

ISLE OF ANGLESEY ICT STRATEGY

2010 - 2013

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Foreword

This strategy governs the development and application of ICT within Anglesey County Council, enabling;

- delivery and support of corporate and service objectives
- service improvement
- transformational change

This is not intended to be a technical document for the use of the ICT unit, it is intended to be a strategic document for the organisation which is inclusive and has buy-in across the Authority and assists the council in it's strategic aims ;

- Enhance the reputation of the Council and Island
- Protect and develop the Islands economy
- Build and support sustainable communities
- Promote healthy, safe and fair communities
- Businesslike and affordable services

Over the preceding years, the Council has developed an infrastructure which is secure, robust and reliable, which includes a high performing local area network and a wider area broadband network which is fully owned by the Council, the only one of its' kind in UK local government.

This infrastructure is continually being upgraded and improved and provides the Council with a quality platform for service delivery and improvements and added benefits for service delivery.

The continuous programme of upgrade and improvement is key to ensure that we keep pace with demand and developments which enable services to improve their service to the public and underpins the strategic aims of the Council.

In these times of change, demanding internal and external drivers, and the rapid pace of ICT developments, this strategy will be regularly reviewed and updated where necessary.

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1. Introduction

During the lifespan of the previous ICT Strategy considerable progress and investment has been made in providing a robust, resilient and secure ICT infrastructure which includes:-

- A comprehensive Wide Area Network (Anglesey Connected) covering around 100 sites including administrative centres, schools, learning centres, leisure centres and libraries.
- An upgraded local area network incorporating fibre connections
- Plans to implement a VOIP telephony network replacing the previous digital network
- A standard Desktop Environment deployed to more than 1000 service users.
- Consolidation of server technologies providing robust, scaleable, flexible and resilient facilities
- Flexible modern business systems which respond to changing business and legislative requirements
- Standardisation of operating systems to increase efficiency and reduce support costs
- Full implementation of ICT project management using industry standard methodologies
- Robust information security and associated policies to safeguard the Council's information assets and personal information and ensure GCSX Code of Connection compliance.
- Enhanced E-Mail facilities for internal and external communications
- Internet access provided through an upgraded secure and resilient infrastructure
- Effective service management arrangements including Helpdesk, performance management, ICT Strategy Group
- A modern transactional website enabling online services

This strategy focuses on how we can use these technologies to enable the organisation to develop and move forward,

The standard 5 C model has been used to prioritise the key elements of the strategy;

- **Change** - ICT supporting and enabling service and organisational change
- **Customer** - Improving services both for the internal customer in delivering high quality and effective ICT, and for the external customer in terms of improved access to the council and improved service delivery
- **Capacity** - Making most effective use of resources and maximising capacity in terms of technology, information & expertise
- **Consolidation** - consolidating existing resources and good practice to provide an improved ICT service to the organisation
- **Collaboration** - using ICT to enable more effective internal and external collaboration. Identifying opportunities to collaborate in the delivery and development of ICT services

These are challenging and unique times for Anglesey County Council. We have to improve our services and corporate governance arrangements with a backdrop of major budgetary restrictions.

