



Stafford

BOROUGH COUNCIL

**Stafford Borough Council
Technology Strategy 2005 – 2009**

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Document Ref:	P:\Public\Technology Strategy 2005\ITstrat2005_9v6.doc
Version No:	5.0
Date	19/12/2005

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Introduction

This is a strategy for the use and selection of Technology throughout Stafford Borough Council. It follows on from the *Technology Strategy 2000* document. A number of other strategic documents have been created since 2000 that altered the associated action plan. These documents are known as IEG1, IEG2, IEG3, IEG4 and IEG4.5 (Implementing Electronic Government). The Office of the Deputy Prime minister required them as qualification for the IEG grants.

Review of Previous Strategy

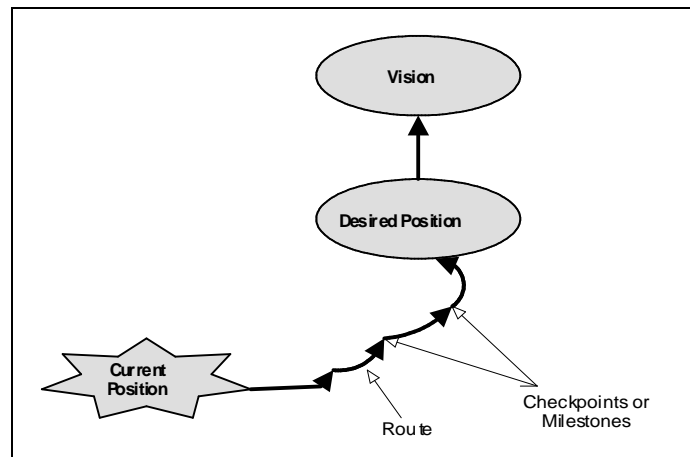
The action plan overview document from 2000 is reproduced below with comments in the right hand column.

Stage 1 This covered the financial year 2001/02 and the first half of 2002/03.	
Officers migrate to the use of Office 2000.	Complete
Advanced Email, shared Calendars and workflow used by sections of the council to deal with internal processes.	Complete
Document imaging pilot used to archive paper work.	Partially complete.
Development Control System replaced.	Complete.
Planning List Published to the Web	Complete
Credit card and debit card payments made over the web and electronically input into the cash system. Supports Council Tax, NNDR, Car Park fines, Rents, Housing Mortgages and Sundry Debtors.	Complete
Human Resources system introduced. Personnel information including training details available directly to managers.	System in place. Modules being implemented.
Environmental Health System replaced.	Complete
Stafford Borough establishes a permanent connection to the internet via its local computer network. Firewall allows limited access from the internet to its local network. Initially this is used for remote collection of email and accessing word documents.	Complete.
Stage 2 This covered the end of financial year 2002/03 and the first half of 2003/04.	
Some internal computer systems given a 'web' interface to allow authority wide access. This is done in line with the web Strategy of the Cabinet office and the local arrangements with Staffordshire County Council and Stoke City Council. The extension of this project will ultimately provide e-government transactions when it is linked with security and verification.	This action was replaced by the adoption of an approach using CRM (customer relationship management) technology.
Document Imaging used on a corporate basis to support some internal interdepartmental processes.	Partially complete. System in place Workflow included in software.
Document imaging used as a front line process to intercept mail and forward it to the appropriate Departments.	Not yet actioned.
Financial Management System replaced. System euro compliant. Order processing,	Partially complete.

budgeting and commitment accounting available to officers in one single integrated package. Invoices from some larger suppliers arrive electronically and are processed and paid internally without the use of paper.	
Council Tax, Rebates and NNDR system replaced.	Council tax complete. NNDR November. Benefits February 2006.
Stage 3 This covered the end of financial year 20003/04 and then up to 2005.	
Document Imaging and workflow used to import electronic transactions from outside agencies and the public.	Part of document management system. Expected to be available early 2006.
Government Issues national passwords and security mechanisms for e-government.	Not yet available from central government.
Private Council Tax, Rebates, Rent and NNDR information available to the public via the internet. Council services can be requested via the internet and all council information held on the internet. Financial transactions via electronic means is the method of choice by the majority of the population.	Complete Some services available via this method. Automated telephone payments system and Direct debit form the majority of financial transactions.
Other agencies access our systems and facilities on behalf of the citizen. We access the systems of other agencies on behalf of the citizen.	Part of vision from IEG1. The method though will be through a joint CRM purchased by the Staffordshire ePartnership.

Vision

This vision statement is intended to set out the long-term direction for the council's technology for up to 5 years. It is intended that the other elements in the strategy go towards the 'route' that we take to achieve this desired position. The milestones in action plan should be regarded as 'check points' along the way.



CURRENT POSITION

Stafford Borough Council has introduced technology into almost all areas of its work. Each desk-based officer within the Civic Centre has email, intranet, Internet, word-processing and electronic diary facilities on their PC as standard. High transaction functions are also supported by software packages. All the above facilities have high availability ratings, averaging above 99%.

Similar facilities are available at the Tourist Information Centre, Riverside Recreation Centre, Ancient High House, Stone area office, the Depot at Astonfields, the Gatehouse, Westbridge, the Crematorium, Oxleathers court and Marconi gate.

The majority of the high transaction systems have been replaced or are in the process of being replaced by modern software. The exception to this is the Electoral roll system, which though dated is performing adequately.

Stafford Borough Councillors have been trained in the use of email and the Internet. The minutes and agendas for council meetings are posted on the Internet. There is currently no facility for them to access the 'back-office' systems

The public can access information on the Internet about services provided by Stafford Borough Council. At present this is not comprehensive, but is being monitored via the performance indicator BVPI 157 – Electronic access to

services. The website has some transactional capabilities for example, payments, planning and Council Tax balance enquiries.

DESIRED POSITION

Citizens, Members and Officers should be able to transact with each other by any channel of communication. The transaction should be secure, timely and recorded in an appropriate manner.

Officers and Members should be provided with appropriate technology to allow them to respond to such transactions in an orderly and controlled way.

Stafford Borough Council should allow Officers, Members and Citizens access to all its public information via the Internet.

STAFFORDSHIRE ePARTNERSHIP VISION

Services will be transformed to make them more responsive to need, accessible to all, and effective in their impact.

Customers will have a choice of how they access information and services from public, voluntary, community and other organisations.

Customers will enjoy a consistent experience throughout the County, irrespective of location or service provider, and through a range of mediated and un-mediated access points.

Drivers for Change

NATIONAL DRIVERS

Freedom of Information Act.

The Freedom of Information Act gives a general right of access to information held by a public authority. The main points of the Act are:

It came into force on 1st January 2005.

The information is provided on request .

The act applies retrospectively to data collected before and after January 2005.

The Authority must provide the information within 20 days.

There are some exclusions.

The effect of the legislation on this strategy is that we will now require a much greater emphasis on what data is kept, by whom and for how long. This in particular is an issue for electronic data because of the ease with which large amounts of data can be left on storage devices for many years.

Data Protection Act.

The Data Protection Act protects the individual's rights concerning the processing and storage of data. The act applies to computer data and paper filing systems. It requires that the data is protected adequately, it is kept up to date, it is only used for the purpose it was collected and destroyed afterward. The Data Protection Act and the above Freedom of Information Act therefore have implications of the systems and processes we use within the Borough Council.

Electronic Government

The measure of electronic government is currently BVPI 157. There is no reliable definition for the indicator but it does give an idea of the level of electronic availability of a council. The current rating for Stafford Borough as at April 2005 is 37%.

In May 2004 the Office of the Deputy Prime Minister produced a further document that listed some required outcomes from the e-government agenda. This document is often also referred to as the Mandatory Outcomes document. Below is a summary of the facilities that a good council should provide.

Community Information

One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using a recognised navigation system.

Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.

Democratic Renewal

Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.

Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.

Local Environment

Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling). Online receipt and processing of planning and building control applications.

e-Procurement

Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.

Payments

Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic

payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).

Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.

Sports & Leisure

Online booking of sports and leisure facilities, including both direct and contracted-out operations.

Benefits

E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.

Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.

Support for Vulnerable People

Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.

Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.

Supporting new ways of working

Email and Internet access provided for all Members and staff that establish a need for it.

ICT support and documented policy for home/remote working (teleworking) for council members and staff.

Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.

