Information and Communications Technology (ICT) Strategy 2006-2009

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EGov Programme Board

Cabinet

Full Council

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Foreword

If there is one thing that has affected the way we all live today, it surely has to be Information Communication Technology – ICT as it's better known. Its rapid development has had an enormous impact on how we carry out our daily activities both in the workplace and in the home. In moving forward, we need to be aware of these technologies and their capabilities, utilising them to best effect in delivering service improvements for our residents

The Council's Information and Communications Technology (ICT) Strategy was last updated in September 2003, covered the period up to September 2006 and focused on the planning for the replacement of our main legacy systems with modern application systems and the provision of a new voice and data network. This update of the strategy is in a wider context, with more emphasis on interaction with residents and making our earlier investments work. It brings together the Councils commitment to e-Government, the Transformation Project and other efficiency driven objectives.

In recent years, South Cambridgeshire District Council has been at the forefront in its use of technology. Our strategy, and the use of technology will continue to feature as part of our programme of transformation. Supporting our corporate aims and enabling us to meet local and government targets for electronic service delivery, the strategy underpins our drive to improve customer services and extract the benefit from our e-government investment. E-government is about more than just technology; it is about using the benefits derived from the technology to change the way we work and in the process, improve our service delivery. Put simply, the existence of technology does not make things better, the correct application of that technology does.

Whilst the strategy rightly focuses on supporting the direct provision of services from South Cambridgeshire District Council, it also recognises that shared services and partnerships are key to our ability to continue to deliver improved services in the future

Endorsed by both the Management Team and elected Members, the Strategy identifies the Council's approach to the use of Information and Communications Technology (ICT). A period of 3 years has been chosen as the period of time over which there is a realistic expectation of predicting the Councils requirements and deliverables. It is not intended to provide detailed analysis, business case or justification for the programmes of work that will be required, as these will be promoted on an individual basis.

Building on the significant achievements to date, this Strategy has ambitious, but attainable, aspirations that will deliver further benefits to all.

Greg Harlock
Chief Executive

1 Introduction

1.1 Purpose and scope

The purpose of this document is to provide the vision and aspects of the Council's ICT Strategy for the next 3 years. It will be used to provide a sound platform for the Council's continuing development of ICT and ensure that investment is used to deliver better services that suit our needs and preferences.

The document seeks to include the full range of ICT services covering:

- Applications and services
- Technical infrastructure for voice and data systems
- Users (Members, officers and the general public)
- Shared services where appropriate
- Embodiment of the government's new vision for ICT as identified – Transformational Government.

In addition to this Introduction, the document has 2 further sections covering Systems & Applications, and Technical Infrastructure. Overall, it is not intended to be a highly detailed technical document but necessarily one which sets out the broader intentions of the strategy with reference to relevant additional information.

1.2 Background and basis

Following the adoption of the *ICT Strategy 2002-2005, ICT Strategy 2003-2006* and the successful programme for *Implementing Electronic Government (IEG)* which culminated in the IEG 6 Statement of March 2006, this strategy builds on those earlier ICT-related publications, and is to be read in conjunction with the *Implementing Electronic Government Statement 2006*.

Fundamentally, the objective of the ICT service is to help the organisation to achieve its goals, either by doing things more efficiently, or in a different and better way. For this reason, the ICT Strategy continues to support the Councils published Corporate Objectives (see Appendix A) and our Medium Term Priorities.

ICT has a large part to play in supporting each of the objectives, it is best summarised in Objective 1 and Priority 1:

> ***Objective 1***
> *"The Council will work to ensure that it provides the services that people expect, delivered in a way that is convenient and relevant to their needs. The Council's aim is that people should be able to contact the Council in a range of ways (telephone, face to face or electronic) at a convenient time of day; receiving a helpful and courteous reply; and being assured that the Council will do what it says. The Council wishes to use innovative means to bring it closer to people. No one should find it difficult to access Council services through disability or any form of disadvantage. Ensuring the public's money is well*

spent and constantly seeking more efficient ways of working are equally important".

Priority 1

"We will do this by continuing to improve and expand the service provided by the Contact Centre which was opened in 2004 and provides a service from 8am to 8pm six days a week. We will develop our computer systems to ensure that we can respond to people's requests more quickly and efficiently. In particular, we will increasingly enable residents to access Council services through the web-site and other technology. Finally, we will publish and work to service standards so that users of our services will know what levels of service they can expect and to deliver consistent customer service from our staff".

In addition, Objective 4 emphasises the importance of partnerships, and this is reflected within the ICT Strategy.

1.3 Monitoring and update

The e-Government Programme Board and the Resources, Staffing, Information & Customer Services Portfolio will monitor the achievement of the ICT Strategy, through reports from the Assistant Director (ICT).

To maintain focus and ensure adoption of best practice, the ICT Strategy document will be revised and published each year. Urgent changes may be made if necessary in order to support major decisions taken by the Council.

1.4 Assumptions

The following assumptions have been made for the coming 3 years:

a) There is no fundamental change in the structure of Local Government.
b) The Council will continue to provide similar services.
c) The Council's locations are:
    - the main offices in Cambourne
    - the depot in Waterbeach
    - Sheltered Housing schemes
    - Milton Country Park.
d) The Council's main switchboard and a range of customer-facing services continue to be provided from the Cambridgeshire Direct Contact Centre in St Ives.

1.5 Strategy Highlights

Best practice governance to ensure a first class ICT service though which we can deliver first class public services.

Adoption of principles for partnership working to encourage the deployment of shared services and a shared strategic vision.

In partnership with Cambridgeshire County Council and Cambridgeshire Direct, the provision of a 'one-stop' service for assisted public access by telephone.

Use of tried and tested technologies to support access to Council systems and services via the internet or other channels as appropriate to the service being delivered.

Continued development of the technology in which we have invested, ensuring it can adapt and grow to match our requirements, provide both us and our partners the capacity and facilities required to deliver our services.

Modern systems for staff and elected members, based on the Microsoft platform, to provide the functionality, resilience and reliability we require.

ICT services which continue to make best use of the Council's investment and provide added value to service areas.

Exploration and exploitation of emerging technologies that enable better ways of working.

Annual review of the strategy to ensure adoption of best practice and alignment with the Councils Corporate Objectives, taking advantage of the enhancements and technological changes that may support the Councils aspirations.

1.6 Reviews and approvals

Comments have been received from the following:

- members of the Council's ICT Division
- the Council's e-champions (Chief Executive, Mr Greg Harlock and the Resources, Staffing, Information & Customer Services Portfolio Holder, Cllr Simon Edwards).

Approvals have been given by:

- Management Team
- e-Government Programme Board
- Cabinet
- Council

2 Main principles

2.1 Vision statement

ICT Vision statement

It is the Vision of South Cambridgeshire District Council to understand and satisfy the needs of all our citizens.

This will be achieved by providing the most convenient and efficient means of access to a complete range of services for our customers, suppliers and partners.

We aim to enable the citizen to conduct as many aspects of business as possible at the first point of contact.

We will provide increased availability of the services by means of telephone, face to face contact and where appropriate, easy to use electronic means.

We will achieve our Vision by:

- Enabling every transaction that can be, to be carried out electronically. We will evaluate all the possible options to achieve this in the most cost-effective manner.

- Giving residents online access to the services and reducing the costs of handling simple enquiries.

- Improving service quality where delivery is through telephone or other personal contact through the adoption of 'Service First' and clearly understood customer service principles. Where appropriate (for efficiency or the convenience of the customer), we will provide this in conjunction with other partners.

- Transforming the way we work by changing our business processes and the supporting IT systems to improve flexibility and efficiency. We will identify opportunities for these changes through internal and external assessment.

- Identifying and developing systems, processes and procedures to improve the service delivery, increase efficiencies and cost effectiveness. We will continue the development of critical business systems for the delivery of our services including:
  - where possible, common databases including a Local Property Gazetteer.
  - an enhanced and generally accessible Geographical Information System.
  - an integrated HR/Payroll system.
  - a fully electronic procurement system, from ordering through to payment.

- an Electronic Document Management system including Document Image Processing and workflow automation.
- Unified Messaging services to improve customer access and communications.
- remote access to applications and services.
- continuing development of the Contact Centre and the CRM (Customer Relationship Management) system.
- better management of our information resources.
- where possible, integration of our back-office systems.
- such other systems as will help deliver our Vision and are cost-effective.

- Identifying further opportunities and engaging with partners for the delivery of Shared Services especially in the areas of technical standards, common infrastructure, data sharing and information management.

We will achieve these deliverables by:

- Ensuring excellent ICT governance and project sponsorship.
- Supporting the systems and user requirements through the development of a team of highly skilled professionals.
- Alignment of the support infrastructure and processes with the principles of ITIL (IT Infrastructure Library).
- Encouraging the development and use of programme and project management.
- Providing application suites and tools to enable staff to work in the most efficient manner.
- Where appropriate, ensuring support for mobile and remote workers.
- Monitoring and target setting including relevant SLA's (Service Level Agreements) to deliver continuous improvement.
- Identifying required capacity building programmes.

2.2 An ambitious but reliable service

The ICT Strategy underpins the aspirations of the Council's 'Transformation Project', drive for continuous improvement and achievement of those goals which will measure our improvement; the aim of the ICT service will be to continue to deliver significant service enhancements aimed at assisting in the delivery of those improvements and best value services.

The ability of the Council to introduce, resource and deliver change is one of the big challenges. The potential impact on the quality of the operational service and the ongoing resource implications will be taken into consideration when projects are planned.

A key enabler of that change is the Contact Centre and the continuing commitment of the Council to the relationship, which sees our high volume customer services being delivered through the partnership with Cambridgeshire County Council.

2.3 Prioritisation

The Council's priority needs from the ICT service are as follows:

a) To continue the work in developing the major back-office applications onto modern, well-supported systems which conform to industry and government standards and actively encourage the integration of systems where possible and cost effective to do so.

b) To continue to develop a high quality service from the Cambridgeshire Direct Contact Centre in partnership with the County Council, other participating District/City Councils and public service providers.

c) To ensure development of opportunities for service improvement and the establishment of consistent service across the various access channels by means of a common Customer Relationship Management (CRM) system and Knowledge Base.

d) To ensure a level of expertise and knowledge is developed and maintained to support the Council in its continuing ambitious programme for service development.

Other developments are planned and identified in the ICT Service Plan; milestones and target dates may have to be flexible to allow priority services to be delivered.

2.4 Where We are Now

Over the past few years we have replaced legacy systems that lacked the functionality we now require. Good modern business applications provide the environment where the integrity of the systems and the data they hold can be maintained. These applications generally operate in client/server mode, a well established and secure way of working.

