

Runnymede Borough Council

Information and Communications Technology Strategy

September 2008 to August 2011

Purpose of this document.

To define the ICT Strategy for Runnymede over the next 3 years.

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1 Introduction

- 1.1 Runnymede Borough Council is committed to improve and enhance service delivery to the wider community by an evaluation of current procedures and processes linked to an examination of the potential contribution of existing and new technologies.
- 1.2 The vision for service delivery and the priorities for development are contained in the Strategic Plan. This ICT Strategy provides the technological framework that will allow these services to be developed in an environment where residents and businesses in Runnymede have the maximum choice in the way they have dealings and communicate with the council.
- 1.3 This document sets the framework that will be continue to be employed in five key areas by identifying:
 - 1.3.1 the standards on which ICT will be built that will allow flexible, resilient solutions to be implemented that further the business needs of the Council
 - 1.3.2 the corporate and departmental systems that support the work of all staff and councillors
 - 1.3.3 other resources necessary for the operation of ICT services
 - 1.3.4 the systems and policies required to keep the systems secure and minimise the disruption to the delivery of services if the ICT function is interrupted for any reason
- 1.4 The scope of this document includes the full range of the ICT services including:
 - 1.4.1 data systems
 - 1.4.2 voice communications
 - 1.4.3 the network to support these systems
 - 1.4.4 applications and services
 - 1.4.5 the servicing of all users (Members, officers , other organisations and the general public)

2 Background

- 2.1 The Runnymede ICT strategy was last reviewed in 2006 just before the run up to the move to the new Civic Centre. The new working environment, and the systems needed to support working in this new environment, are clearly having an impact on the technologies used.
- 2.2 The main elements of the move and the impact this has on the overall strategy are as follows:
 - 2.2.1 the opportunity to move to a more cost effective and environmentally sustainable infrastructure was seized by
 - a) moving to a fewer number of servers operating with lower power consumption and heat generation characteristics. This was achieved by implementing the first part of the virtualisation project which allow the Council to run the inherently more efficient server under much higher loads where they are more efficient
 - b) reducing the number of printers from over 100 to less then a dozen, these new printers operating at much lower levels of cost per copy printed and overall at lower energy consumption levels

- c) synchronising the replacement of hardware by extending the life of equipment so that the new installation has been standardised to a higher degree than was possible before
- 2.2.2 the levels of resilience were greatly increased by minimising the single points of failure within the infrastructure. For instance reliance on individual data switches, a single voice switch, a single connection to the internet and a single SAN (Storage Area Network) and a single firewall have all been eliminated by spreading hardware between the two machine rooms and building in resilience on all these key areas of possible failure.
- 2.2.3 the move to the new building was project managed with no additional IT staffing resources both saving the Council considerable consultancy costs and giving staff an in-depth understanding of the new environment and systems being used
- 2.3 As part of the staff reductions in response to Council Tax capping in 2005 the Council has relied on the earlier investment in the Web site and has not expanded this facility.

3 Mission Statement

- 3.1 The Mission Statement for ICT in Runnymede continues to be the acquisition and implementation of IT technologies to improve and enhance service delivery to the wider community having regard to costs and benefits and the direction of emerging technology.
- 3.2 It will have regard to
- strategic direction from Central Government.
 - the possible benefits of a partnership working with neighbouring councils.
 - the need for security and resilience in the Council's data systems
- 3.3 This is to be achieved by:
- A rigorous evaluation of the Council's service delivery requirements by reference to activity rather than departmental structure in order to identify efficiency improvements in procedures and processes
 - Monitoring and evaluating the potential contribution of current and emerging IT technologies and products
 - Moving from a predominantly paper based organisation to one where the presumption is that communication, storage and transfer of information is in electronic format.
 - An examination of staff work patterns to minimise travel times and optimise office space by use of new technology in the field and/or by home working
 - Implementation of a comprehensive internal and external electronic communication network operating to corporately agreed procedures
 - Encouraging others to use electronic communication methods with Runnymede and to discourage paper communication.
 - Ensuring the provision of the most appropriate IT equipment for the purpose e.g. laptops, tablets, PDAs or smartphones rather than desk based PC's
 - Identification of appropriate means of electronic communication with the public, public sector partners and others
 - Minimising data capture and reworking by ensuring that data is captured at the earliest opportunity and only once and to ensure its availability across the Council and, where appropriate, to outside organisations.
 - An assessment of financial and office space savings that might accrue from new technology

- Maintaining and monitoring internal skill sets both in the IT staff and across the Councils as a whole
- Ensuring that staff are able to maximise the productivity potential of the e-systems they are provided with by having a thorough understanding of the facilities available to them.

