2001, the standard desktop configuration made available to all officers and Members has comprised the following:

- A desktop PC with a minimum processor speed of 500Mhz and 128MB of memory, running Microsoft Windows 2000 or XP, Microsoft Office 2000 Professional and SOPHOS Antivirus software.
- New desktop PC's will have a minimum processor speed of 2.8Ghz and 512MB of memory, running Microsoft Windows XP, Microsoft Office 2000 Professional and SOPHOS Antivirus software.
- Dell supplies new PC's, to the prevailing industry standard configuration.
- Hewlett Packard normally supplies printers.

Any redundant hardware will be disposed of according to the ICT disposal policy.

7.2 PC Replacement

It is intended to replace PCs and/or the standard software after no less than 4 years, and only when the service requires it. Provision has been made, from the existing ICT budget, for this to start on a rolling basis in 2005/6. Where possible, lower-specification PCs will be "cascaded" to users with lower requirements.

If a Division requires replacement PC's outside of this time scale they will be required to purchase the required equipment out of their budgets.

7.3 Remote working

The current "remote workers" comprise the following:

- 36 Members via Council supplied broadband (of which 35 have laptops supplied by the Council and 1 by the County Council)
- Granville Court via Council supplied broadband
- Rosliston via Council supplied broadband
- A small number of officers working at home part time
- A small number of officers who take laptops or other portable equipment with them on home or site visits.

Broadband is the preferred method of access for remote users.

7.4 Mobile hardware and software

Where it is appropriate, Officers and Members may be issued with a laptop PC from Dell of a similar specification to the standard desktop PC. Normally these will be instead of a desktop PC rather than in addition.

Where it is appropriate, Officers and Members may be issued with a tablet PC from Motion of a similar specification to the desktop PC. Normally these will be instead of a desktop PC rather than in addition.

A number of officers have been issued with Personal Digital Assistants (PDAs) for general personal productivity tools such as an electronic diary that is synchronised with the online Outlook diary.

The use of specialised mobile hardware for field staff is evaluated as the opportunities arise.

7.5 Server hardware and software

The Council's standard for new servers is as follows:
- Supplied by Dell (unless there is a specialised requirement which is not available from them)
- Windows 2003 operating system
- Rack-mounted.

Currently a Sun server runs the Solaris operating system for our Reality applications.

It is intended to replace servers and/or the standard software after no less than 4 years, and only when the service requires it. Where possible, lower-specification servers will be "cascaded" to systems with lower requirements.

In addition the Council does use software that is hosted externally (e.g. our CMS is hosted by Derby City). Such cases are highlighted in this ICT Strategy.

7.6 Network hardware and software

The objective of the network is to provide an adequately fast and reliable link between the PCs and the servers. Currently this comprises the following elements:
- Within the Council's buildings there is a Cisco switched Local Area Network (LAN) using cabling to each desktop (UTP, to a Category 5 standard)

- Between the Civic Offices and the Depot a Cisco 54mb microwave link for all data and voice traffic.
- A wireless D-Link LAN connecting Laptops for the Gold Card scheme.

7.7 *Telecoms Voice hardware, software and services*

The ICT Division is responsible for providing technical support and advice for the telephone systems. Opportunities to take advantage of new technologies (ipTelephony as example) are being explored.

The council uses a Mitel 3300 VoIP (voice over internet protocol) telephone platform, currently supplying voice traffic for 300 DDI's (Direct Dial In) with internal extensions over the data network. Telephone lines are provided by British Telecom.

The Council uses mobile phones on the Orange GTM network. Functionality to reduce call costs to mobile phones is used.

7.8 *Internet Connection*

The Council has an ADSL connection to the Internet through the Internet Service Provider Griffin. This connection provides bandwidth of 4Mg.

7.9 *Computer Room*

Any servers will be located in the computer room at the Council unless authorised by the Head of IT and Customer Services.

The computer room has restricted access (via a security keypad) and fire safety technology in place to provide a secure as possible environment.

In order that the Depot can operate effectively servers have to be located there. They are placed at one point and kept in a clean as practical environment.

8 ICT Security

The ICT Security procedure describes the steps in place to endeavour to ensure that no ICT security problems arise e.g. hacking or viruses.

The ICT Security procedure is available on the Intranet, for internal use, under Corporate Resources, IT and Customer Services and Procedures.

9 ICT Business Continuity (ICT Disaster Recovery)

The ICT Business Continuity procedure describes the steps in place to endeavour to ensure that if an ICT system fails that the system concerned can be back up and working in as quick a time as possible. This should be read in parallel with the Councils overall Business Continuity plan.

The Business Continuity procedure is available on the Intranet, for internal use, under Corporate Resources, IT and Customer Services and Procedures.

10 ICT Procurement

The IT Division is responsible for the procurement of all ICT hardware, software and consumables.

The main hardware suppliers are Dell (PCs and servers), DTP (Hewlett Packard printers), and Bailey Teswaine (Network and Telecomms Equipment).

