

London Borough of
Barking and Dagenham

Information, Communications and Technology (ICT) Strategy 2005 - 2007

Introduction

As much as the finished document itself, the process of building an ICT strategy is essential to shaping the way in which the local authority will exploit ICT to support its service ambitions. It is an implicit but discreet activity within the overall service planning process. The local circumstances, and thus the output, will be unique to each organisation.

For too long, the ICT function has been seen as a technical activity that is left to the technical experts. The modernisation agenda – particularly the requirement to ‘e-enable’ all services by December 2005, along with the e-priorities, - has done much to demonstrate that information is a resource like any other that the whole organisation must participate in managing. Similarly, when it comes to building a strategy to govern the organisation’s future approach to exploiting ICT, the work is not the responsibility of the ICT function alone.

Developing an ICT Strategy concerns forward planning to ensure that:

- The vision for ICT is shared
- The whole organisation is focused on the same outcomes;
- That adequate resources are available to achieve the desired outcome; and
- That the resources are prudently used.

Full participation by those involved in ICT governance is essential. The strategy itself will provide the guidelines for taking the critical decisions relating to strategic choice, such as sourcing alternatives, priorities for resource allocation, structure and organisation of ICT service delivery. Consequently, those involved in ICT governance must not only understand but also fully own the new strategic framework.

The ICT Strategy requirements are set out below in seven sections:

- External Environment: the context within which the local authority exists and makes its contribution
- Strategies: how the local authority plans to organise and discharge its functions and responsibilities, including the management of information and other resources.
- Governance for ICT: the arrangements by which the local authority 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 information, and making it available 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 local authority

- Technology Architecture: the ICT building blocks: equipment; networks; software; and tools that enable delivery of the required information-based services, and their interconnections

Note that this document sets out the council's corporate ICT Strategy. Each Department should have its own ICT Strategy linking to this, and recognising the supremacy of the corporate ICT Strategy in setting out commonality. Wider ICT Strategies should be established for each local strategic partnership - for example the Barking and Dagenham Partnership.

1 External environment

1.1 Vision

1.1.1 Customer expectations

Customers in future will expect the Council to be accessible 24x7 by telephone or web site; 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.

Customers in their communities will expect the council to provide help for 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 conference developing the community priorities. The delivery of the Community Priorities will be linked to the responsiveness of ICT and residents access to it.

1.1.2 Government policy

Government policy is to use electronic methods to modernise government: to provide joined-up transparent government that uses ICT to streamline service delivery, to empower the front-line and reduce costs in the back office. 100% of local authority services are to be e-enabled (where practicable) by 31 December 2005.

In addition, the Government has published a set of e-Government Priority Outcomes for local authorities to achieve by 1 April 2006 (29 'required outcomes', which must be delivered online) and 1st April 2006 (25 'good outcomes', where individual Local Authorities can choose how these are delivered).

1.1.3 Organisation's 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 well planned;
- meet statutory obligations, notably e-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 of the council and its services;
- achieve maximum efficiencies from use of ICT in back office.

1.1.4 Technology opportunities

The following emerging technologies are currently recognised as influencing the council's ICT strategy:

- universal broadband and wireless communications – enabling unrestricted mobile working and working from home including different ways of working;
- open source software – where there is sufficient industry-wide usage there are substantial savings to be achieved by adopting software for which no licence fees are payable
- digital TV – providing an alternative electronic channel to those homes without PCs

1.2 Current position

- 1.2.1 Telephone contact is to individual services – usually in office hours only. Emergency services are available at other times. Customer First provides an 8am to 8pm telephone service including a range of environmental services, expanding over the next few years to cover initial contacts across all services.
- 1.2.2 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.
- 1.2.3 Peoples Network access to the Internet is available via Libraries.
- 1.2.4 Out-of-hours ICT support to services is provided by IM&T on a best endeavours basis which relies on the goodwill of staff.
- 1.2.5 The council is on target to implement e-Government providing that, in particular, e-procurement is adopted by December 2005. Progress against the government's Priority Outcomes is mixed: A full review of BVPI was completed by December 2004 for Implementing E-Government Statement (4) and is at 53%.
- 1.2.6 IM&T division of Finance Department provide ICT services to the council with a mixture of packages supplied by third parties. It is IM+T policy to work closely with Departments to determine current and future business needs, and to deliver on integrated ICT solutions whereby third party ICT packages are the preferred method of implementation.