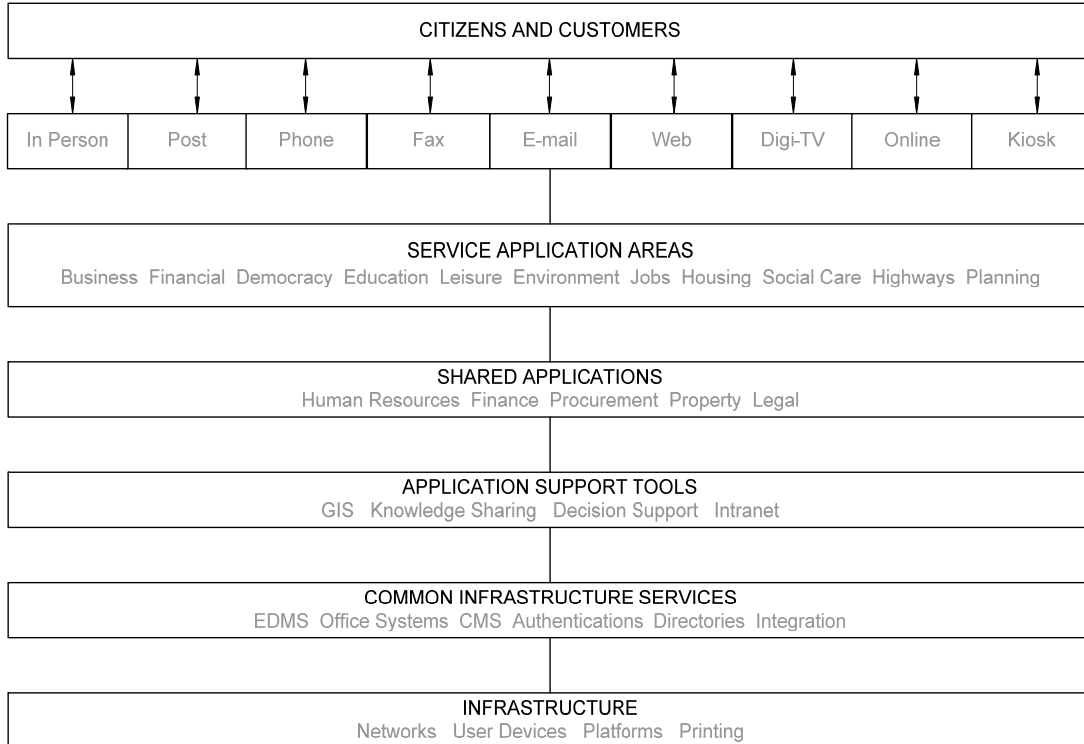
The financial climate may preclude major infrastructure improvements or our ability to meet demand and expectations. These are major risks which have to be effectively managed.

To mitigate these risks we must ensure that we prioritise investment and projects to ensure that they deliver transformational change, improvement in services and efficiency gains which can be reinvested in services. We will also need to ensure that the business continuity of the Council is maintained and any investments or projects are within the Council's affordable priorities programme..

2. Planning for ICT

2.1. The ICT Environment

The following diagram is a model which shows the various ICT components we need to consider and how it all fits together in developing our strategy. It can be seen that the infrastructure is critical as it underpins all our business systems, our office tools and increasingly our interface with our customers.



2.2. ICT Upgrades & Investment

Historically, ICT renewals have been funded from within departmental budgets on an ad-hoc basis. This has led to some services being far in advance than others in terms of up to date ICT hardware/software. Corporate consideration should be given to centralising ICT budgets to enable a structured renewals programme to take place to cater for infrastructure components such as departmental servers and PCs. This will go a long way to ensuring that we have the means to effectively underpin and future proof the ICT environment.

3. Strategic Objectives

3.1.Underlying Principles

The objectives of this strategy are based upon the following principles;

- Flexibility – responsive to change
- Innovation – exploiting the potential of new developments and technologies, including supporting new ways of working
- Accessible and customer focused – recognising the important role of ICT in communicating with and providing services directly to the public and providing a choice of access channels to meet the needs of individuals.
- Partnership – maximising the potential benefits of partnership working
- Reliability – ensuring that ICT services are available for use when required
- Security – ensuring that we protect the Council's information assets
- Continuous Improvement – to monitor, benchmark, review and improve our performance and the services provided to our customers
- Welsh Language – ensure this ICT Strategy will support the promotion and use of the Welsh Language across the Council, and strengthen the implementation of the Council's Welsh Language Scheme
- Legislation – ensure that systems comply with relevant legislation
- Standards – ensure that all technologies and developments adhere to local and national standards
- The Environment – the ICT service will implement measures to reduce energy consumption, minimise environmental impact and where possible assist in reducing the Council's carbon footprint
- Maintaining business continuity

