ICT

STRATEGY

2005-2009

ICT STRATEGY 2005-2009

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INTRODUCTION

This document sets out the corporate ICT strategy for Dudley Council for the period 2005 to 2009. The strategy is the next step in a continuous series of corporate ICT strategies going back almost 20 years, and outlines the crucial role ICT will play in modernising local services for the citizens of Dudley.

The process for ICT strategic development involves annual review of an ongoing 5 year strategy. This requires:

- the development of directorate 5 year ICT business plans as part of an annual ongoing business planning cycle

- recognition and incorporation of all Council plans, strategies, cross-cutting themes and Best Value reviews in developing strategic ICT goals

- following a defined process for approving, reviewing and scrutinising the ICT 5 year strategy

- nominated officers with accountability for the ICT strategic planning process.

To date, individual directorates have been involved in further developing their plans for the next 5 years and the Council has also submitted its fourth Implementing Electronic Government (IEG) statement.

This strategy takes as its starting point the previous ICT Strategy covering 2004-2008 and seeks to provide a smooth transition from that strategy to this latest version. This review is based on a 'light touch' approach given that the previous strategy set out the major themes that are still relevant now and in the future.

Aim of Strategy

> *To support the Council in delivering its key objectives and to transform the methods of interaction between the citizens of Dudley and their public service providers.*

The aim will be achieved by focusing the strategic plan in the following areas:

- developing, improving and modernising business and professional systems

- transforming access to information and services to suit the needs of citizens

- ensuring that ICT infrastructure is developed to support the Council's objectives and to be responsive to new opportunities

- Meeting national and local targets and priorities

Principles

ICT strategy and provision will also be driven by the following key principles:-

- Flexibility – responsive to the continuing need for change

- Innovation – exploiting the potential of new developments and technologies, including supporting new ways of working

- Public Access – recognising the important role of ICT in communicating with and providing services directly to the public developing social inclusion

- Partnership – enabling the development of services based on partnership with the public sector, private and voluntary bodies

- Efficiency – continuing to deliver relevant, cost effective and efficient services with a shift towards investment in front line services

- Reliability – ensuring that the ICT systems in use by the council are available for use when required

- Security – ensuring that we protect the Council's information assets from corruption or misuse

- Meeting Government Targets – recognising the National Strategy for Local e-Government and meeting the associated targets

Service Imperatives

In developing this ICT strategy a number of high level 'service imperatives' have been incorporated which will apply generally to the overall strategy. These are the need to be able to:

- Interact with our citizens, partners and businesses in the manner most appropriate to them whilst considering efficiency savings for the Council

- 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 Best Value, continuous improvement and efficiency gains

- Ensure our ICT staff are trained in the necessary ICT skills and have access to appropriate ICT equipment and systems.

- Ensure that staff across the council are properly trained to use and exploit the systems and information available

- Maintain good stewardship by ensuring the information held in the Council's systems is used for proper purposes and is secure from loss and inappropriate access.

In order to deliver these outcomes it will be necessary to ensure that the council's ICT infrastructure is robust and flexible enough to meet future challenges.

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 if fully implemented will, over time, completely change the way the council delivers its services and interfaces with its citizens.

The Council's ICT services have been developed and managed in the context of:

- agreed corporate and directorate strategies, which have been reviewed and updated on a regular basis

- being "just behind the cutting edge" – to maximise the benefits and minimise the risks and pitfalls

- well defined business needs and project appraisals

- strong central corporate leadership and support

- increasing involvement by the Government (ODPM) in setting and monitoring targets, standards and outcomes

- increasing awareness and sharing of information between Councils of what is being done, and what can be done with ICT

This has been subject to a Best Value review which confirmed our approach in 2002 and scored us as 'a good service with excellent prospects for improvement'.

The Council's ICT systems are based around a corporate network serving over 300 locations used by the Council. This data network supports over 4,000 computers using 180 central servers to access a wide range of applications.

The way the service has developed over the years can be demonstrated by:

- the number of desktops on the network has more than trebled over 10 years and that these are now all PCs rather than dumb terminals;

- the number of locations served has trebled

- the number of IT staff has doubled

- the total cost has increased by just over half

- the mainframe will shortly be replaced entirely

- Microsoft Outlook/Exchange, which was only fully installed in 2003, has been rated by staff as the most important ICT service they use

> *"The LEA provides very good support for the curriculum use of ICT through the Dudley Grid for Learning"*
> *OFSTED*

The Dudley Grid for Learning (DGfL) provides major benefits in teaching and learning to 110 schools throughout Dudley. As a Public Private Partnership (PPP) procurement arrangement with Research Machines (RM Plc) for the provision of a ten year managed ICT service, it is the first PFI/PPP project to link the impact on pupils' learning and teachers' competence and confidence in using ICT, to payment and performance. Dudley pupils and teachers make excellent use of 6000 PC's and 1500 Laptops which have recently been replaced with the latest models as part of the PFI arrangements. Down the 600 kilometres of high speed Local Area Network (LAN) cable they access thousands of software licences plus an integrated Management Information System (MIS), Internet, e-mail and the Dudley Virtual Resource Centre (DVRC).

The Council is now almost 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 Division, and the continued achievement of key performance indicators and targets is therefore extremely important.

The Council is well placed to meet future challenges:

- the e-Dudley steering group provides the necessary steering mechanisms and responsibilities to deliver the e-government targets

- strategic investment in ICT has resulted in systems which are capable of providing integrated solutions

- investment in the data communications network allows electronic service delivery to almost every location used by the Council

- mobile computing has 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 is being re-established using modern content management features

- investment in technical training, and good employment practice results in low ICT staff turnover and the retention of key technical staff

- the ICT training facilities provide high quality training to all staff and elected Members

Sources of Information

The strategy has been developed as a light touch review 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 four Implementing Electronic Government (IEG) Statements which have been approved by Central Government

- Updated Directorate 5 year Strategies where available

- Involvement in the Customer Access To Services (CATS) project

- The 'National Strategy for Local e-Government' published by the Office of the Deputy Prime Minister which is a core part of the drive to improve and modernise Local Government

- The Council Plan, which sets out 15 improvement priority areas.

The Strategic Planning Process

The annual process of developing directorate 5 year ICT business plans as part of the business planning cycle, with due consideration to the council's wider planning processes, is now in place. The annual business planning cycle also provides for review of budget options, which will include consideration of investments in ICT to facilitate e-government, and ensures that the council's ICT strategy is always high on the agenda of both Members and the Council's management teams and is fundamentally rooted in the council's strategic policy decisions.

