

Quarterly Corporate Performance Management Report

Summary for Scrutiny Committee on Regeneration, Culture and Adult Education

Quarter 2 (July to September 2011)

Quarterly Corporate Performance Management Report

Contents

Section 1: Introduction **Page 3**

Section 2: Performance Summary Quarter 2 2011/12 **Page 4**

Section 3: Reporting on Council Action Plan Priorities

Jobs and Prosperity **Page 5**
Heritage, Culture and Leisure
Individual and Community Learning

Section 1: Introduction

This Summary is taken from the second Quarterly Corporate Performance Management Report of 2011/12 highlighting performance for the period July to September 2011.

The report represents local people matters and priorities contained within a number of key activities and indicators. This report is the first under the new streamlined performance reporting regime, following the abolition of CAA and the national performance indicator framework. There has been a radical reduction in the number of indicators in the Council Plan, and a determination to operate a revised, slimmed down performance reporting system that focuses on the key local outcomes. Our aim is to reduce the bureaucracy of performance reporting but to make our local priorities and our performance more open and transparent.

Following consideration by Corporate Board, the Cabinet Performance Management Sub-Group and Cabinet, the full report will be made available to the public via the internet.

The main body of the report focuses on the seven priorities contained in the Council Plan and progress against the key performance indicators and activities used to determine our delivery of these priorities is included in **Section 3**.

A performance summary, incorporating the key service achievements and issues affecting Dudley MBC during quarter 2, is included in **Section 2**.

To view copies of all Quarterly Corporate Performance Management Reports please use the link below:

<http://www.dudley.gov.uk/council--democracy/performance-matters-in-dudley/performance-reporting>

Section 2: Performance Summary Quarter 2 2011/12

This section summarises the performance information and key achievements and issues affecting children's services in Dudley that are addressed in detail in the main body of the report.

There follows a brief summary of performance for each Council Plan priority, including any significant achievements and challenges. The detail behind these headlines is included in Section 3 of the report.

Individual and Community Learning Performance Review

Section 3: Reporting on Council Action Plan Priorities

The Council Plan 2013 sets out the Authority's priorities for the three year period 2010-2013. It provides a focus on where we want to be over the next three years and outlines how we are planning to meet a combination of key drivers:

- National priorities set by Central Government
- Aspirations of the Dudley Community Strategy 2020
- Issues that matter most to local people
- The unique challenges arising from the economic climate

This section provides a detailed review of the progress of the key performance indicators and activities contained within the Council Action Plan.

Traffic light status indicators are used to denote performance as follows:

In terms of the **key activities** they represent the following progress:

- ★ Good (ahead of schedule)
- Fair (on schedule)
- ▲ Poor (behind schedule)

For **key performance indicators** they represent performance as:

- ★ Better than target limits
- Within target limits
- ▲ Worse than target limits

Comments are included for key performance indicators where performance is below target limits or where additional, useful intelligence is available.

Scrutiny Committees receive a summary of this report based on their areas of interest. For clarity, key performance indicator scorecards include reference to the Scrutiny Committee monitoring its performance.

Use the link below to view the Council Action Plan 2013:

<http://www.dudley.gov.uk/council--democracy/plans-policies--strategies/council plan>

Priority JP1 Provide employment opportunities for residents of the borough, and ensure they possess the necessary range of skills				
Objective 1 To increase the number of people in the borough able to access training and job opportunities, leading to sustained employment.				
ref	Key Activities	Status	Progress	Lead Officer
JP1.1a	Working with partners to reduce levels of worklessness in the borough	●	<p>Partnership arrangements with the three Work Programme Prime Contractors have continued to strengthen, both at a strategic and operational level, through Adult & Community Learning.</p> <p>The three Prime Contractors attended the October meeting of the Employment and Skills Management Group, in order to share details of their overall progress.</p> <p>A series of meetings have been scheduled between the Prime Contractors, local authorities and the Black Country Consortium. These meetings will provide the basis for a strategic partnership between the Primes and four Black Country local authorities, in terms of direction of travel, reporting progress, and success in addressing worklessness in key hotspots.</p> <p>The outcome of the Department for Work and Pensions tender to assist families with multiple barriers to employment is awaited. It is expected that the contract will commence in December 2012. Local authorities are regarded as key partners in this major project, and the Council have met with potential 'Prime' contractors to discuss the particular needs of Dudley residents.</p>	Jean Brayshay DUE
JP1.1b	Working with partners and other agencies to support local people into local jobs through the provision of employability skills and training.	●	<p>The Dudley Borough Employment & Skills Management Group meets on a bi-monthly basis and now includes representatives from the main 3 Work Programme Prime Contractors in addition to local employability training providers and DMBC colleagues including Adult & Community Learning. The Employment and Skills Group oversees the work of the Neighbourhood Employment & Skills Partnership, which are in the process of rationalisation.</p>	Jean Brayshay DUE

Priority JP2 Develop and diversify the local business base

Objective 1 To increase the number of higher- value businesses attracted to the Borough

ref	Key Activities	Status	Progress	Lead Officer
JP1.1d	Target learning engagement for employability with priority groups and in priority neighbourhoods to support Dudley Employment Hub and reduction of worklessness agenda	★	Good progress. We are engaging unemployed adults on learning programmes and 95 individuals gaining employment as a direct result of an Adult Community (ACL) Team intervention. 14 jobseekers have found work through attending Job clubs in Lye, Coseley and Gornal Libraries since April 2011.	Kate Millin DACHS

Priority JP2 Develop and diversify the local business base

Objective 1 To increase the number of higher- value businesses attracted to the Borough

ref	Key Activities	Status	Progress	Lead Officer
JP1.2a	Provide skills for life support and learning for adults with poor literacy language (ESOL) and numeracy and digital skills.	★	Good progress 271 individual adults accessing literacy & numeracy. 146 on ESOL (English as a Second Language) Qualification. 2 and as of end of July 278 on IT courses.	Kate Millin DACHS
JP1.2b	Libraries providing free access to computers and the Internet with library staff, partner and volunteer supported use	●	Race online - total helped Quarter 2 - 6149. Running total - 356,875. No. library run IT sessions - 181. No. partner provided IT sessions - 94.	Kate Millin DACHS
JP1.2c	Castle & Crystal Credit Union to provide efficient and cost effective financial services, offering loans through the Growth Fund.	●	Growth Fund expired in March 2011 however Growth Fund loans still being granted as part of the new £74million feasibility study in Modernising the credit union movement nationally which Castle & Crystal Credit Union was invited to take part in. The study has been extended until March 12 while the govt reviews the findings of the feasibility study report which ended in Sept 11. Announcement due sometime before Christmas as to whether the modernisation fund will continue for the duration of this parliament with potentially new contracts being awarded from April 2012.	Dharminder Dhaliwal CEX

Key Performance Indicators

Direct	Ref	Definition	10/11 Target	10/11 Actual	11/12 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Select Committee
DACHS	ACL KPI 7	Number of individuals (learners) gaining employment	100	138	100	50 ★	95 ★			Regeneration, Culture and Adult Education
DACHS	ACL KPI 6	Number of employers supported	125	126	46	7 ▲	32 ★			Regeneration, Culture and Adult Education
Comment for DACHS ACL KPI 6: Reduced annual target for 2011 -12 as a result of losing Future Skills related funding. Steady progress against target										
DACHS	ACL KPI 16	Number of individuals adults in employability programmes	400	773	400	148 ★	536 ★			Regeneration, Culture and Adult Education
CEX	SRI 003	Number of working age people in Borough claiming Job Seekers Allowance (JSA)	Not targeted	9,722	9,722	9,587 ●	10,058 ●			Regeneration, Culture and Adult Education
CEX	SRI 004	% of working age people in the Borough claiming Job Seekers Allowance (JSA)	Not targeted	5%	5%	5% ●	5.2% ●			Regeneration, Culture and Adult Education

Key Performance Indicators

Direct	Ref	Definition	10/11 Target	10/11 Actual	11/12 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Select Committee
DACHS	ACL 03	Number of individual adults in Skills for Life/literacy, language and numeracy	450	614	500	200 ★	271 ★			Regeneration, Culture and Adult Education
DACHS	KPI 24	% of learners from the top 20% of deprived neighbourhoods	-	33%	30%	30% ●	29% ●			Regeneration, Culture and Adult Education
CEX	CEX CU 001	Credit Union membership	4,500	4,433	4,850	4,464 ●	3,879 ▲			Regeneration, Culture and Adult Education