1.3 Getting there

- 1.3.1 Out of hours support needs to be determined - for Customer First; web site; Libraries; Leisure Centres; members/home workers, etc.
- 1.3.2 Research and development into new technologies will be determined within each team in IM+T to ensure London Borough of Barking and Dagenham keep abreast of new developments.
- 1.3.3 There needs to be a more explicit client/deliverer partnership to ensure that the council makes best use of ICT.

- 1.3.4 IM&T need to work 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.
- 1.3.5 There needs to be a more explicit client/deliverer partnership to ensure that the council makes best use of ICT
- 1.3.6 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
 - 6) Challenge the norm and implement different ways of working.

2 Strategies

2.1 Vision

2.1.1 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 area 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 those partners involved, especially local communities, a clear sense of purpose.

The overall role of the Barking and Dagenham Partnership is to provide a forum for the key stakeholders in the Borough to facilitate and monitor the delivery of the Community Strategy and to influence and make decisions that assist in its implementation.

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

2.1.2 Corporate Plan

The Council's Corporate Plan is embodied in the Best Value Performance Plan, and reflected in Balanced Scorecards.

2.1.3 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 Customers of the borough. It is vital that IM&T work with partners to ensure the integration of systems to enable the sharing of data and information where appropriate.

2.1.4 Access strategy

Access to council services is to be provided primarily by Customer First for mediated services (i.e. staff respond to requests by helping the Customer to access/receive services), and by the council's web site for self-service.

2.1.5 Information management strategy

The council should adopt 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 and on information-handling generally).

2.2 Current position

2.2.1 There are informal links between the council/service priorities and ICT strategy, but no formal interrelationships.

2.2.2 Sharing of information with partners electronically is approached on a service by service and partner by partner basis.

2.2.3 Customer First have gone live on a call centre with an initially limited range of services offered. There are future plans for one-stop shops in Barking and Dagenham which are to be phased in along with other services.

2.2.4 The council has no information management strategy, although Data Protection principles are applied.

2.3 Getting there

2.3.1 There should be active liaison between IM&T and Corporate Strategy to ensure alignment between ICT Strategy and other plans of the council (in order to achieve and maintain a common vision).

2.3.2 The council should formulate, adopt and implement an Information Management strategy.

2.3.3 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.

3 Governance for ICT

3.1 Vision

3.1.1 ICT investment

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

3.1.2 ICT policies

There should be a cogent and coherent set of ICT policies covering:

- security and confidentiality;
- access to and use of ICT services;
- information sharing;
- ICT skills that the council's workforce need;
- project management.

3.1.3 Organisation of ICT function

ICT should be organised and delivered through a rational combination of corporate and departmental service delivery responsibilities within a common overall direction.

3.1.4 Risk management

ICT projects and services should be subjected to systematic risk assessment to support a consistently high standard of service delivery. Risk mitigation should be applied as appropriate.

3.1.5 Prioritisation process

New developments (and other major projects) in ICT should be supported by well-structured documentation/business case. Competing priorities of proposed projects should be assessed by the application of weighting criteria that reflect council priorities and service imperatives (eg compliance with legislation).

3.1.6 Business continuity

The business continuity of council services (which is the prime responsibility of the relevant heads of service) should be supported by service level agreements. Given the similar nature of business continuity provisions, there should be a co-ordinated approach to alternative ICT service delivery routes and methods, and to ICT disaster planning.

3.2 Current position

3.2.1 There is no formal process of ICT investment priorities, nor of assessing the business case for ICT projects. In particular the need to provide for infrastructure renewal or strengthening (due to additional/richer computerisation) is often forgotten.