To ensure the success of the ICT strategy process the Council has

- established a robust and flexible mechanism for ICT strategic planning with clear links to the Council's wider plans and strategies

- created a Member's ICT Working Group and allocated ongoing scrutiny of ICT Strategy to the Select Committee on Economic Regeneration

- ensured that Corporate Board are regularly informed and consulted about ICT and e-Government related matters

- supported an e-Dudley Steering Group, chaired by the Director of Education and Lifelong Learning, who is the council's e-champion to drive forward and co-ordinate work on the ICT strategy and e-Government. The e-Dudley Steering Group consists of e-champions from all departments, and is supported by a series of groups dealing with specific issues

- ensured every directorate will produce a rolling 5 year ICT strategy document as part of its annual business planning process, which will be used to shape the corporate ICT strategy each year

- created an approvals process which requires involvement of Central ICT Services Division for all ICT development and expenditure to ensure compliance with this Strategy and ICT policies and codes of practice

- appointed Service Account Managers in the ICT Services Division with responsibility for promoting a co-ordinated, strategic approach to ICT and e-government issues with all directorates

- recognised the need to focus on ICT and e-Government within each directorate by nominating an e-champion on each directorate management team to have specific responsibility for developing ICT within that directorate

The process of strategy management is augmented by a variety of activities such as customer account reviews, project steering groups and partnership groups and boards.

ICT has an important role to play in the delivery of Best Value and efficiency. Any Best Value Reviews will consider the impact and effect of ICT and the conclusions from reviews should feed back into the ICT strategic planning process.

Monitoring Arrangements

The Best Value review of ICT Services resulted in improved monitoring arrangements for the ICT Strategy, including scrutiny by an appropriate Select Committee.

The e-Champion together with the e-Dudley Steering Group monitors the overall performance against the ICT Strategy as part of its ongoing role in taking forward e-Government.

Individual targets and overall financial management are monitored by the Director of Finance, supported by the Senior Assistant Director of Finance, the Head of ICT Services, and the Strategy and Best Value Manager. This is reported as part of the Finance Directorate performance management.

Targets of particular relevance to ICT Services Division are incorporated into their delivery plans and are monitored by the ICT Services Management Team.

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 form 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. Specifically this includes the implementation of Systems to support the Customer Access to Services(CATS) programme, the replacement of core systems running on the Council's mainframe and the provision of systems to support the Government's Priority Outcomes for e-government.

- To ensure that information systems are implemented that improve the effectiveness and efficiency of the Council's operations in line with the recommemdation of the Gershon report and Council's Annual Efficiency Statement

- To ensure a close integration between the systems supporting the council's business processes and citizen's contact systems.

- 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 integrate our processes, where possible to speed up our response and work as one organisation,

- 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 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 twelve months, since the previous strategy was introduced the Council has made considerable progress in this area. This includes:

- Implemented the Customer Relationship Management system, Aspire, for the Customer Services Section.

- Replaced the Mainframe HR system

- Replaced the Business Rates System as the first part of an ongoing programme to replace Council Tax and Benefits mainframe systems.

- Developed interfaces to allow the first phase of the Corporate Finance System to go live.

- Replaced the Council's Cash Collection system

- Replaced the Council's Property Gazetteer

- Implemented an electronic Committee Management system.

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 :

- Replacing legacy mainframe systems,

- Improving the availability of information to support business processes that are available to citizens on the Internet and to staff on the Intranet,

- Developing an integrated GIS (Geographic Information System) system, particularly to support the CATS programme, and other national Initiatives.

- Improving systems for committee management/Members,

- Exploiting the potential of Electronic Document Management, particularly in Social Services to support Electronic Social Care records.

- Implementing a Corporate Performance Management system.

- Developing the Council's Internet/Intranet site as prime communications channels.

- Integrating the Call Centre Telephony system to other information systems

- Exploiting other Communication channels such as Text Messaging, video phones and Digital Television

- Developing systems to provide better citizen's interfaces,

- Supporting directorate initiatives to modernise their operational systems,

- Developing ICT provision in schools through the Dudley Grid for Learning (DGfL),

- Maintaining awareness and compliance with appropriate Information Management legislation and standards

- Creating and maintaining a corporate inventory of information held in various systems throughout the council.

Corporate Developments

Information Management

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

- Operational pressures from systems such as the CATS Programme to develop a "One Council" approach mean that it is essential to share information. So we need to understand what information is held where, and who is responsible for maintaining it.

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

- The Local e-Government Strategy insists that we manage our information according to agreed standards. This requires us to understand what information is held where.

- 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.

Content Management

The Council has now procured a Content Management system for our web site. In order to fully exploit this facility we need to rationalise the way web information is created and maintained across the council. This will have significant advantages:

- Content can be devolved, managed and administered by a broad range of staff, staff who are already managing and disseminating information, without any technical web development skills.

- Content can be built into some sort of workflow, typically involving an approvals process to authorise publication.

- Metadata (data about data) can be associated with content to ensure the content can be better managed – metadata might consist of 'Author' 'Date to

be published' 'Date to be archived' 'Version number' etc. The Government is developing mandatory standards on metadata.

- Content can be 'repurposed' for different channels – i.e. it is not specifically linked into the web, the same content could be repurposed for Digital TV, or mobile handheld computers etc.

Internet Services

Many systems are now being developed with internet enabled facilities incorporated. These will 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.

Work is also underway with the council's GIS system supplier to implement an Internet front end to the GIS system to enable information in that system to be made available to the public over the internet.

These initiatives, taken together with the CATS initiative and infrastructure developments will allow the Council to develop a fully transactional web site and address in part the Government's targets for Electronic Service Delivery.

Intranet

The framework for the Council's Intranet, primarily to act a communication medium to serve staff, is now firmly in place. The structure and ease of maintenance of the Intranet will be improved by the exploitation of the same Content Management system used for the Internet service. The introduction of Web enabled Corporate solutions, such as the replacement Human Resources will increase the availability of transactions on the Intranet allow employees to self serve many basic administration functions.

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 it will be made available to the public over the Council's web site. The system will be used to support the CATS programme, making information available to front office staff about the location and attributes of a wide variety of assets. Work is also well in hand to replace the existing mainframe based land charges system with a system based on this service. The council has already decided that this system will be used to provide GIS services across the council and the information available from it will be further exploited.