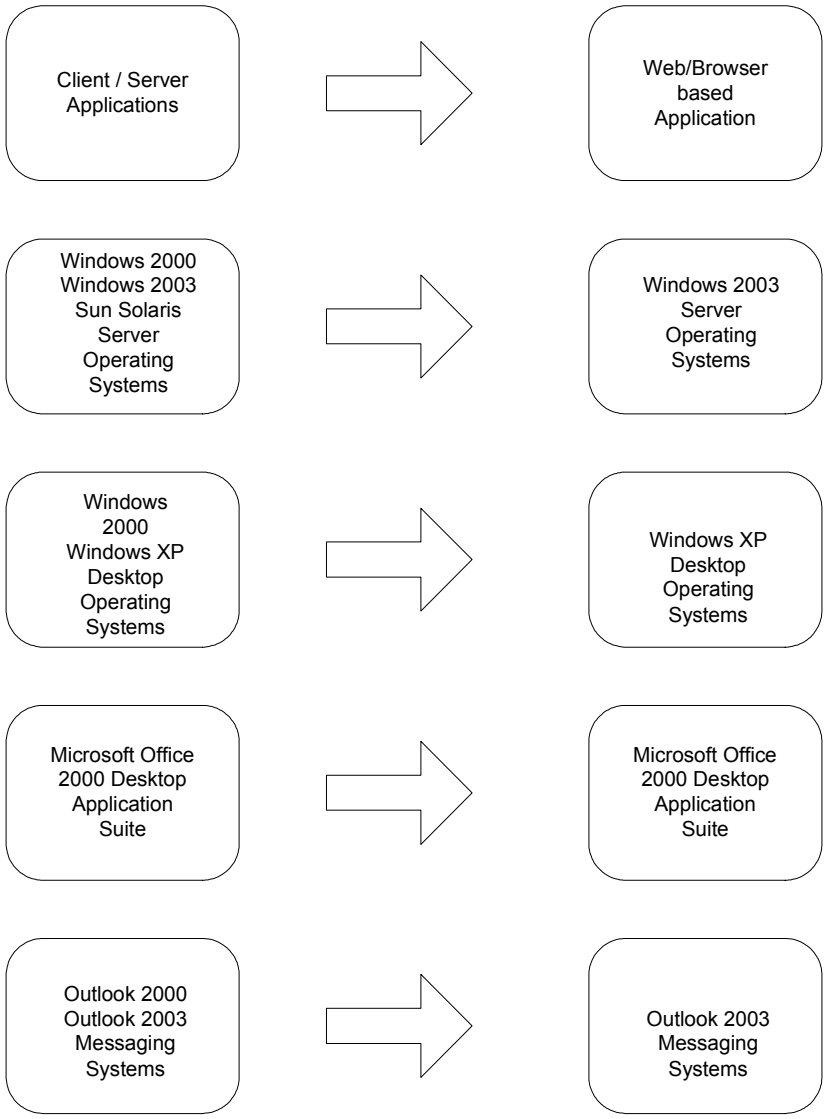
2.5 Where We are Going

Where possible, client/server applications will be supplemented by web technology using an internet browser to make system access more widely available. This is part of a growing trend; web based applications can provide additional flexibility and facilities for remote working, off-site use, public access and business interaction.

Providing this access requires changes to processes, procedures and controls which needs to be carefully planned t maintain integrity of the systems and data. In many cases we have already established limited public access to relevant information and over the next 3 years it is planned to increase web based access, but in a controlled way so that integrity and security of the data are maintained.

Standardisation of our server platform from the current mixed solution to the Microsoft Windows Server 2003 will provide a more easily supported and feature rich environment.

Similarly, the same rational is to be applied to the desktop systems ensuring a stable set of IT tools which will enable staff to carry our their duties in an efficient and cost effective manner.



2.6 Innovation and risk

We will not normally undertake significant pioneering projects, but will adopt new methods and technologies when a significant advantage has been identified through the business case methodologies.

This remains the overall approach, but where some of our developments are found to be more leading edge than was expected, these will only be undertaken with appropriate approvals.

As a result, South Cambridgeshire continues to maintain a reputation for taking bold strategic decisions in its ICT development, and making them work.

There must be an effective process to ensure innovation, to encourage the development and design of better, more joined up services as the technology itself develops.

Risk assessment and management is included in the ICT project methodology. Unless there are unusual circumstances, the overall lower-risk option is be taken, but in the context of a long-term view.

2.7 Supplier Management

A continuing forward look at the demand for and supply of IT services to ensure capacity requirements are met. Active management of the relationship with suppliers and where appropriate, procurement through agreed framework contracts.

2.8 Partnership

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

Partnership working within Cambridgeshire is actively encouraged. There are steering groups or partnership boards for the major areas of cooperation, such as the County and Districts IT group, the Contact Centre, the Cambridgeshire Community Network and the Cambridgeshire Portal.

The Contact Centre is key to our customer contact and service delivery initiative; the use of the CRM to record enquiry details adds value to the customer experience. Currently handling approximately 260,000 calls per annum, the Contact Centre is the first point of contact for many of our services. At the time of writing, there are 16 FTE (full time equivalent) delivering SCDC services.

Private Sector partners will be appointed where they are able to provide skills and resources more efficiently than could be made available in-house, or where this would lessen the risk to the Council's services. At the time of writing, such partnerships exist with NDR (for Disaster Recovery services), The Software Practice (for ICT training) and GDC & JDi (for GIS).

2.9 Funding

As identified in the Councils IEG statement (IEG6) produced March 2006, the Council has over the past 5 years made a significant investment of £5.9M, of which £4.6M was from internal revenue and capital budgets, in upgrading our ICT systems and introducing e-Government.

Capital and revenue funding of £1.5M for 2006/7, and £1M for 2007/8 has been committed to the development of those 'e-systems' and services to bring forward the benefits of that development. This funding has been identified in the Council's Medium

Term Financial Strategy and will be reviewed in line with the normal budget planning and approvals process.

External support for ICT-related developments has included a number of capital grants from central government including £900K for IEG and £130K for broadband deployment. Other grants have also been successfully obtained, and are being applied to ICT developments.

The challenge now is to ensure we reap the benefit of that investment and enjoy the efficiencies and enhancements we have identified. In conjunction with the Transformation Project, ICT systems developments will be key to ensuring that business processes can change and that change is for the better, enabling greater delivery at less cost.

We will continue to work with central government and its agencies, and our partners to identify potential sources of additional external funding.

2.10 2006 and beyond

The term 'e-Government' is disappearing as the Council develops its technology. In becoming a modern, customer focused and efficient service organisation, transformation is very much the way forward..

e-government has been used to describe the attainment of better quality, more cost effective services. Over the next years, and beyond we will continue to work to demonstrate how e-government is making a real difference. In particular, we will focus on realising the full benefits in terms of:

- value for money – building the efficient and effective Council that our community deserves;
- take up – promoting awareness, improving the availability and accessibility of services.
- new access channels that can make real changes to the quality of life for ordinary people; and
- organisational change – developing new skills, simplifying procedures and changing ways of working to meet the changing demands.

Service First will provide the standards by which the Council will address its customer requirements, extracting the full benefit of our ICT systems (our e-government) will key to ensuring the success of this important initiative. Using the technology to support processes, staff will have more opportunity to engage with the public in a much more professional and efficient manner.

2.11 Transformational Government

Central government continues to champion the use of technology to support business and process efficiencies. In promoting these technologies, the delivery of public services benefiting communities is very much at the forefront. Opportunities lie in

improving transactional services and in reforming the infrastructure used to deliver those services.

In essence, technology enabled transformation will help ensure that:

- Choice continues to be an option and will be provided through the use of both existing and new access channels.
- There will be identifiable benefit from efficiency gains
- Resources can be effectively managed and provide additional support for the 'front-line'.
- Residents will feel more 'engaged' with the Council.

Key to the achievement of these will be the acceptance of change. The challenge is not just about 'doing IT better' but in 'doing IT differently', to support joined up and more personalised services.

South Cambridgeshire District Council will continue to monitor government initiatives such as 'Government Connect' and participate where justification and benefit can be identified.

2.12 Relationships with other strategy documents

In addition to the background documents mentioned above, the following were reviewed during the preparation of this ICT Strategy:

Current ICT Strategies for other local authorities.

National Strategy for Local e-Government - November 2002.
(Published by Department for Communities and Local Government)

Two years on - Realising the benefits from our investment in e-Gov – March 2005
(Published by Department for Communities and Local Government)

Cambridgeshire County Council's ICT Strategy 2004-2007

E is for efficiency: reaping the benefits of technology
(Published by SOCITM Insight, relating the future direction of local government).

Better Connected 2006
(Published by SOCITM Insight)

Technology Challenge in 2006
(Published by SOCITM Insight)

SCDC 'Implementing Electronic Government 2006' (IEG6)

