

Kent Connects

Enabling the transformation of Kent's
public services through technology

Business Plan 2007 -2010

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1 VERSION CONTROL

1.1 Agreement Change Log

Version	Date	Author	Reasons for Change	Approved By
0.1	05/07/2007	Debbie Wisdom	Initial draft for circulation to Kent Connects Executive Group	
0.2	07/08/2007	Debbie Wisdom	Amendments by Chair	
0.3	28/08/2007	Debbie Wisdom	Additional comments. For circulation to Kent Connects Strategic Board	
1.0	17/10/2007	Debbie	Final version	Strategic Board

2 INTRODUCTION

Kent Connects is the lead technology partnership in Kent and Medway. Established in 2002 as an e-Government partnership, Kent Connects is funded by its partner authorities and other sources such as Interreg. It has grown into a nationally recognised, successful, multi agency partnership, with strong governance and a fully integrated office.

With membership comprised of all the Kent and Medway authorities, Kent Police and Kent Fire & Rescue Service, Kent Connects is a powerful county wide alliance of public service providers. Our role is to remove the barriers that hinder the joining up and sharing of our public services. Our vision is to lead this transformation through the application of leading edge technology.

With IT as the backbone to most public service functions, technology is recognised as one of the keys to successful and efficient services. Kent Connects has already invested in a single, county wide IT infrastructure (both technology and people) to enable our partners to join up and share their service delivery mechanisms in a secure, robust and cost effective environment.

Public services are undergoing a radical step change as they strive to fulfil Government's ambitions for modernisation. In recent years, local authorities have made great strides in service improvement. However, the gap between actual improvement and public expectations is growing wider. Technology can help bridge this gap. By tailoring local services to citizen's needs, we are able to support the provision for accessible services that are supported by cost effective solutions and shared back office systems.

As public service groups take the lead in driving the specification for transforming their organisation's services and facilitating any necessary cultural changes, Kent Connects can provide the technology solutions to make their visions a reality.

This document forms the basis for the work of the Kent Connects partners for the next three years. It proposes a range of projects and core service enhancements that will benefit all the partners in delivering effective and efficient public services in the county.

3 KENT CONNECTS' VISION

3.1 Utilising Technology

Kent Connects will lead the transformation of public services through the application of leading edge technology. The vision is about utilising technology to better deliver public services, through greater choice and personalisation, secure access to information when and where needed, using a wide variety of channels. This transformation to self service, where possible, will reduce the burden on back office staff thus releasing resources to the front line enabling support for those requiring face to face or mediated services.

3.2 Access to Services

Our vision is one where public services really are 'seamless': where residents' access to services is not restricted by council boundaries and where officers can work from any public sector building, regardless of who their employer is.

3.3 Systems Integration, Shared Services, Centralised Services

Systems will be integrated, not just so they can 'talk to each other' but as a stepping stone to restructuring local government teams: centralised back office functions across councils with one stop shops offering the full range of public services. We will lead the way in shared services, with our partners' committing to centralise many aspects of their IT services. In our vision, Kent Connects is not just a support network for IT managers; it's an inspiration to decision makers and officers to think a different way.

3.4 Sharing Expertise, Resources, Good Practice

By working in partnership, we will share expertise, resources and good practice and use the Partnership to access funding streams not available to individual authorities. We will work with all key inter-authority business groups, helping them exploit the use of technology for their joint service goals, and to drive up quality by delivering citizen centred online services. We will provide a framework for managing change, identifying business needs and risks, promoting best practice and disseminating the lessons learnt across the partnership.

3.5 Joint Procurement

Through joint procurement we will reduce costs and enable opportunities for shared service delivery, and make better use of resources.

3.6 Research and Development (R&D)

Kent Connects will carry out R&D to identify opportunities for innovation in the delivery of public service and encourage service providers to embrace change, providing opportunities for forums for creative discussions and exchange of ideas.

3.7 Communication & Marketing

We will learn from, and contribute to best practice across the public sector, by working with regional e-partnerships, Government departments and professional associations (such as SOCITM) and become a Partnership which others will want to be involved and associated with. By establishing a clear brand image which will be associated with excellence and results, Kent Connects will work towards the delivery of an excellent customer experience, delivering value for money services for all of its partner organisations.

