
West Berkshire Council ICT Strategy 2013 - 2016

Document Control

Document Ref:		Date Created:	25 th September 2012
Version:	1.0	Date Modified:	14 th June 2013
Revision due			
Author:		Sign & Date:	
Owning Service			

Change History

Version	Date	Description
0.1	25/09/2012	First Draft Created
0.2	12/10/2012	Revisions following peer, Chief Executive and ICT Portfolio Member reviews
0.3	19/10/2012	
0.4	09/11/2012	
0.5	11/01/2013	
0.6	28/01/2013	
0.7	03/05/2013	
0.8	23/05/2013	
1.0	14/06/2013	

Contents

Foreword by Chief Executive and ICT Portfolio Holder.....	3
1. Executive Summary.....	5
2. Introduction.....	6
3. Doing what's important well.....	9
4. Transforming our services.....	14
5. Living within our means.....	19
6. Putting people first.....	24
7. Empowering people and communities.....	26
Glossary of Terms.....	29
Appendix A: WBC 5-Year ICT Capital Programme.....	30
Appendix B: WBC ICT Service Organisation Chart.....	31
Appendix C1: ICT User Satisfaction – Socitm 2012 Survey (Satisfaction Measures).....	32
Appendix C2: ICT User Satisfaction– Socitm 2012 Survey (General Views).....	33
Appendix D: ICT Standards Employed by West Berkshire Council.....	34
Appendix D: ICT Standards Employed by West Berkshire Council (Continued).....	35

Foreword by Chief Executive and ICT Portfolio Holder

ICT Portfolio Holder, Roger Croft



The last five years have seen enormous changes in the financial environment in West Berkshire, the UK and much of the world.

Due to reductions in funding, West Berkshire Council has had to make savings of nearly £25 million between 2010/11 and 2013/14 and an estimated further £17 million of savings will need to be found over the next three years. All while we do our part to reduce the national deficit by minimising Council Tax rises while protecting front-line services wherever we can. People's lives have changed and are changing as Central Government transforms the way it operates. These changes – financial and personal - highlight further the need for the effective delivery of services from your Council. ICT is one of the major enablers of that increasing effectiveness.

This strategy sets out how we will use Information and Communications Technology to enable and drive continuing improvement in our services. We will communicate even better both within the Council and externally to the West Berks public. We will handle data relevant to people's lives more capably while having due regard to the privacy of people's information. We will use ICT to help us listen further to the 154,000 people who live within West Berkshire. This Strategy outlines how ICT is a vital part of your Council's services.

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke extending to the right.

Cllr Roger Croft, ICT portfolio holder

Chief Executive, Nick Carter



Information and Communication Technology now plays a pivotal role in the lives of most people in this country. Our communications have become increasingly digital in nature and the whole economic and social fabric of the country is becoming more reliant on the use of technology and the internet.

West Berkshire Council has embraced these changes, inevitably, it has proven impossible to stand aside from them. Our last ICT Strategy published in 2009 focused on the need to modernise our ICT infrastructure, a continuation of a programme of change initiated at the turn of the millennium. That modernisation programme is now largely complete – or perhaps as complete as any such programme can be, given the ever changing nature of technology.

Over recent years the Council delivered its Timelord Programme which, by equipping our staff with a range of ICT, allowed them to work more flexibly, enabled us to rationalise our office accommodation estate, and achieved significant cost savings. The Council continues to shift its interaction with residents and customers into the digital age under our *Customer First Programme* which will see the launch of two new web sites next year.

The last few years have seen dramatic changes in the country's economic fortunes and a resulting reduction in public expenditure. Inevitably this has had restricted our ambitions, which need to be realistic. Our key task now is to ensure that we protect the infrastructure and business practices developed in recent years, which have been instrumental in improving our organisation's efficiency and effectiveness. We will need to do this alongside a very judicious approach to future investment. The Council recognises the fundamental need to invest in ICT and has set aside a significant allocation within its reducing five year capital programme. That said new investment will continue to be driven by the need for a sound business case and a clear indication of how it will help delivery this strategy.

A handwritten signature in black ink, appearing to read 'Nick Carter', written in a cursive style.

Nick Carter, Chief Executive

1. Executive Summary

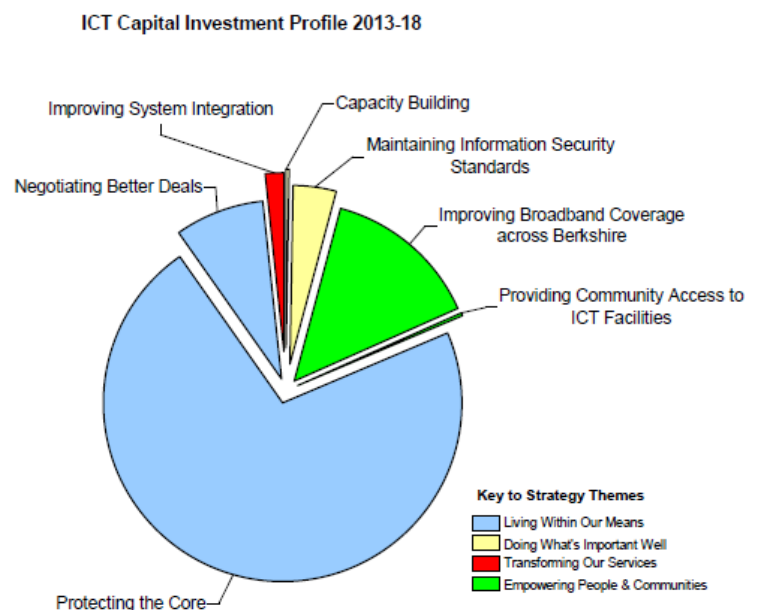
- 1.1 Like most modern organisations West Berkshire Council is highly dependant upon Information and Communications Technology (ICT) to enable it to deliver high quality customer services and financial controls efficiently and cost effectively.
- 1.2 Council investment in ICT over the last decade has created a modern infrastructure with up-to-date business systems. These systems are used by our IT literate workforce for the benefits of our customers and service users.
- 1.3 This strategy document explains how we intend, over the next 3-years, to continue to exploit and harness technology so that we can maintain and improve the quality and efficiency of our front-line service delivery.

1.4 A key difference now, compared to previous strategies, is that our financial resources are under real pressure, meaning that most of our investment in ICT needs to be focussed on keeping our existing infrastructure and systems up-to-date to ensure that we don't lose the advantages provided by previous investment.

1.5 These financial constraints need not prevent us making smarter use of the technology we already possess to achieve additional benefits, efficiencies and service improvements, examples include;

- Increasing the numbers and types of transactions conducted online (the most cost-effective means of delivery).
- Improving integration between systems to help automate processes.
- Using technology to facilitate shared-service delivery between councils to achieve financial savings or improved resilience.
- Exploiting new technologies as they emerge/mature, such as cloud, bring your own device (BYOD), tablets, smartphones etc.
- Training/developing our staff to ensure they understand and use all the features of the systems they use.

1.6 Throughout this document **strategic aims and statements are written in blue text** to enable them to be picked out more easily by readers of the strategy.



2. Introduction

2.1 Purpose

This document sets out West Berkshire Council's ICT Strategy for the next 3 years. It explains the role of ICT in delivering against the vision, priorities and principles described in the *Council Strategy 2012-17*.

The role of ICT in West Berkshire Council is to support the core business functions of the Council that underpin its front-line service delivery. [Through the appropriate use of technology we aim to ensure that business processes and customer transactions are delivered in the most effective and efficient way possible.](#) ICT also has a role in transforming services so that they can be delivered better, faster or more cost effectively.

This is the 4th ICT Strategy produced since West Berkshire Council was established as a Unitary Council in 1998 and the ICT landscape has changed quite dramatically since the first strategy was written in 2003. WBC now has a modern and efficient ICT and business Infrastructure that can be easily accessed by the majority of its officers (staff) and Members (elected Councillors). Every council officer and Member, who needs it, has full-time access to a PC and more than 63% of the staff can work flexibly from any location. The provision of online information means that almost half of our customer contacts are now provided via our website.

In a time when budgets and resources are constrained [our strategy will be to devote the majority of our ICT financial resources to maintaining the Council's core ICT systems and infrastructure, upon which the rest of the organisation is reliant.](#) We need to recognise that this focus on protecting the core may limit the pace of new developments or technological advancements, except where these can be shown to significantly reduce costs, increase capacity, or significantly improve service quality.

2.2 Guiding principles

The guiding principles employed in this strategy by which the Council will identify and prioritise ICT initiatives include;

- **ensuring value for money**¹ for the delivery of ICT services by benchmarking our costs against our peers.
- **increasing the use of digital** service delivery channels and methods where these will yield benefits such as improved capacity, financial savings, or improved customer service.
- **ensuring the availability of infrastructure and business systems** throughout the operating hours of the various Council departments.
- **ensuring the security of data**² and data transactions to prevent disclosure or loss of personal data with which we are entrusted.

¹ In the 2011 Cipfa (Chartered Institute of Public Finance & Accountancy) Value for Money survey West Berkshire Council's expenditure on ICT represented 1.8% of the Council's overall budget. This is equal to the average compared to other unitary authorities surveyed but considerably lower than average when compared to other public sector organisations.

² West Berkshire Council, as a public body, is required to adhere to stringent information security requirements set out in the Government Connect Secure Extranet (GCSX) code of connection. It is also required to comply with the Data Protection Act.

- **providing resilience for business continuity and disaster recovery** for the critical functions that the Council delivers.
- **Improving integration and interoperability** by selecting ICT infrastructure and business systems compatible with the core systems already used by the Council and key partner organisations, and by using integration tools and techniques which improve the efficiency of information processes.

2.3 The Council's ICT landscape

The table below provides some insight into the scope and scale of the ICT Service delivery in place to support West Berkshire Council's front-line services.