- 3.2.2 There are a raft of ICT policies that have been developed over time, with the inevitable inconsistencies and gaps that results. In particular, information sharing policies need establishing to allow for the evolving real-time joint service delivery with partners.
- 3.2.3 The Head of IM&T reports to Director of Finance, who in turn is a member of TMT. Departmental ICT staff are part of IM&T except for the team in DEAL (who also manage the council's web site content).
- 3.2.4 A Departmental IM+T Risk Register has been established and Risk Management is incorporated into every project.

3.3 Getting there

- 3.3.1 Formal consideration, prioritisation, monitoring and review will be established in the following areas:
- ICT Strategy formulation monitoring and 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
 - Business Continuity of ICT services
 - Co-ordination (including of training), dissemination of good practice
 - Monitoring of ICT service delivery performance, security, quality and best value
 - Oversight of (relevant) applications acting as corporate client (Financials & HR; asset management; GIS; e-mail; Intranet; Decision support)
 - ICT Infrastructure client rôle: ICT architecture; ICT security; integration of corporate and departmental systems; disaster recovery and back-ups; corporate networks; desktop services

4 ICT service planning

4.1 Vision

4.1.1 Development plan

A comprehensive managed, prioritised programme that co-ordinates corporate and departmental programmes and projects.

4.1.2 Investment plans

Proactive seeking of external funding, working in partnership with other public, private and voluntary organisations.

Co-ordination of procurement to optimise resources used in procurement and to ensure economies of scale. This includes collaboration with other councils/public bodies in partnership for procurement effectiveness. Benchmarking of the buying and selling of ICT services against external provision and against best practice.

Planning of resources required to implement projects and deliver services once implemented.

Ensuring the sustainability, stability and performance of the council's ICT infrastructure through capacity planning and lifecycle planning.

4.1.3 Skills plans

Planning of training and development of ICT staff to meet demand. Planning and delivery of training for users of ICT to ensure that they have the skills necessary to get the best out of the ICT and information available.

Develop training programme (to include ECDL) to ensure skills of staff are maximised through use of technology.

4.1.4 Programme and project management

A standard project management methodology based on Prince2 should be adopted. Standard project documentation with a corporate programme office for support, co-ordination and monitoring across projects.

4.2 Current position

4.2.1 There is informal co-ordination within IM&T across the various ICT projects.

4.2.2 There are no formal investment plans nor skills plans. Infrastructure planning is not rigorously applied.

4.2.3 Prince2 has been adopted as the council's project management standard for ICT projects, but is not consistently applied. There is no programme office for ICT projects.

4.2.4 Budget provision has been made to introduce project co-ordination and a programme office within IM&T.

4.3 Getting there

- 4.3.1 Create, develop and maintain a comprehensive programme of ICT projects to underpin e-government and ICT Strategy.
- 4.3.2 Establish and maintain sustainable budgets for infrastructure support and renewal; seek to deliver corporate approach to Desktop Refresh.
- 4.3.3 Establish consistent application of Prince 2 Project Management methodology to all projects.
- 4.3.4 Introduce formal programme management to ensure the effective delivery of programmes.
- 4.3.5 Establish skills, training and development plans - with appropriate resources, assignment of responsibilities and processes to carry them out.

5 Information Management

5.1 Vision

5.1.1 Freedom of Information (Fol) and Data Protection Act (DPA)

Ensure that the council conforms with statutory requirements

5.1.2 Content management

Apply common processes and tools throughout the council. This allows the website (and Intranet) content to be created, managed and presented efficiently and effectively. It also serves to provide a consistent set of processes for content providers and managers, which greatly eases training and support.

5.1.3 Security framework

Compliance with the relevant standard, ISO 17799. (nb: this is mandatory for inter-working with the Health Service's network NHS-Net)

5.1.4 Information sharing

The adoption of information sharing agreements with partners (So that respective responsibilities are agreed and understood, especially in respect of security). Agreement is also needed as to the codification and interpretation of data.

The consistent application of standards for data quality and classification. This includes standardisation as to the identification of customers of the council, and of their basic information (name, address etc).

5.1.5 Custodianship

The assignment of ownership responsibilities for information management, including formal regimes for the retention, archiving and disposal of information.

5.2 Current position

5.2.1 Content management responsibilities and procedures have been established by DEAL web team, but are not yet fully implemented.

