

London Borough of Barking and Dagenham

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

Delivery Plan



Serving Our Customers



Working with Partners



New Ways Of Working for Staff



Managing the Technology

“Delivering Change through ICT”

This is the delivery Plan for the ICT Strategy 2007-2010

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:

- **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.

Each section shows the current position and a table listing the projects that are required to deliver the ICT Strategy.

These are more detailed than the items in the strategy document because we need to deliver background projects required to support the main projects.

1 External Environment

1.1 Current position

- 1.1.1 The ICT division provides ICT services to the Council with a mixture of packages supplied by third parties and systems developed in-house. It is ICT policy to work closely with departments to determine current and future business needs and to deliver integrated ICT solutions whereby third party ICT packages are the preferred method of implementation.
- 1.1.2 Telephone contact is to individual services – usually in office hours only. Emergency services are available at other times. Barking & Dagenham Direct provides an 8am to 8pm telephone service including a range of services, expanding over the next few years to cover initial contacts across all services.
- 1.1.3 The Council's web site is available 24x7, although full support in the event of problems is only available during normal office hours. Information guidance and access to forms, plans etc, is available.
- 1.1.4 LBBB provides a service via London Connects that enables voluntary organisations to build their own websites.
- 1.1.5 Peoples Network access to the Internet is available via Libraries.
- 1.1.6 Out-of-hours ICT support to services is provided by IM&T on a best endeavours basis which relies on the goodwill of staff.
- 1.1.7 The Council has delivered many of the Government's e-Government priority service outcomes. Work is progressing on the remainder.
- 1.1.8 BVPI 157 (electronic delivery of services) was delivered at 100% in December 2005.
- 1.1.9 ICT is accessible to all office based staff. ICT provision for staff who do not have an office is being rolled out in some areas (Frizlands depot, Parks, Rippleside cemetery), but requires a formal project to manage the process to roll out to all staff.
- 1.1.10 LBBB have signed up to the eGIF standard where suppliers systems are eGIF compliant. The LBBB web pages are eGMS compliant, but the documents on the web are not.
- 1.1.11 Although the public can access the Internet free in libraries, there is no wireless provision for the public.

	Project/ Action	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
External Environment	1 External environment					
	1.2.1 Out of hours support needs to be determined - for Customer First; the Web site; Libraries; Leisure Centres; Members; Home workers, etc.	ICT Technology Services Manager	Current	To link with Customer First Rollout. Checkpoint August 2007	Client Budgets	This project is dependent on Client budgets being available
	1.2.2 The ICT Business Managers will be working closer with Departments to understand their business needs and work as one team to ensure commonality and consistent approach to ICT and programme/project management corporately. They will be developing departmental ICT strategies that will dovetail with this strategy.	All ICT Business Managers	Current	Sept 2007	Current Budgets	These strategies need to work with the corporate ICT Strategy
	1.2.3 A project to consider rolling out the provision of ICT to all staff & relevant partners should be considered.	ICT Business Transformation Manager/ Resources ICT Business Manager (Lead)	Capital Bid	2008	Capital bid	This project requires a PID
	1.2.4 There needs to be a more explicit client/deliverer partnership to ensure that the council makes best use of ICT	ICT Business Transformation Manager/All ICT Business Managers	Current	2007	Current	Adoption of the CITG procedures will deliver this
	1.2.5 We should be seeking partnership working with other Councils, public, private and voluntary sector organisations and agencies, to work to: 1) Avoid duplication of roles and responsibilities. 2) Share data and information. 3) Share skills, experience and learning. 4) Minimise risk of project delay and dependencies. 5) Provide increased value for money.	ICT Business Transformation Manager, ICT Business Managers working with Heads of Service/ ICT Technology Services Manager to lead on Infrastructure projects	Capital Bids	2007-2010	Capital bids	This depends on opportunities arising. Examples of successful collaborations are: Disaster Recovery The Libraries system Technical Indexes LLPG/NLPG 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 LBBB Web 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

	Project/ Action	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	<p>6) Challenge the norm and implement different ways of working.</p> <p>1.2.6 LBBDD need to provide a secure e-mail facility.</p> <p>1.2.7 Children Services ISA agreements are being set up with partners to share information for the ISA in conjunction with Government guidelines.</p> <p>1.2.8 LBBDD have signed up & implemented the London Schools Admissions system.</p> <p>1.2.9 LBBDD have signed up for the LPSN (London Public Service Network)</p>	<p>ICT Business Transformation Manager/ Adult Services IT Business Manager (Lead) /ICT Technology Services Manager</p> <p>ICT Business Transformation Manager/ Children's Services ICT Business Manager (Lead)</p> <p>ICT Business Transformation Manager/ Children's Services ICT Business Manager (Lead)</p> <p>ICT Business Transformation Manager/ Children Services ICT Business Manager (Lead)</p>	<p>To be determined</p> <p>Children's Services Revenue</p> <p>Current Resources</p> <p>Current Resources</p>	<p>Aug 2007 Ongoing (G.S.I.) 2008/9</p> <p>2007</p> <p>March 2007</p> <p>2007</p>	<p>Capital</p> <p>Revenue</p> <p>Current</p> <p>ICT Infrastructure budget</p>	<p>North-East London Partnership (NELP) and Gartner to keep up to date with the latest trends on the delivery of ICT.</p> <p>Budget available. Business requirements to be defined. Does not include links to G.S.I.</p> <p>Project being led by national team</p> <p>Implementation completed with a good take up reported. Post-Implementation review required</p> <p>The LPSN has been ordered and should be in place by Summer 07. Business cases need to be developed for individual services and these need to be funded separately.</p>

	Project/ Action	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	1.2.10 LBBB have signed up for the Single Non-Emergency Number (SNEN) project	ICT Business Transformation Manager/ Customer Services ICT Business Manager (Lead)	Dependant on external partners	To link with SNEN project timescales	Dependant on external partners	Project be led by external partners and is being led internally by Customer First
	1.2.11 LBBB are progressing towards N3 connection to the NHS	ICT Business Transformation Manager/ Children Services ICT Business Manager (Lead)/ ICT Technology Services Manager / ICT Systems Development Manager	ICT to work with HR on policies	Aug 2007	ICT Infrastructure budgets	This needs to be in place by 31/03/2007 to connect to NHS systems. This can only be achieved if we meet all the N3 Code of Connection and all security policies need to be in place.
	1.2.12 The ICT Division will carry out research and development into new technologies to ensure LBBB keep abreast of new developments. A series of new technology sessions will be arranged to keep managers/staff up to date with new business opportunities provided by new technology. The first of these took place in August 2006 showing the benefits of Blackberry technology. Future investigation to be carried out into technologies such as Wiki, Blogs, Vlogs, Podcasts, etc.	ICT Business Transformation Manager (Lead) / ICT Business Managers/ ICT Technology Services Manager	Dependant on projects	2007-2010 (One technology session every 6 months)	Dependant on projects	<p>There are 2 types of projects</p> <p>1) Keeping up to date with technologies. This requires a corporate approach to PDPs for the Business Managers as a group & all ICT Managers – (Action ICT Business Transformation Manager).</p> <p>2) Delivering technology sessions. This will be delivered by the ICT Business managers</p> <p>Funding depends on individual projects</p>

	Project/ Action	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	1.2.13 A system is required to make the documents on the LBBB Web eGMS compliant	ICT Business Transformation Manager/ Children's Services ICT Business Manager (Lead) / Web team	Dependant on Web Strategy	2008	Dependant on Web Strategy/ Capital Bid	This strategy dovetails with the Web Strategy. A joint WEB Team/ICT bid may be needed for this project
	1.2.14 Work will continue on the Priority Service Outcomes	ICT Business Transformation Manager/ Children's Services ICT Business Manager (Lead)	eGov budgets	2007-2010	eGov Budgets	The National Projects & ESD Toolkit need to be monitored and requirements need to be determined. See Appendix B for details of National Projects. For example, the National Smartcards project will be reviewed as part of the LBBB Smartcard project.
	1.2.15 An SMS System will be delivered for use with the Customer Relational Management System	ICT Business Transformation / Customer Services ICT Business Manager (lead) Systems Development	Customer Services budgets/ Sys Dev/ Technology Services	2007	Customer Services Budgets Spend to save bid	This needs to link to the intelligent email system being procured for Customer Services. This also needs to integrate with the CRM, so integration requirements to be included
	1.2.16 The Rollout of the People's Network will be continued	ICT Business Transformation Manager/ Barking Learning Centre Project Manager (lead)	Barking Learning Centre budgets	2007/2008	Barking Lifelong Learning Centre Budgets/ The Desktop Replacement Project	Budget to be confirmed