Item	Volume	Historical Trend		Comments
Customer contacts	<ul style="list-style-type: none"> • Telephone contacts — 72,000 per month (13,000 switchboard, 15,000 Contact Centre 44,000 direct dial) • Website contacts — 73,000 visitors per month 	<p>↘</p> <p>↗</p>	Customer contacts via the WBC website now exceed those contacting us by telephone. Telephone, however, remains a key means of contact.	
Business Applications	<ul style="list-style-type: none"> • 108 Back office Applications • 118 Desktop Applications 	<p>↗</p> <p>↗</p>	The number of discrete applications used continues to grow. Our strategy is to limit growth/reduce the number of individual applications used.	Includes all specialist application supporting front line services.
Computer users	1650	<p>↘</p>	Organisation wide staffing reductions has reduced the number of computer users.	Excludes schools staff.
PC estate	<ul style="list-style-type: none"> • 860 Desktop PCs • 900 Laptop PCs 	<p>↘</p> <p>↗</p>	The organisation's move to flexible working has increased the proportion of laptops. Overall PC numbers have reduced in line with reduced organisation staffing.	
Telephony estate	<ul style="list-style-type: none"> • 1200 Desk Phones • 780 Mobile Phones • 670 BlackBerries 	<p>→</p> <p>↗</p> <p>↗</p>	The organisation's move to flexible working has increased the number of mobile phones and BlackBerries in use. Our strategy will be to reduce the desk phone estate to save money.	
Networks /Internet	<ul style="list-style-type: none"> • 52 networked sites incl. schools • Daily internet traffic 270Gb data in, 80Gb data out 	<p>↘</p> <p>↗</p>	The size of our network has reduced as schools have now separated from the Council WAN. Internet traffic continues to increase.	
Server estate	370 Servers (280 virtual, 90 physical)	<p>→</p>	Our overall server estate is static or growing slightly. Our strategy is to further reduce the proportion of physical servers.	
Data volumes	50 Terabytes of data	<p>↗</p>	Corporate data volumes continue to grow. Fortunately data storage costs continue to fall.	

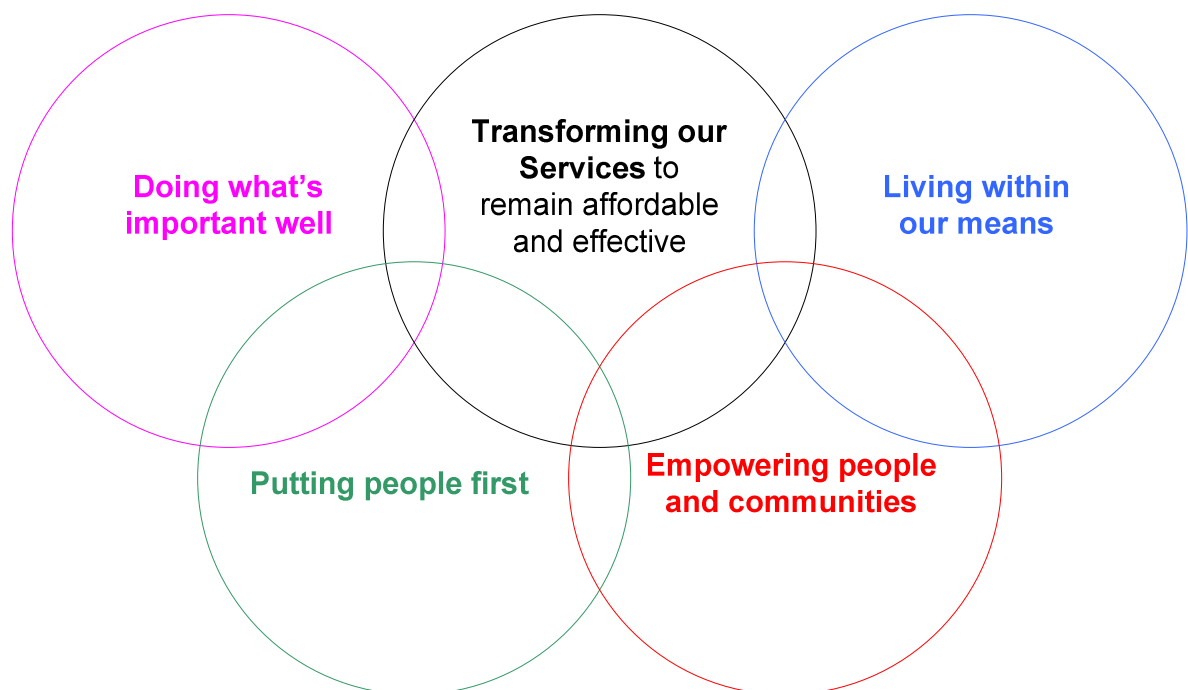
2.4 How this strategy was developed

This strategy was developed by;

- **reviewing other West Berkshire Council strategies** including the Council Strategy 2013-17, previous WBC ICT Strategies, the Communications Strategy and the Health and Wellbeing Strategy.
- **consulting** with parishes, customers, service users, Council Members and Council officers, and peers from other public sector organisations.
- **reviewing technology trends** both current and emerging.
- **following best practice guidance** set out within key Government initiatives and by professional bodies such as the Society of Information Technology Management (Socitm)

2.5 Strategic themes

This strategy is organised according to the five overlapping themes which mirror the five themes articulated within the Council Strategy 2013-17



These themes will be explored and expanded in the sections that follow.

3. Doing what's important well



“Over recent years ICT has played a key role in transforming the Council’s service delivery. With growing demand for high quality online public services choosing the right technological solutions to support our customers will become increasingly important.”

3.1 Overview

Previous investment in West Berkshire Council’s ICT has created a resilient and modern infrastructure, with up-to-date business systems and efficient service delivery processes. Today the majority of the Council’s front-line services are dependant to a greater of lesser degree upon technology.

The table below provides a high level summary of major ICT investments made by the council over the last 10-years.

Infrastructure Business System Function	System Employed	Year first implemented	Capital Investment (Last 10 Years)	Comments
Adult Services System	Careworks Raise	2006	£1,511,811	
Children’s Services System	Careworks Raise	2006		
Contact Centre System		2003	£180,121	Due to be upgraded in 2013
CRM System	Lagan Frontline	2007	£782,500	
EDRMS	Opentext	2006	£492,000	
Education Management System	Capita EMS/ONE	2005	£200,000	Upgrading to ONE since 2009
Email System	Microsoft Exchange	2006	£201,877	To be replaced 2013
Finance System	Agresso	2003	£1,483,903	
Geographic Information System	ArcGIS Server	2006	£115,780	Replaced 2012
Highways - Asset Management	WDM	2006	£63,287	
Highways - Streetworks	Mayrise	2006	£30,400	
HR/Payroll system	Northgate Resourcelink		£721,668	
ICT Help Desk	BMC Remedy	2003	£147,823	Due to be replaced in 2013
PC Estate	Dell Hardware, Microsoft OS and Microsoft Office	2003	£1,800,000	Updated on 5-year refresh cycle
Remote Access	Citrix	2005	£820,000	Updated 2011, further updates scheduled for 2013
Revenues and Benefits System	Northgate SX3	2005	£850,000	
Security Firewall	Sonicwall	2006	£169,400	Replaced 2012
Server Infrastructure	VMWare	2006	£701,699	Replaced 2012
Storage Area Network (SAN)	Hitachi	2006		Replaced 2012
Telephony Estate	Siemens, BT, Vodafone	2003	£800,739	Updated on 5-year refresh cycle
Website	Goss iCM	2005	£95,000	
Wide Area Network (WAN)	BT Circuits, Cisco Switches	2006	£1,300,505	Included Schools Network
Total:			£12,468,513	

Our strategy is to maintain the effectiveness of our ICT systems through good governance, meaningful performance monitoring and adequate resources to manage and maintain our core infrastructure. We will maintain contingency plans and ensure measures are in place in case things go wrong in our day-to-day operations.

3.2 Governance and standards

Good governance and our adoption of standards helps ensure that the Council's ICT infrastructure, business systems, processes and procedures are maintained up-to-date and that they remain fit for purpose.

Governance bodies in place include;

- **Executive:** The main decision making body of the Council. ICT matters are represented on Executive by the ICT Portfolio Member.
- **ICT Strategy Board:** An officer/Member group, which includes the ICT Portfolio Member. This group meets quarterly and advises Executive on the Council's ICT strategy and policy and prioritises the Council's portfolio of ICT projects and the allocation of ICT resources.
- **Capital Strategy Group (CSG):** An officer/Member group which oversees the Council's Capital Programme. The Council's ICT Capital Programme is currently funded at around £640k per annum. Details of the 5-year ICT capital programme is shown at Appendix A
- **Change Advisory Board (CAB):** A small group of officers which meet on a weekly basis to assess the viability and impact of ICT change requests from the business and to prioritise the allocation of resources to approved changes.

Governance methodologies in place include;

- **Project management methodology (PMM):** West Berkshire Council's Prince-2 based methodology is used to manage ICT and other projects to help keep them on track and to ensure they deliver their specified objectives and benefits.
- **Risk management methodology:** The Council operates Risk Management at a corporate level. Risks are assessed in terms of their likelihood and impact both using a 1-4 scale. The resulting risk scores, both the Gross Risk (risk before applying mitigation measures) and Net Risk (Risk after applying mitigation measures) is enumerated by multiplying likelihood and impact. Risk scores can therefore range from 1-16 in magnitude. An ICT Risk Register is maintained for the Council's ICT Service (including the infrastructure it manages) and for all ICT projects as they are planned and implemented.
- **IT Infrastructure Library (ITIL):** This OGC best practice guideline is used as the basis for all ICT Service processes and procedures.

Standards in place include;

- **Approved ICT standards:** The Council has approved standards for most aspects of ICT hardware, software, data and key processes, these are listed at Appendix D.

- **Desktop software standards:** The Council manages a **Definitive Software Library (DSL)**³ of desktop applications. The DSL currently contains more than 400 separate items. **Our strategy is to reduce as far as possible the number of supported desktop applications and to deploy as many of these applications as possible via Citrix to reduce administration support costs.**
- **Information security:** As a public body West Berkshire Council is required to comply with Government Public Sector Network (PSN) code of connection (This replaces the previous Government Connect Secure Extranet or GCSX Standard). **Our strategy is to remain compliant with the Government security requirements, whilst working towards compliance with the ISO27001 (Information Security Management) standard.** These measures will help ensure the appropriate protection and safeguards remain in place to protect the data to which we are entrusted.
- **Spatial data standard:** We hold and provide appropriate, accurate spatial data and metadata to comply with the European INSPIRE directive.

3.3 Performance monitoring

(1) ICT service department performance monitoring

With so many of the Council's business processes and transactional functions now largely dependent upon ICT the performance of the ICT Service department itself is key to how well the organisation can function on a day-to-day basis. Accordingly it is important that we measure this performance on an ongoing basis. The performance of West Berkshire Council's ICT Service is measured for;

- **Adherence to Service Level Agreements (SLAs):** The ICT Service has a published Service Level Statement which defines the scope and capacity of the department to the rest of the organisation. There are also key performance Indicators (KPIs) which record the number of ICT incidents which occur and to measure the ICT Help Desk's performance in resolving these incidents.
- **Customer satisfaction:** Internal customer satisfaction is routinely measured whenever Help Desk Calls are closed. **Our strategy is to conduct a full independent ICT User Satisfaction Survey⁴ every 18 months – 2 years to ensure we are meeting our customers' expectations.**
- **Value for money:** **To ensure the ICT Service provides good value for money our strategy is to benchmark it annually against peer organisations using the CIPFA (Chartered Institute of Public Finance & Accountancy) benchmarking toolkit.** This involves a 'basket' of measures to determine both the cost and effectiveness of the ICT service.

