

Appendix 8

Progress Review
of the
West Berkshire Council
Information and Communications Technology
Strategy
2003-2006
February 2004

Document Ref:		Date Created:	12/01/2004
Version:	1.1	Date Modified:	26/02/2004
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Client:	West Berkshire Council		

Change History

Version	Date	Description	Change ID
0.1	12/01/2004	Draft document created	
0.2	16/02/2004	Remainder of content added following ICT Strategy Board approval of approach	
1.0	26/02/2004	Final Content Added – Document Issued	
1.1	05/05/2004	Minor Amendments following Management Board 30/04/2004	

Contents

Contents	2
Section 1 Introduction	3
1.1 Purpose	3
1.2 History.....	3
1.3 Related Documents	3
1.4 Summary of Strategy	3
Section 2 Progress Towards Achieving the ICT Strategy	5
2.1 Progress – Key Objectives.....	5
2.2 Progress – Key Initiatives	11
2.3 Progress – Essential Supporting Projects.....	16
2.4 Governance	23
Appendix A: Children and Young People <i>Portal</i> - Conceptual Diagram	24
Appendix B: ICT Infrastructure Concept Model	25

Section 1 Introduction

1.1 Purpose

This document reviews progress made towards achieving West Berkshire Council's Information & Communications Technology (ICT) 3-year strategy as described in the Document "West Berkshire Council Information and Communications Technology Strategy 2003-2006".

1.2 History

The ICT Strategy was completed in March 2003 and approved by Council Executive on 10th April 2003.

The first annual review of the strategy was initially discussed by ICT Strategy Board on 27th January 2004 will be discussed by Management Board on 27th February before going for Individual Decision on 26th March 2004.

1.3 Related Documents

Document	Date
West Berkshire Council Information & Communications Technology Strategy 2003-2006	March 2003
A strategy for Moving West Berkshire Council Towards e-GIF Compliance	November 2003
WBC Network Redesign RFI	December 2003
Architecture Definition West Berkshire Council ICT	January 2004
RFI for the Supply of Enterprise Content Management Products and Services	February 2004
LLPG Connection Strategy & Programme (Draft)	February 2004

1.4 Summary of Strategy

The 3-year strategy is summarised in 11 key objectives, 6 key initiatives and 12 essential supporting projects. Each of these is re-stated below;

1.4.1 ICT Strategy – Key Objectives

1. **Improve access to PCs and Software for all Council Officers.** This will involve the deployment of extra PCs and printers, particularly in service areas with insufficient capacity or where there are still many manual business processes.
2. **Improve the network infrastructure** to support user access to centralised systems and data. Provide equitable access to electronic communication channels.
3. **Create a modern, vendor supported software standard for WBC PCs** based on Microsoft Windows 2000 and Office 2000
4. **Rationalise the core server infrastructure** to reduce support costs and improve resilience. Provide consistent, standard technology platforms to support WBC business processes.

5. **Improve the back office business processes** by reviewing them and enhancing or replacing the systems and applications that support them.
6. **Integrate the back office systems** where this will yield cost-effective and tangible benefits. This will be done through the use of 'middleware solutions' , to aid data flow between systems and streamline business processes.
7. **Improve information quality and availability** by removing duplicated data and processes and by standardising on a single set of validated data
8. **Increase Home Working and Flexible Working Facilities** by providing portable systems and by configuring the network infrastructure to support users working from home
9. **Improve the ICT support infrastructure** by rationalising how ICT support calls and service requests are handled. Implement a new, web-enabled, Help Desk with integrated first-line support tools.
10. **Monitor the networks, servers and applications** with state of the art tools. This will enable the support team to maximise the availability, integrity and performance of the WBC system.
11. **Improve access to the council's services** for officers and members, citizens, the community, partners and suppliers through the implementation of a *Service Access Programme*.

1.4.2 ICT Strategy – Key Initiatives

- Improve Access to Council Services
- Develop Web-Based Delivery Channels
- Develop IT Competencies
- Exploit Geographic Data
- Education
- Provide ICT Facilities for Council Members

1.4.3 ICT Strategy – Essential Supporting Projects

- Server Infrastructure Rationalisation
- Network Infrastructure Improvement
- Automation of Software Deployment and Desktop Support
- Establishment of a WBC PC software standard
- Development of a Flexible/Home Working infrastructure
- Improved Support Infrastructure
- Application and Network Monitoring
- Business Systems Improvement
- Business Systems Integration
- Electronic Document Management
- E-Procurement
- Security and Disaster Recovery Review

Section 2 Progress Towards Achieving the ICT Strategy

2.1 Progress – Key Objectives

The table below outlines progress made against each of the 11 key objectives of the WBC ICT Strategy

Objective	Progress Made/Planned	When	Outcome/Benefits
Improve Access to PCs and Software for all Council Officers	139 Desktop PCs and 61 laptop PCs deployed to WBC Officers	During '03	Provided 98% of Council Officers with access to PCs and associated tools
Improve the network infrastructure	Pelican House re-cabled with modern Cat5 network	Jun '03	<ul style="list-style-type: none"> Improved speed/reliability of WAN network link Increased number of network points Enabled extra PCs & printers to be deployed
	10 new WBC sites added to WBC wide area network (mainly CC&H and CYP)	During '03	Provided 'core' ICT (Email, shared data/systems, internet and intranet access) to a greater number of Council Officers
	3 WBC network links upgraded to higher speed	During '03	Provided sufficient bandwidth to support users and applications at upgraded sites
	Network RFI issued in to network vendors to explore WAN design options for 131 Council Sites (Includes currently unconnected sites and ISDN dialup sites)	Dec '03	Help define optimal WAN design for current/future anticipated requirements
	WBC Internet Bandwidth upgraded from 2Mb – 6Mb	Jul '03	Provided faster access to Internet facilities for Council Officers Schools and Libraries

