



ICT Strategy for
South Kesteven District Council

Prepared by



Revision History

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1. Background

1.1 Context

SOCITM's December 2004 bulletin carries an article about the Gershon review which states that "the efficiency targets can only be met by putting ICT at the very centre of the organisation....." South Kesteven District Council has recognised that ICT will be one of the main drivers of change in the organisation as the council moves toward implementing the government's various efficiency and modernisation targets and has realised that it wishes to move away from a traditional ICT support unit to a proactive Section seeking to provide a range of value-added business benefits through technology to its user group. This transformation is a key part of the package of changes required in order for SKDC to improve its current CPA rating from fair through good and eventually to excellent.

SKDC currently employs approximately 700 people of whom 450 or so are desk based employees. The council is keen to ensure that the organisation can maximise the strengths of the internal IT capability to support its service ambitions.

To this end, SKDC has prepared a formal ICT Strategy for the council for the next 3 to 5 years. This strategy is purposely designed to be 'built for change' and will be refined, updated and changed as the council's needs develop in the coming years. This strategy will not capture every ICT related project which must be undertaken in order to enable the delivery of the IT Section and council's objectives. Rather, this document will act as a baseline and framework from which the IT Section will manage their efforts over the coming years.

1.1.1 Audience

This strategy document will have relevance for several stakeholders both internal and external to the council organisation. These include:

- Corporate Management Team
- Elected Members
- IT Section Management and team members
- Partner Organisations including IDeA and ODPM
- All service function users who interact with IT
- Human resource and finance functions
- Suppliers

1.2 Internal and External Issues and Challenges

Like all UK councils, SKDC is facing increasing pressures as a result of increased expectation from its citizens in terms of the level of customer service provided by the organisation.

The council faces significant challenges from central government to modernise the council operation and make traditional services more accessible to citizens. To this end, the

council has ambitions to move towards a 'Self service council' model where citizens can carry out all their interactions online or through a front line customer service centre.

In general terms, the way in which councils are providing services to their citizens is changing, with increasing pressure on standards of service and availability of services online. Central government agencies including the ODPM have set a variety of challenges for SKDC which must be achieved if the council is to continue to be funded and, more importantly to realise the objective of achieving an 'excellent' CPA rating in the medium term.

SKDC is additionally charged with making year on year real savings as a result of the Gershon Efficiency Review. In the 2005/06 financial year, the council has identified a requirement for some £500k of savings per year. SKDC are keen to find ways to increase productivity or make other efficiency savings through smarter use of technology.

1.3 Methodology

The council has recruited WesternConnect, external consultants to assist in the preparation of this strategy. WesternConnect has taken a two track approach to this assignment as follows:

- Business Assessment – Carried out 1 to 1 interviews with senior council officers and a number of stakeholders to understand the service sections' objectives, concerns and priorities.
- Technical Assessment – 1 to 1 interviews with the whole IT Section to assess current capacity and any strengths or gaps in ability or infrastructure. This activity was also used to determine the scalability and responsiveness of the existing IT infrastructure to new developments and service Section ambitions.

Based on this business and technical assessment, the IT Section has worked with the consultants to document a baseline position of 'where we are now', understand where the council 'wants to get to' and an action plan for how we will reach these goals.

1.4 Objectives of the ICT Strategy

This ICT strategy fulfils a number of important objectives:

- Document current capacity as a baseline for moving forward
- Secure buy in from all council stakeholders for the development of ICT in the future
- Ensure that IT activities are in line with Service Section objectives and priorities and that these objectives 'join up' with wider government targets.
- Provide a framework for IT to support the modernisation and access agenda within the council as a whole
- Plan future developments
- Act as a useful reference point for new staff or external partners to help them understand the operations and infrastructure within IT
- Reduce and manage risk

- Identify and prioritise key areas where ICT can significantly improve service provision to service sections and citizens
- Increase efficiencies
- Support the change management process
- Secure management commitment for IT Section plans and activities
- Manage expectations within the Section and across the council
- Deliver an implementation timetable
- Business continuity and succession planning

2. Where Are We Now?

2.1 Current ICT Governance Arrangements

The IT Section's remit is to provide all of the authority's ICT requirements. This includes all internal systems from legacy applications, through to desktop support and new e-government solutions. The IT Section is further responsible for making best use of technology to provide an excellent service and to proactively seek ICT solutions through partnership with all users.

The IT Section is managed by the Head of IT Services who reports to the corporate director of performance management.

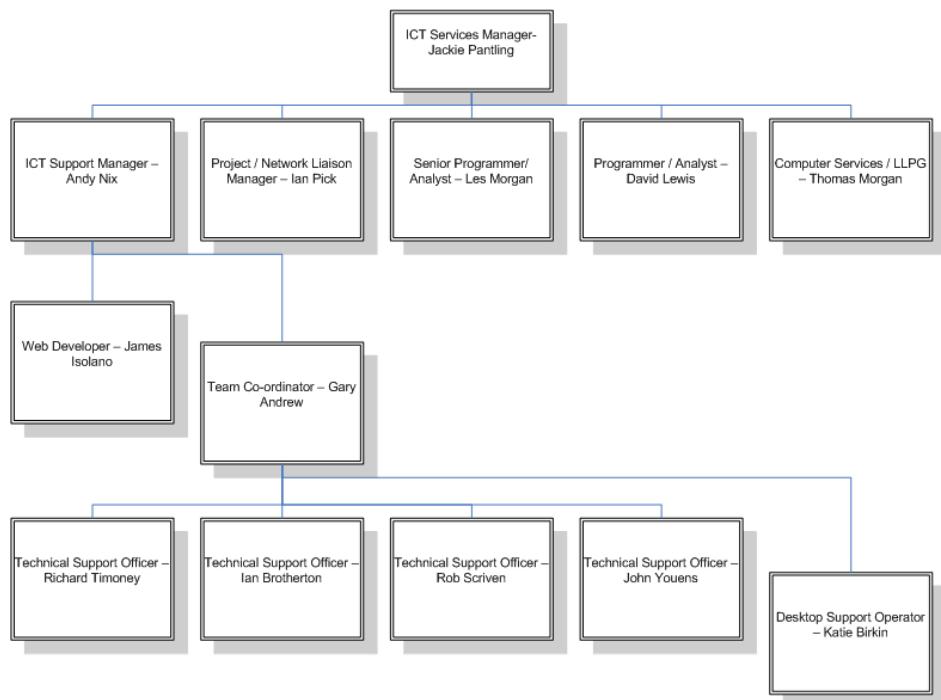


Figure 1 – IT Section Organisation Structure

2.2 Technical Standards and Policies

2.2.1 Security

Currently SKDC's network is protected by a single Cyberguard FS firewall which is supported and maintained in house by the Network Liaison Manager and one of the Technical Support Officers. All client PCs are protected by Sophos AV software which is deployed centrally, updating on a daily basis.

All mobile PCs are protected by F-Secure. A system will be introduced to deny access to remote computers in the event that anti virus software is not up to date.

2.2.2 Business Continuity Planning

SKDC currently uses Veritas Backup Exec software to backup data on all servers. Daily, weekly and monthly and in April, when the first year of this tape rotation system ends, yearly tapes will be rotated. Backup tapes, all of which are now DLT are stored in fire-

proof safes in three areas, two onsite and one offsite. Backup logs and 'data restore checks' are carried out on a daily basis by a technical support officer and tapes are rotated by another member of the ICT services staff. Data is also 'written' to an isolated file server. This data is completely rewritten on a daily basis.

In the event of a complete system crash, a private company is employed to roll out backup servers and desktops. This business continuity plan has been tested and mobilised in the last 12 months.

2.3 Current Applications Portfolio

SKDC's currently runs a wide range of third party programs. A full list is included in Appendix A. Relationships with third party providers are managed in various ways with no defined vendor management strategy. Nevertheless, relationships with third party vendors are good with no critical vendor management issues outstanding.

2.4 Current ICT infrastructure

SKDC currently has 42 servers running in mixed mode. Of these less than 6 are running on Windows NT with the remainder running on Windows 2000 or 2003.

- 1 x Windows NT 4 Server PDC
- 3 x Windows NT 4 Server BDCs
- 4 x Windows NT 4 Application Servers
- 18 x Windows 2000 Server
- 11 x Windows Server 2003
- 5 x Unix Server

In general, the server estate is modern and well maintained. The network infrastructure backbone is built upon a solid base with the capabilities for growth and development.

Server management is carried out through NT User Manager.

The desktop estate is similarly modern following recent refresh cycles. SKDC has 300 desktop PCs. The majority of PCs run Windows Win2K or XP Professional although some legacy desktops continue to run Windows 98 and are due for replacement this year.

At present, the IT Section does not implement a formal refresh policy for either server or desktop equipment. Hardware is refreshed on an 'as required' basis following agreement with the appropriate service Section.

2.5 Current ICT Capacity

The IT Section has a current staff of 13 people as follows.

- ICT Services Manager
- ICT Support Manager (temporarily seconded to eGov Project team)
- Project / Network Liaison Manager
- Senior Developer / Analyst
- Developer / Analyst
- ICT Services / LLPG Officer
- Web Developer

- Team Co-ordinator
- 4 x Technical Support Officers (one of whom is seconded two days per week to the eGov project team)
- Support Desk Operator
- ICT Support Officer (temporary)

In addition to the above, some service sections have a dedicated 'IT Power user' to help colleagues resolve straightforward IT related problems. However this is not uniform across the whole organisation. The "power users" also generally have specialist knowledge of the 3rd party software their Section uses.

2.6 Current ICT Skills

A skills matrix for the SKDC IT Section has been completed and is included in Appendix B.

2.7 Network Monitoring

The IT Section is currently implementing Observer as their network monitoring system for all server platforms and network elements.