Note: The 2 benchmarking surveys described above (customer satisfaction and value for money) confirms ICT User Satisfaction to be above average and ICT costs to be at or below average when compared to similar organisations.

³ The DSL is too large and dynamic to be included as an appendix to this strategy but is published as a live document on the Council's intranet

⁴ In the survey conducted in 2012, by the Society of Information Technology Management (Socitm), West Berkshire Council's rating for "How good is your ICT Service" ranked considerably higher than the average for English Unitary Councils. A summary of satisfaction ratings measured in this survey are shown at Appendix C1 & C2.

(2) System performance monitoring

With the Council's dependence on ICT any system downtime can be disruptive and costly. Our strategy is that critical systems are, wherever possible, designed to be resilient with in-built redundancy for any elements likely to fail, eg power supplies. Despite this systems can and do still sometimes fail and a number of measures are in place to minimise the impact of such failures;

- **Manually assisted monitoring:** Servers, databases and business applications usually record system issues, faults, security events etc in a log file. Our strategy is that database or system administrators routinely review system logs to monitor the 'health' of each system so they can take any necessary remedial action to avoid unnecessary failures or downtime.
- **Automated monitoring:** Some of our systems eg our virtual server environment have inbuilt automated fault diagnostic tools which send automated alerts regarding failed, or failing components, allowing them to be replaced before they cause a system failure. We also have a number of automated systems in place to monitor and identify system availability eg whether network circuits are working, whether our website is available etc. Our strategy is to increase the number of systems automatically monitored, which will free up database/system administrator capacity for 'higher value' activities.
- **Problem management:** Incidents reported to the ICT Help Desk are routinely recorded and logged. Our strategy is to perform ITIL Problem Management on these incidents, when appropriate, and refer them to the Problem Management Group to help reduce or eliminate systemic issues or recurring incidents. All Council ICT Service staff are ITIL trained to at least foundation level.

3.4 Resources

(1) Manpower resources

West Berkshire Council operates an inhouse and predominantly centralised ICT Service (A few business system administrators are employed within other services rather than in the central ICT team). An organisation chart for the ICT Service is shown at Appendix B.

A conclusion drawn from the 2012 Socitm User Satisfaction Survey is that West Berkshire Council's ICT Service provides a very good day-to-day operational service. However it also concluded that any significant departure from these business as usual activities, such as change requests and project delivery are often harder to achieve and frequently result in customer frustration and project delays.

Our strategy is to improve efficiency and build capacity in the ICT Service for change management and project delivery tasks to help alleviate our customers' frustrations with these activities.

Capacity building initiatives under way or proposed include;

- **A new ICT Help Desk** will replace the system that we have employed since 2005. The new system will provide user self-service for call logging and follow-up monitoring, a knowledgebase of frequent issues and better information management which will allow us to track and trend problems and thus help prevent their recurrence.

- **A self-service password reset tool** will allow pre-registered users to reset forgotten passwords themselves on a 24x7 basis without having to phone the ICT Help Desk. Password resets represent around 4% of all incidents reported to the Help Desk and currently when users lock themselves out of systems outside of core business hours they have to wait until the Help Desk opens to resolve the issue, losing them time and productivity.
- **Database monitoring tools** will release capacity in the database administrator team which can be spent on 'higher value' tasks eg developing system integrations.
- **Decentralised spatial data editing** processes will allow service area officers to maintain their own data and release capacity of specialist GIS staff. This process will be automated to include integrity checks and data back up.
- **GIS process automation** using 'geo-processing' scripts will automate common tasks and create a reusable library of functions for use in GIS software and release capacity of specialist GIS staff.

3.5 Business continuity

- **Avoiding issues** - As has been described elsewhere [our strategy for Council ICT systems is to employ inbuilt resilience and redundancy to reduce the likelihood of critical failures that would impact business continuity](#). All of our data is stored centrally allowing it to be accessed from multiple computers, systems and locations. Our centralised data is backed up daily.
- **Planning for incidents** - Despite precautions incidents will, and do, still occur which can adversely affect the work of individuals, teams or Services. To help manage such situations the Council has an overarching Business Continuity Plan and each Service has its own local plan that sits beneath this.
- **Prioritising services** – [Our strategy is to categorise all services in terms of their criticality, using a 1-4 scale, with 4 being the most critical. When business continuity incidents occur services are restored in order of their criticality](#). The purpose of Service Business Continuity Plans is to work out, in advance how basic service delivery will be maintained when unexpected events occur, such as staff being unable to access their ICT systems.

3.6 Disaster recovery

Very serious incidents such as fire or flood in key buildings have the potential to cause severe and prolonged disruption to business continuity. Depending upon the severity of impact such events may be classified as a disaster and would cause the invocation of our Disaster Recovery response. All our most critical business systems (Category 4 systems) are replicated at a secondary site in the east of the district. In the event of a disaster, these systems would be activated at short notice allowing critical functions to continue albeit for a designated subset of our staff.

[Our strategy is to extend the scope and capacity of our inhouse disaster recovery facility, whilst continuing to explore opportunities to provide disaster recovery, on a mutual aid basis, with other local authorities, particularly our Berkshire neighbours, or those authorities that will be using the Unicorn PSN \(See section 6.5\). We will also explore the potential of cloud based business solutions which are inherently less susceptible to local incidents.](#)

4. Transforming our services



“Exploiting recent technological advances has the potential to further improve efficiency, increase our service delivery capacity and save money, whilst improving the experience our customers have when dealing with the Council”

4.1 Overview

ICT has for some years played an important role in transforming the way the council interacts and does business with its citizens and its service users. This section explores technologies and techniques that will be used to further transform the way the Council delivers many of its services over the life of this 3-year strategy.

4.2 Encouraging channel shift for customer interactions- “Choose Digital”

Councils have for some time recognised that delivering information and services online is considerably cheaper than traditional methods, as well as being more convenient and the preferred option for many of our customers. A customer contact via the web costs around 15p to process compared to £8.62 for a face-to-face contact, or £2.83 per via telephone⁵


West Berkshire Council has put considerable effort into encouraging this *Channel Shift* by improving the quality and interactive functionality of its website www.westberks.gov.uk and by launching its *WestBerksConnect* online fault report facility.

In recent months, for the first time, the number of West Berkshire Council customer contacts conducted online (73,000 per month) has exceeded those conducted by telephone (72,000 per month). These 73,000 people (almost half the population of West Berkshire) who visit our website collectively access around 670,000 pages of information in 151,000 visits.

Whilst improvements and the popularity of our website is worth noting our *Choose Digital* initiative within our *Customer First Programme* will underpin our channel shift strategy and move towards the Government’s “*Digital by Default*” goal for public service customer transactions . We’ll approach this by;

- measuring the contacts, across all channels and targeting first those areas with high face-to-face volumes.
- ensuring all Council forms are available for completion online.
- ensuring published information is current, clear and relevant.
- developing online content that can be readily viewed on mobile devices such as smartphones/tablets.

⁵ Socitm statistics show that the unitary council with the best performing channel strategy has 0.24 face-to-face contacts per head of population whilst the worst has 1.76 Although West Berkshire Council hasn’t had this measured by Socitm we estimated we are about mid range of this table.

- providing better signposting on our website from/to other websites as appropriate.
- using web links in printed materials.
- by making use of Quick Response Codes  (QR Codes) on printed materials.
- using social media formats on website eg Youtube information videos.

4.3 Improving system integration

West Berkshire Council currently operates over 100 separate business systems, these include;

- **internal administration systems** such as HR, payroll, building access systems, telephone directories etc.
- **financial and asset management systems**, for the management of Council's budgets, finances and procurement and for managing its key assets such as corporate offices, schools etc.
- **specialist front-line service delivery systems** for Services such as Children's services, Planning, Revenues & Benefits, Highways, Housing, Adult Social Care etc.
- **specialist core data systems** such as spatial data, Geographic Information Systems (GIS), Local Land and Property Gazetteer (LLPG)

Great efficiencies can be achieved when data or processes involving more than one of these systems are automated through system integration.

Although many of our systems already link to others to transfer personal, financial or other transaction data, we still have too much duplication of data and too many discrete systems which don't 'talk' to others.

[Our strategy is to increase integration between systems to improve efficiency and accuracy](#) and we will approach this by;

- **Creating master data sets** for key Council data eg staff details, telephone numbers, and addresses.
- **Creating unique identities** for people records to avoid duplication and errors and to reduce data entry.
- **Improving spatial data management** of the increasing number of disparate spatial data sources used within the Council. [Our strategy is to employ business application integrations and Web Map Services \(WMS\) to reduce data duplication between systems. Where this is not possible, we aim to manage data updates and transfers efficiently via automation in order to reduce data management overheads.](#)
- **Improve interoperability/integration** between systems from different agencies eg Health and Local Authority to reduce the need for duplicate records or double entry .

[The objectives of this strategy is to ensure consistency of information, reduce duplication, improve accuracy and reduce the need to re-key records into multiple systems.](#)

4.4 Exploiting spatial data

West Berkshire Council has for many years made extensive use of spatial data. “*Everything happens somewhere*” so understanding where our citizens live, our assets are located, the extent of contaminated land areas, the outline of property boundaries, our highways routes etc. are key to the Council’s planning and delivery of services. Whilst our current use of spatial data and Geographic Information Systems (GIS) is extensive and advanced there still remains significant opportunity for it to be used for further business transformation. Opportunities include;

- **LLPG Enhancements:** The Council has operated its Local Land and Property Gazetteer (LLPG) since 2003 providing a definitive location of all premises in West Berkshire, each identified with a unique Property Reference Number (UPRN). Our LLPG in turn contributes to the National Land and Property Gazetteer (NLPG). **Our Strategy is to exploit this valuable resource by;**
 - **integrating the LLPG with other business systems which contain addresses to provide better joined up services.**
 - **becoming an NLPG Gold Service authority by fully automating our LLPG upload to the NLPG.**
- **Website integration and service delivery:** **Our strategy is to make better use of location based intelligence by providing applications on our website that are simple, easy to use and intuitive for our customers. The aim of this is to promote channel shift and encourage self help.** Working closely with the *Customer First Programme* we will exploit our ESRI ArcGIS Server software to maximise the use of location and mapping information to benefit customers visiting our website. Customers demand for access to web pages and maps via mobile devices now outstrips PC access. We aim to ensure that all new browser based map applications will be accessible from a range of mobile devices.

4.5 Developing our staff

Investment in ICT systems is most effective when the staff that use these systems are confident and competent in their use. It is therefore critically important that our staff are adequately trained, both in the specialist applications used within their departments, and also in the use of email and Microsoft Office products etc.