4 KEY DRIVERS

4.1 Gershon

The Gershon Report¹ recognised that the public sector is facing increased demands to deliver cost savings and to improve the quality of public services and key to this is the use of technology to help streamline the delivery of services.

4.2 Transformational Government

Transformational Government² focuses on shared and citizen-focused services. It challenges local authorities to consider not just 'doing IT better, but doing IT differently' to support these services and to provide infrastructure and services suited to the 21st century by 'building services which are more joined up, more personalised, more efficient and more effective in terms of policy outcomes'.

4.3 White Paper

The Local Government White Paper's³ primary aim is to give local people and communities more influence and power to improve their lives. It is likely that future local government performance will be judged by the extent to which local government can operate across boundaries, work with the third sector and others, and engage with citizens. Technology, together with cultural change, provides the means by which these can be achieved.

4.4 Varney

The Varney Report⁴ was commissioned by the Chancellor in the 2006 budget to advise on the opportunities for transforming the delivery of public services, by developing the channels through which services are delivered. Varney reported on a number of opportunities, stating that public sector services should join up to offer single points of contact, yield efficiency savings and reduce duplication.

4.5 Kent Commitment

The Kent Commitment⁵ commits to building upon the current two-tier arrangements to deliver five key outcomes, including excellent customer experience, cost reduction and outstanding capability. It states that '... all councils will explore the potential to share services, especially in back office functions such as finance, IT, property and procurement.'

4.6 Comprehensive Spending Review 2007

At the time of writing the Government's Comprehensive Spending Review 2007 is still to be published. It is expected that the review will include discussions on how public services should respond to the 'acceleration and pace of innovation and technological change⁶'. It is likely that there will be an emphasis on cross-cutting innovation and policy, and a continuing drive for efficiency in line with Gershon.

¹ *Releasing Resources to the Front Line; Independent review of public sector efficiency, 2004, Sir Peter Gershon*

² *Transformational Government Enabled by Technology, Cabinet Office paper CM6683, November 2005.*

³ *The Local Government White Paper: Strong and Prosperous Communities, October 2006*

⁴ *The Varney Report: Service Transformation, December 2006*

⁵ *Kent Commitment, January 2007*

⁶ *Gordon Brown, Chancellor of the Exchequer, 2007*

5 MAKING THE VISION A REALITY

In order to achieve our vision and to respond to the key drivers, Kent Connects has refocused the partnership, our governance structure, membership and projects.

5.1 Governance

We have a governance procedure that makes the work of the Partnership clear and transparent but not bureaucratic ([Appendix A](#)) and a reporting process which ensures we stay on track and deliver on our commitments.

5.2 Business Involvement

Kent-wide business groups integral to our partnership, uniquely positioning us to deliver radical change and transformation for the citizens of Kent and Medway.

5.3 Core Services

Core services for partners ([Appendix B](#)).

5.4 Project Management

A robust evaluation process that clearly identifies the costs and benefits of a particular project, and a [project management methodology](#) based on Prince2.

5.5 Projects

- projects completed during 2006/2007 ([Appendix C](#))
- projects which are underway ([Appendix D](#))
- projects which are planned ([Appendix E](#))

5.6 Dedicated Staff

We have dedicated staff to oversee the functioning of the partnership - a Strategic Director and an Operations Manager ([Appendix A.7](#)).

5.7 Service Level Agreement

We have an [SLA with KCC](#) for network support, technical resources and administrative support.

5.8 Other Resources

Our funding comes from:

- Annual subscription fees from all partners
- Income for non-core services and projects
- Grants, such as Interreg, KIP

6 FOCUSING ON BUSINESS NEEDS

Greater demands are being placed upon technology to help improve business efficiency and improve service delivery and this can best be achieved in partnership. Kent IT managers recognised this and in the early years of Kent Connects the focus was on ensuring the appropriate IT infrastructure was put in place. This has been achieved and is proving very successful.

The next few years will build upon this with IT managers becoming more business focused and working more closely with business and service managers to ensure business needs are identified.