	Project/ Action	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	<p>1.2.17 Many Local Authorities are exploring wireless solutions. These entail infrastructure that provide free wireless Internet access for residents, staff & partners. ICT are working with Regeneration to explore a wireless solution for Barking & Dagenham. This will also provide connection for LBBB staff and partner organisations. It is worth noting that this is an emerging technology & as such some caution should be applied, but nevertheless it is a technology worth exploring.</p>	<p>ICT Business Transformation Manager/ Regeneration ICT Business Manager (lead)</p>	<p>External Regeneration bid</p>	<p>2008-2009</p>	<p>External Regeneration bid</p>	<p>This is new technology and is therefore a high risk project. A bid will be made when the technology has been investigated, business case made and risks assessed.</p>

2 Strategies

2.1 Current position

- 2.1.1 There are formal links between the Community & Council priorities and the ICT strategy
- 2.1.2 There are links between the Customer Access “Done in One” strategy & this strategy
- 2.1.3 There are links between the Web Strategy & the Strategy
- 2.1.4 Departmental ICT Strategies are being developed to link to this strategy & front-line service business needs
- 2.1.5 Sharing of information with partners electronically is approached on a service by service and partner by partner basis.
- 2.1.6 The Barking & Dagenham Direct call centre has gone live and is being expanded to include all services. One-stop shops in Barking and Dagenham are due to be opened in 2007.
- 2.1.7 An Information Management Best Value Review is being done which will develop an Information Strategy. Data Protection principles are applied.

Strategies	2 Strategies	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	<p>2.2.1 There should be active liaison between the ICT strategy & the groups producing all council strategies to ensure alignment between the ICT strategy and other plans of the Council (in order to achieve and maintain a common vision). This will also ensure that the best ICT solutions are in place to deliver the broader strategies.</p> <p>2.2.2 The ICT strategy supports the Accommodation Strategy.</p> <p>2.2.3 The council should formulate, adopt and implement an Information Management strategy. This should be produced by the Information Best Value Review</p> <p>2.2.4 Key areas for information sharing (that improve the delivery of services and access to information and services for customers) such as Children's Services and Health will be priorities for the Council.</p> <p>2.2.5 Information Security & ICT Security Policies The information security & ICT security policies should adhere to ISO27001 and ICT will work with the Information Best Value review to ensure that these policies are in place.</p>	<p>ICT Business Transformation Manager/All Business Managers</p> <p>ICT Business Transformation Manager/Regeneration ICT Business Manager (lead)</p> <p>Head of ICT/ ICT Business Transformation Manager (lead)</p> <p>ICT Business Transformation Manager/ Children's Services ICT Business Manager (Lead)</p> <p>ICT Technology Services Manager (Lead) Childrens Service ICT Business Manager</p>	<p>ICT Business Managers</p> <p>Dependant on Accommodation Strategy</p> <p>Dependant on Information Best Value Review</p> <p>Dependant on projects</p> <p>Technical Services Manager</p>	<p>Ongoing</p> <p>Dependant on Accommodation Strategy</p> <p>Dependant on Information Best Value Review</p> <p>Dependant on projects</p> <p>To be determined</p>	<p>N/A</p> <p>Dependant on Accommodation Strategy</p> <p>Dependant on Information Best Value Review</p> <p>Dependant on projects</p> <p>To be determined</p>	<p>ICT Business Transformation Manager to promote both the ICT Strategy and the need to include ICT in the development of other strategies. ICT Business Managers to be aware of strategies being worked on.</p> <p>ICT Business Transformation Manager to promote both the ICT Strategy and the need to include ICT in the development of other strategies. The Technical Services Manager is working with the Accommodation group</p> <p>Head of ICT & ICT Business Transformation Manager to promote the creation of an Information Management Strategy and the need to include ICT in the development of this strategy. The ICT eGov Manager is working with the Information Best Value Review.</p> <p>There is an active Information sharing exercise being done for Children's Services on the ISA project</p> <p>This is being lead by the Technical Services Manager, but it needs ownership by the Heads of Service.</p>

2.2.6	The ICT strategy links to the Customer Access "Done in One" strategy.	ICT Business Transformation Manager/ Customer Services ICT Business Manager (lead)	Current ICT budgets	June 2007	Current ICT budgets	ICT Business Transformation Manager to promote both the ICT Strategy and the need to include ICT in the development of other strategies
2.2.7	ICT need to work with the web team to develop a Web strategy which will link to the Customer Access strategy and to this strategy	ICT Business Transformation Manager/ Children Services ICT Business Manager (lead)	Dependant on Web Strategy	Dependant on Web Strategy	Dependant on Web Strategy	ICT Business Transformation Manager to promote both the ICT Strategy and the need to include ICT in the development of other strategies. To be lead by Web Management working with ICT Business Transformation Manager
2.2.8	ICT need to work with the GIS team to help develop a corporate GIS Strategy to support new ways of working and this ICT strategy will support it.	ICT Business Transformation Manager/ Children Services ICT Business Manager (lead)	Dependant on GIS Strategy	Dependant on GIS Strategy	Dependant on GIS Strategy	ICT Business Transformation Manager to promote both the ICT Strategy and the need to include ICT in the development of other strategies. To be led by GIS Management.
2.2.9	The actions in this strategy need to be reflected in the front-line services Balanced Scorecards as many of the actions will be delivered in these business areas.	Head of ICT and E-Government/ ICT Business Transformation Manager (lead)	Current ICT Budgets	2007	Current ICT Budgets	ICT Business Transformation Manager to promote both the ICT Strategy and the need to include ICT in the development of other strategies
2.2.10	The hot-desking programme will continue to be rolled out	ICT Business Transformation Manager/ Regeneration ICT Business Manager (lead)	Dependant on space being available	Dependant on space being available	Dependant on space being available	This project requires floor space to be found by the building owners. Hot-desking is also part of the Accommodation strategy.

<p>2.2.11 Assuming a successful implementation of the wireless pilot project in the Civic Centre and the Town Hall, access to systems via wireless hotspots will continue to be rolled out.</p>	<p>ICT Business Transformation Manager/ Regeneration ICT Business Manager (lead)</p>	<p>Dependant on wireless requirements & accommodation strategy</p>	<p>Dependant on wireless requirements & accommodation strategy</p>	<p>Dependant on wireless requirements & accommodation strategy</p>	<p>The requirements for this project need to be defined. Awaiting result of wireless pilot project.</p>
<p>2.2.12 A project to consider the approach to EDRM will be formally set up.</p>	<p>ICT Business Transformation Manager(Lead) / Children's Services ICT Business Manager (lead)</p>	<p>Dependant on Information Best value review</p>	<p>Dependant on Information Best value review</p>	<p>Dependant on Information Best value review</p>	<p>This project depends on the results of the Information best Value review</p>
<p>2.2.13 Departmental ICT Strategies linked to this strategy will be developed</p>	<p>ICT Business Transformation Manager/ Departmental ICT Business Managers</p>	<p>Current Resources</p>	<p>Summer 2007</p>	<p>Revenue</p>	<p>These strategies will provide the framework on which to build business systems</p>
<p>2.2.14 ICT Strategies need to be developed for our partnerships</p>	<p>ICT Business Transformation Manager/ Departmental ICT Business Managers</p>	<p>Current Resources</p>	<p>Ongoing as required</p>	<p>Revenue</p>	<p>These strategies will provide the framework on which to build business systems</p>
<p>2.2.15 Building Schools of the Future programme – employing ICT to support educational transformation</p>	<p>BSF Project Board/BSF Project Team</p>	<p>Resources dependant on programme solution</p>	<p>Ongoing</p>	<p>DfES Funding</p>	<p>This will require the Council to position itself in relation to provision of the Wide Area Network and other central ICT resources to schools in the context of a full managed service procured through the Local Education Partnership (LEP). £23.2m capital required, with additional revenue funding provided out of existing school budgets</p>

--	--	--	--	--	--	--

3 Governance for ICT

3.1 Current position

- 3.1.1 A Corporate ICT Transformation Group has recently been created. This has introduced a formal process of ICT investment priorities and assesses the business case for ICT projects.
- 3.1.2 A Departmental ICT Project Status Report is maintained and Risk Management is incorporated into every project.
- 3.1.3 New Projects – an Oracle Board has been set up to manage the Integrated HR and Finance Oracle solutions. It will prioritise future business requirements.
- 3.1.4 There is a need to provide for infrastructure renewal or strengthening (due to additional/richer computerisation).
- 3.1.5 Generally ICT systems are being procured through the ICT Service. However, user services have the ability to develop systems with the use of MS Access & similar products. All systems need to be procured through ICT.
- 3.1.6 A Disaster Recover Plan is in place for key systems and a DR exercise successfully carried out in Summer 2006. This needs to be rolled out to all systems.