4 Government's Modernisation Agenda

- 4.1 As part of the Government's agenda for modernising local government there was a requirement that 100% of local services should be capable of being delivered electronically. This was part of BVPI (Best Value Performance Indicator) 157.
- 4.2 The return submitted on 31st March 2006 showed that the Council had not achieved that objective but had reached a figure of 93%.
- 4.3 Although BVPI 157 has been dropped by the DCLG and no new Performance Indicator (PI) has been put in its place, the DCLG assumed that by now all government would have achieved 100% by now. Consideration should be given to converting the last 7% of activities to electronic enablement as this is viewed by DCLG as a precursor to their present initiative, Transactional Government.
- 4.4 The DCLG is now pursuing a strategy first articulated in the publication "Transformational Government Enabled by Technology" in 2005. This document sets out how effective use can be made of technology to deliver services designed around the needs of citizens and businesses. Their vision for twenty first century local government is one that is enabled by technology, that has policy inspired by it and has business change
- 4.5 Achieving this vision will require three key transformations by local and central government:
- 4.5.1 Services enabled by IT must be designed around the citizen or business and not the provider and must be provided through modern, co-ordinated delivery channels
- 4.5.2 Central and local government must move to a shared services culture both in the front office and the back office and to information storage and retrieval that permits appropriate sharing
- 4.5.3 The planning, delivery and management of IT projects will have to be more standards based so that the various partners and suppliers are using the same vocabulary and methodology.

5 Review of Overall Trends

5.1 Hardware

- 5.1.1 The period since the 2006 IT strategy was approved has seen greater competition between the chip makers, with AMD now matching Intel in processor offerings and with both suppliers now offering dual core processors for demanding applications. The Council can therefore afford to be eclectic in the choice of chip manufacturer underlying its PC and server platforms.
- 5.1.2 There have been significant advances in graphics processing and inexpensive flat screens are readily available at affordable prices. For this reason the use of CRT monitors has been discontinued.
- 5.1.3 In order to gain economies of scale when purchasing hardware, and in order to simplify support, the Council will continue with its policy of using a single manufacturer for each group of hardware, eg servers, PC, Monitors and the

SAN, reviewing each manufacturer to be used on an annual basis in accordance with the provisions of the Procurement Strategy.

5.2 Internet

- 5.2.1 The period since 2006 has also seen continuing growth of the internet as a means of public communication and a widespread roll out of broadband throughout the UK. In consequence, the public's expectations have greatly changed in respect of access to and availability of information as well as being able to submit and progress their dealings with the Council online.
- 5.2.2 Increasingly the public are gaining access to mobile data usage. This will offer greater opportunities both in the way the Council's staff are able to work and the way in which information can be collected from, and disseminated to, the public and the Council's suppliers.
- 5.2.3 As 3G cellular broadband becomes more widely used this process will accelerate and should be seen as an enabler of service delivery that is more up-to-date and flexible.
- 5.2.4 However, in pursuing this agenda great care will have to be taken in ensuring that those who are at present suffering from social exclusion are not further disadvantaged and that no new groups of client are placed at a disadvantage.

5.3 Operating Systems ("OS")

- 5.3.1 Although Linux has become a significant player in the academic sector, the dominant operating home and desktop system continues to be Microsoft Windows. With the emergence of the Internet, Microsoft have taken the decision to move away from a closed proprietary system based solely on the Windows desktop and its machine and OS dependent APIs towards a web-orientated standards-based system.
- 5.3.2 Over the last few years, Microsoft has made a huge investment, rumoured to be of the order of \$1bn., in developing their .NET technologies. Although the .NET technology is designed to be platform independent, this has necessitated a radical overhaul of the entire Windows OS. These provide the infrastructure for developers to write Web Applications which are platform independent and provide a full developer IDE to support the Internet client/server model.
- 5.3.3 The takeup of Vista in the corporate and business sectors has been much slower than Microsoft predicted with the majority of medium to large organisations sticking with XP. There is no sign that this will change in the short term and as we move towards the release of the next version of the desktop operating system, planned for 2010, the time to upgrade is still not clear.
- 5.3.4 In terms of database systems, Oracle continues to be the market leader for very large databases but Microsoft's SQL server has now become very much more resilient and suitable for enterprise solutions. By offering a free SQL Express "lite" version of this which links into other free "lite" application development and deployment products such as VB.NET Express and Visual Web Developer, Microsoft are likely to strengthen their hold on this market.