Use of telemetry and related technologies are becoming financially viable. This would include satellite vehicle tracking and other geographic location systems.

Gershon

Sir Peter Gershon's review of public sector efficiency requires public bodies to cut 2.5% a year out of their budgets up to 2008. The use of new technologies will be central to hitting these targets.

LOCAL DRIVERS

The Council's Aims 2003/2007

The vision is to lead a community and Borough which is Prosperous, Safe, Healthy, Clean and Green.

Housing De-merger

The Housing Service de-merger will have an impact on the delivery of Technology Service. Currently the sharing of IT resources across the Council brings many economies of scale that will be lost. There will be some problems where the council is using a corporate licence scheme for software rather than a per seat arrangement. A review of the Council's wide area network and its cost will be required as a result of the closure of the area offices.

Customer Relationship Manager (CRM) Project

Stafford Borough is a member of the Staffordshire eGovernment Partnership and has jointly purchased a CRM system to help with its delivery of eGovernment. A project group has been assigned to facilitate the introduction of the CRM. The introduction of CRM technology to Stafford Borough Council will put greater emphasis on electronic working within the council than has been previously required. It is expected that this technology will become a hub for local service delivery. It is likely that the use of the CRM will also increase the demand for the following technologies.

Document storage and control

Email contact

Electronic forms of the web and their electronic progress through our services (also known as workflow)

Greater use of common data such as the local property database

Integration between the CRM and the 'back office' systems

Telephony systems

Remote access to our systems

High availability and reliability of systems

Multi screen PCs

Web content

Remote Working

Egovernment, CRM and the Housing de-merger issues all could create requirements for remote working using various types of technology.

The 'Required outcomes' from the ODPM specifically mention remote working for local benefits assessments.

The CRM will be used to record and order the service from the Council. The local call centre may be able to resolve the call at the first point of contact, if not it will be passed to the back office. In the case where this is a service such as Council Tax or Planning then this can be transmitted over our Local Area Network (LAN). In the case where the service is at another office then the data can be transmitted over the Wide Area Network (WAN). Several of

the services require this information to be sent to a single person or team that is not necessarily based at one place such as Building Control inspectors and Litter hit squads. There may be a business case for these services to have direct on the ground access to CRM data. A solution to this could be to use wireless networked personal digital assistants (PDAs) or intelligent mobile phones.

Comprehensive Performance Assessment

The following statements are taken from the CPA report.

The council is aware of where it needs to improve and what it needs to do. It is investing in improving services for the future. It is developing the skills of councillors and staff to provide better services. It has plans to introduce a number of new computer systems that should improve customer services and performance management that will help improve service delivery.

Best Value Action Plan

The Best value review of the Computer Service produced its final report in June 2003. The following are the main points from the action plan.

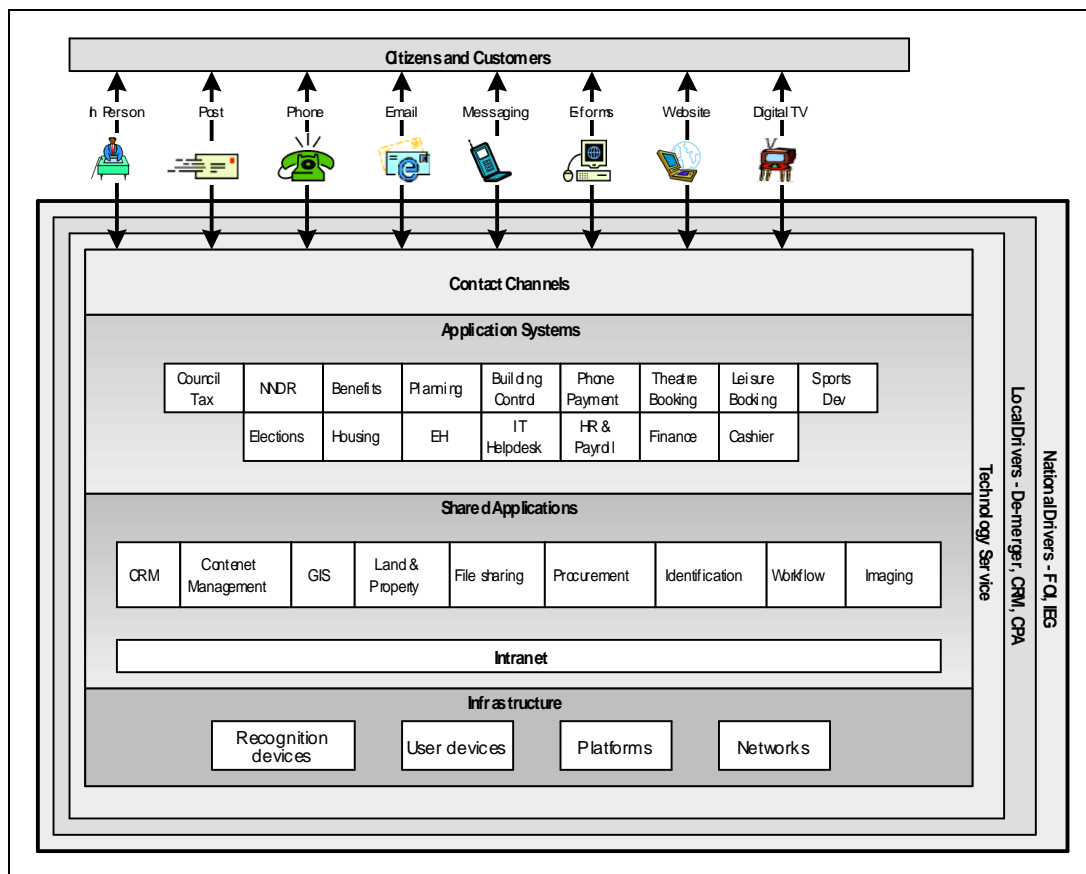
Restructure the helpdesk and introduce service standards for the various services provided. Continue to provide the members help desk through an external provider.	Complete. Members helpdesk mainly done internally.
Continue to work with the Staffordshire Partnership in terms of IEG and explore the ways this can be used in terms of standard software, access to funding and support across the county for certain applications. Some elements will be included when application systems are replaced.	Complete
Restructure the process for roll out of new PC's.	Complete
Provide a project management service through the use of external project managers where appropriate to SBC standards	Complete
Ensure that any comments received by the Technology Section via consultation are acted upon and feedback given where applicable.	Complete
Raise the profile of the Technology service with users by producing service charters and including such information on the intranet for example training course information and dates; other services provided such as document management etc.	Complete
Continue the work being carried out in terms of IEG and include the points raised through consultation with the public and Heads of Service, in particular the information on how people would like to contact the Council, make transactions and look up information. Also include the use of e-commerce and e-procurement and the technology requirements of the Euro.	Complete
Continue with the project to deliver appropriate technology to members; including members on-line, access to systems and the 24 hour help desk cover for PC and software support.	No extended helpdesk coverage for members. Extended cover for Gatehouse and Riverside only.
Review the recharge process to Heads of Service in line with consultation – estimate of recharges before the budget process starts and at 6 months. Need to agree a protocol for IEG recharges. Ensure the process is understood.	Complete. Recharges reviewed though this should be an on-going process.

The Architecture of the Technology Service

The current and future Technology Services will be made up of a number of components. These will in some cases be optional. The usage of these components should support the service aims and overall objectives of the Council.

Each component will be described separately and an indication as to its relevance to each service.