SCDC Performance Plan 2006 - Corporate Objectives and Priorities

3 Management and Resourcing

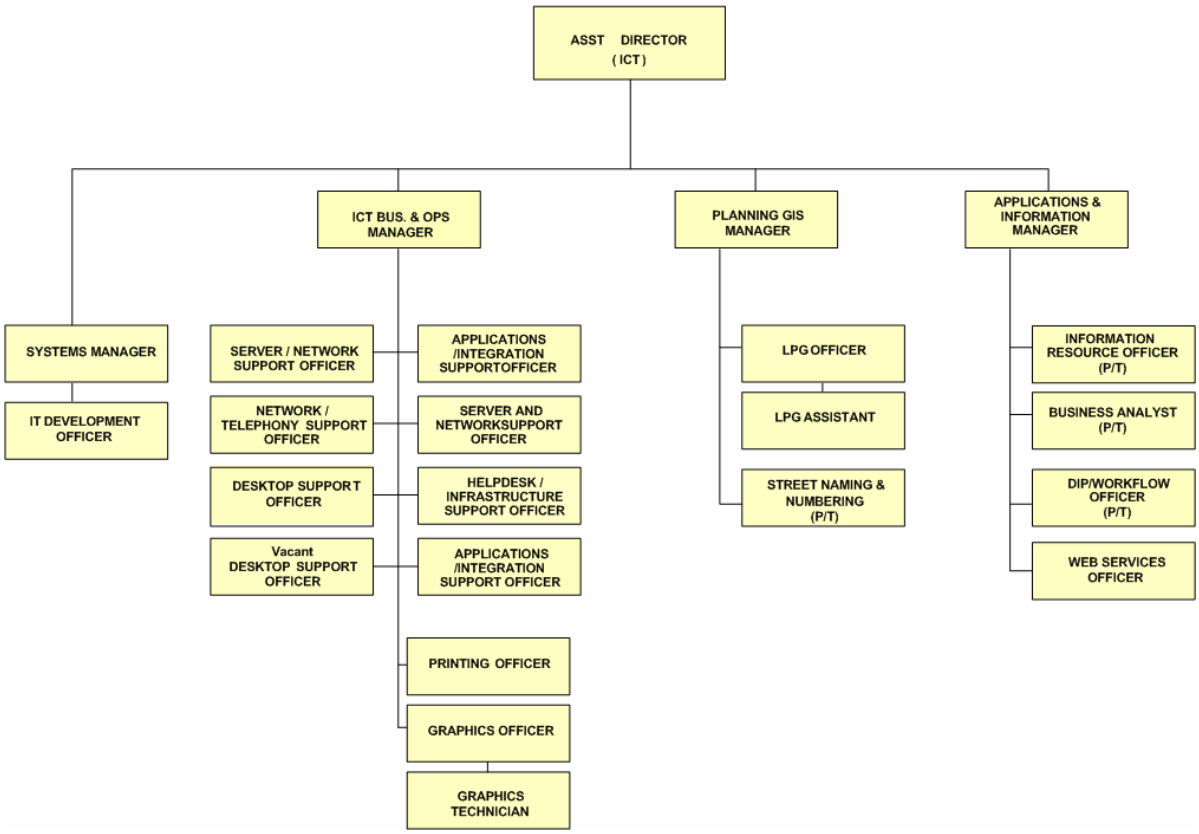
3.1 Sponsorship and oversight

The main sponsors within the Council for the ICT Strategy and its implementation are the e-champions (currently Cllr. Simon Edwards, portfolio holder for Resources, Staffing, Information & Customer Services and Greg Harlock, Chief Executive). The e-champions meet regularly and are members of the e-Government Programme Board.

The Assistant Director (ICT), Steve Rayment, holds the management responsibility and is accountable to the e-champions, the e-Government Programme Board and the Management Team

3.2 ICT Services organisation

At the time of writing, ICT Division is made up as below:



The establishment will be kept under review to ensure it continues to meet the demands and requirements of the Council.

3.3 User involvement

Although the ICT Division plays a strong central role in ICT Strategy, development and procurement, the users are the "customers" of the service and are involved in a number of ways.

They are responsible for:

- responding to the changing needs and demands of the service
- articulating their requirements
- managing their own projects (with support from the ICT Division)
- the accuracy and timeliness of information and data
- defining which users can access which functions ("application-level security").

Liaison with users is achieved by the following groups:

- Management Team
- Resources, Staffing, Information & Customer Services portfolio
- The e-Government Programme Board (including Member representation)
- Service Planning and Networking IT Group ("SPAN-IT" – at service manager level)
- Website Officer Working Group ("WOW" – comprising those with responsibility for website and intranet content).
- Individual service reviews and project development meetings.

3.4 External product and services suppliers

The Software Practice has been the Council's ICT Training Partner since November 2002. This is reviewed on an annual basis.

The main hardware suppliers are Dell (PCs, Laptops and servers) and Hewlett Packard (printers).

The main software suppliers are Microsoft (operating systems, office systems, content management), IBS (financial systems), CAPS (property-based systems), Orchard (housing-related systems), MVM (environmental systems), Anite (EDM, DIP and workflow) and SOPHOS (AntiVirus)

The Internet Service Provider is NTL via the Cambridgeshire Community Network service.

The Disaster Recovery Service is provided by NDR (Network Disaster Recovery).

3.5 Benchmarking

Regular reviews of the costs for support ICT will be carried out including, where appropriate, benchmarking with our local partners and more nationally, with like sized authorities of similar nature.

4 Business Requirements

4.1 Overview

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

Changes over the last 3 years has seen the Council migrate its systems from older legacy environments to modern, sustainable and more easily supported business systems widely available in the market place. Because of the commonality of function and the established market place, modern systems are able to support the Councils requirements in almost every way. Where an exact fit is not possible, most of them allow for some tailoring to fit our requirements without special programming.

The Council's strategy is to select from the market-place, products which are well accepted in similar Local Authorities and implement them in a way which best suits the users.

When implementing any new system, there is always the opportunity to change and improve the business processes (often referred to as "Business Process Re-engineering"). The Councils Transformation Project requires consideration of the options to identify potential service improvements, efficiency gains and/or savings.

Individuals, business units or even whole departments within the Council have different ideas about how services should be delivered. Inevitably, this could lead to wasted energies because to some extent their efforts will tend to negate those of others. Hopefully, the process of continuing to develop a corporate strategy will minimise this effect and will reduce its impact by drawing the different perspectives more closely together and ensuring that the business requirements of the Council are met in the best possible way.

4.2 Software upgrades

Suppliers frequently upgrade software for some or all of the following reasons:

- Technological advancement
- User demand
- Legislation
- Supplier competition
- End of Life (EOL) – removal of supplier support

Software upgrades should only be applied where necessary and not just because the upgrade is available. Where it has been determined necessary to upgrade, rigorous testing will take place to ensure total compatibility with the existing systems including those of our partners and the Contact Centre. In exceptional circumstances, such as immediate change to legislation, the risk of implementing any upgrade early will be assessed as a matter of priority and necessary action taken.

4.3 Standards for integration and service delivery

It is important that application systems have to conform to a set of standards in order to be considered by the Council (see Appendix A). These cover six main aspects:

- the operating system (to avoid the need to support a wide and varied range)
- access via a web browser (to simplify providing information or allowing transactions on the website or the intranet)
- the database (to ensure that information can be easily transferred between different applications)
- compliance with published e-government standards such as the Electronic Government Interoperability Framework (e-gif)
- interoperability through the deployment of XML schemas and introduction of appropriate 'middleware' technologies.
- support for the Euro currency.

In addition, the Council will buy families of related applications which share a common database, in preference to selecting unrelated packages.
The guiding principle is to provide a platform to deliver accessible services, on demand and in a form required by the customer – either the citizen, a partner organisation or employee.

Systems have traditionally been structured around the internal activities of the Council as opposed to directly meeting the demands of the public. It must be recognised that the public are our key customers and as such we should ensure that services are evolved to deliver their needs.

However we should also recognise that exploiting new technology also offers new services that cannot be delivered any other way e.g. online access to electronic information.

New services should be designed with the above thinking in mind from the outset i.e. design in accessibility from the start and not as an 'add on'. In this way this strategy can support the aims of the Council.

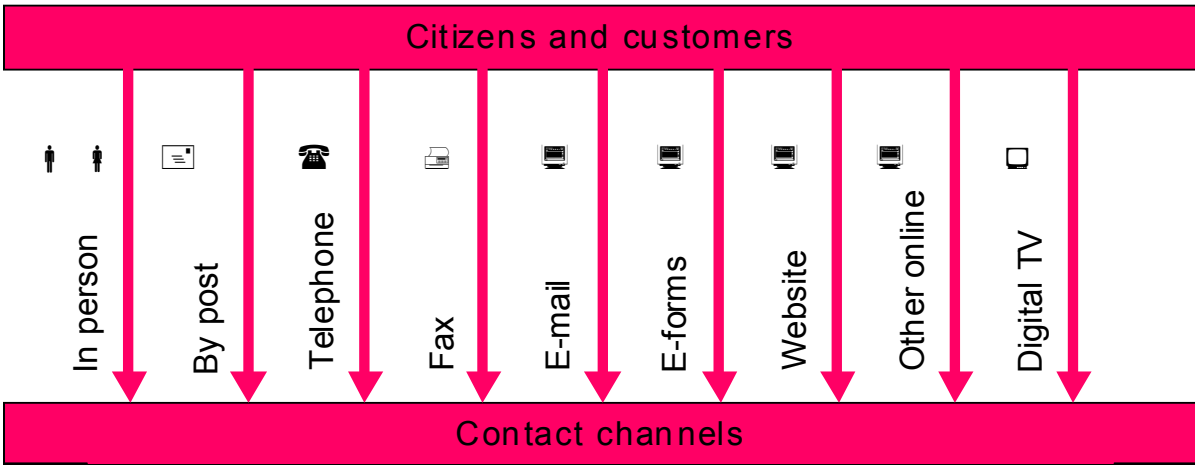
4.4 Service delivery channels to the public

The Council will provide a number of channels for electronic access to services. All of these will be supported by the same Knowledge Base and associated systems.

The channels are as follows:

- Assisted service
    - Via the reception service at Cambourne where members of the public can visit in person.
    - Telephone service via the Contact Centre based in St Ives.
    - Email service, which will also be coordinated by the Contact Centre for those services concerned. (The Contact Centre will also be able to handle incoming fax and sms text messages from mobile phones.)
    - Visits to homes or villages.

- Self-service
  - PC access to the website.
  - Communal access facilities either via the CCN network CAP (Community Access Point) or public access provision at Cambourne.
  - Interactive Digital TV access to a version of the website will be considered when the technology has matured.
  - SMS text messaging if such requirement is identified.



Source: SOCITM InSight – Planning for ICT 2004

The Council, in conjunction with its partners, will provide these channels and will continually enhance them over time.

The Council will continue to work with other agencies to deliver the service in such a way as to overcome any confusion by members of the public about who provides which service. These initiatives will include the following Cambridgeshire Direct projects:

- Contact Centre
  This was formally launched in May 2003, initially supporting a number of Cambridgeshire County Council's services. South Cambridgeshire District Council services have been delivered via the Contact Centre since February 2004.
- Portal (*cambridgeshire.net*)
  The Council's website will be developed in such a way that the public can access it via the Cambridgeshire Direct portal.
- Partnership Working
  Where appropriate, the Council will engage in partnership working including the sharing of facilities and services for the benefit of the citizen.

4.5 Service delivery channels to officers and Members

The Knowledge Base and other systems will be available to all officers (whether front-office, back-office or remote workers) and Members as appropriate to their roles.

4.6 Standards for procurement or development

Wherever possible, software will be purchased rather than developed in-house (unless specifically approved by the e-Government Programme Board).

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

The selection and procurement process will be managed by the ICT Division, but the evaluation of product functionality and usability will be done by the users and their managers. All software or systems procurement will be subject to a substantive business case development, an evaluation model incorporating quality (of supplier and product) and the 5-year cost.

The Council's Standing Orders for contracts will be observed and EU procurement rules will be applied where required.

In some cases, existing systems cannot be replaced before statutory changes come into effect; for these individual instances, essential changes will be made and a programme for replacement will be developed.

All procurement of ICT and related products will be subject to prior consultation and the approval by the ICT division.