Integration of existing systems

In order to maximise the benefit from a "One Council" approach set out in the CATS vision, it will be necessary to provide integration between Customer Service's Systems, such as Customer Relationship Management, and other Business Systems. This integration will be provided in part by a messaging system, which will act as a "telephone exchange" for systems, routing messages between systems as appropriate.

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 change working practices and to work smarter, doing more with less. This becomes increasingly important with need to identify efficiency improvements in the Annual Efficiency Statement. 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.

Corporate Operational Systems

Developments in technology and changes in environment and legislation create the need to update a number of corporate systems. These include the Committee Minutes System, the Electoral Register system, Performance Management and Project Management systems. New systems will need to interface with other operational system throughout the authority, and with Internet/intranet services to deliver services across the council.

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.

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	2007
Web site Development	Exploit the Council's content management solution and set up management arrangements for continuing maintenance	2005
	All forms e-Bookings, A – Z services available on the Web Site	2005
CRM	Integrate the Aspire CRM System into back office system at least one "back office" system	2005
Integration of Systems	Integrate existing GIS solution with CATS	2005
	Ensure all directorate systems 'integrate' with corporate GIS	2007
	Integrate systems to support development of solutions based on life episodes	2007
Mainframe systems replacement	Replace LAFIS with new CFS system	2006
	Replace CTAX and BRATES & Benefits	2006

Target Area	Actions	Target
	Replace Payroll/Human Resource Systems	2005
Corporate GIS	GIS enable a citizen focussed, "Where is my……" service to be delivered via the Internet	2005
Directorate Operational Systems	Implement EDM in Social Services to support Electronic Social Care system	2005
	Ensure back office systems exploit features offered by mobile working	2006
Corporate Operational Systems	Extend the use of the committee minutes systems	2005
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 / BS7799 during the life of this strategy	2009
	Further develop BS7799 and ISO 15489	2005
	Complete an inventory of all information held electronically across the Council	2008
Systems Exploitation	Continue effort to support the exploitation of the Corporate Office Strategy	2004

DELIVERING ACCESSIBLE SERVICES

Introduction

This section of the Council's ICT strategy indicates how the strategy will contribute to the delivery of more accessible public services.

Aims

> *To positively transform the quality of access, consultation and communication between the citizens, businesses and other stakeholders, and Dudley Council.*

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

- To operate within an overall Access strategy for access to our services

- To operate within an overall Channels strategy, setting out the Council's approach to the various ways in which services can be accessed (e.g. Kiosks, website, face to face)

- To monitor and take up Government sponsored National Projects products and services where there is a clear benefit

- To ensure appropriate services are accessible using web browsers via the Internet and conform with World Wide Web Standards

- To support significant take-up of electronic channels with the resulting efficiency gains

- To support achievement of elements of Target 11 in the LPSA which is concerned with a number of measures for access to services

- To ensure that ICT availability and reliability achieves levels that are consistent with a high quality experience for customers over extended operating hours

- To support staff in delivering better quality services, responding to citizen's at first point of contact and meeting the citizens' expectations

- To support the development of Customer Access To Services (CATS) and the emerging Customer Services Organisation

- To gather information so that targets can be set and monitored

Achievements

This theme of access to services was incorporated in our previous strategies. We have therefore already made progress, although the achievement of more accessible services is a long term strategy with many strands. Progress includes:

- Pro-active support to the development of the CATS initiative and the emerging Customer Services Organisation

- Support to the acquisition and implementation of a Customer Relationship Management (CRM) system

- Introduction of 'middleware' (LGOL Net) to enable exchange of information stored in core business/back office systems and to deliver standards such as e-Gif

- Acquisition of Voice over IP facilities including Automatic Call Distribution

- Improvements to the infrastructure, including secure encryption and virus protection, to provide the foundations for greater use of the Internet for citizen transactions

- Increasing training, awareness and understanding of Data Protection, Freedom of Information and Information Security

- Introduction of 24x7 directly accessible services, such as Automated Telephone Payments (ATP) using credit and debit cards, and online job applications,

- Commencing development of core facilities such as an A-Z of services, e-Forms and Content Management for the website

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:

- Further development of the Internet and Intranet services with increased attention to Content Management and Metadata, and the processes and ownership required to ensure information is kept up to date and managed effectively

- Sustained levels of resourcing to ensure that increased expectations of the Internet and Intranet can be met in a robust manner

- Development of the telephony service to provide call centre based facilities together with the management information required to develop access to services

- Implications of the ongoing CATS project and the ICT resources, facilities and funding required to deliver the outcomes together with the emerging Customer Services Organisation

- Further development and implementation of the Customer Relationship Management solution for Dudley

- Implementation of Freedom of Information, Data Protection and information and records management to build confidence in electronic service delivery,

- Achievement of the Government target of 100% availability of Electronic Service Delivery by 31st December 2005 (BVPI 157).

- Delivery of the ODPM "Priority Services and Transformation Outcomes" programme

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

Easier Access to Services

Our long term strategic model for delivering accessible services adopts the model proposed by the government in the paper "Access for All" published in 2001.

This model, shown alongside, indicates that a wide range of public access channels, such as personal visits, phone calls, internet transactions, digital TV interaction etc. are all supported by a common set of processes and information.
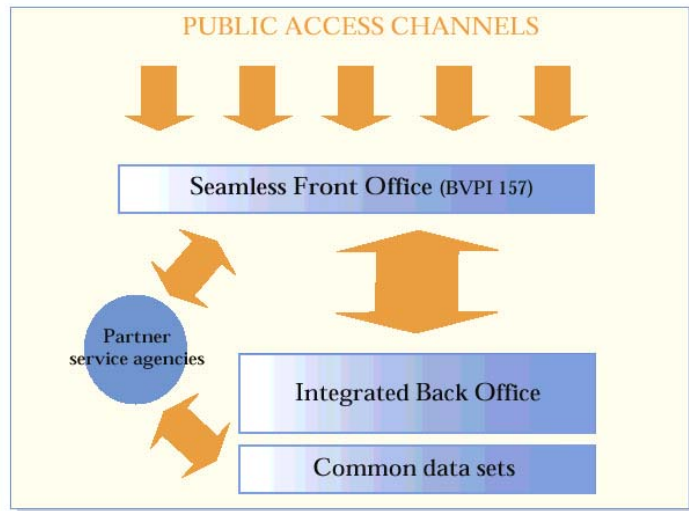
This model will allow staff working on a front desk, or a call centre to have access to a wide range of information relating to all the services delivered by the council, whilst at the same time allow citizens access to the some of the same facilities from an Internet terminal or other device if they prefer.