3 Governance for ICT	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
<p>3.2.1 Formal consideration, prioritisation, monitoring and review will be established in the following areas:</p> <ul style="list-style-type: none"> • ICT Strategy formulation, monitoring, review and evaluation. • Forward planning and research into use of ICT within LBB. • Accountabilities, standards, policies and guidelines on the use of ICT. • Embedding Balanced Scorecard objectives and implementation plan. • Work programme formulation and monitoring. • Risk management – A risk assessment is carried out for all new projects. 	<p>ICT Business Transformation Manager</p> <p>All ICT Business Managers</p> <p>Head of ICT</p> <p>ICT Business Transformation Manager</p> <p>ICT Business Transformation Manager / CITG</p> <p>All ICT Managers running projects</p>	<p>Current resources</p> <p>Current resources</p> <p>Current resources</p> <p>Current resources</p> <p>Current resources</p> <p>Current resources</p>	<p>June-Dec 2007</p> <p>Ongoing</p> <p>Ongoing</p> <p>June 2007</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Current resources</p> <p>Current resources</p> <p>Current resources</p> <p>Current resources</p> <p>Current resources</p> <p>Current resources</p>	<p>The process of creating the ICT Strategy action plan will deliver this project. A six-monthly review is required.</p> <p>A programme is required to plan the technologies that LBB ICT staff will need to be trained on.</p> <p>These need to be developed.</p> <p>This project will be completed as part of this ICT Strategy Action Plan</p> <p>Work formulation from ICT strategy work. Monitoring from CITG</p> <p>CITG processes includes Risk Assessment, but all staff running projects need Risk Assessment training</p>

<ul style="list-style-type: none"> Business Continuity of ICT services – a Disaster Recovery and Business Continuity Plan is in place and its recommendations are being adopted. 	<p>ICT Technology Services Manager/ Systems Development Manager (lead)</p>	<p>Capital bid when requirements known</p>	<p>Gold Service DR plan to be implemented first, then Silver, then Bronze</p>	<p>Capital bids/ Departmental funding required</p>	<p>Current DR plans to be expanded</p>
<p>This should include systems hosted by partner organisations (eg Libraries system)</p>	<p>Head of ICT</p>	<p>Current resources</p>	<p>Ongoing</p>	<p>Revenue</p>	<p>Programme to be generated</p>
<ul style="list-style-type: none"> Co-ordination (including of training), dissemination of good practice. 	<p>Head of ICT / CITG</p>	<p>Current resources</p>	<p>Ongoing</p>	<p>Current resources</p>	<p>CITG</p>
<ul style="list-style-type: none"> Monitoring of ICT service delivery performance, security, quality and best value. 	<p>Technology Services Manager/ Systems Development Manager</p>	<p>Current Resources</p>	<p>Ongoing</p>	<p>Revenue</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> Oversight of (relevant) applications acting as corporate client: Financials & HR; e-mail; Intranet; Decision support (Data Warehouse) 	<p>ICT Technology Services Manager/ Systems Development Manager</p>	<p>Current Resources</p>	<p>Ongoing</p>	<p>Revenue</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> ICT Infrastructure client role: ICT architecture; ICT security; integration of corporate and departmental systems; disaster recovery and back-ups; corporate networks; desktop services, the telephone system. 	<p>ICT Technology Services Manager</p>	<p>Current resources</p>	<p>Ongoing</p>	<p>Revenue/ Capital</p>	<p>ITIL is being explored for use by the ICT Service. May require Capital bid</p>
<ul style="list-style-type: none"> The ICT Service is exploring the ITIL (Information Technology Infrastructure Library) methodology to deliver its service reorganisation. This service has a flexible delivery capability. 	<p>Head of ICT, ICT Business Transformation Manager, ICT Technology Services Manager</p>	<p>Current resources</p>	<p>Ongoing</p>	<p>Revenue</p>	<p>LBBD ICT are working with partnerships to deliver the transformational agenda</p>
<ul style="list-style-type: none"> The ICT Service team are making closer links with partners and actively attend NELP; London Connects and Socitm; 					

	<p>3.2.2 The Corporate ICT and Transformation Group approves all new projects. Its initial processes and procedures are in place and are being developed. The work of this group needs to dovetail with the Capital Programme Monitoring Office (CPMO) and the Corporate Projects and Risks Board.</p>	<p>Head of ICT/ ICT Transformation Manager (Lead)/ ICT Technology Services Manager/ICT Systems Development Manager</p>	<p>Current resources</p>	<p>Ongoing</p>	<p>Revenue</p>	<p>This group has started but formal links need to be made with the CPMO and Corporate Projects and Risks board</p>
	<p>3.2.3 The ICT Division needs to be supported by new ways of working with suppliers and partners which will give the capacity to deliver an increasing workload. This will value partnership working and flexible & mobile working. It will also need to work more closely with front-line services.</p>	<p>ICT Business Transformation Manager/ ICT Technology Services Manager/ ICT Systems Development Manager</p>	<p>Dependant on projects</p>	<p>Ongoing</p>	<p>Dependant on projects</p>	<p>A number of projects are underway to address these opportunities</p>
	<p>3.2.3 A plan for renewal and strengthening of the infrastructure is required.</p>	<p>ICT Technology Services Manager</p>	<p>Capital bid</p>	<p>Ongoing</p>	<p>Dependant on projects</p>	<p>The voice and communications review done in Autumn 2006 will assist with this project</p>
	<p>3.2.4 All directors and service heads need to ensure that ALL systems are submitted to the Corporate ICT Transformation Group. This includes minor systems.</p>	<p>Head of ICT</p>	<p>Current resources</p>	<p>Ongoing</p>	<p>Revenue</p>	<p>The Head of ICT & ICT Business Transformation Manager needs to get buy-in from the Directors</p>

4 ICT Service Planning

4.1 Current position

4.1.1 A standard programme management methodology based on the OGC Managing Successful Programmes (MSP) methodology has been adopted.

4.1.2 A standard project management methodology based on Prince2 has been adopted. This gives the organisation standard project documentation for its ICT projects with a corporate programme office for support, co-ordination and monitoring across projects. (CITG).

	4 Service Planning	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	4.2.1 Develop the programme of ICT projects to underpin e-government/t-government and ICT Strategy.	ICT Business Transformation Manager/ ICT Business Managers	Dependant on Dept ICT Strategies	2007-2008 & Ongoing	Dependant on Dept ICT Strategies	Departmental ICT Strategies are being developed to underpin the business strategies of departments and front line services
	4.2.2 Establish and maintain sustainable budgets for infrastructure support and renewal; seek to deliver corporate approach to Desktop Refresh.	Head of ICT/ ICT Technology Services Manager	Capital bids	2007-2008 & ongoing	Capital bids	Funding currently insufficient to fulfil project- under review
	4.2.3 Continue the application of Prince2 Project Management methodology to all projects.	ICT Business Development Managers/ All Project Managers in ICT	Current resources	Ongoing	Current resources	All new projects will use Prince2
	4.2.3 Develop the formal programme management system recently introduced by the Corporate ICT Transformation Group to ensure the effective delivery of programmes.	ICT Business Transformation Manager	Current resources	Ongoing	Current resources	This is an ongoing project working with the CITG
	4.2.4 Establish skills, training and development plans - with appropriate resources, assignment of responsibilities and processes to carry them out.	Head of ICT/ ICT Business Transformation Manager	Training budget	Ongoing	Training budget	A programme for the ongoing development of ICT staff is required
	4.2.5 Create a formal link between the CITG & CPMO & Corporate projects & Risks Board to ensure consistency of approach.	ICT Business Transformation Manager	Current resources	Ongoing	Current resources	The business transformation manager is to contact the CPMO and Corporate Projects and Risks Board to set up formal links.