Priority JP2 Develop and diversify the local business base

Objective 1 To increase the number of higher- value businesses attracted to the Borough

ref	Key Activities	Status	Progress	Lead Officer
JP2.1a	To work proactively with the development industry and business community to promote Dudley as allocation for new investment and to facilitate the growth of existing businesses.	●	An inward investment brochure for Dudley Borough is currently being finalised and will be ready for publication in during Quarter 3; this will feature local businesses as case studies. Engagement with strategic companies has continued throughout Q2 of 2011/12 and the local business community has been consulted on the Dudley Business First website and offer. Dudley Borough now features on the Locations 4 Business website which is a globally recognised portal for inward investment looking to invest or relocate.	Jean Brayshay DUE

Objective 2 To create a thriving local enterprise economy

ref	Key Activities	Status	Progress	Lead Officer
JP2.2a	To work with partner agencies to ensure those wishing to establish new enterprises have access to maximum support	●	<p>The Council's 'front door' service for local business support and inward investors will be branded 'Dudley Business First' and is scheduled to be launched in Quarter 3. This service will act as the single point of contact within the Council and will handle all enquiries relating to inward investment and relocation, business support and start-up, property availability assistance, recruitment, research, international links, business to business opportunities and access to finance. In designing the Dudley Business First service the Council has worked collaboratively with UK Trade and Investment, Dudley Chamber, Manufacturing Advisory Service and the National Apprenticeship Service. The Council is working closely with Marketing Birmingham, Black Country local authorities and Solihull MBC as part of a European Regional Development Fund (ERDF) project to promote development opportunities in Dudley Borough and target support to Small and Medium sized Enterprises (SMEs).</p> <p>A free 'Open Access to Finance Event' was held in Brierley Hill on 13th September to provide advice and guidance to local businesses on potential financing. 12 exhibitors from the banking and finance sector participated and 44 businesses attended.</p>	Jean Brayshay DUE
JP2.2b	To support a thriving local enterprise economy through effective regulation	●	98% of food safety, health and safety, food standards and pollution control inspections for high and medium risk premises that were due were carried out.	Nick Powell DUE

Priority JP3 Create an attractive environment for people to live, work and invest in				
Objective 1 Improve the vibrancy and attractiveness of the Borough's town centres				
JP3.1a	To deliver the regeneration framework for the borough through Area Action Plans and Development Strategy Plan	●	Production of Local Development Framework documents is on target in line with the Local Development Scheme.	Helen Martin DUE
JP3.1b	To deliver Area Action Plans for the town centre's of Brierley Hill, Halesowen and Stourbridge in accordance with approved Local Development Scheme	●	Brierley Hill Area Action Plan (AAP) was approved for adoption in July 2011. Stourbridge AAP has been out to consultation of preferred options. Submission is on target for summer 2012 Halesowen, following consultation in Summer 2010 further evidence gathering is taking place with a view to formulation of preferred options.	Helen Martin DUE
JP3.1c	To deliver actions against Dudley's Area Development Framework	●	Work is nearing completion on Bailie's Hall and 168 High Street (Ace Disks) THI projects. Tenders have been returned for the Merlins THI project, once the tenancy currently under negotiation has been completed. All funding agreements have now been signed for the revised funding package of European Regional Development Fund (ERDF), Heritage Lottery Fund (HLF), Council, Growth Points and English Heritage funding. Preparation is well underway for a stage 2 consultation for the Dudley Market Place project, with proposals extended to Castle Street in response to the Stage 1 consultation. The stage 2 consultation is due to commence for 6 weeks in late October 2011. Planning applications have been approved for all of the 4 planning applications for the Dudley College town centre developments, for which work has commenced on the Tower Street West site.	Rupert Dugdale DUE

Priority JP3 Create an attractive environment for people to live, work and invest in				
Objective 2 Improve and maintain the environmental quality and security of the surroundings of tourist attractions, retail areas and business parks				
ref	Key Activities	Status	Progress	Lead Officer
JP3.2a	To work with local businesses and the community in the improvement and maintenance of local town centres and the local environment	●	<ul style="list-style-type: none"> Street Cleansing continue to support community organisations to undertake litter picks in their local areas. Stourbridge were again presented with Gold at the Heart of England in Bloom awards. Figures for the year so far show that we are successfully removing reported incidents of fly-tipping well within our target of 1 day. Street Cleansing are working with Virgin Telewest / BT Openreach to apply Protech (anti-graffiti) coatings to their cable boxes in the Halesowen area, as part of their Partnership Agreement for 2011/2012. The Council were represented at the BME consultation event on the 24th September to raise awareness of the activities undertaken within Street Cleansing and Green Care to improve the Borough's environment, and of the part that local people can play, with the support of the Council, in looking after their local areas. 	Garry Dean DUE

Heritage, Culture and Leisure

Priority CL1 Ensuring that heritage and culture is preserved, developed and promoted for all; and celebrated and used by all				
Objective 1 To increase participation in leisure, recreational and cultural activities for learning, health improvement, socialising and personal growth.				
ref	Key Activities	Status	Progress	Lead Officer
CL1.1a	Provision of a range of, and the development and enhancement of new/additional, cultural and leisure facilities and services	●	Wide ranges of facilities are provided with investment in leisure centres planned for the end of 2011. Investment in Healthy Hubs has provided alternative free to access facilities.	Andy Webb DUE
Objective 2 To increase the number of people accessing up-to-date and co-ordinated information about recreational and cultural activities & venues				
CL1.2a	Provision of the community information directory and leaflet service	●	Number of visits to Community Information website - 3127. Number of leaflets supplied – 4129.	Kate Millin DACHS
Objective 3 To increase the number of people having influence over the type and availability of recreational and cultural activities & venues				
CL1.3a	Establish and maintain community engagement across all cultural and leisure services, working with agencies and partners on a range of initiatives to develop participation.	●	Ongoing work with the community sector and other public sector organisations in the delivery of services.	Duncan Lowndes DUE
Objective 4 To protect, preserve and develop for appropriate use the unique heritage of the borough for this and future generations				
CL1.4a	Conservation and management of the Borough's green spaces	●	All improvements completed on four Healthy Hub sites, Priory Park Heritage Lottery Fund (HLF) implementation ongoing through detailed design stage. Ongoing management of National Nature Reserve (NNR), NR's and other accredited sites in line with agreements with English Nature etc.	Sally Orton DUE
CL1.4b	Protect, preserve and promote the uniqueness of the borough through its historic assets, glass and geological heritage	●	Ripples through Time Opening event 27 th September very successful. Works on this HLF project at an advanced stage.	Sally Orton Penny Russell DUE
CL1.4c	Implementing the archives new build project	★	. Consultation with stakeholders and users about future work of the Archives and Local History service ongoing. Consultation on the planning application has been completed. Consultation at: Libraries across Borough BME event, Stourbridge Town Hall, Dudley Council+, online through website, Dudley Archives and Local History Service, Heritage Open Day, invitations to Local History groups within Borough to participate in consultation.	Kate Millin DACHS

Priority CL1 Ensuring that heritage and culture is preserved, developed and promoted for all; and celebrated and used by all				
Objective 5 To increase the contribution of creative industries and the visitor economy to the economic regeneration of the borough				
ref	Key Activities	Status	Progress	Lead Officer
CL1.5a	Implementation of the Borough Visitor Economy Strategy	●	The Dudley Tourism Action Plan continues to be delivered according to its identified timescales. In addition, Visitor Economy tasks have been identified within the Local Enterprise Partnership workplan and are being delivered on behalf of the partnership.	Penny Russell DUE
CL1.5b	Seek to develop/ provide affordable studio space in the borough for creative industries	●	Ongoing provision of units at Red House Cone and potential developments included as part of proposals for Glass Museum.	Duncan Lowndes DUE
Objective 6 Local people participating in 2012 Olympiad activities				
CL1.6a	Support the implementation of national and regional plans for the London 2012 Olympiad through a local programme of activities and other initiatives	●	Heritage Culture & Leisure Partnership (HCLP) 2012 sub group coordinating borough wide efforts. Open Weekend with dance performances held on 22-24/7/11; involvement in national torch relay; Black Country School games held 6/7/11; extensive school engagement in 'Get Set' programme; Himley Bonfire 2011 to have Olympic theme and has obtained 'Inspire mark' accreditation; supporting local community games planning.	Duncan Lowndes DUE

