ICT Strategy
(Information and Communications Technology)

MELTON BOROUGH COUNCIL

2012 – 2015

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CONTENTS

1   OBJECTIVES AND RESPONSIBILITIES

1.1   <u>Scope</u>

1.1.1   This ICT Strategy for Melton Borough Council identifies:

- The business imperatives that will drive the Council in the period 2012-2015 that the ICT service must address
- The current status of the ICT service and systems
- The core elements of the strategy for meeting the Council's needs over the next three years - the applications, systems, architectures, resources and services needed to support the Council's future direction
- The organisational and management issues which will impact on the ICT service's ability to deliver the strategy

1.1.2   It sits within the Corporate Policy Framework illustrated below.

Overarching Strategies

Melton Community Strategy	People Strategy
Corporate Plan	Medium Term Financial Strategy

Locality Commissioning Plan

Service or Subject Strategies

Place	People	Well Run Council
Capital Strategy and Asset Management Plan	Community Involvement Strategy	Customer Service Strategy and Standards
Local Development Plan	Youth Strategy	Procurement Strategy
Civil Contingency and Emergency Plans (including Business Continuity Plans)	Social Inclusion and Community Cohesion Strategy	Single Equalities Scheme
Melton Housing Strategy	Anti Poverty Strategy	ICT Strategy

1.1.3   There are a number of supporting documents that provide a greater level of detail and more technical information, in support of this strategy. They include:

- The implementation plan which shows the sequence of implementation and reflects priorities
- The investment profile needed to implement the strategy
- The ICT Infrastructure status and development plan
- The Council's Strategic Development Plan and 'Beyond New Ways of Working' improvement plan

- The Council's applications portfolio and technology asset register
- The skills profile for the current ICT Team
- The Service Level Agreement
- ICT policies, standards and processes

1.2   The business drivers

1.2.1   The Council has been through a period of considerable change since the fire in 2008. It is now operating from its new headquarters, Parkside, which also hosts a number of partner organisations, with the potential for more to follow.

1.2.2   However, the Council is not static, or 'resting on its laurels'. On the contrary, it is already undergoing and planning further change to meet the challenges of the future. At corporate level, a vision is developing of how the council will need to change in order to provide an effective portfolio of services to the community and meet the anticipated financial scenario while continuing to improve the way it delivers services to its customers.

1.2.3   It is clear that ICT is fundamental to delivery of a number of key drivers, and that the changes will, in turn, impact on the ICT service. The main drivers on the ICT Service bring together the Council's Aims and Improvement objectives; the National context; individual and partnership service aims; and the opportunities offered by advances in technology and information management.

1.2.4   The business drivers are:

- **The need to continuously improve** – achieving transformational change through review of current operating models and delivery mechanisms; aligning services to customer value, including disseminating 'lean' methodology, embedding equalities initiatives and utilising customer insight data; and measuring the outcomes through customer satisfaction with the services

- **Embedding more flexible and efficient ways of working –** achieving staff efficiencies and further savings in office space requirements through increased streamlining of access for mobile working, smart working and home working, and through shared service arrangements with partner organisations

- **Increasing the use of self-service** – reducing the cost and increasing effectiveness of dealing with customer enquiries, developing the service channels, including online and mobile channels, supporting multi-agency face-to-face working and mobile working supporting outreach initiatives

- **Partnership working** – including additional partners in Parkside, creating an environment for data sharing, a Parkside intranet and reviewing the effectiveness of the 'New Ways of Working' initiative in Parkside;   working with other local strategic partners, neighbouring councils, and potentially with other public, third sector and commercial organisations

- **Extracting value from technology investments and enabling electronic management of information** – including advanced telephony, CRM developments, corporate EDRMS and video conferencing; replacing paper files and the storage space they occupy, enabling savings in the floor area required per person and significantly increasing accessibility of information held

- **Moving towards a commissioning approach to service delivery** – as one option for an alternative operating model for the future – an approach which will place increasing demands for information and performance management, and for joint working capability

- **Capitalising on rapid developments of new technology** – particularly the advent of Cloud Computing, combined with the government's Public Service Network (PSN), G-Cloud and the Government Application Store; the continuing decline in the cost of ICT hardware and networking; the maturing of Open Source Software as a viable and practical alternative to commercial solutions to the public sector; and the move in the market place to transaction-based pricing for applications software

1.2.5 Alongside support for these corporate drivers, and the change programmes that are planned to respond to them, the ICT Service must maintain 'business as usual' activities, which cover:

- Taking action to reduce the number of calls to the Service Desk and providing a fast, effective and efficient response to reported incidents that may cause loss of ICT services and consequently affect the ability of the Council to deliver to the community

- Delivering well-managed resolution of problems and issues that require changes to the ICT infrastructure and services to avoid possible impact on services in the future

- Delivering projects against a managed improvement plan for the ICT service itself, including infrastructure changes that can make a demonstrable improvement to the business outcomes for the Council

1.3 The National context

1.3.1 *Planting the Flag* is the Government's vision for technology enabled public service reform across the whole range of local services. It aims to deliver significant savings and better outcomes for people where they live and work, through the deployment of ICT to modernise the delivery of services across the local public sector.

1.3.2 Implementation of public service reform at a local level must take account of local circumstances, and *Planting the Flag* offers an approach which assumes national standards and policies, but which allows local choice and pragmatic implementation, supported by relevant guidance. It builds on local public services' cost effective and innovative deployment of ICT, but also acknowledges that economies of scale and scope are essential for efficiency and sustainability.

1.3.3 *Planting the Flag* offers three core principles:

- **Collaborate, share and re-use assets**: Local public service organisations should join-up service delivery strategies and support them with collaboratively developed, ICT-enabled, delivery processes and communications functions. They should jointly commission ICT and other infrastructure and services, pool budgets, share staff, and measure, capture and share benefits and savings.

- **Redesign services to simplify, standardise and automate**: Services needed to deliver priority local public service outcomes should be redesigned and ICT-enabled, using open and reusable standards to meet aspirations for 'anytime, anywhere, any device' access. The outcomes that service users value will be delivered by people;

performing processes; with information; underpinned and enabled through technology. Only when all four elements are considered together, through formal change management, will 'change' deliver value to our citizens and their public service organisations. Services, whether internal or external, should be designed as 'digital by default'. Action should be taken to improve significantly the ICT, change, and information management skills of all managers, staff and service users.

- **Innovate to empower citizens and communities**: Social and digital inclusion should be built by shifting ownership and use of information and technology towards the service user. Service users, SMEs and the technology sector should be engage in service design and delivery, and resources, information and skills should be used in the community to build local systems and services. Local public service organisations should act quickly and not be afraid to take considered and controlled risks.

1.4   The Council vision

1.4.1   The Council vision is:

- **A Council that improves places**:
  - o Meeting the economic needs of the Borough
  - o Maximising the potential of Melton Mowbray Town Centre
  - o Improving quality of life for people living in the most disadvantaged neighbourhoods
  - o Increasing public confidence and pride in neighbourhoods
  - o Helping to provide a stock of housing accommodation that meets the needs of the community

- **A Council that supports people:**
  - o Supporting people and businesses through the economic downturn
  - o Improving the well-being of vulnerable people
  - o Reducing re-offending and the impact of offending on the community
  - o Encouraging people to take an active role in their communities
  - o Sharing services both internally and with partners – to reduce staff and reduce cost

- **A well-run Council:**
  - o Providing high performing services that are efficient and meet customers' needs

1.4.2   The Council has five key Values, and in support of these, the ICT Strategy also covers:

- **Resilience:**
  - o Security, resilience and reliability of all aspects of the ICT service and infrastructure
  - o Endorsing and promoting sustainable use of ICT across the current infrastructure and as the opportunities arise for shared operational activity

- **Customer Care:**
  - o Supporting the Customer Access initiative that is the focus of significant attention across the Council

- **Performance:**
  - o Operating within a formally adopted, business-focused Service Level Agreement
  - o Managing the service professionally, by adopting elements of ITIL1, an internationally recognised framework for best practice in IT service management

- **Respect:**
  - o Seeking increased understanding of customers' and partners' business needs, improved quality of delivery and greater choice
  - o Managing the people professionally, by defining the skill requirements for all key posts in ICT using the Skills Framework for the Information Age (SFIA), and using this as a framework for assessing existing skills and planning development

- **Flexibility:**
  - o Pro-actively identifying areas where ICT can help with service improvement, joined-up operation and cross-cutting information use

1.5 Strategy Aims

1.5.1 The ICT Strategy aligns the Council's ICT provision with the Council's key strategic objectives and in particular its strategy for Customer Service and provision of Online Services.

1.5.2 Specifically the ICT Strategy aims to:

- Identify and respond to the information requirements of the Council
- Ensure that investment in information systems, communications and technology is linked to and supports the achievement of Council objectives
- Optimise the value of that investment
- identify data sharing needs and opportunities
- Take advantage of emerging technologies, where they can assist the Council in achieving its objectives
- Avoid incompatible technologies
- Eliminate duplication in application functionality and data holdings

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[1] ITIL stands for 'The IT Infrastructure Library', although it is no longer referred to in this way. ITIL is the most widely accepted approach to IT service management in the world. It provides a cohesive set of best practice, drawn from the public and private sectors internationally, and is supported by the Cabinet Office as the standard to be used across UK Government.
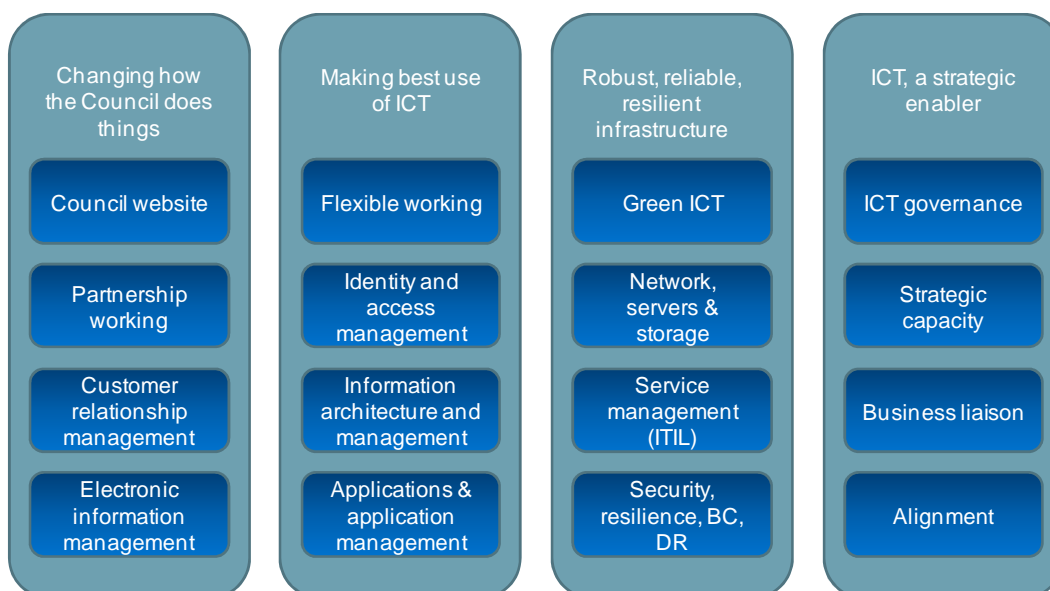
- Enable the informed selection of systems
- Implement user friendly systems
- Ensure that ICT Services are appropriate, responsive to customer needs, resilient, reliable and provided in accordance with the principles of 'best value'

1.6   The ICT Vision

1.6.1   ICT can change the way that the Council and other agencies within the Borough of Melton work together, to deliver seamless services to the citizen and to enhance their lives.