Objective	Progress Made/Planned	When	Outcome/Benefits
Create a modern, vendor supported software standard for WBC PCs	Microsoft Windows XP and Office XP installed on new PCs deployments wherever practical	Jun '03	<ul style="list-style-type: none"> • Provided vendor supported platform • Reduced security risks (virus attack, hackers) • Provided vendor supported applications • Provided improved compatibility with partner organisations
	Microsoft Windows XP and Office XP installed on all new PCs deployments (Except where constrained by the need to access legacy application incompatible with XP)	Jan '04	
	Options for upgrading Email client (GroupWise 5.5) being planned and costed	May '04	<ul style="list-style-type: none"> • Will provide a vendor supported email application • Will improve email integration with modern applications/systems which is not available with current GroupWise 5.5 email system
	A 100 user flexible working feasibility project under way, which will test a number of technologies within the WBC environment including: <ul style="list-style-type: none"> • Thin Client Technology • Portal Technology • Secure Web based access • Authentication/Single sign-on 	Jan '04 – Mar '04	Expected benefits include: <ul style="list-style-type: none"> • Simple and fast access to applications and information from any location • Greater desktop/application standardisation • Reduced support costs • Reduced delivery cycles for new applications and PCs • Support for 'self-service' applications • Improved resilience
	Migration of all existing PCs to new supported platform pending outcome of flexible working feasibility project (see above)	After May '04	To maximise value of investment in desktop ICT equipment
Rationalise the core server infrastructure	SCO Unix Operating System 'retired'	Sep '03	<ul style="list-style-type: none"> • Simplified infrastructure • Reduced support costs • Improved resilience/system availability • Reduced recovery cycle time following system failures
	Planning for decommissioning ICL Trimetra 'Mainframe'	Jan '04	
	Shared data Storage options being evaluated	Oct '03 – Mar '04	
	'Virtual Server' software (VMWare) being investigated	Sep '03 – May '04	

Objective	Progress Made/Planned	When	Outcome/Benefits
Improve the back office business processes	New Finance/E-Procurement system (Agresso) selection/implementation	Apr '03 - Dec '04	<ul style="list-style-type: none"> • Improved financial and procurement transaction processing • Improved financial management information • Provide commitment accounting
	Selection/implementation of new property system	Aug '03 – Apr '04	<ul style="list-style-type: none"> • Improved ability to manage, monitor and review property planned maintenance and capital programme • Improved effectiveness of Estate Management • Ability to maintain accurate record of income and expenditure for all WBC properties • Improved Project Management of property projects
	Selection/Implementation of Enterprise Content Management System (ECMS) Infrastructure	Sep '03 – May '04	<ul style="list-style-type: none"> • Allow simultaneous viewing/printing of documents from different locations • Facilitate workflow and/or case management • Provide fast and efficient document retrieval • Reduce the cost of archiving and accessing information • Increase security and integrity of information • Provide a simpler and faster document capturing process • Provide greater availability of documents and specific content for public (web) access
	New Revenues and Benefits System selection/implementation	Oct '03 – Dec '04	
	New HR/Payroll System selection/implementation	Oct '03 – Dec '04	<ul style="list-style-type: none"> • Improved absence management • Improved training effectiveness • Improved HR & Payroll team productivity • Business process improvements • Improved information quality • Enables employee self-service for personnel records

Objective	Progress Made/Planned	When	Outcome/Benefits
Improve the back office business processes (Continued)	New Children's Services System Selection/Implementation	Mar '03 – Jun '05	<ul style="list-style-type: none"> Improved ability to monitor children in need, looked after children, and child protection records Improved information sharing between agencies involved with child welfare Improved/simplified statutory reporting Compliance with Government Electronic Social Care (ESCR) requirements Improved/simplified business processes within Children's Services
	New Community Care and Housing Systems planned	May '04 Apr '06	
Integrate the back office systems	ICT development staff receiving training in XML integration techniques	Ongoing	Ensures that new integrations are based on current standards
	e-GIF Compliance Strategy and draft policy developed for WBC	Sep '03 – Jan '04	Helps ensure system/software selection are based on current interoperability standards
	Selection/Implementation of integrated HR/Payroll System	Oct '03 – Dec '04	<ul style="list-style-type: none"> Improved HR & Payroll team productivity Improved information quality
	Review of Integration Hub technologies	Ongoing	<ul style="list-style-type: none"> Improved ability to introduce new systems and integrate them with legacy systems Will help simplify migration to a complete integration infrastructure