5.4 Open Source Software

- 5.4.1 There is a growing user base and support community for open-source software, both for operating systems and applications software. Public authorities in Germany, for example, have adopted open-source solutions,

such as Open Office, as an alternative to Microsoft Office, with reported operational success and cost savings.

5.4.2 The option to deploy open-source software is largely limited to desktop client applications, such as Open Office. Because of the small number of potential users in the UK, there is little likelihood of enterprise level open-source software becoming available for back end applications, such as benefits administration. The only enterprise application of note, a content management project, has had mixed results to date.

5.4.3 The number of government departments and local authorities in the UK that have abandoned proprietary software in favour of Open Source software on anything other than a small scale trial can be counted on the fingers of one hand. Being a pioneer in this field would go against the current policy of waiting for systems to be tried and tested before being adopted and would have a significant risk of being very expensive. While the software is free building the interfaces to proprietary systems and supporting the Open Source software could not be predicted with any degree of accuracy.

5.5 Virtualisation

5.5.1 Virtualisation has been described by Amit Singh as:

a framework or methodology of dividing the resources of a computer into multiple execution environments, by applying one or more concepts or technologies such as hardware and software partitioning, time-sharing, partial or complete machine simulation, emulation, quality of service, and many others

5.5.2 In practice this allows an organisation with a number of different applications running on different versions of an operating system or back-end database to be run more efficiently on a smaller number of high powered servers.

5.5.3 Originally this technology was adopted by very large organisations with large numbers of servers and users but the technology is now available, stable and cost effective for medium size computer installations such as that run by this Council.

5.6 Viruses and malware

5.6.1 The number of viruses and malware in general circulation are increasing at an accelerating rate. As fast as new measures are put into place to counter identified threats, new generations of these programs are being propagated.

5.6.2 It is essential that the protective measures taken by the Council are reviewed regularly and moves taken to keep ahead of existing and predicted threats.

5.7 VOIP (Voice over Internet Protocol)

5.7.1 VoIP allows you to make telephone calls using a computer network such as that installed in the new Civic Centre or over a data network like the Internet. VoIP converts the voice signal from your telephone into a digital signal that travels over data lines and then converts it back at the other end so you can speak to anyone with a regular phone number.

5.7.2 VoIP can be implemented in several ways from a software program on a PC or through to the use dedicated VoIP phones which look and act like regular phones but offer a wider range of facilities.

5.7.3 The telephone network in the new Civic Centre uses the latter technology, operating over the same cabling and switches as the computers and printers.

5.8 Suppliers

5.8.1 Compared with the period leading up to the last document the volatility of the supplier market has been somewhat reduced and the rate of consolidation of potential suppliers has slowed down. However a SOCITIM (Society of IT Managers) survey conducted last year concluded that a small group of companies is beginning to dominate areas of the local authority software market. Of the 6 companies identified, Anite, Capita, Civica, ESRI, Mapinfo and Northgate Information Systems, the Council does business with all but Capita and Mapinfo. In the past 6 months Anite has been acquired by Northgate reducing the number of suppliers in this market place further. The survey also identified that in newer areas such as CRM rationalisation of suppliers was already under way.

5.8.2 The survey also indicated that in-house software development is mostly limited to maintenance of older software and development of less well-established applications such as committee administration and waste management, or relatively simple applications that can be administered using spreadsheets or Lotus Notes.

5.9 The growth in the use of the internet in general and also as a means of public communication continues to expand. However with the end of the DCLG (Department of Communities and Local Government) funded IEG (Implementing Electronic Government) programme the rate of change has been reduced in this sector.

5.10 Skill Sets

5.10.1 All these changes have led to much more extensive and widely shared skill sets.

5.10.2 All corporate users must now have a working knowledge of their mail system and calendars and be able to log their working hours in the time recording software (hfx Wintime Online). Nearly all staff now need at least a limited knowledge of Word, certainly enough to be able to create a document, save it in the correct location and print it out as a Business Centre.

5. 10.3 With the majority of systems moving increasingly towards a browser based interface a basic understanding of this method of data presentation is essential.