This system will be deployed on a dedicated desktop which will be monitored by system support staff on a daily basis

It is important that formal procedures are put in place by the IT Section which will ensure that support staff take ownership for checking server logs and that a clear issue resolution system is put in place in the event of problems arising.

2.8 Immediate and Short Term Pressures on the IT Section

2.8.1 Access and Modernisation Programme

SKDC is currently embarking on an ambitious access and modernisation programme in response to government targets and priorities. This programme is key to the council's development of all technology related initiatives and will act as the main facilitator of all objectives of this ICT Strategy. The objective of this programme is to improve service delivery to citizens by:

- Improving access to information and services
- Improving the efficiency and effectiveness of the organisation
- Improving the number of customers requests resolved at first point of contact
- Improving the ability to service customer requests relating to other Lincolnshire based (together with the Welland partnership authorities) public services
- Ensure equity of service to all South Kesteven citizens

SKDC has split the project into seven distinct work streams in order to deliver the project in aggressive timescales. A project manager has been assigned for each stream with an overall programme manager assigned and given responsibility for delivery of the programme. This programme is designed to complement the December 2005 deadline for Implementing Electronic Government compliance and the March 2006 deadline for 'good' priority outcomes.

SKDC has assigned a member of the Corporate Management Team to programme manage this crucial project and the IT Section has seconded one of its most senior officers to act as work stream manager for some of the most important work streams under this initiative.

Stream 1 – IT Enabler

- IT Enabler Solutions - investigation into available and suitable IT solutions required
- Deliver Infrastructure - the implementation of these IT solutions

Stream 2 – Information Management

- Protocols and Processes
- Guidance and Training
- Data Audit
- Corporate Information Systems

Stream 3 – WEB SELF SERVE

- Populate ESD Toolkit
- Website Redesign
- Gap Analysis and Mini Road Map
- Deliver Web Solutions

Stream 4 – Accommodation

- Specification for Customer Service Centre
- Head Office and Area Office Accommodation Build

Stream 5 – Business Process Re-Engineering

- Skills, Protocols and Standards
- Current Service Maps
- Improvement Options
- Impact Analysis and Business Case
- Feasibility and Recommended Option

Stream 6 – Proof of Concept

- Build Solutions and Test

Stream 7 – Communications and HR

- Communications Plan
- Human Resources
- Managing customer expectations

2.8.2 Housing System Implementation

The IT Section is currently involved in the replacement of the Open House Housing application with the Anite product. This implementation was scheduled for completion in December 2004 but is now expected to be completed in June 2005.

2.8.3 BS7799 – Information Security

Compliance with this standard is required by December 2005. SKDC requires expert advice and recommendations of best practice in this area to enable the council to meet this target although the council will take a view on whether full accreditation is required.

2.8.4 Maximising the benefits of ICT

There is a sense throughout the council that the benefits of technology are not being maximised by the organisation as a whole. This is a key driver for the IT Section who are rightly seen as the champions of technology across the council.

2.9 Immediate and Short Term Pressures on the IT Infrastructure

Network Management – At present, the IT Section uses NT Manager for administering the users, data and hardware on the corporate network. Since the majority of the estate is running operating systems in excess of Windows 2000 it is advisable that Active Directory is installed as the corporate standard. This would realise significant administration efficiencies for the IT Section. At present the IT Section does not have the skills or capacity to carry out this implementation.

Email management – The council has a current problem with retention and management of archive emails. The council requires a formal email management system to be put in place as a priority as the current system does not support conformance to Freedom of Information Act or general business management.

Helpdesk – Although the IT Section has a case management system available to the IT Helpdesk, only 50-75% of support requests come through this formal channel. This is causing problems with capacity within the IT Section as support staff are being directed to adhoc requests which are not centrally logged.

SKDC Website – This resource has recently undergone a technical upgrade and refresh. The council continues to face a problem with ownership of web content and needs to address this issue as a priority. It is fair to say that the current content is less than user friendly and the council will assign responsibility for overcoming this issue in the short term.

2.10 E-Government Capacity

2.10.1 Priority Outcomes

Schools

The council's IEG 4 report states that the council is still at the preparation and planning stage of the 'required' outcomes to allow online applications for school places for 2007, online access to information about educational support services and the 'good' outcome of developing an admissions portal. However, it must be recognised that there is a dependency on Lincolnshire County Council for delivery to enable the deep-linking project.

Community Information

The council is currently implementing a one stop direct online access to joined-up A-Z info on council services. Preparations are underway to coordinate the secure online sending, sharing and accessibility of information between the council and youth justice agencies.

However, the council has enabled local organisations, community groups and clubs to create and maintain their information online through Community Portals which are linked to the SKDC website.

Democratic Renewal

The council is on target to meet required government outcomes in this area; public access to online reports has been provided and Councillors have been provided with easy to manage public web pages.

The council is however, a long way off achieving the 'good' outcomes of citizen participation and response to consultations (e-consultation) and the establishment of multimedia resources on local policy priorities via the council website. The council will use the current access and modernisation programme as the main vehicle for improving performance in this area.

Local Environment

The council is currently implementing online public reporting/applications, procurement and tracking of environmental services and the online receipt and processing of planning and building control applications, and as such is on target to meet the December 2005 target for these 'required' outcomes.

Significant effort remains outstanding for the council to meet the Mar 2006 'good' deadlines for this priority outcome area.

E-Procurement

Whilst the council has partially implemented e-tendering a more council wide approach is required in order to meet the priority outcome of providing appropriate online e-procurement solutions.

The council is currently undertaking the work to meet the 'good' outcome of establishing a single business account via corporate CRM account facility.

The council requires co-operation through East Midlands Regional Partnership and Lincolnshire Partnership to complete the regional co-operation on e-procurement between local councils.

Payments

The council has implemented online facilities to allow payments to the council in ways that engender public trust in local government electronic payment solutions, however the other 'required' outcome of the delivery of 'added value' around online payment facilities has yet to be implemented.

However, the council has been unable to demonstrate efficiency savings and improved collection rates from the implementation of e-payments and has failed as yet to enable registration for Council Tax and Business Rates e-billing for Direct Debit payers.

Libraries, Sports and Leisure

The council is currently enabling the online renewal and reservation of library books and catalogue search facilities, with a dependency on Lincolnshire County Council, and is also investigating the implementation of online booking of sports and leisure facilities.

The integration of ICT infrastructure and support to ensure consistent delivery of services is hampered by the fact that all sports and leisure facilities within the council are subcontracted, although a procurement process is underway to find a partner to provide online booking facilities to the leisure centres.

Transport

The council has yet to implement online facilities to allow the public to inspect local public transport timetables and information. However, there is a dependency on private transport companies to complete this requirement. There is also a dependency on Lincolnshire County Council for the delivery of online public e-consultation facilities for new proposals on traffic management.

Benefits

The council's plans for a contact centre will help them meet the 'required' outcome of an e-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries. And the council is currently implementing online facilities to allow citizens or their agents to check their eligibility for and entitlement to Housing and Council Tax benefit.

The council is still in the preparation stage of the 'good' outcome of implementing a mobile office service using technology to offer processing of these claims direct from citizens' homes.

Support for Vulnerable People

The council has dependencies on Lincolnshire County Council to meet both their 'required' and 'good' outcomes in this priority area. However the council is aiming to begin implementing solutions for access to local care services over the web and telephone contact centres and remote or mediated access to information about individual 'care packages'.

Supporting New Ways of Working

The council has provided Email and internet access to all members of staff that have established a need for it and are currently gaining ICT support and documenting a policy for home/remote working for council members and staff, which will in turn lead to the delivery of the 'required' outcome of providing access to home/remote working facilities to all council members and staff to satisfy the home/remote working policy requirements.

However, the council has not established an e-skills training programme for council members and staff with a recognized basic level of attainment.

Accessibility of Services

The council's plans a "one stop" contact centre and increased functionality on the council's website will help it meet the 'required' outcome of self-service or mediated access to all council services outside standard working hours.

The council has fully implemented a content management system to facilitate devolved web content and website management.

The council is currently adopting the ISO 15489 methodology for Electronic Document Records Management (EDRM) and is conforming with level AA of W3C Web Accessibility Initiative standards. However, they have not yet met compliance with the e-Government Interoperability Framework (e-GIF).

Take up of Web-Based Transactional Services

The council has not yet published internet service standards online. However, the process of monitoring the performance of the corporate website and regional portals is in progress.

To meet the 'good' level in this priority outcome the council must establish internal targets and measures for customer take-up of e-enabled access channels and adopt recognized guidelines for the usability of website design.

Making it Easy for Citizens to do Business with the Council

The council is in the process of putting in place systems to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries. The objective of this programme is to have 80% of problems fixed at the first point of contact by the end of 2007. The council is attempting to ensure that 100% of email enquiries from the public are responded to within one working day, with documented corporate performance standards for both email acknowledgement

and service replies. The council is also integrating their CRM system with back office activity.

As part of this CRM system the council must include a unique reference number to allow tracking of enquiry and service response to meet the 'required' outcomes.

To meet the 'good' outcomes the council must provide facilities to support the single notification of a change of address.

2.10.2 BVPI 157

The council is currently meeting 71% of its electronic service delivery targets and is forecasting 100% by the end of 2005.

2.10.3 Efficiency Gains

Significant efficiency gains must be made over the coming years if the council is to make the benefits of e-Government outweigh the costs and meet the Gershon Efficiency targets. The Gershon Efficiency statement has been prepared by finance and £500K year on year savings have been identified.

3. Best Practice

The following section contains an overview of some best practice examples of 'excellent' councils in the UK. In particular, this section is intended to provide a target for SKDC to achieve within the lifetime of this strategy.