5 Departmental Applications

5.1 IBS

OpenSystems from IBS is a family of linked applications covering Revenues, Benefits, Housing Rents and Financials, including creditors, debtors, invoicing and recovery. The applications fulfil a number of our requirements as they provide facilities to manage the main business processes, they use some common data and they have web extensions which can be used to allow the public to access their information through the internet. Data access controls ensure that data is only available to those who need it. The ability to provide the same information through a variety of channels is available so that these systems allow similar access for users in Cambourne and at the Contact Centre.

- **Trend:** 2007/8 will see the introduction of electronic billing and web access for the public and business users. This will allow them to view and, where appropriate, update some of the information. The software is already available but needs to be implemented fully. It is a secure facility which limits access so that each customer can only obtain the data that is relevant to them.

5.2 Northgate Land & Property (ex MVM)

Environmental Health has been using the Northgate system for a number of years to administer jobs for pest control, abandoned vehicles, etc., and to produce management information reports and statistics.

Land Charges and Land & Property Terrier applications, both of which are being integrated into a common structure known as M3, have joined it. This will allow a common approach to be adopted, some data to be shared, browser access and advanced features to aid remote and mobile working and interfaces with GIS, property gazetteer and other systems.

- **Trend:** The Terrier system is not yet M3 compatible but will be upgraded when it becomes available in the first half of 2007. All the applications offer additional facilities and these will be exploited more over the next 3 years to improve efficiency. Remote working and the direct input of data at the point of collection using hand held devices are key elements of the planned enhancements.

Another Northgate component is an Electoral Registration (ex Pickwick) system which provides comprehensive facilities to manage both the electoral register and the election processes.

- **Trend:** This is an old application which does not yet share M3 characteristics but is being developed in this way as a fully web enabled system. It is scheduled for release in late 2007 so we plan to implement it in the first half of 2008 when it has been proven.

5.3 Northgate HR/Payroll (Resourcelink)

Northgate is also a leading supplier of HR and Payroll systems to the public sector and their Resourcelink system is a fully integrated application covering both HR and Payroll. This integrated approach allows HR information to be shared with the Payroll process so that information is only captured and held once, thus saving time and effort and reducing errors. The whole process of employing, training, monitoring progress and paying staff is all managed within this single integrated application. This provides a single view of each employee and allows sophisticated management reporting for HR, Payroll or both. Purchased in conjunction with other district partners (Cambridge City Council and Fenland District Council), Resourcelink demonstrates an early approach to the Councils commitment for partnership working in these areas.

- **Trend:** Further development of the HR/Payroll system through 2 further phases will provide additional management and user accessibility features. Providing managers and staff access to relevant information through the web based 'self service' features will increase efficiencies.

5.4 Orchard

The Orchard arcHouse system facilitates the allocation and repair of Council owned housing with a common core component. It is a modular system with each component adding an additional feature covering allocations, repairs, voids, planned maintenance, attributes, appointments, homelessness and direct works, so provides comprehensive coverage of housing management functions. Reporting facilities allow a variety of tenant and applicant letters, management reports and statistics to be produced and data to be extracted to use in other systems. Integration with another application, 'SeeMyData', allows tenants to view some of their information that is held in the Orchard arcHouse system.

- **Trend:** The amount of information accessible to and by tenants will be increased with more functionality being added to the web access facilities.

5.5 WHT

The Hand-e-Work system is a product of Wrekin Housing Trust which has developed a housing repairs job management system which is being marketed as a package to other organisations with similar requirements. Repair jobs are raised in Orchard arcHouse and when allocated to an operative the Hand-e-Work system transmits the job details to a hand held PDA (personal Digital Assistant) used by the operative. When the job is complete the operative records the details on the PDA and the information is sent back to Orchard arcHouse. It is a simple and effective system and, as it was developed by an organisation which actually uses the system, it is functional and easy to use.

- **Trend:** The system is being extended to add more functionality associated with housing functions and the additional modules will be added if they provide a cost effective solution to a specific need. An inspections module has been developed and we plan to implement it when it becomes available in Q4 2006/7.

5.6 LalPac

The LalPac Licensing system is used to administer the issuing and renewal of any type of Local Authority issued licences including entertainment, liquor and public hire vehicles. It is a very comprehensive system which provides all the facilities required to administer the licence process, including having a web facility to allow public access to selected licensing information.

- **Trend:** Apart from the need to keep up to date with frequent legislative changes, we anticipate that the supplier will add more web based functions and we plan to implant them as they become available.

5.7 CAPS

CAPS Uniform is a suite of integrated applications which includes the Building Control system we use. The integration allows common data, interfaces and processes to be shared and provides internal links with geographic data to display information graphically and in relation to map locations. The modules are closely integrated which is a benefit, but its proprietary nature makes it difficult to share the information beyond the CAPS system.

- **Trend:** Development work is ongoing to ensure CAPS data is available to the GIS systems and vice versa.

5.8 NTe

Their modern.gov system provides a very competent and effective means of managing the production and administration of Council minutes, meetings, agendas and reports. It ensures documents are created using user defined standard templates to ensure that there is consistency in the presentation and style. It also provides other facilities and information for members and assists the work of Democratic Services. Designed to operate in a browser environment, 'modern.gov' is available to both elected members and members of the public, with access levels and availability of information being controlled according to audience and need.

- **Trend:** As this system is currently web based it already fits our future requirements profile. The suppliers continue to add enhancements and new features, which we implement as they become available.

5.9 WhiteSpace

The Waste 2000 system provides facilities to manage waste collections, round planning, payments for services and management information. The commercial waste application has been implemented and links to the financial management systems so that invoicing and payments are handled in a standard way.

- **Trend:** The system also manages domestic waste to ensure that bin collections are planned and executed efficiently and effectively and this module is currently being implanted, to be available by the end of 2006/7. The supplier is also working on a fully web based system which moves it in the direction we

require. It is planned to be available by the end of 2007/8 and we will upgrade to it when it is proven.

5.10 Capita

The Axis Income Management system is a comprehensive, integrated system which has modules to administer payments by cash, card or cheque via telephone, the internet and our intranet. Payments are collected into a central repository from which they are distributed to feed a number of systems including Revenues and Financial Management. Balances from these systems are also held in the central repository so that they are available for enquiries. Access tightly controlled through a management module. The system is used in number of different ways, by staff at Cambourne and Contact Centre as well as by members of the public who can obtain balances and make payments using the automated telephone or web based functions.

- **Trend:** This is a new and complex application which is in the final stages of implementation. Web payment facilities are already an integral part of the application. The remainder of 2006/7 will be taken up with ensuring that it is settled and that all the integration links operate correctly, as well as applying system upgrades. In 2007/8, further integration is planned to ensure that payments initiated in other applications operate in a way that provides a seamless service to the end user.

6 Geographical Information Systems (GIS)

The Council's IEG statements have long recognised GIS as a key enabler of our e-Government strategy:

> *"GIS forms a central theme of presenting information relating to land and property. Locations and boundaries are better shown as maps rather than being expressed in words and co-ordinates."*
> (SCDC's IEG Statement)

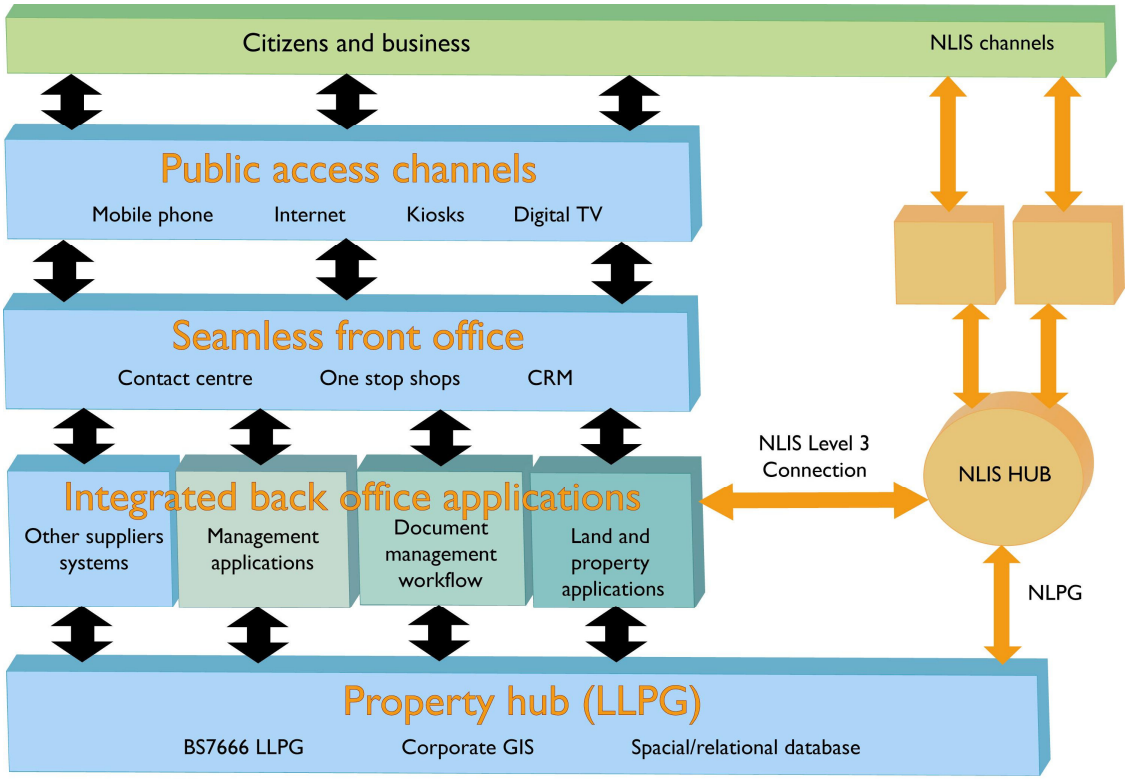
SCDC in conjunction with GDC (Graphical Data Capture Ltd), produced a GIS Strategy in January 2003 with a review undertaken in October 2004.

The principle findings were:

- SCDC has purchased the recommended technology and has embarked upon a development programme, which has made excellent progress with GDC providing technical support.
- The Local Land & Property Gazetteer (LLPG) has been implemented and a programme of work is required to integrate it into back office systems.
- The intranet GIS has been extended to a wider user-base and is currently being upgraded.
- SCDC is currently developing mapping functionality within its website supported by a Spatial Data Warehouse.
- Staff training in the use of GIS has been achieved in part and must continue to take place in conjunction with the rollout of PlanWeb and data cleaning exercises.
- New areas of development will realise the full potential of the GIS Strategy including:
    - Integrating GIS into Partnership solutions (Cambridgeshire Portal and Cambridgeshire Direct).
    - Resolving data accuracy issues associated with the Ordnance Survey Positional Accuracy Improvement (PAI) programme.
    - Pursuing digital data capture and migration to enable NLIS (National Land Information Service) level 3.