5. 10.4 At a corporate IT level there is a requirement for a central facility with in depth knowledge of the Corporate Computing backbone including

- SAN management system,
- VMWare virtualisation software,
- PC operating systems
- system installations
- server installations and maintenance,
- the Cisco network
- the underlying Oracle and SQL Server databases
- sufficient knowledge of the large proprietary applications to permit liaison with suppliers for support, the installation of upgrades and data archiving and recovery

5. 10.5 In addition the corporate users are expected *additionally* to understand open connectivity such as internet, intranet, content origination, importing and exporting datasets, and communicating this information to the public rather

than simply with colleagues who share a single vocabulary and set of assumptions.

5. 10.6 The Corporate IT department is now expected to understand *additionally* how to enable connectivity, data mining and data transformation services and expected to *enable* communication to the public.

6 Technology Strategy

6.1 In order to deliver the objectives of the Mission Statement and the Strategic Plan the Council requires a clear path identifying the main technologies that should be adopted or considered by all of the Council's ICT users. These paths are identified in this section.

6.2 Hardware

6.2.1 Total cost of ownership is a key measure in determining the hardware that should be procured. Factors such as the running costs, upgrade and maintenance costs and training costs over the whole life of the hardware will all be taken into account when determining the hardware to be selected.

6.2.2 The strategy of purchasing as few different makes and models of equipment will therefore be continued to be pursued as well as specifying equipment that will have an expected life in line with the replacement strategy.

6.2.3 There will therefore be:

- Application Servers – virtualised on the present HP AMD platform. This can be upgraded to 64bit technology by means of a chip upgrade if this proves to be advantages with the adoption of 64bit applications such as Exchange 2007. On upgrade or replacement there will be a move to locate data storage on the Storage Area Network (SAN) whenever appropriate
- Storage Area Network (SAN) – The SUN 6140 SAN is highly scalable and will be able to accommodate any predicted storage expansion over its anticipated life span of 5 years.
- Desktop – single brand (at present HP) The continuing drop in the price of this equipment suggest that the previous policy of allowing for one major upgrade in the equipments life may be uneconomical and the equipment should be purchased with a view to remaining unchanged throughout the 4 year life of the hardware.
- Notebook/Laptop – single brand (at present Toshiba) purchased with a view to having no upgrades during their 3 year lifetime
- PDA/Smartphone – Blackberry
- Printers/MFDs (Multi-functional Devices) – the creation of the Business Centres in the new Civic Centre has radically altered the profile of printers and printing. The Council has moved from over 100 devices of varying shapes and sizes to 6 main multifunctional devices (MFDs) and less than a dozen smaller specialist printers. No changes are expected with this Ricoh equipment in the first 3 years of its life. It is anticipated that the equipment might at that stage require upgrading to extend its life to 5 years.

6.3 Operating Systems

6.3.1 Although Linux has become a significant player in the academic sector and in government in other parts of the European Union, the dominant operating desktop system continues to be Windows. In terms of servers of the size and

complexity used by the Council, Windows is also the predominant operating system

6.3.2 However the virtual servers run on VMWare ESX which is in effect a hardened version of Linux so this becomes a key element in the technology strategy.

6.3.3 The Council will continue to use Windows:

- on the desktop – Vista will continue to be evaluated with a view to migrating in 2009 or 2010 – all PC's will have sufficient resources to run Vista and all new acquisitions will be up to this specification
- for notebooks/laptops – however the move to Vista might be earlier on laptops than for desktop machines.
- for production servers for the period of this strategy at which point this will be reviewed and the viability of a move to an Open Source operating system will be evaluated.

6.3.4 Security devices such as firewall, anti-virus, malware and SQL injection protection will continue to be run on appliances which run on hardened versions of Unix or Windows.

6.4 Software

6.4.1 The policy of carrying out no software development in-house has proved extremely cost-effective for the Council and will be continued. The Council will purchase packaged solutions that will be modified only when a business case can be made to justify the additional programming and ongoing maintenance costs.

6.4.2 However in order to achieve greater integration between systems moves will be made to use browser based interfaces as these are made available by the suppliers.

6.4.3 The degree of integration between systems will be addressed so that as the Council moves towards breaking down silos of activity and information the software can support this move. In particular all major systems will:

- be linked to the Property Gazetteer and so to the Geographic Information System so that all data can be located geographically within the borough
- be linked to a person database

In promoting this process of integration the provisions of the Data Protection Act will always be taken into consideration.