The Council has a dedicated internal trainer that delivers ICT training courses from beginner level to expert level in a variety of systems used within the organisation.

Whilst the delivery of ICT technical training is relatively straightforward, changing staff attitudes and embedding change is far more challenging. The introduction of new systems and processes are always more successful when all the stakeholders are engaged. **Our strategy is to identify in advance change agents and/or local champions from the areas affected by the particular proposed change to work with project teams during and after implementation.**

4.6 Exploiting existing systems

Our strategy is to encourage system owners to review the use of their systems, possibly with the help of the ICT Service, system vendors, or other subject matter experts to ensure that its full potential is being realised. These **system usage health checks** will result in **action plans** to achieve enhanced benefits from the assets we have already invested in. A short case study below illustrates this principle.

Unified Communications (UC) System- Usage health check case study

As part of its mobile and flexible working programme (*Timelord*) West Berkshire Council introduced a unified Communications (UC) solutions which enables staff to direct phone calls to whichever location they are working at on any given day.

Using on on-screen web interface, or a telephone user interface (TUI), calls can be directed to flexi-desk phones, any landline phone, mobile phones or voicemail. This UC tool also provides;

- Presence management so staff can check the availability of staff before calling them
- Audio conferencing to facilitate virtual meetings

Following a usage health check of the use of this system our strategy is to obtain increased benefits from this system by;

- increasing the numbers of staff using the system, beyond the original remit of the Timelord Programme.
- increase the functionality of the UC tool by;
 - putting the presence management functionality onto BlackBerry smartphones
 - incorporating video-conferencing/web collaboration so that staff can conduct more of their meetings online and hold virtual team collaboration sessions to save both time and travel.

4.7 Introducing automated telephone agents

Despite the growth of internet transactions the Council continues to receive over 73,000 calls per month from the public. These calls are received either through the Customer Contact Centre, dedicated specialist numbers, or via the switchboard.

In previous strategies the Council has avoided Interactive Voice Response (IVR) systems [“Press 1 for Housing, press 2 for Planning “ etc.] on the basis that they provide a poor customer experience.

Now IVR technology has matured and improved it has a part to play in our strategy to provide automated switchboard facilities yielding the following benefits;

- **Easier staff contact** because people can ask for people by name without having to look up their phone number.
- **User friendly customer interface** as callers can ask for services using keywords such as bins, planning etc. to get put through to the appropriate department.
- **Extended hours switchboard coverage** for some types of call where there is no reliance on a human operator being present to put a call through.

- **Call routing** within or outside of the Council, to information lines or to other agencies when appropriate. Can be used for call overflow in busy times or to provide business continuity when a team is out of action or temporarily short staffed.

4.8 Extending our use of social media

The recreational use of social media eg Facebook and Twitter has exploded over the last few years to such an extent that it has now been embraced by businesses and other organisations. [Our strategy is to make greater use of social media channels to allow us to communicate better with a much wider demographic group of our customers.](#) Some of the currently available social media tools and their current and potential uses by West Berkshire Council are explored below.



Currently used for:

- News and views
- Thatcham Nature Discovery Centre - What's on, things to do etc.
- WestBerksConnect – Car Parks, gritting, leisure centres, roadworks, schools, waste.

Potential future uses:

- Public consultations
- Day-to-day communication with our service users (especially children and young people)



Currently used for:

- News and consultations
- Leisure activity promotion
- Library information
- Thatcham Nature Discovery Centre promotion
- Planning applications
- Roadworks

Potential future uses:

- Member interaction with citizens



Currently used for:

- Not currently used by West Berkshire Council

Potential future uses:

- Staff training information
- Council press releases
- Customer/Service user information movies, particularly for groups like young people who already make extensive use of these channels
- Event promotion

5. Living within our means



“Corporate ICT systems and software are inherently expensive to acquire and maintain but they are key enablers for delivering services more cheaply and efficiently compared to traditional more labour-intensive methods”

5.1 Overview

The Council's spending on ICT, in common with spending in other areas of the Council, is under pressure during the current difficult economic climate. This strategy recognises the need to deliver value for money for our ICT spend and by regularly benchmarking our costs we will ensure that our revenue and capital budgets compare favourably with the best performing organisations of our type.

5.2 Protecting the core

In order to maintain the efficiency of the Council our strategy is to prioritise resources to protect our core ICT infrastructure and business systems. To ensure our key systems are kept up-to-date and remain efficient it is important that;

- **system and software roadmaps are maintained** to help prioritise the allocation of financial resources and to identify when major upgrades or system replacements may be required ⁶ (eg we are currently upgrading all our PCs to Windows 7/Office 2007 to maintain compatibility with our core business systems)
- **adequate revenue funding is provided** for ongoing support and maintenance to allow all of our essential systems to be patched and updated as required.
- **adequate capital funding is provided** as part of the Council's overall Capital Programme to cover major upgrades identified in the roadmaps and to replace assets such as PCs, servers, network switches, mobile phones etc before they become obsolete. Most ICT assets have a life cycle between 5 and 7 years. The 5-year ICT capital programme is shown at Appendix A
- **impact analysis is performed.** The complex interoperability and interaction between the many systems used by the Council means that before making changes we need to understand the impact of changing any component of our ICT infrastructure or estate will have on the remaining elements, or on the personnel who support them. Proposed system changes are reviewed using the governance mechanisms previously described, particularly using CAB and/or ICT Strategy Board.

⁶ Manufacturers/vendors are commercially driven to frequently update their products and to create a market for these upgrades by retiring older versions as soon as possible. Although individually we have little influence on the product roadmaps of the largest software vendors, by collaborating with other public sector organisations, or through software user forums, we can use collective bargaining to ensure upgrades are less frequent and more affordable, and that they are equally beneficial to us as customers as they are to the profit margins of suppliers.

5.3 Negotiating better deals

Our strategy is to routinely retender/renege contracts for the supply and maintenance of its systems and software to drive costs down. This will include the use of local collaborative arrangements and consortia and government procurement frameworks where these can be demonstrated to save money. It will also include reviewing on a case-by-case basis whether leasing or purchasing hardware and software provides the best value for money for the Council. Senior Council officers responsible for major contracts and procurements, receive negotiation skills training.

5.4 Exploring cloud based computing

Cloud computing utilises remotely hosted internet-based infrastructure, applications or services in place of traditional locally hosted provision, such as those currently employed by the Council.

In the last few years these cloud based computing services have become much more prevalent, particularly in the domestic market, but increasingly for businesses. Cloud computing can reduce the time and capital costs associated with establishing new business infrastructure or systems and are particularly useful for organisations that have rapidly changing demands for computing or storage capacity. Cloud based services can easily be made available simultaneously to multiple locations and can provide good levels of resilience.

As cloud computing continues to mature, particularly with regard to its security accreditation, it may well provide an alternative means for the Council to provide and run some of its data storage services, services such as data backup, or non-specialist software applications.

Our strategy is to review the suitability and potential benefits of a cloud-based solution whenever we are considering investing in any major infrastructure, system or software upgrade or replacement. The Council's most likely path to cloud computing services will be via Public Service Networks (PSN), see section below.

5.5 Utilising Public Sector Networks (PSN)

The Cabinet Office set out a standards framework for the development of the Public Sector Network (PSN) designed to allow public sector organisations to subscribe to a common network infrastructure, or a 'network of networks'.

The aims of PSN is to substantially reduce the cost of public sector communication services and to enable new, joined-up and shared public services across sectors such as local authorities, health authorities and 'blue-light services', within a prescribed geographic area for the benefit of the citizens in that area. This model has been used extensively and successfully in Wales.

West Berkshire Council, as part of a pan-Berkshire collective is a stakeholder in the *Unicorn PSN*, a contract arrangement procured by Surrey County Council which is delivered by BT Global.

Our strategy is to utilise the 12-year Surrey/Berkshire Unicorn PSN contract wherever, or whenever it allows us to;

- reduce Internet connectivity costs
- reduce inter-site network connectivity costs
- utilise 'cloud' based solutions such as;
 - managed security (firewall, web filtering, anti virus etc.)
 - voice over IP (VoIP)
- work collaboratively with other councils/public bodies for;
 - shared services
 - shared data centres

5.6 Making our ICT 'greener'

ICT is a major consumer of energy and resources. Our strategy is to minimise our resource and power consumptions to reduce the environmental impact of ICT and help lower the Council's energy costs.

A number of green ICT measures have already been deployed in West Berkshire Council these include;

- **Server Virtualisation** – Since 2005 West Berkshire Council has used VMware virtual server technology to minimise the number of physical server it needs to run in its data centre. The Council requires 370 servers to run its business but only 90 of these are physical servers. Our strategy is to reduce the number of physical servers to as low a number as possible.
- **Data Centre Refurbishment/Downsizing** – The data centre in our Market Street Newbury offices was recently refurbished and downsized and now uses 'hot aisle containment and fresh air cooling to minimise the amount of air conditioning required. The volume of air being cooled was reduced from 317 m³ to 12 m³ and our Power Usage Efficiency improved from 1.99 to 1.56. These measures having reduced our Carbon footprint and are saving energy costs.
- **Mobile & Flexible Working (Timelord)** – The last phase of our 4-year mobile and flexible was completed in early 2012 and resulted in the Council reducing its accommodation footprint in Newbury by 30%, avoiding Accommodation Strategy capital costs of £6m and producing a revenue budget saving of £300k per year. The programme also reduced staff travelling and increased staff productivity by between 20-30%. Our strategy is to extend mobile working facilities to a greater number of staff/council locations where it can be shown this will realise the benefits achieved elsewhere.
- **Multi-function Devices (MFDs)** – The implementation of departmental multi-function devices which can copy, fax, print and scan in place of a larger number of individual laser printers, fax machines, scanners and copiers has saved the Council money on consumables and paper and reduced energy consumption. There is a perception that staff are still printing more than is required by not always using double sided printing, or using more expensive colour printing when greyscale would often suffice. Our strategy is to improve the management information and monitoring reports for our corporate printing estate and to use this data to help change habits and further drive down paper usage. We are also looking at procuring rather than leasing our MFD fleet to reduce our running costs

- **Virtual meetings** – Through training and awareness [our strategy is to encourage more staff to more frequently use technology such as audio conferencing and videoconferencing to meet virtually rather than physically.](#) This will reduce the requirements for meeting rooms, reduce staff travel and unproductive time and is also likely to reduce the length of meetings.
- **Paperless meetings** – [Our strategy is to pilot the use of tablets to facilitate paperless meetings by providing documents electronically rather than in paper form, saving paper and printing costs.](#) The solution to be trialled initially for a small number of elected Members by replacing their ageing laptops with tablets which will employ annotation software, allowing documents to be marked-up during meetings. If the trial proves successful the technology will be rolled out more widely, most likely to all Members after the 2015 Council elections and to officers with a clearly defined business need.

