



Report to Cabinet

Subject ICT Strategy

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1. Purpose of the Report

To present to Cabinet on behalf of the Portfolio holder for e-government, Member Services and Procurement, the proposed ICT Strategy for the council for the next three years.

2. Background

The strategy is attached to this report, and outlines the process which has been followed by including all Departments in the development of the strategy.

The Strategy articulates a vision for how the council can use ICT and realise the benefits which are offered. There are a number of principles which will guide the procurement and deployment of all ICT software and hardware, and related success measures which will identify whether these have been realised.

In addition there is a comprehensive listing of all the ICT related products. This inventory will provide a schedule for review of each of these to ensure that there is a business case-based justification for any decision in relation to these. It will also enable the Council to smooth out the implementation schedules for major systems to avoid major peaks in workload over the forthcoming years.

3. Proposal

The ICT strategy has been approved by SMT for consideration by Cabinet and onward referral to Personnel and Resources Committee for information.

4. Recommendation

It is recommended that the ICT Strategy for 2005-2008 be approved.

‘Maximise the use of Technology to provide Customer choice, improve access and make Services better and easier to use’

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Executive Summary

In September 1999 the Council's Value Sub Committee approved an Information Technology Strategy, which covered the period 2000 – 2003 and included 13 strategic principles.

Current Position – where are we now?

Since that time, one of the primary drivers for ICT has been the e-government agenda which has provided considerable capital investment for the Council. In order to access these resources, the Council has been required to meet externally set targets and milestones. The Council's own priorities have been integrated into these and consequently there has been a large programme of investment in new and replacement systems over the past 4-5 years. At the end of 2005/06 the Council will have in place a strong ICT base, with modern, third party solutions in use and an infrastructure to support these and future developments.

In recognising that the Council's own strategy had to some extent been overtaken by the external e-government agenda, the following key task was agreed:

'Establish an overarching ICT strategy which provides a direction for future investments in ICT taking account of external requirements and internal needs'

By agreeing to this key task it was recognised that the Council needed to clarify and state its own direction for ICT for the next 3 years. To achieve this, the strategy will:

- Articulate a Vision
- Define Principles
- Outline how these principles will be delivered and how success will be measured
- Define roles and responsibilities
- Include an action plan for delivering the vision

Objectives of the Strategy

Since the publication of the September 1999 Strategy the Council has been subject to:

- Significant changes in both Political and Managerial arrangements
- Re-alignment of Priorities, Aims and Objectives
- Significant external factors including:
 - e-Government
 - CPA
 - IIP

The main objectives of this Strategy are to:

- Reduce risk by providing principles to guide and ease decision-making
- Ensure proper allocation of resource
- Develop and maintain skills across the organization
- Document decisions about strategic choices and standards
- Provide leadership and a framework to achieve objectives
- Manage change and provide direction and focus

Target Audience

This Strategy Document has been produced for a target audience comprising:

- The Council's Elected Members
- The Senior Management Team
- Service Managers
- The ICT Team
- Employees
- The Council's partners
- The Council's suppliers
- Customers

Approach

Activity in support of the creation of this strategy has included:

- The establishment of a corporate ICT Strategy Group to assist in the initial drafting of the strategy and whose long term brief will be to deal with the continuing evolution, revision and governance of the strategy
- A series of collaborative workshops where the corporate group brainstormed the key strategy components.
- The inclusion of a roadmap of deliverables over the short, medium and long term.

The ICT Strategy Group comprised:

- The Deputy Chief Executive
- The Head of Finance
- The Head of Personnel and Organisational Development
- The Council Tax Manager (Temporary Secondment as Project Manager)
- The Environmental Protection Manager
- The Leisure Services Finance & Administration Officer
- The Direct Services Administration & Customer Services Manager
- The Cabinet Office Policy Officer
- The ICT Technical Manager
- The ICT Projects Manager

This overarching Strategy will harmonise with and be supported by other Strategic documents across the Council.

Intended Use

The strategy has been written in an easy-to use format, which will enable those involved in strategic related activity to cross check that the actions associated with the relevant principles have been applied.

The Vision

'Maximising the use of technology to provide customer choice, improve access and make services better and easier to use'

In delivering this vision of the external view of how ICT can be used, the strategy needs also to articulate what the internal picture of electronic services is, in an ideal world, 3-5 years into the future.

The strategy to achieve that vision is:

- To strive towards a 'paperless office' environment, where work can be shared and stored electronically
- To use ICT to improve our processes, identifying where activities can be carried out electronically and implementing these with rigor
- To eliminate any duplication of work by streamlining electronic processes and paper based systems until these can be made electronic
- To provide all employees with easy access to a computer. Where employees are office based, they should be able to access a computer for all of their working time, for employees working remotely or not office based, there will be a computer for their use available at their base site.
- To integrate systems where-ever possible to streamline processes and to make such services both internal and external as seamless as possible.
- To use ICT to seek efficiencies, reduce costs and improve services

These are high aspirations, and some may not be achieved within the 3-5 year time frame of this strategy. However, by articulating them within the strategy it is made clear where this organisation wishes to be in its use of ICT and how it can deliver the over-arching vision.