3.2 Objectives

The objectives for the ICT Service are:-

- To underpin corporate and service plans/strategies
- To provide a highly available, resilient, flexible and secure ICT infrastructure to meet the Council's business requirements and protect business continuity
- To develop, implement and support information systems that meet the Council's business needs using industry standard project management methodologies.
- To provide and support a communications infrastructure to enable the Council to offer choice of contact channels for the public where it is in the best interests of the Council to do so.
- To ensure that quality and performance standards are established and maintained for all ICT services.
- To develop, monitor and enforce Corporate ICT and security standards, policies and procedures.
- To engage in collaborative and partnership working.
- To ensure that arrangements are in place to ensure inclusiveness in the strategic planning of ICT

4. The 5 C Model

4.1. CHANGE

“ICT supporting and enabling service and organisational change”

A key element of this strategy is to promote a move away from a focus on technology in order to focus upon enabling and supporting service and organisational change, to effect service delivery improvements and choice of contact channel for the customer.

The challenges the Council face will require modern, resilient and sustainable ICT but it will also need a partnership with the corporate entity and it's services to support a modern, flexible, high performing organisation.

ICT can provide the underlying technologies but change can only be achieved if we also have corporate buy-in with regard to:-

- Leadership and governance with the associated responsibilities and accountabilities clearly defined to enable the implementation of transformation or change and ensure a readiness and capability for that change and it's sustainability
- Capacity which ensures sufficient capacity for change is available in terms of resources and skills
- Effective project management including designated project sponsors, managers and teams, use of the standard project management methodology, with clear reporting lines and accountabilities defined
- Clear responsibilities and accountabilities for the management of customer focus and engagement to enable the modernisation of how we interact with our customers/citizens

4.1.1. Risk to effective change

The **external and** budget pressures we face for the foreseeable future could restrict our ability to keep our ICT infrastructure up to date and put pressure on business continuity.

This may be compounded by services expecting more from ICT in supporting and enabling change identified within their business plans. ICT can be an enabler to change, but investment will be required to ensure sustainability in capacity, the implementation of new and improved technology and the replacement of out of date business systems.

Lack of investment and external pressures will limit the scope and speed of business change and service improvements.

4.1.2. Change Priorities

4.1.2.1. Information Management

Information is recognised by the Council as a critically important asset and needs to be accessible, accurate and up-to-date to enable informed decision making.

A key enabler of change is Electronic Document and Records Management (EDRMS).

Whilst these systems are key enablers of change, and the Council is actively looking to implement EDRMS, investment in that alone will not deliver transformation or significant change without fundamental business process reviews.

The implementation of EDRMS will provide the platform for future customer relationship management (CRM) systems which will further enable customer single point of contact leading to further efficiency gains.

4.1.2.2. Business Systems & Processes

The Council is committed to change as a means to improving services and addressing the issues raised in it's Corporate Governance Inspection (CGI). A review of business systems and processes will need to be part of the organisations change and improvement programme in order to meet the objectives emanating from the CGI.

Successful transformation or change demands that current working practices and business processes need to be revisited and challenged.

4.1.2.3. Enabling New Ways of Working

ICT can enable the modernisation of the Council and we will work towards;

- Improving services for our customers
- Provision of flexible working
- Making more effective use of our accommodation assets
- Improving staff satisfaction levels which can lead to a reduction in sickness levels and turnover
- Having a positive impact on the environment by reducing home to work and business related travel

4.1.2.4. Business Continuity

Business continuity is key to the provision of consistently good services to the public. We will work towards ;