6.4.4 Microsoft Office 2003 will continue to be deployed on the desktop with Active Directory and Exchange 2003 forming the backbone of the network.

6.4.5 Office 2007 is being evaluated but a migration will not be considered until the second phase of the server virtualisation is completed and Exchange 2007 and Active Directory 2007 is in place.

6.4.6 The preferred databases for mission critical applications will continue to be Oracle and Microsoft SQL Server. The major supplier of the Council's Revenues and Benefits, Housing and Planning applications is fully committed to the former. Vignette and ESRI are agnostic and will continue to support SQL Server as the back-end database which in the past has proved to be more cost effective than Oracle as far as the Council is concerned..

6.5 Networks – Voice and Data

6.5.1 The network is a key infrastructure element that must be sufficiently flexible and resilient to support all of the Council's requirements.

6.5.2 In order to achieve this, the major elements put in place in the new Civic Centre are:

- the convergence of Voice and Data Networks
- CISCO hardware and OS deployed throughout the network
- SSL VPN (Aventail) for remote access
- Active directory single-sign-on implementation to be further progressed
- The network to be run using international standards such as tcp/ip for LAN/WAN, 802.11 for wireless etc.

6.6 Viruses and malware

6.6.1 With the rapid growth in the number of users, access to email and internet facilities, remote access and access to online system information, it becomes increasingly essential that the Council's security measures protecting unauthorised access to the network and its systems keeps pace with the volume and sophistication of attempted intrusions.

6.6.2 Perimeter defences should move to being multi-layer with no reliance placed on the products of one supplier or method of defending the Council's facilities.

6.7 Standards

6.7.1 In order to deliver the services envisaged in this document in a cost effective, secure, reliable manner it is essential that the necessary level of infrastructure is available when required.

6.7.2 There will be a great emphasis placed on defining standards that permit systems to freely communicate with each other in an effective and reliable way and are, wherever possible, "futureproof" so that a major redesign of part, or all, of the infrastructure becomes a regular occurrence.

6.7.3 Where possible these standards will be taken from, or based on recognised international de jure or de facto standards and preference will be given to products that are in the public domain where this is feasible.

6.7.4 The standards established by the Council cover six main aspects:

- The operating system (to avoid the need to support a wide range)
- Access via a web browser (to simplify providing information or allowing transaction on the websites or the intra or extranets)
- The database (to ensure that information can be easily combined between different applications)
- Compliance with published e-government standards such as:

- i) E-GIF – (e-government interoperability framework)
 - ii) E-GMS (UK Government metadata standard)
 - iii) XML – for electronic storage and transfer
 - use of a standard form of network connectivity
 - use of standards for procurement and software development
- 6.7.5 Technical Architecture - the strategy for all aspects of the ICT architecture is to implement systems built upon corporate standards. At present these are based on:
- VMWare ESX as the underlying virtualisation platform using a Sun 6140 SAN for persistent storage.
 - Microsoft Windows as the server operating system built upon Active Directory fully integrated with Microsoft Exchange.
 - Microsoft Windows as the operating system on the desktop. At any one time a maximum of two versions of Windows would be supported, and then only when the council was in the process of migrating to a new windows release. At present all PC's run Windows XP.
 - Cisco switches for the Ethernet network operating on the latest production version of the Cisco OS, currently release 12.
 - Databases to be chosen from Oracle for high end production systems and SQL Server for web centric applications. Access is only supported as a personal productivity tool.
 - All PC's to run Microsoft Office on the desktop, again with a maximum of two releases being supported. Currently nearly all PC's are on Microsoft Office 2003.
 - The Web Portal and associated Content Management System (CMS), DMS and workflow, geographic information, property referencing, e-mail and collaborative tools and telephony are treated as corporate systems
 - Departmental Oracle and SQL Server databases will be integrated with key corporate applications most notably the Land and Property Gazetteer, the corporate GIS, the Corporate Document Management System with integrated Workflow, web publishing, telephony and the Active Directory/Exchange core to the Council's network.
 - Access to back-end systems by non-specialist staff should be through a corporate portal provided by a suitable Customer Relations Management (CRM) solution.
- 6.7.6 Security – The increase in remote working and the greater facilities offered the public through the Web portal while maintaining the usability and security of the Council's network will make it essential that the security systems continue to provide the best possible protection for the Council. Although the Council will not seek BS17799 accreditation, the written security policy will incorporate the relevant elements of this standard
- 6.7.7 Standards for procurement or development are based on three key methods of working:
- Software will always be purchased rather than developed in-house unless there is a convincing technological or business reason to do otherwise.