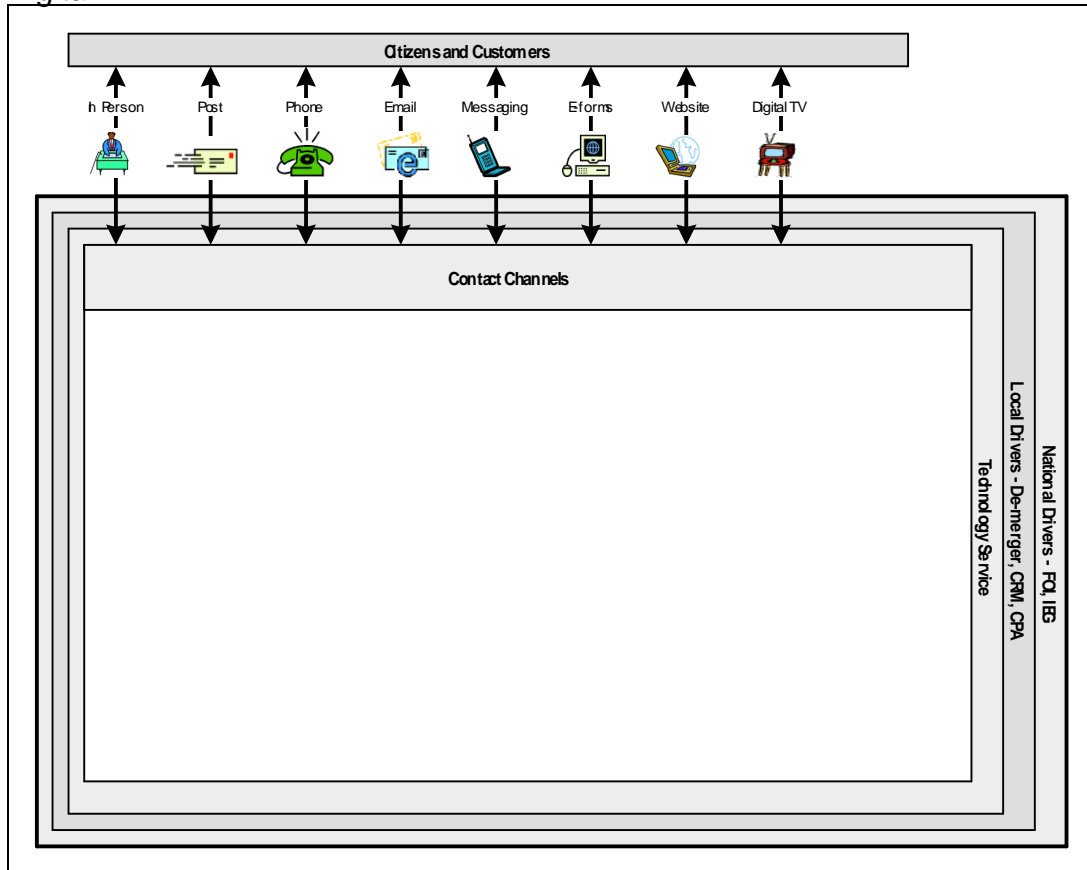
The diagram below illustrates the possible relationship between the building blocks of the council's Technology Service.



Contact Channels

Contact channels link people with systems. They provide the human interface to the technology architecture.

The usage of the various channels is continually changing with the increasing popularity of technology. Stafford Borough Council should consider whether it wishes to communicate via the relatively new channels of SMS texting and Digital TV.



In person - Contact channels

Definition

Citizens pay personal visits to the offices or Council members. There is an expectation by the public that this will lead to a quicker resolution of their issue.

Impact

The technology that supports a call centre will also have to be utilized at the reception areas. In addition to this each of these reception areas will have to have the processes for dealing with incoming documents.

Background

Stafford Borough Council has traditionally provided access to services on a mix of shared service points, eg cashier services, the main reception and service-specific service points eg Council Tax and Housing. The locations and opening hours of these facilities have generally been Monday to Friday, 9am to 5pm.

Possible trends

Encouraging contact through multi-purpose centres as first point of call
Discouraging unnecessary personal visits by improving the provision of information, and by improving telephone and other electronic channels
Using remote access devices to internal systems for home visits.

Approaches

Provision of public access to other services at service delivery points.
Provision of limited special-purpose one-stop shops to provide face-to-face public access to a wide range of services at suitable locations where people go anyway, eg shopping centres.
Sharing public access facilities with partners either in council or other premises
Using PDAs and Laptops to support site visits and home visits. E.g Benefits assessors, sheltered housing visits, Housing Officers, Technical officers.

Risks

Adapting existing facilities may be financially attractive but unsuitable
Improving service quality increases demand and hence cost.

IT Implications

Each customer facing service delivery point will require full access to the CRM system. Each point will have to have a fully trained CRM operator. Each point will also require the tools required to deal with documents. Depending on the strategy chosen this maybe photocopiers or scanners.
There will have to be a range of technologies to support remote access. Each will have to be checked for security issues. The support issues surrounding these devices will increase.

Post - Contact channels

Definition

This term comprises a wide range of material, including letters, completed paper forms, cheques and business documents such as invoices, questionnaires, cheques etc sent to, or received from, citizens, businesses and suppliers. They arrive at council premises via mail, courier service or by hand.

Impact

The proportion of correspondence from service users arriving by post varies enormously from service to service: some get virtually none. Some correspondence is required for legal or other reasons to be in writing, eg requests for benefits and grants. However, the e-mail culture is increasingly providing an audit trail for investigation, and there is pressure to 'save everything'.

Background

There is a legal requirement that all incoming post that is likely to contain money or cheques must be opened and the details recorded on day of receipt, usually before further handling. Our post is therefore opened in a secure location and the distribution of it carried out shortly afterwards.

Possible trends

Increase in general council and official correspondence via electronic transmission: either telephone, e-mail; web or online
Retention of postal distribution for the foreseeable future
Provision of printed copies of official publications only upon request
Scanning of correspondence upon receipt, coupled with correct indexing to the CRM, to facilitate subsequent document tracking and handling

Approaches

Limiting where incoming physical mail is handled to one place
Using document imaging for suitable incoming mail, i.e. where there is subsequent handling and/or long-term retention
Encouraging use of telephone and web alternatives

Risks

Miscoding of incoming post when using document imaging, or not capturing the images properly
Delaying post, either internally or externally

IT Implications

Document storage requirements need to be assessed if the post is to be captured electronically. Post staff would need further IT training. Scanning equipment would be required.

Telephone - Contact channels

Definition

In this context, the term 'telephone' includes all incoming and outgoing telephone calls, including voice calls from mobile telephones, but not text, e-mails or mobile Internet via wireless application protocol (WAP). This component includes calls from telephones provided in council premises for use by the public.

Impact

The Staffordshire eGovernment Customer survey revealed that the telephone is by far the preferred method of communication by the public with Stafford Borough Council. Many services, such as housing repairs, receive virtually all their service requests via telephone. It is important to ensure the efficient handling of calls, preferably by first respondent. Passing the caller around several extensions is inefficient for all concerned, and results in low customer satisfaction.

Background

The switchboard at Stafford Borough Council can route calls to all our premises, any County Council extension and any domestic line. Incoming calls requiring redirection are easily passed on to the person who can help.

Service specific call centres dedicated to the efficient handling of calls with a high rate of first time resolution increasingly provide a front-end access to council services.

Possible trends

Increasing use of call centres, integrated with the handling of other communication channels to form generic contact centres

Locating call centre employees in single locations

Approaches

Concentrating incoming calls to centres, either generic or as part of virtual contact centres

Providing a single enquiry number or a limited range of published numbers for access to services

Developing virtual call centres enabling employees to work from home, eg to support those with domestic or care responsibilities, disability, or to cover extended working hours

Using computer telephony integration (CTI) to present customer details to the operator as soon as the call arrives

Using call centre for 'call back' services such as customer research and surveys.

Using Technology to provide intelligent routing of call and management of queues.

Risks

Overloading when opening a new call centre by attracting more calls, while employees are still developing and learning processes for call handling

Incurring technical risks associated with new technologies
Telecoms costs may increase significantly due to the number of callers that have to be phoned back.

IT Implications

Integration between the telephone system and the CRM may be required. The current telephone system will need enhancing to cater for efficient call queuing and call distribution. This is a project that is handled by the ePartnership. CRM operators working from home will require additional telecoms installed to their house. New policies and guidance documents would be required for this way of working. IT support for the hardware and software would also be more complicated.

E-mail - Contact channels

Definition

E-mail is text-based communication sent electronically, with or without attachments, which can be any sort of electronic file. It excludes short message services (SMS) and instant messaging.

Impact

E-mail has burgeoned over the last five years and is still growing. It is the main medium used for sending messages from person to person or office to office. E-mail is the preferred channel for many official communications today. Some correspondence is required to be in writing with a signature (eg requests for benefits and grants).

Background

E-mail pre-dates the Internet, but general use – especially to and from the general public – has only taken off over the last few years. Use is still immature: filing and archiving procedures have generally not yet caught up. E-mail usage for access to council services is low but growing, especially where prompted from website enquiries.