Objective	Progress Made/Planned	When	Outcome/Benefits
Improve information quality and availability	<ul style="list-style-type: none"> WBC Local Land & Property Gazetteer (LLPG) connected to national hub NLPG LLPG Connection Strategy & Programme report produced 	Oct '03 Jan '04	<ul style="list-style-type: none"> Provides definitive source of address data for Authority Provides plan for linking WBC databases to LLPG to reduce data duplication and improve data quality
	Enterprise Content Management system (ECMS) selection/implementation	Sep '03 – May '04	<ul style="list-style-type: none"> Allow simultaneous viewing/printing of documents from different locations Provide fast and efficient document retrieval
	Customer Relationship Management software selection/implementation	Jan '04 – Sep '04	<ul style="list-style-type: none"> Will provide FAQ information to deal with common queries Will help develop People and Organisation data sets
	New Finance/E-Procurement system (Agresso) selection/implementation	Apr '03 – Dec '04	Improved financial data
Increase Home Working and Flexible Working facilities	100-user flexible working infrastructure feasibility (Supported by Prime Business Solutions)	Nov '03 – Apr '04	Develop/test options for a new cost-effective, secure, flexible, scalable ICT infrastructure model
	BT Workstyle Project (Report Published January 2004)	Sep '03 – Jan '04	Evaluate/report readiness of organisation for adopting flexible working methods
Improve the ICT support infrastructure	LanDesk Software Deployment/Hardware Auditing software tool implemented	Jan '04	<ul style="list-style-type: none"> Provide ability to remotely fix problems and deploy software to desktop PCs Improved fault/service request resolution times Improved hardware/software inventory
	ICT Support model restructure planning to IT Infrastructure Library (ITIL) standards	Dec '03 – Mar '04	Best Practice standards based model Improved quality customer support
	New ICT Help Desk Implementation based on Remedy Software	Apr '04	<ul style="list-style-type: none"> Increased call handling capacity Improved first time fix and fault resolution times Improved Management Information
Monitor the network, servers and applications	Network Observer suite network/application monitoring tools installed	Oct '03	<ul style="list-style-type: none"> Provided ability to monitor contractual KPIs Enabled proactive fault finding/resolution Assists with network capacity planning

Objective	Progress Made/Planned	When	Outcome/Benefits
Improve access to the Council's services	Market Street Contact Centre opened	Jun '03	<ul style="list-style-type: none"> • Co-location of 3 previously separate Call Centres(Streetcare, Planning, Revs & Bens) • Improved Reception and Call Centre environments • Improved Call Centre telephony
	Customer Relationship Management software selection/implementation	Jan '04 – Sep '04	<ul style="list-style-type: none"> • Improved customer experience • Better first time resolution of queries • Enhanced ability to deal with broader ranger of enquiries
	Web Site enhancements (ECMS, improved security firewall)	Aug '03 – May '04	<ul style="list-style-type: none"> • Improved web content (More up to date and relevant information) • Web site transactional (on-line forms, payments, queries)

2.2 Progress – Key Initiatives

The tables below outlines progress made against stated objectives for each of the 6 key initiatives of the WBC ICT Strategy

2.2.1 Improve Access to Council Services

Stated Objective	Status	Solution Deployed/Planned
Understand and focus on customer needs	Ongoing	<ul style="list-style-type: none"> Improved understanding will come through development of the Customer Contact Strategy
Give Priority to dealing with frequently asked questions	Ongoing	<ul style="list-style-type: none"> Intranet/Web Site FAQ database developed by ICT Service FAQ information being provided by services. More engagement required from some services Implementation of CRM (Planned Sep '04) will greatly enhance our capability to achieve this objective
Unlock information from the back office	Ongoing	<ul style="list-style-type: none"> New system implementations improve this (e.g. new Revs and Bens DIP System) CRM implementation and backoffice integration will facilitate this
Reduce the need for specialists to deal with routine enquiries	Ongoing	<ul style="list-style-type: none"> Contact Centre staff are being cross trained to deal with queries outside of their area of specialism Implementation of CRM (Planned Sep '04) will facilitate this
Increase the availability of customer self-service	Ongoing	<ul style="list-style-type: none"> Planned Web Site improvements will facilitate this (on-line forms, payments etc.)
Reduce duplication of data and effort	Ongoing	<ul style="list-style-type: none"> Address data duplication eliminated in LLPG. Other master database will follow
Ensure back office is properly resourced and organised	Ongoing	<ul style="list-style-type: none"> Management information collected from CRM will highlight where such improvements need to be made
Amalgamate call centres (Planning, Streetcare, Revenues & Benefits)	Completed Jun '03	<ul style="list-style-type: none"> Call Centres co-located in new facility in Market Street
Technology : Data Warehouse	Not started	Dependent on other projects initiatives, including: <ul style="list-style-type: none"> LLPG Implementation of Integration Hub Compliance with e-GIF standards Information Strategy
Technology: Master Databases	Ongoing	<ul style="list-style-type: none"> LLPG linked to national hub Oct '03 Master Address File to be developed from LLPG Master Name file not started
Technology: CRM	Ongoing	<ul style="list-style-type: none"> Implementation planned by Sep '04
Technology: Transformation Tool	Ongoing	<ul style="list-style-type: none"> Integration Hub tools being researched Microsoft Biztalk Server may be implemented to support new E-Procurement processes

Stated Objective	Status	Solution Deployed/Planned
Technology: Data Cleansing Tool	Ongoing	<ul style="list-style-type: none"> • LLPG employed Hopeweiser data cleansing tool. • Techniques/methodologies employed will be used in development of other master databases
Technology: Real Language Query Tool	Not Started	<ul style="list-style-type: none"> • Within scope of ECMS deployment
Technology: Knowledge Management	Not Started	<ul style="list-style-type: none"> • Within scope of ECMS deployment