6.1 Strategic Vision

The schematic below illustrates the principles of how SCDC is integrating existing systems with GIS and the LLPG to improve service delivery and meet service delivery targets.



6.2 Spatial Database & Property Gazetteer

Stage one provides the core foundations, the building blocks of system integration and service delivery through a centrally maintained local land and property gazetteer (LLPG). The LLPG has been created using MapInfo GMS to a national standard, addressing and referencing every piece of land and property within the district, and linking this back to the national land and property gazetteer (NLPG).

The “property hub” comprises the LLPG, the corporate GIS and datasets, all held within a spatial relational database. The LLPG will be used by the back office systems as their address database, with all systems linking directly to the LPG. The corporate GIS datasets may be created by the back office systems directly or used by these systems to create and support additional data such as the Ordnance Survey base data.

6.3 Integrated Back Office

Stage Two is integration of back office systems consisting of land and property systems and departmental application systems. Integration will enable front office

systems to interrogate the back office systems and provide a citizen focused service, which is not departmentally specific.

The back office systems may include integrated GIS software and display spatial data and textural application data linked to a property address from the LLPG. The management applications and document management systems can also be linked to the LLPG, as they can still use it for all address information.

A formal integration programme has yet to be established to determine what systems will be integrated, how, when and by what standard; this work will form part of the Councils Transformation Project.

6.4 Seamless Front Office

Stage Three is the seamless front office which provides a one-stop-shop facility using the Contact Centre and its Customer Relationship Management (CRM) system. Trained staff (agents) within the Contact Centre will provide the service to the citizen using applications that link directly to the corporate spatial database and back office systems.

The Contact Centre applications will report and log queries to the back office systems, these will then be dealt with by the back office staff. The Contact Centre will also be able to view and log the progress of specific queries, providing a complete citizen centred service.

Further developments are planned and include trial sharing of GIS data between SCDC and Cambridgeshire County Council. Integrating the corporate geographic and addressing information into the Contact Centre is seen as a high priority.

6.5 Public Access

Stage Four provides the Public Access Channels to SCDC, predominantly Internet links, but could be extended to digital TV access, community access points and SMS access. The public access channels are the means by which citizens, business, partners and Central Government Agencies will contact and connect to SCDC. Citizens will be able to access local authority information through the SCDC or other Cambridgeshire Council websites.

The Council has successfully implemented online systems, Planning and Regulatory Services OnLine (PARSOL), on it's Website. These include a fully interactive Local Development Framework proposals map with submission of representations. The Planning Expert System provides information as to whether development proposals require planning permission or building regulation approval on a specified property or site.

The Councils Website also shows 2001 Census information using interactive thematic mapping created with Geo Reveal. A number of web pages are also shown in partnership with Cambridge City Council.

Internet access can also provide links to central government with back office data being uploaded from the Councils spatial database. This data will be used in a similar way in the web-based Cambridgeshire.net portal. Once an address or location is determined the citizen would then be seamlessly transferred to SCDC systems, displaying the selected address location and relevant back office data.

An Internet portal to the Councils data will provide 24 / 7, access to citizens, meeting the access targets that the Council has outlined in IEG statements

There are a number of data issues that must be resolved before this phase can be fully implemented, particular issues with Ordnance Survey Positional Accuracy Improvement (PAI), creating accurate BLPU's and integrating the LLPG into back-office systems. A programme of work has been identified to address these issues.

6.6 Partnership Working

A key benefit of the e-Government initiative is to facilitate improved joined-up government, where information is more readily available in electronic formats, and can be exchanged freely across organisational boundaries.

The IEG priority outcomes identify a number of areas where local authorities should seek to implement improvements in services delivery and information management, for example:

> ***R27*** – Systems to ensure effective and consistent customer relationship management across channels and to provide a 'first time fix' for citizens and business enquiries i.e. using a common database, which holds customer records, to deliver services across different channels, and enabling joined-up and automated service delivery.
>
> ***R23*** – Self-service or mediated access to all council services outside standard working hours via the internet or telephone contact centres.

The Cambridgeshire Direct initiative aims to supply the public with information on all council services, regardless of the provider. To achieve this requires seamless sharing of information and direct access to GIS and LLPG information for all contact centre agents. The development of the corporate GIS environment at SCDC, the spatial data warehouse and the ability to create a combined council LLPG view of the County could be readily extended to the Cambridgeshire Direct partnership.

SCDC has initiated information sharing initiatives with Cambridgeshire County Council on a number of fronts. However the process of information sharing has not yet matured to online access to digital information between the two authorities, with a considerable level of information still being exchanged as paper copies of plans.

A feasibility study was undertaken in July 2005 and further discussions are taking place with the County Council.

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

6.7 National Land Information Service (NLIS)

NLIS promotes electronic delivery of land and property related information to a wide audience. The initial target of the NLIS project is the delivery of integrated search facilities to support the conveyancing process. A property search will be submitted to the central NLIS hub by a solicitor, the hub will forward the request to the relevant local authority; the hub also connects to utilities and 12 government departments and agencies.

Every authority is able to participate in NLIS and deliver an electronic citizen centered service; property searches can be received from the hub in various electronic formats and returned in the same way, depending on the stage of automation. SCDC is currently at NLIS level 2, receives searches electronically and uses BACS payment facilities for those requests.

There is a programme in place to move from NLIS level 2 to NLIS level 3 and enable management of all data electronically. A programme of digital data capture and migration, including major datasets in Planning Services is underway to support this. The data capture and migration programme must be integrated with the PAI programme to ensure data accuracy and consistency, using OS Mastermap as the principle mapping reference.

The first phase of NLIS with hub connections will fully automate the land search process, for the future NLIS is already looking to other land and property projects; for example facilities already in place as a part of the NLIS hub would be capable of delivering every council tax bill.

7 Corporate Facilities

7.1 Email, Calendar, and standard office tools

Microsoft Office 2000 Professional is used, and upgraded to maintain currency and support. This comprises:

- MS Word for word processing
- MS Excel for spreadsheets
- MS Access for simple databases
- MS PowerPoint for simple graphics and presentations.
- MS Outlook/Exchange for email (internal and via the internet) and calendar including a resource booking facility. For 2006, MS Outlook 2000 is being upgraded to MS Outlook 2003.

SOPHOS Anti-Virus is used to ensure robust protection from virus or other known threats, of the Councils systems and services.

Microsoft Exchange 2003 is used as the Councils email management system. Providing messaging and collaboration tools, MS Exchange 2003 supports diary and resource management as well as the delivery of e-mail messages that are sent to and received from other e-mail users.

Quest 'AfterMail' is used to maintain the corporate email archive. All email, incoming and outgoing, will be captured by the AfterMail system and be available for subsequent use under relevant legislation i.e. FOI and DPA.

The above standards will only be reviewed if the product falls significantly behind the market in terms of a combination of functionality, support, integration and cost. However, individual instances may require the deployment of additional software systems or tools in addition to that identified above.

Users are encouraged to take full advantage of the facilities available. The ICT Division takes a leading role in identifying potential uses and improvements.

7.2 Website (internet)

The Councils website management and development is coordinated by the Web Services Officer and ICT Division. Much of the content is supplied by authorised officers in the departments and in some cases, those officers have direct access to the website to carry out changes.

The website is hosted on a remote server which is owned and managed by a company called Tagish. It is based on a software product called *iSite SQL*, which uses Microsoft SQL 2000 databases. A 'live' replica is maintained at the council's premises in Cambourne and updated by Council staff locally; replication is 'real time' and ensures data and information is current and correct.

The website continues its development to provide interactive services such as the Planning Expert System, Planning Applications Search On-Line and transactional services such as 'Pay My Bill', to our residents. Use of the Content Management

System and the Cambridgeshire Portal *(Cambridgshire.Net)* will provide an environment that not only provides access to all South Cambridgeshire services but also provides links to associated services provided by our partners and other agencies.

7.3 In-Site (intranet)

In-Site (the intranet) was overhauled in 2006, and is now an integral part of the Content Management System and forms the basis of Council's "Knowledge Base" for internal and external users.

As with the website, the overall responsibility for the service and its coordination lies with the ICT Division but authorised officers in the departments supply most of the content.

7.4 Content Management System

All of the Councils Intranet and Internet data is managed by a Microsoft SQL based Content Management System (CMS). The CMS allows for the efficient management of information data presented to users via a browser environment. Key to the successful introduction of the CMS was the identification of classification criteria including those used for other reference sites such as the Cambridgeshire.Net community portal.

All published data is to be identified by the use of 'Meta Tags' and will conform to the LGCL (Local Government Category List) standards. LGCL is designed to be citizen centric, using a commonly recognised vocabulary. It provides a navigation structure and common standard.

7.5 Internet service access

All office-based members of staff have access to the World Wide Web from their PCs. In addition, Internet Café style access is provided for staff at the Waterbeach depot. Access is controlled by a combination of a Firewall and a filtering gateway (*SonicWall*, which blocks access to undesirable sites) and Microsoft based ISA servers. Upgrades to this environment are planned; these will further improve systems security.

Public facing services, the Planning Expert System for example, are provided via a secure and protected environment known as the DMZ (De-Militarised Zone, a computer or small sub network that sits between a trusted internal network, such as a corporate private LAN, and an untrusted external network, such as the public Internet).

Development of a new secure interface using SSL-VPN technologies is underway and will support better, more efficient access to the Councils back office systems for remote users.

7.6 Contact Centre, CRM and Integration

Development of the Contact Centre has been central to the way the Council engages with the residents and its customers. At the time of writing there are 21.5 FTE (Full Time Equivalents) agents delivering service and switchboard requirements, supported by 3.5 FTE management posts. Available 12 hours a day, 6 days a week, the Contact Centre greatly extends the opportunity to make contact with the Council. Using the MacFarlane ACD System and the Onyx 'OneServe' CRM, the Contact Centre provides

access to the high volume services such as Housing, Environmental Health, Revenues and Benefits, and has been shown to be a huge success.

Currently taking approximately 260,000 calls per annum, development of the CRM is crucial to our understanding of the residents needs. Integration of the CRM with the back office systems will improve efficiency, reduce unnecessary work and provide a more complete customer experience. Currently identified in 4 phases, work to ensure efficient access to the back office systems through integration is now underway.

- **Phase 1:** Review of existing processes and procedures to make some 'quick wins' and ensure the CRM is being used wherever possible.
- **Phase 2:** Building Control.
- **Phase 3:** Environmental Health M3 system.
- **Phase 4:** Housing and Revenues and Benefits.

Underpinning the whole process will be the introduction of generic integration principles and processes that can then be further developed to assist in other integration requirements.