5 Information Management

5.1 Current position

5.1.1 There are a number of EDRM systems in place across the Council

5.1.2 Content management responsibilities and procedures have been established by Web team, but are not yet fully implemented in all areas.

5.1.3 ICT are exploring the implications of ISO 27001 and liaising with other departments – notably Legal, Human Resources and Customer First. This is a corporate issue, but will require ICT input.

5.1.4 Formal Information Sharing Agreements are being implemented with relevant partners. This is a requirement for the ISA. The Council has no overall information management strategy or council-wide policies.

5.1.5 There is liaison between the various corporate ICT-based information management activities:

- ICT - in respect of ICT systems (across the council) and their linkages.
- Web Team - website content organisation and management.
- There needs to be more liaison between ICT & the Geographical Information Systems (GIS) team – working towards a completed LLPG and maintenance programme once complete more analysis can be undertaken and greater access to relevant data for the general public.
- Data Protection.

5.1.6 LLPG

The LLPG (Local Land & Property Gazetteer) is in place for the Planning & Land Charges systems & links to the NLPG (National Land & Property gazetteer). A programme needs to be established to link the LLPG to the address files of relevant systems.

5.1.7 ISO15489

As part of the e-Government Priority Services Outcome Programme, ISO 15489 was adopted, but with no funding for a corporate solution. This is being considered in the Information Management Best Value Review. The adoption of a corporate EDRM Solution should also be considered to support new ways of working. ISO15489 should be introduced with the EDRM solutions.

	5.2 Information Management	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	5.2.1 More consolidation of corporate information management/advice activities to eliminate duplication and improve cohesiveness needs to be considered.	Head of ICT/ ICT Business Transformation Manager to ensure Heads of Service take ownership	Dependant on Information best Value Review	Ongoing	Dependant on Information best Value Review	Each business case needs to be considered
	5.2.2 An information management group to drive forward policies and standards should be established. Responsibilities for development of an information management strategy across the Council need to be defined. This will link into the Information Best Value Review.	Head of ICT/ ICT Business Transformation Manager to ensure Heads of Service take ownership	Dependant on Information best Value Review	Dependant on Information best Value Review	Dependant on Information best Value Review	This is dependant on the Information Best Value Review
	5.2.3 There are a number of EDRM systems in place across the Council. A programme should be considered to consolidate onto one EDRM system to support new ways of working and link to the Northgate Customer Management System (CRM).	ICT Business Transformation Manager/ Children's Services ICT Business Manager	Dependant on Information best Value Review	Dependant on Information best Value Review	Dependant on Information best Value Review	See also 7.1.7
	5.2.4 As part of the e-Government Priority Services Outcome Programme, ISO 15489 was adopted, but with no funding for a corporate solution. If the adoption of a corporate EDRM Solution is accepted, ISO15489 should be introduced with the EDRM solutions.	Head of ICT/ ICT Business Transformation Manager to ensure Heads of Service take ownership/ Children's Services ICT Business Manager	Dependant on Information best Value Review	Dependant on Information best Value Review	Dependant on Information best Value Review	This is will need to be considered in the Information Management Best Value Review.

<p>5.3.5 The web team will implement procedures to ensure web pages can be kept up to date, with appropriate warnings sent to owners when a page is out of date.</p>	<p>ICT Business Transformation Manager to agree with PRO/ Children's Services ICT Business Manager</p>	<p>Dependant on Web Strategy</p>	<p>Dependant on Web Strategy</p>	<p>Dependant on Web Strategy/ Capital bid</p>	<p>This will be addressed by the Web strategy. Likely Capital bid required</p>
<p>5.3.6 Security measures to comply with ISO 27001 will be developed and implemented. It should be realised that this has large implications for the organisation & the introduction of this standard needs to be business-led.</p>	<p>ICT Technology Services Manager to ensure agreement of Heads of Service/ Children's Services ICT Business Manager</p>	<p>Dependant on Information best Value Review</p>	<p>Dependant on Information best Value Review</p>	<p>Dependant on Information best Value Review</p>	<p>This is will need to be considered in the Information Management Best Value Review.</p>
<p>5.3.7 Secure information sharing agreements with partners should be drawn up & implemented as they arise. They will adhere to the FOI and Data Protection legislation.</p>	<p>All ICT Business Managers</p>	<p>Dependant on each system</p>	<p>Dependant on each system</p>	<p>Dependant on each system</p>	<p>This will be delivered on a case by case basis</p>
<p>5.3.8 The LLPG is a corporate system which will link to the NLPG and needs to be actively managed with regard to data-matching to address files for 'relevant' systems.</p>	<p>ICT Business Transformation Manager/ Regeneration ICT Business Manager (Lead)</p>	<p>Dependant on projects</p>	<p>2007-8</p>	<p>Capital/ Revenue bids</p>	<p>A programme of data matching is required. The ownership of the LLPG needs to be determined. Resources are required in the relevant use area to manage the LLPG. May require additional Capital/Revenue funding</p>
<p>5.3.9 There will be more liaison between ICT & Information Management groups (Web, GIS, LLPG).</p>	<p>ICT Business Transformation Manager/ All ICT Business Managers</p>	<p>Current resources</p>	<p>Ongoing</p>	<p>Revenue</p>	<p>The links between the Web, GIS and LLPG groups need to be consolidated.</p>

	<p>5.3.10 An authentication system will be introduced for Customers, staff and systems.</p>	<p>ICT Business Transformation Manager/ Customer Services ICT Business Manager</p>	<p>Dependant on findings of Gov Connect Investigations</p>	<p>To link with Customer First</p>	<p>Dependant on findings of Gov Connect Investigations</p>	<p>The Government Connect Programme needs to be explored further.</p>
--	---	--	--	------------------------------------	--	---

- 6 ICT Service Delivery
- 6.1 Current position
 - 6.1.1 There is a Balanced Scorecard for the ICT division.
 - 6.1.2 ICT service provision is generally stable. Service review is ongoing as needs and technology change.
 - 6.1.3 ICT benchmarking is done annually against other London councils, and best practice sought out.
 - 6.1.4 The costing and charging basis (of ICT services) is straightforward.
 - 6.1.5 Disaster recovery plans have been tested for some systems. Further tests are planned & development is ongoing.
 - 6.1.6 The Corporate ICT Transformation Group is in place. It is developing its reporting mechanism further.

	6 ICT Service Delivery	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	6.2.1 The ICT Business Managers are working closer with Departments to identify enabling ICT solutions to business needs. In some areas they are working with the departments who are using business process re-engineering (BPR) to ensure technology delivers efficiencies through effective processes.	ICT Business Managers (Lead)/ ICT Systems Development Manager	Dependant on projects	To be determined	Dependant on projects	PID required for each project showing business requirement
	6.2.2 Existing technology development needs to be challenged. Robust infrastructure is needed to support transformation of services both in back and front office.	ICT Technology Services Manager/ CITG	Dependant on challenge/ circumstance	Ongoing	Dependant on challenge/ circumstance	A programme of review is required for technology development projects
	6.2.3 The Corporate ICT Transformation Group will develop a culture of continuous improvement including seeking out of best practice for recommended use in the council.	CITG	Current resources	Ongoing	Current resources	Investigation into best practice is needed. This will need to be considered both for individual services and across services.
	6.2.4 The ICT reorganisation will redefine roles, responsibilities and structures to enable effective ICT service delivery requirements.	Head of ICT & eGovernment	Current resources	May 2007	Current resources	The ICT re-organisation is due to be completed by May 2007
	6.2.5 Benchmarking is being done annually with SocITM, but this needs to be reviewed to ensure that it covers relevant areas.	ICT Business Transformation Manager/ ICT Administration Manager	Current resources	Ongoing	Current resources	There is a need to continually review internal processes to ensure LBBB performance matches top quartile for top PIs