- Software will not be procured if it requires bespoke development in order for it to be usable.
- The selection process will be conducted jointly by the service department and ICT with the former selecting on the basis of functionality and usability within the technological framework specified by ICT.

7 Business Continuity

7.1 In the event of a major incident affecting the council offices that damages, incapacitates or denies access for a significant period of time, contingency measures need to be in place to assess, control and recover from the potential disaster. At the present time these contingency measures are not all pre-defined and capable of being invoked in a timely manner.

7.2 There are 3 areas concerned: -

7.2.1 Command and Control procedures for Executive Officers, supported by business continuity plans for each Service. This is currently being addressed with the project under way with SunGard. This project will deliver business continuity plans formulated on a Gold, Silver, Bronze hierarchy based on the home office ERP model.

7.2.2 The need to recover IT systems in timescales to match Server area expectations. This is currently addressed by a contract in place with SunGard to ship to site a replacement server for all key systems. At present arrangements are in place to locate these servers in the computer suite at the council offices, but in the event of a site incident it may be necessary to use an alternative site. This should be finalised as the Egham Leisure Centre site, both using one of the large halls and locating mobile offices in the car park at predefined locations.

7.2.3 As an interim measure to cover the first week after a disaster making the whole of the Civic Offices inaccessible, it is proposed that a contract is entered with Sungard allowing a degree of machine and staff relocation to their DR centre in Hounslow to allow business to continue while the facilities at Egham Leisure Centre are put in place.

8 Computer Systems

8.1 Information is one of the Council's critical assets. The role of the Corporate and Departmental Applications is to facilitate the collection, validation, processing, storage and analysis of information in electronic form and to make it accessible to all those with a need or a right to see it. Increasingly no departmental system operates in isolation from other systems within the Council. All will have links with one or more of the corporate systems identified below and many will have links to other departmental system. In order to minimise the complexity of these links and to make their maintenance and development as practical as possible, all systems will be based on a common set of standards unless there is a pressing technological or business reason why this should not be the case.

8.2 Corporate Systems - the common software that is shared by all users is treated as a corporate resource and all issues concerning configuration and upgrading are decided corporately to ensure the maximum benefit is derived from the Councils investment of time and resources. The following are treated as corporate systems and are managed centrally:

- 8.2.1 The common suite of software on the desktop. This is at present Microsoft Office. This is upgraded periodically to maintain currency and support. This modules in use comprise:
- Outlook/Exchange for email and calendar
 - Word for word processing
 - Excel for spreadsheets
 - Access for single user databases
 - Powerpoint for simple graphics and presentations.
- 8.2.2 Intranet - the Intranet was first created in 1997 but has only come into general use since 2002. Initially the Intranet was used to store information that would be of use to all members of staff such as the telephone directory, staff lists and committee minutes and agendas but increasingly it will be the gateway to all systems a member of staff is entitled to view. The intranet site will also move from being a provider of information to an interactive facility that will be the point at which staff will carry out all routine administrative tasks currently handled by paper forms. The overall responsibility for the service and its coordination lies with ICT but all of the content will continue to be supplied by staff across the Council.
- 8.2.3 The content in the Intranet is currently being migrated to the Vignette Portal and as such the content is stored in the Content Management System and presented through the Portal. Procedures for updating the Intranet will become increasingly a seamless part of keeping information up-to-date for whatever audience is appropriate.
- 8.2.4 The Website is being migrated from the legacy site to the Vignette Portal, the content being held in the Content Management System (CMS). All staff are being registered as users of the portal and are being trained to keep the content that is their responsibility up-to-date. This training is being provided as information is moved from the legacy site into the portal
- 8.2.5 The portal is being upgraded to the version that permits the surfacing of information in IDMS, the Document Management System, onto the Internet or Intranet. The Document Management Systems (DMS) and Workflow will continue to operate with a corporate DMS and with corporate workflows. These will be development in a co-ordinate manner that will seek to reduce or eliminate repetition or duplication.
- 8.2.6 The decision to implement Customer Relations Management (CRM) in order to support a Contact Centre in the new building has been taken by the Council as this will enable the Council to meet a number of the DCLG Priority Outcomes. The specification for this implementation is being coordinated with the Business Requirements identified as part of the move to the new building.
- 8.2.7 Geographic Information Systems (GIS) – the Council has a high level of investment in a corporate GIS first implemented in the early 90's. The data captured spatially within this system is now extensive and readily available for exploitation in conjunction with the data held other locations identified above. This has been facilitated by the use of the local land and property Gazetteer which is the Runnymede part of the National Land and Property Gazetteer (NLPG).
- 8.2.8 Voice – the VOIP switch permits the ready integration of voice and data throughout the Council and fully integrates the physical data network

