London Borough of Barking and Dagenham

Information, Communications and Technology
(ICT) Strategy 2007 – 2010

Serving Our Customers

Working with Partners

New Ways Of Working for Staff

Managing the Technology

"Delivering Change through ICT"

ICT is the key tool to transform the way in which we work and provide services to local people. It enables people freedom of access to services and information and delivers choice for all. The vision for the London Borough of Barking & Dagenham is to create an environment for everyone to use ICT to improve their lives, their community, and the environment.

This ambitious but achievable strategy is designed to deliver the technology that the London Borough of Barking & Dagenham needs to underpin its programme of works and is designed to support our stakeholders' needs.

The strategy builds on our successes in delivering e-Government and the Priority Service Outcomes. It maintains the current systems to support and enhance the day to day work of the council whilst developing new systems that will transform the way we deliver our services and ultimately improve the life of our citizens and communities.

It embraces the latest central government "Transformational Government" thinking and will help deliver the efficiencies demanded from a modern organisation.

The strategy aims to deliver:-
1) Choice for Customers in how and when they access and obtain services and information.
2) Minimisation of the digital divide to give equality of access to services for customers.
3) Partnership working with external agencies and organisations to improve the provision of ICT.
4) Transformation of the council's services through an integrated approach to
    a) Understanding and developing the business needs,
    b) Joining information and services,
    c) Sharing services
5) Robust ICT solutions
6) Excellent ICT support and service delivery across the council

Outcomes

The implementation of this strategy will underpin the work of the council over the next four years. Key initiatives enabled will be:

- More efficient desk usage – target 20% improvement
- Increased Infrastructure availability @ 99%
- Standardisation of Desktops
  - 54% saving in procurement costs
  - 5% saving in maintenance & support costs
- Increased number of public workstations , exceeding the Government Standard for the number of public workstations
- Increased internal customer satisfaction to 93%

The strategy has four main themes
1. **Serving Our Customers**
2. **Working with Partners**
3. **New Ways of Working for Staff**
4. **Managing the Technology**

The delivery of these goals will focus on seven key areas described in the "Delivering the Strategy" section at the end of this report.

Serving Our Customers

A number of strategies have been developed for the delivery of council services which this strategy dovetails with. These cover how we serve the community and how the community accesses our services.

Community Strategy

The Barking and Dagenham Partnerships Community Strategy "Building Communities Transforming Lives" exists to provide a clear framework to make Barking and Dagenham a place where people feel proud to live, work and spend leisure time. It sets out the areas for improvement that local residents and service providers would wish to see. These are reflected in the extensive consultation on the 2020 Vision for the Borough and further consultation that has been undertaken in the development of various strategies on a range of topics. The purpose of the Community Strategy is to give all the partners involved, especially local communities, a clear sense of purpose.

The council's community strategy is (in summary) to

- Promote equal opportunities and celebrating diversity;
- Make Barking and Dagenham cleaner, greener and safer;
- Provide better education and learning for all;
- Develop rights and responsibilities with the local community;
- Improve health housing and social care;
- Raise general pride in the Borough;
- Regenerate the local economy.

There is also a consistent focus by the council on:

- Delivering outstanding Customer services
- Improving Performance across the board
- Regenerating the Borough

The Council's Community Strategy is embodied in all the council's Balanced Scorecards, both for the ICT division & the front-line services.

Local Strategic Partnership

The Barking & Dagenham partnership brings together a range of local public sector, private sector, voluntary sector and community organisations to improve life for the stakeholders in the borough. It is vital that the ICT service works with partners to ensure the integration of systems to enable the sharing of data and information where appropriate.

Customer Expectations

Customers in the future will expect the Council to be accessible 24/7 by telephone, via the Council's web site and via SMS. They will expect the Council to provide a reasonable (and consistent) level of response to queries. They will also expect to be able to use the People's Network to access the Internet and to have e-learning facilities available to them. Hence ICT delivery will be customer focussed to deliver service to fulfil the customers' expectations when and where they want to access these services.