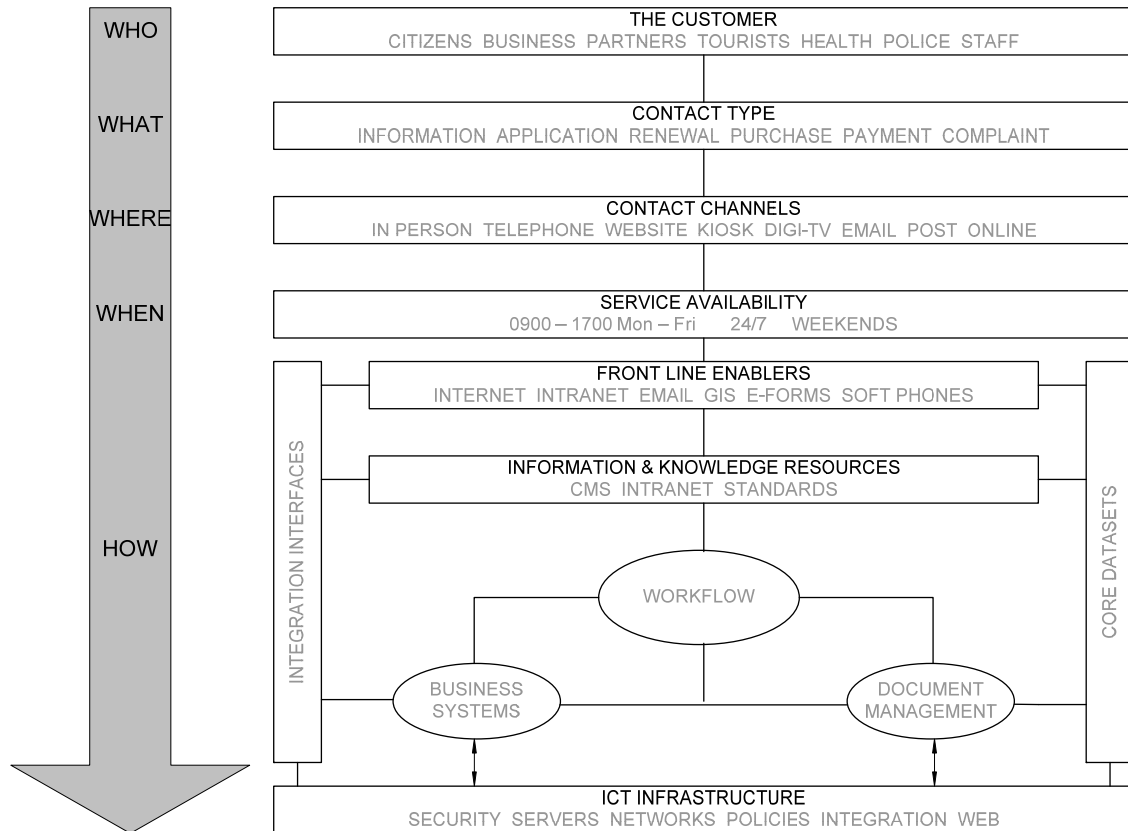
- A remotely hosted and comprehensive backup facility for our critical systems and components
- Upgraded local and remote data storage facilities
- Upgraded data backup facilities

4.2. CUSTOMER

“Improving services both for the internal customer in delivering high quality and effective ICT, and for the external customer in terms of improved access to the council and improved service delivery”

Increased use of the internet for public, private and social activities has resulted in increased public expectations from Council services in terms of obtaining information or services. This means that the Council has to be able to offer choices to the public in how, when and where they obtain their services, whilst also maintaining information and systems security.

ICT is key in delivering and improving customer services as the following diagram illustrates.



Existing, emerging and converging technologies and services will be constantly reviewed and researched in order to identify those which may deliver efficiencies and benefits to both internal and external customers. They must also be marketed and opportunities identified with service managers for their implementation.

We will endeavour to be responsive to the changing needs of our customers and recognise that new technologies will offer new opportunities to a wider ranging customer base.

In order for our customers to realise the efficiencies and benefits available to them through the use of technology and for us to understand their needs more effectively we will:

- Market the ICT service effectively – demonstrate new technologies, develop case studies, develop an effective marketing strategy.
- Engage effectively with our customers (internal and external) – ensure that we know who our customers are, what they want, when they want it.
- Listen to our customers and react - through customer satisfaction surveys, helpdesk feedback, website take up surveys and feedback.
- Promote and support the use of the Councils Website and Intranet (MonITor) as key channels of communication and service delivery with customers

KEY PRIORITIES

4.2.1 Website Development

The corporate website is a primary customer contact channel to enable the public to access Council services and information, and one that is available 24 hours a day, 365 days a year accessible from anywhere .