infrastructure. Initially the Voicemail system has been integrated into Outlook and the ability to run “soft” phones on all PCs has been enabled.

- 8.2.9 Member Training – all Councillors have the means to communicate with the Council electronically or are in the final stages of having such a facility installed. 9

8.3 Departmental Systems

- 8.3.1 The starting point for identifying departmental systems is the reviews that take place of the services themselves. Once the objectives of the service have been identified the use of ICT to facilitate these objectives and in particular how the enhanced infrastructure can be levered to deliver them can be undertaken.
- 8.3.2 This comprehensive review of services is already required under the Best Value regime and this offers a vehicle for the IT strategy which can be incorporated as a fundamental aspect of the Performance Plan.
- 8.3.3 Once areas for exploiting the enhanced IT infrastructure have been identified, they are prioritised on a corporate basis. Priority is given to core areas of council business that are under-performing to reap the greatest benefit.
- 8.3.4 These are then logically be followed by other core areas which are performing better followed by more peripheral areas.
- 8.3.5 The introduction of a new ICT system such as document image processing on a workflow basis will have a major impact on service delivery in the short term.

9 Future Direction

- 9.1 The council, in seeking to minimise costs and maximise customer service for its constituents, will endeavour to provide as much information and as many transactions as possible online. This will enable residents to obtain relevant information and conduct council business at a time and location suitable to themselves. This will shift the Council from being a 9 to 5 organisation to a 24 hour organisation.
- 9.2 The greater use of the web to conduct transactions and deliver information underpins the need for greater resident focus, and the need for the Council's presentation of services to be focused on the end user, instead of the service provider.
- 9.3 In addition to statutory functions such as planning information and benefit claims, greater user of the web will be used to facilitate consultation. In this way, the relationship between the council and its constituents will move towards a bi-directional flow, rather than the traditional model of one way information dissemination, with ad hoc consultation. The user registration scheme that has already been implemented by the council will facilitate this type of regular and ongoing dialogue.
- 9.4 Security of the Council's network and the data the Council holds and processes will increasingly be an area of activity requiring further investment. The increasing numbers of attacks on the network will require increasingly more sophisticated counter measures that may need to be located off-site as well as on perimeter of the local area network. The loss of confidential data continues to generate headlines in the national press and will place pressure on the Council to make greater use of encryption of data, especially on transportable media such as CD/DVDs and memory sticks.

- 9.5 The contact the Council has with the outside world through the Web site increasingly has a requirement that the material presented is both fully accessible to the disabled in compliance with the provisions of the Disability Act 1995 and compliant with standards specified by the DCLC. At present the Council is always in the top quartile of public sector websites as measured by an independent supplier SiteMorse who measure compliance levels of all Government sites on a monthly basis. In July www.runnymede.gov.uk was ranked 13th out of the 450 local government websites ensuring that the material on the website was readily available to the widest range of the public and other organisations. As greater use is made of front line staff keeping the web site up-to-date a greater effort will have to be directed towards policing accessibility standards on the site and ensuring the software produces compliant web pages wherever possible.
- 9.6 In order for the Council to provide seamless service delivery no matter the method of communication chosen by the client the process of integrating the collection of information across applications and delivering information from a number of systems will need to be developed. In doing this the relationship of the Front of House staff to the back office will need to be redefined and the mechanisms for the ready exchange of reliable data put in place.
- 9.3 In addition to statutory functions such as planning information and benefit claims, greater user of the web will be used to facilitate consultation. In this way, the relationship between the council and its constituents will move towards a bi-directional flow, rather than the traditional model of one way information dissemination, with ad hoc consultation. The user registration scheme that has already been implemented by the council will facilitate this type of regular and ongoing dialogue.