	<p>6.2.6 ICT will continue to consult on and implement a Disaster Recovery Plan to support critical Services and Systems. Service & Business Continuity issues should be determined by Heads of Service and relevant advice and support provided by ICT.</p>	ICT Technology Services Manager/ ICT Systems Development Manager	To be determined	2007 onwards	To be determined	A PID will be produced for the expanded project
	<p>6.2.7 There are resilience products in use & regularly reviewed. For example, we use HA (High availability option) for UNIX systems and Neverfail for MS Exchange (Email).</p>	ICT Technology Services Manager	See comments	Ongoing	See comments	As new products are required, budgets will be needed
	<p>6.2.8 Network Resilience Issues should be considered as part of the Disaster Recovery Plan. This should include diverse routes to Internet connections in case of network failures</p>	ICT Technology Services Manager	See comments	Ongoing	See comments	As new products are required, budgets will be needed
	<p>6.2.9 The ICT Business Transformation Group will recognise the skills and abilities, strengths and development areas of the ICT team.</p>	ICT Business Transformation Manager/ ICT Administration Manager	Current resources	Ongoing	Current resources	PDPs will be considered across the service to ensure the correct balance of skills is available.
	<p>6.2.10 The ICT Business Transformation Group will research and explore the external market to ensure best value ICT service is provided throughout the Council.</p>	ICT Business Transformation Manager/ICT Business Administration Manager	Current resources	Ongoing	Current resources	A programme of investigation needs to be developed

6.2.11	Consideration needs to be given to the Information Technology Infrastructure Library (ITIL) for Service Management & Delivery. (BS15000)	ICT Technology Services Manager	Dependant on review	2007-2008	Dependent on review	ITIL is being reviewed for use by the ICT Service
6.2.12	The ICT Balanced Scorecard links with front-line service Balanced Scorecards	Head of ICT/ ICT Business Transformation Manager/ ICT Business Administration Manager	Current resources	2007 & ongoing	Current resources	Head of ICT to promote ICT Balanced Scorecard with all Service Heads
6.2.13	SLAs need to be established with the Departmental DMTs	ICT Business Transformation Manager/ ICT Business Managers	Current resources	2007	Current resources	The IT Support Section has produced an SLA and presented it to all departments. When the ICT re-organisation has been completed, SLAs will be required for all sections. PIDs are required for individual proposals.
6.2.14	Remote connections to corporate systems for staff need to be made available to support new ways of working. This could include ADSL or links via the Internet using Secure ID connection.	ICT Technical Services Manager	Dependant on business requirements	See comments	Dependant on business requirements	This links with the Accommodation Strategy
6.2.15	ICT are also planning to deliver an email encryption system.	Children's Services ICT Business Manager	Current resources	Summer 2007	Current ICT Infrastructure budgets	
6.2.16	Security for remote devices needs to be reviewed.	ICT Technology Services Manager	Current & as required	Ongoing	Customer First/ Current A review is required for PDAs	New hardware and software needs to be procured to be able to meet this project's requirements
6.2.17	The applications support team needs to be developed to provide technical support for business applications	ICT Systems Development Manager	ICT Revenue budgets	Ongoing	ICT revenue budgets	This is subject to the implementation and refinement of the ICT re-organisation.

	6.2.18	Phase 3 - Customer First/ One Stop Shop – Development to continue on CRM and integrations including links to/from internet & PDA (for street wardens). There will be at least 14 new integrations over 200 services.	ICT Systems Development Manager	Current	Ongoing	Current	The Customer First Development Programme needs to be reviewed.
	6.2.19	Development will continue on the council's Oracle Financials/HR/Payroll system to meet the changing needs of clients.	ICT Systems Development Manager	Current	Ongoing	Current	The Oracle working group will continue to manage the Oracle Programme. New projects will be subject to scoping and completion of PIDs.
	6.2.20	Development of Oracle database to ensure that LBBB maintains pace with technological advances.	ICT Systems Development Manager	Current	Ongoing	Current	See above
	6.2.21	Re-skilling to ensure broader understanding of changing systems	ICT Systems Development Manager	Current	Ongoing	ICT Revenue/ Training budgets	A re-skilling programme will be considered for all ICT staff.

7 Technology Architecture

7.1 Current Position

- 7.1.1 The advent of Customer First promotes the capability to manage contact channels across the Council for the first time. A Customer Relationship Management system (CRM) has been installed to manage relationships across services and across channels.
- 7.1.2 The Council's voice network is based on ISDX switchboards. The data network uses the IP family of protocols over in-house LANs and leased WAN circuits. There is some triangulation in both networks for resilience. Customer First has installed a 'call management' system from McFarlane. Alcatel is in use for the Revs and Bens system.
- 7.1.3 Mature IBM mainframe usage, which supports in-house systems, is now limited to the Corporate Building Maintenance system (CORMIS), Housing systems and part of the council's cash-receipting system. Revenues & Benefits have procured replacement systems. The housing service is reviewing their strategy.
- 7.1.4 Consideration is being given to replacing the residual mainframe element of cash receipting (most cash receipting processes are already off the mainframe).
- 7.1.5 Where systems have already migrated from the mainframe (or otherwise been procured over the last few years) it is standard policy to choose from best-of-breed products.
- 7.1.6 Use of e-GIF is standard policy for links to external systems.
- 7.1.7 A data warehouse has been built for Housing data.
- 7.1.8 NDL screen-scrape technology has been adopted for interfacing internal systems with the CRM.
- 7.1.9 Desktop and email services are primarily based on 'Microsoft' (Windows 2003 for servers and windows XP for desktops) office software and (Exchange/Outlook) e-mail.
- 7.1.10 UNIX and Linux servers are used for some applications.
- 7.1.11 Oracle and SQL are the main database software products.
- 7.1.12 Encryption (Pointsec) is installed on Laptops, but PDAs need encryption.
- 7.1.13 Detection Intrusion Systems (DIS/IPS) are in place

Technology Architecture	7 Technology architecture	Responsibility	Resources	Timescale/Priority	Funding Source	Comments
	<p>7 Technology Architecture</p> <p>7.2.1 The migration from the IBM mainframe to third party Packaged Solutions will continue. This will link to the Housing Modernisation Programme. The data warehouse needs to be considered in this programme.</p> <p>7.2.2 With the migration from the IBM mainframe, Regen need to replace the repairs and planned preventative maintenance systems for public buildings.</p> <p>7.2.3 When the Housing Modernisation Programme and migration of Regen system off the mainframe is completed, ICT need to ensure that there are no residual systems on the mainframe.</p> <p>7.2.4 A programme of works will be created to work with the accommodation strategy group to develop mobile working solutions as described in the mobile working vision in this strategy.</p> <p>7.2.5 The server standard will be widened to embrace UNIX and Linux as core products, as preferred by implementing enabling ICT Solutions.</p> <p>7.2.6 Non-standard infrastructure components will be allowed only where they are properly justified, and plans are made to ensure future support & consistency (either by an expected revision of the standard or by replacement/revision of a time-limited solution). In particular, the corporate applications are mandated: Financials and HR (Oracle); GIS (ESRI suite of software); e-mail (MS Exchange); CRM (Northgate).</p>	<p>Housing Modernisation Programme ICT Project manager</p> <p>Resources ICT Business Manager</p> <p>Housing Modernisation Programme Project manager</p> <p>Resources ICT Business Manager</p> <p>ICT Technology Services Manager</p> <p>ICT Business Transformation Manager/ ICT Technology Services Manager/ ICT System Development Manager</p>	<p>Capital programme</p> <p>Regen resources</p> <p>Dependant on mainframe system review</p> <p>Dependant on business requirements</p> <p>Current resources</p> <p>Current Resources</p>	<p>To match Housing Modernisation programme</p> <p>To match Housing Modernisation programme</p> <p>2007-2008</p> <p>Dependant on business requirements</p> <p>2007-2008</p> <p>Ongoing</p>	<p>Capital</p> <p>Revenue</p> <p>Possible Capital bid</p> <p>Dependant on business requirements/ Possible Capital bids</p> <p>Revenue</p> <p>Revenue</p>	<p>This will impact on systems development team. PID & Scoping required</p> <p>This will impact on systems development team. PID & Scoping required</p> <p>Mainframe system review required</p> <p>This will impact on systems development team. PID & Scoping required. May require Capital bids.</p> <p>The service standard will be revised</p> <p>All new systems will have PIDs developed</p>