Possible trends

Analysing and cataloguing e-mails automatically in order to manage information

Use of generic names eg. planning@staffordbc.gov.uk

Approaches

Providing automatic email to workflow systems.

Risks

Penetrating the council's network with computer viruses via e-mails or their attachments

Overloading: too many unimportant or irrelevant messages

Improperly attended e-mail accounts when employees are on leave/otherwise absent

IT Implications

Workflow technology is being installed in the council to compliment the workflow in the CRM and help deal with some of the issues surrounding Freedom of Information. Incoming emails would be held in a group work queue on a workflow form instead of inside an officers email in-box. Training requirement for this technology should not be underestimated.

Messaging - Contact channels

Definition

'Messaging' is the process of sending and receiving short, generally informal, messages. It includes short message services (SMS), instant messaging, and paging. Messaging is usually a one-to-one communication, but one-to-many communications are possible.

Impact

Messaging finds use for the almost instant communication of succinct messages. Council uses could include emergency planning coordination, debt recovery, car parking fine payments, notifying of page changes on the intranet and directing mobile workers to their next task.

Background

This technology finds frequent use between friends and acquaintances to and from mobile telephones (SMS) and PCs (instant messaging).

Possible trends

Distribution to multiple addressees, eg emergency alerts

Approaches

Using bespoke single-function business applications
Use for general short enquiries.

Risks

Endangering security through messages sent to, or seen by, persons other than intended recipient
Losing messages though non-delivery: there is no proof of receipt
Delaying messages that are queued for transmission

IT Implications

There is a possibility of increased telecoms costs. SMS costs vary from 3 to 10p each. Integration may be required with the email system, CRM and /or the workflow system.

E-forms - Contact channels

Definition

E-forms are the capture of structured information by a customer completing a form or questionnaire online, usually over the Internet, followed by electronic transmission of the form to a service unit for action.

Impact

E-forms provide a useful means of gathering information such as names and addresses, and answers to pertinent questions, from people wanting particular services eg requiring housing repairs, reporting abandoned vehicles and booking theatre tickets. Completion of the entire transaction online without the need for human action provides a step change in efficiency over traditional channels.

Background

E-forms are available on Stafford Borough Council's website for several services. These include

- Reporting of Comments, Compliments and Complaints
- Reporting on a general form issues such as dog fouling, litter, graffiti, missed bins and abandoned vehicles

All of these forms are converted into an email and sent to a single address.

Possible trends

Processing information immediately while the customer is still online to the website or portal
Increasing use of eXtensible Mark-up Language (XML) when capturing and storing the information

Approaches

Use of tools that are supplied with the Staffordshire CRM for designing and capturing forms and associated workflow facilities
All services that are available through the CRM have associated self-service options using e-forms.
Use of separate forms system for non-CRM correspondence.

Risks

Demanding unnecessary information (Note: there are Data Protection Act restrictions)
Asking customers to complete overly complex or illogical forms online, leading to resistance in their use

IT Implications

It is now a government requirement that on-line forms are receipted. This simple requirement requires complex technology that is available in the CRM package. A programme of work needs specified for the creation of e-forms for all services.

Website - Contact channels

Definition

The website provides online contact using the Internet, allowing people all over the world to access information and services provided by the Stafford Borough Council.

Impact

The website usage is still enjoying exponential growth. Internet access is increasingly available to, and used by, people of all ages: at home, at school, at work, on the move. Technologies such as WiFi and general packet radio service (GPRS) from laptop computers and personal digital assistants (PDAs) allow access from almost anywhere.

Background

Access to the website can be anytime, anywhere and virtually instantaneous.

Possible trends

Increasing transactional facilities

Staffordshire Authorities sharing web applications and investment.

Increasing storage and transmission of multi-media on demand.

Online voting.

Increasing use of web services to enable information sharing and application integration

Approaches

Linking the website to the council's application servers.

Marketing the website with lively, up-to-date content including news-related items.

Encouraging third parties to use the website on behalf of our customers.

Information displayed using GIS.

Risks

Hacking leading to unauthorised changes to information or presentation.

Suffering 'denial-of-service' attacks: malicious manual or automated overloading of incoming access requests.

Tolerating poor procedures leading to publication of personal, inaccurate or libellous information.

Allowing poor presentation which discourages use, eg site layout, navigation facilities or poor download speed

IT Implications

The integration of the website and CRM with the back office system can be very costly and so needs to be considered on a case-by-case basis. When the website is linked to the back office systems there is a greater demand for 'up time' of all these servers. There needs to be careful monitoring of the web content. Back-office systems provide data with GIS references.

Digital TV - Contact channels

Definition

Digital television networks allow the interactive collection and distribution of information to and from the home.

Impact

Nearly every home has one or more TVs – i.e. penetration is much greater than for PC/internet usage. As citizens become used to digital TV interaction, this channel may become a useful alternative to web communication, and provide value in its own right in conjunction with locally-produced programmes.

Background

Cable TV (ntl: in the Stafford Borough Area) and satellite TV transmissions were originally analogue, but are now increasingly digital. Digital terrestrial TV channels are now available in most areas. Interactivity requires a return path to inform the service provider that the viewer requires different content, or to return a response. With cable TV this return path is the physical cable linking the TV. Where cable TV is available and has high penetration, this is a pointer towards setting up a digital TV service channel.

For satellite (SKY) and terrestrial digital TV viewers, the return path is usually a telephone line, so the solution is necessarily more complex and additional equipment is needed in the home.

Likely trends

Using Cable TV as an additional electronic channel where it is available

Approaches

Using the package available from the National Government Project of Digital TV.

Await the progress of this channel of communication.

Risks

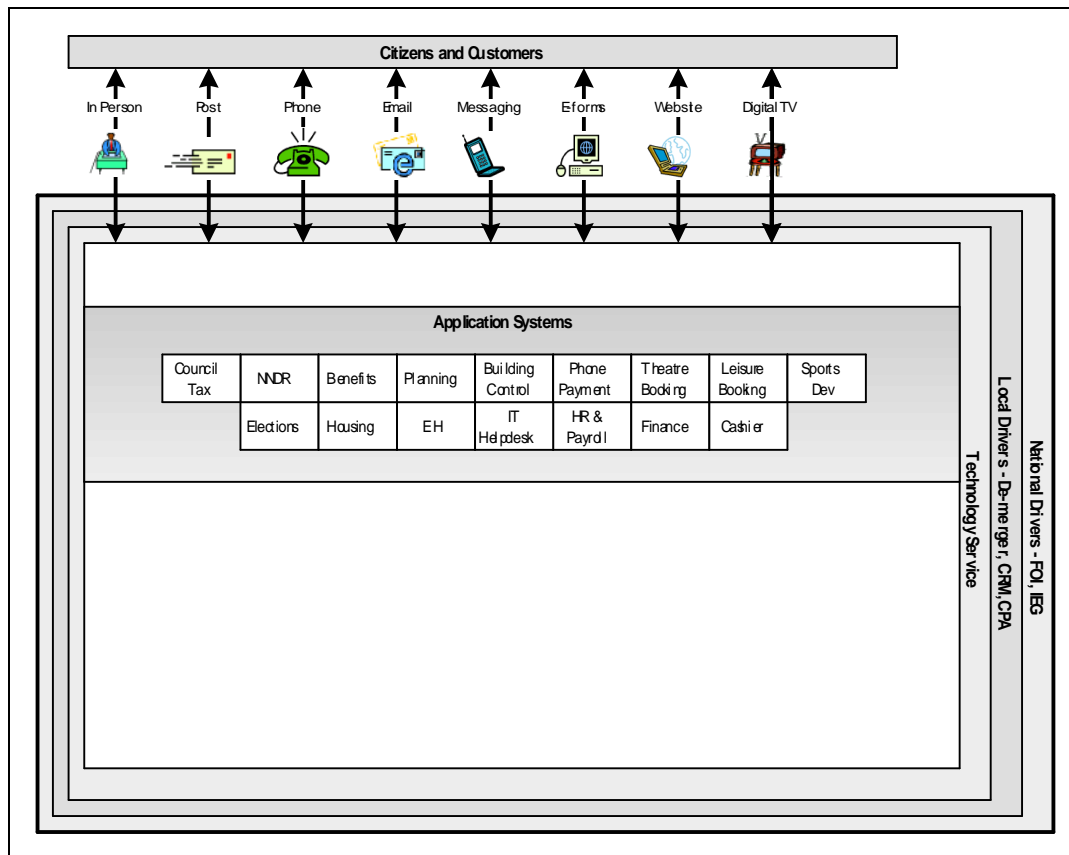
Failing to obtain sufficient take-up

Failing to keep the data current

IT Implications

This channel of communication would eventually require some form of integration with either the website or the back office systems. At present the technology available to local government requires a completely separate database.