5.2.2 IM&T are exploring the implications of BS 7799 and liaising with other departments – notably Legal, Human Resources and Customer First.

5.2.3 No formal information sharing agreements are in place.

5.2.4 The council has no overall information management strategy or council-wide policies.

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

- IM&T - in respect of ICT systems (across the council) and their linkages
- Education Web Team - website content organisation and management
- Demographic and Economic Information

- 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

5.3 Getting there

- 5.3.1 Formal liaison mechanisms should be introduced between information workers across the Council.
- 5.3.2 Consider more consolidation of corporate information management/advice activities to eliminate duplication and improve cohesiveness.
- 5.3.3 Establish an information management group to drive forward policies and standards.
- 5.3.4 Progress, develop and implement security measures to comply with BS 7799.
- 5.3.5 Draw up and implement information sharing agreements with partners.
- 5.3.6 Assign responsibilities for development of an information management strategy across the Council.

6 ICT Service Delivery

6.1 Vision

6.1.1 ICT service management

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

Excellence in performance and quality in the upper quartiles of comparators.

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

ICT services consistently managed and delivered in accordance with service level agreements, KPI's with accompanying performance management and charging regimes.

6.1.2 Improvement plans

Identifying objectives for improving services, informed by benchmarking against others. (SOCITM Benchmarking Survey) Ongoing review of targets and processes. Regular review of technology standards, and how technology is applied.

Proactive research on best practice for recommended use in London Borough of Barking and Dagenham.

6.1.3 Disaster planning

Rugged procedures for the restoration of ICT services in the event of disaster. Effective data back-up and restore procedures. Full documentation to enable restoration of ICT services. Testing of disaster recovery procedures.

6.2 Current position

6.2.1 There is a Balanced Scorecard for the IM&T division.

6.2.2 ICT service provision is generally stable. Service review is ongoing as needs change and as technology changes.

6.2.3 ICT benchmarking is done annually against other London councils, and best practice sought out, albeit not on a formal/comprehensive basis.

6.2.4 The costing and charging basis (of IM&T services) is straightforward.

6.2.5 Disaster recovery plans need establishing.

6.3 Getting there

6.3.1 Work closer with Departments to identify enabling ICT solutions to business needs, using business process re-engineering (BPR) to ensure technology delivers efficiencies through effective processes.

- 6.3.2 Challenge existing technology development; Develop robust infrastructure to support 'e' transformation of services both back office and front office.
- 6.3.3 Develop a culture of continuous improvement including seeking out of best practice for recommended use in the council.
- 6.3.4 Redefine roles, responsibilities and structures to enable effective ICT service delivery requirements.
- 6.3.5 Consult on and implement Disaster Recovery Plan to provide critical Services and Systems.
- 6.3.6 Recognising the skills and abilities, strengths and development areas of the IM&T team. Researching and exploring the external market to ensure the best possible IM&T service is provided throughout the Council.

7 Technology architecture

7.1 Vision

7.1.1 Contact channels (web, e-mail, post, telephone, personal visit, etc)

Provision of these facilities should relate to the demand from customers (in terms of what, when, where and how) but customer demand should be managed where reasonable to do so, to promote the use of contacts that optimise effective service delivery against cost.

7.1.2 Service applications

The adoption of business-led, top tier software packages where available in order to:

- gain cost-effective procurement and delivery of ICT;
- minimise the risk of non-compliance with relevant service standards and legislation;
- ease the integration of information between council systems (because of commonly available interfaces);
- ease of information transfer and sharing with other agencies
- eliminate bespoke software - development and therefore minimise ongoing Maintenance and Support.

The use of system architecture and integration tools that conform with e-GIF (e-government interoperability framework standards that are mandatory for local authorities).

7.1.3 Application support tools

Minimisation of the support and integration problems involved in accessing data across multiple systems through common search and reporting facilities - eg by adoption of simply-structured data warehouse techniques.

7.1.4 Common infrastructure services

The use of standard software for workflow; office software; back-up and resilience.

7.1.5 Infrastructure

Migration from the IBM mainframe in order to avoid having to continue to maintain skills and processes.