Individual and Community Learning

Priority ICL1 Widen participation in adult and family learning to enhance personal and social development, knowledge and skills, employability, health and wellbeing

Objective 1 To increase the number of adults and families engaged in learning for personal interest.

ref	Key Activities	Status	Progress	Lead Officer
ICL1.1a	Widen participation in learning for adults and families in their communities.	●	Adult Community Learning Academic year targets met: All externally funded programmes engaged 7227 adult learners. Further education provision in community settings joint working progression programmes engaged 352 learners on accredited courses.	Kate Millin DACHS

Key Performance Indicators

Direct	Ref	Definition	10/11 Target	10/11 Actual	11/12 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Select Committee
DACHS	ACL KPI 2	Total number of individual adults participating in learning (Adult Community Learning)	6,000	6,644	6,000	1,913 ●	3,799 ★			Regeneration, Culture and Adult Education



**CORPORATE
ICT STRATEGY
2008-2013
REVIEW & REFRESH**

Contents

ICT STRATEGY 2008-2013 CONTENTS

Introduction	1
Aim of Strategy	1
Scope of the Strategy	2
Overview and environment.....	4
Background	4
Service Imperatives.....	4
Strategic Issues.....	5
Technology Challenges	6
Current Achievements	7
Sources of Information	9
Governance Arrangements	10
Risks.....	11
Finance.....	12
Business and professional systems	13
Introduction	13
Definition.....	13
Aims	13
Achievements	14
Key ICT issues.....	14
Corporate Developments.....	15
Staff Professionalism.....	18
Directorate based developments	18
What we intend to do	26
Ict infrastructure	27
Introduction	27
Definition.....	27
Aims	27
Achievements	28
Key ICT issues.....	29
Server Software Refresh.....	29
Data Centre Technology	30
Desktop Infrastructure.....	30
Network developments	30
Output Strategy	31
ICT product & Services Contracts Review / Renewal Programme.....	31
What we intend to do	31

INTRODUCTION

This document sets out a reviewed and refreshed Corporate ICT Strategy for Dudley Council for the period 2008 to 2013 as positioned at January 2012.

The strategy continues to set the standards and direction of travel for ICT equipment and services that will be adopted by the Council to enable it to deliver the services it provides to Citizens and businesses of the borough. This strategy is developed against a background of a rapidly developing business need, driven by the need to deliver improved customer services and greater efficiency.

The strategy is part of a continuous series of corporate ICT strategies going back over 20 years which have steered the many successes Dudley has been able to achieve. The strategy has been drawn up in consultation with a wide range of Council employees.

Aim of Strategy

The aims of this Strategy will be:-

“To support the Council in delivering its key objectives and to provide ICT infrastructure and services necessary to support the delivery of Council services.”

These aims will be achieved by:

- Recognising that ICT equipment and services are critical to the day-to-day operation of the Council, and must be reliable, secure and cost effective;
- Ensuring that key components of the ICT infrastructure are replaced or upgraded as necessary to ensure reliable operation of services;
- Developing, improving and modernising business and professional systems to deliver greater efficiency, meet changing business need or exploit new technology;
- Ensuring that ICT infrastructure is developed to support the Council's objectives and to be responsive to new opportunities and business change programmes;
- Continuing to exploit the existing investment in ICT Solutions, in particular ensuring that the Council's workforce has the necessary skills to use equipment and services effectively and identify opportunities to improve their work practices.

- Implementing products, services and systems that support improved information Management, Flexible working, Self service provision of services and increased integration of services;
- Meeting national and local targets and priorities.
- Developing a culture that properly values, protects and uses information for the public good.
- Reinforcing across the Council that information is a key business asset and that its proper use is not simply an IT issue.

Scope of the Strategy

ICT is a wide-ranging portfolio of services and equipment, impacting on every part of the Council, dealing with the provision of Business systems, Administration Systems, Desktop and Mobile Technology and Communications infrastructure to all parts of the Council.

The scope of the strategy includes

- A wide range of user equipment, ranging from mobile phones / BlackBerry to desktop PC's / laptops / iPad, and multifunction Printers/Photocopiers
- A single integrated communications network, providing secure connectivity across the whole Council and our partner organisations, capable of supporting data, voice and video communications.
- Standard administration services, including e'mail, word processing spreadsheets etc.
- A diverse range of software applications ranging from personal productivity tools to corporate systems
- The Council's Data Centres housing the processing power and data storage necessary to support these applications
- Secure communications with those outside the Council, be they partners, suppliers, citizens, businesses or home-based workers.
- A framework and toolsets for managing the flow of information across the Council
- Enabling appropriate information sharing whilst maintaining essential protection for those on whose behalf the information is held. Assisting business areas in using information to create new value and to drive economic growth.
- Dealing with the new challenges that digital information presents, whether around security, sustainability or privacy.
- Encouraging the use of information more effectively in order to improve people's lives, and society as a whole.

The detail of the strategy will be split into two parts:

- Business and Professional Systems
- ICT Infrastructure.

Business Transformation will now be predominantly driven by the Corporate Transformation Group, spearheaded by the Council's Accommodation Strategy and enabled appropriately by ICT.

OVERVIEW AND ENVIRONMENT

Background

The Council has had a number of Corporate ICT Strategies since the first one was produced in 1986. Since that time the emphasis has changed from a focus purely on technology, through a process of using the technology to improve the business systems operated by the Council, to the current strategy which is intended to support the transformation of the way the Council delivers its services and interfaces with its citizens.

The Council is now totally reliant on ICT systems and services to deliver many of its essential front line services. Effective and successful direction and management of the ICT Services provision and the continued achievement of key performance indicators and targets is therefore extremely important. The reliance on ICT also means that Risk Management, Disaster Recovery and Business Continuity must also play a major part in the ICT Strategy.

The rapid and increasing pace of technological change against which this strategy is developed means that it is essential that the strategy is taken as an indication of our strategic direction. Future developments in the needs of the Council, and the technology on which this strategy is based, may result in significant changes to the strategy being required during its life.

A new ICT strategy will be developed and published later in 2012 to overlap this updated strategy in order to provide a corporate steer for ICT investment until 2015.

Service Imperatives

This strategy supports a number of high level 'service imperatives' which ensure that the Council's ICT provision meets its service needs. These are the need to be able to:

- Deliver reliable, cost effective services to the rest of the Council to enable them to achieve their business objectives.
- Maintain good stewardship by ensuring the information held in the Council's systems is used for proper purposes, is secure from loss and inappropriate access and is managed to ensure maximum benefit.
- Ensure that the proportionate redundancy and back-up procedures are in place to mitigate risks of equipment, environment or software failure
- Ensure continuous development of standards and codes of practice;

- Communicate effectively and in a timely manner within and across the organisation;
- Exploit new technologies to achieve efficiencies and continuous improvement;
- Increase systems integration to provide front line staff and citizens with better quality information;
- Improve the Council's Management of Information and reduce paper storage by indexing, storing and archiving information electronically;
- Offer our citizens and businesses the opportunity to self-serve wherever it is appropriate, whilst supporting other forms of access for those who prefer a mediated access channel;
- Ensure that the operation of ICT equipment across the Council is operated in such a way as to minimise its carbon footprint, and that the systems the Council employs consider the potential for reducing environmental impact

In order to address these challenges it will be necessary to ensure that the Council's has in place adequate resources to procure appropriate technical solutions, an ICT infrastructure that is robust and flexible and an appropriate ICT Service Delivery, Support and Governance function.