Application Systems areas



Definition

This area of the architecture concerns the major applications that are used with front-line and support services. Examples of these are the Flare Environmental Health System, Financial Management System (FMS), CAPs Planning system, Current world Housing system.

Impact

Effective support of service applications is crucial to the success of the ICT strategy.

Background

Virtually all council services are dependent upon ICT for their management and delivery. The degree to which support is required for individual services has an impact on the ICT strategy and is largely related to the following factors:

- Security needs
- Transactions with the public/usage of channels
- Complexity
- Interaction with other services and partners' services
- Volumes of input, processing, storage, output
- Volatility of the service (rate of change of requirements)
- Availability and performance requirements

- Business continuity requirements and priority
- Legitimate local unique circumstances (bespoke requirements)

Possible trends

Increasing use of products from national projects rather than commercial packages

Increasing collaboration between our neighbouring Staffordshire councils in support of IT systems, particularly with reference to the CRM project.

Systems increasingly need to have a public self-service front end.

Some of the functionality of the systems may be superseded by the increasing use of the CRM and workflow.

Use of application service provider (remote hosting of system)

Approaches

Employing 'best of breed packages' in most areas

Using products from national e-government projects

Joint procurement between Staffordshire authorities

Using Prince 2 for major project implementation.

Identifying key system users with responsibility for administering system and data.

Risks

Failing equipment and/or incorrectly performing software

Failing to cope with peak demands

Over-elaborating systems design (90% of facilities only used by 10% of transactions or some not used at all)

Providing data that is inaccurate or out of date

Matching client records inconsistently between service applications

Failure to integrate applications between services

Reacting inadequately or late to changed or new requirements

Providing inadequate funding for ongoing support and system refresh.

Failure to make full use of IT systems.

IT Implications

The life expectancy of some of these systems may be reduced because of their inability to integrate with other systems, the CRM or workflow. The model of a single server supplying a function (eg the CRM system, Telephone and email index) to the partnership could be applied to other areas in future. This would, require a significant increase in trust and cooperation.

The Table below lists the major systems used within Stafford Borough Council. It includes Applications systems and Shared Systems, which are dealt with in the next section of this Strategy.

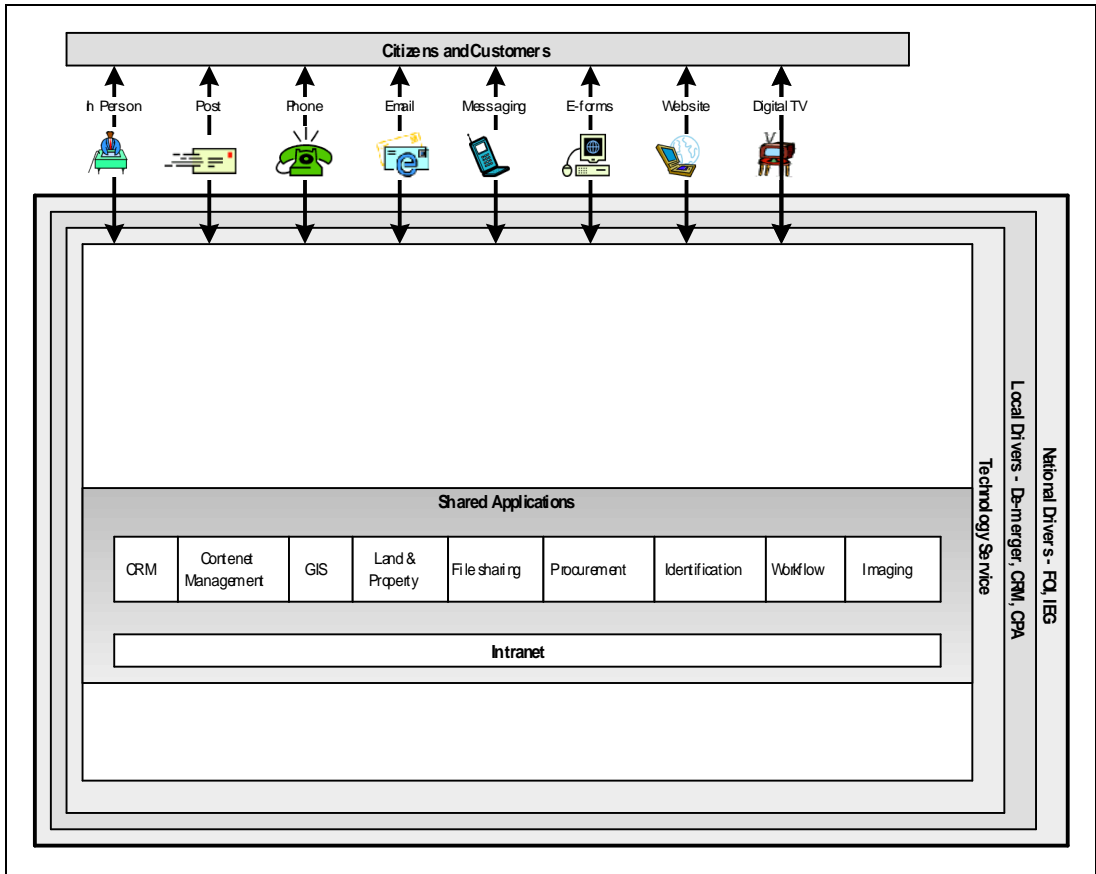
Each record in the table equates to at least one separate server. There is an approximate hardware replacement date against each system. This date is affected by usage of the system, data volumes and maintenance costs.

There is also a date at which the software is expected to be reviewed, replaced or have a major upgrade. This date will be affected by the Business case for further investment, Government and Corporate requirements.

Service	System	Expected Hardware Replacement date	Expected Major Software Upgrade or System Review
Culture & Leisure	Theatre booking system	05/06	08/09
Culture & Leisure	Sports development system	05/06	08/09
Culture & Leisure	Recreation centre booking system	05/06	Review 05/06
Culture & Leisure	Gatehouse Internet Booking system	07/08	08/09
Environmental Health	Environmental Health system	06/07	09/10
Law & Admin	Elections system	08/09	06/07
Planning & Engineering	Development control	05/06	10/11
Planning & Engineering	Mapping system for Public access on the website	07/08	11/12
Revenues	BAC system for payment of Payroll, Direct Debits from Council Tax etc.	07/08	07/08
Revenues	Council Tax system	06/07	10/11
Revenues	Intranet Payments system	05/06	05/06
Revenues	Automatic Telephone payments system	05/06	05/06
Revenues	Cash recording system for automated payments system and Invoicing	06/07	06/07
Revenues	Invoicing system	07/08	07/08
Revenues	Web System for on-line payments	05/06	05/06
Technology	Help desk management system	N/A	
Shared	Intranet web site system	06/07	06/06
Shared	System to handle the queuing of print jobs for the larger printers.		
Shared	Email system	05/06	05/06
Shared	Active directory system. Deals with logging on and security.	05/06	05/06
Shared	Back-up system for active directory	06/07	
Shared	System to check incoming and out going mail for viruses, spam, keywords.	05/06	05/06
Shared	Internet usage logging system	07/08	07/08
Shared	File sharing system	07/08	07/08
Shared	Main external web site	05/06	05/06
Shared	Customer Relationship Management System (CRM)	N/A	12/13

Shared Applications

Shared applications provide the corporate information linkages that bind the local authority together. They provide one of the cross-cutting linkages in the technology architecture.



Customer relationship management (CRM) - Shared applications

Definition

Customer relationship management systems maintain information relating to customers of the council, as to services received and their contacts with the council. Such systems enable common handling of subsequent customer contact by any channel and the production of management information relating to customer activity.

Impact

Treating users of council services as customers meets their expectations: they expect the council to be one organisation with a common awareness across all its services.

Having one store of information enables an increasingly efficient customer-facing service, particularly at the point of contact.