1.6.2   ICT can help make the Council more effective, efficient, and customer focused, and provide the environment to address the Council's key objectives and priorities.

1.6.3   ICT can help the Council to manage its information so that resources can be targeted and delivered to citizens at the most appropriate times in their lives, in the most appropriate locations, enabling even the most complex issues to be addressed more effectively.

1.6.4   Providing an ICT service and systems to respond to all these drivers means having a range of key elements in place:

- Appropriate **management and governance** of the ICT function to ensure that it is, and remains, aligned to the corporate need
- An **appropriately skilled ICT service**, equipped to deliver what is required
- A **clear, and regularly updated, strategy** for meeting the business challenges (this document at the present time)
- A **robust, reliable and resilient technical infrastructure**:
  - A communications network, with capacity and flexibility to meet the increasing, and changing needs, and the ability to survive significant disruptions. As the organisation becomes more dependent on information its demands for easy access to well-managed information will increase
  - Access to a modern, well-resourced data centre to host the key applications that the council requires, and to hold securely the data it relies on
  - Cost effective, reliable and functional desktop and mobile equipment to provide access for staff to the information and systems they need for their work
- Appropriate, **fit-for-purpose applications** to support both the corporate business needs and the needs of individual services in support of the corporate agenda
- Appropriate **published performance measures** responding to a corporate SLA and agreed projects schedule that meet the needs of the business users
- Services which **support the infrastructure** to maintain it in good order and to respond rapidly to address faults
- Services to **support the applications**, their data, and interfaces
- Certain key elements which are fundamental to achieving the Council's aspirations to make significant differences to individuals and communities whilst maintaining close financial control:

- o A **fully functional web presence**, supporting self-service and mobile access for customers, and backed by corporate policies which encourage a shift of transactions to electronic channels that provide the preferred interface between the Council and its customers, offering the definitive source of information and access to services for both customers and customer-facing staff
- o Full **integration of the electronic channels** to back office and corporate systems
- o **Mobile and home working**, providing technology with the flexibility to meet user requirements, and the corporate policies and procedures to encourage its appropriate take-up
- o **Electronic management of the Council's information resources,** to facilitate all the above elements and enable a range of savings to be made

1.6.5 This strategy addresses these areas to identify what needs to be planned for the future. It structures its approach into four main areas:

Changing how the Council does things	Making best use of ICT	Robust, reliable, resilient infrastructure	ICT, a strategic enabler
Council website	Flexible working	Green ICT	ICT governance
Partnership working	Identity and access management	Network, servers & storage	Strategic capacity
Customer relationship management	Information architecture and management	Service management (ITIL)	Business liaison
Electronic information management	Applications & application management	Security, resilience, BC, DR	Alignment

1.7 Strategy Timescale

1.7.1 This Strategy will supersede any previous ICT Strategy; and will take immediate effect on approval by the Policy, Finance & Administration Committee.

1.7.2 It will remain in use until superseded by a new Strategy, approved through the same process. It may be reviewed and amended during its life to respond to particular events, and will be completely replaced after three years in operation.

1.8 Responsibilities

1.8.1 Responsibility for Information and Communications Technology lies with the Head of Central Services who is responsible for ICT Services and for the Council's Change Team.

1.8.2 The Management Team sets the strategic direction of ICT and the Head of Central Services is responsible for reporting the ICT Strategy to the Policy, Finance & Administration Committee on an annual basis.

1.8.3 The Council's Programme Board monitors the implementation of the ICT Development Plan and the Council's Improvement Plan.

1.8.4 The Strategic Directors share responsibility for the Council's Information.

1.8.5 Service Heads are responsible for the effective use and implementation of applications within their service area and the information and communications technology on which they operate.

2   MANAGEMENT AND RESOURCES

2.1   <u>ICT Governance</u>

2.1.1   ICT governance is the structure, relationships and processes that direct and control the use of ICT to achieve the organisation's strategic goals by adding value while balancing risk versus return over ICT and its processes.

2.1.2   The Policy, Finance & Administration Committee, Programme Board, Management Team and Head of Central Services provide ICT governance at MBC. Appendix A shows the ICT governance structure diagrammatically.

2.1.3   Corporate management and governance of ICT ensures that the resources of ICT are focused on those areas of work that are of greatest overall benefit to the Council. Strong corporate governance ensures that ICT gives the Council the greatest value and return on the significant investment already made in the Council's ICT infrastructure and applications portfolio.

2.2   <u>Policy, Finance and Administration Committee</u>

2.2.1   The Council's Policy, Finance and Administration Committee approve and endorse the strategic ICT direction of the Council.

2.2.2   The Committee approves the ICT Strategy and the ICT Development Plan, which supports the Council's Strategic Development Plan and Improvement Plan.

2.2.3   The Committee is also responsible for the ICT capital programme and revenue budget, making recommendations to the Council as part of the budget setting process, and monitoring approved expenditure during the year.

2.3   <u>Management Team</u>

2.3.1   The Council's Management Team sets the strategic direction of ICT. It reviews the ICT Strategy prior to its adoption, and regularly reviews the delivery of ICT Services to ensure that it meets the organisational objectives of the Council.

2.3.2   Management Team seeks to maximise external funding opportunities that will assist in the delivery of the Council's transformation programme.

2.3.3   Management Team leads in partnership working with the Welland and Leicestershire authorities, and other organisations as appropriate, to ensure that a joined up approach is pursued wherever possible.

2.3.4   Management Team considers recommendations from the Head of Central Services in relation to ICT matters and has regard to the information requirements of the Council.

2.4   <u>Programme Board</u>

2.4.1   The Programme Board brings together the same officers as Management Team, but meets with specific focus on driving forward the Council's Strategic Development and Improvement Plans.

2.4.2   Programme Board has a number of responsibilities in relation to ICT:

- Reviewing business cases for new or amended ICT systems and assessing their relative priorities, having particular regard to the potential funding and resources available and the timescale for implementation.

- Ensuring that proposed developments do not duplicate the current

applications portfolio, having regard to operational requirements and the aim of eliminating duplication.

- Identifying project sponsors and allocating project managers for each development.
- Approving the ICT development programme on an annual basis
- Monitoring progress in implementing the programme, and agreeing changes as required during the year
- Ensuring that developments conform with the Council's ICT Policies

2.5 Head of Central Services

2.5.1 The Head of Central Services has overall responsibility for the provision of ICT Services to the Council.

2.5.2 This role is responsible for ensuring that the Council has a suitable ICT Strategy and that an ICT Development plan is produced in support of the Council's Strategic Development Plan and agreed on an annual basis.

2.5.3 The Head of Central Services is responsible for the following:

- Co-ordinating the provision of Information and Communications Technology in accordance with the Council's ICT Strategy and Development Plan.
- Managing the work of the ICT Team and the deployment of suitable skills to deliver all aspects of the ICT Strategy and Development Plan.
- Establishing appropriate corporate purchasing arrangements for Information and Communications Technology (ICT) goods and services, including applications software.
- Establishing corporate ICT procedures and standards (including policies for the deployment and use of ICT) for approval by the Council.
- Selecting contractors to tender for the supply of ICT goods or services to the Council
- Appointing consultants to carry out ICT projects for the Council
- Purchasing ICT equipment and goods.

2.5.4 The Head of Central Services is also responsible for the Council's Change Team. The ICT and Change Teams work closely together to ensure smooth implementation of changes to the Council's operating approach and service delivery. The Council's Strategic Development and Improvement Plans are driven by the Change Team.

2.6 ICT Client Manager

2.6.1 The ICT Client Manager is responsible for ensuring the availability of the Council's ICT equipment, software and the Council's information to meet the 'business as usual' needs of the organisation and its partners at Parkside.

2.6.2 The ICT Client Manager is responsible for developing the Council's ICT infrastructure to meet the future business needs of the Council, managing changes and developments to the infrastructure in a way that minimises impact on the users of the services.

2.6.3 The ICT Client Manager is responsible for providing ICT skills to assist in the implementation of new systems and new ways of working arising from implementation of the Council's Strategic Development Plan and Improvement Plan.

2.6.4 The ICT Client Manager is responsible for developing ICT related policies, standards and guidelines, and for implementing the ICT Strategy and Development Plan.

2.7 Change Manager

2.7.1 The Change Manager leads a small team of Change Consultants able to facilitate and manage change throughout a service review or change project. They provide expertise in various aspects of carrying out reviews and making recommendations and then managing projects through their lifecycle to the implementation stage.

2.7.2 The Change Team provides the Council with a dedicated resource that does not have any day-to-day service delivery function but can be dedicated to improving services.

2.8 Audit

2.8.1 The Council's Internal and External audit functions are responsible for testing whether the Council's ICT is operating in line with the Council's policies and recommended best practice.

2.9 User Groups

2.9.1 User groups assist in the implementation and enhancement of new technology and operational systems. The terms of reference of the user groups are:

- Undertake the role and responsibilities of System Supervisor for the day-to-day management of operational systems.

- Address all operational matters relating to the use of ICT

- Enhance user awareness of software capability, broaden knowledge amongst users and ensure that the potential of all current systems is maximised

- Collectively make representations to ICT Services in relation to ICT operational matters

- Make representations to the Management Team, or ICT Client Manager as necessary on any operational matter relating to ICT.

- Ensure applications continue to underpin the activities of operational units and make recommendations to system owners for enhancement and/or replacement of business systems.

2.9.2 To ensure the most efficient and effective use of the information and application systems available to the Council, standing user groups have been created to look at the deployment and exploitation of four main groups of software:

- Northgate products serving Revenues and Benefits, Housing and CRM, and Ferret

- IDOX Products serving planning, environmental health, waste management and land charges, including Elections, and Licensing that use products now within the IDOX product portfolio

- Oracle Financials including sundry debtors and HR/Payroll

- Enabling technologies, including GIS, EDM and middleware

2.9.3 In other service areas, one-off or stand-alone applications are in use. It is not currently appropriate to bring these users together on a regular basis, but where there are overlaps in information, or in available functionality, these

users will be included in the appropriate main four user groups. As an example, users of Lalpac and will be included in the IDOX products group, since there is licensing functionality overlap.