Customer groups & clubs will expect the council to provide help for their communities in using technology for administration and in order to publicise themselves and their activities.

This is set out in the 2020 Vision emerging from consultation and conferences developing the community priorities. The delivery of the Community Priorities is linked to the responsiveness of ICT and residents access to it.

Customer & Web Access Strategies

Access to council services is to be provided by:

- Barking & Dagenham Direct for mediated services (i.e. staff respond to requests by helping the Customer to access/receive services)

- One Stop Shops in Barking & Dagenham for customers who want face-to-face service

- The Council's web site for self-service.

A Customer Service strategy, titled "Done in One" is being developed by the Customer First service and will be supported by the ICT strategy.

The Council's web strategy will link to the "Done in One" strategy and this strategy.

Building Schools for The Future

We will use BSF investment to underpin and facilitate all of the Authority's objectives in achieving the five Every Child Matters (ECM) outcomes. It will build on our test bed experience to significantly enhance the personalisation of learning, access to information, leadership development and change management and training across the ECM outcomes. This is explored further in appendix b of this strategy.

Serving the Public - In Brief

The ICT strategy links to the community strategy and supports better access to services and links to the customer access strategy. This will be achieved by:

- Enhancing & increasing the number of PCs for use by the public
- Working with the Web team to enhance the customer experience via the Web
- Supporting the continuing improvement of Information on the Web
- Expanding self-service on the Web
- Introducing SMS as a new customer access mechanism
- Developing our email system to provide an effective monitoring system for customer emails
- Two one-stop-shops providing all Council face to face services
- Developing the ability to pay bills on the Web

- Exploring the provision of wireless technology across Barking & Dagenham which will enable the public to access the Internet for free. This will help address the social exclusion and equalities agendas and complement the Building Schools for the Future (BSF) programme

- Delivering the Building Schools for the Future (BSF) programme

- Continuing the development of the ePlanning service

Working with Partners

The delivery of ICT is influenced by the environment in which it sits and must deliver expectations from a number of areas including expectations from Central Government, Partners and Front-Line Council Services.

Government Policy

The successful implementation of the Best Value Performance Indicator BVPI157 for the electronic delivery of services at 100% in December 2005 putting information for all council services (and forms to report or request services) on the web and the delivery of relevant Department of Community & Local Government (DGLC) Priority Service Outcomes were detailed in the Implementing Electronic Government Statement (IEG6) published in March 2006 www.barking-dagenham.gov.uk/9-council/egov/pdf/ieg6.pdf

Central Government has moved on from e-Government to a t-Government (Transformational Government) agenda. The Council's response to this initiative was to create the Corporate ICT Transformation Group. This initiative is explained further in the Managing the Technology section of this report.

The Central Government Gershon agenda demands that Local Councils must realise efficiencies. This strategy will help deliver savings in terms of time, resources and effort.

Central government expects local authorities to comply with the Government Interoperability Framework (eGIF) including the Government Metadata Standard (eGMS). This strategy supports these standards.

Links to Partner Organisations

The Local Strategic Partnership and boards supporting it have links to LBBD's partner organisations. Some of the initiatives in this strategy are designed to support these links. These initiatives include:

- N3 code of connection to the NHS
- Links to the LPSN (London Public Service Network) and LGSN (London Grid for Learning)
- Working to provide wireless services across Barking and Dagenham
- Providing a secure email system
- Web site hosting for partners
- Pan London Schools Admissions System
- East London Libraries consortium
- Links to partners' web sites
- Providing access to the Council's Oracle finance system to support schools
- Working with SOCITM, London Connects, and the North-East London Partnership (NELP) and Gartner to keep up to date with the latest trends on the delivery of ICT

Front-Line Council Services expectations of ICT

The Council expects ICT to:

- Contribute to service delivery efficiency/effectiveness;
- Be available on demand, wherever and whenever it is wanted;
- Be well co-ordinated and planned;
- Meet statutory obligations, notably t-Government and the requirements of the Data Protection Act (DPA); and Freedom of Information Act (FOI);
- Be proactive in identifying technologies of benefit to the council;
- Provide demonstrable value for money;
- Achieve excellent performance and quality – in the upper quartiles of comparators;
- Be responsive to/supportive of service needs;
- Employ good information management practice (including good practice relating to the ownership, security and sharing of information);
- Support business continuity for the Council and its services;
- Achieve maximum efficiencies from use of ICT in the back office;
- Be accessible to all staff;
- Enable & support flexible working

Working with Partners - In Brief

This strategy will enable the organisation to deliver new ways of working with our partners:

- It provides wide area network facilities to enable our systems to link to partners when the business requirements are defined
- It links to our Web Strategy that will ensure links to Partners Websites
- It recognises that we will need secure information sharing agreements with our partners
- It enhances our secure email system to work with partners
- It works with smaller partners to provide a presence for them on the Web
- It includes security and encryption mechanisms to prevent unwarranted intrusion

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New Ways of Working for Staff

The consolidation of office buildings as detailed in the Council's Accommodation Strategy will provide the council with an opportunity to introduce new ways of working led by HR (Human Resources) & Business Managers using the latest ICT technologies including mobile working, hot-desking, wireless access, electronic storage and retrieval of documents.

Mobile Working
Staff use a variety of IT equipment for mobile working. The use of mobile technologies will increase as the front-line services require more efficient ways of working.

- Where Customer service requires, staff use handheld computing for access to emails & their calendars whilst on the move.

- The Council are developing a handheld system for street wardens which links to the council's web, Customer Relations Management, Graphical Information (Maps) and front-line service systems. This system will roll out to other council staff.

- There are WiFi hotspots for staff & partners in the Civic Centre & Town Hall. This WiFi network will be extended as business needs are identified.

- Adult and Community Services/Social Care and Revenue & Benefits staff who do assessments in resident's homes use 3G mobile office cards in tablets & laptops to provide access to corporate systems. LBBD are recognised for their mobile working solution for their Social Workers.

- Many of the LBBD corporate systems can be securely accessed from the Web. This enables staff to access systems across their own broadband at home. This facility will be rolled out as customer needs require.

- Councillors use an ADSL link from home to access their council systems. This solution is being rolled out to staff where a fully supported solution is required.

- There are two Hot-desk areas set up in the Civic Centre & the Town Hall for staff use. There are plans to set up more areas in other buildings.

- In future, there will be an increasing need for staff to be able to access their systems from their homes. This will include the need to access the CRM linked to the corporate phone system.

- Municipal Wireless Access is to be explored – This technology could provide a wireless cloud over Barking & Dagenham. This would enable

staff to access corporate systems and residents and the public to access the web.

Replacing the Council's Phone System

The council's aging phone network needs to be replaced to support new ways of working. This will be replaced by a unified voice and data network to take advantage of the latest technology that allows the common transport of voice alongside data - Voice over Internet Protocol (VOIP). This technology supports hot-desking by delivering the phone system across the data network. In effect, the user logs in on any PC and the phone connected to the PC becomes their phone number. This will provide the infrastructure to develop systems that can be accessed from staff's homes as this requirement develops.

Computer Systems

Migration from the IBM mainframe will continue in order to avoid having to maintain the equipment & old applications which will get increasingly more expensive to maintain. Where possible, we will move towards business-led software packages

As a principal, there will be a move towards amalgamating systems where this is logical. Where possible, systems will be linked to the council's Oracle enterprise resource planning system.

While considering new applications for business transformation, existing software/hardware platforms will be considered where possible (e.g. additional modules on Oracle Enterprise Management system).