Use a standard desktop with the provision for regular technology refresh (allowing remote management, and sign-on to the council's network from anywhere)

Unified voice and data networks – taking advantage of the latest technology that allows the common transport of voice (which requires consistent two-way traffic for the duration of a call) alongside data (which is very variable as to the quantity, source and direction and is transmitted in bursts)

Rationalisation of servers, maximising use of technology.

Ongoing review of standard ICT platforms/software: balancing ease of management with the need to keep up-to-date.

Adopt a corporate standard for electronic document and records management (EDRM).

7.2 Current position

7.2.1 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.

7.2.2 Mature IBM mainframe usage, which was based on in-house systems, is now limited to Revenues & Benefits systems, the Corporate Building Maintenance system (CORMIS), Housing systems and part of the council's cash-receipting system. Revenues & Benefits are procuring replacement systems. Housing are reviewing their strategy. Consideration is being given to replacing the residual mainframe element of cash receipting (most cash receipting processes are already off the mainframe).

7.2.3 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.

7.2.4 Use of e-GIF is standard policy.

7.2.5 A data warehouse has been built for Housing data.

7.2.6 Desktop and file services are primarily based on 'Microsoft NT' (2003 and XP servers, office software and Exchange/Outlook e-mail).

7.2.7 Unix and Linux servers are used for some applications.

7.2.8 Oracle and SQL are the main database software products.

7.2.9 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 call 'management' equipment from McFarlane.

7.3 Getting there

7.3.1 Complete the migration from the IBM mainframe to third party Packaged Solutions.

7.3.2 Widen the server standard to embrace Unix and Linux as core products as preferred by implementing enabling ICT Solutions.

- 7.3.3 Allow non-standard infrastructure components only where they are properly justified, and plans are made to ensure future 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).
- 7.3.4 Manage MS-office software versions (generally support two versions only concurrently) so as to ease support and reduce compatibility problems.
- 7.3.5 Introduce common management and support of desktops, including remote management software.
- 7.3.6 Appraise open source software for future use on desktops, applications and infrastructure.
- 7.3.7 Investigate national e-government projects for applicability to LBBD and share with other Councils with possible development of transformation of services through ICT.
- 7.3.8 Introduce web services software and procedures for partnership working, within Barking and Dagenham and more widely as a sub-regional activity.
- 7.3.9 Investigate, research and migrate voice network from ISDX to Voice over IP over (say) five years.
- 7.3.10 Adopt, implement and develop a corporate EDRM System to enable improved access to and processing of information, enable sharing retrieval and storage of documents.

8 Summary Action Plan

MM Mike Mickleburgh

MF Mick Franklin

SB Sarah Bryant

JMcK Jack McKeown

AG Ann Gravestock

PM Peter Millett

SW Steve Winman

JT Jay Taylor

	Action	Responsibility	Resources	Timescale	Comments
External Environment	Out of hours support needs to be regularised - for Customer First; web site; Libraries; Leisure Centres; members/home workers	MM	2 weeks	Jan-Mar 05	In Progress
	The council should commission targeted research into appropriate new technologies	MF	Consultancy as required or member of staff	Ongoing	Could form part of a new role in restructure.
Strategies	Active liaison between IM&T and Corporate Strategy to ensure alignment between ICT Strategy and other plans of the council (in order to achieve and maintain a common vision)	SB			Role for Strategy Group
	The council should formulate, adopt and implement an Information Management strategy		Corporate Lead + Resources Required	TBA	Role for Strategy Group

	Action	Responsibility	Resources	Timescale	Comments
Governance for ICT	Establish an ICT Governance Group	SB	CMT + Cllr McCarthy	June 05	
	Create and maintain a comprehensive programme of ICT projects	JMcK	Programme Office	March 05 Ongoing	Dependant on Programme office being in place
ICT Service Planning	Establish and maintain sustainable budgets for ICT infrastructure support and renewal	MF	Investigation into total IT spend.	April 2006	Needs high level support and devolving of Departmental budgets to IM&T.
	Establish consistent application of Prince 2 project management methodology	JMcK	Programme Office/Projects Managers	July 2005 Ongoing	Prince training for all Project Managers Feb 2005
	Introduce formal programme management to ensure the effective delivery of projects	JMcK	Programme Office	July 2005- Ongoing	Dependant on Programme being in place
	Establish skills training + development plan - with accompanying resources, assignment of responsibilities and processes to carry them out	AG	EL/Business Support	End of Feb 2005	PDP's rec'd. Database for T&D plan being established.