The use of the website is also considerably cheaper than more traditional methods of access such as face to face and telephone; therefore by encouraging greater use of the website we should be able to deliver considerable efficiency gains.

With a total of 25,000 unique users and 186,000 page visits per month, the corporate website is growing, both in usage and in the content available. In addition we have several other websites which contribute over 100,000 page visits per month and 20,000 unique users. A recent upgrade to our Tourism website resulted in the number of unique users and page visits rising by threefold. The popularity of the websites and the consequent expectation levels are continually rising.

We plan to further develop the corporate website with a new or upgraded content management system and increased transactional functionality. In addition, we plan to introduce new facilities which incorporate Web 2.0 technologies which will attract a larger number of younger visitors to our site and embrace these emerging technologies.

Customer authentication which will enable the customer to select services using a unique identifier such as a pin number will be explored giving the potential for generating a “self service” style of service provision which will lead to efficiency savings. The current financial climate may render this to be aspirational at this time.

Further facilities to enable assisting and underpinning the democratic process will also be enabled such as;

- Online petitioning (e-petition)
- Online consultations (e-consult)
- Online questionnaires (e-question)
- Webcasts of committee meetings (video & audio)

4.2.2 Telephony

An IP telephony implementation is underway which will replace the existing telephone switch which was installed in 1996. IP telephony will enable the following facilities:-

- Presence awareness, the ability to route calls to members of staff wherever they are, office based, mobile or even working from home.
- Integrate all communications in one place, ability to deliver voicemail and text messages directly into email work area.
- Ability to integrate applications with voice services.
- Assist in the deployment of Contact Centre/One Stop Shop style working.
- Provide more options in terms of resilience thus strengthening voice business continuity services.

4.2.3 Customer Contact Channels

The Council is committed to offering choice of access methods to Anglesey services for its citizens and customers. We have installed public access points (POPs) in our libraries in the form of PCs, but further contact channels need to be established to give the Council a presence in the community and enable citizens to access Council information or services from a variety of locations and we will work towards that aim.

4.2.4 Managing Relationships with our internal and external Customers

There is no dedicated customer relationship function within the ICT unit or within the Council itself. In terms of ICT, the Help Desk and Project Managers undertake elements of that role.

There is clearly a need for this function and we now need to undertake a review of our arrangements and organisational structure in this context. The Council also needs to consider setting up a dedicated customer relationship function for external customers/citizens.

It is also recognised that the ICT unit needs to do more to market our services and improve communications, particularly around the use of technologies and some of the corporate work we undertake e.g. Information Security, Project Management. We will continue to strive to improve our communications and marketing.

4.3 CAPACITY

“Making most effective use of resources and maximising capacity in terms of technology, information & expertise”

Key Priorities

4.3.1. ICT unit capacity planning

The issue of capacity within the ICT unit has always been contentious. The unit does not have the capacity to meet current or future expectations.

In the current climate, it will be difficult to create new positions to alleviate the lack of capacity in staff resource. As such, the ability of ICT to meet expectations and fully support its' customers is severely compromised and this is recognised within the corporate risk register.

ICT therefore needs to maximise resources and capacity in terms of numbers, skills and technology. A fundamental review of capacity planning for ICT will be undertaken. This will include;

- Reviewing both the ICT unit and departmental ICT staff skills
- Consideration of centralising ICT resource
- Organising central ICT to enable capacity to meet expectations

Following the review, ICT should be able to;

- Ensure processes are in place to monitor and manage capacity and where possible provide additional capacity on demand to meet business peaks.
- Ensure that ICT arrangements are robust in ensuring resources are aligned to meet the changing needs and priorities of the council.
- Provide a flexible and scalable structure which also addresses succession planning issues

4.3.2 Infrastructure Capacity Planning

The ICT infrastructure underpins Council services. As such, it is vital that sufficient funding for capacity is available. Consideration should also be given to centralising assets with the appropriate funds to enable infrastructure upgrades. We shall continue to monitor the infrastructure and implement necessary upgrades or changes as demand dictates.