2.9.4   A fifth user group has been created to take a corporate overview of the Customer Service approach, ensuring that all front line systems and feeders to them are deployed effectively across the Council.

2.10   ICT Services

2.10.1 The ICT Services Team exists to provide an effective, focused, resilient and secure ICT infrastructure to meet the expressed needs of the Council and all service users.

2.10.2 ICT Services will provide advice, assistance and support to its customers throughout the Council. The team, in common with most public sector ICT teams, is required to deliver four separate types of ICT work:

- Running the ICT infrastructure; responding to, and resolving, incidents that could affect the ability of individuals and service areas to provide services to the public,

- Responding to, and resolving, problems and requests for change received from individuals and service areas,

- Planning and delivering projects required to maintain the ICT infrastructure,

- Planning and delivering aspects of business change projects that require ICT support.

2.10.3 ICT Services will ensure that all application and infrastructure support contracts with suppliers and third parties contain service level agreements that accord with the internal SLA. The ICT Team will actively monitor these contracts to ensure that suppliers are meeting their contractual obligations.

2.10.4 ICT Services will work within the agreed SLA targets to respond to and resolve logged calls, reporting regularly to Management Team on achievement against SLA targets. Communications with staff will be through the Corporate Messenger.

2.10.5 Progress on delivery of scheduled work, including infrastructure projects, application changes and new developments, will be reported regularly to the Programme Board.

2.11   Service Delivery and Best Value

2.11.1 The Council's ICT Services will be delivered in accordance with the ICT Service's Service Plan and the SLA. These documents detail the performance targets of ICT Services.

2.11.2 A recent external review identified that the current ICT Team is very small, and has struggled to provide both the necessary strategic guidance to the Council and the wide range of complex specialist technical skills that are required to drive the maximum value from the organisation's considerable investment in both infrastructure and applications.

2.11.3 The review also identified that the team (of 6 FTE) is too small to be able to offer the resilience and flexibility required by the Council in the future. Whilst the team is committed to providing the best possible service, every member of the team is now a single point of failure for at least one critical part of the operation.

2.11.4 This small team needs to find the capacity to focus on business as usual operational support and delivery of innovation through the full deployment of the ICT infrastructure's functionality. The need for individuals at all levels in the team to constantly back-up and cover for their colleagues to avoid service failures further reduces capacity for any proactive innovation or change.

2.11.5 An alternative source of provision of the ICT Service will be required to address these challenges. The Council is currently exploring all viable possibilities for the future provision of the ICT Service, including a number of options for alternative sourcing. This ICT Strategy may require some review once the decision is made about the future provision of the ICT Service.

2.12   ICT Skills and Training

2.12.1 The Council is committed to ongoing professional training for in-house ICT Services staff in order to maintain the essential skills required. ICT staff are encouraged to attain relevant vendor qualifications. Recent work has developed clear statements of the professional and technical skills required in each role, and personal development is managed against these profiles.

2.12.2 The Council is also committed to the principle of purchasing additional skills as the need arises, subject of course to the normal budgetary considerations and compliance with Finance and Contract Procedure Rules.

2.12.3 As the options for delivery of the ICT Service are developed, external specialist skills may be required to drive projects to completion and secure the stability of the underlying ICT infrastructure.

2.12.4 The Council is committed to ensuring that users of the Council's ICT facilities are adequately trained. Training needs identified corporately will be included in the corporate training and development plan and resources allocated as appropriate.

2.13   ICT Investment

2.13.1 The Council is committed to continuous investment in ICT in order to improve operational efficiency.

2.13.2 All sources of capital finance and non-earmarked capital grants are potentially available for ICT investment subject to competition with other capital schemes.

2.14   Leicestershire

2.14.1 The Council is seeking to work with other Leicestershire District Councils and Leicestershire County Council to provide delivery of seamless public services to the customer.

2.14.2 Leicestershire County Council currently provides a delegated ICT Service Desk service to the Council under an agreement operational since June 2010. The current agreement runs until March 2013.

2.14.3 The Council is exploring the opportunities to develop an ICT infrastructure within Leicestershire to support the delivery of seamless public services to the customer.

2.14.4 The Council will explore with other Leicestershire authorities the joint procurement of ICT where this leads to improved efficiency and effectiveness of service provision.

2.15   Procurement Policy

2.15.1 In order to ensure compatibility and to secure best value for money, all

procurement of ICT equipment, software, ICT services, PBX, mobile phones and telephony equipment must involve the ICT Client Manager and must take account of Financial and Contract Procedure Rules.

2.15.2   All ICT procurements must be compatible with the Council's enterprise architecture and ICT standards.

2.15.3   All orders for ICT equipment, software or services must be made through ICT Services.

3   WHERE WE ARE NOW

3.1   The current status of ICT in the Council

3.1.1   Currently, the ICT service is predominantly an operational service – it supports the core infrastructure and delivers ICT services to meet the day-to-day operational needs of the Council, it does so at a reasonable overall cost and to a reasonable standard.

3.1.2   Following the fire, MBC has invested in a good technical infrastructure of enterprise quality. The components meet, and in some cases exceed that which would be expected in a relatively small District Council.

3.1.3   Having made this investment in infrastructure it is essential that MBC maximises its return. This requires MBC to take the time to exploit operational efficiencies (e.g. automated monitoring and management tools), greater resilience capabilities, reduction of ICT costs and new opportunities for end users that are afforded by the new technologies.

3.1.4   The Council needs to concentrate some attention to developing use of the applications and technologies it currently has. The recently-created User Groups will be a focus for this, supported by the Heads of Service.

3.2   Resilience

3.2.1   MBC must ensure it has the capacity and skills within its ICT Service to develop these technologies. This must be accompanied by strong project management to drive projects to completion, and good communication with end users so that they understand the full potential of the technologies in their business situations.

3.2.2   With its current small ICT Team, and the need over the last four years for the team to respond to the fire, the focus in MBC has been on technical activities rather than strategic and active management of the development of the ICT service. This means that the 'business as usual' provision delivers a very adequate service to end-users but that the strategic deployment of technology within the Council is weak.

3.2.3   The Council has decided to investigate the option to strengthen its ICT service by implementing a new sourcing arrangement. This will be the subject of a formal project within the life of this Strategy, and may require a review and re-write of the Strategy once the arrangement is in place.

3.3   Customer Care

3.3.1   To create a firm basis for the future, and in particular to prepare the way for service delegation, the role of applications Systems Owners, Expert Users and Systems Administrators has been defined for all applications. Although the same person may carry them out, these different roles are essential links in the delivery chain for any externalised ICT Service, and assist in managing the internal service.

3.3.2   The ICT Service has concentrated on providing a strategically designed

infrastructure and must now change its focus to delivery of customer-focused services.

3.4 **Performance**

3.4.1   A formal Service Level Agreement (SLA), agreed between the ICT Service, the Corporate Management Team and the Council's users of ICT sets expectations of the services provided and timescales for ICT service delivery, and provides the basis for performance management to ensure that the ICT Service is correctly provisioned to meet the Council's ICT service standards.

3.4.2   The corporate adoption of the SLA ensures that the ICT Service is matched and aligned to the Council's business and service requirements, and that the ICT Service does not under- or over-deliver. Further, it ensures that other services contracted to third parties, such as application support arrangements, match the service required, support the overall SLA and also are not under- or over-specified.

3.4.3   In order to be effective, the SLA must be adopted and owned by the Council's Management Team and fully communicated throughout the Council's users. It will also form the basis for definition of the SLA for services provided to partners in Parkside. Adoption of the SLA is being progressed alongside development and adoption of this strategy.

3.4.4   In the longer term, the SLA is essential, as it will underpin any changes to the way in which ICT is delivered. In an alternative sourcing arrangement, the SLA will become the key document to measure the service provided.

3.5 **Respect**

3.5.1   The ICT Service must develop its understanding of customers' and partners' business needs, improve its quality of delivery and offer greater choice in order to build the respect of its customers.

3.5.2   The ICT Service can also build respect by showing its professionalism through active and transparent management of the service and the staff in the team.

3.5.3   Professional management of the ICT Service uses a recognised framework for IT Service Management, known as ITIL (see 1.4.2 and footnote). Aspects of ITIL are used at MBC, but more rigorous implementation of ITIL principles will benefit the service and customer perceptions.

3.5.4   Professional management of the ICT staff involves defining the skill requirements for all key posts in ICT using the Skills Framework for the Information Age 2(SFIA), and using this as a framework for assessing existing skills and planning development.

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[2] The Skills Framework for the Information Age (SFIA), the world's most popular definition of ICT skills, enables employers of ICT professionals to carry out a range of HR activities against a common framework of reference - including skill audit, planning future skill requirements, development programmes, standardisation of job titles and functions, and resource allocation.

3.6   Flexibility

3.6.1   The last four years have required a degree of flexibility in both the ICT Service and its customers, dealing with the range of issues arising after the fire and in the planning and occupation of Parkside. However, in some areas, the uncertainties and challenges on the ICT Service have required some less flexible interim solutions to be adopted.

3.6.2   The future can build on a stable ICT infrastructure, and provides an opportunity for the ICT Service to be more flexible in its approach to its customers' issues and problems.

3.6.3   Pro-active identification of areas where ICT can help with service improvement, joined-up operation and cross-cutting information use will show the value of the ICT Service to all its users.

3.7   Overall assessment

3.7.1   Gartner defines four states in a maturity model for ICT services. Consultants have assessed the position of ICT Services at Melton BC as embedding a 'Standardised' position, as shown on the diagram below.

3.8   Information

3.8.1   Operational Information remains largely silo based and spread over the four main operational areas of Communications, Communities, Regulatory Services and Central Services. The main suppliers of council systems also conform to these operational areas with systems that are mutually exclusive in the way that information is acquired and stored. Information that is acquired as a result of day to day activity within business units tends to remain in departmental databases to satisfy local, that is to say departmental, needs.

3.8.2   Customer services are developing a CRM application that has the capacity to interact with background systems and extract relevant customer based information that is then used to populate records of contact between customers and the Council. At the present state of development, these links remain work in progress and the person-based information that has been

collected is not yet fully integrated with information that resides in other information systems.

3.8.3   While access to information from within each operational area is reasonably comprehensive; broader requirements, such as an FOI request, requires multiple access to information systems followed by a manual exercise to provide an answer.

3.9   ICT Infrastructure

3.9.1   The ICT Infrastructure has, for the most part, been renewed over the past three years and is running on modern platforms. However, the Council has not exploited the full range of the business benefits which could be driven from these platforms, particularly around resilience and new functionality which may have relevance to flexible working, the ways in which customers can communicate with the Council, etc. It is important that the Council engages with its suppliers to ensure that it drives the maximum return on its investment in technology.

3.9.2   From an infrastructure perspective, the ICT systems are engineered around standard components from enterprise-quality vendors including Dell, Sun, Cisco, Alcatel, Microsoft, Oracle and VMware. These provide the underlying facility for Melton to develop IT and voice solutions to meet a wide range of current and emerging business and customer requirements.