Standard PCs

A standard desktop with the provision for regular technology refresh will be adopted (allowing remote management, and sign-on to the council's network from anywhere). We aim to have no more than 2 versions of MS Office software. ICT will consider centralised delivery of standard IT services to reduce maintenance costs.

Rationalisation & Consolidation of Servers

Our programme of server virtualisation will reduce the number of servers which will link to our green office agenda by cutting power & cooling requirements for the computer suite.

Printer Policy

Use of printers will be reviewed to link with the Council's Green Office agenda.

Video conferencing

Video conferencing is required to link both the Barking and the Dagenham one stop shops to the Planning service. This use will be extended as business needs are defined. There are also video conferencing facility plans for main buildings as part of the Accomodation Strategy.

Research & Development

Regular reviews of evolving technology will be done.

Information Management

The Council has adopted principles for managing information systematically and robustly and making it readily available to those who need it (subject to compliance with legislation on information security, Freedom of Information and Data Protection and on information-handling generally). An Information Best Value Review will be carried out in 2007, which will be supported by the ICT strategy.

The council is committed to continuously improving data quality within the organisation and in our partnership activities. In order to achieve this, we have the following cycle of reviewing, planning and action.
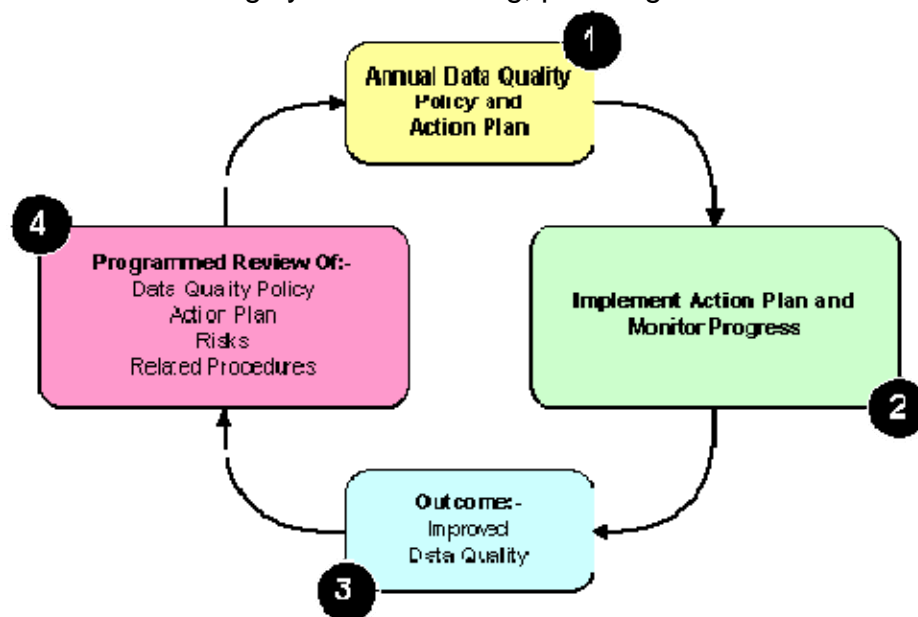
To ensure that our commitment to data quality is delivered and that we get it right first time, we have identified a number of aims:

- We have high level champions for data quality, pursuing the improvements necessary to deliver the information needed for use in our service planning and improvements;

- Our systems and procedures are designed to have high data quality as an inherent standard, with the right controls in place to ensure that expectations of us are met;

- We review our arrangements regularly to ensure that opportunities to further improve are identified, planned for and actions delivered;

- Our staff have the skills necessary to deliver high data quality, both now and in the future;

- Our data is of high quality, and is held securely and confidentially;

- Our expectations of staff and members are clear regarding data quality;

- We are aware of the impacts that future developments may have on data quality, and consider the risks to data quality;

- Our data is stored, used and shared within all legal requirements.