4.3.3 Skilling our staff

For staff to make effective use of ICT it is essential for them to be equipped with the appropriate skills and competencies. There will be continuing requirements for the Corporate Training Unit to deliver quality, appropriate and timely training to staff and councillors.

In addition we must ensure that staff within the ICT unit have the capacity to provide professional advice and support. We will consider introducing a professional training framework for ICT staff utilising the Skills Framework for the Information Age (SFIA) which has been developed by the British Computer Society and adopted by many local authorities and all central government departments for ICT staff.

4.3.4 Performance Management

The ICT Division is a participant in the Society of IT Management (SOCITM) Benchmarking Service which is used by all 22 Welsh Authorities. The ICT Division is committed to continue to participate in the benchmarking. The service benchmarks general performance against an agreed set of indicators including capacity planning and brings together participants to share best practice.

As well as measuring and reporting on these external measures, the ICT service will develop a performance management framework and to ensure that performance reports covering all aspects of the service, where practical, are produced on a monthly basis and are published on Monitor.

4.3.5 Project Management

The ICT Unit has developed a project management methodology based upon the principles of PRINCE2. All ICT related projects are now managed using this methodology by dedicated project managers. A corporate project plan is formulated each year which is managed by the project managers and monitored by the ICT Strategy Group. Capacity planning for projects is built into the project plan.

New projects will be decided upon by the use of a project prioritisation method which examines the following factors;

- Contribution to strategic objectives and plans
- Statutory or Legal requirements or directives
- Collaboration and/or reputational issues
- Business continuity
- Resource requirements
- Sustainability

4.4 CONSOLIDATION

Since the inception of Anglesey County Council, the ICT service has consistently looked to consolidate legacy technologies and business systems to remove duplication, reduce costs and standardise systems & processes.

This consolidation has been undertaken by working closely with service managers and with technology partners as well as ensuring compliance with legislation and relevant standards.

As part of this process, we have adopted industry standards covering areas such as software development and infrastructure technology. Open Source systems are not considered robust or mature enough to be part of the ICT strategy at this time.

As organisational changes and transformation projects continue across the council, we must constantly be evaluating opportunities to consolidate business systems and processes. In order to continue with this programme of work, we will:

- Work with our business partners to ensure that the technologies and associated standards we adopt are in line with recognised industry standards and best practice.
- Engage with relevant bodies, strategic partners and service managers to ensure that the services we deliver meet legal and regulatory compliance.
- Engage with service managers, so that we can identify further opportunities to consolidate information and business systems and deliver efficiencies.

Key Priorities

4.4.1 Technology Standards

There are a growing number of standards and recognised best practice surrounding the deployment and use of ICT technologies and services. Whilst many of these are not statutory, adoption of industry standards and best practice offers opportunities in terms of integration, rationalisation and standardisation; which will result in greater consolidation and more effective deployment of resources.

4.4.2 ICT Security

ICT security has always been a high priority but the advent of the Government Connect Programme requires enhanced security arrangements. In recognition of this there has been an organisational change to enable increased focus to be given to information security. There has also been a strengthening of our ICT security polices and the implementation of key technologies such as fully encrypted memory sticks, remote authentication tokens and endpoint security.

4.4.3 Meeting Legal and Statutory Obligations

The increasing use of technology particularly email has resulted in us having to manage increasing quantities of data about individuals. We have to ensure that we use this data in a lawful manner.

We must be mindful and comply with related legislation and ensure our policies and the technologies we use assist us in doing so.