5.7 Employing shared services

Benchmarking and review of peer organisations suggests that our inhouse ICT service is cost-effective, however there may be scope to reduce costs and/or increase resilience of this service by working collaboratively with another public sector organisation in a shared service arrangement⁷.

[Our strategy is to adopt shared service delivery of ICT where this will deliver significant cost savings or improved resilience.](#) Shared service proposals and discussions are primarily being considered with other Berkshire unitary Councils or with Councils bordering West Berkshire, but in future we also anticipate having these discussions with Councils connected via the *Unicorn PSN* (See section 6.5 above)

5.8 Exploring “Bring your own device” (BYOD)

As people acquire and use more advanced and sophisticated ICT devices in their daily lives such as smartphones and tablets they can be quite disparaging about the relatively archaic equipment that they are given to use at work and often find themselves carrying around at least two phones.

Some organisations, predominantly private sector companies, now allow staff to use their own smartphones and tablets for business purposes and have reported money savings in the provision and support of ICT as a result. BYOD, either by default or by design will increasingly be a fact-of-life for organisations and ICT departments to live with in the coming years.

[During the life of this strategy West Berkshire Council will continue to monitor the development of BYOD and assess the potential for it to save money whilst ensuring that our security or business continuity is not compromised.](#) Specifically we will;

- **Evaluate BYOD administration tools** which allow personal devices to be controlled and monitored if and when they are used in the corporate environment.

⁷ West Berkshire Council already uses shared service models in a number of areas including Trading Standards (West Berkshire/Wokingham), CCTV (Royal Borough of Windsor & Maidenhead /West Berkshire) Information Security (West Berkshire/Bracknell Forest)

- **Pilot the use of new devices** such as smartphones and tablets with a view to replacing some of our traditional ICT computing and mobile telephony estate. It is likely that our elected Members will be issued tablets rather than laptop PCs after the 2015 Council elections.
- **Provide lists of acceptable personal devices** that our staff can use for business purposes.
- **Update ICT policies and procedures** to accommodate BYOD use at the appropriate time.
- **Extend the coverage of secure WiFi** to support BYOD in Council buildings.

6. Putting people first



“West Berkshire Council exists to provide essential public services to people in the district and has a duty to deliver these to a high standard whilst providing good value for money to its council tax payers. It is incumbent upon us to design our ICT systems, and the processes they underpin, to be convenient and accessible to all those who use them.”

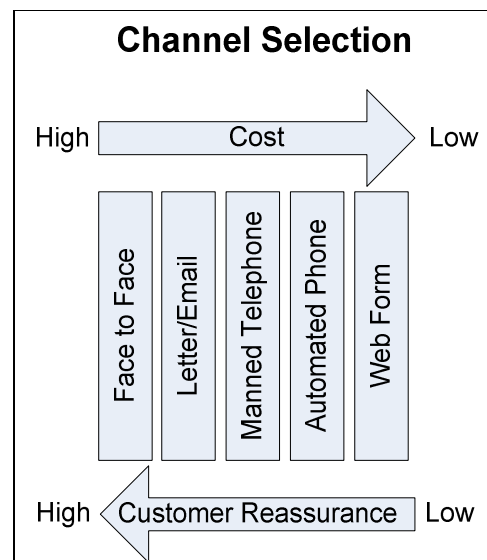
6.1 Overview

To meet its customers' needs West Berkshire Council has to provide services that are accessible, easy to use, convenient, cost-effective and reliable. We also need to be mindful of the specific needs, preferences and capabilities of our target audience when selecting the channels (eg face-to-face, post, telephone, email, website etc.) that we will use to provide these services to them.

6.2 Reviewing our channel strategy

Whilst we strive to reduce the cost of these customer contacts, eg by moving them online, [our strategy recognises the need to retain access channel options appropriate to the individual needs of our customers in a non discriminatory way.](#)

The diagram, right, illustrates both the relative costs of available channels and the reassurance gained by users of these channels.



Contact between the Council and the public fall into three main categories;

- **Information provision** such as school term dates, roadworks, car park locations.
- **Transactions** such as paying a bill, reporting a problem, obtaining a licence.
- **Interactions** such as consultations, providing advice, processing applications.

In general customers are most confident using online and web channels for information provision and for some transactions, but prefer the reassurance of face-to-face or telephone contact for other transactions and for interactions.

6.3 Ensuring the currency and relevance of information

The quality, currency (how up-to date it is) and relevance of information that the Council records or publishes is key to keeping our customers informed and in reducing how frequently they need to contact us

Our strategy for publishing information using any media is that it;

- should always be as up-to-date as possible
- should be clear, succinct, simple to understand and in plain English.
- should be accurate and relevant to the matter being described.

Our strategy for information published online is that it;

- should be well 'signposted' from our website, and from search engines such as Google.
- shouldn't be more than 3 mouse clicks away from the original keyword search.
- Should be consumable on a variety of devices including smartphones and tablets, not just traditional PCs

Information pages on the web should be regularly reviewed by the relevant Service area who 'owns' the pages to ensure that they contain no superfluous pages or content that would 'hide' important information.

The Council's Communications Strategy group is leading an initiative to simplify West Berkshire Council's website by removing information not relevant to our customers.

7. Empowering people and communities



“The Council has a community leadership role and can develop a vision for its area designed to engage its citizens and improve their quality of life. ICT can play a large part in that vision and can be a huge agent for community engagement and development”

7.1 Overview

The 2009-2012 West Berkshire Council ICT Strategy had a number of externally focussed initiatives aimed at providing benefits directly for West Berkshire citizens, communities and visitors. Whilst some of these initiatives are yet to be completed there is reason for optimism that good progress will be made over the life of this strategy, particularly in areas such as rural broadband provision.

How the Council's influence upon and use of ICT can improve the lives of its citizens is explored in the section.

7.2 Improving rural broadband provision

The rurality of large parts of West Berkshire means that many people (up to 22,000 premises) have poor broadband availability. Good broadband is considered by most people nowadays to be an essential service and is even referred to as the fourth utility.

The Council is committed to improving the district's broadband infrastructure for everyone, not just those who live in the urban conurbations, to provide the convenience and economic and social benefits it can bring.

West Berkshire Council is leading, on behalf of Berkshire, the *Superfast Berkshire* project, which is part of a £530m central government programme to make Superfast Broadband (24Mbit/s) available to at least 90% of premises, with the remaining 10% having access to reliable affordable basic broadband (2Mbit/s). We anticipated that a contract with a broadband provider will have been procured by the end of July 2013 with improvement work commencing 3-6months after this and concluding by May 2015.

Details of the project can be found at the website <http://www.superfastberkshire.org.uk>

7.3 Facilitating parish planning

West Berkshire Council encourages and assists parishes with developing their own parish plans. Completed plans are all published on the West Berkshire Council website, together with a parish web site page identifying that parish's local resources and facilities. If parishes have their own website these are also signposted from the West Berkshire Council website.

7.4 Facilitating public consultations

The Council is committed to listening and responding to its communities and consulting with them to better understand how what we do impacts those within our communities. The Council operate a formal consultation policy which is detailed on dedicated web pages at <http://www.westberks.gov.uk/consultation> . These pages explain to service providers the best way to conduct consultations and to communities how they can engage on local issues which may affect them.

An online [consultation finder](#) application is provided to encourage greater participation from our communities.

7.5 Providing community access to ICT facilities and learning materials

The West Berkshire library service provides public IT facilities at some of its libraries, these include;

- Internet connected PCs
- Printing/Copying facilities (Chargeable)
- WiFi access points to allow citizens to use their own equipment

The [Libraries pages](#) on the West Berkshire Council website provide details of the facilities available at each branch.

Library members can also access a number of online services such as downloading e-books and e-magazines and a whole host of learning materials via the West Berkshire Council website.

[Our strategy is to continue to respond to demand for more online facilities and to extend the provision of WiFi to more of our libraries.](#)

7.6 ICT strategy delivery activities and targets

The table below provides a summary of delivery targets for the period of this ICT Strategy

Theme	Item	Activities/Targets	Target Year			
			2013	2014	2015	2016
Doing what's important well	Value for money	Perform Cipfa Cost Benchmarking on ICT budgets.	●	●	●	●
	Customer satisfaction	Carry out Socitm ICT User Satisfaction Survey.		●		●
	System performance monitoring	Implement tools to monitor/optimize database performance and release DBA capacity for system integrations.	●			
	Capacity building	Implement new ICT Help Desk.	●			
		Implement self-service password reset tool.	●			
		Test Invocation of Disaster Recovery Plan.	●			
	Disaster recovery	Explore mutual aid options working with other councils/Unicorn PSN organisations.		←	—	→
Explore cloud based options for business continuity/disaster recovery resilience.			←	—	→	
Transforming our services	Encouraging channel shift	Identify areas with high face-to-face or telephone transaction volumes and improve online facilities to shift some of the transactions online.	←	—	—	→
	Improve system integration	Introduce Microsoft Biztalk to simplify integrations between systems.	←	→		
	Staff development	Identify Change Agents and Local Champions when delivering ICT projects.	←	—	—	→
	Exploit existing systems	Perform system usage healthchecks on existing systems to maximise their potential.	←	—	—	→
	Introduce automated telephone agents	Introduce Interactive Voice Response (IVR) technology.		●		
	Extend the use of social media	Provide information via social media channels whenever appropriate for the audience.				
Living within our means	Protecting the core	Update all WBC PCs to Windows 7/Office 2007. (Includes rationalisation of no of supported applications)	←	→		
		Deliver a Capital Programme to maintain core infrastructure and business systems.	←	—	—	→
	Negotiate better deals	Routinely tender/renege deals at contract maturity to ensure we get the best price.	←	—	—	→
	Utilise Public Service Networks (PSN)	Exploit the Surrey/Berkshire <i>Unicorn PSN</i> contract where this will save money/ improve resilience.	←	—	—	→
	Make ICT greener	Extend mobile and flexible working, reduce paper usage, facilitate virtual meetings, and facilitate paperless meetings.	←	—	—	→
	Employing shared services	Explore/enter into shared services arrangements where they yield savings or resilience.	←	—	—	→
	Exploring "Bring your own device"	Ensure that the Council is ready to embrace BYOD safely.	●	●		
Putting people first	Review our channel strategy	Ensure that service delivery channels used continue cater for all our service users.	←	—	—	→
	Information currency and relevance	Simplify/declutter WBC website. Improve relevance, currency and quality of information	●	●		
Empowering people and communities	Improving rural broadband	Deliver the Superfast Berkshire project (To benefit up to 22,000 West Berkshire premises).	←	—	→	
	Providing community access to ICT facilities	Implement public WiFi at additional West Berkshire Libraries.	←	→		