- The requirement to move to more flexible working will drive a need to adopt a corporate approach for electronic document and records management (EDRM) systems. This will incorporate the ISO15489 standard.

- This in turn will require consideration of better data storage solutions. This will require consideration for the network, tiered storage solutions, system availability & cost effective recovery.

- The council is working in the spirit of the ISO27001 international security standard for information.

New Ways of Working for Staff – in brief

The strategy will deliver smarter ways of working for the Council which will underpin the Accommodation Strategy. It;

- develops technologies to support flexible working & hot-desking which will enable us to provide a better service for our customers. It will provide the infrastructure to support staff to work from home to access council data & phone systems securely
- will replace the aging phone system with a modern system that fully supports the development of the contact centre and one-stop-shops.
- replaces our mainframe
- rolls out Electronic Data & Records Management systems by addressing information management & EDRM issues
- rolls out access for ICT to staff
- continues the development of mobile working technologies
- continues & expands our home working capability. This provides access to many of our systems 24/7
- develops wireless technology for staff
- underpins the need to build our staff's skills to provide a continuous improvement approach to serving our customers
- explores new technologies & how they can be used to enhance the delivery of our services
- works with HR on the workforce plan to ensure flexible working
- rationalises servers
- reviews our printer usage
- installs Videoconferencing where needed
- creates a research and development function

Managing the Technology

The Corporate ICT Transformation Group (CITG) has been created to deliver the ICT Transformation Government Agenda across the Council.

The CITG will ensure that:

- Services are designed around the Citizen or Business

- Efficiencies are realised by standardisation, simplification and sharing of Services

- The organisation's system will work effectively with our partners

- Professionalism is improved in the delivery of ICT-Enabled Change

Business plans for ICT service delivery incorporating objectives, aims and Performance Indicators are reflected in the front-line service Balanced Scorecards.

Excellence in performance and quality will be in the upper quartile of comparators.

An excellent ICT service will be delivered that adds value to the business through the transformation of services for customers by offering information and services via various access channels.

All ICT systems will be procured through the ICT Service in order to ensure that integration with corporate systems can be considered,

Standard Project & Programme Management based on the OCG's Prince and MSP (Managing Successful Programmes) methodologies will be adopted for all projects

The performance of ICT service delivery will be benchmarked with other similar authorities and improved upon. ICT will identify objectives for improving services, based on the results of benchmarking exercises.

ICT Investment

Investment in ICT will be linked to council objectives and provide sustainable funding for the ICT infrastructure.

External funding & working in partnership with other public, private and voluntary organisations will be actively pursued.

Procurement in LBBD will be co-ordinated in such a way that LBBD optimises resources as well as achieving economies of scale. This includes collaboration with other councils and partners.

This strategy will ensure the sustainability, stability and performance of the council's ICT infrastructure through capacity planning and lifecycle planning.

Business Continuity & Disaster Planning

Business continuity for council front line services is the prime responsibility of the relevant head of service. Given the similar nature of business continuity provisions, there will be a co-ordinated approach to ICT disaster recovery planning.

Business Case & Risk Management

All ICT projects are supported by a robust business case. ICT projects and services are subject to systematic risk assessment to support a consistently high standard of service delivery.

Professionalism

Our plan is to develop our ICT Professionalism & skills. It summary it aims to:

- Link to Central Government's IT Professionalism agenda

- Develop a competency framework to support the career development of ICT professionals

- Actively encourage networking & mentoring activities

- Explore how we can link to Central Government's IT Academy

- Identify "capacity building" programmes to provide training & leadership development support

- Engage with HR to involve them in the establishment of the IT profession

- Work in partnership with Programme & Project Management and Procurement professions towards their shared agenda and to foster excellent working relationships and exchange of knowledge and skills between disciplines.

Managing the Technology - In Brief

The ICT Transformation Group owns and manages this strategy. It will work with the Corporate Projects & Risks Board and the Capital Programme Monitoring Office to deliver the strategy in response to our users' needs and priorities, and to provide a transformational drive for the council.