The strategic points above will be integrated into the service planning and improvement work of all Departments where relevant. To use ICT to deliver the vision the following principles will guide the decision-making.

High Level Principles

The following key principles will form the basis of the Strategy:

1. Driven by the needs and benefit of the Customer.

In this context, the term customer includes citizens and internal council services. The strategy recognises the importance of customers and that any ICT decision should be based on an assessment of their requirements rather than the technology itself. In support of this principle when making ICT decisions the relevant actions are to:

- Define the customer
- Establish the customer needs
- Determine the customer benefits
- Maximise the use of electronic access channels
- Use Management Information to ensure aims are satisfied
- Seek ideal solutions, recognising that these may ultimately be constrained by technology and/or integration limitations
- Acquire products that meet anticipated future needs
- Use consultation techniques that provide evidence of customer needs

The e-government National Priorities have been established in order to improve services to the customer through the investment in electronic services. The Council is committed to achieving these, as detailed in the various IEG returns. It would be expected that in delivering these priorities, Customers will feel more informed about Council Services and that there will be an increased level of satisfaction. These are measured every three years through the annual satisfaction survey and electronic service delivery can be seen to assist in improving these measures.

Success Measures

- i. Targets to be set for take up levels of electronic services and use to be measured as part of the evaluation of any project
- ii. Ensure that the National Targets for e-government are progressively being met

2. Solutions will be fit-for-purpose and exploit available procurement options

In making decisions about procuring ICT systems, a clear understanding of what is required needs to be established at the start . This will be the measure against which the proposed solution is evaluated to ensure it is fit for the defined purpose. As part of the decision making process, acquisitions must be supported by a Business Case. Selection of systems will be dependant on immediate and longer term internal and external needs, part of the business case being to determine future demands. As a consequence, a proposed purchase may not necessarily be the lowest cost option but most 'economically advantageous' for the defined purpose. This principle will be achieved by the following actions:

All procurement processes will be Business Case led which will include consideration of the following factors:

a) The assessment and evaluation of the various procurement options which may be available

- Partnership
- Selected supplier
- Supplier catalogue (SCAT) & Government catalogue (GCAT)
- Formal tender

b) The determination of 'whole-life' costs (5 /10 year projections)

Initial costs

- Hardware
- Software
- Implementation
 - § Project management
 - § Data conversion
 - § Interfaces
 - § Training
 - § Staffing

Ongoing costs

- Hardware maintenance & renewal
- Software maintenance
- Consumables
- Staffing

Realisation benefits

- Projection of efficiency savings
 - § Cashable
 - § Non-cashable

c) How the Council's existing strengths in terms of size, knowledge and ongoing relationships with suppliers can best be utilised

d) The evaluation of formally specified requirements against pre-determined criteria supported by researching the market

The above process will ensure a match with required functionality, clear identification of costs both capital and revenue, and savings. In addition to which there may be added benefits arising from functionality such as:

- Integration
- Web services
- Remote access
- Future needs
- Ease of use
- Additional benefits

Using the introductory checklist for the procurement of ICT systems at Appendix 2.

Success Measures

- i. Every decision has a documented business case which has been formally approved either through the Officer or Executive decision making process
- ii. Efficiency savings are identified and included in the Council's budgeting processes
- iii. Fewer variations of standing orders and financial regulations
- iv. Level of cashable and non-cashable savings achieved by better procurement

3. Maximisation of System Functionality

The introduction of any new system or technology will challenge the ways in which work is carried out currently. It is essential that the core functionality of third-party products be explored prior to any local customisation. This of itself may require some business process re-engineering in terms of the way that work flows and is processed. In general terms it will be more effective to change existing processes to match new systems than to endeavour to graft existing processes onto new systems. In particular to drive efficiency, then as far as possible, manual systems should be replaced with electronic processes and manual recording keeping or support systems be eliminated.

It has to be acknowledged that this can be difficult, as changing existing processes means redefining roles, changing duties and challenging information flows. However when third-party products are purchased, their functionality is usually the product of user reviews and refinements to the system over a number of years and therefore well tested in terms of work flow efficiency.

After a system has been installed, there will be opportunities to continually review processes, ensuring that the functionality of any system is used to its maximum potential. New software releases may make changes to systems and these must be integrated into work processes to ensure the benefits are realised.