These interactions will allow for information about a service to be published, for forms necessary to request a service to be completed or printed on request, for appointments to be booked or paid for online, and in some cases for the service to be delivered completely electronically.

This model also includes two further principles of Electronic Service Delivery, those of partnership (such as the Black Country Smart Card) and integrated 'back office'.

Integrated back office will take longer to develop, as it will involve changes to all directorate business systems or processes.

We will therefore be starting with the consideration of the benefits in terms of effectiveness and efficiency, together with improved customer service that can be achieved by the 'seamless front office' supported by appropriate telephony and CRM facilities. This is the area that CATS is considering.
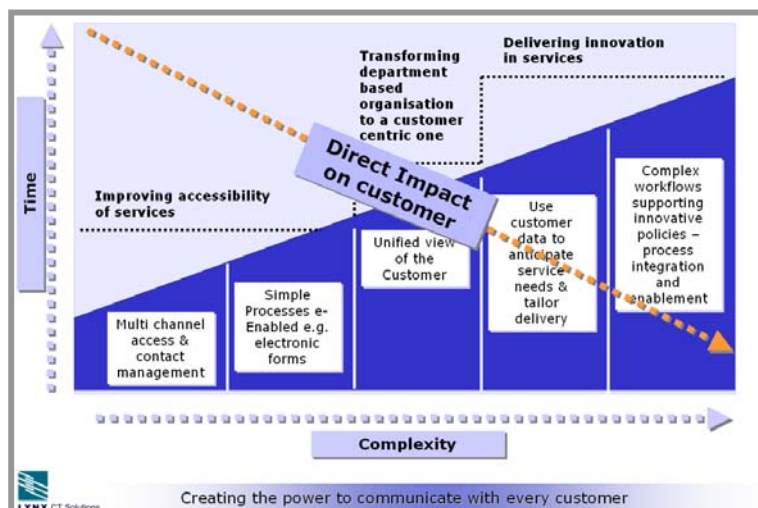
This diagram suggests that the biggest impact on customer contact can be achieved within reasonable timescales and without the full complexity of a complete solution.

This has obvious attractions in the return on investment and time taken to realise benefits, whilst acknowledging that the 'integrated back office' provides the potential to redevelop services and policies.

Personal Identification and Authentication

One of the key requirements for any customer service system is to clearly and correctly identify individuals and to share certain information about them. Therefore, we will need to keep abreast of national developments such as Government Connect that will provide facilities and guidance for council's such as Dudley to enable us to do this whilst complying with best practice and the law.

Partnerships and Other Agencies

Partnerships with other service providers play a key role in delivering accessible services. Electronic Service Delivery should make it possible for services from a wide range of providers to be made available via a single service channel. These are examples of local partnerships, within the Dudley area, but other partnerships will operate at a sub-regional level (e.g. Black Country) at a regional level (e.g. West Midlands) or at a national Level (e.g. the government gateway "Directgov" at www.directgov.gov.uk).

What we intend to do

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

Target Area	Actions	Target
Web site development	Implement Web Content Management	2005
	Meet Government requirements for accessibility and other standards and guidelines	2006
Intranet	Review publishing capabilities on Intranet and replace with strategic products	2006
Voice Network	Implement Voice over IP in the Customer Services Contact Centre	2005
IEG/Priority Outcomes	Account for IEG funding and deliver Government IEG targets	2006
	Manage and deliver the e-Government programme for Priority Services and Transformation Outcomes	2006
	Deliver remaining IEG monitoring and reporting requirements to ODPM	2006
BVPI 157 / ESD toolkit	Continue with management/monitoring arrangements to ensure 100% e-enablement. Report to elected members as required.	2006
	Develop strategic use of ESD Toolkit and associated standards within the council	2006
e-Forms / A-Z	All forms available on the website	2005
	Single A – Z of services	2005
Cash receipting / payments engine / ATP / e-Payments	Increase exploitation of e-payment facilities	2005
CRM	Implement initial functions of Customer Relationship Management system	2005
Regional activity / joint agency working	Participate in groups such as Black Country Knowledge Society (BCKS), Black Country Smartcard, WMLGA Managers e-Government Network, HNS Local Implementation Strategy	Ongoing

Target Area	Actions	Target
e-Dudley / e-Champions	Further develop the role of e-Champions as the leaders of e-Government initiatives	Ongoing
24x7 and Mobile / Home Working	Encourage Council to exploit ability of Internet to deliver 24x7 services by introducing more services online	Ongoing
	Develop policies to support mobile and home working	2005
Provide information for citizens tailored to their needs	Develop capability to communicate pro-actively with citizens information that reflects their interests / needs	2007
Information security and management	Develop information management facilities to support customer focused service delivery	2006
	Further develop BS7799 and ISO 15489	2006
Access Channels	Develop Access and Channels Strategies that provide self service capabilities	2005
	Achieve high take up of fully electronic/self service/low cost services mirrored by reduced capacity/investment in expensive/ fully mediated services	2009

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 and developed.

Definition

The ICT Infrastructure consists of a number of components supporting the delivery of services across the council, It includes both the data and voice network, the servers and software on which our Internet and Intranet servers are built and the servers and software supporting the Council's office system strategy.

Aims

The aim of this section of the ICT Strategy is:

> ***To maintain 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 infrastructure on which the rest of the Council, our Partners and Citizens can rely,

- To ensure that the infrastructure will be able to support 24 X 7 working where required,

- 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,

- To develop the telephony network to meet the needs for greater management information and more sophisticated call handling,

- To secure our network against the threat of computer virus and other forms of attack,

- 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 improve facilities to support new 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 provide an internal Printing Service, offering quality, value for money and responsiveness to meet the majority of the council's printing needs, and to be able to organise external suppliers to meet print needs that are uneconomic for in house production.

Achievements

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

- Implemented a Corporate Storage Area Network to provide a single data storage service for corporate solutions

- Delivered a 400 user Thin Client solution for Social Services, and adopted the technology to support access to corporate solutions in schools.