The ICT Service is undergoing a reorganisation designed to bring together business and technology. Working more closely with the departments and their partners will enable improved ICT delivery across the council. This will underpin the implementation of this strategy. The ICT service will also give a corporate overview for all ICT projects

The strategy will deliver the ICT Transformational Government Agenda (see appendix a)

The strategy will deliver our ICT professionalism agenda

Risk Assessment

This strategy will be developed into a programme. The programme will be delivered and risks monitored using the OGC's Managing Successful Programmes (MSP) and Prince2 methodologies in combination with the Capital Programme Monitoring Office.

Equalities Impact

It is our aim to bridge the digital divide and include socially excluded groups by delivering services in a more customer–centric way. Examples of these projects are:

- More access channels;

- More services and information available via the Internet;

- More access to our services by increasing public access points to the Internet;

- More capability to deliver services in people's homes;

- Better systems to share information and service delivery with partners.

Conclusion

This is an ambitious but realistic strategy. It links to front-line services and meets their needs to help deliver their challenging agendas. It requires ownership by the front-line services as well as the ICT service if it is to succeed.

The process of building an ICT strategy is essential to shaping the way in which we will exploit ICT to support its service ambitions. The strategy has been developed with all departments across the council.

There is a finite resource in the ICT Division. This resource has to deliver an increasing number of challenging projects as ICT changes. A business model that has the capacity to deliver these projects will be developed.

This strategy will be converted into a programme which will be monitored by the Corporate ICT Transformation Group. The programme will be developed in the ICT Strategy Delivery Plan which can be viewed at ICT Strategy - 2007-2010 Delivery Plan v15.pdf

Delivering The Strategy

The delivery of this strategy is detailed in a separate document titled the ICT Strategy Delivery Plan. It covers the following seven areas.

- **External Environment**: the context within which the Council exists and makes its contribution
- **Strategies**: how the Council plans to organise and discharge its functions and responsibilities.
- **Governance for ICT**: the arrangements by which the Council ensures that its application of ICT resources provides the maximum benefit.
- **ICT Service Planning**: the formulation and control of plans to deliver the ICT work programmes.
- **Information Management**: the framework for originating, organising, maintaining and making available information to those who are entitled to make use of it.
- **ICT Service Delivery**: the processes concerned with the effective delivery of ICT services within the Council.
- **Technology Architecture**: the ICT building blocks: equipment; networks; software and tools that enable delivery of the required information-based services and their interconnections.

Departmental ICT Strategies

This document sets out the Council's Corporate ICT Strategy. Each Council Department will have its own ICT Strategy designed to deliver its business needs and aspirations. Those strategies will link to this strategy, and recognise that they are subsidiary to the Corporate ICT Strategy in common areas. Wider ICT Strategies will be established for our partnerships. These strategies will provide the framework on which to build business systems that will enable the organisation to move forward for the next 3 years.

Measuring Our Progress

Capital Bids will be submitted over the life of the strategy.

Included here is a list of projects and programmes from the ICT Service Balanced Scorecard which make a strategic contribution to the outcomes of the ICT service and/or the Council's overall priorities.

Projects / Programmes	Outcome	Budget	Start Date	End Date
Corporate ICT Transformation group project status report contains details of all ICT projects	Project to be delivered	Various budgets	Ongoing	Ongoing
ICT Strategy	ICT Strategy action list to be delivered	Various budgets Some projects require bids	Ongoing	2010
Network Infrastructure	Voice/ Data network	£4 million	2007	2010
IT Infrastructure upgrade	File Management, Disk and telephone switchboard capacities	£878,000	2006	2007
Desktop Management Programme	Replacement PC Project	£1,000,000	2006	2007
Server Upgrade refresh	Replace existing/old server hardware to increase reliability of systems	£100,000	2006	2007
Data Backup	To enable the continued data backup capacity and improved backup recovery times	£70,000	2007	2007

Financial Implications

The ICT strategy (2007-2010) & delivery plan will require significant capital and revenue funding over the next four years. The current capital budgets available total £6,084,000. Other capital bids will need to be submitted in the future.