At present, there are a number of county wide groups charged with addressing the efficiency and transformational agendas. The Kent Improvement Partnership facilitates collaboration between local authorities to stretch and improve service delivery to residents, and looks to Kent Connects to facilitate and advise on technology issues. The Kent Customer Services Network Managers are investigating the best way to provide excellent customer service through joined-up service delivery. The Kent Finance Officers Group and the Kent Buying Consortium are developing plans for more efficient public procurement, whilst at the same time recognising the need to stimulate the local economy. The Kent Partnership has a remit to ensure the successful delivery of Local Area Agreements, which among other objectives, are designed to improve joint working between services and agencies. There are others, but they all have one thing in common - the need for high quality, secure and robust IT systems to help meet their business objectives. Kent Connects will be the focal point for these officer groups when working on collaborative projects, enabling the effective use of technology.

Kent Connects will:

- act as a facilitator and advisor to ensure these needs are met and that the appropriate solutions are identified and delivered
- demonstrate leadership by working towards a goal of shared IT services for Kent and Medway authorities.

In doing so Kent Connects will add value by:

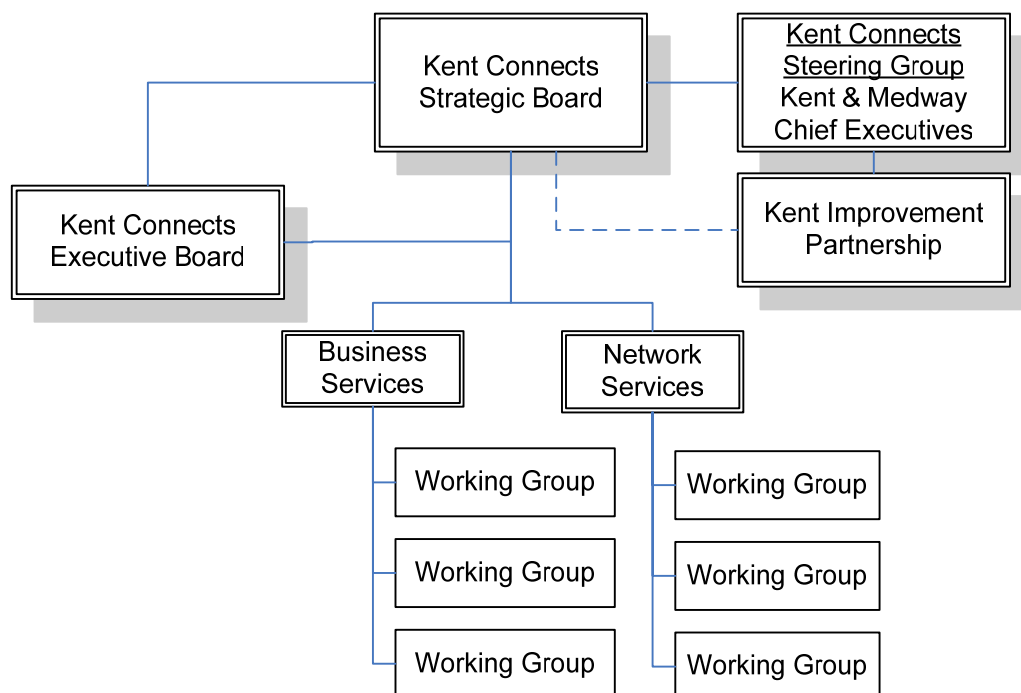
- the provision of a countywide technical infrastructure to support the businesses
- helping to provide common solutions across individual local authorities
- exploiting solutions developed by individual partners and helping to implement them throughout the Partnership where appropriate
- providing the 'glue' to facilitate closer joint working among Kent's public service providers
- encouraging the growth of new ideas and concepts in an environment which supports interaction and coordination

Ensuring that the vision becomes a reality, that there is effective communications and marketing of the partnership underpinned by a Communications Strategy, and that the profile of Kent Connects is raised both within the partnership and beyond, will be the responsibility of the Kent Connects Strategic Director and Operations Manager, who will provide dedicated support to partners, business service groups and projects.

APPENDIX A GOVERNANCE

The governance covering the Partnership is through a partnership agreement and a single lead authority. All the local authority partners have signed the partnership agreement which now forms a formal basis for the Partnership, and Kent County Council has been appointed the lead authority for the Partnership for items such as procurement and financial control.

The structure for the governance of the Partnership is as follows:



A.1 Kent Connects Steering Group

Kent Connects steering group is the Kent & Medway Chief Executives group. The Kent Improvement Partnership facilitates collaboration between local authorities to stretch and improve service delivery to residents, and looks to Kent Connects to facilitate and give advice on technology issues.