Glossary of Terms

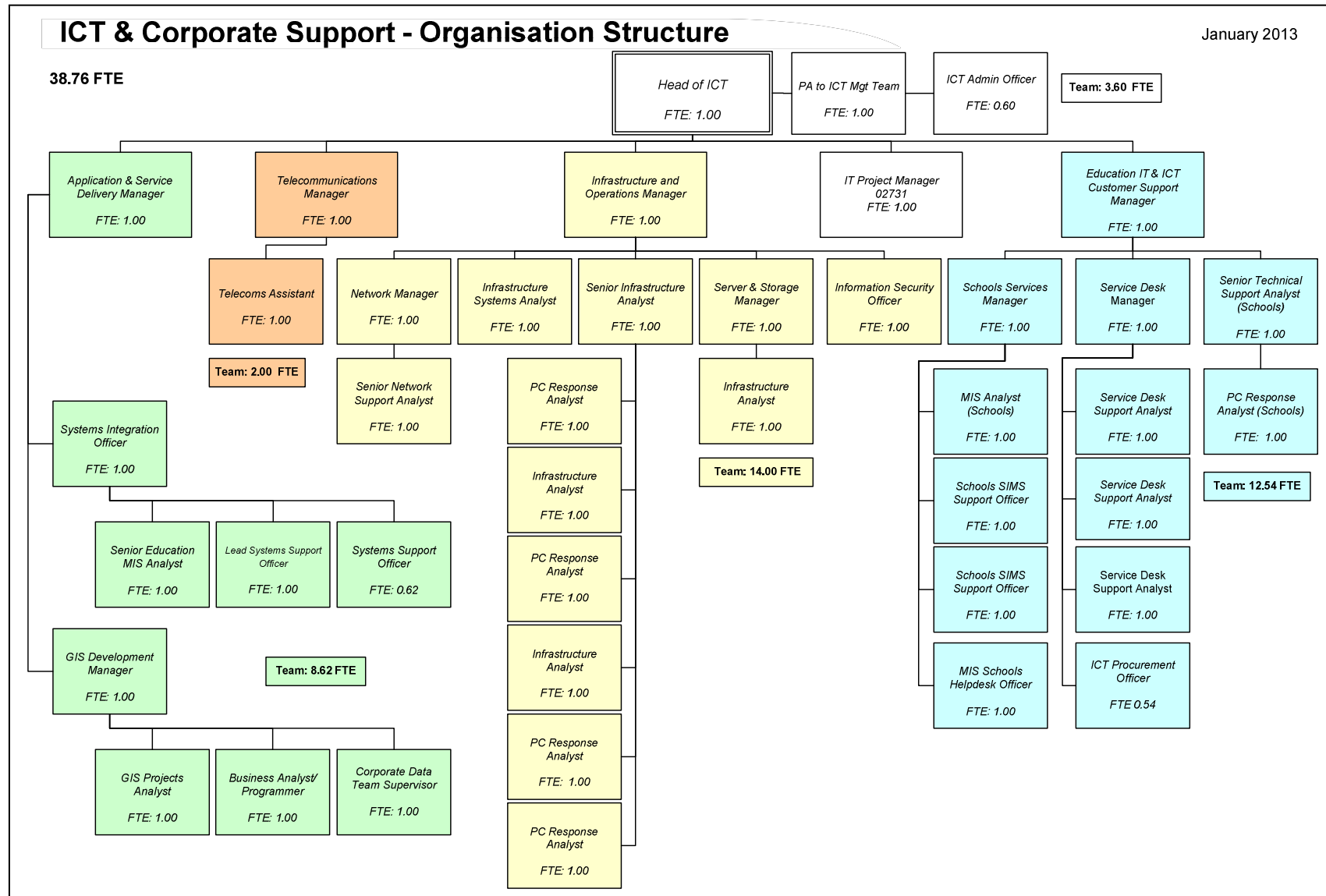
Acronym	Stands for	Description
3G/4G	3 rd and 4 th generation standard for mobile phone technology.	3G/4G describes the network used by modern mobiles, smartphones and tablets to access mobile Internet services.
BYOD	Bring your own device	Describes a policy whereby an organisation allows employees to bring their own phone, tablet, PC etc. to their workplace and use it for work purposes.
GIS	Geographic Information Systems	Technology/software for the capture, recording and manipulation of geographical or 'spatial' data.
ICT	Information and Communications Technology	The modern collective term for computer and telephony technology, previously and often still referred to as IT (Information Technology)
ITIL	Information Technology Infrastructure Library	A Best Practice Framework set up by the Office of Government Commerce to describe how ICT services should be managed and delivered.
NGA	Next Generation Access	Superfast broadband technology capable of download speeds higher than 24Mbit/s (Ofcom definition) which employs fixed cable (usually fibre not copper) rather than wireless technology.
QR Codes	Quick Response Code	A space efficient matrix or 2-dimensional bar code that can be read by smartphones, tablet Pc etc. They usually direct users to a web site with information relating to the item labelled with the QR code.
SaaS	Software as a service	This is where software solutions are centrally hosted and delivered via an internet connection from 'The cloud'.
Socitm	Society of Information Technology Management	A professional association, founded in 1986, for ICT managers working in and for the public sector.
WBC	West Berkshire Council	1 of 6 Berkshire Unitary Councils. Main offices in Newbury

Term	Description
Cloud Computing (The Cloud)	Refers to computing facilities, hardware, software or services which are remotely hosted and accessed, typically, via an internet connection.
Instant Messaging	A real time communication between two or more people based using typed text.
Superfast Broadband	UK Ofcom definition states that Superfast Broadband is broadband (usually delivered via fibre infrastructure) of 24Mbit/s or faster.
Unified Communications	A system that enables communication to occur easily across multiple media, e.g. Phone, video, email, text etc. Most UC systems also introduce a concept of 'presence' whereby it is easy to see who is available to receive communications together with their current preferred means of communication.

Appendix A: WBC 5-Year ICT Capital Programme

Strategic Objective Supported		Referring Section(s)	Project/Programme Type	Project/Programme Title	Project/Programme Description	ICT Capital Funding Provision						
Theme	Item					2013/14	2014/15	2015/16	2016/17	2017/18	All Years	
Doing What's Important Well	Capacity Building	4.4	Software Maintenance	ICT Helpdesk System Update.	Replacement of WBC's ICT Help Desk which is shortly to go end of life and become unsupported.	£12,000						£12,000
Doing What's Important Well	Maintaining Information Security Standards	3.2 (Footnote 2) 4.2	Security	Security: Maintenance of GCSX Security Accreditation.	Essential security enhancement to maintain compliance with Government Connect Secure Extranet requirements.		£10,000					£10,000
Doing What's Important Well	Maintaining Information Security Standards	-	Security	Application Firewall Replacement.	Replacement of application firewall before it reaches end of life.	£25,000						£25,000
Doing What's Important Well	Maintaining Information Security Standards	-	Security	VPN Firewalls Replacement.	Replace Juniper VPN firewall concentrators before they go end of life.				£20,000			£20,000
Doing What's Important Well	Maintaining Information Security Standards	4.3	Security	Security Log Consolidation System.	Implement system to log alerts from all systems in a single view.			£50,000				£50,000
Doing What's Important Well	Maintaining Information Security Standards	-	Security	Library Web Filter Replacement.	Replace library web filtering system before it goes end of life.				£7,500			£7,500
Doing What's Important Well	Maintaining Information Security Standards	-	Security	Large File Transfer Facility.	Enable Large attachments to be managed via Exchange/Outlook.			£10,000				£10,000
Empowering People and Communities	Improving Broadband Coverage across Berkshire	8.2	Public infrastructure improvement	Superfast Berkshire	Part of national programme to provide superfast broadband to 90% of premises and basic broadband to all premises.	£152,128	£152,128	£152,127				£456,383
Empowering People and Communities	Providing Community Access to ICT Facilities	8.5	Network Infrastructure Maintenance/Improvement	Newbury Library Data Circuit Upgrade.	Upgrade Newbury Library data network circuit to 100Mbit/s.	£10,000						£10,000
Living Within Our Means	Negotiating Better Deals	6.3	Invest to Save	Franking Machine Replacement.	Procure rather than lease franking machine to reduce costs.		£15,000					£15,000
Living Within Our Means	Negotiating Better Deals	6.3	Invest to Save	MFDs Replacement.	Procure rather than lease printing estate multi-function devices to reduce costs.	£25,000		£225,000				£250,000
Living Within Our Means	Protecting the Core	6.2	Hardware Maintenance	ICT Corporate Replacement Programme.	Scheduled replacement of ICT equipment (PCs, Servers, telephones etc.) before they reach end of life.	£160,000	£250,000	£230,000	£220,000	£220,000		£1,080,000
Living Within Our Means	Protecting the Core	6.2	Hardware Maintenance	Email Gateway Replacement.	Replace Proofpoint email gateway before it goes end of life.		£5,000					£5,000
Living Within Our Means	Protecting the Core	6.2	Hardware Maintenance	Backup Infrastructure Replacement.	Replace backup system hardware before it goes end of life.			£20,000		£20,000		£40,000
Living Within Our Means	Protecting the Core	6.2	Software Maintenance	Windows 7 Upgrade Project.	Upgrade corporate Desktop from Windows XP/Office 2003 to Windows 7/ Office 2007.	£90,000						£90,000
Living Within Our Means	Protecting the Core	6.2	Software Maintenance	GIS Infrastructure Maintenance.	Provision for Geographic Information Systems development, which underpins a number of Council business processes.	£40,000	£30,000	£30,000	£30,000	£30,000		£160,000
Living Within Our Means	Protecting the Core	6.2	Software Maintenance	Corporate Email System Update.	Update the council's email system to Exchange/Outlook 2010.		£50,000	£50,000				£100,000
Living Within Our Means	Protecting the Core	6.2	Software Maintenance	Planning Service Software Update Programme.	Provision to maintain Planning Service software system up-to-date.	£11,250	£11,250	£11,250	£11,250	£11,250		£56,250
Living Within Our Means	Protecting the Core	6.2	Software Maintenance	Finance System Upgrade.	Update Finance system software (To Agresso V5.6).	£40,000						£40,000
Living Within Our Means	Protecting the Core	6.2	Remote Access/Working Infrastructure Maintenance	Remote Working System Update.	Update Citrix App/VPS infrastructure to latest version.	£52,000						£52,000
Living Within Our Means	Protecting the Core	6.2	Remote Access/Working Infrastructure Maintenance	Citrix Desktop Compatibility.	Upgrade Citrix Desktop to Windows 7	£115,000						£115,000
Living Within Our Means	Protecting the Core	6.2	Remote Access/Working Infrastructure Maintenance	Access Gateway Maintenance.	Replace / renew Citrix access gateways before they go end of life.			£75,000		£40,000		£115,000
Living Within Our Means	Protecting the Core	6.2	Telephony Infrastructure Maintenance/Improvement	Procenter Upgrade and VOIP Integration.	Upgrade WBC Contact Centre software to current supported version.	£60,000						£60,000
Living Within Our Means	Protecting the Core	6.2	Telephony Infrastructure Maintenance/Improvement	Implement Voice Recognition/Voicemail	Implement voice recognition/voicemail system.		£60,000					£60,000
Living Within Our Means	Protecting the Core	6.2	Telephony Infrastructure Maintenance/Improvement	VoIP Telephony for Core Buildings.	Migrate core building telephony to VoIP from legacy systems.		£15,000	£15,000	£25,000			£55,000
Living Within Our Means	Protecting the Core	6.2	Telephony Infrastructure Maintenance/Improvement	VoIP Telephony for Outlying Buildings.	Migrate remaining buildings telephony to VoIP from legacy systems.		£15,000	£15,000	£15,000			£45,000
Living Within Our Means	Protecting the Core	6.2	Telephony Infrastructure Maintenance/Improvement	Unified Communications System Maintenance.	Upgrade Openscape software to latest version.		£25,000					£25,000
Living Within Our Means	Protecting the Core	6.2	Telephony Infrastructure Maintenance/Improvement	Mobile Telephony Solution.	Provision to upgrade mobile telephony estate from legacy BlackBerry system when appropriate.				£80,000			£80,000
Living Within Our Means	Protecting the Core	6.2	Network Infrastructure Maintenance/Improvement	Corporate Core Switches Replacement Programme.	Replace core network switches before they go end of life.	£25,000						£25,000
Living Within Our Means	Protecting the Core	6.2	Network Infrastructure Maintenance/Improvement	Packet Shaping System Update.	Replace Packeteer packet-shaping system before it goes end of life.		£20,000					£20,000
Living Within Our Means	Protecting the Core	6.2	Network Infrastructure Maintenance/Improvement	WiFi Provision.	Implement WiFi in corporate buildings.	£15,000	£15,000			£15,000		£45,000
Living Within Our Means	Protecting the Core	6.2	Network Infrastructure Maintenance/Improvement	Dark Fibre Multiplexor Upgrade.	Upgrade multiplexor to increase network bandwidth to cope with anticipated data growth.				£15,000			£15,000
Living Within Our Means	Protecting the Core	6.2	Network Infrastructure Maintenance/Improvement	IPv6 Gateway	Implement an IPv6 gateway to allow WBC's IP4 network to converse with external networks/services.			£8,000				£8,000
Living Within Our Means	Protecting the Core	6.2	Network Infrastructure Maintenance/Improvement	Edge Switch Replacement Programme.	Replace main site edge switches before they go end of life.		£5,000	£5,000	£5,000	£5,000		£20,000
Transforming Our Services	Improve System Integration	5.3	Process Improvement	Business integration Server Implementation.	Implement Biztalk based integration hub technology to make integration simpler and quicker.		£50,000					£50,000
Totals:						£832,378	£728,378	£896,377	£428,750	£341,250		£3,227,133