At this stage, it is difficult to determine all of the implications of the strategy as some initiatives depend on other strategies, and so the total amount required for future funding has yet to be quantified.

All new service improvement bids submitted for funding will be developed on clearly defined business cases and risk assessments. Amongst other things, these business cases will identify alternative funding sources and revenue savings where applicable. The revenue funds and savings should come from existing departmental budgets. Additionally, parts of the strategy will require 'Invest to Save' bids for benefits to be achieved across the council. Any future funding requirements for the ICT strategy will also need to be assessed against other council priorities.

Many projects will require additional resources to deliver them and these will be included in the budgets for the projects.

The ICT business managers will be working closely with all departments to understand their business needs and identify potential benefits, efficiencies and savings to be achieved through modernising their services.

Appendix a

The ICT Transformational Government Agenda

Design Services around the Citizen or Business

- Work with the Customer Services Group to enhance its approach to delivering services to customers.
- Know our Communities including both citizens and businesses by developing a strong emphasis on "customer intelligence".
- Work with the Communications group to develop the LBBD Web Site.
- Give local people more power by encouraging self-service in the home, in work and public places and on the move.
- Working with Operational Groups to address the Digital Inclusion agenda including providing ICT systems to support education of our customers in basic skills.

Realise Efficiencies by Standardisation, Simplification and Sharing

- Enable a period of further radical change in the delivery of our public services by end-to-end reshaping of services to give greater efficiency in service delivery through standardisation & delivery.
- Continue & develop the eGovernment Programme to drive forward efficiency & effectiveness.
- Empower policy makers using technology in service design and in achieving policy outcomes.
- Empower employees and partners using technology for shared delivery of services.
- Join up service provision (including front and back office, and shared services with partners).
- Signpost the potential from Transformational Futures to the Council.

Change our organisation to work effectively with our service delivery partners

- Work with partners, voluntary sector groups & excluded groups to develop systems to support the Authority's Partnership Groups.
- Exploit opportunities to work in partnership with other groups (e.g. the London Olympics).

Improve Professionalism in delivery of ICT-Enabled Change

- Regularly Review & Update the ICT & Business Continuity Strategies.
- Continue to use & develop the OGC's "Managing Successful Programmes" & "Prince" Methodologies to deliver ICT projects - to include Risk Management & Benefits Realisation.
- Take an active role in the Government's Transformational Programme.
- Work with SocITM, London Connects & the LGA to stay at the forefront of initiatives for Transformational Government and introduce these initiatives into LBBD.
- Develop & enforce accountabilities, standards, policies and guidelines on the use of ICT.
- Set overarching Service Design Principles for our ICT systems.
- Promote & coordinate Best Practice in ICT.
- Continuously review & improve ICT service delivery performance, security and quality.
- Take an ICT Infrastructure client role - ICT Architecture; ICT Security; Integration of Corporate and Departmental Systems; Corporate Networks; Desktop Services; Corporate Applications (e.g. email, EDRM, mobile working).

Appendix b

Headline Vision for the Building Schools for the Future ICT Strategy

We intend to use BSF investment to underpin and facilitate all of the Authority's objectives in achieving the five Every Child Matters (ECM) outcomes. We will build on our test bed experience to significantly enhance the personalisation of learning, access to information, leadership development and change management and training across the ECM outcomes. The Children's Services ICT Strategy Group is developing a coherent approach to ICT across Children's Services within the overall context of the Corporate ICT Strategy. This will inform much of the Strategy for Change and Outline Business Case in this area.