A.2 Kent Connects Strategic Board

Kent Connects Strategic Board is made up of representatives from each of the partner organisations ([Appendix F](#)), and has been authorised by the Kent Connects Steering Group to take the Kent Connects Partnership forward. The board has a chair and vice-chair, appointed annually.

A.3 Kent Connects Executive Board

Kent Connects Executive Board facilitates the decision-making affecting the Partnership. Its members are the chair and vice chair of Kent Connects, the chairs of the two service groups, Kent Connects Strategic Director and Kent Connects Operations Manager.

A.4 Kent Connects Service Groups

There are two service groups, each of whom (as at July 2007) has three working groups reporting to them ([Appendix G](#)). The number and type of working group will change as required to reflect changes in service requirements.

See [Appendix H](#) for terms of reference for these groups.

- **Network Services Group**
 - Network Operations Group
 - Disaster Recovery Group
 - Voice over IP Group

- **Business Services Group**
 - Web Managers Group
 - Customer Services Group
 - Authentication Group

A.5 Project Sponsor

The Project Sponsor (business-led) is tasked with carrying forward a Kent Connects project in accordance with the Project Business Case Process.

A.6 Project Manager

The Project Manager (drawn from within the partnership) is tasked with the management of the project, in accordance with the Project Concept Paper/Project Initiation Document. Project Managers will work under the direction of one of the service groups and the Kent Connects Operations Manager, with reference to the Strategic Board as required. A project team will be formed from within the partnership to work alongside the Project Manager.

A.7 Kent Connects Office

The office has overall strategic responsibility for Kent Connects, under the direction of the Executive Board, as well as for the day to day management of the Kent Connects projects, services and budget. It is tasked by the Executive Board to ensure Kent Connects operates within its remit - appropriately and effectively for the benefit of all partners. It is responsible for monitoring and managing the budget and for monitoring and ensuring that Service Level Agreement's and contracts are adhered to.

The Strategic Director's role is crucial to the success of the Partnership and acts as the marketing arm of Kent Connects. The role is focused on the business needs of the partners and encourages closer joint working both between IT managers and service departments. The Strategic Director liaises with the various county wide groups to promote the work of Kent Connects and facilitates advice and support in areas where IT can provide a partnership solution. In addition, the Strategic Director will hold regular meetings with the partners' senior management to discuss individual needs and ideas, as well as update them on the work of Kent Connects.

Working closely with the Strategic Director the Operations Manager is responsible for enabling those identified objectives by turning them into projects which can become tangible deliverables and actually realise their investment and potential.

APPENDIX B CORE SERVICES

- A network between all partners that is capable of delivering shared services
- An internet and email network - fully connected and secure
- Software to ensure easy access and retrieval of information from partners websites
- Kent Connects Information Sharing Portal, providing a flexible, virtual on-line space to share information via the internet in a secure way
- Cost savings through economies of scale via joint procurement
- Monthly strategic, service and working group meetings
- Experienced group of partners providing IT consultancy and advice
- Access to Kent data in the National Land & Property Gazetteer (NLPG)
- Managed support of the network infrastructure and associated administration

APPENDIX C PROJECTS COMPLETED DURING 2006/2007

Project Number BSG=Business Services Group; NSG=Network Services Group; B=Business-led project; C=Core Service project	Title Overview	Project Sponsor
42/2004/BSG/B	Community Information Portal	Sara Thompson <i>Thanet DC</i>
	Modification to Kent Connects Community Information Portal for Thanet DC, fully funded by Interreg.	
	http://communityportal.thanet.gov.uk/home 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice	
61/2006/NSG/C	Common Network access (EKAG)	Steve Dean <i>Shepway DC</i>
	To establish the mechanisms by which a person with authorisation to access a given system hosted by a given Kent Connects partner will be able to access that system from any location on the Kent Connects network.	
	3.1 Utilising Technology 3.2 Access to Services 3.6 Research and Development (R&D)	
62/2006/NSG/C	Bearer Firewall Replacement	Lyndon Gurr <i>KCC</i>
	Replacement of the Kent Connects bearer firewall with either a clustered solution providing resilience or a single higher specification unit.	
	3.3 Systems Integration, Shared Services, Centralised Services	
63/2006/NSG/C	Email Security	Jeff Wallbank <i>Thanet DC</i>
	This project will provide a standard implementation of email security for partners using the Kent Connects Network. It will identify ways in which an email security solution can be procured and implemented over the network so that all partners are using standard technology to protect their email services. Some of these services can be provided at the core of the network, some at individual partner sites.	
	3.2 Access to Services 3.5 Joint Procurement 3.6 Research and Development (R&D)	
64/2006/NSG/C	Internet access via KCC	Lyndon Gurr <i>KCC</i>
	Kent Connects requires access to greater Internet bandwidth. A proposal from KCC for Kent Connects to use part of the 80Mb KCC Internet circuit has been discussed in several meetings and the feasibility tested by BT in a lab environment. If this work goes ahead, Kent Connects will be able to upgrade bandwidth rapidly in the future.	
	3.1 Utilising Technology	