	7.2.7	LBBB will consider a corporate EDRM System to enable improved access to and processing of information, enable sharing retrieval and storage of documents.	ICT Business Transformation Manager/ Children's Services ICT Business Manager	Dependant on Information Best value review	Ongoing	Dependant on Information Best value review	This is dependant on the information Best Value Review
	7.2.9	A maximum of two MS-office software versions will be managed concurrently, in order to ease support and reduce compatibility problems.	ICT Technology Services Manager	PC Refresh Programme	Build in place	Capital	This will be delivered by PC refresh programme
	7.2.10	A standard desktop build will be adopted.	ICT Technology Services Manager/IT Support Manager	PC Refresh Programme	2007; Ongoing	Revenue	This will depend on requirements of individual service areas
	7.2.11	Common management and support of desktops should be adopted, including remote management software.	ICT Technology Services Manager/ IT Support Manager	PC Refresh Programme	2007; ongoing	Capital	This will link to the PC Refresh Programme
	7.1.12	A review of our use of Citrix will be done.	ICT Technology Services Manager (Lead)/ ICT Systems Development Manager	Current Resources	2007	Revenue	Review may lead to further projects

	7.2.13	ICT will appraise open source software for future use on desktops, applications and infrastructure.	ICT Technology Services Manager/ ICT Systems Development Manager	Current Resources	Ongoing	Revenue	This will be done on a system by system basis
	7.2.14	National e-government projects will continue to be investigated for applicability to LBBD.	ICT Business Transformation Manager/ Children's Services ICT Business Manager	Current Resources	Ongoing	Revenue	National and Government projects will be reviewed
	7.2.15	There will be a move towards web services software and procedures for partnership working, within Barking and Dagenham and more widely as a sub-regional activity.	Children's Services ICT Business Manager (Lead)/ All ICT Business Managers	To be determined dependant on systems	Ongoing	To be determined	This is likely top happen as new or replacement systems are procured
	7.2.16	ICT will migrate the voice network from ISDX to Voice over IP to link with the accommodation strategy for maximum staff mobility which will support new ways of working.	ICT Technology Services Manager	Capital bid	To tie in with Accommodation strategy	Capital	This will link with Accommodation Strategy
	7.2.17	The ICT Storage architecture will be reviewed to enable the increased information requirement of the authority.	ICT Technology Services Manager	To be determined when Review completed	Ongoing	Capital bid	When the storage architecture has been reviewed, there is likely to be a requirement for a budget which will form the basis for a capital bid

7.2.18	Server consolidation to continue. Also a rolling program needs to be setup for server refresh.	ICT Technology Services Manager	IT Infrastructure bid	Pilot March 07/ Ongoing	Capital bid	
7.2.19	A printer rationalisation & consolidation policy will be developed to realise savings & to meet the sustainability agenda.	ICT Technology Services Manager	Dependant on review findings	2007/2008	Revenue	To link with Accommodation Strategy
7.2.20	Middleware will be reviewed.	ICT Systems Development Manager	Current Resources	2007- ongoing	Revenue	Interface technologies will be reviewed
7.2.21	NDL screen scrape technology will continue to be used as the preferred method of interfacing between internal systems. However, this will not be exclusive.	ICT Systems Development Manager	Current Resources	Ongoing	May require funding	NDL to be reviewed
7.2.22	LBBB will explore the possibility of running shared services with other councils.	ICT Business Transformation Manager	To be determined	Ongoing	Revenue	The ICT Service team will continue to work with NELP, London Connects and Socitm to deliver shared services
7.2.23	Laptops will continue to be encrypted.	ICT Technology Services Manager	Current Resources	Ongoing	To be determined	This is an ongoing project
7.2.24	Encryption will be considered for PDAs.	ICT Technology Services Manager	Current Resources	2007	Revenue	A project is required to deliver this requirement
7.2.25	A Video-Conferencing project will consider linking the one stop shops to the Planning service.	ICT Business Transformation Manager / One Stop Shop Project Manager	Current Resources	2007	Spend to save bid	The business requirements are to be developed

	<p>7.2.26 A Knowledge Management system will be installed for Customer Services.</p>	<p>ICT Business Transformation Manager / Customer Services ICT Business Manager/ System Development Manager</p>	<p>Spend to Save</p>	<p>To be determined</p>	<p>Spend to Save bid</p>	<p>A PID needs to be created for this project</p>
	<p>7.2.27 A Workforce Management system will be installed for Customer First.</p>	<p>ICT Business Transformation Manager / Customer Services ICT Business Manager/ Systems Development Manager</p>	<p>Spend to Save</p>	<p>Summer 2007</p>	<p>Spend to Save bid</p>	<p>A PID needs to be created for this project</p>
	<p>7.2.28 An intelligent email system will be investigated for Customer First.</p>	<p>ICT Business Transformation Manager / Customer Services ICT Business Manager</p>	<p>Spend to Save</p>	<p>Summer 2007</p>	<p>Spend to save bid</p>	<p>A PID needs to be created for this project</p>

	<p>7.2.29 There was a voice & data communication review carried out over the Summer 2006. Most of the recommendations have been incorporated into this strategy. However, the review recommended that the following items were investigated. A programme of works will be set up to consider these recommendations & to challenge the business case for the technologies.</p> <ul style="list-style-type: none"> • Upgrade for the Communications Network • Multimedia • Resilient Internet Access • A single voicemail system 	<p>ICT Technology Services manager</p> <p>ICT Business Transformation Manager/ Children's Services ICT Business Manager</p> <p>ICT Technology Services Manager</p> <p>ICT Technology Services manager</p>	<p>To be determined</p> <p>To be determined</p> <p>Dependant on Web strategy</p> <p>ICT Infrastructure bid</p>	<p>High priority – To link with Accommodation Strategy</p> <p>Dependant on business case</p> <p>To link to LPSN project</p> <p>To link to Accommodation Strategy and the replacement of the phone system</p>	<p>To be determined</p> <p>To be determined</p> <p>Dependant on Web strategy</p> <p>Capital</p>	<p>This will build an infrastructure capable of Multimedia, but business needs/case have to be identified</p> <p>A business case is required for this facility to be provided</p> <p>As more Web based systems are hosted off this site, this project is increasingly important</p> <p>This will be provided by a replacement phone system</p>
--	--	---	--	--	---	--

	<ul style="list-style-type: none"> A master phone directory 	Customer First leading/ ICT Systems Development Manager/ ICT Technology Services Manager	Current	2007 & Ongoing	Revenue	This project is currently in progress to link phone directory with Oracle/Outlook
	<ul style="list-style-type: none"> Technology to support a Virtual Call Centre 	ICT Technology Services Manager	Dependant on business requirements	To fit with Customer First Programme	Dependant on business requirements	This is required to link with the Customer First Programme to allow staff to work from home. May require bid
	<ul style="list-style-type: none"> Secure Instant Multimedia Messaging 	ICT Business Transformation Manager	Dependant on business requirements	Currently there is no business case for this technology	Dependant on business requirements	A business case is required for this facility to be provided
	<ul style="list-style-type: none"> Services for Wireless LAN 	ICT Business Transformation Manager/ Resources ICT Business Manager	Dependant on business requirements	Dependant on business requirements	Dependant on business requirements	A business case is being developed for this facility in line with the accommodation strategy
	<ul style="list-style-type: none"> CCTV Policy 	ICT Technology Services Manager	Dependant on CCTV strategy	Dependant on CCTV strategy	Dependant on CCTV strategy	CCTV Strategy to be developed with ICT. May require bid when requirements are known
	<ul style="list-style-type: none"> Systems for Tracking staff (for Health & Safety) 	Resources ICT Business Manager	Dependant on Business Case	Dependant on Business Case	Dependant on Business Case	Currently there is a Lone Worker system in place. A business case would be required to provide a more comprehensive system
	<ul style="list-style-type: none"> Upgrade for the phone Call Logger 	ICT Technology Services Manager	To be determined	To link with Customer First Programme	To be determined	This is required to link with the Customer First Programme

Glossary

3G (or **3-G**) is short for **third-generation technology**. It is used in the context of [mobile phone](#) standards. The services associated with 3G provide the ability to transfer simultaneously both voice data (a telephone call) and non-voice data (such as [downloading information](#), exchanging [email](#), and [instant messaging](#)).