Strategic Issues

This strategy also provides a framework upon which the Council can build its response to a number of strategic issues. These strategic issues are both internal and external and include:

- The need to meet stringent efficiency targets by promoting effective procurement; increasing the use of Shared Services; redesigning business processes and improving the use and range of assets
- A review of ICT is being undertaken to ensure that ICT is deployed, exploited and managed in the most effective way that meets the needs of the Council. The potential benefits of consolidation of a number of ICT roles and responsibilities and management of ICT budgets will be included in the review
- Channel Strategy and the Varney report which recommends that Councils reduce the cost of Contact Centres, reduce avoidable contacts, increase Web site usage for information requests and sets targets for the number of Service requests dealt with at first point of contact.
- Service Transformation Agreements; published as part of CSR07, which includes a new measure of "avoidable contacts"
- Accommodation Strategy; the Council is currently moving forward with an LLP assisted accommodation strategy which will deliver a rationalised, modern,

flexible working environment based on a ratio of 10 staff per 7 desks in the town centre office campus. The first stage will be a pathfinder project at Regent House.

- Flexible working; closely coupled with accommodation strategy are the efficiency opportunities offered by allowing staff to work either wholly or partially from home, or to become more mobile.
- Closer partnership working; local authorities are increasingly expected to work more closely with other public bodies such as the Health organisations, Police and Community Safety organisations, the voluntary sector etc.
- Modernising customer contact; continuing the work of Dudley Council Plus to provide a single point of contact for all citizens, for the widest possible range of services.
- Improving skills; ensuring that the workforce as a whole are able to exploit the technology provided by the Council and identify opportunities to change the way they work to improve Customer Service and Efficiency;
- Improving skills; Ensuring that the Council's management team have necessary skills in Project and change management to deliver improvements;
- Communications Strategy; exploiting the investment in IP Telephony which was installed as part of a contractual refresh with Virgin Media. Introduce Unified Communications to enable new and more efficient ways of working.
- Information Management; migrating external accreditation of the Council's information security procedures from GCSx to GCF and PSN in order to participate in information sharing partnerships and to ensure that citizens are comfortable with the Council's ability to store and process their information safely with partners.
- Smart Cards; continuing to evaluate and respond to emerging opportunities.

Technology Challenges

There are a number of technical issues that the Council must face within the lifetime of this strategy.

- In a recent user satisfaction survey conducted by SoCITM Dudley's scores indicated a strong concern about the fitness of purpose of our desktop estate. The Council's desktop software infrastructure is now largely based around Microsoft Office XP, again this has been superseded by new releases of the Office product offering a wider range of facilities. Office 2007 has been tactically deployed by directorates where their budget has enabled this to take place. These facilities are more suited to the flexible working arrangements, and the opportunity should be taken at an appropriate point in the next few years to adopt a strategic corporate approach to implement the latest available desktop infrastructure across the enterprise.

- The Council's desktop provision relies on PC's on the desktop, (known as Fat clients) these are more expensive to buy, support and run than the equivalent Thin Client solution. The Council has implemented approximately 1,500 thin client solutions, mainly in the Directorate of Adult, Housing and Community Services, and fully understands the implications of using this equipment. This technology has also recently been configured to deliver a positive outcome for Revenues & Benefits. Thin Client Computing will now become the default desktop option from now on, whilst recognising that there will still be specific business requirements for PC based solution in some minority areas.
- During the life of this strategy the Council must exploit the broad potential of Unified Communications to derive real business benefit from in-house investment and migration to IP Telephony by integrating desktops and telephony into a single unified communications infrastructure, supporting e'mail, instant messaging, voice communications and video conferencing [WebEx]. .
- A redesign and relaunch of the Council's website will focus on the "Top 10" service requirements of the citizenship and will remain committed to the concept of increasing eService take-up, especially for financial transactional activity.
- The increasing requirement to operate a secure network which will enable improved information accessibility and sharing is a difficult challenge which will be met by continuing to meet the governing standards of GCF and PSN.
- Connectivity of mobile devices to the Council's network in a secure way which enables agile working will become a technical priority.

Current Achievements

The Council is however well placed to identify and meet future challenges:

- The in-house ICT supplier is well regarded by its customers, in a recent nationally organised survey covering over 100 local authorities Dudley were in the top 10% and the best performing Metropolitan authority; more recently (December 2011 we were judged by SoCITM as being the "Best ICT service 2011" following achievement of the highest score in their independent user satisfaction survey in 2011
- Strategic investment in ICT has resulted in an infrastructure which is capable of providing and supporting integrated solutions
- Investment in the data communications network allows electronic service delivery to almost every location used by the Council. Mobile computing solutions have been developed to enable remote/outreach and home working
- The office system strategy enables staff to communicate electronically with each other, partners and suppliers and citizens

- The extensive internet site www.dudley.gov.uk uses modern content management features to allow easy, devolved maintenance and a wide range of Self service facilities;
- The in-house ICT training Unit is established to provide training in a wide range of software products and is accredited by the Learning and Performance Institute (formerly known as The Institute of IT Training or IITT) and for the delivery of ECDL qualification training; it provides a range of learning opportunities including those deployed from eLearning platforms.
- There is a high level of member engagement with 70 out of 72 members equipped with a variety of ICT solutions, ranging from networked PC's laptops, tablet PC's and Blackberry's and VPN connections from their personal equipment;
- There is a high level of co-operation between the in house Corporate ICT Services Division and directorate based Customer Located ICT support staff.
- The Audit Commission reported that Dudley "a sound infrastructure of information technology (IT) with good equipment, well developed intranet and website and good user feedback".
- The infrastructure to securely support Web 2.0 technologies (e.g. Twitter / Facebook and Flickr) has been implemented and these have been used effectively as a communication channel.
- An e-Petitions facility has been implemented as mandated by Central Government.
- A broad upgrade of the Council's wide area network has been completed, as has connectivity of schools.
- IP Telephony has been installed to all Council offices, affording the potential to exploit Unified Communications.
- Two data centres are now fully operational following the exit from Tower St
- Moved a re-designed KERN enveloping service to Print Services
- Been formally accredited and successfully audited against the Government's Code of Connection (CoCo) Standard
- Successfully conducted the first webcast of a Full Council meeting
- An Information Governance Strategy has been developed and is being progressed by the Information Governance Board.

Sources of Information

This strategy has been developed as a response to a number of Council and Government Initiatives; it has drawn from a number of sources including:

- Previous ICT strategies containing local targets for achieving the Government's Electronic Service Delivery targets and Best Value performance indicator BVPI 157
- The Council's six Implementing Electronic Government (IEG) Statements which have been approved by Central Government
- Updated Directorate 5 year Strategies where available
- Involvement with Dudley Council Plus (DC+) in support of customer access, and with the Customer Access To Services (CATS) team in re-engineering services to support the DC+ model.
- The 'Transformational Government – enabled by technology' paper published by the Chief Information Officer Council, and the subsequent "transformational Local Government" discussion paper.
- The Service Transformation Agreement included in the Comprehensive Spending review for 2007 – 2010.
- The Council Plan 2010, which sets out key improvement priority areas.
- Strategic direction from the Corporate Transformation Group
- SoCITM Insight publications and their latest "Planting the Flag" guidance for Local Government ICT.
- SoCITM / Local Government Association "Local Government Data Handling Guidelines"
- Cabinet Office : Government ICT Strategy

3. Governance Arrangements

GOVERNANCE ARRANGEMENTS

The delivery of this Strategy will fall under the overall control of the Head of ICT Services who is responsible for delivering corporate infrastructure projects associated with Service Transformation, Information Management and the delivery of technology to support the Council's business and service requirements.

A Corporate Steering Board, T-Dudley, Chaired by the Head of ICT Services will meet every 2 months to ensure activities outlined in this strategy are co-ordinated. By Senior Representatives of every directorate attending T-Dudley Subgroups will support T-Dudley to progress the overall strategy based on their remit for specific technologies (e.g. Internet, Electronic Document Management, Flexible Working technology and Office Systems). An ICT Customer Forum will engage business users to ensure that the technology is aligned to business requirements.

Scrutiny of this process will be undertaken by the Select Committee on Regeneration, Culture and Adult Education who will receive an annual report on developments and progress with the ICT Strategy

An Annual report on progress against this strategy will be taken to the Corporate Board and the Cabinet.

4. Risk Management

RISKS

In any strategy of this nature it is essential that potential risks are identified and mitigating actions planned. The following table sets out the risks identified from this interim strategy.