Integration of the CRM and the back office systems will be facilitated by the development of a Microsoft BizTalk environment. BizTalk, using XML technologies, will enable systems to pass data and information between themselves. It will act as a common interface simplifying the process of data standards management for interchange.

Use of workflow and links with the Anite@Work system (see below) will also improve efficiencies.

7.7 Electronic Document Management

The Anite@Work Document Image Processing and Workflow system is used for the scanning and management of documents, images and files. Any document which is scanned, or a file or image which is imported is indexed according to a pre-defined process linked to the document type so that it can be recovered using a reference, name, address or other keyword. Any kind of image can be imported and documents up to A0 size can be scanned, the limit being the physical scanner size rather than a system constraint.

As the system is used corporately it is necessary to ensure that images are only accessible to defined groups so an inbuilt security facility controls who has access to each type of document and file system, the level at which they can access images as well as who can scan, view or delete information. The indexing data can be created according to requirement but in most cases it is extracted from a linked business application which contains the data used for indexing. Anite@Work is a versatile application which we have used to create our tracking systems for Data Protection, Freedom of Information and Complaints and Compliments.

There are an increasing number of applications which are used in conjunction with Anite@Work and these are gradually being integrated to work as a single function. The integration with more systems will continue over the next 3 years. There has been a problem with the high cost of the integration modules in the past so it will only be

implemented where it is cost effective. The system already has a web facility to display documents which have been scanned and indexed.

We anticipate that this will be extended over the next 3 years and that the system will eventually become fully web based, although the timescale is not yet defined by the supplier.

7.8 Voice

The ICT Division is responsible for providing technical support and advice for the telephone systems. The Councils voice network at Cambourne is fully converged with the data network and uses IP (Internet Protocol) traffic – the commonly known term is Voice over IP or VoIP. However, the Waterbeach depot still relies on a more traditional switched digital network; plans are in place to migrate the service to VoIP and will result in better resilience, easier management, improved facilities and lower cost of ownership.

VoIP allows for better management and reduced overheads, using the same technology and protocols as the data network thus reducing training overheads and skills requirements.

The system is fully compatible with that in use at the Contact Centre and will allow a measure of integration between computing and telephony. Opportunities to take advantage of this integration are being explored and will be developed as appropriate.

7.9 Remote working

The current “remote workers” comprise the following:

- 53 out of the 57 Members have PCs or laptops supplied by the Council.
- 42 Sheltered Housing Schemes.
- A small number of officers working at home part time.
- A small number of officers who take laptops or other portable equipment with them on home or site visits.

The service to these users is mostly confined to email (via an ISP account) and access to ‘In-Site’ via a secure service delivered over the internet. More general email access is available via a web based service using Microsoft Outlook Web Access. Opportunities to improve access to the intranet and email services are being investigated.

The future strategy is to provide secure but uncomplicated access to appropriate services and applications on the Council’s network (such InSite) via the SSL-VPN using secure tokens for authentication thus removing the need for complicated and unmemorable passwords.

All Sheltered Housing schemes are to be placed on broadband services and with the allocation of ‘fixed IP’ addresses will become secure nodes on the Councils network. In addition to the overall benefit for the schemes, remote access to Council back office systems will be available for officers working out in the district.

7.10 User training

User training is offered to all users (officers and elected Members), and is delivered by The Software Practice, mostly through courses run at their centre in Barrington.

Attendance at these courses is preceded by skills assessment sessions to ensure that courses of the appropriate level are taken. The courses may also be supplemented by clinics or seminars at Council premises where required.

The effectiveness of the partnership with The Software Practice was reviewed in 2005, and made appropriate changes to the approach where needed.

Options for developing bespoke courses for training staff in the use of the new systems and 'In-Site' are also being explored.

8 Technical Infrastructure

8.1 Standard User interface

The standard desktop configuration made available to all officers, Sheltered Housing scheme wardens and Members will comprise the following:

- A DELL desktop PC with a minimum processor speed of 1 Ghz and 128MB of memory, running Windows XP SP2, Office 2000 Professional and SOPHOS Antivirus software
- New PCs are supplied by Dell, to the prevailing industry standard configuration and include 17" TFT (flat panel) screens as the Council's adopted standard.
- Printers are normally Hewlett Packard DeskJet or LaserJet.
- Adoption of corporate 'multi-functional devices' will be used wherever possible

Where possible, remote management and support for PCs will be provided by the in-house ICT Support Team using appropriate software tools including the LANDesk Manager product.

The Councils 'PC Refresh' programme will replace PCs and/or the standard software after no less than 4 years, and only when the service requires it based on business need. Where possible, lower-specification PCs will be "cascaded" to users with lower requirements.

8.2 Mobile User interface

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

A number of officers have been issued with Personal Digital Assistants (PDAs) for general personal productivity tools such as access to email and an electronic diary which is synchronised with the online Outlook diary. The use of these is currently under review, with a view to producing a corporate policy and standards.

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

8.3 Server hardware and software

The Council's standard for new servers is as follows:

- Supplied by Dell (unless there is a specialised requirement which is not available from them), specification in accordance with the requirements of the target system.
- Minimum 3 years manufacturers warranty and where system criticality has been identified, options for extended warranty will be reviewed.
- Windows Server 2003 operating system
- SOPHOS Anti-Virus software
- Built in redundancy for network interface and power supplies
- Fully RAID configured SCSI disks

- Remote management and system alert tools
- Rack-mounted

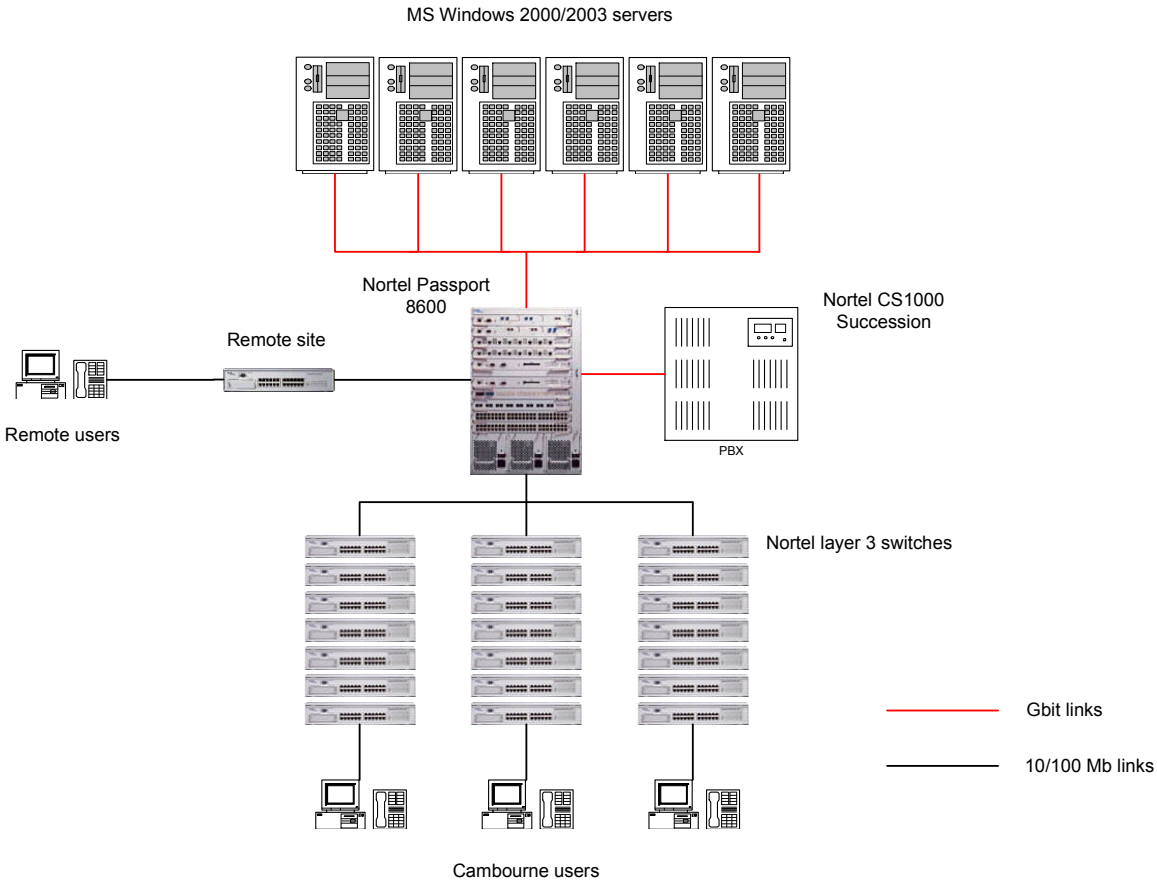
Existing Sun servers running the Solaris operating system for the few remaining older applications are in the process of being decommissioned.

Remote management and support for servers will be provided by the ICT Support Team using appropriate network based management tools.

As a rule, servers and/or the standard software will be replaced after no less than 3 years, and only when the service requires it. Where possible, lower-specification servers will be “cascaded” to systems with lower requirements.

Data integrity is complemented by a robust data backup regime. All servers have their data copied (‘backed up’) on a nightly basis to ensure continued availability of systems in the event of an accident or loss of a server. Back ups are made to individual tape devices contained with the server or via the central back up library device using SDLT or LTO tape media. A strict timetable based on daily, weekly and monthly tape rotation ensures data is accessible and secure. Weekly and monthly tapes are kept offsite in a secure location.

The servers are currently located in the computer room at Cambourne.



8.4 Network hardware and software

The objective of the network is to provide an adequately fast and reliable link between the users workstation and the servers. Currently this comprises the following elements:

- Within the Council's buildings there is a Local Area Network (LAN) using cabling to each desk (called UTP, to a standard called Category 5E), and links between floors.
- 10/100/1000 BaseT as appropriate.
- Nortel Networks Baystack switch fabric with Passport 8600 core and Power Over Ethernet (POE) 100Mb and 1Gb switches distributing services to servers and floor points as appropriate.
- Nortel 2250 'managed' wireless network distribution to 'public' and communal areas.
- Between Cambourne and Waterbeach there is the fast link Wide Area Network (WAN). This via a BT provisioned LES (LAN Extension Service) of 100/10 Mb
- A link to the CCN (Cambridgeshire Community Network) provides connectivity to the Internet via Cambridgeshire County Council and NTL. The link is sized at 8Mb but has capacity to increase to 34Mb should utilisation be shown to exceed tolerable levels.
- The CCN will also provide access to County Council services including the Contact Centre, Knowledge Base and CRM systems.