2.2.2 Develop Web Based Delivery Channels

Stated Objective	Status	Solution Deployed/Planned
Make Information available in a web enabled format	Ongoing	<ul style="list-style-type: none"> • ECMS tools will facilitate this
Exploit the existing WBC intranet and web site channels	Ongoing	<ul style="list-style-type: none"> • Web Site and Intranet development limited until new ECMS tools selected and implemented (planned for May '04)
Develop new delivery channels	Ongoing	<ul style="list-style-type: none"> • Extranet Channels being developed (e.g. links to Biffa back office) • Automated touch tone phone based payments introduced Aug '03
Web Site: Profile Users	Not Started	<ul style="list-style-type: none"> • No current plans
Web Site: Review SOCITM/NCC best practice guidelines	Ongoing	<ul style="list-style-type: none"> • Best Practice guidelines routinely referred to by ICT Service Web developers
Web Site: Increase On Line Transactions	Ongoing	<ul style="list-style-type: none"> • Some suitable backoffice systems in place • On-line forms and payments planned once appropriate security firewall is in place
Web Site: Increase use of Mapping/Spatial Data	Planned	<ul style="list-style-type: none"> • Mapping and Spatial data developments planned from Apr '04 (Details in GIS Strategy)
Web Site: Prioritise high volume FAQ	Ongoing	<ul style="list-style-type: none"> • FAQ database developed by ICT Service • CRM implementation (Planned for Sep '04) will also facilitate this
Web Site: Provide Intelligent Searching	Planned	<ul style="list-style-type: none"> • Within scope of ECMS project
Web Site: Increase real-time links to back office	Not Started	<ul style="list-style-type: none"> • Requires implementation of integration hub or similar technology (Currently being researched in conjunction with CRM product selection)
Web Site: Review other authority success stories	Ongoing	<ul style="list-style-type: none"> • This type of researched routinely performed by ICT Service Web developers
Web Site: Encourage users to take an interest in Council Business	Ongoing	<ul style="list-style-type: none"> • Increased use of on-line surveys/ consultation questionnaires
Web Site: Promote web site through peer organisations	Not Started	<ul style="list-style-type: none"> • No current Plans
New Delivery Channels: Extranet	Ongoing	<ul style="list-style-type: none"> • Contact Centre and Citizen links to Biffa back office under development for Waste Management services • Security model to enable provision of WBC 'internal' information through the web site under development

2.2.3 Developing IT Competencies

Stated Objective	Status	Solution Deployed/Planned
Recruitment: Ensure job descriptions contain IT Competence	Ongoing	<ul style="list-style-type: none"> Approach adopted within most AWB and WBC services
Recruitment: employ staff with required competence or train to required level	Ongoing	<ul style="list-style-type: none"> Approach adopted within most AWB and WBC services
Performance Management: Review roles/JD of staff to include IT competence	Ongoing	<ul style="list-style-type: none"> Approach adopted within most AWB and WBC services
Performance Management: Include IT competence in targets/objective setting	Ongoing	<ul style="list-style-type: none"> Approach adopted within most AWB and WBC services
Performance Management: Encourage staff to attend relevant IT training	Ongoing	<ul style="list-style-type: none"> Approach adopted within most AWB and WBC services
Performance Management: Provide time for staff to attend IT training	Ongoing	<ul style="list-style-type: none"> Approach adopted within most AWB and WBC services
Performance Management: Request relevant training in performance appraisals	Ongoing	<ul style="list-style-type: none"> Approach adopted within most AWB and WBC services
Performance Management: Attend relevant training	Ongoing	<ul style="list-style-type: none"> Approach adopted within most AWB and WBC services
Training Provision: Regularly review internal training programme to ensure its relevance and effectiveness	Ongoing	<ul style="list-style-type: none"> IT Training Manager conducts regular reviews of training provision with users and Heads of Service
Training Provision: Ensure that training needs are addressed as part of project plans for new systems implementations	Ongoing	<ul style="list-style-type: none"> Adopted as standard element of new systems implementation planning
Training Provision: Investigate the requirement for 121 training programmes, mentoring and 'super users' in areas of low competence or resistance to using IT	Ongoing	<ul style="list-style-type: none"> All these strategies adopted in certain service areas
Training Provision: Investigate the use of self-paced computer based training (CBT)	Ongoing	<ul style="list-style-type: none"> No clear case for CBT established yet

2.2.4 Exploiting Geographic Data

Stated Objective	Status	Solution Deployed/Planned
Exploit existing geographic or spatial data	Ongoing	<ul style="list-style-type: none"> Included in GIS Strategy (Currently being reviewed, issue expected during March 2004)
Provide better information by representing it in map based format	Planned	<ul style="list-style-type: none"> New GIS hardware and software to deployed from April 2004 (Using ESRI ARCIMS product set) to extend the use of map data to the Council's web site for Citizens
Use Geographic data for planning and trend analysis	Ongoing	<ul style="list-style-type: none"> This use increasing in many Council Services. GIS Strategy outlines other services where this should would bring benefits Crime & Disorder Analyst post created in Policy & Performance Service

2.2.5 Education

Stated Objective	Status	Solution Deployed/Planned
Improve Connectivity and Access	Ongoing	<ul style="list-style-type: none"> All West Berkshire Schools connected via South East Grid for Learning (SEGfL) infrastructure SEGfL Phase 2 under development to improve connectivity and speed of access
Develop Community & Lifelong Learning Capability	Ongoing	<ul style="list-style-type: none"> The use of SEGfL phase 2 funding being investigated to improve community and learning facilities within libraries
Promote Information Management	Ongoing	<ul style="list-style-type: none"> Children & Young People 'Portal' under development to improve electronic communication between the Council and CYP partner organisations, including schools. See CYP Portal diagram included at Appendix A)
Increase Use of Electronic Communications	Ongoing	<ul style="list-style-type: none"> Improvements made to School's email facilities (IMAIL Project) Children & Young People 'Portal' under development to improve electronic communication between the Council and CYP partner organisations, including schools. See CYP Portal diagram included at Appendix A)