3.1 e-Working

A number of UK Local Authorities have piloted e-working schemes with great success. Liverpool, Knowsley and the Royal Borough of Kingston councils have all led the way in rolling out flexible and remote working policies within their service sections and have experienced significant efficiency gains, productivity improvements and increases in staff and customer satisfaction as a result of adopting a flexible approach to working.

The most successful service sections where e-working has been rolled out include building control, social care, planning and environmental health.

The London Borough of Lewisham is sponsoring the creation of a wireless broadband service within the local authority as part of its drive to enable members and officers to connect to corporate services whilst on the move. The local authority intends this WiFi project will contribute to other local priorities such as the development of creative industries as well as increased social inclusion and access to broadband technologies.

The North London Strategic Alliance (NLSA) group of boroughs have implemented a mobile data pilot project in the area of Street Scenes and Abandoned Vehicles. This project is intended to replace operational procedures whereby street wardens complete manual information at the scene before returning to their offices to key case details into the council's IT systems. The project allows wardens to electronically capture information and transfer it wirelessly to a central server, allowing a more streamlined, timely process.

Project Nomad, one of the 22 National Projects supported by the ODPM, is a useful repository of case study information about mobile working projects currently taking place within local government and can be accessed at www.projectnomad.org.uk

3.2 e-Procurement

Leeds City Council has established a web-based electronic tendering system. As part of the system, local businesses are able to take advantage of standardisation of documents so they can work easier with local councils. Together with the e-tendering system, Leeds City Council streamlined systems through electronic sourcing, contract management, supplier management, online catalogues and ordering and payment processing.

Being enabled to provide the option of web-based tenders has added value to Leeds City Council as they now are part of counciltenders.net., a central source of information and advice on tenders and awarded contracts used by twelve councils throughout the Yorkshire and Humber region. Web-based tenders benefit councils through providing early tender advice, advertised tenders, invited tender access and tender results.

London Borough of Newham Council has introduced a live electronic-based marketplace. Marketplace benefits the council through providing the opportunity for networking, business directory, collaborative ventures and electronic tendering. Marketplace is a portal for local business to achieve its ambitions through advice, guidance, events and training opportunities.

Essex County Council makes use of e-procurement through the IDeA marketplace. Marketplace enables the full purchasing price to be carried out online, from order creation and authorisation to goods receipting and invoice matching. Marketplace is also able to support electronic catalogues, purchase cards, requests for quotes and spot pricing. It is also possible to place tenders and orders online.

Both Leeds and Newham have developed practical solutions of real use to all local authorities as they implement e-government to improve services and streamline their business.

3.3 Document Management

Norwich City Council has recently rolled out a document management system among all their service sections which has dramatically reduced the amount of paper being used and stored across the organisation. The system will be used to hold a database of information about the streets, to keep records of inspections and to produce schedules of further inspections.

Shrewsbury and Atcham Borough Council, rated as excellent by the Audit Commission, is currently implementing a project to introduce a corporate electronic document and record management system across all Council services by the end of 2005. Subscribing to Best Practice, the system will allow for the scanning, processing, storage and easy retrieval of documents online and assist the Council to progress to a minimum paper style of working. EDRMS will add value through improved efficiency, access to data and greatly assist with information and knowledge management. The first two services to volunteer to implement in depth are Environmental Health and Public Amenities, with the system due to operate before Christmas whilst Democratic Services and Policy anticipate using the system, beginning as a virtual filing cabinet, in the same time frame. The service will be rolled out across all other Sections over the next two years.

Building on its existing intranet, Bedford Borough Council has implemented the eKnowledge Suite, eKnowledge Portal and the eLearning Suite to form a complete solution that will form the basis for delivering its commitments on e-Government. The intranet will be rolled out to all staff and councillors initially, with the aim of expanding functionality to citizens as a personalised transaction portal. The intranet will be used to publish and manage all internal documents, members' information and administration as well as general communications between citizens, partners and staff across all Sections within the Council. Shaun Field, Chief Executive at Bedford Borough Council said, 'Implementing information management technology is key to our commitment to the Government's Electronic Service Delivery'.

3.4 E-Working for Elected Members

Sheffield City Council is undertaking a 'proof of concept' pilot project to examine the effect of introducing PDA mobile data technology into the relationship between councillors and their constituents. The project sees councillors being given PDA technology to use as a means of communicating, monitoring and resolving complaints and issues raised by constituents. This system is saving the elected members several hours each per week in paperwork.

Nottinghamshire County Council has recently undertaken a successful training exercise with its elected members aimed at securing their buy in to using IT in their roles and providing them with the relevant technical expertise to manage the use of IT while working from home.

3.5 Care Workers

Leeds City Council has recently piloted digital pen and paper technology among their social care worker team. Care Workers have been given the opportunity to submit reports in real time to the central management team, reducing time spent filling out reports and enabling workers to spend more time adding value to citizens.

3.6 CRM

London Borough of Brent Council has initiated a Customer Relationship Management development project intended to provide a major element of the IT environment that will support a Customer Service Strategy. Brent has used CRM techniques to facilitate a central database of customers, a record of all customer contacts with Council allowing the tracking of due, overdue and completed actions. CRM has also benefited Brent in integration with Call Centres and provision of E-service facilities across a range of media. Brent has added value through a workflow integration of end-to-end service delivery processes.

Surrey County Council has developed a central web site to collect and share information about major accidents and emergencies. Combined with the public web site, the major emergency-handling agencies will have access to a private extranet so they are able to share information between each other quickly.

3.7 Citizen Access

London Borough of Kingston upon Thames has developed a fully interactive website to communicate with its citizens. Rated excellent by the Audit Commission Comprehensive Performance Assessment, Kingston was identified as having 'put in place better systems for managing its performance'. Subscribing to best practice, the website adds value for citizens and provides the opportunity to access comprehensive online services.

Capable of being translated into a number of different languages, the website is interactive and provides the opportunity for the following:

- Online bill payment enabling citizens to create their own account and log on to pay bills
- Interact with citizens online via the 'Livin' Kingston' newsletter.
- Text your council, with your message directed to the relevant Section
- Report a fault
- ePetitions
- Planning applications
- Library book search
- Traffic bulletins
- Online booking for local theatres
- Tickets for events throughout the borough may be bought online

It is also possible for citizens to submit forms online to report faults that affect their community such as abandoned vehicles and graffiti. Through the website there is access to up to date information regarding road works, special events affecting traffic, highways and pavement patching works within the borough.

If there is a concern about a specific child, it is possible to email the initial contact centre where the complaint will be investigated. The safe parenting handbook may be accessed which addresses a plethora of children's issues ranging from bullying, babysitting and smacking to teenage drug abuse.

Liverpool is adding value to citizens and service through its Text2CityofLiverpool pilot project. The project is designed to find a cost effective way of dealing with the most frequently asked questions coming into the call centre and one stop shops, enabling more efficient utilisation of resources to tackle more complex enquiries. Text2Cityof Liverpool solution will remove the burden of dealing with non-complex queries enabling the contact centre to take on more complex business

3.8 Organisational Change

The London Borough of Sutton is following best practice guidelines in addressing the organisational change issues raised by the use of mobile computing tools in local government. Sutton is developing a series of reports and case studies with the aim of identifying what is required of a typical council to address the introduction of mobile working solutions. The initiative is designed to add value to local authorities with a 'toolkit' of products to help them implement new ways of working based around mobile computing.

The organisational change pioneered by Sutton will achieve real working benefits based on practical experience to local authority Sections and officers who aim to improve the effectiveness and efficiency of services through mobile working. The toolkit will be linked to the key challenges in the Strategic, Human Resources, Accommodation, Business Process and Technical Support areas.

3.9 Building Control

Sutton Borough Council is currently embarking on a 'proof of concept' project, seeking to effectively employ mobile technology across the Building Control service within the London Borough of Sutton. The project will centre on the collection of site data using intuitive e-Forms on a Tablet PC. This program aims to deliver an integrated electronic management system and to re-engineer current working practices within Building Control services. This will help to streamline the service and introduce efficiencies around the recording and storage of site data. Staff and public will be provided with the delivery of the system, which will demonstrate that the business unit is efficient, effective and more flexible as a result of mobile working. Mobile working will relieve professional officers of desk based administrative tasks and so increase operating efficiency, support home working and provide key benefits.

Belfast City Council are part way through a mobile working trial in Building Control which has produced a 50% increase in productivity in the area of inspections as inspectors have been able to complete 12 inspections per day where they were formerly only able to complete 8.

3.10 e-Government

The following councils, similar in size to SKDC have achieved considerable success in the rollout of e-Government and which act as exemplar councils for SKDC.

North Cornwall DC: which became the first local authority ICT function to achieve a double three star rating in its Best Value review

Canterbury City: which has developed an approach to ICT performance management that delivers powerful results

Caradon DC: which has built a platform for exploiting ICT and delivering e-government through high levels of customer satisfaction

Derwentside DC*: which has innovated and developed new channels by leading partnerships providing broadband provision for a sub-region

Maidstone BC: which exemplifies best practice in website development amongst shire districts

Staffordshire Moorlands DC: which has used the European Computer Driving Licence (ECDL) to Increase employee competence and confidence with ICT

Stroud DC: which has engaged top-level commitment and support to build a leading website that delivers what the community needs

3.11 Governance and Skills Required

The ODPM has identified the following roles and governance arrangements which it has identified as central to the rollout of good e-government. Although ODPM recognises that there is no right answer, these roles may make the rollout of e-government more straightforward for SKDC.

- an e-government group, or as the ODPM now describes it, the e-Delivery board
- an ICT infrastructure group developing the ICT strategies, policies and standards
- service development groups undertaking application selection
- programme and project boards
- e-Champion
- Head of IT

4. Where Do We Want to Be?

4.1 Ambition for 2007

To Support SKDC's Vision by Providing Proactive and Best in Class IT Support and Solutions to the Council, its staff, Members and Citizens.