To achieve this principle the following actions are required:

System owners actively engage with user groups, attending meetings as frequently as possible and implementing best practice

At the start of any implementation all existing key processes to be mapped in order to identify where changes will be required

When implementing a new system, the process of mapping can be used to challenge existing assumptions about workflow etc.

There will be a presumption against making bespoke adjustments to third-party systems, and against developing stand alone solutions internally

Ensure that any bespoke customisation of a system is formally justified within the Business Case

Success Measures

- i. Reduced amount of time spent in IT Projects on customising systems and maintaining in-house bespoke developments
- ii. Number of attendances at user groups
- iii. Efficiency gains from introduction of new systems, (as identified in business case)

4. Formal periodic reviews of major applications

The Council's historical arrangements for the acquisition of application systems together with the need to respond to the e-Government agenda has led to capacity issues during 2003/06. In an effort to streamline and effectively pre-plan and manage future renewal programmes so there are no periods of high demands a phased approach is essential. This approach will assist in ensuring that the resources available from within ICT are managed effectively to match demand, by eliminating (as far as possible) peaks and troughs in workload. The forward planning of this work will enable programme management to be more effective, better planning of budgets and a more structured decision-making process.

Formal reviews should take the format of a business case as detailed above. Where the review is at first renewal, a full business case is not necessary. However at second renewal or within 10 years of a rolling contract, this case needs to be made following all the principles of this strategy and a formal decision made on the outcome. For some of the contracts in place, the work on the business case will be carried out solely within ICT. However to review some of the systems with wider, or more significant corporate impact, the process of establishing a project team to develop the business case will be appropriate.

In support of this Principle the actions are to:

Ensure that systems which do not have fixed term contracts are subject to formal review every 5 – 7 years

Ensure that systems which have fixed term contracts are formally reviewed before the 2nd renewal

Ensure that in any event, systems will not run for more than 10 years without formal review
Reviews to be carried out in sufficient time before renewal is due in order to plan the most advantageous procurement method.
Ensure that a schedule of major applications is maintained which will feed the review process (A schedule of all ICT Products appears at Appendix 3)
Where possible smooth out renewal peaks
Include all relevant parties in building up the business case and ensuring that the principles of this strategy are met when recommending a decision

Success Measures

- i. Review Programme as contained in Appendix A (Significant Deliverables) is delivered – this to be monitored through the normal performance management process
- ii. Fewer ‘urgent’ member decisions (as following a forward plan will enable time to go through normal decision making steps)

5. Consultation and agreement prior to procurement

When making a procurement decision with regard to ICT, it is important that all affected stakeholders are involved. For some of these acquisitions, they may be confined to one service area, but stakeholders such as ICT will need to be consulted on any decision. Other systems impact on users in more than one Department, where these systems are under review, it is important that the consultation process also includes all users.

The use of ICT is a key driver of how work is carried out in terms of resources, processes and information. In this respect, where more than one department uses a specific system, they need to be consulted on any changes/replacements or renewals. Their views and needs must be taken into account when making a decision to procure a solution.

In support of this principle the actions are:

Appropriately consult with relevant stakeholders prior to acquisition of solutions either new or at renewal
Document corporate systems and standards and the rationale for the adoption of these
Recognise that those consulted, who will be users of the system, have a responsibility to input into the decision making process
Once determined and where applicable, ensure a Council wide adoption and adherence to implementing any new system/changes in accordance with the principles above regarding maximising functionality

Success Measures

- i. Evidence of consultation prior to decisions
- ii. Implementation and deployment of systems throughout all Departments

6. *Ensure Integrity and Security*

There will always be a balance to be drawn between maintaining the integrity and security of the ICT infrastructure, and ensuring that systems are accessible and easy-to-use. In this respect, access to systems is limited to access through a permission structure of user-ids and time-limited passwords determined by the System Owner. These restrictions can be viewed as frustrating for users and System Owners, however any relaxation of security processes may bring with it risks in terms of unauthorised access, introduction of viruses and system corruption.

This principle recognises the potential for conflict and in terms of the ICT strategy any decision must balance the differing needs and following risk assessment principles.

In support of this principle the actions are:

- Maintain electronic information in accordance with legislation, recognised security standards and Council Policy (e.g. The Retention Policy)
- Ensure that access to systems will only be available to authenticated and authorised users. This will be managed by System Owners in accordance with the Council's standards and protocols
- Maintain an ICT Security Policy which will detail current procedure

Success Measures

- i. No unauthorised access to systems
- ii. Up to date ICT Security Policy
- iii. Infrastructure penetration testing to show no major gaps in security

7. *Commitment to Training*

To ensure that all the principles above are met, it is essential that employees are trained. To achieve this the following training will be provided:

- Systems implementation
- Project management
- Business process re-engineering
- Use and management of business applications
- Security awareness
- Use of Microsoft Office products
- Keyboard skills

This will be through a combination of internal training/coaching and external provision. It is the responsibility of the employee and the line manager in accordance with the Council's Training and Development Policy to ensure that needs are identified and met.