Risk	Impact H/M/L	Probability H/M/L	Mitigation Actions
Government ICT Strategy may change	Medium	Low	Re-fresh the ICT Strategy to reflect new Government Direction
Insufficient buy-in at High levels in Dudley MBC to drive changes	High	Low	Re-write the Strategy to reflect level of commitment
Dudley's approach to transformation will radically impact on this strategy	High	Medium	Introduce flexibility in the ICT Strategy to reflect new corporate transformation needs.
Citizen feedback indicates Change is not required	Medium	Medium	The strategy needs to be flexible enough to respond to changing citizen needs
Insufficient buy-in from partners and other community groups, which may result in a change in strategy.	Medium	Low	Seek feedback and commitment from partners
Resistance to change in directorates	Medium	Medium	Ensure High Level commitment to strategy
Insufficient internal dedicated resources, capacity and competencies will be available to deliver strategic ICT investment	High	Medium	More accurately identify and direct resources when needs are better understood

FINANCE

Recognising the importance of and the benefits from ICT, the Council has invested significantly and successfully in ICT over the years.

We have reviewed the likely levels of additional investment required over the next five years up to the end of the current period of the strategy to:-

- meet ongoing commitments,
- replace key core items of ICT infrastructure
- Continue to support initiatives to improve self service access to services.

Many of the projects planned will require significant capital investment and ongoing support costs, in all cases a detailed business plan identifying the costs and benefits of each proposal will be developed. Many of the proposals will be closely linked to the efficiency agenda, and will be an integral part of delivering the savings set out in the 2007 comprehensive spending review. Commitment to spend will only be made once all the necessary funding has been identified.

The Council continues to make a substantial contribution of £441,000 per annum towards the corporate ICT strategy and this funding is used to fund specific projects agreed by the T-Dudley Steering Group, and refresh of some of the major items of core infrastructure.

BUSINESS AND PROFESSIONAL SYSTEMS

Introduction

This Section of the Council's ICT Strategy deals with the systems and processes that support the Council's service delivery.

Definition

The Council's Business and Professional systems are the ICT solutions delivering business benefit across the Council, they range from the Corporate Financial Systems, to a spreadsheet operated by a single officer. However the nature of this strategy is that it concentrates on those larger applications that have an impact across more than one Directorate.

Aims

To provide efficient and effective ICT solutions to meet service and business needs.

In order to deliver this aim, our key objectives will be:-

- To ensure that information systems are provided to meet the Council's core objectives;
- To ensure that information systems are implemented that improve the effectiveness and efficiency of the Council's operations to help deliver the targets set out in the budget savings review;
- To allow closer integration between the Council's business systems improving both efficiency and customer service;
- To maximise the benefit the Council obtains from the information it uses to support its business processes;
- To use information and new technology to enhance and enable flexible service delivery;
- To maximise the benefits of technological innovation;
- To ensure that corporate and directorate systems are capable of sharing information with each other and with outside agencies in an effective, and secure way with the minimum of intervention;
- To provide reliable systems that are available at time that match the increasing expectations of our customers and provide support services to meet these aspirations
- To ensure that systems comply with data protection and freedom of information legislation, and are delivered in a robust way according to latest professional standards.

Achievements

Over the past 3 years, since the current strategy was introduced the Council has made considerable progress in this area. This includes:

- Extended the facilities of the Council's HR system to include training records, recruitment and employee self administration using Yourself (inc electronic payslips)
- Delivered significant improvements to the Planning Applications systems through Electronic Document Management to support on-line planning process.
- Achieved the highest User Satisfaction KPI (5.67) in the 2011 SoCITM Survey, subsequently being awarded "Best ICT service 2011"
- Implemented two modern and environmentally efficient data centres (PUE Rating 1.4) with capacity for shared services.
- Migrated school's (RM) servers from Saltwells EDC to the new data centres.
- Upgraded the Council's Wide Area Network (inc schools)
- Implemented a new SAN (Storage Area Network) and backup infrastructure.
- Migrated from analogue Centrex telephony to Digital IP Telephony.
- Implemented a new core infrastructure for a Corporate EDM service and are developing a corporate EDM service
- Continued to be exemplars in the exploitation of GIS in key areas as Emergency Planning and Surface Water Flooding
- Demonstrating good Information Governance performing in the top quartile in processing FOI requests and aspiring towards ISO27001 standards.
- Extended the use of eLearning and Policy Acceptance technology
- Driven a corporate printing strategy which has seen the replacement of desktop printers with Multi-function Devices (MFDs)
- Introduced Web 2.0 technology (Twitter / Facebook / Flickr) in a secure environment.
- Implemented an APN infrastructure required to enable secure WiFi or 3G connection of Council supplied iPad devices to the Council's network.
- Implemented a new eForms solution (AchieveForms) to improve the user interface on the Internet (e.g. Job Applications)

Key ICT issues

In order to meet our aims we believe the strategy needs to address a number of key ICT issues, which will involve:

6. Business and Professional systems

- Further improving the availability of information to support business processes that are available to citizens via the Internet and to staff on the Intranet;
- Innovatively exploiting the integrated GIS (Geographic Information System) system, particularly to support regional and national Initiatives;
- Exploiting the potential of Electronic Document Management, particularly with regard to responding to the 'paper-light' principle behind the Council's Accommodation Strategy;
- Developing ICT provision in schools through the Dudley Grid for Learning (DGfL);
- Extending our existing support arrangements to meet the changing needs of the business;
- Maintaining awareness and compliance with appropriate Information Management legislation and standards (e.g. Freedom Bill and the Localism Bill);
- Creating and maintaining a corporate inventory of information held in various systems throughout the Council.
- Preparing a strategic plan and funding to resolve a growing problem across the Council with desktop (PC) obsolescence which is worsened by the cessation of support to MS-Office XP in 2014.
- Responding to the increasing demand for connectivity of mobile devices;
- Providing high availability, reliability and performance of key corporate systems ;
- Completing the rollout and exploitation of Unified Communications services
- Adoption across the Council of a Corporate Time Recording system (ProSoft)
- Participating in the Black Country Shared Services ICT workstream.
- Upgrading to the latest release of the Radius Icon Cash Collection solution in order to retain compliance with Payment Card Industry Standards for ePayments.

Corporate Developments

Information Management

As the use of electronic systems grows across the Council the challenge of gaining maximum advantage from the valuable and important asset of the information held in these systems increases.

- Operational pressures from the Accommodation Strategy require the development of a "One Council" approach, which means that it is essential to share information. So we need to understand what information is held where, who is responsible for maintaining it, and develop a corporate approach to capturing and classifying it in readiness for e-document workflow.
- Organisational pressure to deliver better services for lower cost mean that we need to use all the available information to ensure that we are targeting

6. Business and Professional systems

scare resources in areas of greatest need, and to plan future developments against available resources.

- The need to answer requests made under the Freedom of Information act, and the Data Protection act makes it essential that the Council manages its information assets correctly.
- There is a strategic need to ensure that all our policies and procedures comply with the latest Standards in this area, ISO27001.
- We need to ensure that there is no leakage of private or confidential information from the Council.

Internet Services

Many systems are being delivered directly to citizens via the Internet. These allow citizens direct access to authorised information held in business systems, such as the Planning Application/Building Regulation system, and to transact online with the Council for some services. The Council's GIS system also has an Internet front end to enable a range of public information in that system to be made more widely available.

In order to ensure that these services are delivered in a user friendly way we need to develop a single authentication system and portal for citizen's to allow them to identify themselves to the Council and conduct business with whichever services they require. This system can also be used to distribute information to citizens electronically, tailored to the citizens expressed need to reduce unnecessary communications.

The use of these electronic communications methods will also help to reduce the Council's carbon footprint by reducing the need to travel to deal with services and reducing the volume of paper output.

Intranet

The framework for the Council's Intranet, primarily to act a communication medium to serve staff, is now firmly in place. The intranet has been upgraded with a Content managed facility, using the same tools that we provide for the Internet service and now allows Directorates direct control of the information publish on it. The Net-it solution currently used to provide access to selected electronic information across the Council has been improved by the implementation of a much improved client interface, and will remain in place until a corporate Electronic Document and Record system is positioned to replace it. Increasingly we will seek to introduce Self-Service Web enabled corporate solutions to reduce the administrative workload on Council staff.