Project Number BSG=Business Services Group; NSG=Network Services Group; B=Business-led project; C=Core Service project	Title Overview	Project Sponsor
66/2006/BSG/C	Aspects of our vision that the project meets	
	Portal CMS	Romek Knopp <i>KCC</i>
	This paper recommends replacing the existing Kent Connects portal CMS with one being adopted by KCC for its intranet and Secure Kent sites.	
3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement		
67/2006/BSG/C	Semaphore IPSV Upgrade	Alan Burch <i>TMBC</i>
	Requirement to upgrade the Semaphore software to the latest version and to upgrade the metadata encoding scheme to IPSV as mandated by the e-GMS standard.	
	3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement	
103/2007/NSG/B	Wireless and Broadband	Brian Taylor <i>KCC</i>
	Providing remote working solutions is a high priority for all Kent Connects partners. It is clear that a wide range of connectivity solutions, applications and end-user devices will be required to deliver the range of requirements that front-line services are articulating. Aggregating demand for these stop-gap solutions into shared call-off contracts and procurements should deliver best value and drive down costs for all partners.	
	3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.5 Joint Procurement	
104/2007/NSG/C	Bearer Firewall Cluster	Mark Fagg <i>Swale BC</i>
	Replacement of the Kent Connects bearer firewall with either a clustered solution providing resilience or a single higher specification unit.	
	3.1 Utilising Technology 3.5 Joint Procurement	
108/2007/NSG/C	Keeping traffic on KC network	Lita Guy <i>Canterbury CC</i>
	Keeping the traffic internal to the network minimises the potential of data being intercepted and/or corrupted and also maximises the availability of expensive internet bandwidth.	
	3.1 Utilising Technology 3.6 Research and Development (R&D)	

APPENDIX D CURRENT PROJECTS

Project Number BSG=Business Services Group; NSG=Network Services Group; B=Business-led project; C=Core Service project	Title Overview	Project Sponsor
Aspects of our vision that the project meets		
41/2004/BSG/B	Your Neighbourhood	Kent Customer Service Managers
Online search facility for 'Where's My Nearest'		
3.2 Access to Services 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice		
65/2006/BSG/C	Government Connect	Andrew Watson <i>Dover DC</i>
An initiative led by local authorities, CLG and the Cabinet Office that aims to provide a common infrastructure for secure electronic interaction between local government, central government and citizens.		
3.1 Utilising Technology 3.2 Access to Services 3.5 Joint Procurement		
68/2006/BSG/B	Collaborative Contact Centre	Cathy Eastwood <i>Canterbury CC</i>
To conduct a feasibility study to investigate a technical solution to enable participating council call centres to dynamically route agreed collaborative service calls, emails and SMS across the Kent Connect network into a Virtual Call Centre operation.		
3.3 Systems Integration, Shared Services, Centralised Services 3.5 Joint Procurement 3.6 Research and Development (R&D)		
101/2007/BSG/B	Choice Based Lettings	Paul McKenner <i>Ashford BC</i>
Following the success of the 2002 Choice Based Lettings pilots, the Government has determined that all Local Authorities and Registered Social Landlords operate a CBL scheme by 2010. 12 Kent LAs and around 15 of their RSL partners have formed a consortium to implement a sub-regional CBL scheme) which will cover 12 of the 13 districts in the county of Kent.		
3.2 Access to Services 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement		