4.4.4 Rationalisation of Information

Information is recognised by the Council as a critically important resource. Accessible, accurate and up-to-date information is essential to enable high quality service delivery. Currently, information is managed on a directorate, or even service basis, which leads to duplication, inconsistencies and lack of standardisation throughout the Council. At this time of organisational change we have an opportunity to change this and manage our information more effectively, rationalising databases and so reducing duplication and increasing efficiency, accuracy and quality.

4.4.5 Rationalisation & Standardisation of Business Systems

Due to economies of scale, no large scale in-house developments are undertaken within the ICT unit. The strategy is to standardise and rationalise technology, software and systems by procuring industry standard systems which are easily maintained and supported. This has led to few non-standard business systems still being maintained and supported.

We will work with directorates and services to upgrade the legacy systems to more modern, industry standard systems and, where possible, reduce the number of systems maintained and supported leading to cost efficiencies.

4.5 COLLABORATION

“Using ICT to enable more effective internal and external collaboration. Identifying opportunities to collaborate in the delivery and development of ICT services”

ICT is a key enabler in supporting this collaboration both between internal departments, other local authorities and with partner organisations such as Health, Police and central government. This presents a variety of challenges in that there will be requirements to share infrastructure, business systems and information in a seamless and secure manner.

ICT can deliver technologies and services to assist with collaboration but cannot achieve the required results alone. Councillors, senior managers and service users will need to work with our partners in order to provide the drive for the collaboration and overcome potential obstacles e.g. legal and organisational.

In order to support effective collaboration both internally and externally, we must:

- Provide a flexible, scalable and responsive infrastructure.
- Maximise opportunities for collaborative procurements, particularly business systems and common infrastructure technologies.
- Provision of enterprise wide collaboration tools e.g. Instant Messaging, integration of telephony with business systems.

Key Priorities

4.5.1 Intranet Strategy

The Intranet is a key internal communications channel and collaborative tool and the Anglesey Council Intranet (MonITor), is used by more than 1000 staff with around 10,000 page views per month.

We will continue to develop MonITor to encourage further collaboration and knowledge management.

4.5.2 New Productivity Tools

New technologies such as Web 2.0 (social networking applications) offer potential for greater collaboration both internally and externally. These technologies are not just about social networking using Facebook, Myspace etc., they also offer opportunities for services delivery and providing information. Products such as Twitter and Facebook offer opportunities to engage with customers differently and in a medium many customers particularly younger people use extensively. We will implement Web 2.0 technologies with appropriate controls applied.

Instant messaging has the potential for effective, rapid information sharing between collaborative staff and external agencies where a quick response to a simple enquiry can add to efficiency.

4.5.3 Collaborative Procurement and Shared Services

We already participate in collaborative ICT procurement both on a national and regional level. We need to do more and identify opportunities not just for procurement but potentially joint implementation, support arrangements and hosting of systems and technologies. ICT is also a key enabler for other collaboration projects.

ICT will ensure that ongoing collaboration is a key priority.

4.5.4 All Wales Initiatives

We are actively involved in all Wales initiatives and are committed to continue this involvement to ensure we can influence important projects such as the Public Sector Broadband Aggregation project.

5. ICT & the ENVIRONMENT

The ICT service will implement measures to reduce energy consumption, minimise environmental impact and where possible reduce the Council's carbon footprint.

To date we have implemented various measures to reduce energy consumption and CO2 emissions;

- Recycling of laser toners
- Reuse and recycling of equipment where possible
- Increasing the use of network printing

These measures have delivered some benefits but more needs to be done to make an impact. We will be working with the Energy Unit to implement further environmentally friendly initiatives and to complement any Corporate Energy Awareness policies, strategies or campaigns including;

Reducing energy consumption within the computer suite by the use of virtualisation And powersave facilities will be implemented on hardware where possible.

The Cabinet Office has produced a Greening Government ICT report in which they recommend 18 steps to delivering greener ICT;

http://www.cabinetoffice.gov.uk/media/66177/greening_government_ict.pdf

Work needs to be done to identify the practicality of implementing the recommendations within the report, many of which are corporate issues rather than a direct ICT issue. Following that piece of work, awareness of the proposals needs to be communicated to all staff and their roles in ensuring implementation and the subsequent benefits.