- Let a contract for the delivery and implementation of a corporate call centre telephony solution

- Conducted a trial of Blackberry hand held devices for connection to the corporate Outlook service

- Improved services to Members by rolling out Broadband network connections

- Extended to central backbone network to include the new site of Dudley's Drop in centre,

- Let a contract for an e'mail archiving solution

- Acquired a Content Managed solution to support Dudley's Web site development.

- Developed a number of alternative services for working away from our core network.

Key ICT issues

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

- Developing our infrastructure, particularly the voice communications infrastructure to support customer access to services,

- Investigating new technologies to assess the potential for supporting new ways of delivering services electronically, particularly those identified in the Council's Access Strategy;

- Ensuring that our infrastructure supports e-government initiatives, such as priority outcomes.

- Developing codes and procedures to provide information security and move us towards BS7799

- Developing an approach to Internet and Intranet development that concentrates technical skills at the centre and the management of information closer to the user, where it rightfully belongs. Ensuring that this approach supports flexibility so the content can be presented on a variety of platforms,

- Developing an infrastructure that can support the council's need to provide services outside normal working hours.

- Developing an infrastructure which supports a corporate approach to Information Management

- Identifying opportunities to make efficiency savings resulting from the adoption of new technologies and revised working practises.

- Ensuring that the Council's infrastructure supports public access to promote Social Inclusion.

- Ensuring that the Council's corporate Infrastructure is able to support services developed to support Life long Learning.

- Considering the adoption of Open Source Solutions where they are deemed appropriate

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

Communications Network

The whole of the Council's ICT infrastructure is based around the Council's Communication network. This consists of both the voice and the data networks. The data network consists of two elements, the internal networks within buildings, known as Local Area Networks(LAN's) and the connections between buildings, known as Wide Area Networks (WAN's). The fundamental principles used in developing our networks strategy are:

- Adherence to international standards, so that all types of equipment and service can readily be attached,

- Ensuring we deliver adequate capacity, without providing expensive overcapacity,

- Exploiting new network technology to either decrease costs or deliver greater capacity, or ideally both,

- Providing the correct management tools to ensure the network is operated reliably,

- Securing the Council's networks against threats from outside and unauthorised use.

- Local Area Data Networks

The council's local area networks are based around Category 5/6 technology. We have also started to implement wireless network hotspots in a number of accessible buildings.

- Wide Area Data Networks

The council's wide area network provides connections to just over 300 sites occupied by the council, there are no major council buildings without access to the Council's services.

The smaller sites within the council have traditionally been served with ISDN lines. As requirements increase these become increasingly costly, and have a limited maximum capacity. Work has now started to replace all these lines with alternative connections offering greater capacity for lower costs.

The council is still reviewing options for outward connections to other public bodies, and these will be required during the life of this strategy.

The Schools network, suppied under the DGfL, PFI, Contract has been completely refreshed in the past 12 months, and continues to exceed the minimum standards laid down by the government. By the end of the life of this strategy this contract will be completed and consideration must be given to finding ways of moving the infrastructure of schools forward.

Broadband (high capacity/always-on data network) is now emerging as the single most important technical requirement for the future web based delivery of e-learning, e-government, e-commerce and interactive digital multi-media. Citizens of Dudley are well equipped to exploit broadband services, having the choice of both cable and ADSL suppliers.

Future developments

Network technology is constantly developing; major areas of current developments include:-

Bluetooth is a very short range radio protocol designed to attach a wide rage of ICT devises together without wires. Typical devices include PDA's, Mobile Phones, laptops, printers etc, all of which can be integrated to form a Personal Area Network.

Wi-Fi relatively short range radio connectivity supporting access within a single building. This technology is used to provide "hot spots" which allow mobile workers with the correct technology to work from an enabled location as if they were connected to the Council's network, with no call charges.

GPRS connectivity, based on a mobile phone network, which allows access to the Council's network from anywhere with network coverage, but incurring call charges for all data transferred.

Voice Over IP (VOIP) technology provides for the transmission of voice and data over a single line, and offers a range of additional functionality as well as the prospect of reduced cost and greater resilience.

Broadband for home use, enables consumers to provide an always-on network connection, of sufficient capacity for home use. This technology is being delivered by a number of commercial concerns and will allow citizens to reliably access a far wider range of Council services as well as delivering connections to home workers or elected Members.

Voice Network

The council's voice network provides a single network with the capability of routing calls between any of the council's extensions, and it also provides free telephone calls within the Council's service.

Call Centre technology soon to be introduced to support a number of call centres throughout the Council will be based on Voice over IP telephony, and experience gained in this implementation will allow the council to continue to exploit the additional features that this technology offers.

This Call Centre Technology will also increase the integration between voice telephony services and other computer systems, allowing voice message to be recorded and sent electronically, as well as using incoming call data to pre-populate desktop IT systems.

Community Networks

The original strategic aims of the Council's communications network was to support the administration services run by the council, and to provide accesses to systems run at the centre of the council to all council staff. To this use a number of other types of use have now been added. These include

- The Public Access Network, available at Libraries and Community Centres.

- External access by staff,

- Members information service,

- Public information service.

All these different types of access can be delivered through a single set of hardware. However, the needs of each type of use must be carefully reviewed and steps taken to ensure that each type of use is segregated, so that members of the public are not able to access confidential staff information.

We are working to develop community access to a wide variety of learning content by equipping Youth and Community Centres, Libraries, LAC's etc. benefiting all learners

especially young adults. DGfL access in childrens' homes is to be upgraded and development of home access may begin with a pilot scheme.

As the council moves from delivering services electronically to promoting the uptake of these services the community network will be an important tool in overcoming the Digital Divide.

Internet Infrastructure

In order to support the use of Internet/Intranet technology to provide information, services and communication, both within the council and with our external partners and citizens we need to maintain an infrastructure capable of hosting the Council's web sites, securing the sites against interference and providing secure connectivity to the outside world. As the range of information that flows across our networks increases it becomes more important to maintain the confidentiality of our network. During the life of this strategy the council will need to connect to the Government Secure Intranet service to support exchange of information between government bodies, and possibly the West Midlands Broadband service, to improved connectivity to local partners. We will also need to upgrade our infrastructure to deal with the content management software referred to elsewhere in this strategy.