Project Number BSG=Business Services Group; NSG=Network Services Group; B=Business-led project; C=Core Service project	Title Overview	Project Sponsor
Aspects of our vision that the project meets		
102/2007/NSG/C	Kent Public Service Network	Brian Tayler <i>KCC</i>
To include the replacement of the existing Kent Connects WAN Infrastructure into the KPSN procurement project currently being run by KCC.		
3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement 3.6 Research and Development (R&D)		
105/2007/NSG/B	Multiple Access	Angela Waite <i>Canterbury CC</i>
Project to investigate scope, and potentially procure solutions to allow cross Partnership access to systems in individual Partners with appropriate security. A phased project, with later stages and spend dependent on findings from the early analysis phase.		
3.2 Access to Services 3.6 Research and Development (R&D)		
106/2007/BSG/B	Electronic Service Provision	Dave Robinson <i>Dover DC</i>
To define the scope of ESP and evaluate the costs, benefits and savings of providing a single point of access for all citizens across the East Kent cluster.		
3.2 Access to Services 3.3 Systems Integration, Shared Services, Centralised Services 3.5 Joint Procurement 3.6 Research and Development (R&D)		
107/2007/BSG/B	NLPG Web Service	Alan Lloyd <i>KCC</i>
The aim of the project is to provide a central database for the National Land and Property Gazetteer (England and Wales) accessible both via a web service and an on-line 'look-up' service.		
3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement 3.6 Research and Development (R&D)		
109/2007/BSG/C	ICT Staff Exchange	Janet de Rochefort <i>KCC</i>
To identify whether there are benefits associated with the temporary exchange of staff between partner organisations. Subject to this proving feasible, produce an action plan to take the initiative forward.		
3.4 Sharing Expertise, Resources, Good Practice		

Project Number BSG=Business Services Group; NSG=Network Services Group; B=Business-led project; C=Core Service project	Title Overview	Project Sponsor
Aspects of our vision that the project meets		
110/2007/NSG/C	Network Extension	Jeff Wallbank <i>Thanet DC</i>
The transfer of the existing Kent Connects Network Contract from BT to Kent EIS utilising the KCN2 network infrastructure.		
3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.5 Joint Procurement		
111/2007/NSG/B	STGBC Training	Noel Mitchell <i>Medway Council</i>
To allow 4 staff at Gravesham Council to have access to a single server within the Medway Council Network for training purposes in a non-live environment. Further project strands will be subject to further Concept Papers for very different purposes in due course.		
3.1 Utilising Technology 3.2 Access to Services 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement		
112/2007/NSG/B	STGBC GIS	Noel Mitchell <i>Medway Council</i>
To allow access between Medway, Swale and Gravesham Councils in respect of LLPG/GIS file transfer on behalf of South Thames Gateway Building Control (STGBC).		
3.1 Utilising Technology 3.2 Access to Services 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement		
113/2007/NSG/B	STGBC Access to applications	Noel Mitchell <i>Medway Council</i>
To allow access between Planning & Development Teams at Medway, Swale and Gravesham Councils to inspect Building Control Applications within South Thames Gateway Building Control (STGBC). Similarly, to allow STGBC to inspect Planning Applications within the three Councils.		
3.1 Utilising Technology 3.2 Access to Services 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement		

Project Number BSG=Business Services Group; NSG=Network Services Group; B=Business-led project; C=Core Service project	Title Overview	Project Sponsor
Aspects of our vision that the project meets		
114/2007/BSG/C	Software Audit application	Andrew Cole <i>TWBC</i>
As part of the Kent Commitment to shared services all Kent Connects have agreed to undertake a software audit across the Kent Connects partners. This project seeks to streamline the data collection process and provide a web based application which will also provide an updating service to the SOCITM software audit database.		
3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.5 Joint Procurement		
115/2007/BSG/B	Portal of Portals	Dominic Wallace <i>KIP</i>
To develop a portal for each Kent Officer group that would include a website in the Kent Connects portal with all the features that are on offer from Kent Connects.		
3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.7 Communication & Marketing		
116/2007/NSG/B	Kent Highways access to KCC	David Beaver <i>KCC</i>
To establish whether Design Engineers within Kent Highway Services can obtain connectivity in District Offices.		
3.1 Utilising Technology 3.2 Access to Services 3.4 Sharing Expertise, Resources, Good Practice		
117/2007/BSG/C	Shared VMWare Training	Debbie Wisdom <i>Kent Connects</i>
To facilitate shared VM Ware training for partners, to be held in partner facilities in Maidstone. This will realise significant savings on the standard price of the course for partners.		
3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement		