Background

Whilst CRM systems have been around for some time in the private sector, their use by local authorities is still quite new. Historically, every service, or part of service, built and maintained its own customer records. Comparison across services was virtually impossible. An exception to this lack of sharing concerns housing benefits, where links to systems for Council Tax and housing rents have always been the norm.

Possible trends

Increasing use of the Staffordshire ePartnership CRM system.

Introducing national identification numbers will enable easier identification of customers across services and between local authorities.

Using CRM for all the council's interactions with the public.

Approaches

There is a separate project for the adoption of the CRM system and its associated technologies.

Where possible the data for service processes are held by the CRM or systems closely linked.

The CRM and its infrastructure made the highest level for security, business continuity or IT helpdesk priority.

The development of the CRM and integration of related back-office systems remains the key focus of the Technology service.

The CRM and website is linked in with the Directgov system to provide a consistent approach to eGovernment for the citizen.

Risks

Identifying citizens incorrectly.

Violating security where information is available to all front line employees, irrespective of service, and giving a more complete picture of the citizen's family circumstances

Circumventing system controls leading to incomplete information

CRM seen as a hindrance

Council unable to adapt to working with CRM and workflow

IT Implications

The Technology service will be required to adopt the joint security standards set out by the Staffordshire eGov partnership to ensure security of it's own and it's partners data. Application software (Back office systems) will need interfaces to the CRM. Any new back office workflow systems should also interface with the CRM workflow.

The computer network should be extended to any office supplying a service via the CRM. Eg the Crematorium, Rowley Park, Home and mobile workers.

Land and property - Shared applications

Definition

Land and property systems record the position, use and other attributes of land and property in the council's area. They can also include the recording of land and property owned by the council, wherever the property is located.

Impact

Many council services relate to land and property: either as individual entities or as defined by geographic areas. Common referencing enables production of better information for decision-making purposes, and easier identification for administrative purposes. When linked to approaches such as geographical information systems (GIS), land and property systems provide an important opportunity to match physical resources to needs.

Background

Basic mapping systems have been around for thirty years. As the Ordnance Survey (OS) products have improved, so have council land and property systems based on the centre points and boundaries of buildings and parcels of land. GIS facilities seek to correlate all land and property systems using the common OS base.

Most of Stafford Borough Council's application systems have some element of land and property. Efforts were made from 1989 onwards to link systems to a common property database held on the Council Tax system. Some success was achieved with Council Tax, Business rates, Environmental Health, Building control, Housing and Land Charges all linking to this system through various methods. This database has now been superseded by a National database known as the NLPG.

The National Land and Property Gazetteer (NLPG) assigns unique property reference numbers (UPRNs) in accordance with BS7666 to every building and land parcel in the country, helping to persuade councils to co-ordinate land and property systems internally. Individual councils have the ability, via their own local gazetteers (LLPGs), to update the NLPG which was built nationally and currently contains many local inaccuracies and anomalies.

Possible trends

Use of LLPG UPRNs to link the properties in CRM, Planning, Building Control, Land Charges, Environmental Health, Council Tax, Housing.

Using LLPG UPRNs to pass and receive data from outside agencies such as Severn Trent, the Valuation office, the Environment agency.

Approaches

Establish a central copy of the LLPG for common use and linkage. Set up an SLA to define its quality and frequency with which it is updated.

Introduce the usage of UPRNs in property reports.

Introduce a non-specialist low budget GIS system for general use.

Risks

- Using incompatible or out-of-date data leading to inaccurate information
- Using incorrect, or losing OS references, leading to data being wrongly positioned or not found
- Having poor systems for capturing and recording demolitions, new building or changes of use

IT Implications

A central database may require additional hardware or licences. Conversion work from the old property database system to the NLPG may require significant work. The properties that do not easily match up will need manual intervention by staff with local knowledge. Systems become reliant on each other, which is generally good but does mean that they have to be reliable and secure. The ownership of the data will need to be established and the process for linkage between systems.

Identification and authorisation - Shared applications

Definition

Common infrastructure services identify and authenticate users of ICT facilities, and contain attributes within their security profile describing which servers and data they can access and when.

Impact

For legal and financial security reasons it is important that robust procedures are in place to control access to facilities and information. As technology continues to develop, involving access channels designed for ease of use, there are large numbers of different people accessing Stafford Borough Council's technology services for different purposes. Some are employees, whose activities are monitored by non-ICT means, but an increasing number are not.

Background

Unless managed, the number of sign-on identifications and passwords that a person needs to use and remember grows with the range of facilities available to them. Where possible Stafford Borough Council uses a system known as 'Active Directory' to manage user profiles across servers and PCs. Not all systems are capable of using this system. All remote access by officers is through this system.

Possible trends

Using tokens as well as passwords for employees
Identifying citizens with smart cards and biometrics, eg iris recognition, fingerprints and facial recognition

Approaches

Requiring documentary and knowledge-based evidence of identity
Asking for enquiry or file references for requests relating to low security information
Utilising smart cards
Installing secure software on authorised user devices
Checking biometrics against local and national databases
Setting access permissions according to profiling rules
Utilising the Government Gateway
Adopting the Staffordshire eGovernment Partnership's security standards. (Known as Project 0)
Identifying ownership of data that is available to more than one section.

Risks

Accessing and using information fraudulently
Corrupting information
Embezzling money and theft of resources
Fraudulent use of resources, eg without paying a fee

IT Implications

The use of token-based password changes may be preferable for non-office based users. This system would have to be integrated with the active directory. A policy on verification is required.

A gap analysis of the differences between current security practices in the IT services and the Project O standards should be carried out regularly. The issues identified need to be prioritised and action taken on the results.

A log needs to be created to identify ownership of data. In the case of application servers such as Electoral Register server this is obvious. In the case of data on the file-sharing server this can be more complex. This log is also needed for Freedom of Information reporting.

Content management - Shared applications

Definition

Content management is the process of tracking and managing a document end-to-end, from creation through copy editing to website or intranet posting and finally archiving or destruction. It can include handling content in a common form that can be presented to multiple access channels, not just web technologies.

Impact

Content management reduces or eliminates the labour-intensive process of publishing information, and enables publication and management at source. As well as reducing effort, this also minimises the time to publish, which is often crucial.

Background

Web publishing requires the preparation and presentation of pages of information through web browsers. When the Internet started, this was done by embedding hyper text mark-up language (HTML) commands manually in the text of every page.

Our current content management tool (the Pandanet system) assists formatting for layout, corporate styles, and generates pages automatically from text files. The correct and consistent formatting of web pages is vital to comply with access requirements for the disabled. The system also has some workflow in it to assist in the process of passing drafts of new and amended pages between the author and editor.

Possible trends

Further demand for content management as the result of community input.
Using content supplied by 'back office' systems automatically.
Integrating content management with desktop application software, particularly document authoring and editing tools

Approaches

Monitoring of specific group of government defined pages (Local Government Service list) to give a performance indicator on the age of web pages.
Adoption of level AA of W3C Web Accessibility Initiative standards on website accessibility.

Risks

Tolerating lack of interest and rigour from content providers
Tolerating late or untimely publication of information
Failing to meet accessibility standards

IT Implications

A report will have to be devised to calculate the average age of pages managed by each web editor.

Workflow and Document Management - Shared applications

Definition

Workflow uses electronic systems to manage and monitor business processes. Another term is business process management (BPM). Workflow allows definition and tracking of the flow of work between individuals and departments.

Workflow is often associated with document management where the workflow system tracks the process of creating, reviewing and distributing documents. Electronic document processing encompasses the storage, management and retrieval of images, electronic documents (word, excel etc.), emails and sound files (voicemails, recorded phone conversations).

Impact

Workflow is increasing in use and relevance. It enables the end-to-end management of business processes, particularly in association with document processing systems, and back-office processes connected to time-critical CRM transactions.

EDRMS dramatically reduces storage and archiving space requirements. It enables anyone to view copies of the image anytime, anywhere, and to work anywhere once the images have been stored and indexed.

Background

Workflow as a concept has always been part of formal office procedures, but unless automated it was difficult to know how far a particular task had got through the cycle, and its current location. The council is currently implementing a combined document management and workflow package, this project is currently referred to as EDRMS (Electronic Records Management System). Workflow was an element of the previous technology strategy.

Possible trends

Workflow used to formalise processes. e.g. the handling of incoming emails, processing of invoices, requests for car mileage claims.