Corporate GIS system

The Council's corporate GIS system not only holds the Council's Land and Property Gazetteer, and the Council's Streets Gazetteer, it also links to a wide variety of information sources that can be related to spatial geography. It is

already widely available over the Council's intranet and the Council's web site. The system is used to support the CATS programme, making information available to front office staff about the location and attributes of a wide variety of assets, and supporting the integration of the Streets Lighting system with the CRM. Additional features, such as 3D photography, height data, topographic information and additional data sets will be added, and early discussions are in place with the Black Country Consortium to provide an exciting visualisation toolkit for certain areas of the borough. This will enable the Council to promote development opportunities with the borough, and also allow the public to better understand the impact of those developments.

Integration of existing systems

Integration of different computer systems is the "holy grail" of Business Transformation. It offers many benefits in terms of sharing information, reducing the amount of information required, reducing errors, and streamlining processes. Unfortunately integrating systems is a bespoke exercise, requiring detailed investigation and engineering to ensure that the solution finally delivered meets the business needs of the customer at a sustainable cost.

Integration technology is still in the early phases of development, and many of our Business Systems software suppliers have no products in place to allow integration outside their own product range. The Council will develop a separate integration strategy which needs to include issues such as preferred integration methods, software acquisition, integration tools etc. as part of a fresh review of Channel Strategy

Business Process Re-engineering

Before implementing any new systems the council should consider the opportunity to carry out a Business Process review to improve the understanding of the service(s) involved. This will provide the opportunity to change working practices and to work smarter, doing more with less. This becomes increasingly important with need to identify further efficiency improvements. This may then lead to the business process being re-engineered before the system to support it is procured.

Systems Exploitation

Although the Council has an excellent track record for implementing new systems within agreed targets it must be taken into account that the work does not stop there. Each new system brings with it the opportunity to improve procedures and to work smarter, identifying further efficiency improvements. In order to identify and achieve these gains it is important that we do not see the delivery of a system as the end of the process. Delivery should be backed up with proper training of all staff involved, together with ongoing review and overhaul of existing processes where necessary.

Staff Professionalism

In order to ensure that the Council is prepared to take advantage of the benefits improved use of ICT can bring, it is necessary for the Council's ICT Staff to demonstrate a professional understanding of both ICT issues and the Council's business drivers. Developing the professionalism of ICT Staff is one of the government's key priorities, and we will be ensuring that the Council's ICT staff are involved in these initiatives. In the interim we will continue to ensure that staff are trained to employ the IT Infrastructure Library (ITIL) procedures, outlined in the latest version, (Version 3) of these standards as they become more universally adopted. We will also ensure that staff in project management are trained and certified in the government approved Prince 2 methodology, and staff involved at a strategic level are also training in Managing Successful Programmes Framework sponsored by the Office of Government Commerce.

It is also essential that non-ICT staff in the authority achieve basic skills levels in the ICT at use in Dudley so that they can be employed more productively. To this ICT Services will be promoting the European Computer Driving Licence (now available using eLearning) as a basic standard of Computer literacy to be applied across the Council's staff who in a recent SOCITM survey indicated that they could do their jobs more effectively with more training.

Directorate based developments

In the same way as Corporate systems need to respond to developments in technology and changes in environment and legislation existing business systems in use throughout the Council similarly require upgrade and replacement on a regular basis. New systems will need to be acquired that not only meet the business need, but also support the Council's ambitions to develop improved access to services and comply with national government standards on data interchange. This regular refresh process will provide the opportunity to increase integration of systems and enable a greater range of services to be delivered directly to the citizen.

Challenges that are faced by each directorate will be reflected in their 5 year development plans, and are set out in the following table:-

- Note a Council directorate restructure has taken place since this ICT strategy was initially published and in some cases directorate strategies are being modified to reflect this change.

6. Business and Professional systems

Directorate/Activity	Target Date
Children's Services	
Contact Point, a national database of every child in the Country to which the Council will have to contribute, and will require to access	National project abandoned
e-Caf, Electronic Common Assessment framework, a system to hold indicators of Children Potentially at risk, to support multi agency working,	National eCAF abandoned – local eCAF ceased due to lack of engagement by partners.
Children & Youth Services Directory, CYSD, An on-line directory of all information relating to services available for Children and Young People,	Superseded by the Family Service Directory - the Family Information Service is now fully operational.
Integrated Children's System (ICS), A database of all children in the borough, is being developed as part of the DACHS system Swift. Will need to exchange information with the Education Management System(EMS) and the Pupil Records System	Implemented Phase 1
Connexions, Children's Services have taken the service 'in-house' and will need to implement appropriate systems to fulfil their business and information needs.	April 2012
Integrated Youth Support System (IYSS), required as a replacement for Youth Offending system as apart of the Connexions programme	April 2013
ICS is partially operational but is subject to a major revamp due to changes in Government directives. The previous ICS guidelines are now un-workable in an ICT system so it does form a major activity for the next year. Strategic direction for DCS will be subject to any outcomes form the recent Safeguarding Inspection which will determine many action plans!	2012/13
Chief Executive's	
Increase take-up of e-learning to support corporate policies	Ongoing (e.g. Equality & Diversity)
Increase the use of Self Service modules in Corporate HR functions	Good progress,

6. Business and Professional systems

	further developments planned.
Directorate of Finance, ICT and Procurement	
Implement Pro-time for ICT Services	Completed
Review use of ASPIRE CRM system in DC+	Under review by Corporate Transformation Group.
Migrate further services into DC+	Ongoing
Implement Agresso 5.5	Completed
Desktop Refresh	Thin client devices successfully installed in Revenues & Benefits.
Directorate of Law and Property	
ICT Strategy under development as Corporate Resources	April 2012
Directorate of Adult Community & Housing Services	
Further phases of Mobile Working	Ongoing
Choice Based Lettings - Roll Out	Completed
Community Alarm System Replacement	Completed
Repairs Management Centre / Community Alarm Business Continuity	Completed with additional resilience.
Work Programming for Remaining Trades	Project Planner installed - largely in / working.
Performance Management (Single Status)	Operational for Quick Response Teams ; superseded by

6. Business and Professional systems

	other initiatives relating to bonus payments.
InterFinder - Web based Housing Repair Reporting	Completed
Northgate Housing Review	On hold pending Joint Venture
Investigate Matrix Replacement ("Contractor Management")	Pending Joint Venture
RFID for Libraries - self service and stock management	Completed bar 3 libraries.
Libraries ViewPoint Upgrade	Completed
People's Network upgrade (Public Access PCs)	Completed
Continued Upgrade and exploitation of ICS	Ongoing
Replace Caretime Care management system with WebRoster	Ongoing
Implementation of the Practitioner Portal	On hold
Implementation of e-CAF/AIS	Ongoing
Financial Assessments & Client Billing	Completed
Community Equipment Stores	Completed
Personalisation of Social Care Agenda	2012
Joint Venture Initiative – exploring business options and then matching with appropriate technology	2013
Paying providers through Swift	2012
Review of Housing Rents direct Debit processes	April 2012
Webroster Mobile	2012
Customer self service – online applications for Social Housing	2012
Mobile working (Homecheck) – alternative technology	2012
Property Inspection using Mobile technology	2012
Relocation of the Archives Service to the new building adjacent to the Black Country Living Museum	2013
Review of stores and transport operations.	2012 but on hold pending Joint Venture deliberations.