3.9.3   The approach taken by its ICT Infrastructure Architecture means that the Council can now consider many different approaches to the delivery of its ICT Services. The approach allows the service to be managed with an in-house team (as is currently the case) or to investigate a range of other options including managed, outsourced and Cloud based services. This allows the Council to select the best approach for delivery of its ICT Service based on quality and value for money and as appropriate could lead to a 'mix and match' approach being taken, e.g. where some IT is delivered through a third-party managed service and other aspects using the Cloud.

3.9.4   The approach taken for the Infrastructure Architecture delivery means that the components deployed are similar to many of its peer Local Authorities. This could lead to the possibility of shared or converged approaches to service delivery for some or all aspects of its ICT Infrastructure delivery.

3.9.5   The Council has delivered an approach to networking which has meant that a single network can be deployed across its premises, which are shared with a number of its partners including Leicestershire County Council and Leicestershire Partnership Trust. This has deployed a true 'shared service' network for the multi-tenanted approach to the occupancy of Parkside.

3.10   Applications

3.10.1   The Council's Applications portfolio consists of business support systems in the Communications, Communities, Regulatory and Central Services areas of operation.

3.10.2   The Councils applications portfolio consists of business systems that support day-to-day operations in all four operational areas of activity. These systems are all Oracle based with database administration delivered from the ICT Service.

3.10.3   The portfolio also includes enabling applications such as EDRMS, GIS and CRM. These applications deliver additional functionality to the business systems but have not yet been exploited to integrate data corporately.

3.10.4 In addition, the portfolio includes a small number of one off specialist applications that support specific needs, such as calculating the safety of building design features.

4   WHERE WE AIM TO BE

4.1   <u>Service Transformation</u>

4.1.1   The goal is to deliver easy access to multi-agency services via a single point of contact, with services available and delivered via a range of access channels.

4.1.2   By making effective use of information, sharing data with other agencies, and utilising business intelligence techniques, services will be delivered when they are needed and where they are needed.

4.1.3   There will be a strong focus on targeted personal intervention and preventative strategies designed to solve complex problems and 'break the cycle' in the most challenging cases.

4.1.4   Building upon its strengths in change management, the Council will design and build new business processes to provide significantly enhanced service delivery, adopting best practice from the private sector and elsewhere in the public sector.

4.1.5   Innovative and state of the art technology will be introduced where this leads to service transformation and enhanced service delivery. All projects and programmes will fall into one of the four areas shown in the chart below.

| Changing how the Council does things	Making best use of ICT	Robust, reliable, resilient infrastructure	ICT, a strategic enabler
Council website	Flexible working	Green ICT	ICT governance
Partnership working	Identity and access management	Network, servers & storage	Strategic capacity
Customer relationship management	Information architecture and management	Service management (ITIL)	Business liaison
Electronic information management	Applications & application management	Security, resilience, BC, DR	Alignment

4.2   <u>Changing how the Council does things</u>

4.2.1   With modern technology, people expect to conduct transactions and access information 24 hours a day, 7 days a week (e.g. internet payments, bin collection schedules). The modern citizen expects to have direct, electronic access to a comprehensive range of services supported by high quality information. Use of self-service channels by those who are willing and able to use them will release face-to-face and telephone access channels to aid the most vulnerable people.

4.2.2   The Council's website, linked to detailed information in back-office systems, should provide the same high-quality access to services and information for self-serve and assisted channels, whether in Council or partner premises, on the telephone or in people's homes.

4.2.3   The citizen is not concerned who delivers their services; they want easy access to quality services when they need them. It is our intention to engage our partners to invest in technology that can enable real joined-up working.

4.2.4   The development of online services has helped to tackle social inclusion issues across the Borough, particularly by giving easy access to people living in the rural areas and for those people who find it difficult to access services during regular hours. The next steps are to make services available through new mobile channels, ensuring that all front line access is directly linked to the back office systems.

4.2.5   Transforming services is not just about getting services accessible. It is about making sure those services are easy to use, and are used regularly, by all members of the local community. Those people who do not have access to self-service channels, or choose not to use them, will benefit from much easier access to services via the Customer Services Centre.

4.2.6   The transformation of access in itself will not deliver the desired improvements in service delivery to the customer. The whole process of delivering a service to the customer needs to be transformed and re-engineered to fully exploit the improvements in service delivery that technology can enable.

4.2.7   The Council has invested in a dedicated change resource to bring about improved service delivery and gain value from its investment in technology. This change resource, led by the Change Team, brings change management, business analysis, project management, development, and information management skills to the Council.

4.2.8   The Change Team challenges existing service delivery processes; researches best practice; designs new, efficient business processes; and helps to make best use of existing systems.

4.2.9   The Change Team will challenge and suggest; the ICT Team will facilitate and provide technology. Services must take ownership of the opportunities that change offers, and drive the implementation of the change. The relationship is tri-partite during the life of change projects, illustrated in the first diagram below.

4.2.10 Once a new 'status quo' has been achieved, the Service must maintain that position, and build on it for the future. The Change Team moves on to new areas, and the ICT Team moves into a support role ensuring the continuing availability of the new service, illustrated in the second diagram below.
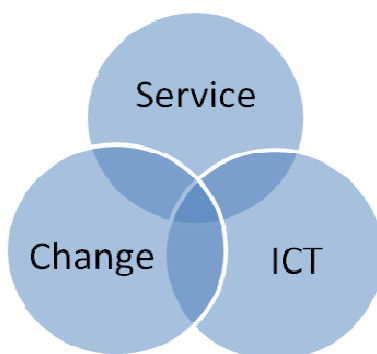
Tripartite relationship during the change project
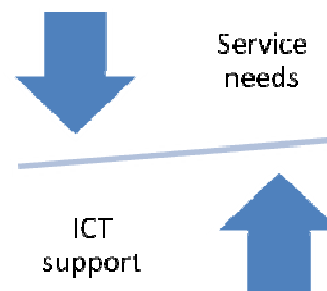
Dual relationship during the lifetime of the system

4.3   Making best use of ICT

4.3.1   The ICT Team works closely with all users of technology to ensure they are able to make the best use of the ICT infrastructure, applications and information available to them.

4.3.2   The exploitation of technology and information as part of the service transformation process provides an opportunity to make radical changes to processes, systems and working environments. All parts of the Council must strive to be more efficient and customer focused, and part of this is to make the greatest use of the investment the Council has already made in its ICT infrastructure, its applications portfolio and its information assets.

4.3.3   The re-engineering of services involves transformation of back office processes, systems and workflows to improve efficiency and customer satisfaction. As change progresses, driven by the Services, and aimed at designing useful and useable processes, the ICT Service will work with the Change Team to assist in assessing the ways in which existing facilities can be used more effectively, reducing (and eliminating where possible), duplication of infrastructure elements, application functionality and information holdings.

4.4   Robust, reliable, resilient infrastructure

4.4.1   Providing, maintaining and developing the ICT infrastructure and applications portfolio must be the aim of the 'business as usual' strand of the ICT Service.

4.4.2   To enable transformation, a flexible ICT infrastructure has been implemented, designed to allow any service transactions to be processed and delivered, and ensuring information can be managed, shared and analysed.

4.4.3   The infrastructure consists of a number of key components required to deliver transactions and information. The components are linked together using web services in a flexible technology architecture that allows components to be removed, added and replaced as required with little or no impact on service delivery or information management.

4.4.4   Every organisation working to achieve improved public sector outcomes in the local area could usefully access the various components this framework, subject to security and resilience constraints, whether a small voluntary organisation or large public sector body.

4.5   ICT a strategic enabler

4.5.1   In responding to the Council's strategic aims to be **'a well-run Council that improves places and supports people'**, the Council intends to share and fully utilise its information assets for the benefit of its citizens, communities and businesses.

4.5.2   With appropriate intelligence, derived from well-managed information, there is the potential to identify early transitions in people's lives that may eventually result in more complex issues. Through early intervention and the provision of timely and beneficial support, there is the possibility of preventing the need for more expensive and reactive services at a later date.

4.5.3   Enabling technologies, such as Geographic Information Systems (GIS), Electronic Data Management (EDM) and Customer Relationship Management (CRM) can be exploited to bring information together, ensure its consistency and availability, and provide intelligence to guide, underpin

and facilitate early intervention

4.5.4   Information management is key to this, as sharing protocols and formal data standards are required, and the Council must work closely with its partners to share information, within the confines of the Data Protection Act, to build information intelligence systems that can actively enhance citizens' lives.

4.5.5   The Council has defined a programme of work that will extend the use of the enabling technologies across the Council and into shared use with partners in support of its strategic aims. The ICT Service will support and facilitate the programme and actively participate in the projects defined within it.

5 INFORMATION

5.1 Information Management Objectives

5.1.1 The Council recognises that information is a key asset in the same way as finance or property. Accurate, relevant, timely and consistent information, delivered via cost effective means must be available to those who need it, and who have authorisation to access it.

5.1.2 To enable easy access, all Council information will be catalogued and cross-referenced, and held in a manner which ensures it is readily accessible, having due consideration for prevailing technologies and financial resources.

5.1.3 The Council will be truly customer-focused, and only collect and maintain information to support its objectives.

5.2 Information Management Principles

5.2.1 Information is a corporate asset. Subject to permissions and confidentiality considerations, information is accessible and shared across the organisation between those people who have a right of access.

5.2.2 All information items held by the Council have a nominated owner.

5.2.3 Wherever possible, information will be held once, within the most appropriate electronic systems.

5.2.4 Information will be managed to comply with relevant legislation and standards and Information Governance Policies.

5.2.5 Information will be managed under the rules and actions listed in the Policies.

5.3 Freedom of Information

5.3.1 The Council is committed to the principles of Freedom of Information and maintains an up to date publication scheme.

5.3.2 The Council makes as much of its information publicly available as possible, having due regard to the Data Protection Act, confidentiality and prevailing technologies.

5.4 Publishing Information

5.4.1 Customers can access services and information through a number of channels. The Customer Services Centre provides assisted access face-to-face, over the telephone, and via e-mail enquiries from the website. Self-service access is available through the Council's website. Information can also be provided in printed form.

5.4.2 Individual services are responsible for the available information about the services that they provide. They are responsible for reviewing it on a regular basis, maintaining it, and ensuring that it is accurate and up to date.

5.5 Websites

5.5.1 The Council's website conforms to the Guidelines for UK Government websites.

5.5.2 The Council's website conforms to level AA of the W3C Web Accessibility Initiative (WAI).

5.5.3 The Council has implemented the 'Browsealoud' system, which reads web pages for people who find it difficult to read web pages.

5.6   Master Data Management

5.6.1   Master Data is that persistent, non-transactional data that defines an organisational entity for which there should be an agreed view across the organisation. This key organisational information may include data about customers, businesses, properties, and, employees.

5.6.2   Master data management is critical to the development of full integration between systems, and facilitates data sharing with partners. It enables consistent computing between diverse system architectures and business functions.