ADSL - Asymmetric Digital Subscriber Line (ADSL) is a form of [DSL](#), a data communications technology that enables faster data transmission over [copper telephone](#) lines than a conventional [modem](#) can provide. It does this by utilizing frequencies that are normally not used by a voice [telephone call](#), in particular, frequencies higher than normal human hearing.

Balance Scorecard - a concept for measuring a company's activities in terms of its vision and strategies. It gives managers a comprehensive view of the performance of a business

BlackBerry -The **BlackBerry** is a [wireless handheld device](#) introduced in [1999](#) which supports [push e-mail](#), [mobile telephone](#), [text messaging](#), [internet faxing](#), [web](#) browsing and other wireless [information](#) services.

Blogs - A **blog** is a website where entries are made in [journal](#) style and displayed in a reverse [chronological order](#)

BVPI157 - Best Value Performance Indicator 157 (BVPI 157) measures the number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.

CCTV - Closed-circuit television (CCTV) is the use of [television cameras](#) to transmit a signal to a specific, limited set of monitors. It differs from [broadcast television](#) in that all components are directly linked, and that the signal is not openly transmitted, though it may employ point to point wireless links.

CITG – Corporate ICT Transformation Group

CPMO – Corporate Programme Management Office

CRM - Customer relationship management covers methods and technologies used by companies to manage their relationships with clients. Information stored on existing customers (and potential customers) is analyzed and used to this end. Automated CRM processes are often used to generate automatic personalized marketing based on the customer information stored in the system

DPA – Data Protection Act - The **Data Protection Act (DPA)** is a [British Act of Parliament](#) that provides a legal basis and allowing for the [privacy](#) and [protection of data](#) of individuals in the UK. The act places restrictions on organisations which collect or hold data which can identify a living person. The Act does not apply to domestic use^[1], for example keeping a personal address book

EDRM – Electronic Document Records Management

e-GIF is the [UK eGovernment Interoperability](#) Framework

eGMS is the [UK eGovernment](#) Metadata Standard, which is best described as “data describing data”

Escrow is a legal arrangement where an asset (often [money](#), but sometimes other [property](#) such as [art](#), a [deed](#) of [title](#), [website](#), or [software source code](#)) is delivered to a third party (called an **escrow agent**) to be held in [trust](#) pending a contingency or the fulfillment of a condition or conditions in a [contract](#) such as payment of a purchase price. Upon that event occurring, the escrow agent will deliver the asset to the proper recipient, otherwise the escrow agent is bound by his or her [fiduciary](#) duty to maintain the escrow account.

FOI – Freedom of Information Act -The **Freedom of Information Act 2000** (2000 c. 36) is the implementation of [freedom of information legislation](#) in the [United Kingdom](#) on a national level. It is an [Act of Parliament](#) that introduces a public "right to know" in relation to public bodies.

GIS -A **geographic information system** (GIS) is a system for creating, storing, analyzing and managing spatial data and associated attributes. In the strictest sense, it is a [computer system](#) capable of integrating, storing, editing, analyzing, sharing, and displaying [geographically-referenced](#) information. In a more generic sense, GIS is a tool that allows users to create interactive queries (user created searches), analyze the spatial information, and edit data.

ICT – Information Communication Technology

iPAQ presently refers to a [Pocket PC](#) and [personal digital assistant](#)

IPSV -Integrated Public Services Vocabulary

ISA – Information Sharing Assessment for Children Services.

ISDN - Integrated Services Digital Network (ISDN) is a type of [circuit switched telephone](#) network system, designed to allow digital transmission of voice and data over ordinary telephone copper wires, resulting in better quality and higher speeds than available with [analog](#) systems. More broadly, ISDN is a set of [protocols](#) for establishing and breaking circuit switched connections, and for advanced call features for the user.

ITIL -The **Information Technology Infrastructure Library** is a framework of [best practice](#) approaches intended to facilitate the delivery of high quality [information technology](#) (IT) services. ITIL outlines an extensive set of management [procedures](#) that are intended to support businesses in achieving both quality and value for money in IT operations. These procedures are supplier independent and have been developed to provide guidance across the breadth of IT infrastructure, development, and operations.

LAN – Local Area Network

Linux (also known as **GNU/Linux**) is a [Unix-like](#) computer [operating system](#)

LLPG - A **Local Land and Property Gazetteer** (LLPG) is an address database maintained by [local authorities](#) in the [United Kingdom](#). In the UK local authorities have responsibility for creating all addresses, however, until recently those same local authorities have not held a unified and consistent list of addresses within their areas.

LPSN – London Public Service Network

Middleware is computer [software](#) that connects [software components](#) or applications. It is used most often to support complex, [distributed applications](#). It includes [web servers](#), [application servers](#), [content management systems](#), and similar tools that support application development and delivery. Middleware is especially integral to modern information technology based on [XML](#), [SOAP](#), [Web services](#), and [service-oriented architecture](#)

N3 - Secure wide area network connecting NHS organisations managed for the NHS by BT.

NELP – North East London Partnership

NLPG -The **National Land and Property Gazetteer** (NLPG) is an initiative in the [United Kingdom](#) to provide a definitive and consistent address — see [address \(geography\)](#) — infrastructure for the whole of the UK.

OGC - The **Office of Government Commerce** (OGC) is an organisation in the government of the [United Kingdom](#). It is charged with tasks that improve the efficiency and effectiveness of business procedures for the government.

Open-source software is [computer software](#) whose [source code](#) is available under a [copyright license](#) that permits users to study, change, and improve the software, and to redistribute it in modified or unmodified form. It is the most prominent example of [open source](#) development

SLA - Service Level Agreement

UNIX or **UNIX** is a computer [operating system](#)

Videoblog, a [portmanteau](#) combining video, web, and log, (usually shortened to **vlog**) is a [blog](#) that includes [video](#).^[1] Regular entries are typically presented in reverse chronological order and often combine embedded video or a video link with supporting text, images, and other [metadata](#). Vlogs often take advantage of [web syndication](#) to allow for the distribution of video over the Internet using either the [RSS](#) or [Atom](#) syndication formats, for automatic aggregation and playback on mobile.

Video Conferencing -A **videoconference** is a set of interactive [telecommunication technologies](#) which allow two or more locations to interact via two-way video and audio transmissions simultaneously.

VOIP - **Voice over Internet Protocol**, also called **VoIP**, **IP Telephony**, **Internet telephony**, **Broadband telephony**, **Broadband Phone** and **Voice over Broadband** is the [routing](#) of [voice](#) conversations over the [Internet](#) or through any other [IP](#)-based network.

WAN – Wide Area Network

Wi-Fi, also, **WiFi**, **Wi-fi** or **wifi**, is a brand originally licensed by the [Wi-Fi Alliance](#) to describe the underlying technology of [wireless local area networks](#) (**WLAN**) based on the [IEEE 802.11](#) specifications. Wi-Fi was developed to be used for mobile computing devices, such as laptops, in [LANs](#), but is now increasingly used for more applications, including [Internet](#) and [VoIP](#) phone access, gaming, and basic connectivity of consumer electronics such as televisions and DVD players, or digital Cameras.

WIKI - A **wiki** (is a type of [website](#) that allows the visitors themselves to easily add, remove and otherwise [edit](#) and change some available content, sometimes without the need for registration.