6. Business and Professional systems

Directorate of the Urban Environment	
Full details of ICT activity within the Directorate of the Urban Environment can be found in the directorate's 3-Year ICT Strategy 2007-2009, however key challenges and areas of activity are summarised below:	
Further transfer of Services to DC+: <ul style="list-style-type: none"> • Civil Enforcements (decriminalised Parking) • Car Parking Season Tickets • Planning 	<ul style="list-style-type: none"> • Completed • Completed <p>It was agreed not to transfer Planning Services to DC+</p>
There is an active programme of work in Planning to include: <ul style="list-style-type: none"> • Implementation of the Anite@Work Electronic Document Management system to support Planning • Implementation of the National Standards Application Form (1APP) into Planning • Implementation of the Pre-applications module 	<ul style="list-style-type: none"> • Completed • Completed • Completed
Replacement of the NORSYS Fleet Management system with the FleetWave System from Chevin	<ul style="list-style-type: none"> • Completed
Further develop DUE's web presence to achieve efficiencies and service improvements, to include: <ul style="list-style-type: none"> • Introduction of online booking capability • Online mailing lists • Further promotion of tourism and leisure services • Introduction of a directory of fees and charges • Implement online front-ends to business systems such as the museum catalogue system Calm from DS 	<ul style="list-style-type: none"> • Unable to progress this as Artifax does not meet web standards. • Completed e-newsletter system introduced • Completed • Completed • Completed
Build on the existing investment in the Corporate GIS system: <ul style="list-style-type: none"> • Implementing interfaces with business systems, 	Unicard abandoned as only Leisure Centres and the

6. Business and Professional systems

<p>i.e.M3EH system and Unicard Smartcard</p> <ul style="list-style-type: none"> • Implementation of traffic regulation orders • Creation of additional Directorate Data Sets • Implementation of a “tell me about my street” facility on the internet 	<p>Credit Union were using it. M3 reconciled with Axis 2000, and some M3 datasets are provided online via “My neighbourhood”; however full integration is not yet in place. Symology is reconciled with Axis2000 and submissions to the NSG are achieved jointly with Highways. We are currently looking to integrate Symology and Axis2000. Mayrise is interfaced to Axis2000</p> <ul style="list-style-type: none"> • Completed • Ongoing <p>A number of additional datasets have been implemented</p>
<p>Actively seek new ways to further exploit the use of the Corporate Financial system to:</p> <ul style="list-style-type: none"> • Integrate with business systems, such as Mayrise (Street lighting), FleetWave (Transport), Imprest (Capital program monitoring system, etc) • Extend stores facility to include Future Skills 	<ul style="list-style-type: none"> • FleetWave Interfaces to Agresso completed. Imprest interface implemented. Interface to Mayrise not required. • Future Skills ceased.
<p>Exploit electronic Cash Receipting service to take more</p>	<p>Online payments have</p>

6. Business and Professional systems

payments electronically	been extended to a number of areas including Parking Fines, Planning. Where appropriate DUE has introduced credit and debit card payments via ICON; however there remains a business requirement for the continued usage of PDQs in a number of DUE services.
<p>Continue the roll-out of ProSoft time and attendance management system as follows:</p> <ul style="list-style-type: none"> • Extend the system into leisure Centres and Bereavement Services. • Further introduction of the ProNet Absence monitoring facility across the directorate • Support a corporate approach to usage of the system 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing. ProSoft now used in all directorates. Further roll out planned. Interfaces between ProSoft and PSE have been developed.
Implement IMPREST from Datavisibility: DUE has led a regional initiative to develop and implement a West Midlands Capital Program Monitoring System to enable delivery of the LTP to be managed and targets to be reported on.	Completed
Implement the Avanquest SMS and RightFax facilities across the directorate.	Completed
The development of a new Town and Regeneration Development Information system (TARDIS) to facilitate the presentation of relevant information to a variety of audiences to promote regeneration possibilities	Completed (TARDIS was renamed Regener8)
Upgrade and extend the usage of the highway system InSight from Symology to meet the requirements of the Traffic Management Act	Completed

6. Business and Professional systems

Document Management: primarily to reduce paper storage; enable new ways of working and to ensure protocols are in place to ensure that documents held electronically are legally admissible.	2012
Mobile Working: using mobile technologies to enable officers to work remotely and more efficiently – priority areas are Highways Maintenance, Street Lighting, Planning and Environmental Health.	2012
Accessibility : achieved through online forms ; integration of front-line service delivery ; greater electronic public access ; replace paper with alternative communication technology e.g. SMS and Web	2012
Partnership Working: support flexible ICT service provision; exploit potential of PSN and Cloud services.	2012

6. Business and Professional systems

What we intend to do

In order to achieve the aims we have set the following programmes of work:-

Target Area	Actions	Target
National Strategy	Ensure the new and existing systems are developed to comply with national e-gif standards and support National Initiatives	On-going
	Enable measurement of "Avoidable Contact" for all service delivery channels	
Web site Development	Implement the latest release of Content Management on the Council's Internet site and relaunch the website based on customer priorities.	2012
CRM	Review the Aspire CRM System and consider if alternative solutions are capable of significant improvements	2012
Integration of Systems	If necessary procure and implement a replacement CRM system	2012
	Develop and Publish an Integration Strategy setting standards for the procurement of new systems to facilitate future systems integration	2012
	Ensure that integration is consider as party of the process of bringing new service lines into DC+__	Ongoing
Corporate GIS	Continue to ensure all directorate systems 'integrate' with corporate GIS	Ongoing
	Integrate systems to support development of solutions based on life episodes	As required by Government Targets
Directorate Operational Systems	Implement a Corporate EDM Service including scanning (ePost room) ; workflow ; archiving	2013
	Ensure back office systems exploit features offered by mobile working	2012
Information management	Continue to respond to requests under FOI Act within legislative timescales.	Ongoing
	Ensure business systems / back office systems achieve statutory targets for FOI / Data Protection / ISO 15489 during the life of this strategy	2013
	Complete an inventory of all information held electronically across the Council	2008
	Develop a File Plan capable of supporting the information Management needs of the whole Council	2010
Systems Exploitation	Continue effort to support the exploitation of the Corporate Office Strategy with particular emphasis on safeguarding against hardware obsolescence and Microsoft support policy.	Ongoing, 2014 being key.
Shared Services	Adopt an opportunistic approach to sharing services with Black Country authorities.	2012 Ongoing
Cloud Services	Maintain an active interest in service developments in the Cloud, though mindful of the need to derive business benefit from Dudley's data centre's through corporate adoption of a private "Dudley Cloud" approach to service delivery.	2012 Ongoing

ICT INFRASTRUCTURE

Introduction

This Section of the ICT strategy deals with the Council's ICT Infrastructure and how the technology underpinning the infrastructure will be implemented supported and developed.

Definition

The ICT Infrastructure consists of far more than just "Tin and Wires". It includes a number of critical services that are used across the Council to support communication and daily operations. It includes both the data and voice network, the telephony service, the servers and software on which our Internet and Intranet servers are built and secured, the corporate exchange and Microsoft Office systems.

Aims

The aim of this section of the ICT Strategy is:

To maintain, support and develop the ICT infrastructure to meet the Council's objectives.

In order to deliver this aim, our key objectives will be:-

- To deliver a reliable, secure core infrastructure on which the rest of the Council, our Partners and Citizens can rely,
- To ensure that through planned resilience the infrastructure will be able to support 24 X 7 working where required,
- To provide and support an in-house IP Telephony Service
- To be effective in our use of existing technology and exploit new technology to enhance and enable flexible service delivery;
- To develop a secure infrastructure capable of meeting the Council's e-commerce needs, and providing secure processing of customers details;
- To integrate and co-ordinate the Council's infrastructure to promote working as one organisation;
- To ensure that our communications network is capable of sharing information with our partners in an appropriate, secure way, this includes connection to Government Connect, a national pan government communications network, and any future evolutions of that facility (e.g. Public Services Network [PSN])
- To secure our network against the threat of computer virus and other forms of attack;

7. ICT Infrastructure

- To ensure that our infrastructure is used appropriately.
- To ensure that the community's needs for an information communication network are met;
- To ensure that citizen's of Dudley have confidence that the Council's infrastructure is capable of protecting their personal information;
- To continue to improve facilities to support new flexible ways of working, such as Mobile working, home working, and hot desking;
- To support the developing Accommodation Plan for the Council, with the most appropriate and cost effective technical solutions;
- To ensure that ICT solutions in Dudley are designed and implemented in order to minimise impact on the Environment;
- To provide an internal Printing and Mailing Service, offering quality, value for money and responsiveness to meet the majority of the Council's printing and mailing needs, and to be able to organise external suppliers to meet service needs that are uneconomic for in house production.
- To design and introduce an ePost room service

Achievements

There have been a number of recent achievements arising from the previous ICT Strategy including:

- Relocated the Tower St data centre into two new enhanced facilities
- Continue migration to blade server technologies, (where servers are mounted in racks rather than individual tower cases) to reduce physical footprint, energy consumption and costs; Only a handful of tower servers now remain
- Identified and successfully completed the initial testing of server virtualisation technology, where servers are used to support multiple systems as a way forward for further reductions in energy consumption and Total Cost of Ownership of servers. Virtualisation of servers is now a priority within the new data centres.
- Replaced the data storage systems (Storage Area Network) to cater for the continued growth of data held electronically
- Bolstered the data backup infrastructure to remove tape based media.
- Completed the migration to IP telephony across the Council.
- Introduced Video conferencing, SMS text messaging and FAX services across the data network allowing integration with various application systems
- Significantly increased the available bandwidth and resilience for Internet connection to meet growing requirements
- Commenced the redevelopment of the Councils Intranet to provide Council staff easier access to relevant information
- Developed and modified ICT infrastructures to support remodelling the Council
- Continued to develop facilities to improve the availability and provide faster recover when failures/disasters occur.
- Implemented BlackBerry devices by adopting a business case approach.