SKDC Will Continuously Improve the Delivery of Council Services by Using ICT as an Enabler for Informed Decision Making and Excellence in Service Delivery to its Citizens.

- We will maximise the council's IT investment by working in partnership with the service sections to ensure that they are making the optimum use of existing IT infrastructure.
- We will provide 'best in class' solutions to all service sections to provide a high quality service to South Kesteven citizens.
- We will support the decision making process within council for the benefit of all South Kesteven citizens.
- We will continually invest in the council's IT staff to ensure that they can provide the level of service required by members, officers and citizens.
- We will empower users and service sections to deliver excellence to SKDC citizens.
- We will take a lead role in the council's strategic investment in IT to ensure that we meet our modernisation and service level targets.
- We will continuously improve access to information for officers, members, communities and citizens so that they can gain access to all the information and services they need. We will work, within the statutory guidelines to ensure that customers need to supply information only once in order to gain access to services.
- All software procured by the Council will conform to a standard set of requirements to ensure that all new systems can be integrated to provide seamless services. Priority areas of compliance are currently seen as e-GIF compliance and integration with the Councils Gazetteer.
- IT services will advise service areas of information technology developments to stimulate and enable new opportunities for service delivery.
- The IT function will be based upon a robust, secure and resilient technical infrastructure with an ongoing phased programme of technology refresh.
- All information held electronically by the authority will be secured in accordance with council disaster recovery and business continuity plans.
- IT will continue to ensure that contracts with software suppliers include appropriate service for software support and hardware maintenance. We will ensure that we implement new upgrades to all systems when appropriate to our service sections' needs.

- The council's network and application systems will be protected against intrusion by a secure resilient protection system that will ensure confidence in our services. We will introduce authentication systems that will promote confidence.
- All mission critical business systems will be held on single purpose servers

In order to measure the progress towards delivery of the above there will be a "basket" of key performance measures put in place. These will include annual "customer satisfaction" surveys with key stakeholders including the ICT sections own employees. Each of the above areas will be covered by an appropriate question to measure the outcome achieved. Separate to this will be the measurement of progress towards delivery of this ICT Strategy against the planned timetable. Service specific performance will be covered in detail within the Service Partnering Agreement.

4.1.1 Accessibility

The IT Section will continue to move to a position where our services are easily accessible to all service sections and where we are offering a uniform level of service across the whole council.



Figure 2 – Internal Accessibility of IT

4.2 Service Section Requirements

This section details the requirements of each of the service sections from the IT Section based on the objectives of their service plans and discussions with WesternConnect. The council has recently prioritised its overall responsibilities and has identified access and modernisation, street scene, recycling, crime and disorder and town centres as the areas of key importance. These requirements will be translated into objectives for the IT Section as part of this strategy.

4.2.1 Corporate Requirements

A number of service sections have shared objectives and challenges for which they will require IT support:

- e-Government
- Online services
- Public Consultation
- Citizen engagement
- Document management systems
- Customer Relationship management systems
- e-working policies and standards
- e-mail management and retention
- Training Needs Assessment across the whole council

4.2.2 Prioritised Activities

The following activities have been identified and prioritised by the IT Section.

High Priority

- Delivery of e-Government Targets
- Replacement of Housing management computer system
- Select a supplier for a replacement corporate ledgers system with enhanced solution for e-procurement and possibly some relevant HR modules
- Implementation of Local Land and Property Gazetteer
- Implementation of BS7799 code of practice for information security management
- Implementation of Chip and Pin credit card authorisation facilities for banking halls
- Performance Management Benchmarking Data for quality of service delivery
- Scope organisational wide document management system
- Implement email management and retention system
- Improvement of facilities for mobile and home-working across all service sections

Medium Priority

- Review and consolidation of servers and platforms to deliver best value from technology
- Implementation of Active directory
- Rationalisation of software licence procurement and upgrade
- Roll-out of laptops for Housing scheme managers
- Further rollout of EDRMS across authority

- Facilitate full ICT Training Needs Analysis exercise across the organisation
- Implement formal e-working policies

4.2.3 Community Services

Leisure Services

Leisure Services has a number of key modernisation aims which will require support from the IT Section in the medium and long term.

The service is under pressure to improve the way that they gauge citizens' views and understand the current lack of satisfaction in the service in order for them to improve services. The service's aim is to increase consultation with citizens by providing consultation infrastructure in the following areas in particular;

- Leisure centres – assess satisfaction and identify problem areas
- Play schemes – Particularly consulting hard to reach groups.
- Communities activity – extend consultation to ethnic minorities in a consultative forum

The service requires the integration of existing electronic systems in leisure centres and will require the IT Section to support the rollout of such integration in order to ensure success. The integration of this leisure centre system will have significant benefits for citizens and provide a more 'joined up' service.

Leisure Services require the implementation of an online booking system for all council leisure centres and arts facilities which should be accessible via the council website and through kiosk facilities located in the community. This is something which must be provided by the sub contracting partner but will fall on IT to support and enable.

Care Services

The Care Services Section is required to evaluate the main computer operating system based at the Care Centre in Mowbeck House with a view to upgrading this system to provide a modernised service.

To meet the Council's requirement for a reliable call monitoring and management system capable of integration with other corporate network services there is a view to upgrade the system to a Tunstall PNC4 Vision system or that of another manufacturer, providing compatibility and functionality with the council's call monitoring alarm systems can be guaranteed. The new system should also provide a platform for the expansion of services in the areas of telecare and lone worker monitoring.

Care Services will require input from IT to ensure that this system is scoped and evaluated correctly and that the optimum system is put in place to meet the Section's and the council's needs.

Economic Development and Planning

The economic development and planning service has ambitions to communicate more effectively with citizens of SKDC and wishes to secure support from IT to facilitate this. The service requires IT to proactively assist the service in generating electronic communication channels with citizens.

The planning section has identified a number of key issues in their service plan, namely, Preparation of Local Development Framework, Economic Development of Regeneration Strategy Review and update of the Community Strategy Development of Town Centre Strategy. The service would like to enable citizens to conduct searches online and will require input and support from IT to provide this facility. By making this search process more accessible to citizens and stakeholders, and thus promoting locations in a more efficient way, the service believes that they will be able to attain Gershon savings in the directorate.

The service intends to introduce a new post of Communications Manager to take charge of controlling and monitoring internal and external communication including the website and the intranet. The service sees this as having potential benefit to the council organisation and sees IT as an important stakeholder in supporting this role.

Document Management System – The service has identified the implementation of a council wide DMS as a critical objective to enable the sharing of information and reduction in costly and inefficient paper trails.

4.2.4 Finance and Strategic Resources

Business and financial management services is currently investigating outsourcing options for Paymaster Services. The service will require input from IT to support this activity and assure that the optimum solution is chosen.

The service intends to procure a replacement for the existing corporate ledgers system with enhanced solution for e-procurement and again, will require IT input into this decision. The decision to replace such a system is fundamental for any council, not just for the service Section but for the council as a whole and will determine the ability of the council to implement future modernisation plans and targets.

Revenue Collectors – the service needs revenue collectors to have more information available to them in the field. It was suggested that they should be given hand held devices to access and update info quickly. This was identified as a way of bringing significant efficiencies to the council.

CRM – The service would benefit from the implementation of a CRM system which would enable them to better track outstanding accounts with the council so that straightforward queries and the like could be handled at the front line. This development is linked to the replacement of the corporate ledger system as any modern financial management system will incorporate a CRM module. Additionally, the work currently being undertaken in respect of the development of a CRM solution will be accessible by the Finance team.

Training Needs Assessment – the service understands that there are significant training gaps and that a TNA exercise would be beneficial.

Document Management System - The service has identified the implementation of a council wide DMS as a critical objective to enable the sharing of information and reduction in costly and inefficient paper trails. In particular, since this Section interacts with virtually every other Section and therefore generates a lot of paper they see the benefits as being significant.

The service identified that a dedicated IT champion within the Section would be extremely beneficial.

Kiosks – The service identified that implementing kiosks in community centres to enable people to pay bills would be beneficial. The service identified that this solution would work

best in a 'cashless' environment and they will require significant input from IT to ensure that this implementation is successful.

4.2.5 Human Resources and Organisational Development

The HR Section has indicated in its service plan that there was a fear of work overload and that some of the aspects of HR such as training assessment and recruitment should be placed with line managers. Additionally, a number of ICT issues have arisen which would be of benefit to the Section in terms of efficiency improvements. They would like to see online recruitment and web based recruitment material.

The development of the front line customer service access channel may also enable a certain level of efficiency savings.

The Section would like to have employees themselves take control of their own records, which would be facilitated by a document management system and through use of the council intranet. HR feels that corporate managers should manage their own human resource more closely. To enable such an initiative will require substantial input from the IT Section and will have to be delivered by HR and IT in partnership. The Section requires active advice from IT on how to pursue this objective. They have developed their own criteria and done some procurement in the past but feel the need much more support from IT to make these decisions.

Website – the service feels that the council as a whole makes limited use of the website for both external and internal communication.

Job Applications – The service would like candidates to be able to apply to the council online – both internal and external candidates.

4.2.6 Democratic and Legal Services

Democratic

The Section feels that the modern IT solutions could be used much more effectively to allow the public to comment on issues. They see public consultation and engagement of citizens in council activities as crucially important to creating a modern council organisation.

Training Needs Assessment – this is also required for the council members. In particular, members need to be encouraged to undertake training to help them use the full potential of the modern.gov system.

Legal

The service is keen to review the use of IT systems to expand use of Galaxy case processing system and GIS data collection with new landlines.

The service also wishes to rationalise data storage and may require support from IT to determine the best approach to this issue.