Although ICT will assist in delivering training where appropriate, they cannot take responsibility for ensuring this principle is met. That rests with line managers, System Owners and individuals.

In support of this principle the actions are:

Ensure that employees have the core basic ICT related skills and knowledge, either at appointment or through training
Maintain skill levels and 'succession plan' where individuals have specific systems or technical knowledge
Employees to be encouraged to take responsibility for their own training and development, to identify their training needs and to attend training events provided to address these
Employees need also to be encouraged to use functionality within all systems, and where they have knowledge gaps to take steps to address these.

Success Measures

- i. Number of attendees on ICT courses
- ii. Evaluation of outcomes of ICT courses and regular skills audits both for corporate and departmental specific systems.
- iii. Use of Helpdesk system to identify common skills deficits and delivery of coaching/masterclass support for these

Action Plan

The core of the action plan is contained in Appendix 1 which lists the key reviews and tasks which need to be completed within the timescales consistent with the principles above. However it will be important to review the success measures regularly to ensure that the principles of the strategy are being applied to decision making and that the strategy is delivering its vision.

To achieve this the following actions are proposed:

	Action	Outcome	Date	Who
1	The Council's annual performance plan to contain a list of ICT products for review in the year	The renewal plan is agreed and monitored to ensure delivery	31/03 annually	ICT PM
2	An annual review of the strategy is carried out	To ensure that the success measures in the strategy are met	31/03 annually	ICT PM
3	Amend Standing Orders to account for use of other procurement organisations (eg GCAT) and for negotiated tender	Ensures that most cost effective procurement methods are used to achieve value for money		HoLDS
4	Develop internal 'toolkit' for carrying out BPR	Ensures that consistent standards are met. Ensures widespread understanding of the benefits of BPR	31/03/07	HoPOD

5	Provide training in BPR using toolkit as part of corporate training programme	Ensures that consistent standards are met. Ensures widespread understanding of the benefits of BPR	31/03/07	HoPOD
6	Maintenance of the list of ICT Products with all background documentation	Up to date inventory and management of the resource	Ongoing	ICT PM
7	Up date ICT Security Policy	System integrity is assured, and user access facilitated	30/09/06	ICT TM
8	Review Strategy	The strategy is improving ICT across the Council and the success criteria are being met	Annually	ICT PM

Roles and Responsibilities

The following table provides an overview of the strategic, developmental and operational roles for each identified stakeholder

Roles & Responsibilities	Member	SMT	ICT	System Owner	System User	Supplier	Partner	Citizen
<i>Strategic</i>								
Agree/review strategy	*	*						
Ensure compliance		*						
Promotion, commitment & leadership	*	*						
Identification of ICT related service needs		*						
Allocation and prioritising resources	*	*						
Feedback customer experience and expectation	*							*
Compliance with contract/agreement			*	*		*	*	
Harmonise with corporate objectives	*	*	*	*		*	*	
Ensure appropriate integration			*	*		*	*	
Conduct periodic system reviews		*	*	*				
Ensure budgetary control	*	*	*	*				
Ensure data integrity			*	*				
Plan future infrastructure needs			*					
Introduce appropriate security standards and continually assess risk			*					
<i>Developmental</i>								
Develop processes to unlock maximum potential of the system				*				
Lead functionality enhancement			*	*	*			
Ensure harmonisation with Integrated and associated systems			*	*				

Roles & Responsibilities	Member	SMT	ICT	System Owner	System User	Supplier	Partner	Citizen
Advise line managers of available functionality and where BPR may assist			*	*				
Ensure training provided		*	*	*				
Identify faults and improvements					*			
Active involvement in User Groups			*	*				
Engage in BPR			*	*				
Develop the infrastructure			*					
Develop appropriate system integration			*					
Operational								
Lead and support the introduction of systems			*					
Maintain the infrastructure			*					
Have core ICT competence	*	*	*	*	*	*	*	
Get properly trained	*	*	*	*	*	*	*	
Use and exploit systems				*				
Control system access			*	*	*			
Authorise software loads, dial-ins and fixes			*	*				
Supplier and ICT liaison			*	*				
Ensure data integrity			*	*	*			
Ensure documentation and procedure notes are current			*	*				
Have due regard to system access and security of data	*	*	*	*	*	*	*	
Observe data sharing protocols				*			*	

The System Owner shall endeavor to ensure that appropriate arrangements are made to provide cover for the Roles & Responsibilities defined within the above table. It is recognized that the customer will in some situations be providing information directly, especially as more web-enabled self-service is developed. Effective processing of this information is dependant on this being correct. There will also be opportunities for the customers to give feedback, it will be important to seek this to enable the better development of systems

Review of Strategy

In order to measure the success criteria of the strategy, it should be reviewed on an annual basis. This will be carried out alongside the normal end of year performance management arrangements but reported separately.