5.6.3   Critical to the performance of Customer Services is the ability to reference all customer data from a single point.

5.6.4   There are benefits for rationalisation and proper management of person data:

- Customers will be known by only one name
- Customer details will be consistent and accurate across all the Council's systems
- The ability to trace information pertinent to one person or organisation will be improved
- The ability to handle customer transactions for different Services from one point will be enabled

5.6.5   The Council will develop a single definitive source for person-based data.

5.6.6   The same principles apply to businesses and the Council will implement a single business account.

5.6.7   A single reference source of property data has been developed. This is contained within the Council's Local Land and Property Gazetteer.

5.7   Knowledge Management

5.7.1   Knowledge Management comprises a range of practices used by organisations to identify, create, represent, and distribute knowledge for reuse, awareness and learning.

5.7.2   In the past, the skills and experiences of employees have traditionally been passed down through informal processes but as organisational models have become more complex and the rate of change has accelerated, knowledge management has become more important.

5.7.3   Staff will be encouraged to make their knowledge explicit and to share that knowledge with others, through mentoring programmes, lessons learned reports, discussion forums.

5.7.4   Services will ensure that knowledge is documented as part of their working processes. Important organisational procedures will be documented. Services will also be encouraged to document frequently asked questions.

5.8   Intranet and Collaboration

5.8.1   Today's knowledge workers must sift through an ever-increasing amount of information that can be located anywhere in the world and in any format. To use information effectively, the knowledge worker must know that the information exists and must also know where to find it.

5.8.2   The Council will implement a system designed to manage information and allow collaborative working. The system will allow users to publish information, review information relevant to them and search for useful

corporate information.

5.9 Customer Insight

5.9.1 In common with other Councils, Melton BC gathers a great deal of information about its customers and citizens. Some is gathered through consultation and analysis of feedback; some through day-to-day interactions in Customer services or with individual service areas; and some comes from work with partners and other organisations working within the Borough.

5.9.2 Customer insight is not just about collecting data and information. It is about having:

- A culture that values insight and is willing to act on it
- The skills and capacity to distil customer data and information into knowledge
- The embedded processes that put this knowledge at the heart of all business planning and performance management.

5.9.3 In practical terms, Insight entails the use of data and information about customers to better understand their needs, wants, expectations, behaviours and experiences. Building on this, Insight also entails the active application of this understanding in the design and delivery of services that better meet customers' needs.

5.9.4 Customer Insight can be used to:

- Inform strategy and policy
- Allocate resources
- Manage performance
- Market services more effectively
- Change behaviours
- Improve service design

5.9.5 Exploiting Insight is more about having the right culture than about investing in particular sets of data or techniques. There are real benefits to working in partnership, sharing knowledge and skills not just with other councils but also with public and third sector partners.

5.9.6 Insight is therefore one of the key tools available to Melton BC to redesign services in ways that save money and improve customer satisfaction.

6 INFRASTRUCTURE

6.1 Introduction

6.1.1 The Council will utilise the concept of an Enterprise Architecture to provide the necessary ICT infrastructure to deliver flexible services and transactions to the customer.

6.1.2 The Enterprise Architecture will allow multi-agency transactions to be delivered seamlessly to the citizen. It is a components based architecture based around modern web services standards and service orientated architecture. The idea is that any component can be replaced with a new component without adversely affecting the delivery of service to the customer.

6.1.3 ICT Services are deemed to own all of the ICT and telephony equipment within the Council. ICT Services are responsible for maintaining the equipment during its life and replacing it at the end of its useful life. End-user services will pay an annual fee to cover maintenance and replacement of the equipment.

6.1.4 The Council is committed to maintaining optimum operational efficiency for all hardware installations. It is recognised that over time there will be a need to replace or upgrade existing hardware. The performance of existing hardware will be regularly monitored. New acquisitions of hardware will be compatible with existing operations.

6.1.5 The Council will ensure that all equipment is installed and used in accordance with the appropriate codes of practice and legislation and kept up to date as these codes evolve.

6.1.6 The ICT infrastructure is designed to minimise downtime. This includes failover servers, virtualisation, servers with redundant power supplies and mirrored disks. The Council has invested in resilient technology where it has been cost effective to do so.

6.2 Standardisation

6.2.1 The Council is committed to the principle of standardisation of end user facilities in order to maximise internal expertise and experience and to reduce support overheads.

6.2.2 From time to time, the appropriateness of standard products will be reviewed.

6.2.3 Wherever a special need is identified, the specific requirements will be defined with help from the user, and the most effective solution identified. Where possible, a new standard will be defined, or an adjustment will be made to the standard to ensure that the Council can meet the need.

6.3 Cloud

6.3.1 Cloud computing is becoming established as a lower cost methodology to deliver shared application and infrastructure services. The services in the marketplace are still relatively new but are rapidly developing, both as commercial propositions and as technology solutions. The public sector use of Cloud is also being accelerated through the promotion of the Government's own Cloud (G-Cloud) and a series of applications that are becoming available, known as the Government Application Store.

6.3.2 A Cloud based solution is being implemented for Income Management and Card Payments systems.

6.3.3   To benefit from the use of this technology, the Council will, from time to time, review the availability of Cloud based services for application and infrastructure delivery. The Council may consider the implementation of such technologies as and when robust business cases can be developed.

6.3.4   In order to benefit from developments with G-Cloud and the Government Application Store, the Council will maintain a secure connection to the Public Service Network (PSN).

6.4   Servers

6.4.1   The Council is deploying server technology as follows:

- Windows based applications – Dell Servers virtualised using VMware. By exception, some applications will be implemented on standalone servers, e.g. some legacy and secure applications which cannot be virtualised

- Oracle applications (Northgate, Oracle Databases and Oracle Financials) – Sun Servers with UltraSparc processors

6.4.2   The Council will purchase servers that provide the best value for money, taking into account an expected life of 3-4 years. The Council's servers will be replaced on an ongoing rolling replacement programme.

6.4.3   Servers will utilise error correcting memory, raid disk drives, and dual power supplies and be protected by uninterruptible power supplies.

6.5   Storage

6.5.1   The Council's primary storage device is an iSCSI Storage Area Network (SAN), currently provisioned using Dell EqualLogic technology.

6.5.2   Use of directly attached storage is either by exception or for legacy applications that have yet to be implemented on the SAN.

6.5.3   The Council is currently struggling to complete its tape backups within the time and infrastructure constraints. Consequently a remote mirrored backup solution is now being implemented which will replicate data in real time from Parkside to a secondary storage device which is located at The Cove. This will also allow backup copies to be made to tape from the secondary device at The Cove, e.g. for long-term DR capabilities.

6.5.4   The Council will utilise DVD/RW for archiving of data and for making additional copies of important data in another format.

6.6   Data Networks

6.6.1   All data traffic will use the TCP/IP network protocol. The Council will utilise the IP version 4 addressing scheme; adoption of the emerging IP version 6 standard will be considered at an appropriate time.

6.6.2   The Council is committed to the efficient operation of its network and will regularly monitor the network to ensure that optimum operational efficiency and security of data is maintained.

6.6.3   The Council has standardised on Cisco switches and routers and these have been configured to provide a resilient network.

6.6.4   The Council will install Wide Area Network connections to its remote offices and partners sites where there is business case to do so.

6.6.5   The Council's WAN uses Broadband (ADSL) and Ethernet Extension Service (EES) circuits to link to its remote sites.

6.6.6 Resilient network paths and network load balancing will be implemented where possible.

6.6.7 If in the future connectivity to partner sites is required, this will be provided using MPLS (Multi Protocol Label Switching) technology.

6.6.8 Remote access to Council users and other authorised parties (e.g. IT Suppliers) is provided using AEP Netilla. This provides two factor authentication with Vasco tokens (fobs) generating a random number that users must enter as part of the logon process. An Internet connection (e.g. Broadband) is required at the user's premises.

6.6.9 An IPSEC VPN tunnel is provided for specific access purpose, e.g. National Land Information Service.

6.7 Telephones – Voice Network

6.7.1 The Council uses a Alcatel IP Telephone system to provide the telephony at Parkside and all remote sites which are linked on the Wide Area Network, e.g. the Children's' centres. This also provides functionality for home working.

6.7.2 The telephone system offers direct dialling, least-cost routing, conferencing, presence, unified communications and voice mail facilities.

6.7.3 The telephone system provides call centre facilities to the Council's customer service centre.

6.7.4 Mobile phones will be provided to all members of staff who require them to fulfil the duties of their post. Any special needs will be taken into account when identifying the most appropriate handset.

6.7.5 All mobile phones will be purchased from the Council's central procurement contract.

6.7.6 Mobile phones will operate on the Council's preferred network, currently Orange.

6.8 Internet Access

6.8.1 The Council will maintain an efficient connection to the Internet. This will have sufficient bandwidth to support public web servers operating in the Council's DMZ.

6.8.2 Access to the Internet will be given to all users who require access to fulfil the duties of their post.

6.9 Cabling

6.9.1 The Council's structured cabling system carries voice and data traffic.

6.9.2 The Council has standardised on a Category 6a cabling system provided by TE Connectivity (formerly ADC Krone before being acquired by TE).

6.9.3 To maintain compatibility and prevent the Council's 15 year warranty being affected, all additions or alterations to the structured cabling system will use the same cabling system.

6.10 Disaster Recovery

6.10.1 The Disaster Recovery Plan for ICT is reviewed and tested on an annual basis.

6.10.2 The Council has a contract with an external supplier to underpin the Disaster Recovery Plan. The annual review includes this contract to ensure that it correctly includes all items that may be required in the event that the Council

suffers a total or partial disaster to its ICT infrastructure.

6.11   End User Devices

6.11.1   The Council has standardised on laptop devices that ensure all staff can, if appropriate, participate in its Flexible Working Policy.

6.11.2   Users will be assigned the equipment deemed necessary for their job and which satisfies any identified special needs. Any disputes about the suitability of equipment will be considered by the Council's Management Team.

6.11.3   Laptops together with the associated Windows operating system and Microsoft Office (Word Processing, Excel Spreadsheet, Email, Calendar, Contacts, PowerPoint Presentations, etc) will be replaced approximately every 4 years.

6.11.4   A docking station is provided on every desk to allow users to work in the Council Offices.

6.11.5   The Council will purchase laptops that provide the best value for money, taking into account an expected life of 3-4 years; maintenance costs during this period; and the specific software requirements of the user. Laptops purchased will be sufficiently powerful to provide adequate performance over their lifetime. The method of financing purchases of laptops will be regularly reviewed to ensure that this strategy may be practically applied.

6.11.6   Dual monitors will be provided:

- Where frequent use is made of multiple applications
- In Customer Services to allow use of the Council's CRM system, knowledge management and back office systems simultaneously
- Where frequent use is made of document management systems.

6.11.7   The deployment of thin- and zero-client end-user device solutions will be considered from time to time, and implemented if a business case emerges.