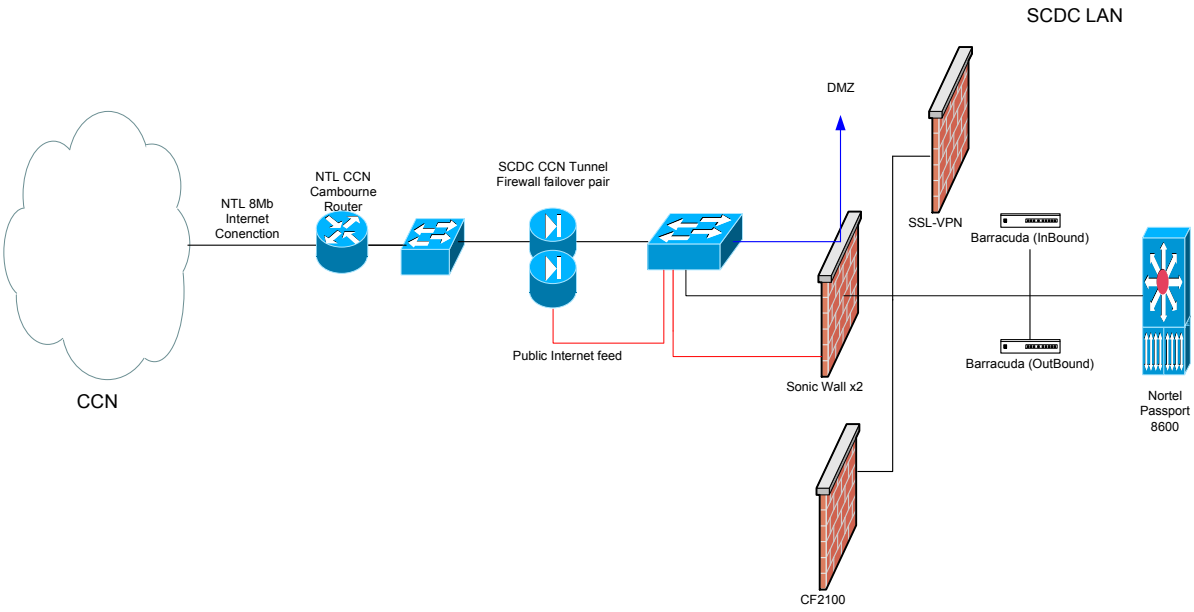
Management of the network (including its monitoring, utilisation and reliability) is provided by the ICT Support Team.

The demands on the network will increase with the introduction of enhanced GIS, videoconferencing, media streaming and further development of the website and the intranet. The usage and performance will be kept under review, and upgrades will be made as required.

8.5 Network Security

External network links will be secured using the latest industry standard equipment and protocols. Remote access to Council systems, email filtering and web content filtering will be controlled by specialised appliance based solutions.

- SonicWall 4060 firewall appliances (x2 configured for failover fault tolerance)
- SonicWall CF2100 content filter for internet web access
- SonicWall SSL-VPN appliance for secure remote access
- Barracuda Spam Firewall 300 (x2 for separate inbound and outbound controls)
- Cisco PIX 515E (x2 configured for failover fault tolerance) for the CCN link with Cambridgeshire County Council



8.6 Voice hardware, software and services

The provision of telephony services is provided by a VoIP (Voice over Internet Protocol) technology. Essentially, this uses the same technology as the data network and uses the same cabling infrastructure bringing reductions in installation and overhead costs.

Users are each provided with a fully featured IP handset allowing calls to be placed and received. International dialling is barred from all SCDC premises.

Using the Nortel Networks Succession CS1000 platform, integrated IP telephony is delivered to all desktops in the Cambourne office. Extension of this service to a more conventional switched digital network provides the telephony services to the Waterbeach depot but a migration to a full IP network is planned for late 2006. This will reduce overheads and provide easier management of the service.

Further development of the telephony service is planned and will include the use of Nortel Networks CallPilot 'Unified Messaging' where the voice mail service is presented to the users PC and enables the integration of voice dialling and voice messaging services.

8.7 Computer Room

A dedicated facility located on the Ground Floor at Cambourne, providing a secure and efficient managed service. Dual air handling units ensure that the temperature and humidity levels within the room are at appropriate levels (21º C, 33% humidity); environmental monitoring devices constantly check to ensure the atmosphere within the room remains at acceptable levels and will automatically notify ICT Support staff of any variations from the norm.

Servers are housed in specially designed racks to facilitate good levels of access and a safe, secure environment.

Power supply to the servers and other IT equipment in the computer room is provided by a fully resilient battery backed UPS (Uninterruptible Power Supply) which will ensure continued supply of 240v AC power in the event of a failure of the supply to the building. Incorporated within the UPS is management software that will gracefully close down servers in a pre-determined order to ensure no loss of data.

Similarly, the network connectivity switches are housed in 'patch cable' cabinets.

Access to the room is via controlled card entry, unauthorised entry is not allowed.

8.8 Disaster Recovery

The Council must be able to recover from disasters within an acceptable timescale.

Aligned to the Councils Business Continuity Plans, the IT Disaster Recovery plan provides for the restoration of essential ICT based services at Cambourne, Waterbeach or in the event of total loss, another site or location nominated by the Council.

NDR (Network Disaster Recovery) based in Birmingham, London and Peterborough, provide a Disaster Recovery service which includes the provision of replacement hardware (with a mobile computer room if necessary), and the development and regular testing of a detailed recovery plan.

Testing of the DR plan is carried out by full recovery of a nominated business critical system at a remote site; this is scheduled every 6 months. Acceptance of a successful test recovery is evidenced by the ability to fully recreate the system environment, access the data within that environment and use the system to provide a fully workable solution which mirrors that available at the Councils offices. All tests are documented and certificated.

The Disaster Recovery provision is reviewed annually.

8.9 Procurement

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

9 Technical Architecture

9.1 Databases and Back Office Systems

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

The continuing strategy is to achieve as much commonality as possible, by implementing families of products (such as finance-related systems from IBS and property-related systems from CAPS) supported by a common operating system – Microsoft platforms.

To support systems integration, database standards and database sharing must be commonly held principles. One of these is the Land and Property Gazetteer (LPG) a definitive, national address list that provides unique identification of properties and conforms to the British Standard BS 7666, which will be used by all application systems which require access to property information, where it is practical to do so. These databases will continue to be developed to ensure conformity with established and emerging government standards.

Other emerging database standards for the Council are Oracle and MS SQL. These are products that support the requirements of our larger systems and are very scalable. In particular, Oracle is seen as the key enabler for GIS based spatial data management.

The Council will need to carefully assess how best to manage this emerging standard.

9.2 Electronic Document Management (EDM)

The EDM system is provided by Anite (Anite @ Work). This includes Document Image Processing (DIP) and the ability to pass documents between officers for processing ("workflow").

This system is essential to support electronic service delivery, make access to information easier and to reduce the volume of paper files currently held.

Identification and development of opportunities to further increase the use of workflow are being investigated.

9.3 Customer Relationship Management (CRM) and Knowledge Base

In order to support the Contact Centre (supplied from the Cambridgeshire Direct centre in St Ives), and the Cambourne Office, the Council needs to keep track of its contact with its residents. The CRM is the system that holds contact details so that the contact history for a person or event is available to those who need it. The CRM provides a complete set of information that can be used to better assess and deal with the customers needs. The CRM is an integral part of the Contact Centre service by Cambridgeshire County Council.

Integration of the CRM with key back office systems, is fundamental to the achievement of improved customer facing services and business efficiencies.

The CRM is supported by a Knowledge Base, which enables Contact Centre or other frontline staff to answer a high proportion of queries or requests for service at the first point of contact. It is based on a Content Management System (Microsoft's CMS software, integrated with the Cambridgeshire Direct system) and can be delivered to frontline (and other) staff via the intranet, and directly to members of the public via the website.

9.4 Integration

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

Where shown to be financially viable, systems will be linked using appropriate middleware solutions; the Councils standard for this middleware will, in the first instance, be Microsoft BizTalk. BizTalk, which uses Extensible Markup Language (XML), is the common standard used by Cambridgeshire County Council and other partnering districts. It is key to the development of services via the Contact Centre and will enable better engagement with the CRM system.

If appropriate, and only if it cannot be facilitated by MS BizTalk, other technologies may be deployed to provide solutions to unique problems.

Integration of our back office systems will be key to ensuring efficiencies promised by the ESD (Electronic Service Delivery) programme are realised.

10 ICT – SERVICE PLAN 2006/07

1. Purpose of the Service

To enable the Council to make effective use of ICT systems and achieve its objectives through e-government. To provide a reliable and well supported operational computing service to officers and Members, which enables them to achieve their business needs and ensure access to information and services for the public in a consistent and integrated way. To support the provision of the Graphics and Printing services to officers and Members making full use of modern integrated ICT technologies ensuring efficiency and cost effectiveness.

2. Service Development Plans

#	Service Action	Impact	Milestone Date
Corporate Milestones			
i	Complete IEG in terms of 100% for BV 157 and achievement of required priority outcomes.	Achieve the Government national standard on time (BV157)	Q1 2006
ii	Implement transactional service availability on the web-site where a viable business case is demonstrated	Improved public access to services (SF704)	Q1 2006
iii	Working with the County Council, agree and install an appropriate system to measure Contact Centre customer satisfaction	Provide effective and consistent measure to support service improvements and enhancements in line with 'Service First' requirements.	Q1 2006
iv	Use system to report customer satisfaction to Cabinet quarterly	Ensure visibility of service level achievements	Q1 2006
v	Installation of income management and e-billing.	Achieve the Government national standard on time (BV157) and provide reduced service delivery costs, Gershon efficiency savings.	Q1 2006
vi	Electronic payment of bills to creditors (by BACS)	Reduced service delivery costs	Q1 2006
vii	Online payment facilities for the public	Improved service to citizens and customers	Q1 2006
viii	Ability to check Council Tax and Business rates balances on line	Improved service to citizens and customers	Q1 2006
ix	Ability to check eligibility for benefit on-line and download forms	Improved service to citizens	Q1 2006
x	Complete phases 1 and 2 of Contact Centre with full systems integration with the CRM where a viable business case is demonstrated.	Reduced service delivery costs and Gershon efficiency savings	Q2 2006
xi	Public access to GIS property related information	Reduced service delivery costs and Gershon efficiency savings	Q2 2006
xii	Give publicity (within the Council and externally) to figures showing performance of the Contact Centre.	Publicise performance achievements using all available channels (web, magazine, press etc) via the Communications Team.	Q2 2006