Social Inclusion

In order to ensure that local e-Government services are available to all it is essential that as wide a cross section of our citizens have access to our services. We are promoting this target in a number of ways. We have already provided extensive public access facilities in a number of libraries and community centres across the borough, and are looking to provide more facilities as part of the Customer Access to Services project, either in the form of Internet access provision in the customer access points or in Kiosks in those areas of the borough not readily served by manned access points. We have also provided facilities to pay a range of bills by the use of the Automatic Telephone Payments system, and we will be looking to extend this service in the future. During the life of this strategy the practicality of using Interactive Digital TV to access local government services will have been proven or otherwise, and the Council will need to react accordingly. It is not proposed to take a lead in the use of this technology at the moment.

Information Security and monitoring

One of the Council's most valuable assess in terms of business continuity, is the information and the infrastructure that supports it. We have done some preliminary work to assess the impact of a move towards BS7799 Information Security Management compliance.

Information Security Management covers all aspects of ICT provision right from initial identification of requirements, through to procurement, implementation and ongoing delivery and support.

Mobile Computing

There are a number of potential benefits from increased use of mobile computing facilities. They allow staff operating remotely from Council Offices such as inspectors or home visitors to have access to the information held on the Council's information Systems, and they allow direct entry of information remotely, thus preventing double keying and potential mistakes. Mobile computing takes a number of forms, such as:

- Laptop and Tablet computers,

- Personal Digital Assistants(PDA) and smart phones,

- Hand held input terminals.

Each of these types of equipment have their uses, and each gives rise to specific technology requirements and security issues. Examples of the use of all three of these devices can be found connected to the Council's infrastructure

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Open Source Software

Traditionally operating system software has been a proprietary product, which the Council has licensed to operate, and for a number of years the council, along with the rest of the world have used products from Microsoft. This world dominance of the software market has brought about many advantages of standardisation, but comes at a price. More recently the Open Software market, as typified by the Linux family of products, which are not owned by any suppliers, but are free to use for all have become more stable and attractive, and during the life of this strategy will undoubtedly need to be properly investigated to see if they can offer a suitable alternative. However, a number of recently conducted exercises of have resulted in other local authorities deciding to stay within the Microsoft family. Given the high levels of activity predicted by this strategy, and the council's agreed policy of remaining just behind "the cutting edge" the widespread use of alternatives to Microsoft will not be considered until 2005/6 at the earliest.

Hardware Refresh Strategy

The regular upgrades of computer hardware and software necessary to keep up to date with technology poses an unacceptable cost for the Council. In the long term a strategic approach to refreshing ICT supported by the initiatives on Thin Client and Open Source software will be developed to improve management in this area.

Output Strategy

The increasing use of electronic communications and information storage should reduce the need for printed output across the Council. However increasing commitment to communication with citizens acts against this. The internal Print Services section aims to become the main supplier of professional produced printed output for the council. Working in collaboration with existing design facilities within the council we will continue to produce high quality monochrome and colour output whenever it is economically advantageous to do so. We will also develop

relationships with a limited number of external suppliers to meet printing needs that cannot be met internally. A service to allow output to be directed from the desktop to the council's high speed digital copier/printers will be developed.

We will support electronic access to information by continuing to expand our scanning service to meet the council's needs for archiving paper documents, both to reduce storage costs and improve accessibility. Facilities to retrieve output at the desktop, from ICT systems that would traditionally have been printed on paper will be developed.

What we intend to do

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

Target Area	Actions	Target
Web site Development	Implement a content management solution and put in place management arrangements for continuing maintenance of information	2005
	Provide a facility for members to maintain their own virtual web site, in line with priority outcome R06	2005
–Voice Network	Implement call centre/customers contract centre telephony solutions	2005
National strategy	Ensure the new and existing systems are developed to comply with national e-gif standards and support National Initiatives	2007
Information management	Implement BS7799 standards throughout ICT Services	2006
	Ensure business systems / back office systems achieve statutory targets for FOI / Data Protection / BS7799 during the life of this strategy	2009
	Complete Revisions of ICT Codes of Practise and Business Publications	2005
Network development	Develop a solution to connect our wide area network to regional or national government networks as appropriate	2005
Regional activity – joint working	Monitor developments with WM Telematics Group, Black Country Knowledge Society and the Smart Region initiative.	Ongoing
	Monitor developments on smartcards	Ongoing
Network development – Mobile Computing	Monitor new technology developments in mobile computing Connectivity, hardware and software and promote use where appropriate	Ongoing
24x7 Working	Ensure evidence and availability of infrastructure supports 24x7 requirements as they emerge	Ongoing
Desktop	Investigate Open Source Software with the objective of reducing software costs without impacting on usability or compatibility	2006
Output strategy	Develop facility for on-line viewing of large reports.	2005
	Develop a strategy to support the production of high quality output from replacement corporate systems	2005
	Support the electronic production of Committee Paper in line with the use of the Committee Management system(CMIS)	2005
	Implement facilities for remote printing of Monochrome and colour output on corporate digital printers	2005

Target Area	Actions	Target
DGfL	Ensure that corporate ICT developments integrate with the DGfL network provided for schools, particularly the Palm One project	Ongoing
Network development	Replace ISDN with a more appropriate Broadband solution	2006
Voice/Data Network	Implement Large Scale trial of Voice over IP technology	2006
	Negotiate new Voice Contract	2008

FUNDING THE ICT STRATEGY

Recognising the importance of and the benefits from ICT, the Council has invested significant amounts 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 mainframe systems and implement network enhancements
- address electronic service delivery issues, including customer access and citizen relationship management and meeting e-Government targets

Many of the projects planned will require significant capital investment and ongoing support costs, the figures below only reflect the investment necessary to deliver the ICT strategy elements.

When the original strategy was formulated, it was estimated that there was a potential funding shortfall, but that every effort would be made to secure new funding. This is happening, and extra resources have been forthcoming from such things as Local Public Service Agreement pump-priming (LPSA) and successful IEG bids, together with other bids for grant funding. It should be noted that although the latest figures indicate a more positive funding position and have been based upon better data, they only reflect known or likely commitments so far identified, and in some areas, work still needs to be done to develop a more accurate picture of spending and funding requirements as circumstances develop, particularly for the CATS project. In addition to new funding sources, it has been possible to redirect some resources from savings elsewhere within budgets, for example, the core mainframe systems replacement. The balance of funding is assumed to come from capital or reserves and new borrowing will only be undertaken where revenue resources permit. Commitment to spend will only be made once all the necessary funding has been identified.