2.2.6 Provide ICT Facilities for Council Members

Stated Objective	Status	Solution Deployed/Planned
Provide personal ICT equipment to all WBC Members	Ongoing	<ul style="list-style-type: none"> Laptops, printers and software available to all Members (50 of 52 Members opted to receive these facilities by November 2003)
Provide wireless infrastructure within designated areas of the Council's offices	Ongoing	<ul style="list-style-type: none"> Secure solution identified January 2004 (To be deployed in Market Street Council Chamber, Committee Rooms and Member's Suite in March 2004) Wireless facilities extended to Member's homes to link to broadband Internet (Initial pilot completed February 2004)
Implement Thin Client Infrastructure to allow to the Council's ICT systems and information via the internet	Ongoing	<ul style="list-style-type: none"> Core Thin Client infrastructure (initially for 100 users) created in market Street January 2004 Stakeholder groups identified for 'early adopters' of flexible working technology (including thin client, portal and security authentication technologies). One of these stakeholder groups is the Member's ICT Working Party
Implement Portal Technology to enable individual Members to customise their view of information	Ongoing	<ul style="list-style-type: none"> Stakeholder groups identified for 'early adopters' of flexible working technology (including thin client, portal and security authentication technologies). One of these stakeholder groups is the Member's ICT Working Party
Electronic Document Management	Planned	<ul style="list-style-type: none"> Planned as part of WBC Corporate ECMS project (See Section 2.1)

2.3 Progress – Essential Supporting Projects

The tables below outlines progress made against each of the essential supporting projects outlined in the ICT Strategy

2.3.1 Server Infrastructure Rationalisation

The concept diagram at Appendix B provides an illustration of the optimised ICT model we hope to achieve by 2007

Specific elements of this model are briefly outlined in the table below. Detailed descriptions are include in the document “*Architecture Definition West Berkshire Council ICT*”

Stated Objective	Status	Solution Deployed/Planned
Reduce Complexity and diversity of server platforms	Being researched	<ul style="list-style-type: none"> A server ‘virtualisation’ model has been defined as part of the WBC ICT Architecture Definition document produced by a Technical Architect from Amey. VMWare Virtual Server technology is currently being investigated
Improve system resilience	Ongoing	<ul style="list-style-type: none"> Any new server systems being procured include disk and power supply resilience in their specification
Shorten disaster recovery times	Planned	<ul style="list-style-type: none"> This will be achieved if the ‘virtual server’ model is adopted (See above)
Infrastructure Rationalisation: Reduce Network Protocols	Planned	<ul style="list-style-type: none"> Dependent on the retirement of Novell Netware and the ICL Trimetra mainframe
Infrastructure Rationalisation: Server Hardware	Planned	<ul style="list-style-type: none"> ICL Trimetra Mainframe retirement options planned (This is linked to replacement of business systems that currently run on the mainframe)
Infrastructure Rationalisation: Disk Storage	Being researched	<ul style="list-style-type: none"> Storage Area Networks (SANs) are being investigated as part of the WBC ICT Architecture Definition developed by a Technical Architect from Amey.
Infrastructure Rationalisation: Operating Systems	Ongoing	<ul style="list-style-type: none"> All new systems procured in line with standards published in the strategy. Non compliant systems retired as soon as practically and economically possible
Infrastructure Rationalisation: Databases	Ongoing	<ul style="list-style-type: none"> All new systems procured in line with standards published in the strategy Non compliant systems retired as soon as practically and economically possible
Infrastructure Rationalisation: Backup	Being researched	<ul style="list-style-type: none"> Linked to SAN model (see above)
Infrastructure Rationalisation: Directory Structure	Planned	<ul style="list-style-type: none"> Decision taken (October 2003) to move to Microsoft Active Directory (AD) AD design completed (December 2003) Migration plan to move from Novell Directory Services to AD in development

2.3.2 Network Infrastructure Improvements

Stated Objective	Status	Solution Deployed/Planned
To provide equitable, high-speed, real time access to Centralised ICT systems from Council sites with more than 5 users	Ongoing	<ul style="list-style-type: none"> Many new sites added to WBC Wide Area Network (WAN) (see specific information below) New network monitoring tools (Tolerant Systems Network Observer) being deployed to determine bandwidth requirements for each site Request for Information document issued to network vendors (December 2003) to explore new WAN design options
To provide sufficient Bandwidth to support the number of users at each site	Ongoing	
To provide sufficient Internet bandwidth to meet demand	Ongoing	
WAN Improvement – Upgrade: Brewery Court Theale (64Kb/s – 2Mb/s)	Complete	Completed July 2003
WAN Improvement – Upgrade: The Priory (64Kb/s – 10Mb/s)	Complete	Completed June 2003
WAN Improvement – New Site: Castlecroft (2Mb/s EPS)	Complete	Completed September 2003
WAN Improvement – New Site: Chestnut Walk (2Mb/s EPS via Hungerford Library)	Complete	Completed September 2003
WAN Improvement – New Site: No Trees (128Kb Leased Line)	Complete	Completed June 2003
WAN Improvement – Upgrade: Walnut Close (128Kb/s – 2Mb/s EPS via Thatcham Library)	Not Done	No longer required
WAN Improvement – New Site: Willows Edge (2Mb/s EPS)	Complete	Completed October 2003
WAN Improvement – New Site: Ormonde Day Centre (2Mb/s EPS)	Complete	Completed June 2003
WAN Improvement – New Site: Cromwell Day Centre (2Mb/s EPS via St. Paul's School)	Not Done	No longer required
WAN Improvement – New Site: Downlands Day Centre(2Mb/s EPS via Downland's School)	Not Done	Finalising connection details with School
WAN Improvement – New Site: Highview Day Centre (2Mb/s EPS via Highfield School)	Complete	Completed January 2004
WAN Improvement – New Site: Shaw & Jubilee Day Centre (2Mb/s EPS via Willows Edge)	Complete	Completed October 2003
WAN Improvement – New Site: Windmill Court Day Centre(2Mb/s EPS via Mortimer Library)	Planned	Scheduled for March 2004
WAN Improvement – New Site: Greenfield House Day Centre	Complete	Completed January 2004