#	Service Action	Impact	Milestone Date
xiii	Development of the CMS (Content Management System) to further integrate the website and intranet and improve the creation and management of content.	Reduced service delivery costs and Gershon efficiency savings.	Q3 2006
xiv	Introduce mechanisms to monitor the web site for usage and satisfaction. Report usage and satisfaction quarterly	Ensure visibility of service level achievements	Q3 2006
xv	Integrate the LLPG (Land and Property Gazetteer) with other applications to provide a common property database	Reduced service delivery costs and Gershon efficiency savings	Q4 2006
xvi	Online receipt and processing of planning and building control applications	Reduced service delivery costs and Gershon efficiency savings (has dependencies in terms of Building Control business plan and partnership working with Cambridge City)	Q4 2006
xvii	NLIS level III, Land Charges to enable searches to be carried out on-line	Reduced service delivery costs and Gershon efficiency savings	Q1 2007
Service Milestones			
i	Transition of ICT services to in-house team with revised procedures, processes and technologies.	Improved ICT support, improved efficiencies and cost savings.	Q1 2006
ii	Revise and implement customer service standards for the ICT service	Measures to ensure service standards are maintained	Q1 2006
iii	Revised email and web filtering systems	Improved efficiencies and possible associated cost savings	Q1 2006
iv	Transfer of departmental ICT support staff to central ICT team.	Improved ICT support, improved efficiencies and cost savings.	Q2 2006
v	Revise ICT Strategy	Ensure strategic development of ICT is in line with requirements and future direction of the Council	Q2 2006
vi	Revise ICT Security Policy	Ensure robust security, process and procedures in place for the benefit of all.	Q2 2006
vii	Revised network gateways and secure external VPN access	Improved efficiencies and possible associated cost savings	Q2 2006
viii	Review and restructure of ICT team	Reduced costs and better services	Q3 2006
ix	Review of Information Services to ensure cost effective and efficient delivery of requirements. To include review of technologies and system utilised in conjunction with new CMS	Improved efficiencies and possible associated cost savings	Q3 2006

#	Service Action	Impact	Milestone Date
	system		
x	Review of Street Naming / Numbering service to ensure best value. (See note 1).	Improved efficiencies and possible associated cost savings	Q3 2006
xi	Develop internal telephony system to ensure best value and use of features.	Improved efficiencies and possible associated cost savings	Q3 2006
xii	Review of options for video conferencing to Waterbeach. Investigation of additional opportunities for Members and Sheltered Housing schemes. (See note 2).	Reduced travelling requirements	Q3 2006
xiii	Review of provision of SMS Text services to better inform customers of service request status etc. (See note 2).	Via the Contact Centre, better service provision	Q3 2006
xiv	Review of Graphics and Printing services to ensure cost effective and efficient delivery of requirements. To include review of technologies and system utilised	Improved efficiencies and possible associated cost savings	Q4 2006
xv	In addition to those already identified, enablement and integration of additional GIS databases to support back office applications. (See note 2).	Improved efficiencies and possible associated cost savings	Q4 2006
xvi	WiFi network connectivity at remote offices – primarily Waterbeach, for provision of Hot Desk / drop in areas. (See note 2).	Improved efficiencies and reduced travelling requirements	Q4 2006
xvii	IP Telephony at Waterbeach Offices, possible further rollout to Sheltered Housing schemes. (See note 2).	Reduced revenue costs for provision telephone services	Q1 2007
Mainstreaming Milestones			
i	Maintain the availability of Contact Centre operational requirements by ensuring the requirements of the Contract are met.	Risk 9 – Contact Centre	Ongoing
ii	Ensure that technical feedback from Contact Centre service level reviews are addressed	Risk 9 – Contact Centre	Ongoing

NOTES FOR THE 06/07 SERVICE PLAN

Note 1:

All performance indicator information contained within this Service Plan is the responsibility of the Information and Customer Services portfolio with the exception of Service Milestone 'x' (Street Naming and Numbering), which falls within the Planning and Economic Development portfolio.

Note 2:
Business case to be developed in accordance with the review, prior to any implementation.

11 Appendices

11.1 Appendix A – Corporate Objectives

The Council's long term objectives to respond to the changes facing South Cambridgeshire over the next 5 - 10 years are:-

1 High quality, accessible, value for money services

The Council will work to ensure that it provides the services that people expect, delivered in a way that is convenient and relevant to their needs. The Council's aim is that people should be able to contact the Council in a range of ways (telephone, face to face or electronic) at a convenient time of day; receiving a helpful and courteous reply; and being assured that the Council will do what it says. The Council wishes to use innovative means to bring it closer to people. No one should find it difficult to access Council services through disability or any form of disadvantage. Ensuring the public's money is well spent and constantly seeking more efficient ways of working are of equal importance.

***2* Quality Village Life**

The village is the cornerstone of life in South Cambridgeshire. The Council aims to help achieve quality of life through a quality environment and sense of community – both important in a period of change. The Council will work to preserve and enhance the natural and built environment, blending rural, traditional, modern and high tech development, and support projects to enrich community life for everyone. The Council will look to help communities to identify their needs and aspirations and to address those needs.

3 A Sustainable future for South Cambridgeshire

One of the fundamental aims of the Council is to hand over to the next generation a South Cambridgeshire, which is in good shape for the future. The Council will work to ensure that development plans and other policies drawn up in the next five years will lead to a quality of life which is supportable in the long term and will encourage and enable all its residents and businesses to live and work more sustainably, taking a lead with its own operations.

4 A better future through partnership

The Council aims to be seen as a full participant in the Local Strategic Partnership, working with a range of organisations to set and achieve a vision for a better future, through the Community Strategy. The Council will be open in its decision-making and responsive to the views of others. As a democratically elected council, South Cambridgeshire has a responsibility to provide a voice for its population. The Council will be working to ensure that people have better opportunities to make their views known and that the Council represents their case.

11.2 Appendix B – Standards for applications

Requirement
Windows **2003 server** compatible
Windows **XP desktop** and **Office 2000** compatible
Web enabled and usable with any major browser
Utilises a commonly used, industry standard, **SQL and ODBC compliant** relational database management system. Our preference is to use SQL Server or Oracle, but an alternative will be considered if it can be justified
e-GIF compliant
BS7666 compliant where applicable. This relates to property data standards
BS8766 compliant where applicable. This relates to person data standards
BS7799 compliant where applicable. This relates to information security standards.
GIS compatible/enabled. MapInfo is our existing and preferred standard
User interface which is well designed and easy to use
Easy to support. A system administrator should be able to perform all the normal day to day functions required to support the system (add and remove users, manage security, produce reports, etc.) without any formal programming knowledge
Fully functional and capable of providing a **complete solution** to the user requirements. Where changes are necessary it has to be possible and practical to change the user processes to fit the system and still provide the service required. Tailoring the system with special modifications is not acceptable
Have **fully integrated** functions. Data should only need to be input once and is then shared; updates are only applied once; information is available immediately it has been input
Be capable of integrating with our corporate **electronic document management** system where appropriate.
Have a simple and effective **report writing** function which can be used by SCDC staff who are IT literate but may not have formal programming experience. If the report writer is not an integral part of the application our preference is for it to be compatible with Business Objects and to have a comprehensive universe available
Have a clear **upgrade path** and policy for future releases. Including on-going compliance with emerging and changing standards and best practice criteria
Be **scaleable** to allow for expansion in the number of users and transactions, especially in relation to web usage where growth is likely to exponential
Secure. Systems administration, control and security functions must be separate from other functions and not accessible to the ordinary users. There must not be any way of inadvertently bypassing the security features
Stable. It should not fail if fed incorrect data or used in unpredictable ways. Where it does fail it should do so gracefully and provide a full audit trail consisting understandable comprehensive logs.
Proven working package. The proposed version of the package must be fully developed and tested and implemented in other UK District Councils or similar organisations
Established and proven **interfaces** with other major application software packages
Caters for **the Euro** as well as Sterling (not as an alternative) for any financial components
Supplier able to provide all necessary **user training** either directly or through a trusted

Requirement
third party
Include comprehensive on-line **user help functions**, telephone help desk support and internet help facilities such as FAQs, bulletin board, issues exchange forum. Printed reference manuals are optional
An established **user group** with regular contact meetings which promote user networking and provides an effective interface to the suppliers development plans
Supplier able to provide full **implementation support**. This includes defined processes and utilities required to **migrate existing data**
Supported by a competent well run organisation with which SCDC can form a long term **partnership** for mutual benefit
Supplied by an organisation which is prepared to work with **other SCDC partners** to provide the optimum service to the end users.

11.3 Appendix C – ICT related policies and procedures

A number of ICT-related policies and procedures are in existence.

These include:

- ICT security policy and usage guidelines
- ICT procurement
- ICT disposals
- ICT disaster recovery
- ICT helpdesk
- Project management methodology
- User satisfaction
- Members ICT
- SCDC Business Continuity Plan

These are regularly reviewed and updated.

11.4 Appendix D - Glossary of Terms

BizTalk
The Councils standard for middleware solutions, provided by Microsoft.

BLPU
Basic Land and Property Unit. Conforming to BS7766, the standard by which an area of land is defined.

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

CCN – Cambridgeshire Community Network
The County Council has a PFI contract with NTL and ITNET for the provision of a broadband network throughout the County. This comprises fast links between major towns and slower links to selected locations including all schools and libraries, and a number of "Community Access Points" (CAP). There are also fast links to the Internet and various government networks.

Cambridgeshire Direct
This is a brand name covering a number of electronic service delivery initiatives, including a Contact Centre based in St Ives, a Portal, and some one-stop shops. The County Council is the lead Authority, but the Districts, the NHS and other public sector partners are represented on the Steering Groups.

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

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

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

ICT
Information and Communications Technology.

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

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

IP
The Internet Protocol (IP) is a network layer protocol that moves data between host computers and servers.

ITIL
IT Infrastructure Library. A customizable framework of best practices that promote quality computing services. ITIL addresses the organisational structure and skill requirements by providing a comprehensive set of management procedures with which an organisation can manage its IT operations

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

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

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

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

Middleware
A system for linking different systems together, to support integration and the sharing of data between those systems.

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

PDA
Personal Digital Assistant. A term for any small mobile hand held device that provides computing and information storage retrieval capabilities, often for keeping appointments, schedule calendars and contact information handy.

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

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

SSL-VPN
Secure Sockets Layer – Virtual Private Network. A protocol for managing the security of message transmission on the Internet over a 'point to point' connection within a private network.

UPS
Uninterruptible Power Supply. The method by which regulated and maintained 240v AC mains power is supplied to the computer room and systems contained within.

VOIP
Voice over Internet Protocol. The technology used to transmit voice conversations over a data network using the Internet Protocol. Such data network may be the Internet or a corporate Intranet

WAN
Wide Area Network. The network which is the link between an organisation's sites or that of its partners.

XML
Extensible Markup Language. This is a technology which enables different applications and programs to exchange data by using appropriate middleware solutions such as BizTalk. It has been adopted as part of e-gif (see above).

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