The vision and strategy for change is:

- To raise standards in schools in the ICT capability of all pupils, staff and parents to enable greater access to opportunity through technology;
- To contribute to raising standards across the curriculum by the use of new technologies by learners and teachers, through curriculum development and support;
- To use new technologies to enhance collaboration and creative learning;
- To ensure that effective pedagogy is supported and enhanced through the application of interactive technologies;
- To engage with whole communities to facilitate learning for families and the wider community;
- To ensure all schools reach and maintain the highest standards set within the ICT Self Review Framework and for the ICT Mark, through supporting school leaders for managing change through ICT.

The strategy for change priorities with BSF investment are:

- To develop a Learning Platform which provides online personalised learning, flexible learning opportunities according to age, need and interest, communication, personal organisation and collaboration tools for all learners and practitioners and to support vulnerable and looked after children through the provision of secure online learning spaces and social networking communities integrated with the Learning Platform;
- To maintain and develop the common digital infrastructure across all schools, achieving economies of scale in infrastructure procurement and support and securing synergies and interoperability with local broadband consortium and Borough corporate and partner agency developments and with home and community access provision;
- To ensure the effective development and deployment of management information systems as a key driver for school improvement, and interoperability with other systems across Children's Services and partner agencies. This means the building of integrated learning and management systems that bring together all the information on pupils' progress and analysis of assessment data, and are capable of being shared with other schools and organisations;
- To enhance parents' links with schools and engagement with their children's learning;
- To commission a managed ICT service across the Borough's schools;
- To explore with partners the use of radio-frequency identification (RFID) and other identification technologies to control the built environment and to enable the technology to respond quickly and effectively to the needs of learners and practitioners.

Appendix c

Glossary

Balanced Scorecard The Balanced Scorecard was introduced in 2002 as the Council's corporate performance management system. It is the system that the Council uses to manage itself. It works by translating strategy into action and allows individuals to understand their role in the process.
http://www.barking-dagenham.gov.uk/9-council/performance-delivery/bal-scorecard/bal-scorecard-menu.html

BVPI157 This measures the percentage of interactions with the public by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods.
http://www.barking-dagenham.gov.uk/9-council/egov/egov-menu.html

CPA The Audit Commission's Comprehensive Performance Assessment.
http://www.audit-commission.gov.uk/cpa/guide/guidewhatiscpa.asp

Done In One Delivering Outstanding Customer Service - A Customer Service Strategy for Barking & Dagenham

Government Connects An initiative led by local authorities, the DCLG and the Cabinet Office providing a common infrastructure for secure electronic interaction between local government, central government and citizens.
http://www.govconnect.gov.uk/

Government Interoperability Framework (eGIF) Adherence to electronic-Government Interoperability Framework (e-GIF) specifications and policies is mandatory for legacy systems involved with electronic service delivery targets and for new systems for the exchange of information between government systems
http://www.egifcompliance.org/index.cfm

Government Metadata Standard (eGMS). The e-Government Metadata Standard lists the elements and refinements that will be used by the public sector to create metadata for information resources.
http://www.govtalk.gov.uk/schemasstandards/metadata_document.asp?docnum=872

LPSN The London Public Services Network (LPSN) will provide secure inter-borough connectivity for London together with the opportunity for onward links via approved gateways to services in both Central Government and Health.
http://www.londonconnects.gov.uk/extranet/london_public_services_network.cfm

OGC Office of Government Commerce.
http://www.ogc.gov.uk/

Appendix c

Glossary ctd

Priority Service Outcomes These are the targets for eGovernment delivery, detailed in the Council's IEG statement.
http://www.barking-dagenham.gov.uk/9-council/egov/egov-menu.html

Transformational Government This is the Governments vision for the delivery of public services in the 21st century.
http://www.cio.gov.uk/transformational_government/strategy/

VOIP (Voice Over IP) A telephone service that uses the Internet as a global telephone network.
http://www.fcc.gov/voip/

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