2.3.3 Software Deployment and Desktop Support

Stated Objective	Status	Solution Deployed/Planned
<ul style="list-style-type: none"> • Enable software installation to remote PCs, without the need for an analyst to visit the remote site • Reduce the number of site visits required by PC Response Analysts to resolve faults • Reduce fault resolution times • Increase the number of Help Desk calls resolved by 1st line support • Reduce support costs • Enable proactive maintenance of PC software • Facilitate software licence auditing and hardware inventory monitoring 	Ongoing	<ul style="list-style-type: none"> • LANDesk remote software deployment hardware monitoring tool s installed (January 2004) • ICT Support Staff Training (January 2004-March 2004) • LANDesk Tool exploitation/full benefits realisation (Post March 2004)
Develop new WBC PC Desktop Standard	Ongoing	<ul style="list-style-type: none"> • Interim Standard Adopted (October 2003) based upon: <ul style="list-style-type: none"> – Microsoft Windows XP – Microsoft Office XP – Novell GroupWise 5.5 (vendor unsupported) • New standard pending the outcome of the Thin Client technology 'Early Adopters' trials

2.3.4 Flexible Working and Home Working

Stated Objective	Status	Solution Deployed/Planned
<ul style="list-style-type: none"> • Support roaming/roving staff, who regularly move between offices • Reduce unnecessary travel by enabling people to work at home • Reduce office space requirement by providing 'hot desks' • Enable staff to work more effectively whilst out on-site • Support WBC's work-life balance aims • Allow users to login from any location via the Internet • Provide access to central applications over low bandwidth Internet connections 	Ongoing	<p>A 100-User Flexible Working Infrastructure 'Early Adopters' trial initiated during December 2003, featuring:</p> <ul style="list-style-type: none"> • Citrix Metaframe Thin Client Technology • Nfuse Portal Technology • Secure Access/authentication • Redesign of the WBC Security Firewall • Review of data storage and backup strategy <p>The outcome of these trials, due to be completed by May 2004, will be a plan/roadmap for extending the deployment of these technologies to a greater number of users throughout the organisation</p>

2.3.5 Improved Support Infrastructure

Stated Objective	Status	Solution Deployed/Planned
<ul style="list-style-type: none"> Implement a new Help Desk System to help provide better service and improve reporting capability 	Ongoing	<ul style="list-style-type: none"> Remedy Help desk solution identified as most appropriate tool to adopt Improved ICT support model, based on IT Infrastructure Library (ITIL) standards being developed (Jan-Mar 2004) Improved Help Desk telephony scheduled for March 2004 Help Desk implementation scheduled for April 2004
<ul style="list-style-type: none"> Implement new deployment and fault management tools to make more effective use of Support resources 	Ongoing	<ul style="list-style-type: none"> LANDesk remote software deployment hardware monitoring tool s installed (January 2004) ICT Support Staff Training (January 2004-March 2004) LANDesk Tool exploitation/full benefits realisation (Post March 2004) LANDesk to be integrated with Remedy Help Desk (May 2004)

2.3.6 Application and Network Monitoring

Stated Objective	Status	Solution Deployed/Planned
<p>Implement a network/application monitoring tool to:</p> <ul style="list-style-type: none"> Exceed SLA requirements by continual system monitoring Reduce time to fix problems by improving diagnosis Proactively monitor the system to prevent problems before they happen Improve security and system usage by detecting unusual network events 	Complete Oct '03	<p>Network Observer suite network/application monitoring tools installed (October 2003) which has provided the following benefits</p> <ul style="list-style-type: none"> Improved KPI reporting capabilities for network and business system availability More efficient problem resolution Auditable error logs Improved network analysis/design capability Network performance trend analysis

2.3.7 Business Systems Improvements

Stated Objective	Status	Solution Deployed/Planned
<ul style="list-style-type: none"> • Improve WBC business processes by providing state of the art tools • Reduce unnecessary duplication of effort by a combination of business process re-engineering and improved systems • Improve the service delivered to customers by reducing unnecessary manual intervention and speeding up processes • Improve staff morale by concentrating on meeting user requirements 	Ongoing	<p>A number of new business systems have been implemented or are being planned including:</p> <ul style="list-style-type: none"> • New Computer Aided Design (CAD) System for the Property Service (September 2003) • New Property Database (April 2004) • CRM System for Contact Centre (September 2004) • New Finance System Agresso (December 2004) • New HR/Payroll System (December 2004) • New Revenues & Benefits System (December 2004) • New Children's Services System (June 2005) <p>Business Process Reengineering included as part of implementation planning for all new systems to maximise benefits of system</p>

2.3.8 Business Systems Integration

Stated Objective	Status	Solution Deployed/Planned
Achieve a comprehensive level of integration between the Council's various disparate IT systems	Ongoing	<ul style="list-style-type: none"> • Tactical point-to-point solutions developed by ICT programmers to link systems together • Selection/implementation of an Integration Hub solution being planned to simplify integration process
Support multiple access channels (Telephone, fax, letter, web etc.)	Ongoing	<ul style="list-style-type: none"> • Contact Centre, implemented June 2003, supports multiple access channels • Extension of Contact Centre model to cover more Council Services will facilitate this process
Enable back-office information to be delivered to the front desk quickly and efficiently	Ongoing	<ul style="list-style-type: none"> • Selection/implementation of an Integration Hub solution being planned to simplify integration process • Integration proposals included in E-Gif Strategy, developed December 2003
Provide a framework for the government's e-GIF strategy	Ongoing	<ul style="list-style-type: none"> • Draft E-Gif strategy developed December 2003 • Draft WBC E-Gif Policy developed December 2003