6.12   Printing

6.12.1   Printing is centralised using a managed Multifunctional Device solution with devices located at strategic points throughout the Council's premises. These devices provide printing, photocopy and scanning facilities. Printing is secured and staff use a swipe card to release their printouts at the device. MFDs will be print double-sided and colour facilities are available.

6.12.2   A small number of networked laser printers are retained, by exception, for specific purposes.

6.12.3   The Council provides a central print function for bulk prints, e.g. Committee Papers.

6.13   Mobile Working

6.13.1   Mobile technology, tablets and smart phones, will be available to officers who need to collect information whilst out of the office. Mobile technology will be provided where it is more efficient to collect the information electronically and where systems exist to support the collection of the information.

6.13.2   The Council uses the Kirona Motile solution to provide officers with access to the Council's Northgate Housing and Revenues and Benefits systems.

6.13.3   Other mobile working solutions will be considered where a particular business case emerges, e.g. Building Control use iPads with applications to allow them to access plans and other information when working away from

the Council's offices.

6.13.5 Smart phones will be available to key members of staff where there is a business requirement, e.g. to send and receive e-mails.

6.13.6 Officers equipped with tablets or smart phones are connected to the Council's mobile network provider and can deliver Council services in the customer's home or office.

6.14   Councillors IT facilities

6.14.1 The Council will provide appropriate ICT devices and network connections for use by Councillors.

6.14.2 All Councillors will be encouraged to use a Melton Borough Council e-mail address to communicate with the public.

6.15   Disposal of obsolete equipment

6.15.1 Any equipment which becomes ineffective or obsolete will be disposed of in an environmentally friendly way, having due regard to all applicable environmental legislation and in line with Financial Procedure Rules.

6.15.2 All unencrypted data will be erased from systems prior to disposal. Disks will be erased using permanent deletion software, or smashed where this is not possible.

6.15.3 The preferred method of disposal will be to a Computer Charity that recycles usable equipment for reuse and disposes of the rest in an environmentally friendly way.

6.16   Operating Systems

6.16.1 Systems should operate using a common graphical user interface.

6.16.2 The Council uses Microsoft operating systems at supported release levels

6.16.3 The Council has entered into an Enterprise Licence Agreement with Microsoft. As a consequence of this, all devices will run on the same versions of Microsoft operating systems.

6.16.4 All file and print servers will run on the current version of Microsoft Windows operating systems.

6.16.5 The Council has standardised on Microsoft Active Directory for authenticating users for network and file server access.

6.17   E-mail

6.17.1 E-mail facilities will be available to all users. Where appropriate staff will have access to e-mail remotely including the facility to send and receive e-mails on mobile devices.

6.17.2 E-mail facilities will be provided by the Council's Microsoft Exchange system. Microsoft Outlook is the standard e-mail desktop system. The Council has entered into an Enterprise Licence Agreement with Microsoft. As a consequence of this, all devices will run on the same versions of Microsoft Outlook.

6.17.3 The Council will put in place systems to secure its e-mail service and access.

6.17.4 Anti-spam facilities will be in place to reduce the amount of unwanted e-mail received by the Council.

6.17.5 E-mail content checking and monitoring systems will be used to prevent

viruses and unacceptable content entering or leaving the Council's network. All incoming and outgoing emails will be logged.

6.17.6 E-mail monitoring systems have been implemented and reports can be made available to document user e-mail activity.

6.17.7 An e-mail archiving system will be considered.

6.18 Word Processing

6.18.1 The Council uses a standard word-processing package, Microsoft Word.

6.18.2 The transition to new versions of the software will be phased. The Council has entered into an Enterprise Licence Agreement with Microsoft. As a consequence of this, all devices will run on the same versions of Microsoft Office.

6.18.3 An appropriate training programme will be agreed by the Management Team for all staff affected by any change.

6.19 Spreadsheets

6.19.1 The Council uses a standard spreadsheet package, Microsoft Excel.

6.19.2 The transition to new versions of the software will be phased. The Council has entered into an Enterprise Licence Agreement with Microsoft. As a consequence of this, all devices will run on the same versions of Microsoft Office.

6.19.3 An appropriate training programme will be agreed by the Management Team for all staff affected by any change.

6.20 Programming Languages

6.20.1 The Council will use Visual Studio C# .Net for the development of applications on Windows. For Unix applications the Council will utilise C or Java.

6.21 Database Systems

6.21.1 The Council will use a standard database management system. This is the Oracle relational database management system. The preferred server operating system for Oracle is Solaris.

6.21.2 Application systems should run on the Oracle database. Where it is not possible to obtain suitable systems that run on Oracle, the Microsoft SQL Server database should be used.

6.22 Information Sharing Protocols

6.22.1 Information Sharing Protocols define how data may be shared between organisations. They ensure that personal and sensitive data and information is used and managed in a manner that complies with the Data Protection Act and Freedom of Information Act.

6.22.2 The Council works closely with Leicestershire County Council and Leicestershire Partnership Trust to develop and implement these protocols.

6.23 Auditing facilities

6.23.1 A facility is provided to log who has done what on each component of the framework. This is a corporate audit log detailing who has viewed or update information.

6.23.2 The Council currently uses logging facilities within key secure business

applications such as Benefits.

6.23.3 System logging has been implemented so that the Council can comply with the Government's Code of Connection. This is currently implemented with Kiwi SysLog.

6.24 Hardware and software inventory

6.24.1 An inventory will be kept of all hardware and software in use, collated and maintained using automatic scanning of all devices including laptops and servers.

6.24.2 The inventory will be capable of reporting the current state of hardware assets and compliance with software licences.

6.25 Reporting Tools

6.25.1 The Council currently utilises a number of tools for designing and running reports against its information systems. These are Business Objects with Northgate Housing; MS Access with IDOX Uniform; and Oracle Discoverer with Oracle e-Business Suite.

6.25.2 The Council intends to move to standardised reporting tools, which will work with all information systems and can be used to provide business intelligence in association with a data warehouse technique.

6.26 Access Channels

6.26.1 ICT will underpin Customer Services by providing the technology to support Access Channels required by the Customer Access Strategy, including phone, web, e-mail, etc

6.26.2 The Internet channel includes a number of options to contact the Council using web forms. A facility to allow customers to tailor and personalise information based around their specific requirements has not yet been implemented.

6.26.3 Authentication is the means of determining that a customer or user is who they claim to be. It is necessary to authenticate customers and users and determine their identity in order to authorise their access to web sites and internal systems. The Council currently has no single source of customer authentication.

6.26.4 The Council makes use of Facebook and Twitter for general communications and publicity. This use of social media will be developed to meet demand from the Council's business units and customers.

6.26.5 The ICT Service has the ability to send short message system (SMS) text messages to mobile phones. This is currently used by the ICT Team to broadcast support messages and could be extended for wider business purposes if required.

6.26.6 The Council's e-mail is currently processed by Microsoft Exchange which can be used to send and receive e-mails to laptops, desktop and mobile devices.

6.26.7 Systems to enable interaction with the customer over the telephone have been implemented. The Council's current IP Telephone System also has call centre technology to support customer services.

6.26.8 The telephone system has the ability to deliver Unified Messaging. This could be developed as business requirements emerge to include fax, video, etc.

6.26.9 ICT supports transactions and tasks initiated by face-to-face communication,

via one stop shop, customer service centre, reception area, or mobile visit.

6.26.10 Facilities within Northgate Front Office allow the scheduling of tasks and transactions with the customer to ensure that they occur at a mutually convenient time e.g. scheduling the collection of bulky waste.

6.27   Partner access

6.27.1 The Intranet, CRM and Facilities Management Help Desk systems are enabled to allow local partner access including Leicestershire Council and Leicestershire Partnership Trust.

6.28   Open Systems, Open Source and integration

6.28.1 The Council is committed to the concept of open systems, which allow for software development and implementation to be independent of any hardware considerations and therefore ensures best value for money and total integration of software products.

6.28.2 The Council will consider adopting open source software where appropriate. At present a large number of the Council's back office systems will only run on a Microsoft desktop, precluding the adoption of open source on the desktop in the short term.

6.28.3 The Council is committed to the principal of integrating its systems and sharing data between them. The Council will not run large numbers of point solutions and will seek to replace existing standalone software packages with systems that can be integrated with the Council's enterprise architecture.

6.29   Integration tools

6.29.1 The Council uses Microsoft BizTalk to automate a number of manual processes and allow components to be integrated with one another. In some cases, the CRM system (Northgate Front Office) has been developed to integrate directly with Back Office applications.

6.30   System Messaging and File Transfer

6.30.1 The Council has secure File Transfer system, which allows files to be transferred between systems and to external systems, e.g. payments information, Building Control information to iPads.

7   APPLICATIONS

7.1   <u>Corporate Systems</u>

7.1.1   The Council does not consider it practical or desirable for services to run their own systems when corporate systems are already available. The Council's Management Team will allow services to make representations with regard to circumstances where their requirements differ from functionality available in corporate systems.

7.1.2   End users will be involved in the specification of requirements and the selection process during the acquisition of new corporate systems.

7.2   <u>Applications software</u>

7.2.1   The Council has standardised on the Oracle relational database management system as the platform for its major application systems.

7.2.2   The Council's revenues, benefits and housing systems are supplied by Northgate. The systems and modules in use are detailed below:

- Revenues - Council Tax, Non Domestic Rates
- Benefits   - Housing Benefit, Council Tax Benefits
- Housing   - Estates, Rent Accounting, Repairs & Maintenance, Allocations

7.2.3   The Council's financial management is provided by Oracle Financials, which is part of the Oracle e-Business Suite. The following modules of Oracle Financials are currently in use:

- General Ledger
- Payables
- Purchasing
- I-Procurement

7.2.4   The other Oracle-based suite of application software used within the Council is the CAPS Uniform system. Ten modules are currently in use, and additional modules will be implemented as required. The CAPS Uniform system currently comprises the following modules:

- Gazetteer Management System
- Development Control
- Building Control
- Environmental Health
- Land Charges
- Contract Monitoring
- Asset Management
- Anti-Social Behaviour
- Local Development Framework
- Public Access

7.2.5   A number of other application software systems are in use. These include systems for Payroll, Cash Receipting, Sundry Debtors and Elections/Electoral Registration. The Microsoft Office suite is use to provide 'office automation'.

7.2.6   Mobile working is provided by using the Kirona Motile system. This system

integrates with Northgate Housing and Revenues & Benefits systems.

7.3 GIS Systems

7.3.1 Access to electronic mapping of data will be available to users in a number of forms.

7.3.2 All users and members of the public will be provided with web-based access to electronic mapping utilising the ESRI ArcGIS server.

7.3.3 Electronic mapping is also provided to users as part of the IDOX Uniform system.

7.3.4 Where it is necessary to edit and amend GIS layers, users will be provided with access to ArcView or ArcEditor.

7.4 Web Content Management

7.4.1 Managing content to be displayed on websites and portals allows content to be generated by users with no programming expertise. The Council runs Alterian Content Management.