- Implemented an APN connection whereby mobile devices (e.g. Council supplied iPad) can connect securely to the Council's network.
- Migrated to Websense Security software to provide modern protection from virus attack and in particular to safeguard Web 2.0 deployment.

Key ICT issues

In order to meet the Council's aims the ICT strategy needs to address a number of key ICT issues, which will include:

- Developing the technical infrastructures to enable future technology to be securely deployed (e.g. mobile devices)
- Managing any aging system software across the infrastructures which is approaching end of its useful supported lifecycle Investigating and implementing new technologies as they become available in order to help support the Council in the delivery of its services in new ways
- Ensuring that the ICT provided continues to meet the needs of the Council as it develops services, reorganises itself, changes the accommodation it uses and its workers work differently (e.g. from home, mobile etc.)
- Meeting the need to efficiently and cost effectively store and retrieve the growing amount of electronic data that the Council uses
- Continuing to safeguard the Council's ICT assets against malicious or accidental damage
- Making sure the investments already made in ICT infrastructures continues to be fully exploited
- Managing the process of reviewing / replacing major contracts for the supply of ICT products and services that are approaching their end date or require change.
- Continuing to improve the availability of ICT systems and services and ensuring adequate Disaster Recovery plans are in place in line with directorate Business Continuity plans

The main implications arising from these issues are considered more fully below.

Server Software Refresh

ICT Services is a rapidly evolving technology and as suppliers produce new and updated products they remove support to older versions. This affects major areas of our ICT infrastructures and therefore plans need to be drawn up, implemented and constantly monitored to ensure that these areas continue to provide the services necessary to support Council services including:

- Server operating Systems
- Mail Systems
- Databases
- Server Support Systems

Data Centre Technology

Following the successful migration to the two new data centres now is the time to ensure that the data centre infrastructures continue to deliver high availability, reliability and performance. At the same time we will monitor the environmental impact of running large data centres and, for example, look to further reduce energy consumption and heat generated. Some areas of work that will be considered include:

- Driving the expansion of server virtualisation technologies that enable several existing physical servers to be run on far fewer machines thus reducing the space occupied and heat emitted.
- Consolidate the use of Blade technologies that allow many servers to be located in a single cabinet, saving space / energy and increasing resilience.
- Enhance data storage facilities and implement information records archiving
- Proactively replace aging servers as they are more expensive to run and more vulnerable to failure the older they get
- Exploit & develop remote monitoring facilities

Desktop Infrastructure

The desktop productivity of officers is paramount to the efficient working of the Council and therefore it is essential that desktop computing facilities continue to develop and give a good return on investment. With this in mind we plan to:

- Adopt Thin Client devices as the default option for the Council's administrative work force
- Adopt Citrix as the default option for new desktops / services.
- Office 2007 – continue deployment
- Continue to install Windows 7, the latest version of Windows on new devices
- Continue to champion the Print Management Strategy and adoption of MFD's.
- Investigate Open Source software alternatives as required
- Consult with Microsoft regarding future deployment models and contracts for sustaining a Microsoft desktop,

Network developments

The network has for a long time been recognised as being essential to the successful deployment of ICT services to the Council and citizens of Dudley. Continued integration of data, voice and other networks is key to the modern world that we live in. Work in this area over the 2-3 years will include:

- Review strategic direction of IP Telephony (IPT) and tactical deployment of the range of functionality within the Unified Communications service
- Produce strategy for the introduction of intelligent routing throughout the network.
- Promote the use of WI-FI & mobility

- Further exploitation of the corporate network to deliver CCTV & building management systems
- Investigate & implement appropriate areas of Unified Messaging

Output Strategy

There is a need to rationalise the range of number of devices that are used across the Council to produce paper output, to ensure that the most appropriate, cost effective and environmentally friendly solutions are applied in all cases. This will mean:-

- Review of existing printer provision
- Calculations and publishing the true cost of printing across a range of print devices;
- Providing Workgroup printer facilities wherever appropriate
- Exploiting the potential for multifunctional devices capable of Photocopying, Printing and Scanning, and integrating them into the ICT Network.
- Removing fax machines and replacing them with an Outlook enabled e'fax service [Right FAX].
- Exploiting electronic means of communication, (SMS, e'mail, Web portals) to communicate with citizens wherever possible.

In order to achieve these objectives a separate Output Strategy will be developed.

ICT Product & Services Contracts Review / Renewal Programme

As a number of existing major contracts for the supply / maintenance of ICT products and Services come to the end of their contract period it will be necessary to ensure that these are reviewed and either renewed or replaced as required to ensure the ICT requirements of the Council continue to be met. Contracts needing to be reviewed include:

- The supply of fixed line voice communications
- The supply of high speed data communications
- The supply and maintenance of printers
- The DGfL Contract
- The supply of PCs
- Third Party Disaster Recovery Services

As always these lists are not exhaustive. Because of the sheer nature and pace of the way technology changes, as does the needs of the Council, this list can only be indicative of what may happen as no doubt it itself will be subject to change.

What we intend to do

In order to achieve the aims we have set the following programme of work and targets:-

7. ICT Infrastructure

Target Area	Actions	Target
Server Software	Upgrade Core server infrastructures to the latest supported release of Microsoft Windows Operating system (2008)	2013
	Upgrade Exchange email system to latest supported release	2013
	Enable core database servers to support the latest release of database software as required	Ongoing
Data Centres	Strategically adopt Server Virtualisation	From Jan 2012
	As servers need replacing utilise Server Virtualisation technologies by default	From Jan2012
	Implement Filestore archiving for general Filestore usage	April 2012
	Operate efficient services from the new data centres, focusing on availability, reliability and performance.	January 2012 onwards
	Grow the concept of providing technical and application services, as a service, from the "Dudley Cloud"	Ongoing
	Adopt an opportunistic approach to providing data centre hosting services to the Black Country Shared Services ICT Workstream and/or other partners.	2012
	Contribute to the Council's Corporate Sustainability Programme [Carbon Reduction through energy efficiency]	Ongoing
Desktop	Promote the services necessary to adopt Thin Client solutions as the default corporate desktop provision.	January 2012 onwards
	Continue deployment of MS-Office 2007	Ongoing
	Continue deployment of Windows 7 the current supported Microsoft variant of PC operating system	Ongoing
	Evaluate Open Source desktop exploitation software alternatives as required	Ongoing
	Consult with Microsoft with a view to procuring a corporate contract to mitigate desktop obsolescence	April 2013
	Promote eLearning for ECDL to improve the competency of officers in using their desktop efficiently.	Ongoing
	Enable flexible working by supporting appropriate mobile devices.(e.g. iPad and next generation technology)	Ongoing

7. ICT Infrastructure

Network		
	Produce a strategy for the introduction of intelligent routing throughout the network to support further exploitation and greater resilience	Ongoing
	Develop network facilities to further enable mobile and remote working.	On-going
	Introduce and exploit Unified Communications	On-going
	Deploy IP Telephony to Dudley schools	June 2012
	Migrate from Government Connect GCSx to the Government Connect Framework and ultimately the Public Sector Network (PSN)	April 2013
	Enable and support the Digital access and inclusion agenda	2013
Output Strategy	Implement the Output Strategy	Ongoing
	Promote the 'paper light' office through more use of EDM	Ongoing
	Develop the concept of an ePost room as part of a Corporate EDM service into a reality.	2013