Projects emerging from Pathfinder sites are beginning to see more cost effective solutions becoming available in the marketplace which may ultimately feed through into our only cost assumptions. The Government itself is becoming clearer about what its priorities are for delivering electronic services and introduced an element of prescription in some areas through its Mandatory Priority Outcomes programme. The Council has developed plans to meet the Priority Outcomes and e-Government targets by early 2006 and funding should be in place for these to be delivered.

Our latest estimate of spending plans is summarised in the table below and reflect our best estimates at this time.

FORECAST SPENDING	All costs in £'000				
	2004/05	**2005/06**	**2006/07**	**2007/08**	**2008/09**
1. Back office systems/new working methods	2,346	1,675	514	2. 278	3. 241
4. Internet/Extranet/Intranet (e.g. e-transactions, forms, payments)	303	150	50	5. 50	6. 50
7. Customer Service Centres CRM system	452	235	20	8. 20	9. 20
10. Network/Infrastructure enhancements/service capacity/security	880	260	260	11. 260	12. 260
13. Members ICT	94	10	10	14. 10	15. 50
16. DGfL	5,363	5,427	5,499	17. 5,582	18. 5,035
TOTAL SPEND	**9,438**	**7,757**	**6,353**	**19. 6,200**	**20. 5,656**

FORECAST RESOURCES	All costs in £'000				
	2004/05	**2005/06**	**2006/07**	**2007/08**	**2008/09**
21. IEG	350	150	-	22. -	23. -
24. Reinvestment of savings	960	100	100	25. 100	26. 100
27. PFI credits (DGfL)/Grants	3,992	3,813	3,694	28. 3,739	29. 3,133
30. Revenue	2,345	2,311	2,200	31. 2,153	32. 2,252
33. Capital/Reserves	1,791	1,383	359	34. 208	35. 171
TOTAL FUNDING	**9,438**	**7,757**	**6,353**	**36. 6,200**	**37. 5,656**

Note: Figures are best estimates of the likely effects of strategy initiatives and exclude any specific Directorate ICT investment or mainstream ICT service provision. Future IEG funding assumes spending on the CATS project known commitments/plans at this time and any resources required to deliver e-government targets. Balance of funding not identified from specific sources assumed to be met from capital/reserves.

The Council has agreed to make an annual contribution of c£400,000 towards the corporate ICT strategy and additional funding is available to support the Customer Access to Services project.

In the long term, as new ICT developments are embedded into the operational procedures of the Council, efficiency gains should be achievable, as back office staff spend less time dealing with simple issues, citizens are able to deal with single access points to gather information or to have their problems resolved and generally communication within the Council improved. Efficiency gains so far identified are shown below:-

EFFICIENCY GAINS	(£'000s)				
	2004/05	**2005/06**	**2006/07**	**2007/08**	**2008/09**
a) Cash Releasing Efficiency Gains					
e-Procurement of which:					
38. achieved through reductions in prices	0	0	100	39. 100	40. 100
41. other gains from e-procurement	100	110	115	42. 120	43. 120
Corporate support (back office) of which:					
44. e-recruitment	10	15	20	45. 25	46. 25
47. e-payments	10	12	15	48. 17	49. 17
50. other corporate support gains	0	20	40	51. 40	52. 40
Transactional services	0	0	100	53. 150	54. 150
Sub-total (a) cash releasing efficiency gains	**120**	**157**	**390**	**55. 452**	**56. 452**
b) Non Cash Releasing Efficiency Gains					
Improved efficiency of office-based staff through electronic working across the council	250	250	250	57. 250	58. 250

Experience to date suggests that improved customer service usually leads to higher operational costs. In the short to medium term, the Council will continue to pursue funding sources to meet the projected shortfall, including:-

- additional direct Council funding through capital and revenue budgets,

- partnership and private finance,

- grants and other Government funding sources (including IEG grant support),

- local public service agreement.

CONCLUSION AND ACTIONS

This strategy is a view of ICT in Dudley over the next 5 years. It needs to be robust enough to be a real planning document upon which actual decisions and investment can be made, but flexible enough to meet the changing demands from citizens for service and information needs and the ever-changing environment in which ICT operates. It is inevitable that targets and plans will change as time progresses and new initiatives emerge.

The strategy should also used to inform other Council strategies to ensure that opportunities and changing working environments are consider when planning other areas of the Council's business

The Council has a vision of where it wants to be in 5 years time. This strategy is aimed at helping to deliver that vision. By the end of the strategy the way services are delivered will be very different as indicated below:

Key Changes	Timescale
The Council's Intranet will include a number of "standard" administration and information systems.	1-2 years
"Thin Client" and other technologies will be developed to reduce the obsolescence of existing Desktop equipment.	1-2 years
A significant proportion of citizens will conduct their business with the Council electronically. This trend has already started with nearly 2,000 citizens choosing to use electronic billing for council tax in 2004.	2-3 years
Information will be collected once and used for many different purposes	2-3 years
Citizens will use new channels, e.g. text Messaging, video phones or Kiosks to contact the council about things that mater to them	2-3 years
The Council will communicate with citizen's electronically to notify them of events or information of relevance to them due to location or special interest	1-3 years
There will be a single Smart Card to enhance citizens ability to transact with the Council	2-3 years
People will be able to view a comprehensive area profile including details of schools, medical facilities, transport links, crime rates	1-2 years
Communications between school and home will be electronically enable, with pupils able to use school resources and submit homework, and parent able to monitor pupils progress.	1-3years
Mobile technology will significantly improve personal safety for vulnerable staff	1-2years
Transport information, such as bus times, road works, and parking availability will be available via a variety of electronic channels	2-3 years
Flexible working practises will mean fewer people have to travel to work in the rush hour, either working different patterns, or from home.	1-4 years
Suitably equipped Council staff will be able to access their information systems 24 hours a day seven days a week from anywhere in the world	1-3years
Satellite Navigation will improve management and provision of transport and care services	2-5 years
It will be possible to design a document on any desktop within the council, publish it on the Council's web site and print the required copies remotely	1-2 years
All Council papers will be available electronically, and there will be a	1-2 years