Stated Objective	Status	Solution Deployed/Planned
Provide mechanisms for setting up external interfaces in order to support the government's requirements for access to council data	Ongoing	<ul style="list-style-type: none"> • New Corporate Firewall Design developed December 2003 to enable development of WBC Extranet channels • Firewall Management arrangements to transfer to Amey ICT from Education Service (April 2004) • New Firewall design to be implemented May 2004

2.3.9 Electronic Document Management

Stated Objective	Status	Solution Deployed/Planned
<ul style="list-style-type: none"> • Allow simultaneous viewing/printing of documents from different locations within the organisation • Facilitate workflow and/or case management to make key business processes more efficient. • Provide fast and efficient document retrieval to enable better customer service and greater office productivity • Reduce the cost of archiving and accessing information by saving on cost of office space used for storing paper documents, and reducing the man-hours lost in searching and repurposing documents. • Increase security and integrity of information to mitigate the risk of corporate or individual liability, and to improve accuracy of transaction processing activities. • Provide a simpler and faster document capturing process standardised on agreed entry points and indexing criteria. • Provide greater availability of documents and specific content for public (web) access. This would ultimately facilitate the provision of personalised and intelligent documents. • Provide greater availability of documents and specific content for inter-organisation transactions 	Ongoing	<ul style="list-style-type: none"> • Anite@Work EDMS system implemented in Revenues and Benefits (March 2003) • EDMS Interim Report issued in November 2003 providing a position statement on Corporate EDMS planning/selection activities performed to date and outlining plans for progressing the project • Interim Intranet based Document Management System implemented in some service areas including: <ul style="list-style-type: none"> – Service Access – Property – Community Care & Housing • Electronic Content Management Request for Information (RFI) issued to potential solution vendors February 2004

2.3.10 E-Procurement

Stated Objective	Status	Solution Deployed/Planned
<ul style="list-style-type: none"> • Improve efficiency of the procurement process • Improve information for users • Reduce the cost of procurement • Reduce the ordering to delivery cycle 	Planned	Web Based E-Procurement system integrated with new Finance system selected (Aggress). E-Procurement System implementation planned for April 2005

2.3.11 Security and Disaster Recovery Review

Stated Objective	Status	Solution Deployed/Planned
<ul style="list-style-type: none"> • Improve electronic security by carrying out regular checks of the network 	Ongoing	<ul style="list-style-type: none"> • Security Penetration Test (Pen Test) performed on network (May 2003) • Network/system security improvements, identified by Pen Test, performed
<ul style="list-style-type: none"> • Improve physical security to prevent unauthorised entry to computer facilities 	Complete	<ul style="list-style-type: none"> • Computer Suite and PABX Room protected by key pad entry • Cryptag system prevents public access to ICT area • Steel security screen to be fitted to Computer Suite windows (February 2004)
<ul style="list-style-type: none"> • Reduce the likelihood of disaster due to fire or flood by updating water detection equipment and fire suppression systems in the computer suite and PABX room 	Ongoing	<ul style="list-style-type: none"> • New Fire Suppression systems installed in Computer Suite and PABX Room (July 2003) • Water leak detection system to be installed in Computer Suite (February 2004)
<ul style="list-style-type: none"> • Increase the resilience of the infrastructure by eliminating single points of failure and reducing the number of different systems and platforms used within WBC 	Planned	<ul style="list-style-type: none"> • New infrastructure definition designed by Amey Technical Architect (December 2003) • New infrastructure implementation being planned in parallel with Amey Service Improvement Programme (SIP)
<ul style="list-style-type: none"> • Reduce the chance of intruder-related damage by reconfiguring and strengthening WBC's network configuration 	Ongoing	<ul style="list-style-type: none"> • New, more secure, Internet Firewall design created (September 2003) • New Firewall to be implement (May 2004)
<ul style="list-style-type: none"> • Develop a new business continuity plan by going through a formal disaster recovery process 	Planned	<ul style="list-style-type: none"> • Work initiated through Business Continuity JCC