7.5 e-Forms

7.5.1 The Council is moving towards the use of the Workflow elements of the Northgate Front Office system to provide an e-forms facility to capture data on the website and make it available in a structured XML format.

7.6 Workflow

7.6.1 Workflow allows transactions to be represented electronically and to automate the process of dealing with the transactions. Workflow has been implemented through the Northgate Front Office system.

7.7 EDRMS

7.7.1 Electronic document records management is a store for scanned documents, customer communication, and important organisational documents. An EDRMS aims to enable organisations to manage documents throughout the life cycle of those documents, from creation to destruction. The Council is currently running the OpenText system.

7.8 CRM

7.8.1 A customer relationship management system records and manages interactions with the customer. The Council uses Northgate Front Office.

7.9 Customer Service Content Management

7.9.1 A facility is provided to manage the information required by customer service staff to enable them to deal with a transaction or task. It may include scripting and expert systems to assist the agent to deal with complex enquiries. This is currently provided through Northgate Front Office and through information published on the Council's website.

7.10 Business Intelligence

7.10.1 Tools have been implemented to allow organisational data to be analysed, to ensure that the right service, is delivered to the right customer at the right time. This makes use of the Mosaic commercial data sets.

7.11 Performance Management

7.11.1 Facilities for monitoring the performance of service delivery, specifically customer service delivery have been implemented. There are no facilities in

place to provide a holistic picture of service delivery to customer. Elements of this are provided using spreadsheets and the GovMetric customer satisfaction system. The Ten system is used for sharing data with Leicestershire County Council.

7.12   Intranet Content Management

7.12.1 Facilities are provided to manage and make available internal information, typically consisting of corporate documents and knowledge. The Council's current facilities are inadequate and based on information held and shared drives. This requires review.

7.13   People and Business Gazetteer

7.13.1 A single reference point and master data for customers, for example customer name, reference numbers from CRM, Revenues and Benefits, partner systems etc. This is required to enable integration and data sharing between systems by making it possible to know how to find a customer's data in all systems. This is implemented in a limited manner using Northgate CRM.

7.14   Property Gazetteer

7.14.1 A single reference point and master data for property is maintained through the Local Land and Property Gazetteer. This is required to allow property data to be shared between systems. The Council is managed using the IDOX Uniform Gazetteer Management System.

7.15   Ownership and use of Systems

7.15.1 Each application system and the data held on that system, whether corporate or departmental, will remain in the ownership of one service that will then be responsible for any associated direct costs. If a system is used corporately, other users of the system will be charged for that use. Where information is required by the corporate core, a charge will be made direct to corporate management.

7.15.2 Each application system will have an 'Owner' and a 'Systems Administrator'. In addition, a role is recognised of 'Expert User'.

7.15.3 The System Owner may also own the information assets held in the application data stores. It is assumed that the owner of the data, and the application that creates and maintains it, is the person/role best placed to understand the value of the application, assess the business impact and risks associated with its use, and decide on security requirements.

7.15.4 The System Owner will be responsible for determining the functional requirements of the system, based on the business objectives to be met and the reliability, performance and data security needs. The System Owner leads the review of potential solutions meeting these requirements and proposes or approves system updates. The System Owner also leads, or at least participates in, the procurement of the system and subsequent updates.

7.15.5 The System Owner will be responsible for:

- ensuring that the system meets, and continues to meet, the business objectives for which it was acquired

- ensuring there are sufficient funds for annual operation and maintenance

- ensuring that the application conforms to all ICT standards, policies and

security requirements

- ensuring system ownership (licensing) and support contracts are accurate and up to date

- defining security and recovery procedures for the application and data that conform with business continuity requirements

- ensuring the data remains discreet and in the clear ownership of the Council

- establishing criteria for controlling user access

- ensuring an accurate list of system users and data consumers is maintained

- conducting periodic reviews/audits/scans to ensure that the system is working as intended

- managing the application lifecycle, including decisions about replacement

- reviewing change requests related to the system for potential conflicts with business or operational requirements

- ensuring that all changes to the system are made in accordance with the organisation's change and release management policies and procedures

7.15.6 The Systems Administrator has a regular day-to-day role of ensuring that the application is available and useable. This involves day-to-day liaison with the ICT services supplier to maintain awareness of any issues with the ICT service, and assess their impact on the use and availability of the application, and to ensure the ICT supplier is aware of any changes in the business risk associated with service degradation.

7.15.7 In particular, the Systems Administrator will take responsibility for implementing access rights associated with the application, including:

- setting up new user accounts

- setting and resetting passwords

- giving access rights to systems

- authorising updates to Active Directory permissions

- reviewing activity logs

- closing and deleting accounts

- monitoring the number of licences/seats authorised by current contracts

- authorising third party access to the system for parties such as the application supplier, partner organisations, auditors etc.

7.15.8 The Systems Administrator will also liaise with the ICT service supplier to:

- Define the test facilities to be created and maintained, including data stores and availability criteria

- Set and monitor the taking and availability of back-up copies of application data

- Set and agree schedules for the implementation of patches and minor updates to the application, taking account of business needs and attendant risks

- Review and participate in Disaster Recovery testing, as appropriate

7.15.9 The Expert User is a person who is familiar with all the facilities available in

an application system, and maintains that knowledge at a level that enables them to act as the first point of contact for any other user who is unsure of how to use those facilities. Such queries may cover use of facilities that are new to the individual, or facilities that are used infrequently.

7.15.10 The Expert User may carry out the following activities:

- Advising on new facilities introduced as part of a scheduled upgrade of the application, or after adoption by the Council of additional modules

- Ensuring that system documentation is up to date and available to all users

- Creating new or amended reports from the data held within the system.

- Developing and/or delivering induction training for new starters, and refresher training for established users.

- Developing answers to frequently asked questions (FAQs) about use of the application and the data.

- Carrying out, or controlling, the user testing of new or amended software versions.

- Attending supplier user group meetings as the Council's representative.

8   SECURITY

8.1   Security Policies

8.1.1   The Council aims to adopt best practice in relation to the security of its information systems. It will follow the guidance contained within ISO27002 'Information Technology - Code of Practice for Information Security Management', and COBIT 'Control Objectives for Information and related Technology'.

8.1.2   The Council's IT Security Policies will be aligned to relevant Government standards to ensure compliance with Government Connects Code of Connection.

8.1.3   The security of data, applications, servers and the network will conform to the Council's Information Security Policy.

8.1.4   Whilst using the Council's computer facilities users will comply with the IT Security Policies.

8.2   Servers

8.2.1   All servers and end-user devices will be patched regularly according to the Council's Patching Policy. Security patches will be applied to all systems as soon as it is practical to do so.

8.2.2   Windows Server Update Services will be used to download the latest products for Microsoft operating systems and applications and automatically deploy them.

8.3   Network

8.3.1   Network security will conform to the Council's Information Security Policy.

8.3.2   The Council is compliant with the Government Connects Framework Code of Connection and continue to remain compliant as these standards emerge. The Council maintains its own connection to the Government Network.

8.3.3   As the Government Network moves to the Public Services Network (PSN), the Council will review its options and provide an appropriate connection.

8.3.4   The network infrastructure at Parkside is shared between the partners occupying the premises. This has been implemented to a standard agreed by all the partners to provide network segregation using 802.1x authentication and VRF facilities. This allows each partner to maintain its own security within the common network infrastructure.

8.3.5   A wireless solution meeting the above security requirements is implemented throughout Parkside and the Children's Centres. This provides access for all partners and also secure access for visitors.

8.4   Internet

8.4.1   The Council will put in place systems to secure its internet service. Access will be provided by the means of a content checking proxy server and firewall. Web content checking and monitoring systems will be utilised to prevent viruses and unacceptable content entering the Council's network. All web browsing will be logged.

8.4.2   Internet monitoring systems have been implemented to report user activity. Reports can be made available to document web browsing activity.

8.5 **Firewalls**

8.5.1 The Council will maintain fully patched firewalls to protect its network and information from threats outside its network and to maintain compliance with Government codes of connection.

8.5.2 The preferred choice of firewall is Checkpoint technology.

8.6 **End User devices**

8.6.1 The Council will maintain up to date anti-virus software. The latest updates will be downloaded and pushed to all devices.

8.6.2 Laptops will have Personal Firewalls and Encryption Software neither of which can be disabled by the end-user.

8.7 **Applications and Information**

8.7.1 The security available on all application systems will be utilised. This will be used to prevent unauthorised access to systems, by allocating usernames and passwords, using password aging and allocating users to roles with appropriate rights to the information contained within systems.

8.7.2 The extent to which any individual is authorised to use the Council's ICT facilities, applications and information, and the ways in which they are expected to operate, are covered by a set of Council Policies, particularly:

- IT Security Policy
- Email Policy
- Internet Policy
- Data Protection Policy
- Remote Access Security Policy

8.7.3 ICT facilities, and access to specific applications and data, are provided to an individual to enable them to carry out their duties effectively. The policies describe the acceptable use of ICT that will protect the interests of the Council and its customers and ICT users, so that

- the use of ICT complies with all legal and regulatory requirements, including Data Protection Act, Computer Misuse Act, and security regulations relating to connectivity between public sector organisations
- the maximum benefit can be obtained from the Council's investment in ICT facilities
- risks arising from improper use of information, identity or equipment are minimised
- individual users have confidence that they can only be held accountable for their own actions (and not those of others)

8.7.4 The responsibilities of users of an application and the data held in its data stores are covered by the two additional documents:

- IT User Security Responsibilities
- Personal and Confidential Data User Responsibilities