Workflow used to deal with an increasing contact with the customers.

Workflow reducing number of internal emails

Workflow used to address some of the issues surrounding Freedom of Information.

Linking scanned documents with CRM requests.

Approaches

Integrating CRM, workflow and document management systems, particularly with specific application processes

Removing the manual process in some areas to force some use of workflow. E.g. Only allowing car mileage claims to be made electronically through the workflow system.

Adoption of ISO 15489 methodology for Electronic Document Records Management

Risks

Automating unsuitable processes

Users feeling a 'slave' to the workflow

Incurring process faults, leading to work left undone, or processed more than once.

Tool not used to its full capacity

Tolerating poor quality control when scanning

Tolerating poor indexing, leading to lost documents

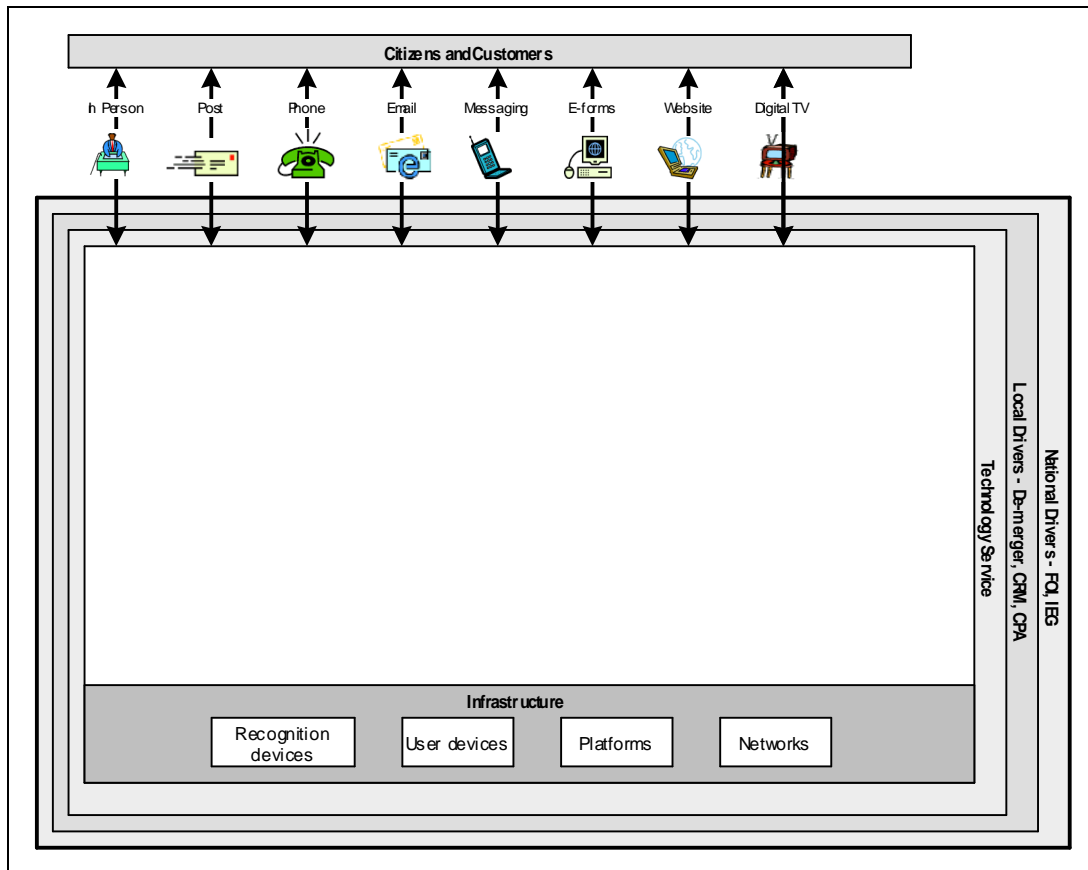
IT Implications

This is a major project. There are significant project management implications. There will be further requirements for integration of some of the processes with 'back office' systems, the internet website, the intranet website and the file sharing system. The system will undoubtedly require extra storage capacity on the computer network.

INFRASTRUCTURE

The infrastructure provides the underlying foundations for all the other components in the technology architecture. It is an essential element because any weakness here will become visible to the users of the Technology service.

In the last four years security issues surrounding the computer network have required the greatest single increase in resources from the Technology budget. As the systems open up to the public under electronic government this trend is likely to continue.



Recognition devices - Infrastructure

Definition

Recognition devices actively or passively enable the recognition of IT users.

Impact

The use of recognition devices places demands on the IT infrastructure, in terms of installation, support and networking.

Background

The Council does not at present make use of recognition devices for access to its network. Some work was carried out in the past to check whether the use of the 'swipe' ID badge could be used to enhance the security. This was found to be too expensive an option. The network is currently accessed by the use of a logon name and a password that has to be changed every three weeks.

Possible trends

Increasing use for home, mobile and flexible working
Increasing use of smart cards and biometrics, as part of a national identity card.

Approaches

Using a key-fob type device combined with user ID to replace access to the password.
Choosing appropriate methods to suit home workers, teleworkers, members, office based staff.

Risks

Impersonating others
Incorrectly identifying individuals
Spoofing for criminal purposes
Tolerating poor authentication systems when distributing out tokens, ie insufficient control of who has them
Choosing an approach that is unacceptable to users
Key fobs routinely left in insecure areas or on desks

IT Implications

The technology may not yet support a mixed approach to authentication via passwords and key fobs. A study will be required to find the optimum authentication method for each type of user.

User devices - Infrastructure

Definition

User devices include telephones, mobile phones, PCs, thin-client devices, laptops, tablets, PDAs, digital TVs, and fax machines. User devices also include associated devices such as displays, printers, scanners, cameras, TVs and home entertainment equipment.

Impact

Standards can be set that apply to employees in order to ease procurement, training and support. However, for the public there are fewer restrictions. Dialogues with the public must allow for a range of different standards, operated by people with widely different levels of knowledge and skill.

Background

Telephones have been used for over 100 years, computer terminals since the 1960s and personal computers since the 1980s. School use of PCs has mushroomed over the last ten years or so, starting before the more general Internet revolution. Mobile phones, growing in use over the last ten years since they got smaller lighter and cheaper, now provide text messaging, internet access alongside voice services.

Possible trends

Converging use of devices such as PCs, TVs, PDAs, telephones mobile telephones and home entertainment centres
Using browser-based software for all communications from PCs, eliminating the distinction between PCs, terminals and thin-client devices
Increasing capability of mobile devices that work at higher speeds with access to computer networks and their application software.
Increasing use of PCs for voice communication.

Approaches

Agreement to standards for internal access to specific applications eg. Email, calendars, Benefits application form, Housing repairs module
Ensure that the website can be accessed by small screen devices, screen readers, non-microsoft browsers

Risks

Supporting too many internal equipment and software combinations
Failing to caterer for user devices that citizens want to use
Failing to try out new ventures and developments on target devices

IT Implications

This will cause an expansion of support requirements. The internal user may be dissatisfied by the quality and reliability of remote devices. It will therefore be important to select quality equipment and services.

Platforms - Infrastructure

Definition

A platform is a server or set of servers designed to run a software package. The two main platforms are based on either the Microsoft operating system and Intel hardware or the Unix operating system and Sun.

Impact

Stafford Borough Council has located its servers mainly in one room. It is possible to share servers, but this is not the norm. Indeed, many software suppliers now insist on a dedicated server for their product. Ideally, all servers would be to the same platform specification but, for a variety of reasons, we support multiple platforms.

Background

Prior to 1995 Stafford Borough Council had one mainframe type computer. In 1998 this changed to three large minicomputers. We now have in excess of thirty server computers.

Possible trends

Continuing need to support legacy platforms for some time where the applications provide vital support to services

Outsourcing servers while still having full access to, and control of, the application systems running on them through use of web services

Approaches

Reducing the number of different platforms and making of platform
Consolidating servers where practicable to reduce the number of individual boxes supported and share resources between systems.