The main software suppliers are Microsoft (operating systems, office systems, content management, etc.), Agresso (Financial systems), Orchard (Housing systems), Flare (Environmental systems), Anite (Revenues and Benefitss, EDM, DIP, workflow), SX3 (planning and land charges), Northgate (CRM and Reality), Capita (ePayments) and SOPHOS (AntiVirus).

Consumables are purchased through a network of Suppliers with price being the main driver for selection.

These arrangements are reviewed on at least an annual basis.

Procurement through partnership, overall government, regional organisations and national organisations is utilised. This enables the Council to achieve cheaper prices than if we purchase on our own.

11 Data Protection and Freedom of Information

Data Protection and Freedom of Information are linked closely with IT as a high proportion of information is now held electronically. Subsequently the Head of IT and Customer Services is the Data Protection and Freedom of Information Officer.

Further information on Data Protection and Freedom of Information is available from the links on the Internet on our home page at www.south-derbys.gov.uk.

12 Management and Resourcing

12.1 Sponsorship and oversight

The main sponsors and stakeholders within the Council for the ICT Strategy and its implementation are the Member and Officer e-champions and the Director of Corporate Services.

The Head of ICT and Customer Services holds the management responsibility and is accountable to the Director of Corporate Services.

Each project will have a sponsor from the appropriate Directorate.

12.2 IT Division Officers

The current IT Division establishment comprises:
- Head of IT and Customer Services
- Systems Manager (and team of 2)
- Network and Operations Manager (and team of 3)
- e-Government Manager (and team 2)
- Business Analyst

Note: Three of these positions are on fixed 2 year term contracts that have been funded via IEG (which ceases March 2006).

For more information see the IT and Customer Service Plan.

12.3 User involvement

The IT Division plays a strong central role in the procurement, introduction and development of systems the users (officers and members) are the "customers" of the service and are involved in a number of ways.

They are responsible for:
- Articulating their requirements
- Managing projects (with support from the ICT Division)
- The accuracy and timeliness of information and data
- Defining which users can access which functions ("application-level security").

Liaison with users is achieved by the following groups:
- IEG Steering Group
- Website Action Group
- Team Brief
- Groups required on a project by project basis

12.4 Benchmarking and Performance Management

The key performance indicators for the IT Division are reported to the Council's Finance and Management committee via the Director of Corporate Services.

An IT Survey is carried out on an annual basis to enable a comparison with previous years.

Information sharing and comparisons with similar organisations occurs through the Derbyshire Partnership.

Internal Audit carry out a range of IT reviews annually.

13 Appendices

13.1 Appendix A – Corporate Objectives

The Council's priority themes are highlighted in bold below. Under each theme is a brief summary of how IT and IEG supports the theme.

Caring for the Environment
Informing the citizen of recycling initiatives. Access to service through the website and A-Z. Publishing recycling performance figures as part of the priority service outcomes. Allowing citizens to communicate needs for re-cycling and waste collection through multiple channels including Customer First and the Content Management System.
Economic Development
Setting up Working with Business initiatives via the National Projects. Making it easier to do business with the Council through the Financial Management system. Assisting with developing tourism via the tourism portal provided on the web-site. E-Payments, Direct Debits and BACS payments all assist in meeting this aim.
Crime and Disorder
Providing information through CRM, web-site and A-Z. Deep linking to Safer Derbyshire. Reducing and removal of abandoned vehicles.
Improving Services
CRM, Mobile working inititiatives, providing ease of access to all services across multiple channels. Managed procedures for dealing with complaints (CRM and web-site). New methods of payments across all services. A programme of implementing new IT systems has seen the introduction of Agresso (Financial Management System), FLARE (Environmental Health), Orchard (Housing) and PERICLES (Revenues and Benefits), all geared towards improving services.
Good Quality Homes
Use of CRM, web-site and A-Z to inform and facilitate access to services through multiple channels. Ability to pay rents by multiple channels. A new Housing system has been implemented to facilitate these services.

Leisure activities
Implementation of on-line sports booking facilities as part of Priority Outcomes. Information on sports facilities and how to access them via CRM, web-site and A-Z.

Supporting the National Forest
Providing information via CRM, web-site and A-Z through multiple channels.

Community Leadership
Involvement with the Derbyshire partnership. South Derbyshire is involved with the Local Strategic Partnership. E-Forms are to be used to collect information on the wishes of the community. E-Democracy will enable Councillors to establish effective 2-way communications with citizens.