Key Changes	Timescale
searchable index of subjects	
Councillor's surgeries will electronically enabled	2-4 years
Use of multimedia on the Intranet will provide training opportunities in common issues, such as recruitment, disciplinary procedures, data protection, health & safety, use of software, etc.	1-2 years
Sharing network infrastructure for both voice and data traffic will improve quality of communications.	1-2 years
Council staff will be equipped with a phone that works at no cost anywhere, in any Council Building	2-3 years
Wireless Wide Area Networks will improve the level of communications available to small locations, and will help to support mobile workers	3-5 years
Smart cards will provide access to buildings, time control, and access to PC's etc.	1-3 years
Use of mobile hand held computers, with radio based networking will provide e-mail/diary throughout the council's buildings	1-2 years
Document Imaging will capture ALL incoming post and manage workflow.	1-3 years
Use of video Conferencing for meetings and interactions with the public will be in place.	1-4 years
Technology will be used to enable service users to complete simple tasks essential to independent living	1-3 years

The combined list of actions arising from the contents of the strategy are brought together to form a table of targets which is presented here in date order. This table will be the basis for monitoring the actions contained in the strategy:

Target Area	Actions	Target
24x7 and Mobile / Home Working	Develop policies to support mobile and home working	2005
Access Channels	Develop Access and Channels Strategies that provide self service capabilities	2005
Cash receipting / payments engine / ATP / e-Payments	Increase exploitation of e-payment facilities	2005
Corporate GIS	GIS enable a citizen focussed, "Where is my……" service to be delivered via the Internet	2005
Corporate Operational Systems	Extend the use of the committee minutes systems	2005
CRM	Integrate the Aspire CRM System into back office system at least one "back office" system	2005
CRM	Implement initial functions of Customer Relationship Management system	2005
Directorate Operational Systems	Implement EDM in Social Services to support Electronic Social Care system	2005

Target Area	Actions	Target
e-Forms / A-Z	All forms available on the website	2005
e-Forms / A-Z	Single A – Z of services	2005
Information management	Implement BS7799 standards throughout ICT Services	2005
Information management	Complete Revisions of ICT Codes of Practise and Business Publications	2005
Integration of Systems	Integrate existing GIS solution with CATS	2005
Mainframe systems replacement	Replace Payroll/Human Resource Systems	2005
Network development	Develop a solution to connect our wide area network to regional or national government networks as appropriate	2005
Voice Network	Implement call centre/customers contract centre telephony solutions	2005
Output strategy	Develop facility for on-line viewing of large reports.	2005
Output strategy	Develop a strategy to support the production of high quality output from replacement corporate systems	2005
Output strategy	Support the electronic production of Committee Paper in line with the use of the Committee Management system(CMIS)	2005
Output strategy	Implement facilities for remote printing of Monochrome and colour output on corporate digital printers	2005
Voice Network	Implement Voice over IP in the Customer Services Contact Centre	2005
Web site Development	Exploit the Council's content management solution and set up management arrangements for continuing maintenance	2005
Web site Development	All forms e-Bookings, A – Z services available on the Web Site	2005
Web site development	Implement Web Content Management	2005
Web site Development	Implement a content management solution and put in place management arrangements for continuing maintenance of information	2005
Web site Development	Provide a facility for members to maintain their own virtual web site, in line with priority outcome R06	2005
BVPI 157 / ESD toolkit	Continue with management/monitoring arrangements to ensure 100% e-enablement. Report to elected members as required.	2006
BVPI 157 / ESD toolkit	Develop strategic use of ESD Toolkit and associated standards within the council	2006

Target Area	Actions	Target
Desktop	Investigate Open Source Software with the objective of reducing software costs without impacting on usability or compatibility	2006
Directorate Operational Systems	Ensure back office systems exploit features offered by mobile working	2006
IEG/Priority Outcomes	Account for IEG funding and deliver Government IEG targets	2006
IEG/Priority Outcomes	Manage and deliver the e-Government programme for Priority Services and Transformation Outcomes	2006
IEG/Priority Outcomes	Deliver remaining IEG monitoring and reporting requirements to ODPM	2006
Information security and management	Develop information management facilities to support customer focused service delivery	2006
Information security and management	Further develop BS7799 and ISO 15489	2006
Intranet	Review publishing capabilities on Intranet and replace with strategic products	2006
Mainframe systems replacement	Replace LAFIS with new CFS system	2006
Mainframe systems replacement	Replace CTAX and BRATES & Benefits	2006
Network development	Replace ISDN with a more appropriate Broadband solution	2006
Voice/Data Network	Implement Large Scale trial of Voice over IP technology	2006
Web site development	Meet Government requirements for accessibility and other standards and guidelines	2006
Integration of Systems	Ensure all directorate systems 'integrate' with corporate GIS	2007
Integration of Systems	Integrate systems to support development of solutions based on life episodes	2007
National strategy	Ensure the new and existing systems are developed to comply with national e-gif standards and support National Initiatives	2007
Provide information for citizens tailored to their needs	Develop capability to communicate pro-actively with citizens information that reflects their interests / needs	2007
Information management	Complete an inventory of all information held electronically across the Council	2008
Voice/Data Network	Negotiate new Voice Contract	2008
Access Channels	Achieve high take up of fully electronic/self service/low cost services mirrored by reduced capacity/investment in expensive/ fully mediated services	2009

Target Area	Actions	Target
Information management	Ensure business systems / back office systems achieve statutory targets for FOI / Data Protection / BS7799 during the life of this strategy	2009
24x7 and Mobile / Home Working	Encourage Council to exploit ability of Internet to deliver 24x7 services by introducing more services online	Ongoing
24x7 Working	Ensure evidence and availability of infrastructure supports 24x7 requirements as they emerge	Ongoing
DGfL	Ensure that corporate ICT developments integrate with the DGfL network provided for schools, particularly the Palm One project	Ongoing
e-Dudley / e-Champions	Further develop the role of e-Champions as the leaders of e-Government initiatives	Ongoing
Information management	Continue to respond to requests under FOI Act within legislative timescales.	Ongoing
Network development – Mobile Computing	Monitor new technology developments in mobile computing Connectivity, hardware and software and promote use where appropriate	Ongoing
Regional activity – joint working	Monitor developments with WM Telematics Group, Black Country Knowledge Society and the Smart Region initiative.	Ongoing
Regional activity – joint working	Monitor developments on smartcards	Ongoing
Regional activity / joint agency working	Participate in groups such as Black Country Knowledge Society (BCKS), Black Country Smartcard, WMLGA Managers e-Government Network, HNS Local Implementation Strategy	Ongoing
Systems Exploitation	Continue effort to support the exploitation of the Corporate Office Strategy	Ongoing

End of Report