These definitions have been supplied from *Wikipedia, The Free Encyclopedia*

9 Appendix A – Links to Reference Files

- 6 Priority Outcomes (Defining E-Government Outcomes for 2005 to support the delivery of Priority Services & National Strategy Transformation Agenda for local authorities In England – Version 1.0 to be found at <http://www.odpm.gov.uk/pns//pnattach/20040112/1.doc>)
- 7 B&D Partnership <http://www.barkingdagenhampartnership.org.uk/>
- 8 Futures (Corporate Plan) <http://www.barking-dagenham.gov.uk/9-council/corporate-plan/corp-plan-menu.htm>
- 9 Customer First Business Plan <http://lbbd/customerfirst/index.htm>
- 10 Council Balanced Scorecard <http://lbbd/balscore/index.htm>
- 11 IEG Statement <http://www.barking-dagenham.gov.uk/9-council/egov/egov-menu.html>
- 12 Local Public Service Agreement <http://lbbd/bestval/bv-perf-monitoring-graphs/lpsa-targets.pdf>
- 13 Comprehensive Performance Assessment <http://lbbd/cpa-redirect.htm>
- 14 ICT Workshops 13th October 2006 & 20th October 2006
- 15 Community Priorities <http://www.lbbd.gov.uk/9-council/comm-priorities/comm-priorities-main.html>
- 16 Community Strategies <http://www.barkingdagenhampartnership.org.uk/2-comm.html>
- 17 2020 Vision <http://www.lbbd.gov.uk/9-council/vision-2020/vision-main.html>
- 18 Neighbourhood Renewal Strategy <http://www.barking-dagenham.gov.uk/5-work/regeneration/neighbourhood-renew/pdf/neighb-renew-strategy.pdf>
- 19 Barking & Dagenham Partnership Handbook <http://www.barking-dagenham.gov.uk/9-council/service-standards/serv-stand-housing.html>
- 20 Best Value Performance Plan 2004-05 <http://www.barking-dagenham.gov.uk/9-council/corporate-plan/corp-plan-06-07/corp-plan-06-07-foreword.html>
- 21 Procurement Strategy <http://lbbd.barking-dagenham.gov.uk/procurement/strategies/>
- 22 ICT Strategy 2005-2007 <http://lbbd.barking-dagenham.gov.uk/resources/ict-and-egovernment/ict-strategy/>
- 23 Freedom of Information Publication Scheme 1/5/03 <http://lbbd.barking-dagenham.gov.uk/freedom/>

Appendix B - National Projects

The local eGov projects have pulled together the knowledge & experience of councils, central government, the private sector & others to define & deliver key priority services & eGov building blocks to help councils transform the business of government & meet the Gershon efficiency agenda. Details of the projects can be found at www.localgovnp.org. It should be noted that these projects were variable in effectiveness. Some were real drivers for change. Others were little more than experiments on the art of the possible. But even these were useful reference points for considering a way forward. All of the projects are listed below, but those particularly worth considering are:

NESDS (National e-Service Delivery Standards)

The NeSDS programme sets efficiency benchmarks for local authorities based on aggregation of their own professional experience and best practices with the objective of delivering:

Customer focused service delivery

Best practice driven performance levels

Compatibility with professional bodies and other government departments.

The definition of the role of each service area in terms of overall customer care

The Streamlining of delivery of services to customers and the interface between front and back office functions/services

e-Pay

The e-Pay project aims to help councils take advantage of e-payment technology to improve service delivery by enabling citizens to make payments in ways that they choose and at times that are convenient to them. e-Pay also aims to help local authorities make efficiency savings by reducing the time and resource spent on taking payments manually.

The Single Business Account

The Single Business Account, which will help councils to handle interactions with their business customers and meet the ODPM priorities outcome target set for April 2006.

e-Procurement

NePP aims to enable authorities to take full advantage of e-Procurement by the target date of 2005 and to raise the profile of procurement in line with the last Local Government White Paper and the Byatt Review.

Value bill

Valuebill enables cheaper, faster, more accurate synchronisation of property information for the purposes of Revenue collection, through the establishment of electronic data sharing protocols across local and national databases.

Aplaws

The project set out to develop a suite of low-cost, local authority-focussed applications and standards to help councils provide a wider range of higher quality services on their websites.

Fame

The project aims to improve the provision of services through effective and appropriate information sharing between local authorities, local authority service providers and other government agencies. Public sector organisations will have access to relevant and timely information.

Parsol (Planning & Regulations)

The project aims to assist authorities in building effective and transparent online planning and regulatory services by providing a range of toolkits, standards, guidance materials, schemas, systems and software. Planning systems include expert advice, fast-track applications, enforcement, data monitoring and electronic consultation. Regulatory systems include online licensing, business self-assessment and regulation information access.

RYOGENS

RYOGENS is a pragmatic, web-based system that helps practitioners from different agencies to share information about children in a safe and secure manner. This helps local authorities deliver on the children's agendas cost effectively

SmartCard

The project set out to produce a Smartcard Starter pack covering advice, guidance and software to support the implementation of smart card schemes within local authorities.

Working With Business

This project has been developed to provide local authorities with a framework within which they can develop and improve the online provision of information and transactional services for local businesses. The project will provide a range of products designed to enable local authorities to support their local businesses far more efficiently and effectively than ever before.

Many of the following national projects have been considered & have served their purpose

CRM

The project aims to bring clarity and definition to the role of Customer Relationship Management within local authorities and support councils in delivering modern, successful, and effective local government services. It will help councils recognise CRM as a change enabler and help them use CRM to become more open, more accountable, more inclusive and better able to lead their communities in an informed and cohesive way.

DigiTV

To develop a centrally hosted technology that allows local authorities to develop and maintain an interactive service on Sky, ntl: and Telewest, without having to design or develop anything locally. Alongside the technology, DigiTV has negotiated an attractive financial/contractual position, offering councils access to all platforms from as little as £12,000 a year.

e-Admissions

The project is establishing a route map that Local Education Authorities (LEAs) can use to put admissions applications online. It will define best practice and core standards for online admissions. Liaising with LEA suppliers, the project will also develop a set of specifications to enable LEAs to undertake rapid procurement of online admission systems.

e-Benefits

eBenefits aims to provide a more efficient service for citizens entitled to claim welfare benefits and claiming local authority administered benefits such as Housing Benefit, Council Tax Benefit and Free School Meals by tackling the complex legislative rules by using innovative technologies.

e-Citizen

The project will produce information and methodologies to aid local authorities in identifying who to promote e-channels and services to, how to market e-channels and how to measure the take-up of e-services.

e-democracy

The Local e-Democracy project aims to harness the power of new technology to encourage citizen participation in local decision making between elections.

Encore

The project aims to help local authorities meet e-Government targets and support the ODPM's specific priorities for:

- Improving local quality of life
- Promoting healthier communities
- Creating safer and stronger communities
- Transforming our local environment
- Meeting transport needs more effectively by making journey planning easier
- Promoting the economic vitality of localities
- Improving community and local business engagement.

ITEX

The SMS toolkit, called iTex, was developed in-house by Kirklees Metropolitan Borough Council for Project NOMAD, the ODPM-supported National Project on Mobile Computing.

Knowledge Management

By developing toolkits, processes and case studies for local authorities to access and use, the Knowledge Management project aims to foster the creation and management of an environment that encourages knowledge to be created, shared, learnt, and exploited for the benefit of the organisation and its customers.

LGOL net

The LGOL-Net software is an open source government middleware solution distributed under the GNU General Public License (GPL) free of charge. It provides an advanced message broker with a number of key features to support the specific needs of enabling UK local authorities to provide joined-up services. While it is middleware, it would be wrong to restrict an understanding of the product to this narrow definition, as LGOL-Net also contains a number of features, which would not normally be present in pure middleware.

PMF

The PMF is a Framework of strategies, plans, policies and indicators, that enables our performance to be effectively and efficiently monitored in an open and transparent way.

Workflow

The project's objective was to bring clarity to both the concept of Enterprise Workflow and to the framework of key decisions that need to be taken in order to identify the need, role, purpose, implications, scope, and approach to workflow transformation. It has focused on enterprise workflow as a change enabler, rather than just a technology.

Appendix C

Accommodation Strategy

The following subjects will be driven by the Accommodation Strategy. These are all mentioned in the main report, but are listed here for clarity.

Voice & Data Networking

Network Strategy - Network convergence – VOIP.

Wireless Hotspots.

Breakout areas.

Hot Desking.

Mobile Working

ADSL / Home working.

Video Conferencing Rooms Suite set up in main buildings.

CCTV – Sharing of network

ICT Infrastructure

Desktop Management

Desktop Refresh Programme – PC's belong to the desk not the person

Roaming profiles – logon anywhere

Remote management of PCs

Laptops.

Working from Home/New ways of working

Citrix

Printing

Printer Consolidation/rationalisation and Auto routing of large prints to large printers.

Print areas set up on each floor. Print strategy.

Fax to desk.

Document Management

Electronic Document & Records Management

Information and ICT Security

Working towards BS27001 Information Security Standards

Business Continuity & Disaster Recovery

Location: dsfin\corpcom\ICT Strategy 2007-2010\ICT Strategy - 2007-2010 Delivery Plan v15