Appendix 1 – Significant Deliverables Short, Medium and Long Term

Short Term April 2005 – March 2006

Implementation of replacement Revenues and Housing Benefits System
Implementation of replacement Payroll & Personnel System
Implementation of replacement Financial Management Systems

- Core Financial Management
- Creditors
- Asset Management
- Stores Inventory
- Commitment Accounting

Implementation of satellite legacy systems

- Income Receipt and Distribution
- Buss Pass Administration
- TV License Administration
- Cemetery Administration
- Freedom of Information Administration
- Flexi Time recording
- Complaints & Compliment Management
- Register of Electors viewer
- Special collections management

Introduction of Bacs IP
Expansion of Corporate GIS
Implementation of On-Line Planning and Building Control
Implementation of Document Management within Revenues and Housing Benefits
Expansion of remote access facilities
Interaction with the automated National Land and Information Service
Expansion of internet bandwidth connection
Completion of agreed Priority Outcomes as defined within IEG4.5
Determine appropriate disaster recovery arrangements
Implement Housing Stock Condition Sub System
Review of the Use of Microsoft Project
Review of the use of Desktop Publishing Software
Review of the MAS Mortgages System

Medium Term April 2006 – March 2007

Implementation of Document Management within Planning & Environment and Housing
Review of the Council's Telephone System
Review of the Corporate Cash Receipting System
Network consolidation including segmentation and data storage
Transfer Debtors processing to Rushcliffe Borough Council
Establish appropriate disaster recovery arrangements
Completion of agreed Priority Outcomes as defined within IEG4.5 & IEG5
Consider network convergence (Voice-Over-IP)
Implementation of CRM – with integrated telephony
Implementation of replacement Telephone System
Continued implementation of Document Management to remaining identified areas
Upgrade of Housing System to browser version

Review of corporate Register of Electors and Elections System
 Review of the broadband internet connection
 Review the use of the Councils survey software (Keypoint & Snap)
 Review Web, Mail Sweeper and Sophos
 Review the use of Adobe Acrobat Software
 Review the Gauge System

Long Term April 2007 to March 2008

Implementation of Document Management to remaining identified areas
 Take on payroll processing for Rushcliffe Borough Council
 Implementation and interaction with Government Connect
 Review the use of Historical Data (Contaminated Land)
 Review the use of the Building Control Alchemy search product

Reviews – 2007 - 2011

Review Year	Product
2008	Obtree Internet
	AKS Committee Admin
	Aerial Photography
	Microsoft Office
	Email Client
	Windows Client
	XP
2009	Visio
	Northgate Resource Link
	Caps Uniform 7 Spatial
	Obtree Intranet
	VPN
	Case wise Corporate Modeller
2010	IBS Open Revenues
	Comino Housing Management 6B
	Leisure Flex
	Abacus Inform
	Document Management
	Q-Matics
	Leisure Network
	De-Fragmentation
	Network Observer
	Bin Weigh
2011	Agresso Financial Management
	Caps Uniform Public Access & Planning Portal Connector
	Resolution Submit plan
	Sunrise Asset Management
	Esri Local View & Corporate GIS
	Clear Skies Bacas
	Remote Access
	Anti Spam
	Housing Stock Survey

Appendix 2 -Checklist for the procurement of IT Systems

Pre-Contract Phase

- § Be aware of the existing contractual arrangements especially when they are due to expire and if any early termination clauses exist
- § Ensure that appropriate budgetary provision is made, both Capital and Revenue, well ahead of any anticipated renewal
- § Determine the likely anticipated contract value over the envisaged term and check this against the Councils Standing Orders and any external factors for example European tendering arrangements
- § Consider the potential impact of other applications that may be affected by the proposed renewal and take into account service disruption and likely cost
- § Document the requirements in terms of functionality, integration and ongoing arrangements
- § Engage in initial consultation with Finance and Legal Services

The Tendering process

- § Consult with the existing Supplier to determine if there are any favourable options for the Council to consider
- § Conduct appropriate research into potential alternative Suppliers including how delivered and if appropriate benchmark by arranging informal presentations
- § Establish what arrangements partner Councils have for the intended renewal and consider if joint working is an option.
- § Research potential sources of external funding to support the project
- § Produce an early report to the Senior Management Team considering options for procurement noting that experience shows that it is often beneficial for the Council to engage selective negotiated arrangements rather than the full tender process.