The service would benefit from carrying out a review of customer satisfaction procedures in order to more closely monitor required satisfaction levels.

Court System Payments – this is a current difficulty for the Section who recognise that improved communication with the justice system would be beneficial. The justice system is currently updating their systems and some form of integration would help make efficiency savings.

The service feels that often IT implementations within the council are done in isolation. There should be a greater corporate wide approach and a much greater level of integration within the council. If there is a situation where systems can be shared across service sections, then this should be facilitated by IT.

The service has pointed out that LOGOTECH System has a financial, legal and property system which can be integrated with the MAPINFO (GIS) system. However this integration has never been undertaken.

The service has met Gershon efficiency savings by implementing an online books system which enables them to search vast volumes of English law saving huge amounts of time. They feel that this could be rolled out to the entire council to cut down on the number of enquiries they receive and would like to see IT playing a role in facilitating this rollout.

4.2.7 Regulatory Services

Housing

The housing service is currently in the final stages of implementing the Anite housing management system to replace the existing Open House System. This project is being carried out by the housing service in partnership with the IT Section.

The service is keen to develop a Tenant Consultation Methodology and would like to use technology to enable such an initiative. The service will require IT Support to bring this about.

In general the service is keen to review e-Government access issues related to service delivery and to make maximum use of technology to provide excellent service to their customers. The service has plans to be in the upper quartile of performance and see IT as providing an important support mechanism to enable this objective.

Environmental Health

The service would like to see environmental health practitioners given remote access to the Flare system while they are in the field.

The service is currently trialling payments online and sees this as a priority. IT clearly have a role to play in implementing any online payments system.

The service feels that contact centres must be able to interact with the Flare system. They also feel that this should all be linked into a CRM system to give quick and easy access to information

Building Control

eWorking is a key driver for the building control Section as 75% of its staff are out of the office 75% of the time. The Section requires the IT Section to lead on the development of clear e-working policies and procedures in this regard. They will require the ability to download applications to tablet pc's or similar mobile technology so as to enable an officer to have up-to-date and complete information when making site visits. This information can then be updated on site and downloaded once back in the office or via a telephone link. In addition, the Section requires IT to provide the infrastructure and equipment necessary to make e-working successful.

The service is currently scanning applications on completion but would like to see applications submitted and processed entirely electronically. Again, the IT Section will be required to provide leadership in facilitating this initiative.

The service currently has a portal site for people to submit applications online. This portal was funded through the Welland Partnership and as a result, the council have no control over changes or operational enhancements. All changes are funnelled through Software AG which results in a cost to the council for every change. The service would like to control and link the APAS system through a portal site and specified a new Swift Portal which would cost £40k and enable them to link in to their back end systems but give them full control. To link the existing Welland portal would cost £20k.

The service cannot currently accept electronic payments and would very much like to see this addressed as a priority.

Architects submit drawings to the council in CAD but they cannot open .dwg files and they have to request the applicant to change the format. The service feels strongly that they should be able to accept drawings in any format and store them electronically.

The service would like to see integration with the Fire authority to enable them to interact electronically, as this relationship currently generates an undue paper trail.

Time recording – the service would like to see electronic time recording of fee-earning and non fee-earning time. At present such a system does not exist.

The service has recognised the importance of e-procurement and would like to see much more work done in this area across the whole council organisation.

4.2.8 Operational Services

Property Services

The property services Section will interact with the housing services new ANITE system to plan maintenance responses. The service sees e-Working as a key driver of efficiency savings. They would like to see both housing inspectors and maintenance staff equipped with the appropriate tools and access to interact with the ANITE system remotely to enable the council to automate these services and this would also help alleviate their space issues.

The service would like to see the IT Section run on a longer shift possibly (7.30 – 6.00) as they have had situations where they have been unable to work early in the morning or late in the evening where they have been unable to access systems and there has been no IT support.

The services SWIFTMAP system does not integrate with the current MAPINFO system and this is leading to duplication of work and the service feels all services should be feeding into one centralised system.

The service would like to see Gershon savings achieved through e-procurement and tendering online.

4.2.9 Corporate Management

The corporate management of the Authority requires to manage and monitor its progress against key objectives and priorities this includes the delivery of the strategies put in place and therefore a performance management support package would assist greatly in this area.

5. How Do We Get There?

5.1 Easy Wins

5.1.1 Email Retention and Management

Retention of email is becoming increasingly important to ensure that the council is compliant with all requests under the Freedom of Information Act. SKDC currently provides email storage capacity of up to 50MB to all users. This will be increased to 100MB as the business's needs increase during the new financial year.

In addition, we will implement formal email usage policies and procedures which will include auto archiving provision as standard by all users. The IT Section will lead the necessary knowledge transfer and support to enable users to archive email data from their own desktop and will support whatever learning curve is required to ensure that all users archive all email information by the end of 2005.

The IT Section has developed an Internet and Email usage and monitoring policy which will be updated with detailed guidelines on retention of email which will include guidelines for users who currently delete email. As part of this the council will categorise email content and set clear retention guidelines based on these criteria, for example:

Internal Correspondence	3 Years
General Correspondence	6 Years
Fiscal Correspondence	6 Years

The IT Section will review backup procedures and storage capacity on the email server as part of this deployment although it is expected that current back up and restore facilities will accommodate all auto archived emails without major upgrade or changes.

As part of the council's planned migration to Active Directory and upgrade from Exchange 5.5, the IT Section will assess the efficacy of implementing an integrated data archiving solution (such as Commvault, Cambridge, Veritas or the Valid Electronic Records Management System) which will include email archiving on optical storage. In the interim, SKDC will adopt a policy based on best practice which will see all email data auto archived to shared storage space (not individual desktops) on a weekly/fortnightly basis.

5.1.2 Training Needs Assessment

Interviews with the SKDC IT and HR Sections have flagged up an urgent need for a full Training Needs Analysis to be carried out across all Sections of the council. Training needs are examined as part of each officer's annual review, but this is usually of a general nature and is not specifically ICT oriented.

Training Needs Analysis will be conducted at 2 levels. For the ICT Section, training needs analysis that focuses on any training and refresher courses that are needed for IT staff to perform their duties more effectively and with higher levels of confidence. The training needs analysis should also include coverage of training that may help the IT Section cope with the increased levels of customer-facing interaction that will be needed as ICT comes more into the spotlight. It may also be worthwhile looking at any requirements for personal development amongst members of the IT team along the lines of the following types of training:

- Time Management
- Assertiveness in the workplace
- Communication skills
- Team working and leadership skills
- Interview and presentation skills
- Project Management
- Report Writing skills
- Change Management

For the wider user group, the TNA will look at levels of ICT competency required to perform their roles effectively and particularly keeping in mind that SKDC may wish to implement remote working in the near future. It will also examine users' proficiency and level of comfort in operating any 3rd party software that they use in the course of their duties.

As part of this overall exercise, SKDC may consider the benefit of other types of group training which addresses some of the "new" ICT issues that organisations are facing – for example modern e-mail etiquette, particularly in view of Freedom of Information Act requirements, general communication skills, getting the best out of electronic diary systems.

Alongside this exercise helping move the council's training and personnel development forward, it will also help SKDC promote an Investing in its People ethos.

The HR Section has indicated that it does not have the necessary in-house resources to carry out Training Needs Analysis on this scale so it is suggested that SKDC seek to outsource this piece of work. For 450 users it is estimated that one-to-one TNA will take some 45 to 50 man days. As such, SKDC will undertake TNA on a phased basis within the following suggested timescales:

Month 1	TNA carried out within Performance Management and Human Resources & Organisational Development
Month 2	Review findings and initiate training programme
Month 2	Review efficacy and make decision on continuation
Month 3	TNA carried out within Community Services and Finance & Strategic Resources
Month 4	Review findings and initiate training programme
Month 5	TNA carried out within Democratic & Legal Services and Regulatory Services
Month 6	Review findings and initiate training programme

5.1.3 Active Directory Migration

SKDC IT will implement Active Directory by the end of Q4, 2005. This will standardise the Section's approach to user and account management and will provide a sound foundation for all future developments and enhancements.

In order to ensure the success of the Active Directory migration, SKDC IT will assign a dedicated resource to scope the exact requirements for the new environment and address the following issues:

- Whether a single or multiple domain is required
- Whether existing policies are sufficient for the council's needs

- How remote sites will be accommodated
- Any improvements in policy or process which can be accommodated as part of the migration

Due to current pressures on IT resources, SKDC will recruit an external resource to carry out this initial scoping activity. This resource will be given a brief to include:

- Scoping and requirements analysis for migration
- Develop a project plan for the deployment
- Assess risks and provide risk management approach for council approval
- Ensure effective knowledge transfer to SKDC IT resources as part of the project
- Make recommendations for future training and development of SKDC IT personnel.

Active Directory is a vital piece of architecture for the Section to be able to pursue subsequent projects and initiatives in support of council objectives. It is estimated that this project will require in the region of 25 man days effort including scoping and post migration support although this will depend on the outputs of the initial scoping exercise. We estimate that having Active Directory implemented will return significant benefits to the council organisation and free up capacity within the IT Section to add increased value to service sections and users.

5.1.4 Helpdesk

SKDC IT will work towards a situation whereby 100% of all IT related problems and queries are logged with the helpdesk by Quarter 3, 2005.

In order to achieve this, the IT Section will invest time in creating a detailed knowledge base, which will be made available to first line support staff to empower them to resolve issues directly with the users in a more efficient way. This will mean that IT Support staff will no longer resolve ad-hoc queries in the absence of a case reference number and all users will be required to log a call with the helpdesk before resolution can begin.

As part of the Section's drive toward becoming a more proactive organisation, SKDC IT will begin to carry out root cause analysis on a structured and regular basis to identify the causes of routine and recurring problems and implement proactive resolution techniques to address these.