Consolidation the storage area of the servers only

Outsourcing the maintenance and management of servers

Use of a data centre to host servers

Risks

Getting an inappropriate balance between the need to improve price/performance and the stability of leaving existing equipment and software alone

Over-consolidating applications on to the minimum number of platforms leading to compatibility and performance issues, or responsibility issues with application suppliers

Under-equipping new applications

Budgeting inadequately for equipment and software refresh

IT Implications

The consolidation of servers may not be cost effective, in terms of the extra layer of technology required to run two systems side by side. A review should take place to identify any systems that are sufficiently stable to allow this.

The CRM is being supplied using the data centre model.

Networks - Infrastructure

Definition

Networks comprise equipment, software and services to enable the communication of digital and analogue signals around the organisation and externally. This could include voice telephony, data, telemetry, images, audio and video.

Impact

Networks enable the interrogation and transmission of information to and from anywhere.

Background

The networks within the civic centre building employ flexible structured wiring, especially category 5 (four twisted pairs of copper wire terminated by RJ45 standard connectors). The telephone network runs on an identical wiring scheme. The remote offices are connected to our network either by leased lines at 2mb/s, wireless broadcast or by a virtual private network transmitted over the internet

Possible trends

Increasing requirement to connect all staff to the network via permanent broadband.

Requirement to increase the connection speed at both the civic centre and remote offices.

Limiting bandwidth to a 'share'

Approaches

Developing policies for sharing of networks and firewall interfaces between services

Increase the internet

Use of thin client technologies for heavy network requirements across small bandwidth

Risks

Flooding the network with rogue or faulty traffic from devices.

Incurring capacity bottlenecks on network segments

Losing service owing to faults and unsolicited surges in traffic, especially problems that arise outside office hours

Failing to anticipate moves and changes impacting upon topology or traffic volumes

Losing security through hacking or misdirected traffic

IT Implications

Careful planning will be required as technologies such as CRM and document imaging are used. There should be a survey of the current network to identify its maximum capacity.

Delivery of the Technology Service

GOVERNANCE FOR THE TECHNOLOGY SERVICE

Definition

Governance for IT comprises the arrangements by which the local authority ensures that its application of ICT resources provides the maximum benefit. It clarifies the decision-making process, and who has input to it.

Arrangements

A service plan is produced each year. This plan gives details of the projects that commence over the following year. A copy of the plan is posted on the intranet and a Gant chart of the proposed dates for the projects to be implemented are posted on the Technology notice board. Heads of Services are notified that these documents have been completed and their comments requested.

The service plan takes as its input the projects proposed in the current Technology strategy.

The Technology Strategy is produced every 5 years. The Modernising Services group are responsible for examining it and recommending its adoption to the Corporate Management Group. They also have the role of monitoring any action plans that result from the Strategy.

Both of the above documents are produced jointly with the Cabinet Member for Resources.

PERFORMANCE MANAGEMENT

Definition

The management of the Technology service to provide a facility within defined performance parameters. This is usually measured using performance indicators or described in a Service Level agreement or Charter.

Arrangements

Key performance indicators are based on server up-time and response to helpdesk calls.

The indicators should be expanded to include all the key servers and more specific reporting of types of helpdesk calls. The proposed helpdesk indicators are in Appendix A of this document. The Technology Service Management will monitor the performance of the service on a daily basis. Where there is a major deviation from the targets the resources available will be directed towards the appropriate area.

The charter for service from the reprographics section is in Appendix B. This has already been distributed to the key users.

Action Plan

Item	Resources	Completion Date
CPA		
All major projects use Prince 2 as a methodology		Feb 06
Contact Channels		
Use mobile technology to support home visits and assessment of benefit claim.	DWP funding	May 06
Use mobile technology to support the street scene function.	Not yet specified	June 06
Support the CRM function with advanced telephone systems. Purchase through the Staffordshire eGov partnership.	£60,000 over 5 years. Funds from IEG & current IT budget.	May 06
Divert incoming emails to workflow mail boxes and the CRM		Aug 06
Install two way text messaging for CRM use.		Jan 06
E-Forms. Install an eforms system	£9,000 IEG funding	Feb 06
Application Systems		
Integrate application systems with shared applications where a business cases exists.		May 07
Use Government sponsored middleware products for integration projects.		Apr 06
Review the business continuity procedures. Reduce risks of system failures.	Approx. £25,000 IT budget	Sept 06
Set-up database of system and data owners.		Dec 06
Shared Applications		
CRM. Ensure the CRM is available in at all times. Install a failover link to the CRM.	£5,000pa.	May 06
Integrate CRM with back-office systems where there is a business case.		May 07
Integrate CRM with website where there is a business case.		May 07
Set up a Land and Property system to link back office data together. Provide data to all users via a corporate GIS system.	Replacement system for current intranet.	Nov 06
Identification – Adopt the use of higher strength password systems	Not yet specified	Jan 08

for external users.		
Use the government gateway for verification of the public when electronic access is required.		Jan 07
Use EDRMS throughout the council for both internal and external processes.		May 09
Infrastructure		
Utilise the Anite mobile worker system for remote processing of benefits applications.		May 07
Consolidate servers	Likely savings	May 07
Increase internet bandwidth		Aug 07, 09
Ensure any replacement network equipment supports telephony. Pilot the use of VOIP telephony.	£25,000 pilot system. Eventual net saving.	Aug 07

Appendices

APPENDIX A - TECHNOLOGY HELPDESK - TARGET TIMES FOR CIVIC CENTRE

All calls to the helpdesk will be recorded on the helpdesk system. The helpdesk operator will prioritise the calls and the first response from a Technician will be within the following times.

Priority	Hours
High	2
Normal	4
Low	8

Resolve Targets

Priority	Working Days
Complete loss of PC facility	1
Printer hardware problem,	2
Loading new software standard Adding new users to the network. Removing users from the network	7
New standard PC, Standard Printer, Scanner	14
New network socket	30

The Technician may provide a temporary fix within this time frame to provide a faster service. This could include access to a temporary PC or diverting printing to an alternative printer.

By arrangement the time to fix may be shortened if it is agreed that there is some urgency for the problem or increased if there is no urgency.

APPENDIX B REPROGRAPHICS & COMPUTER OPERATIONS SERVICE CHARTER

Mission Statement

To provide a high quality document production service for all sections of the Council.

Business Hours

Normal Council working hours.

Tasks

This document has been created to clarify the existing arrangements for the production of documents and their handling.

Reprographics

Description	Performance Target
Short-run work (less than 1,000 copies)	Wherever possible, short run work will be turned around within 24 hours. If brought in after 3.30 p.m. completion by 3.30 pm, next day.
Standard larger runs non-urgent	To be completed within 3 days.
Urgent Work	By prior arrangement urgent work will be undertaken and delivered on time wherever possible the same day. Turnaround times will be agreed with all clients at the time that work is accepted. A phone call or e-mail will notify on completion to client.
Committee Agendas/minutes/ Members Digest	According to Committee Cycle timetable. Approximate print times based on 100 completed agendas for completion by 2.00 p.m. for posting that day Up to 100 pages approx 1 hr 30 mins in Print Room by 11.00 am Up to 150 pages approx 2hr 30 mins in Print Room by 10.00 am 150 - 200 pages approx 4 hrs. in Print Room by 9.00 am Agendas brought to Print Room during afternoon will be completed during course of following morning. Committee services to liaise on submission time for printing and length of time required for completion.
Large print runs	Black and white printing can be undertaken in-house. Prior notice to be given for jobs exceeding 10,000. Liaison required.
Document finishing	Prior notice to be given for any large jobs requiring specialist finishing e.g. booklet making, comb binding, thermal heat sealing etc.
Colour Printing	Notice to be given on any large colour print jobs

Computer Operations

Reports & Cheques	Overnight computer jobs will have their associated reports printed by 11:30am the following working day. All cheque runs completed by 11:00am will be printed and enveloped by 12:30pm the same day. All standard computer jobs completed after 12:00am will have their reports printed by 11:30am the next day.
Letters	Overnight processed letters printed for checking by 10:30am the next working day. Note: Council tax/NNDR/Benefits letters may require more time with the Pericles system, since most of these will require a further process before they can be printed. Letters returned from checking by 11:30am will be enveloped by 12:30pm the same day. Any enveloping over 1000 must be arranged with a minimum notice of two working days and may require the assistance of the requesting service.
Other Enquires & Urgent Work	After 12:30 the operations room is usually left unoccupied. Report printing will be available but it will be necessary to request this through the Helpdesk on x666. We would aim to print such jobs within 2 hours of them being reported.