The Negotiated Purchase Phase

- § Be aware of the likely authorisations and approvals that will be required during the acquisition process. These may include Heads of Service, The Senior Management Team, Portfolio Holders, Cabinet, Council and external bodies.
- § Identify timetable for decisions including the possible requirement to waive Standing Orders, required implementation date and sufficient time undertake the following activities and establish a lead officer
- § Develop a supplier financial evaluation in order to demonstrate to the relevant Portfolio Holder(s) that sufficient market price information is available to evaluate the offer
- § Develop a supplier functionality evaluation, which should ideally include the review of the recommended product against offerings from other leading Local Government suppliers. If possible, a comparison against 2 alternatives would be beneficial

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- § Undertake supplier negotiations/partnership working in order to obtain the best possible value as agreed by the lead officer and the relevant Portfolio Holders
 - § Ensure that any proposed ICT related acquisition or renewal harmonises with the Councils formal ICT strategy
 - § Engage in continual consultation with Finance and Legal Services.
Remember to consider the time required by Legal to process contractual details and if possible arrange for early involvement of a legal practitioner

Implementation Phase

High level overview

- § Establish the Project Team ensure roles and responsibilities are defined for
 - Project Executive
 - Project Board
 - Project Manager
 - Senior User
 - Senior Supplier
- § Implement previously agreed secondments and backfilling
- § Clarify Objectives, Deliverables, Timetable, Check Points and the Budget
- § Issue Order – subject to contractual agreement
- § Agree payment profile
- § Sign contract
- § Undertake process mapping and business process re-engineering
- § Establish ICT infrastructure
- § Load software and peripheral hardware
- § Build integration
- § Engage in supplier consultancy to establish the 'system'
- § Undertake training
- § Prepare procedure notes and user guides
- § Go-live
- § Decommission previous arrangements
- § Formal project closure
- § Conduct post implementation review

Index of ICT Products

Appendix 3

Product	Functionality Provided	Utilised By	Integration with	Initially Acquired	How Acquired	Initial Cost	Ongoing Cost	Rationale for Purchase	Contract Term	Termination Notice	Next Formal Review	Financial Year Impact
Philips Telephone System	The Councils Primary Telephone System	Corporate					9,608	Essential Communications Channel	Perpetual	6 Months	2004	2005/2006
Academy Cash Receipting	Provision of facilities for Income Collection at the Civic Centre	Finance	All Income receiving Corporate Systems				10,400	Essential	Perpetual	6 Months	2004	2005/2006
Project	Tool to assist in the administration of Projects	47 Corporate Desktop PC's		Jan-98	Specialist Supplier	10,011		Effective Project Planning			2004	2005/2006
Publisher, PageMaker & Paint shop	Desktop Publishing	Corporate		Jan-98	Specialist Supplier	2,000		Distributed Desktop Publishing			2004	2005/2006
Northgate Corporate	Core Corporate Financial Applications and various In-House Systems, Redhill	Corporate	Extensive Intersystem	Jul-99	Renewal of existing arrangements		180,000	Platform for all existing Corporate Applications	7 Years	6 Months	2005	2006/2007
Result MAS System	Mortgage Administration System	Finance		Jul-99	Specialist Supplier	1,500	500	Mortgage Administration			2005	2006/2007
Pickwick Reality Register of Electors & Elections	Administration of Electoral Roll and the Management of Elections	Legal & Democratic	None	Jul-95	Specialist Product - Comparison between Strand & Pickwick		7,820	Replacement of Legacy Products - Enhanced functionality	Perpetual	6 Months	2006	2007/2008

Product	Functionality Provided	Utilised By	Integration with	Initially Acquired	How Acquired	Initial Cost	Ongoing Cost	Rationale for Purchase	Contract Term	Termination Notice	Next Formal Review	Financial Year Impact
Pickwick Universe Register of Electors & Elections	Administration of Electoral Roll and the Management of Elections	Legal & Democratic	None	Apr-00	Migration of the System from the Northgate Corporate Server to a Dedicated Universe Server	18,180	2,183	Supplier request to migrate to Universe	Perpetual	6 Months	2006	2007/2008
NTL Internet Connection	Providing a Corporate Internet Connection internal and external traffic	Corporate		Sep-05	Comparison between Pipex, NTL, BT Telewest and Easy net	1,220	11,383	Provision of robust Internet connection	2 Years	6 Months	2006	2007/2008
Snap	Creation & Survey Administration	Corporate		Nov-00	Specialist Supplier	3,412		Creation & Survey Administration			2006	2007/2008
Web Sweeper	Internal Control of Internet Access 300 User	411 Corporate Desktop PC's		Apr-04	Specialist Supplier	6,085		Protection for the Council and Employees	3 Years	6 Months	2006	2007/2008
Mail Sweeper	Email Virus Protection 500 User	411 Corporate Desktop PC's		Apr-04	Specialist Supplier	2,156		Protection for the Council and Employees	3 Years	6 Months	2006	2007/2008
Sophos	Desktop Virus Protection 340 Licences Purchased £9520	411 Corporate Desktop PC's		Apr-04	Specialist Supplier	11,508		Protection for the Council and Employees	3 Years	6 Months	2006	2007/2008