Appendix B: WBC ICT Service Organisation Chart



Appendix C1: ICT User Satisfaction – Socitm 2012 Survey (Satisfaction Measures)


User Satisfaction Measures	Lower Quartile			2nd Quartile			3rd Quartile			Upper Quartile			Relative Performance 2008-2012				
	Worst	10+	20+	25+	30+	40+	50+	60+	70+	75+	80+	90+	Best	2008	2012	Change	Change
S1 Working Relationships Between Users and ICT	3.95						5.45						6.30	5.07	5.45		+7.5%
S2 Political & Senior Management Commitment to ICT	3.51						4.84						5.63	4.73	4.84		+2.3%
S3 Amount of System Downtime	3.50						5.23						6.11	4.38	5.23		+19.4%
S4 Technical Competence of ICT Support Staff	4.26							5.78					6.32	5.42	5.78		+6.6%
S5 Customer Service Skills of ICT Support Staff	4.28							5.64					6.26	5.29	5.64		+6.6%
S6 ICT Staff Responsiveness to Changing Needs	3.79			4.96									6.01	4.77	4.96		+4.0%
S7 Ease of Contacting ICT Support Staff	3.00						5.54						6.54	4.91	5.54		+12.8%
S8 Speed of Response of ICT Support Staff	3.26						5.26						6.41	4.62	5.26		+13.9%
S9 Problem Diagnosis by ICT Support Staff	3.99						5.46						6.19	5.20	5.46		+5.0%
S10 Ability of ICT support Staff to Fix Problems	4.09					5.52							6.24	5.36	5.52		+3.0%
S11 ICT Support Staff Understanding of Users' Business	3.68			4.85									5.80	4.68	4.85		+3.6%
S12 Effective of ICT-User Communications Channels	3.83						5.32						6.29	4.68	5.32		+13.7%
S13 Resource Plans for New Systems	3.38						4.67						5.55	4.60	4.67		+1.5%
S14 ICT Support Staff Processing Change Requests	3.54			4.78									5.85	4.46	4.78		+7.2%
S15 New System Lead Times	3.31			4.41									5.55	4.36	4.41		+1.1%
S16 Effectiveness of ICT Service Performance Monitoring	3.37						4.94						5.87	4.64	4.94		+6.5%
S17 Fitness for Purpose of Computer Hardware	3.83					4.96							5.78	4.80	4.96		+3.3%
S18 Fitness for Purpose of Office Systems	4.56						5.54						6.14	4.73	5.54		+17.1%
S19 Fitness for Purpose of Business Systems	4.03							5.19					5.68	N/A	5.19	N/A	N/A
S20 Quality of IT Training	3.73											5.76	6.09	N/A	5.76	N/A	N/A

Key

△ Signifies WBC's Ranking

Appendix C2: ICT User Satisfaction– Socitm 2012 Survey (General Views)

General View Measure	Lower Quartile			2nd Quartile			3rd Quartile			Upper Quartile				Relative Performance 2008-2012			
	Worst	10+	20+	25+	30+	40+	50+	60+	70+	75+	80+	90+	Best	2008	2012	Change	
D1 Your Involvement in Influencing ICT Developments	2.82											3.88	4.04	3.30	3.88	↑	+11.5%
D2 ICT Meets Your Management Needs (Managers Only)	3.18								4.73				5.69	4.40	4.73	→	+7.5%
D3 ICT Meets Your Operational Needs	3.32							4.88					5.48	4.84	4.88	→	+4.7%
D4 You are Kept Informed by the ICT Service	2.89											4.67	5.05	4.18	4.57	→	+9.9%
D5 ICT Security is Taken Seriously	4.13											8.06	8.27	5.18	8.06	→	+16.8%
D6 Overall Satisfaction with ICT (KPI1)	3.45								WBC 5.28				8.15	4.87	5.28	→	+8.0%
D7 ICT Systems Support Delivery of High Quality Services to Your Customers	3.28							4.83					5.78	4.80	4.83	→	+7.2%
D8 Quality of ICT Service (Change Over Last Year)	3.31					4.62							5.28	4.55	4.52	→	-0.7%
D9 ICT Service Gives Good Value for Money	2.90							4.78					5.67	4.59	4.78	→	+3.2%
D10 ICT Provided Allows You to Work Flexibly	3.35											5.29	5.89	4.27	5.29	→	+23.8%
D11 Reliability of Computer Systems	3.18						4.83						5.51	4.38	4.83	→	+13.1%
D12 ICT Function Provides Innovative Solutions	2.85					4.14							5.18	4.15	4.14	→	-0.2%
D13 How Well the ICT Unit is Managed	3.18							5.00					6.07	4.88	5.00	→	+8.8%
D14 Ease of Access to the Information You Need	3.75											5.23	5.78	4.91	5.23	→	+6.5%
D15 Effectiveness of First Line Support (ICT Help Desk)	New Measure Insufficient Comparative Data Available													N/A	5.52	N/A	N/A
D16 ICT Support Needed Outside Core Hours	New Measure Insufficient Comparative Data Available													N/A	3.29	N/A	N/A

Key
 Signifies WBC's Ranking

Appendix D: ICT Standards Employed by West Berkshire Council

Category	Sub Category	Standard & Version			Review Cycle	Last Reviewed	Review Due
		Current/Preferred	Supported	Unsupported			
Authentication	WBC Internal Login	Microsoft Active Directory 2008 (AD)	Solaris 10, Linux		Annual	30/04/2013	30/04/2014
	External Remote	Safeword Token Authentication			Annual	30/04/2013	30/04/2014
Communications	Fax	Group 4 Fax			Annual	30/04/2013	30/04/2014
	Email (Corporate)	Microsoft Exchange 2003 SP2/Outlook		Webmail systems, Novell GroupWise	Annual	30/04/2013	30/04/2014
Data	Addresses	BS7666			Annual	30/04/2013	30/04/2014
	Integration Standards	e-GIF			Annual	30/04/2013	30/04/2014
	Data Transfer	XML			Annual	30/04/2013	30/04/2014
	GIS Data Transfer	GML, WMS/WFS			Annual	30/04/2013	30/04/2014
Databases	Major Systems	Oracle 9.2.0.4 to 11.2.0.3	Oracle 8i, SQL Server 2000		Annual	30/04/2013	30/04/2014
		Microsoft SQL Server 2005 - SQL Server 2012	Microsoft Access 97, 2002,2003	Microsoft Access 2,95	Annual	30/04/2013	30/04/2014
Data Network	Protocol	Address Range RFC1918, RFC3927	TCP/IP (RFC1780), Netbios	IPX/SPX	Annual	30/04/2013	30/04/2014
		DHCP (RFC1541)	NSAP		Annual	30/04/2013	30/04/2014
		DNS (RFC1035)			Annual	30/04/2013	30/04/2014
		BOOTP (RFC951)			Annual	30/04/2013	30/04/2014
		Port allocation (RFC1700)			Annual	30/04/2013	30/04/2014
		SFTP	FTP, TFTP, CIFS		Annual	30/04/2013	30/04/2014
		RIP2, OSPF, BGP	RIP, EIGRP		Annual	30/04/2013	30/04/2014
		PPP/MLPPP, L2TP	PPTP		Annual	30/04/2013	30/04/2014
		MIB/ MIB2	SNMP		Annual	30/04/2013	30/04/2014
		WPA/WPA2, 802.1X, 802.11i			Annual	30/04/2013	30/04/2014
		IPSEC			Annual	30/04/2013	30/04/2014
		MAPI	SMTP		Annual	30/04/2013	30/04/2014
		XML	HTTP/1.1, SSL		Annual	30/04/2013	30/04/2014
	Voice over IP (VoIP)	Openscape RFC(3725)		Annual	30/04/2013	30/04/2014	
	Building Cabling	Cat5e/Cat6/Fiber 50/125 62.5/125	Cat5	Cat 3/4	Annual	30/04/2013	30/04/2014
		TIA 568B, I2000			Annual	30/04/2013	30/04/2014
		802.11g/n		802.11b	Annual	30/04/2013	30/04/2014
	Circuit Connectivity	Lan Extension Service 10/100/1000		Megastream	Annual	30/04/2013	30/04/2014
		EPS 8/9		Kilostream	Annual	30/04/2013	30/04/2014
		IPStream	Cable services		Annual	30/04/2013	30/04/2014
		Dark Fibre 50/125, 62.5/125	Modem V.92	Modem V.92	Annual	30/04/2013	30/04/2014
		ADSL / ADSL 2, SDSL			Annual	30/04/2013	30/04/2014
		GSM, 3G, 2.5G			Annual	30/04/2013	30/04/2014
Network Security	IPSEC, Sonicwall firewall, EAL4	Checkpoint Firewall		Annual	30/04/2013	30/04/2014	
Active Devices	Cisco, Brocade, Juniper		3-Com, D-Link	Annual	30/04/2013	30/04/2014	