The IT Section will aim to have 70% of problems logged at the helpdesk resolved at the first response following fault logging by the end of 2006.

The IT Helpdesk will also look towards providing a more uniform standard of service to the remote offices and will, in general, seek to improve the use of remote tools to both diagnose and resolve problems for users.

5.1.5 Power Users

SKDC IT has recognised the need to move first line support closer to the end users within the council. This will have a double benefit of improving the quality of service delivered to the users in terms of reduced response times and freeing up IT Personnel to carry out more value adding activities. SKDC will identify power users within each service Section who will act as an IT Champion among their team. This user will resolve first line problems such as:

- Lost toolbars
- Forgotten passwords
- Printing problems

- Word processing and spreadsheet queries
- Advanced spreadsheet and Access database issues

SKDC IT will work with each service Section to identify suitable power users based on certain evaluation criteria such as:

- ICT Skills competence
- Ability to communicate with junior and non-IT literate colleagues
- Availability and existing workload
- Knowledge of council services and ability to work across areas
- Competence in corporate and third party systems
- Understanding of wider council objectives and targets

This process will be complete by Quarter 3, 2005 when all power users will be in place. SKDC will then undertake a training and development exercise and put in place an individual training plan for each power user to ensure that they have the necessary technical and interpersonal skills to add value in this role. This process will be designed to dovetail with the activity being carried out under the training needs analysis and timescales will be co-ordinated to maximise the benefits of both activities. Appropriate fault logging will be developed and performance measured.

5.1.6 Voice Infrastructure Development and Training

SKDC has recently implemented an IP based system for telephony across the organisation. Although this rollout has been successful, it is evident that the functionality provided by the new system is being underutilised by the user community across most Sections.

SKDC IT will address this issue in the new financial year by facilitating training on the new telephony system with a view to maximising the available functionality. This training will focus on:

- Basic usability and capability
- Advanced system functionality for appropriate users
- Maximising the available functionality within the system to create efficiencies
- Development of super users

This initiative will be managed by both IT and HR to ensure that the training delivered is of the required quality and the aim of maximising the new telephony system is achieved.

5.1.7 Flexible Support Hours

SKDC understands that as the organisation moves toward providing more flexible services to citizens, the support infrastructure will come under increasing pressure to deliver flexible solutions to the user community.

As such, the IT Section will continuously monitor the delivery of flexible support times as the council moves forward with its modernisation plans and will respond to the changing business needs as required.

The IT Section expect to be providing the following services by the end of 2006

- Minimum 12 hour coverage on weekdays from 7am to 7pm
- 6 hour coverage on Saturdays
- On call support for users out of these hours through remote means

- Remote support for remote workers

5.1.8 Project Management

Project Management has been identified as lacking a systematic approach. SKDC will train at least 2 users in the PRINCE 2 project management methodology in the current financial year.

These resources will be made available to the wider council organisation and be used to ensure that a standard approach to project management is being adopted across the council. These resources will also take responsibility for rolling out Prince 2 – 'Lite' on all projects within the council based on the SKDC Project Handbook.

5.1.9 Telephony

As part of this strategy, SKDC has decided to give control over all telephony requirements including mobile phones to the IT Section. This has been decided for a number of reasons:

- To create a single point of contact for all requests and contract management issues
- To utilise the helpdesk for support queries and issues
- Provide a good fit for all the council's technology and communications requirements

The handover process will begin immediately that this strategy has been approved and will be complete by the end of Q4, 2005.

5.2 Short Term Priorities

5.2.1 Service Partnering Agreements (SPAs) with Service Sections

In order to standardise the quality of service being provided to all service sections, the IT Section will implement service partnering agreements with each service Section by the end of 2005. This SPA will include

- Agreement on setting problem priority and severity
- % problems resolved within agreed timescales
- % ICT projects delivered on time and within budget
- % downtime of servers
- % of problems fixed at the first response
- % of repeat callers to helpdesk with same problem
- % customer satisfaction targets

The IT Section will track performance against these standards and ensure that the quality of service consistently meets or exceeds these metrics. Regular reports will be provided to CMT and Service areas in order to enable continuous monitoring and evaluation.

The benefits of this approach will be to:

- Manage service sections' expectations
- Match priorities to IT response
- Formalise relationship between IT and service sections
- Encourage partnership working between IT and service sections
- Identify underperformance and provide a vehicle for resolution.

5.2.2 Remote Working

The IT Section will instigate formal policies for remote workers during the current financial year. In order to do this, we recognise that the following activities will be required:

- Understand operational benefits of introducing home and remote working
- Understand health and safety issues
- Identify roles within the council suitable for remote working
- Define selection criteria for suitable remote workers
- Training needs for management and staff

To help the council better identify where remote working can be implemented the council will undertake research to determine:

- Existing work patterns within the council using the BPR project as a starting point
- Amount of time spent out of the office by staff
- Interactions across service sections, with citizens and other organisations
- Utilisation of office resources
- Management of performance
- Technology requirements for home or remote offices

The Council will work towards having a formal and agreed policy and action plan for remote working in place by the end of May 2005. By the end of 2005, SKDC will have carried out the additional due diligence on remote working and will actively promote this method of working among officers as a means of improving employee relations, increasing operational efficiency and providing excellent service to our citizens.

5.2.3 Intranet and Internet

The IT Section recognises that use of corporate intranet is currently below the optimum level. We are committed to enabling Service Sections to upload information easily to the corporate intranet and ultimately onto the internet.

The IT Section will work with the soon to be nominated/appointed Communications Manager to encourage service sections to make better use of the intranet and internet facilities and will continue to provide high availability access to these resources for all council officers, members and citizens.

5.2.4 Elected Members Competency

SKDC has invested heavily in improving the ICT literacy of Elected Members through a programme of expensive one-to-one training and by IT Section visiting all Elected Members in their homes. A buddying initiative with IT mentors has also been experimented with. Despite the IT Sections best efforts, a reasonable number of the Elected Members are experiencing repeat problems with accessing email and other information and the IT Section is concerned that this experience is giving a poor impression of SKDC IT Section .

However, SKDC are not alone with facing this problem and as a result the IDeA is offering various Member Development initiatives which the council may wish to explore and avail themselves of. Amongst these are the Modern Members Scheme (aimed at bringing all newly elected Members to a standard level of knowledge about local government).

SKDC will continue to roll out the successfully trialled VPN functionality, as this is more straightforward and already available. Looking forward to the future the importance of ICT literacy amongst the Member community can be reinforced by communication from SKDC's Chief Executive explaining that the council will be continuing to increasingly use electronic means of communication. The skills required will form an important part of next years Member development programme and within one year of the new Council being in place training will be compulsory. Other training initiatives such as the European Computer Driving Licence (ECDL) will be examined to see their appropriateness for member use.

The council will also conduct a quick survey of the Members to ask them what problems (if any) they are having with ICT after completion of the VPN roll out to assess how the council can help them further and what their experiences of dealing with the SKDC IT Section have been in terms of satisfaction.

5.2.5 BS7799 – Information Security

Compliance with this standard is required by December 2005. SKDC requires expert advice and recommendations of best practice in this area to enable the council to meet this target although the council will take a view on whether full accreditation is required.

5.3 Medium Term Objectives

5.3.1 Server Rationalisation

The IT Section has, for some time recognised the need to develop a formal strategy for server utilisation.

SKDC intends to consolidate its servers in order to achieve the following efficiencies:

- More manageable network infrastructure
- Reduced time spent on Backups and backup log file checking
- Less man hours spent administering a wide range of physical servers
- New systems can be purchased without the need to purchase new physical hardware
- In a business continuity scenario, consolidated servers are easier to recover
- In a non consolidated network environment, many servers run at very low levels of utilisation, often as low as 5 – 10%

SKDC will move toward a rationalised server environment over the next 6 months using the approach taken to configure the SQL 2000 server as a model of good practice.

In the medium term, SKDC will consider the possibility of moving to a virtual machine environment. This technology will enable the council to reduce the number of servers required to support the business by deploying a virtual machine infrastructure where a physical server can run multiple virtual servers on top. The benefits of this approach will be judged against any possible risks.

5.3.2 Document Management System

All service sections have indicated a priority requirement for the implementation of a document management system across the whole organisation. While IT cannot take full ownership for such an activity, the Section will take a lead role in the development of user specification, technical requirements and an implementation plan for this project and will work closely with each service Section to ensure the success of the project.

The immediate steps to be undertaken are as follows:

- Assess current EDRMS being implemented for Environmental Health to determine suitability for an organisation wide rollout
- Work with BPR team to determine suitable Sections for the next phase of the deployment
- Carry out detailed user requirements specification exercise within the Sections
- Assess impact on users and potential impact on service delivery during the change over phase
- Resolve technical issues and baseline technical solution to move forward
- Assess opportunities for sharing of information and ideas.

5.4 Long Term, Strategic Objectives

5.4.1 Common Office Environment

SKDC recognises the potential benefits of having a common office environment throughout the desktop estate. We believe that by moving towards a common office environment, we can elicit the following business benefits:

- Reduced costs through streamlining maintenance and support, less downtime and time spent resolving issues with aging equipment and ability to negotiate for better deals during procurement.
- Increased ability to resolve issues at first line of support
- Increased ability to manage and resolve issues remotely
- Improved customer satisfaction among stakeholders due to reduced turnaround times
- Strategic budgeting and control of IT resources
- Improved security
- Enhanced ability for IT to rollout new applications, versions and utilities
- Improved service delivery to remote locations including e-workers
- Facilitate sharing of PCs to support possible hot desking initiatives.

SKDC will aim to achieve COE compliance by the end of 2007. In order to achieve this target, the IT Section will adopt a more formal approach to procurement to ensure that COE can be achieved with the minimum possible investment by the council.