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Adobe Acrobat	Publishing of Office Documents for publication on the Websites	37 Corporate Desktop PC's		Mar-00	Specialist Supplier	6,290		Web Publishing			2006	2007/2008
Gauge	Administration of the Council's Job Evaluation System	Personnel		Apr-00	Specialist Supplier	1,000		Assistance with Introduction of and Administration of Job Evaluation			2006	2007/2008
Key point	Creation & Survey Administration	Corporate		Oct-00	Specialist Supplier	1,000		Support for Surveys			2006	2007/2008
Historical Data 2001	Supports Contaminated Land Service	Environmental Protection		Dec-01	Specialist Supplier	12,500		Supports Contaminated Land Service			2007	2008/2009
Alchemy Search	Building Control Archive Access	Building Control		Jun-01	Specialist Supplier	36,000		Supports Building Control Function			2007	2008/2009
Obtree Internet	Website Content Management, provides Corporate Website Environment	Corporate		Dec-02	In Partnership through Nottinghamshire e-Government	25,250	4,284	To re-develop the Councils Internet Site	Perpetual	6 Months	2008	2009/2010
AKS Committee Admin	Integrated Administration of the Political Process	Corporate		Apr-04	Comparison between market leaders Enline, Annite and AKS	29,900	6,740	Support of e-Government Agenda	5 Years	6 Months	2008	2009/2010

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Aerial Photography	Corporate GIS Application 1940, 1971 25CM Ground Resolution Gedling	Corporate		Sep-02		5,052		Supports Corporate GIS			2008	2009/2010
Microsoft Office	Provides Word, Excel, PowerPoint and Access at the Desktop	411 Corporate Desktop PC's		Ongoing	Industry Standard	82,775		Market Leader - Compatible			2008	2009/2010
Email Client	Access to Corporate Email	411 Corporate Desktop PC's		Ongoing	Industry Standard	12,129		Market Leader - Compatible			2008	2009/2010
Windows Client	Workstation Access to Corporate Servers	411 Corporate Desktop PC's		Ongoing	Industry Standard	5,236		Market Leader - Compatible			2008	2009/2010
XP	Desktop Operating System	411 Corporate Desktop PC's		Ongoing	Industry Standard			Market Leader - Compatible			2008	2009/2010
Visio	Flow Charting & Process Mapping Tool	Corporate		Jun-03	Specialist Supplier	470		Flow Charting & Process Mapping Tool			2009	2010/2011
Northgate Resource Link	Integrated Administration of Payroll & Personnel including Citizen Access Module	Finance & Personnel	Financial Management	Aug-05	Waive of Standing Orders - Selected Supplier Route Selima, Agresso, Northgate	105,800	14,786	Replacement of Legacy Products - Enhanced functionality	5 Years	6 Months	2009	2010/2011

Product	Functionality Provided	Utilised By	Integration with	Initially Acquired	How Acquired	Initial Cost	Ongoing Cost	Rationale for Purchase	Contract Term	Termination Notice	Next Formal Review	Financial Year Impact
Caps Uniform 7 Spatial	Planning Development Control, Building Control, Environmental Health, Environmental Protection, Local Plans, Estates Management, Private Sector Housing, Land Charges, Gazetteer	Planning & Environment, Housing, Legal & Democratic, Finance	IBS Open Revenues, Uniform Public Access, Esri GIS	Jan-03	Waive of Standing Orders - Selected Supplier Route Caps, Flare and MIS	162,500	28,440	Replacement of Legacy Products - Enhanced functionality	Perpetual	6 Months	2009	2010/2011
Obtree Intranet	Website Content Management, provides Corporate Intranet Environment	Corporate		Dec-03	In Partnership through Nottinghamshire e-Government		2,160	To provide internal Intranet facilities	Perpetual	6 Months	2009	2010/2011
VPN	Initial facilities for Remote Access to the Councils Network	Corporate		Jun-03		9,961	876	Support of e-Government Agenda	Perpetual	6 Months	2009	2010/2011
Case wise Corporate Modeller	Flow Charting & Process Mapping Tool	Finance		Jan-03	As part of BPR work with CACI			Flow Charting & Process Mapping Tool			2009	2010/2011
Northgate (Saffron) Housing Management	Integrated Administration of Rent Accounting, Responsive Repairs, Allocations and Stock Condition	Housing	Income, Creditors	Dec-99	Waive of Standing Orders - Selected Supplier Route Northgate (Saffron), Orchard, Systems Team	242,500	28,000	Replacement of Legacy Products - Enhanced functionality	Perpetual	6 Months	2010	2011/2012