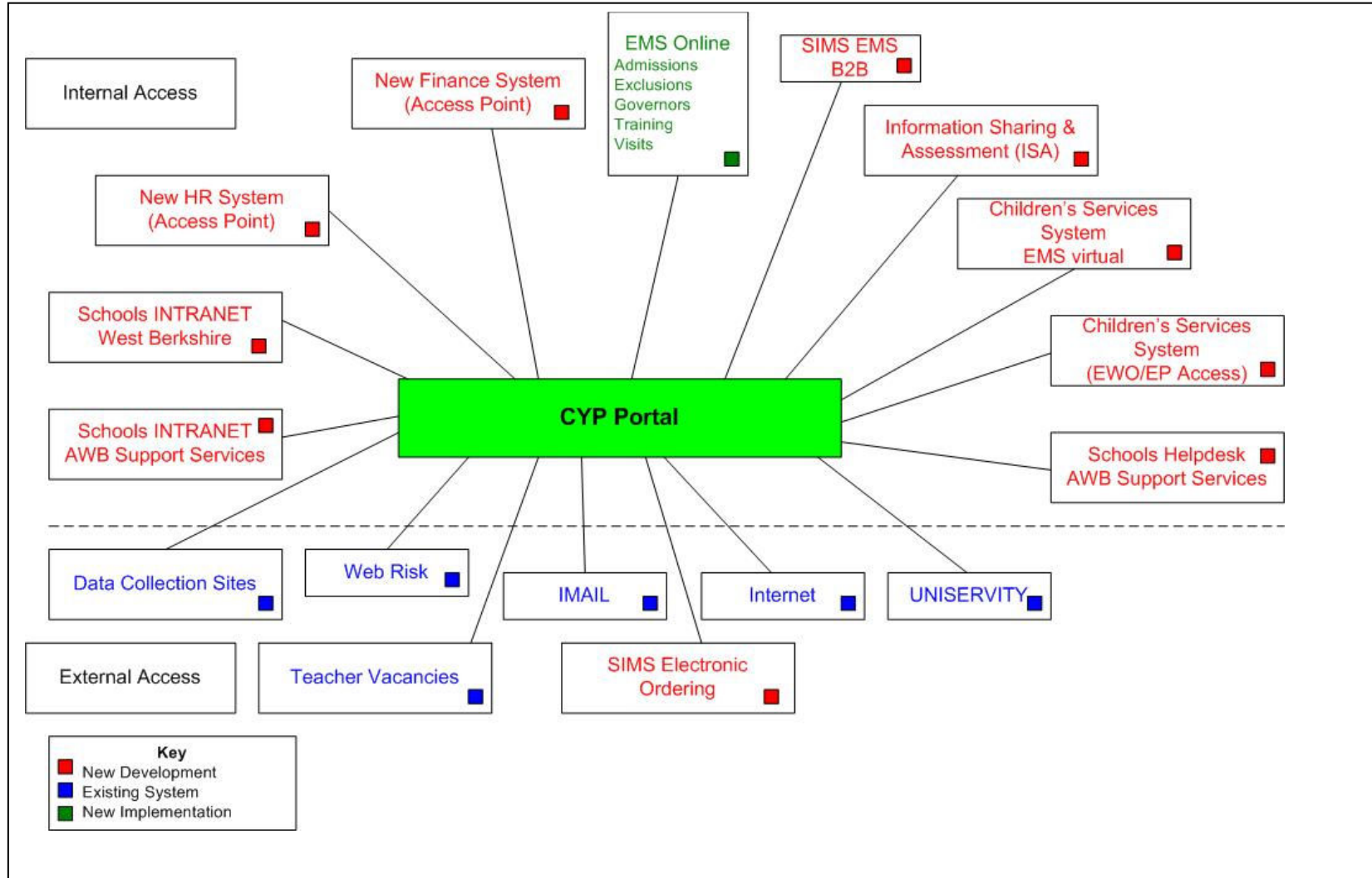
2.4 Governance

The strategy stated that ICT would extend the degree of governance over WBC systems and that this governance would include:

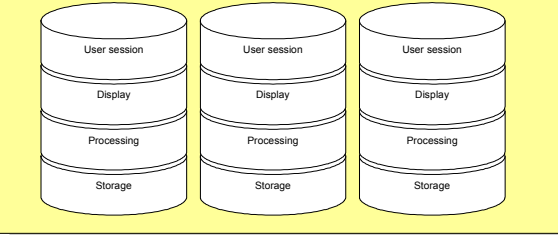
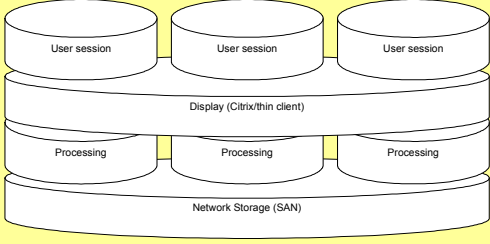
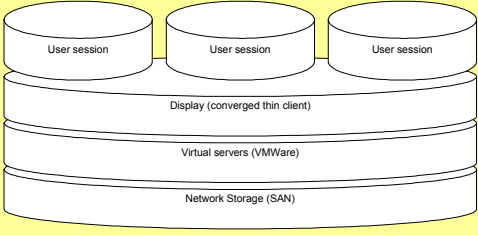
- Configuration management
- Problem management
- Change management
- Software control and distribution
- Service level management
- Capacity management
- Availability management
- Contingency planning
- Security management

The governance standard that will be adopted is based on the IT Infrastructure Library (ITIL) standards. Work has started to implement ITIL based standards initially for the ICT Support Model and ICT Help Desk. This will then be extended to other areas of ICT service delivery.

Appendix A: Children and Young People Portal - Conceptual Diagram



Appendix B: ICT Infrastructure Concept Model

2003-04 Current Model	2004-05 Transition Model	2006-07 Convergent Model
<p>Directly attached model Everything runs in tight, stovepiped resource funnels</p> 	<p>Increased virtualisation allows networked storage to appear as direct storage. Thin client decouples desktop session from PC hardware, improves resilience, reduces need for refresh</p> 	<p>Final stage of virtualisation removes dependency on individual servers (except for specialised requirements). Run virtual server sessions on commodity hardware</p> 
<p>Current Model Largely evolved rather than developed with a specific aim in mind. Great diversity of business applications, few infrastructure applications. Dependency on legacy systems and uncontrolled sprawl of applications across PCs.</p>	<p>Transitional (Browser) Model This model emphasises access to applications via web browsers. This is a model that allows for simplified access to web services. It does not support graphically complex applications and is not especially secure..</p> <p>Transitional (Thin Client) Model This model transfers the desktop to a centralised server. This allows even quite complex applications to be hosted and managed centrally. The model is more complex and expensive than the browser model, but allows for a smoother transition from the current state. It should also be more secure than the browser model.</p>	<p>Converged Model It is expected that, over the next few years, the browser and thin client models will converge. This should enable the use of more demanding applications through the browser, possibly via hosted Java applets.</p>