13.2 Appendix B – Application Standards

Requirement
Windows **2003 server** compatible
Windows **2000 or XP desktop** and **Office 2000** compatible
Web enabled and usable with any major browser
Utilises a commonly used, industry standard, **SQL and ODBC compliant** relational database management system. Our preference is to use SQL Server or Oracle, but an alternative will be considered if it can be justified
e-GIF compliant
BS7666 compliant where applicable. This relates to property data standards
BS8766 compliant where applicable. This relates to person data standards
GIS compatible/enabled. MapInfo is our existing and preferred standard
User interface which is well designed and easy to use
Easy to support. A system administrator should be able to perform all the normal day to day functions required to support the system (add and remove users, manage security, produce reports, etc.) without any formal programming knowledge
Fully functional and capable of providing a **complete solution** to the user requirements. Where changes are necessary it has to be possible and practical to change the user processes to fit the system and still provide the service required. Tailoring the system with special modifications is not acceptable
Have **fully integrated** functions. Data should only need to be input once and is then shared; updates are only applied once; information is available immediately it has been input
Be capable of integrating with our corporate **document image processing** system where appropriate.
Have a simple and effective **report writing** function that can be used by Council staff that are IT literate but may not have formal programming experience. If the report writer is not an integral part of the application our preference is for it to be compatible with Business Objects and to have a comprehensive universe available
Have a clear **upgrade path** and policy for future releases. Including on-going compliance with emerging and changing standards and best practice criteria
Be **scaleable** to allow for expansion in the number of users and transactions, especially in relation to web usage where growth is likely to exponential
Secure. Systems administration, control and security functions must be separate from other functions and not accessible to the ordinary users. There must not be any way of bypassing the security features
Stable. It should not fail if fed incorrect data or used in unpredictable ways. Where it does fail it should do so gracefully and with a full explanation not a cryptic message
Proven working package. The proposed version of the package must be fully developed and tested and implemented in other UK District Councils or similar

Requirement
organisations
Established and proven **interfaces** with other major application software packages
Caters for **the Euro** as well as Sterling (not as an alternative) for any financial components
Supplier able to provide all necessary **user training** either directly or through a trusted third party
Include comprehensive on-line **user help functions**, telephone help desk support and internet help facilities such as FAQs, bulletin board, issues exchange forum. Printed reference manuals are optional
An established **user group** with regular contact meetings which promote user networking and provides an effective interface to the suppliers development plans
Supplier able to provide full **implementation support**. This includes defined processes and utilities required to **migrate existing data**
Supported by a competent well run organisation with which SDDC can form a long term **partnership** for mutual benefit
Supplied by an organisation that is prepared to work with **other Council partners** to provide the optimum service to the end users.
To enable data protection and freedom of information enquiries to be resolved easily, systems should include a simple way of extracting all information to an individual however that information is referenced.

13.3 Appendix C – policies and procedures

The following ICT related policies and procedures are in place:
- ICT security policy and usage guidelines (including Change Control)
- ICT network infrastructure
- ICT disposals
- ICT business continuity
- ICT members

These policies and procedures are regularly reviewed and updated. They are available on the Intranet, for internal use, under Corporate Resources, IT and Customer Services and Procedures.

An IT Helpdesk database is operated to manage IT incidents that arise. This has in built mechanisms and procedures to make sure incidents are resolved in priority order.

The following Council wide related policies and procedures are in place:
- Electronic Communications policy

These policies and procedures are regularly reviewed and updated. They are available on the Intranet, for internal use, under Corporate Resources and Human Resources.

14 Glossary of terms

Browser
Software that accesses websites or the intranet. The Council's standard is Microsoft's Internet Explorer.

BS7799
Standard relating to Information security management.

CRM
Customer Relationship Management (sometimes Citizen is preferred to Customer). This is a software application that is used to track details of an organisation's dealings with its customers.

DIP
Document Image Processing. This is a system for scanning and indexing paper records, in such a way than users or the public can access them.

EDM
Electronic Document Management. This is related to DIP, but it includes all forms of documents including those that are created on computers. It includes the management of ownership, access, archiving, searching and version control.

IT
Information Technology.

ICT
Information and Communications Technology.

IEG
Implementing Electronic Government

e-gif
Electronic Government Interoperability Framework. This is a set of government standards produced to ensure that all levels of government are developing or installing systems in a consistent way, to facilitate access and integration in the future.

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

Legacy systems
These are applications, which were developed in the past, and are not able to support electronic service delivery.

LAN
Local Area Network. The network that links workstations to servers (normally in the same building) at high speed.

LPG
Land and Property Gazetteer. This is definitive register of addresses for land parcels and for properties. There is a national version under construction (the NLPG) that is derived from local versions maintained by local authorities (the LLPGs). Each property is assigned a unique property reference number (UPRN). The NLPG will be used for a number of national initiatives and the Council's provision of an LLPG is of high priority.

Metadata
This is "data about data" and is an important part of how an organisation manages and publishes its information. It is also essential for organisations that intend to share information (such as the Council and the County Council) to have consistent metadata, so that we mean the same thing.

One-stop-shop
This term has a variety of definitions. In this paper it means a physical location where people can come to receive a number of services without having to go elsewhere.

Portal
This is a website which provides access to information or transactions in a number of other sources (such as other websites). It can be personalised, so that only relevant services are presented.

SOCITM
Society of IT Managers. This is local government's association for heads of ICT (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.

XML
Extensible Markup Language. This is a technology that enables different applications and programs to exchange data without having special interfaces written. It has been adopted as part of e-gif (see above).