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IBS Open Revenues	Integrated Administration of Council Tax, Housing Benefits and Business Rates including Citizen Access Module	Finance	Income, Housing Rents, Creditors, LLPG, Financial Management	Nov-04	Open Tender in joint Procurement with Ashfield, Newark and Broxtowe	336,085	42,286	Replacement of Legacy Products - Enhanced functionality	Perpetual	6 Months	2010	2011/2012
Comino Housing Management 6B	Integrated Administration of Rent Accounting, Responsive Repairs and Allocations	Housing	Income, Creditors Stock Condition	Jun-04	Migration of the System from the Northgate Corporate Server to a Dedicated Universe Server	61,900	8,420	Transfer of Supplier Responsibility to Comino (formally Saffron)	Perpetual	6 Months	2010	2011/2012
Leisure Flex	Sports Activity, Space and Theatre Management with Citizen Access Module	Leisure	Financial Management	Apr-04	Comparison between market leaders Flex, MRM & Scuba In	132,500	23,000	Replacement of Legacy Products - Enhanced functionality	Perpetual	6 Months	2010	2011/2012
Abacus Inform	Providing functionality for the deployment of electronic eforms on the Councils Websites	Corporate	Obtree	Mar-04	Partnership through Nottinghamshire e-Government	9,860	600	Support of e-Government Agenda	Perpetual	6 Months	2010	2011/2012

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Document Management	Electronic Document & Records Management	Finance	IBS	Aug-04	Waive of Standing Orders - Selected Supplier Route Valid, Comino and CACI	159,468	34,520	Support of e-Government Agenda	Perpetual	6 Months	2010	2011/2012
Q-Matics	Front Office Queue and Service Management	Corporate		Feb-04	Specialist Supplier	21,397	2,432	Support of e-Government Agenda	Perpetual	6 Months	2010	2011/2012
Leisure Network	Provision of Robust Network Connection with the Councils Leisure Centres	Leisure		Mar-04	Alternatives Considered - BT, NTL	38,000	11,590	Support of e-Government Agenda	Perpetual	6 Months	2010	2011/2012
De-Fragmentation	500 Licence	411 Corporate Desktop PC's		Aug-04	Specialist Supplier	2,306	900	Market Leader - Compatible			2010	2011/2012
Network Observer	Allows Automated Network Management	Corporate		Jun-04	Specialist Supplier	3,250	900	Network Management	Perpetual	6 Months	2010	2011/2012
Bin Weigh	Allows weighing of Refuse Bins at Collection Point	Direct Services		Jun-04	Specialist Supplier			Support of Recycling Objectives			2010	2011/2012

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Agresso Financial Management	Integrated Administration of Core Financial & Asset Management, Creditor Payment and Inventory Control	Corporate	Income, Debtors, Housing Repairs, Payroll, IBS, Leisure Flex, Tri Star, Housing Stock Condition	Aug-05	Waive of Standing Orders - Selected Supplier Route Agresso Civica	165,040	24,678	Replacement of Legacy Products - Enhanced functionality	Perpetual	6 Months	2011	2012/2013
Caps Uniform Public Access & Planning Portal Connector	Deployment of Planning Development Control details to the Website	Planning Development Control	Uniform 7 Spatial	Mar-05	Alternatives considered Caps & Software AG	39,057	4,225	Extension of existing Product	Perpetual	6 Months	2011	2012/2013
Resolution Submit plan	Providing functionality for the electronic submission and processing of Building Control Applications	Building Control	Uniform 7 Spatial	May-05	Alternatives considered Caps & Software AG	8,344	1,050	Extension of existing Product	Perpetual	6 Months	2011	2012/2013
Sunrise Asset Management	ICT Asset and Task Management	ICT		Jul-05	Comparison between Sunrise & Hornbill	15,890	2,701	Replacement of Legacy Products - Enhanced functionality	Perpetual	6 Months	2011	2012/2013
Esri Local View & Corporate GIS	Corporate expansion of internal and External GIS	Corporate	Caps Uniform		Alternatives considered Software AG	107,789	17,026	Support of e-Government Agenda			2011	2012/2013

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Clear Skies Bacas	Cemetery Administration	Leisure			Alternatives considered Clear Skies	7,585	2,035	Replacement of Legacy Products - Enhanced functionality			2011	2012/2013
Remote Access	Providing facilities for Members, Employees, Suppliers and Partners to Access the Councils Network from Remote Locations										2011	2012/2013
Anti Spam	Automated Detection and Management of Unsolicited email	Corporate									2011	2012/2013
Housing Stock Survey	Administration and Management of Housing Stock	Housing	Comino								2011	2012/2013