6. ENABLING DELIVERY

6.1 Infrastructure

To date, the ICT unit has built a comprehensive ICT infrastructure which is;

- Resilient
- Scalable
- Flexible

We have also installed and implemented highly available local and wide area networks with most council buildings connected across the Island, each with a high speed internet connection.

This dynamic infrastructure enables us to provide ICT services from a solid platform and further enables the basis for the sharing and provision of services to other organisations which will be key to successful collaboration.

6.2 Information Management

It is recognised that information is a core resource and a major corporate asset. As such, it needs managing effectively if we are to get the most out of its value. Information needs to be managed in order to derive the following concepts and benefits;

- Content management
- Easily found
- Ease of sharing internally and externally
- Easily published where necessary
- Legal compliance (FOI, Data Protection etc)
- Data security
- Ease of distribution
- Common presentation

As with other aspects of the ICT Strategy, it should be remembered that the ICT unit is custodian of all electronic information, but information is a corporate resource that must be managed corporately with shared ownership and responsibility including paper based information.

6.3 Information Security

Council information is key to the successful delivery of services to the public and needs to be protected to ensure that it maintains;

- Integrity which keeps the information relevant, up to date and managed through change
- Confidential to ensure that only those who the information can access it
- Availability which ensures the information is timely and in the correct format

Failure to manage information in a secure environment would expose the Council to significant risks in terms of reputation, public trust and legal compliance. In order to ensure information security the following has been established;

- Connectivity to the Government Connect Secure Extranet (GCSx), which enables secure exchanging of data with other public sector organisations and secure email.
- ICT Security Policy
- Internet Acceptable Use Policy
- Email Usage Policy
- Remote Access Policy
- Information Security Events Reporting Procedure
- Responding to Information Security Events Procedure
- Developed Information Security pages on MonITor and awareness sessions for staff as part of induction.
- Implementation of endpoint security products to increase protection of our information resources.

Key Priorities

Information Security will be reviewed on a regular basis and monitored via the ICT Strategy Group. It will remain a priority for the life time of this strategy. The priorities are:-

- To become PCI DSS (purchasing card industry data security standard) compliant
- Continued accreditation to the code of compliance for GCSx
- The implementation of further technologies supporting information security
- Regular ICT Health Checks from external organisations

7 MANAGING the SERVICE

7.1 Strategy Ownership and Consultation

It is essential that this strategy is owned by the organisation and not the ICT unit. It is also essential that the strategy is geared towards improving the organisation as well as the ICT unit.

To meet the above requirements it is critical that the strategy is linked with other services strategies and business plans, and also the strategic corporate aims and objectives.

Departmental and Service consultation is therefore important in developing the strategy to identify priorities and opportunities where ICT can be utilised to deliver service improvements, change and efficiencies.

7.2 Performance Management

The ICT Service is committed to performance management and meets on a quarterly basis as part of the organisations' performance management framework.

It is also intended to publish local PI's on a monthly basis on MonITor and within the ICT unit.

SOCITM (the Society of IT Management) provide external benchmarking to all Wales' LGA's and provides statistics regarding performance and best practice on the following PI's;

- User Satisfaction. (externally sourced)
- Resolution of reported incidents.
- Percentage of successful projects.
- Acquisition costs of workstation.
- Cost of connection to voice network.
- Cost of connection to data network.
- Support costs per workstation.
- Workstations supported per support specialist.
- ICT competence of employees.
- Service Availability.

7.3 GOVERNANCE

The ICT Strategy Group meets on a regular basis and is populated by Heads of Service and the corporate Information Manager, chaired by the Corporate Director (Finance).

The Group monitors ICT strategy and considers and decides upon ICT projects and initiatives. The Group will also sponsor bids for funding to the corporate management team and committee.

See Volume III of the ICT Site Manual - The Organisation and Governance of ICT.