The central tenets of our Common Office Environment approach will be to:

- Standardise desktop and laptop hardware
- Standardise operating systems to ensure that no more than 2 OS versions exist at any one time
- Standardise Microsoft office versions across the council
- Standardise ghost images so that every desktop is the same
- Standardise applications deployed on each PC build

SKDC understands that this initiative may involve significant refresh of existing equipment in the first instance to improve the minimum standard across the network. SKDC IT will work closely with the finance Section to generate a solution which complies with budgetary constraints. This solution may involve capitalising hardware over a 3 year period, rather than treating these purchases as a revenue item. We understand that the finance service will support such an initiative given the resultant benefits and efficiencies.

5.4.2 Formal Refresh Strategy

In order to support modernisation initiatives including Common Office Environment, SKDC will implement a formal refresh policy which will see regular and planned replacement of aging equipment and software. This is intended to support our objective of providing SKDC users with 'best in class' technology solutions.

The main benefits to the council of a standard approach to asset refresh will be:

- Reduced overhead of supporting hardware when support agreements have expired; all new machines come with 3 years support included in the purchase price
- Improved ability to budget expenditure on IT equipment
- Increased ability to ensure best value in procurement by planning replacement on an annual basis
- Improved efficiencies through reduced time spent repairing aging equipment
- Reduced expenditure on short term fixes such as increased memory or new operating systems
- More equitable than the current ad hoc system
- User group will be aware in advance of when hardware renewal will take place

SKDC IT will initiate a project to assess the budget, operational and efficiency implications of formal refresh in some detail but in general terms, we intend to refresh equipment as follows:

▪ Desktops	Every 4 years
▪ Laptops	Every 4 years
▪ Printers	Every 4 years
▪ Servers	Every 5 years
▪ Office Applications	Dependent on Desktop refresh
▪ Corporate Systems	See section 5.9

SKDC will also instigate a formal recycling policy for out dated hardware to ensure that we comply with legislation in this area.

5.4.3 Procurement Strategy

SKDC IT will move toward a more standardised approach to procurement of IT equipment in order to secure best value and to reduce the percentage cost of procurement of IT hardware and software across the council.

The IT Section will appoint Approved Suppliers on an annual basis for all routine hardware and software requirements. As part of this process we will negotiate:

- Minimum technical solution
- Price range for all equipment
- Service and maintenance arrangements
- Delivery schedules including turnaround times
- Post sales support
- Upgrade path

Approved suppliers will then be used for the subsequent 12 months for SKDC's procurement needs. SKDC has investigated the issue of bulk purchasing but has discounted this on the basis that better value can be achieved by calling off products as required by the council.

As part of the SPA to be put in place with each Service Section, SKDC IT will insist on taking a role in the procurement of all IT related equipment. Although this situation currently exists within the council, it is important to implement formal policies in this regard so as to ensure that long term objectives such as COE can be achieved.

During the SPA process, SKDC IT will commit to turnaround times for purchases made through approved supplier lists so as to improve the standard of delivery to the service sections.

SKDC will examine the possibility of aggregating procurement power with neighbouring councils under existing partnership arrangements. The main driver behind this decision is to improve efficiencies and ensure that SKDC achieves best value in all circumstances. The specific areas where aggregated purchasing will be examined are

- Servers
- PCs including desktops and laptops
- Telephony including mobile
- Peripherals
- Standard software including Operating Systems and Office applications

The council has had some recent success in entering into a partnership arrangement with third party suppliers. The contract with Software AG is providing significant added value to the council and SKDC intend to pursue similar contracts in the future. Decisions on 3rd party partnering will be taken as required by the organisation on a case by case basis, however the council's intention is to enter into these arrangements when it is advantageous to do so.

5.4.4 Information Management including Corporate Systems

Corporate systems include GIS, CRM, EDRMS, Content Management Systems (CMS) and Web applications within SKDC. Ownership of these systems rests with more than 1 service section.

1. The IT Section is responsible for ensuring availability, upgrades and security
2. The appropriate service Section is responsible for managing usage of the system, including updating of content.

The Council has recognised the difficulties in developing both the IT infrastructure and the content of these corporate systems. Work will be carried out to develop corporate systems and clear responsibilities of ownership.

The IT Section will put an SPA in place for system availability and will be responsible for management and maintenance of the infrastructure moving forward.

The service sections will be responsible for content and will assign an owner within their service to ensure that content is up to date.

5.4.5 Selective Outsourcing

SKDC has decided against outsourcing any IT support functions in the short term. The reasons for this decision are as follows:

- Levels of satisfaction among the user community with current arrangements are high
- Significant expertise exists in-house to support existing systems.
- In house resources are leading delivery of an important access and modernisation project which is complex and involves the whole council organisation. To introduce a significant third party would introduce undue complexity at a critical time.
- Current staffing levels within IT are satisfactory
- The existing team is highly skilled and able to respond to new challenges
- Short and medium term priorities have been identified which can be delivered by existing resources.
- Likely cost savings would be insufficient to warrant investment in outsourcing

Nevertheless, SKDC understands that many organisations of similar size are considering outsourcing as a viable option for the management of their ICT. SKDC will review the position within 18 months in light of changes to the operating environment and developing council objectives.

5.4.6 Partnerships

SKDC will continue to participate in local and regional partnerships where there is an opportunity to drive efficiencies and achieve improved value to the council. The specific areas where SKDC will utilise partnerships will be the following:

- Procurement
- Sharing support overhead
- Document Management
- CRM Systems

SKDC will continue to play an active role in the Welland partnership and progress closer working with our Lincolnshire partners. SKDC will monitor the efficacy of partnership working on an annual basis and continuously assess the value being gained by the council through participation in these initiatives.

5.5 Standards and Policies

5.5.1 Internet and Email Usage Policies

SKDC will publish corporate ICT usage rules including internet and email usage policies across the council in Quarter 2, 2005. These policies will be refreshed on an annual basis and republished by the IT Section.

5.5.2 Business Continuity

The council's existing business continuity plans have served the council well in recent years and have proven themselves to be effective and realistic. Nevertheless the council will continuously review these plans on a quarterly basis to ensure that they meet the changing needs of the council.

The Council's Business Continuity Strategy involves:

- Quarterly reviews of BCP
- Routine restore procedures carried out every Quarter
- Formal handover in the event that resources move off the IT Section
- Regular updates of documentation including reviews as new applications are added to the estate (at least every 6 months)
- Regular dress rehearsals of full Disaster Recovery Plans (Every 12 months)

5.5.3 Open Source

SKDC has made a decision not to use open source architecture for either desktop operating system or server infrastructure. This decision has been carefully considered and has been made for the following reasons:

- Lack of open source skills available in-house
- Significant skills in existing technologies would be lost or underutilised with a migration to open source
- Investment in operating systems has already been made by SKDC and has not yet fully returned the investment
- Significant operational investment would be required to migrate to open source with no obvious return.

SKDC IT will review this position periodically and may decide to modify this position. SKDC may use some open source software where applicable such as outputs from National Projects.

5.5.4 Internet Hosting

SKDC currently hosts the corporate website externally and has no plans to change this position. Any decision to host the corporate website locally would be made based on a changing business case which does not currently exist. Nevertheless, SKDC will review hosting arrangements at the end of 2006 and update the position at this point.

5.5.5 Desktop and Server Patching

As council users become more reliant on IT for communication and information management, it will be increasingly important to have a resilient and proactive approach to the deployment of patches and software updates throughout the desktop estate.

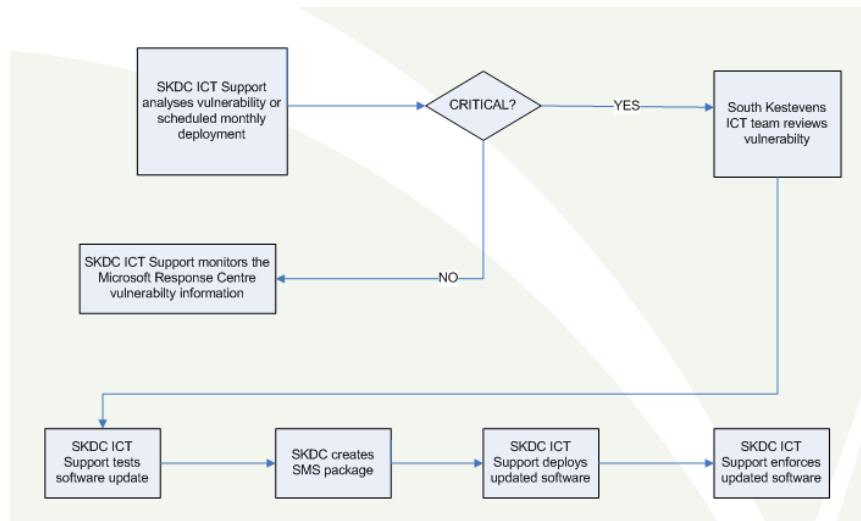


Figure 3 – Proposed Patching Protocol

SKDC will deploy software to manage the deployment of patches to the user community.

This software will centrally deploy patches and security/software updates on a regular basis as defined by the IT Section. This new procedure will be in place by the end of 2005 and will have significant benefits to the council in terms of improving security protection and freeing up IT resources to concentrate on other areas.

5.5.6 Contract Management

SKDC IT intends to appoint a business development manager in the near future. This individual will be responsible for maximising the council's use of IT and will act as a link between IT, the Service Units and external solutions providers.

This resource may manage contracts with external organisations and monitor levels of service delivery to ensure that SKDC continues to receive best in class services from its suppliers. In addition, this post will take a lead responsibility for evangelising the benefits of IT among council officers and will work to ensure that the council's IT investment is being maximised to the benefit of citizens.