	Action	Responsibility	Resources	Timescale	Comments
	Consider more consolidation of corporate information management/advice activities to eliminate duplication and improve cohesiveness	MM		April 2005 to March 2006	Needs stakeholders particularly Corporate Strategy
	Establish an information management group to recommend on policies and standards	SB	Business Development	ASAP	
	Establish and implement security measures to comply with BS 7799	MF	Gap analysis undertaken. In house or targeted consultancy needed to drive this forward.	March 2006	Part of PWC controls audit
	Draw up and implement information sharing agreements with partners	SB	Business Development	ASAP	Working with NHS
	Assign responsibilities for information management	SB	Business Development	ASAP	Will be part of policies and procedures
ICT Service Delivery	Ensure that the next iteration of the IM&T Balance Scorecard embodies stretching objectives	SB	N/A	NOW	

	Action	Responsibility	Resources	Timescale	Comments
	Embrace a culture of constant improvement including seeking out of best practice for recommended use in the council	All	N/A	NOW	
	Redefine responsibilities and structures to suit ICT service delivery requirements	SB	Realignment of existing resources	Dec 05 (ongoing)	
	Consult on and implement Disaster Recovery Plan	MF	Budget Required	May 2005 & ongoing	Awaiting Third Party Responses for input to report for CMT.
Technology Architecture	Complete the migration from mainframe	PM	Ongoing	2-3 years from now	Need to identify all systems, and interactions that utilise the mainframe and replace with alternative solution.
	Widen the server standard to embrace Unix and Linux as core products	MF	Staff training, members of staff	Ongoing	This is already happening for Oracle + Revs + Bens
	Allow non-standard infrastructure components only where properly justified	MF	5 man days/ consultation	July 2005	Process required for authorisation.

	Action	Responsibility	Resources	Timescale	Comments
	Manage office software versions so as to ease support and reduce compatibility problems	SW	Tech Support. It Support	April 2006	This ties in with the sustainable budgets and new ways of working in IT Support.
	Introduce common management and support of desktops, including remote management software	SW	Budget agreed	July 2005	VNC interim measure. Ongoing. Links with above.
	Appraise open source for future use on applications and infrastructure	MF	Ongoing	Ongoing	Application driven. Eg Oracle ERP on Linux
	Investigate national e-government projects for applicability to LBBDD	JMcK	Programme Office	Ongoing	This will develop with the delivery of the e-gov programme
	Introduce web services procedures for partnership working, within Barking and Dagenham partnership and more widely as a sub-regional activity	Deal			
	Strengthen network between Barking and Dagenham for resilience + contingency purposes	SW	TBA	March 2006	Scope to be agreed
	Migrate voice network from ISDX to Voice over IP over (say) five years	SW	TBA	March 2006	Business case to be drafted

	Action	Responsibility	Resources	Timescale	Comments
	Adopt and develop and implement Corporate EDRM System.	JT	TBA		Secure Corporate Buy-in and develop Business Case

9 Appendix A – Relevant files

- 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>)
- Customer First Business Plan
- Council Balanced Scorecard
- IEG3 Statement
- Local Public Service Agreement
- Comprehensive Performance Assessment
- ICT Workshop 18 June 2004 – Notes
- Community Priorities <http://www.lbbd.gov.uk/9-council/comm-priorities/comm-priorities-main.html>
- Community Strategies
- 2020 Vision <http://www.lbbd.gov.uk/9-council/vision-2020/vision-main.html>
- Neighbourhood Renewal Strategy
- Barking & Dagenham Partnership Handbook
- Best Value Performance Plan 2004-05
- Customer First Business Case
- Procurement Strategy
- IS Strategy June 03 (draft)
- IT Strategy April 03 (draft)
- Freedom of Information Publication Scheme 1/5/03