Appendix D: ICT Standards Employed by West Berkshire Council (Continued)

Category	Sub Category	Standard & Version			Review Cycle	Last Reviewed	Review Due	
		Current/Preferred	Supported	Unsupported				
Hardware	Servers (Physical)	Dell Poweredge R710	Dell R900, Dell Poweredge 2950 II, Poweredge R200	Dell PowerEdge Pre 2006 Models	Annual	30/04/2013	30/04/2014	
		Sun Microsystems Sun Fire and T&M Series		Sun Ultra Enterprise Series	Annual	30/04/2013	30/04/2014	
	Servers (Virtual)	VMWare ESX / vSphere			Annual	30/04/2013	30/04/2014	
	SAN Networking Fabric	Brocade Fibre Channel Switches			Annual	30/04/2013	30/04/2014	
	SAN Fibre Channel adapters				Annual	30/04/2013	30/04/2014	
	Storage (Virtual)	Hitachi AMS2500, NetApp V Series			Annual	30/04/2013	30/04/2014	
	Storage (Physical)			IBM TotalStorage DS4000 Series		Annual	30/04/2013	30/04/2014
			Sun StorEdge 3500 Series	Sun StorEdge 3300 Series SCSI Disc Arrays		Annual	30/04/2013	30/04/2014
			Internal Storage supported by RAID technology	Dell PowerEdge NAS Servers	Any storage not supported by RAID technology	Annual	30/04/2013	30/04/2014
	Tape Storage	Quantum 80i, LTO5 tape media	Sun SL48 tape library, LTO4 Tape media	LTO2 Tape Media	Annual	30/04/2013	30/04/2014	
				Sun StorEdge SDLT320 Tape Drive & Media	Annual	30/04/2013	30/04/2014	
	Desktop PC (Traditional)	Dell Optiplex 3010	Dell Optiplex 745,755,760,780 GX260, GX270, GX280, GX520, GX620, Precision M6400, M90, Workstation 390, workstation T3400, HP Presario	Previous Dell models, all other brands except those named.	Annual	30/04/2013	30/04/2014	
Desktop PC (Thin Client)	No longer supported			Annual	30/04/2013	30/04/2014		
Laptop PC	Dell Latitude 5430	Dell Latitude D630, D820, D830, E6400, XT, XT2	Previous Dell models, all other brands.	Annual	30/04/2013	30/04/2014		
Printers	Personal Printers	Generally only supplied to Councillors	HP Laserjet models (Various)		Annual	30/04/2013	30/04/2014	
	Team Printers	Provided on special request only	Various legacy HP Laserjet models		Annual	30/04/2013	30/04/2014	
	Departmental Printers	Oce, Cannon or Xerox Multi-function devices (MFDs)			Annual	30/04/2013	30/04/2014	
	Printers Consumables	Original Branded items only	All manufacturer approved/branded items	3rd party Recycled, remanufactured or refilled items	Annual	30/04/2013	30/04/2014	
	Print Room Printers	Oce/Cannon Various models			Annual	30/04/2013	30/04/2014	
System Software	Remote Working	Citrix XenApp 5.0 Feature Release 2			Annual	30/04/2013	30/04/2014	
		Citrix Web Interface 5.3.0.34			Annual	30/04/2013	30/04/2014	
		Citrix Access Gateway 4.6.1			Annual	30/04/2013	30/04/2014	
		Citrix Provisioning Server 5.6.1.1			Annual	30/04/2013	30/04/2014	
		Application Virtualisation for Terminal Services 4.5.0.1485			Annual	30/04/2013	30/04/2014	
	Desktop Operating System Deployment Software Deployment/ Remote Admin	Microsoft Remote Installation Server 2003	Ghost v8 upward		Annual	30/04/2013	30/04/2014	
		LanDesk Management Suite 8.6						
		Microsoft Deployment Toolkit 2010 6.0.2223.0	Microsoft Deployment Toolkit 2010 5.1.1642.01					
	Microsoft Automated Installation Kit 2.0.0.0							

Appendix D: ICT Standards Employed by West Berkshire Council (Continued)

Category	Sub Category	Standard & Version			Review Cycle	Last Reviewed	Review Due
		Current/Preferred	Supported	Unsupported			
Server Software	Operating Systems	Microsoft Windows 2003 R2 - 2008 R2	Microsoft Windows 2003 -2008	All prior Microsoft versions	Annual	30/04/2013	30/04/2014
		Microsoft Windows 2003 R2 - 2008 R2 (64 bit)	Microsoft Windows 2003 -2008 (64 bit)	All prior Microsoft versions	Annual	30/04/2013	30/04/2014
		Sun Solaris 10	Sun Solaris 9	All prior Sun Solaris versions	Annual	30/04/2013	30/04/2014
	Backup Software	Legato Product Suite Post January 2006	Legato Product Suite Pre December 2005	Novell Netware 4.11	Annual	30/04/2013	30/04/2014
	Server Hardware Management	IBM Director	Dell Open Manage		Annual	30/04/2013	30/04/2014
Desktop Software	Operating System	Microsoft Windows 7 Professional	Microsoft Windows XP Professional (Until April 2014)	All prior Microsoft versions	Annual	30/04/2013	30/04/2014
	Internet Browser	Internet Explorer 8	Firefox - Where users can demonstrate a need.		Annual	30/04/2013	30/04/2014
	Desktop Apps	Refer to Desktop Applications: Definitive Software Library (DSL)			Continuous		
Information Security	Information Security Management System	ISO 27001, Government Connect Secure Extranet (GCSX) Now PSN			Annual	30/04/2013	30/04/2014
	Removable Data Storage (USB Sticks)	SafeXs	Kingston Encrypted Memory Stick, Safestick	Standard Memory Sticks	Annual	30/04/2013	30/04/2014
	User Data Storage	Centralised Network Drives		Local PC C:/ drive back-ups	Annual	30/04/2013	30/04/2014
	Perimeter Security - Web Filtering	Websense Web Security Gateway V 7.7 Blucoat ProxySG V6.4			Annual	30/04/2013	30/04/2014
	Email Security Desktop Security	Proofpoint Protection Server V7.1 McAfee VirusScan V8.8 McAfee HIPS V8 Bluecoat ProxyClient			Annual	30/04/2013	30/04/2014
Telecoms	Unified Communications	Siemens OpenScape - Version 5			Annual	30/04/2013	30/04/2014
	PABX	Siemens Realtis - Version 9.0.061 or 9.2.081			Annual	30/04/2013	30/04/2014
	Telephone Handsets	Siemens AT600, DT60, DT70 or OptiPoint 420 Standard			Annual	30/04/2013	30/04/2014
	Mobile/Smart Phones	Nokia C1-02 and Blackberry Curve 9320	Previously issued devices whilst still on contract. Anything on the Vodafone PSN Device Price List		Annual	30/04/2013	30/04/2014
	Voicemail	VIP Intelligent Messaging - Version 15.6	Vodafone 121		Annual	30/04/2013	30/04/2014
	Contact Centre	Siemens HiPath Procenter - Version 7			Annual	30/04/2013	30/04/2014
	Call Logging	Oak Telecom AI Office - Comms Suite 09			Annual	30/04/2013	30/04/2014
Web Publication	Documents	PDF	Microsoft Office Documents (Word/Excel etc)		Annual	30/04/2013	30/04/2014
	Images (Photographs)	JPG			Annual	30/04/2013	30/04/2014
	Images (Graphics)	GIF			Annual	30/04/2013	30/04/2014

Appendix D: ICT Standards Employed by West Berkshire Council (Continued)

Category	Sub Category	Standard & Version			Review Cycle	Last Reviewed	Review Due	
		Current/Preferred	Supported	Unsupported				
Software Development	Web Development Tools	C#.Net		Microsoft Frontpage	Annual	30/04/2013	30/04/2014	
		Asp.Net			Annual	30/04/2013	30/04/2014	
		HTML			Annual	30/04/2013	30/04/2014	
		XML			Annual	30/04/2013	30/04/2014	
		IIS			Annual	30/04/2013	30/04/2014	
		Apache			Annual	30/04/2013	30/04/2014	
		Firefox			Annual	30/04/2013	30/04/2014	
	Software Development Tools	VB.Net			VB6	Annual	30/04/2013	30/04/2014
		Python 2.5	Python 2.7			Annual	30/04/2013	30/04/2014
	Database\Report development Tools	VB Script				Annual	30/04/2013	30/04/2014
		Oracle Forms/Forms Server				Annual	30/04/2013	30/04/2014
		Reporting Services 2008	Reporting Services 2005,2008	Reporting Services 2000		Annual	30/04/2013	30/04/2014
			Oracle Reports			Annual	30/04/2013	30/04/2014
		Crystal reports 11, 2008	Crystal reports 2011	Crystal reports 9		Annual	30/04/2013	30/04/2014
			Business Objects XI			Annual	30/04/2013	30/04/2014
			Impromptu 7.3			Annual	30/04/2013	30/04/2014
	OLAP	MS Access 2003	MS Access 2002, 97, 2			Annual	30/04/2013	30/04/2014
		Excel 2003-2007	Excel 2003 Until April 2014			Annual	30/04/2013	30/04/2014
		MS SQL Server Analysis Services 2008	MS SQL Server Analysis Services 2005, 2008	MS SQL Server Analysis Services 2000		Annual	30/04/2013	30/04/2014
	GIS Development Tools	MS SQL Server Integration Services 2008				Annual	30/04/2013	30/04/2014
		VB.Net, Python, Javascript		VBA, Avenue		Annual	30/04/2013	30/04/2014