8.7.5 All of these policy and responsibilities documents are available to Melton BC users on the Q: drive. There is a screen displayed at the point of logging on that reminds users of their personal responsibilities and requires them to accept that responsibility every time they log on.
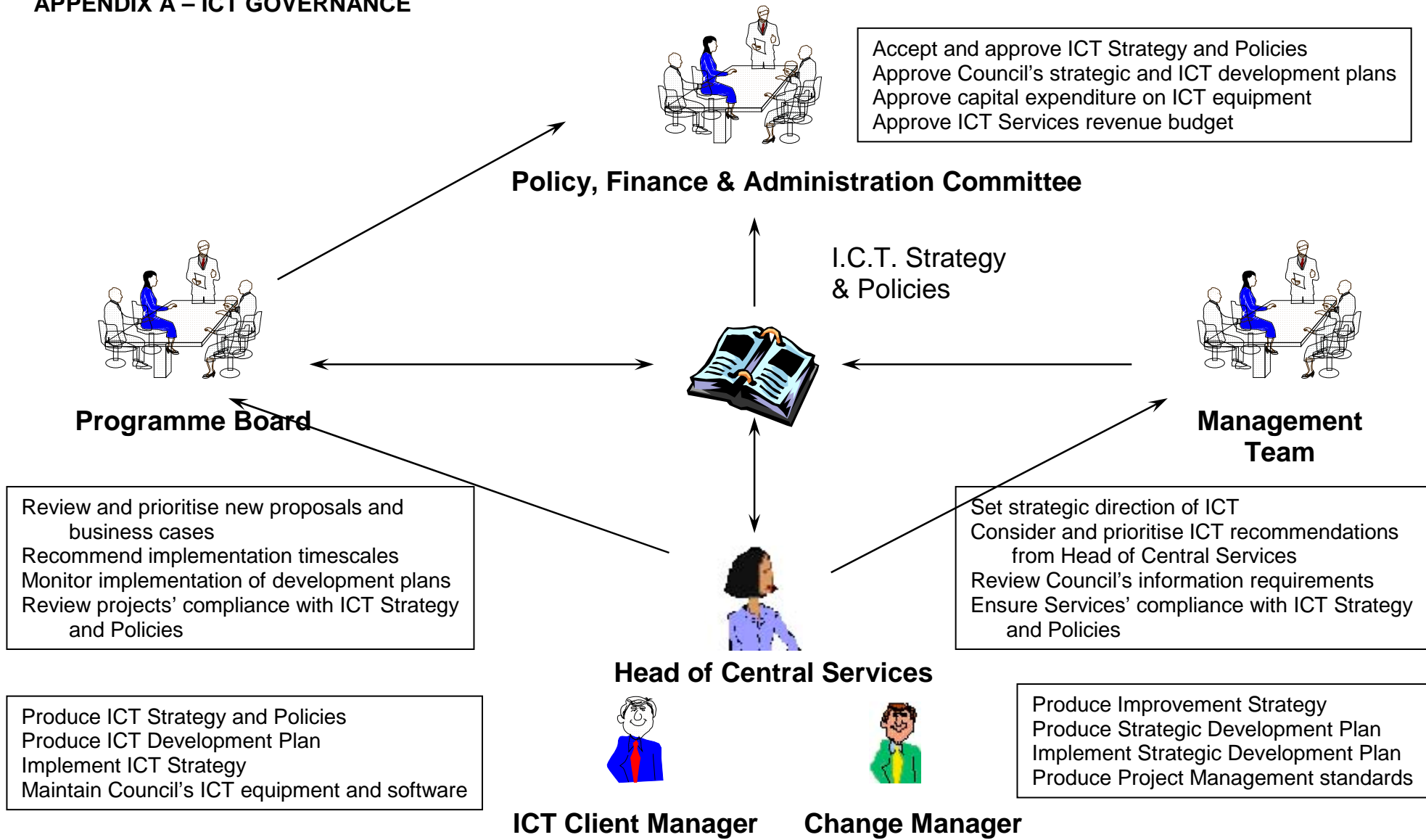
9   PERFORMANCE AND QUALITY MANAGEMENT

9.1   Performance

9.1.1   ICT Services monitor and regularly report on the performance of the services it provides.

9.1.2   ICT Services monitor the availability of the services provided, including:

- network availability
- server availability
- email/Internet availability
- Council website availability

9.1.3   All requests for service and fault calls are logged on the ICT Services helpdesk. Calls are classified and performance within agreed service levels set out in the corporate SLA is monitored.

9.1.4   ICT Services presents a programme of development projects for each year. Projects are classified in two categories:

- Projects to implement agreed changes to the ICT infrastructure and applications
- Projects to support the Council's Strategic Develop and Improvement Plans

9.1.5   The programme, and progress in delivering it, will be regularly reported to and monitored by the Council's Programme Board.

9.1.6   ICT Services will undertake an annual Customer Satisfaction survey.

9.1.7   There are currently no facilities in place to provide a holistic picture of service delivery to customer. Elements of this are provided using spreadsheets and the GovMetric customer satisfaction system. The Ten system is used for sharing data with Leicestershire County Council.

9.2   Quality

9.2.1   To ensure the quality of ICT Services, the Council will seek to adopt best practice in this area.

9.2.2   Appropriate practices will be adopted from the ITIL framework (see 1.4.2 and footnote). ITIL provides a systematic approach to the provisioning and management of IT services, from inception through design, implementation, operation and continual improvement.

9.2.3   The guidelines contained within the National e-Service Delivery Standards for ICT Services will be followed.

9.2.4   ICT Services will manage projects in accordance with the Council's Project Management approach.

9.2.5   ICT Services staff will be managed using the Skills Framework for the Information Age (SFIA) within the framework of the Council's HR procedures.

APPENDIX A – ICT GOVERNANCE

Accept and approve ICT Strategy and Policies
Approve Council's strategic and ICT development plans
Approve capital expenditure on ICT equipment
Approve ICT Services revenue budget

Policy, Finance & Administration Committee

I.C.T. Strategy
& Policies

Programme Board

**Management
Team**

Review and prioritise new proposals and
business cases
Recommend implementation timescales
Monitor implementation of development plans
Review projects' compliance with ICT Strategy
and Policies

Set strategic direction of ICT
Consider and prioritise ICT recommendations
from Head of Central Services
Review Council's information requirements
Ensure Services' compliance with ICT Strategy
and Policies

Head of Central Services

Produce ICT Strategy and Policies
Produce ICT Development Plan
Implement ICT Strategy
Maintain Council's ICT equipment and software

Produce Improvement Strategy
Produce Strategic Development Plan
Implement Strategic Development Plan
Produce Project Management standards

ICT Client Manager   **Change Manager**

APPENDIX B – ICT STRATEGY AND POLICY FRAMEWORK

✓ **Current**

✗ **To be produced**

○ **To be updated**

Corporate Objectives

ICT Standards

ICT Strategy

Strategic Development Plan

ICT Development Plan

✗ **Information Management Policy**

✓ **ICT Services Service Plan**

○ **Information Security Policy**

User Responsibilities

E-mail Usage

Internet Access

I.T. Disaster Recovery Plan

Data Protection

e-Trust Charter

Records Retention Policy

Freedom of Information

Clear Desk Policy

Fair Processing Policy

Information Sharing Policy

Data Processor Relationship Policy

Publication Scheme

APPENDIX C – GLOSSARY OF TERMS

<u>Technical term</u>	<u>Description</u>
ADSL	Asymmetric Digital Subscriber Line. Technology that may provide a high-speed link to the Internet.
Application Software	A program or suite of programs designed to perform a task that is of use to a user, e.g. Payroll, MS Word.
Backup	Copying applications and information on a tape or other media to enable the original to be restored if required.
Bandwidth	The capacity of a communications channel. Usually measured in cycles per second or Hertz (Hz).
Bit	A binary unit of information that can have two values either 0 or 1, eight of which make up a byte or character.
Broadband	High speed wide area network connection at speeds of 512Kbits/s or faster.
Browser	Software enabling access to information on the Internet.
Byte	A group of eight bits that combine to represent characters, or a measurement of memory capacity, eg one gigabyte equals one thousand million bytes of characters or data.
Cloud; G-Cloud	The delivery of computing capability and storage capacity as a service, rather than through direct ownership. The Government has suggested the creation of a specific Government Cloud.
CRM	Customer Relationship Management. A co-ordinated approach to managing interactions with customers, using technology to organise, automate, and synchronise business processes.
Database	A computerised collection of data that is stored in a structured way to allow the user to easily store and retrieve information.
Disk	A storage medium for data or programs.
EDM/EDRMS	Electronic Document and Records Management System. The combined technologies of document management and records management as an integrated system.
E-Mail	Electronic Mail facility using a LAN, WAN or the Internet. Allows notes and memos to be sent to colleagues via a computer, be they 20 feet or 20,000 miles away.
Ethernet	A type of LAN protocol based on technology originally developed by Xerox. One of two main network standards set by the IEEE (see below) which ensures that hardware and software can communicate with each other.
File-Server	A computer supplying services to other computers on the network.
Firewall	A device and/or software that prevents unauthorised and improper transit of access and information from one network to another.
GIS	Geographic Information System. A computer system designed

Technical term	Description
	to manipulate data with a geographical reference (address, grid ref., postcode, unique property ref.). Usually linking text or numeric data with a map held on the computer.
Hardware	The physical equipment in a computer system.
IEEE	Institute of Electrical and Electronics Engineers. Standards body for the computer and electronics industry.
Interface	An information interchange path that allows parts of a computer, multiple computers, applications, data and external equipment to communicate or interact.
Internet	World-wide information service, consisting of computers around the globe linked together.
LAN	Local Area Network. Cabling system for intercommunication between computers, workstations and printers within a limited geographical area, enabling sharing of files, software, hard disks and peripherals such as printers.
Laser Printer	A graphics printer that makes up and prints a complete page of output before starting on the next page.
Memory	Describes the internal store of a computer, as opposed to physical storage such as hard disks or floppy disks.
Network	The equipment and transmission facilities for inter-communication between computers, workstations and printers.
Open Source	Software which is freely available to use, for which the source code can be freely obtained and modified.
Operating System	A program which is resident on every computer and which supervises all of the processes that take place.
Oracle	A commercial organisation that supplies relational database software (ORACLE) and application software.
Password	A protected, private, character string used to authenticate an identity.
PBX	Private Branch eXchange. A small telephone exchange used internally within an organisation.
Processor	Part of the computer that handles the interactive instructions passed to it at any point in time; the computer's engine.
Program	A set of coded instructions that tell the computer what functions to perform.
Protocol	A set of rules governing the format, timing, sequencing and error control of messages exchanged between communication entities in a network.
PSN	Public Service Network. A Government initiative to create one logical network, based on industry standards, and a more open and competitive ICT marketplace at the heart of the UK public sector.
Relational Database	A method of organising and structuring data in related tables

Technical term	Description
	connected by common fields in each table.
Server	Used in a network, servers are the host machines that house the files used by other workstations in the network.
Service Level Agreement (SLA)	Agreement between service providers and service users defining the services to be provided, the service levels deemed to be acceptable, and the basis for charging.
Software	A general term for the programs that run on a computer.
Spreadsheet	A popular type of application software that allows the user to analyse data presented in tabular form, i.e. rows and columns.
SQL	Structured Query Language. Enables users to specify the items of data to be abstracted from a database and to define their presentation.
Tape	A secure magnetic medium for storing and retrieving large volumes of information.
UNIX	A powerful and flexible operating system which has, by virtue of its hardware independence and multi-user capabilities, become an industry standard for medium sized machines.
Username	A unique symbol or character string that is used by a system to identify a specific user.
Virus	Unwanted computer software that replicates itself and often corrupts computer programs and data.
Voice Mail	Facility that allows callers to leave voice messages for people who are not able to answer their phone. The voice messages can be played back later.
WAI	Web Accessibility Initiative. An initiative to develop strategies, guidelines and resources to make the Web accessible to people with disabilities
WAN	Wide Area Network. A cabling system for total intercommunication between computers, workstations and printers located at geographically remote sites.
Word Processing	A method of preparing, formatting and printing text in a form that can be stored and updated.
Workstation	A powerful computer used to manipulate large and complex data sets or a term used to mean a PC, node or terminal.
XML	eXtensible Mark-up Language. A method of conveying information and its context.