5.5.7 Security

SKDC will increase security for all users as part of the migration to active directory. This will include forced password changes on a regular basis (Every 30 days). New passwords will be required to conform to the following standard:

- Passwords must contain upper and lowercase letters, numbers and special characters
- Numbers and special characters should always be within the password, not at the end
- Passwords must not be a name, dictionary word, user I.D. or popular catchphrase
- Passwords must contain at least 10 characters

This protocol will be in place by the end of Q4, 2005

5.5.8 Configuration Management

SKDC will implement formal configuration management on all servers within the next 6 months. This management plan will capture all changes to server configuration including:

- Author of the change
- Date and time of the change
- Backup procedures carried out prior to the change including location of the backup.
- Reason for the change
- Description of the change
- Comments

The configuration management log will initially be kept as an excel spreadsheet. However the council will review this in the medium term and, once the forthcoming server rationalisation has been complete will review the business case for implementing an automated logging system.

Configuration management logs will be reviewed by the support manager on a monthly basis with a formal review and high level of efficiency being carried out every 6 months among the support team. The purpose of this review will be to constantly improve the approach to server management so that SKDC is constantly promoting best practice and maximising the use of server assets.

5.5.9 Printers

The SKDC policy for printers is to have all printers networked where possible throughout the council. The council will procure networked printers as a matter of course except in situations where a business case has been made against this (for example, plotter printers).

SKDC will work toward providing 1 printer for every 7 council employees in line with best practice. Printers will be located in areas which both provide users with the greatest ease of use and maximise the use of these assets within the council. Day to day trouble shooting for printers will be handled by power users among the user community. The council will continue to support desktop printers where they already exist within the council. However due to the disposable nature of these assets it is not recommended that any service contracts be entered into for desktop or inkjet printers.

The council will continually monitor changing business requirements for additional printing capability within the council and will examine the business case for rolling out additional colour printers when the need arises.

5.6 New Governance and Organisation Arrangements

The IT Section structure needs to be reviewed to ensure that it is "fit" for the delivery of this ICT Strategy. The key issues to be dealt with in the new arrangements are as follows:

- Enabling the ICT Manager to focus on the delivery of this strategy and the management of the unit.
- Introduction of the role of a Business Development Manager to drive improvements in the use of existing and new technologies.
- The embedding of formal project management methodology within the unit.
- The transfer of the telephony functions within the organisation.

In terms of additional costs an initial assessment identifies that the current backfilling arrangements if made permanent would allow for delivery of the above. This amounts to some £25,000 per annum. However re-organisations and the delivery of this strategy

should enable efficiency gains to be made and the Access and Modernisation programme funds this gap until Dec 2006. In addition any re-organisation will require staff consultation to take place and this has only just begun.

5.7 Training and Development Programme

The ICT Section will continuously monitor developments in technology and ensure that training is provided as required to all IT Services personnel and power users within each service Section.

The training needs assessment to be carried out in the short term will provide a baseline position for IT skill across the council. Formal training needs assessment will be carried out at least every 12 months for all staff under the general ICT footprint. In addition, new additions to the IT team will be assigned a dedicated training plan to support their personal development within the organisation.

Budget for ICT training is set aside and approved as part of the overall training budget.

5.8 Risk Management

The IT Section will continue to plan and manage risks in partnership with each of the service sections. We will update our risk register on a quarterly basis and communicate this to the council as a whole for approval.

SKDC IT will use the council wide risk register and risk management approach as the standard approach to managing risk within the IT function.

5.9 Timescales

NOTE:

- ✓ = Planned upgrade or implementation
- ? = Planned review with possible upgrade or replacement

5.9.1 Easy Wins

	2005			
	Q1	Q2	Q3	Q4
e-Mail Retention and Management				✓
Training Needs Assessment				✓
Active Directory Migration				✓
Helpdesk			✓	
Power Users			✓	
Voice Infrastructure Training		?	✓	
Flexible Support Hours		?		

Project Management			✓	
Telephony				✓

Table 1 – Easy Wins

5.9.2 Priority Actions

	2005				2006	
	Q1	Q2	Q3	Q4	Q1	Q2
Service Partnering Agreements			✓			
Remote Working		?		✓		
Intranet & Internet				?		
Elected Members Competency		?		✓		
BS7799				✓		

Table 2 – Priority Actions

5.9.3 Medium Term Objectives

	2005		2006	
	Q3	Q4	Q1	Q2
Document Management System		?		✓
Server Rationalisation		?	✓	

Table 3 – Medium Term Objectives

5.9.4 Strategic Actions

	2005	2006	2007	2008
Common Office Environment	?		✓	
Formal Refresh Strategy		✓		
Procurement Strategy		✓		
Information Management		✓		
Selective Outsourcing			?	
Partnerships		?	✓	?
Selective Outsourcing			?	

Table 4 – Strategic Actions

5.9.5 Corporate Systems

Based on current understanding of the suitability and scalability of existing corporate systems, IT will carry out a review of these as follows.

	2005	2006	2007	2008
Revenues and Benefits		?		
Housing System	✓			
Corporate Ledgers		✓		
Flare – Environmental Health				?
Business Rates				?
Planning			?	
Elections				-
Mayrise		?		
Payroll		?	✓	
Carpark Fines				?
Asset Register				?
Galaxy				?
Cash Receipts				?
Snowdrop HR		?	✓	
Business Reporting		?		
NLPG Integration	?			
Misc Access Databases	?			
Valid			?	
CRM			?	
Modern.Gov			?	

Table 5 – Service Section Systems

5.9.6 IT Internal Systems and Policies

	2005	2006	2007	2008
Helpdesk software		?		
Internet Hosting Solution			?	
Firewall Configuration	?	?	?	?
Open Source Position			?	
Patching Protocol	✓	?		
Procurement Process		?	✓	?
RAS/VPN		?		
Content Management System		?		
Website structure		?		
Website content	? ✓	? ✓	? ✓	? ✓
Email and Internet Usage Policy	✓		?	
Training Needs Assessment	✓		?	
Introduce SPAs with each service area	✓		?	
Introduce Power users to service areas	✓			
Implement Common Office Environment	?		✓	?
Business Continuity Plan		?		?
Active Directory			?	
Training – Telephony System	✓		?	
Configuration Management	? ✓	?	? ✓	
Printer Policy	✓	?	?	?

Table 6 – IT Services Policies and Support Systems

Appendix A

Server	Platform	Function
ALR_1	NT4 -BDC	Map Info Data. Planning Documents. Databox
ALR_2	NT4	Intranet. Sophos AV Management
ANITE-HOUSING	2000 Server	Anite Housing
APPS1	2000 Server	Terrier. Snowdrop. Personnel Docs
APPS2	NT4	Galaxy .Laserforms.
APPS3	NT4	Mayrise
APPS4	2000 Server	Compex. TrackIT. Flare. APAS
APPS5	2000 Server	Academy NNDR. Academy CRIS
ARK ROYAL	2003 Server	New Welland server
BELGRANO	2003 Server	External maps
BISMAARK	2003 Server	Internal GIS
CALL-LOGGER	2003 Server	Telephony Call Logger
CHALLENGER	2000 Server	RAS server
CWBBTOJ	2000 Server	PTC scheduler
DHCP-NORTH	2000 Server	DHCP server
DHCP-SOUTH	2000 Server	DHCP server
DREADNOUGHT	2003 Server	Webtrends, isearchweb
DTI	2000 Server	Iworld DTI System
DTI-TEST	2000 Server	Iworld Backup DTI System
ENTERPRISE	2003 Server	Photograph Storage
INTEL1	UNIX	Openhouse
INVINCIBLE	2003 Server	Teamspirit (new ver), Eureka
IRON DUKE	2003 Server	Messaging servers
MIMESWEEPER	2000 Server	Mail checking
MODERNGOVSVR	2000 Server	Modern.gov (internal)
MODGOVPUBLIC	2000 Server	Modern.gov (published)
NAS1	2000 Server	General Document Storage. Strand Election

NT_SERVER2	NT4 - PDC	Sam Database. Samba Links
NT_SERVER3	NT4 - BDC	General Document Storage.
NT_SERVER4	NT4 - BDC	ISE DIP System
OPSMANAGER	2003 Server	Telephone management
REPULSE	2003 Server	Messaging servers, internal forms
SHAREPOINT	2003 Server	Collaboration tool
SKDC-EDRMS	2003 Server	Valid EDRMS System
SKDC-WEBSENSE	2000 Server	Websense
SS1	UNIX	Radius Ledgers
SUN1	UNIX	Sx3 Council Tax
SUN2	UNIX	Academy NNDR.
TEAM2	UNIX	Formfill
TIRELESS	2000 Server	SQL Server
TITANIC	2003 Server	external forms + website PDFs
TRAFALGAR	2000 Server	Exchange 5.5
VIGILANT	2000 Server	Veritas Backup Server

Appendix B

Employee	Andy Nix	Gary Andrew	Ian Pick	Katie Birkin	Les Morgan	Richard Timoney	James Isolano	John Youens	Thomas Morgan	Ian B'ton	David Lewis	Kris Grim'd	Rob Scriven
Network Configuration and Security													
Cyberguard Firewalls			X			X				X			
Switches and Routers			X			X				X			
Exchange 5.5	X					X				X			X
Exchange 2003	X					X				X			
Remote Access													
VPNs			X			X				X			
RAS			X			X				X			
Security			X			X				X			
Data Back Up Systems													
Veritas	X					X				X	X		
Vfstab						X					X		
cpio			X			X					X		
Programming													
Web development	X												
SQL	X										X		
COBOL						X							
MS Access		X							X	X			
Other									X			X	
Telecomms													
Telephone systems	X	X	X			X				X			
Voice over IP	X	X	X			X				X			