APPENDIX E PLANNED PROJECTS

Project Number BSG=Business Services Group; NSG=Network Services Group; B=Business-led project; C=Core Service project	Title
Aspects of our vision that the project potentially meets	
118/2007/BSG/B	Development of PI's for Partnerships 3.4 Sharing Expertise, Resources, Good Practice 3.6 Research and Development (R&D) 3.7 Communication & Marketing
119/2007/BSG/C	Shared ICT & Technical Training 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement
120/2007/NSG/C	Shared Data Centres 3.1 Utilising Technology 3.3 Systems Integration, Shared Services, Centralised Services 3.5 Joint Procurement
121/2007/BSG/C	Voice Over IP 3.1 Utilising Technology 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement 3.6 Research and Development (R&D)
122/2007/NSG/C	Disaster Recovery & Business Continuity 3.3 Systems Integration, Shared Services, Centralised Services 3.4 Sharing Expertise, Resources, Good Practice 3.5 Joint Procurement 3.6 Research and Development (R&D)
123/2007/BSG/C	ITIL & other relevant ICT standards 3.4 Sharing Expertise, Resources, Good Practice 3.6 Research and Development (R&D)

APPENDIX F KENT CONNECTS STRATEGIC BOARD

Partner	Strategic Board Contact	E-Mail Tel No
Ashford Borough Council	Rob Neil <i>Head of ICT & Cust Services</i>	rob.neil@ashford.gov.uk 01233 330850
Canterbury City Council	Angela Waite <i>Head of ICT & Central Services</i>	angela.waite@canterbury.gov.uk 01227 862028
Dartford Borough Council	Richard James <i>IT Manager</i>	richard.james@dartford.gov.uk 01322 343130
Dover District Council	Andrew Watson <i>IT Manager</i>	andrewwatson@dover.gov.uk 01304 872006
Gravesham Borough Council	Robin Daly <i>Head of IT Services</i>	robin.daly@gravesham.gov.uk 01474 337224
Kent County Council	Peter Bole <i>Head of ICT Commissioning</i>	peter.bole@kent.gov.uk 01622 221910
Kent Fire and Rescue Service	Eric Baines <i>Head of IS</i>	eric.baines@kent.fire-uk.org 01622 698431
Kent Police	Andrew Barker <i>Head of Information Systems</i>	andrew.barker@kent.pnn.police.uk 01622 652842
Maidstone Borough Council	Dave Lindsay <i>IT Manager</i>	davelindsay@maidstone.gov.uk 01622 602156
Medway Council	Moira Bragg <i>Head of ICT</i>	moira.bragg@medway.gov.uk 01634 332087
Sevenoaks District Council	Jim Carrington-West <i>Technical Support Manager</i>	jim.carrington-west@sevenoaks.gov.uk 01732 227286
Shepway District Council	Jayne Whittington <i>Customer Services Manager</i>	jayne.whittington@shepway.gov.uk 01303 853237
Swale Borough Council	Dave Thomas <i>Head of ICT</i>	davethomas@swale.gov.uk 01795 417263
Thanet District Council	Jeff Wallbank <i>Corporate IT Manager</i>	jeff.wallbank@thanet.gov.uk 01843 577760
Tonbridge and Malling Borough Council	Alan Burch <i>Information Technology Manager</i>	alan.burch@tmbsc.gov.uk 01732 876117
Tunbridge Wells Borough Council	Andy Cole <i>Head of Customer Access and Business Transformation</i>	andrew.cole@tunbridgewells.gov.uk 01892 554254

APPENDIX G KENT CONNECTS GROUP MEMBERSHIPS

Group	Contact/Role	E-Mail Tel No
Kent Connects Office	Debbie Wisdom <i>Strategic Director</i>	debbie.wisdom@kent.gov.uk 01622 221929
	Antony Parker <i>Operations Manager</i>	antony.parker@kent.gov.uk 01622 696855
Strategic Board <i>SB</i>	Angela Waite <i>Chair of SB</i>	angela.waite@canterbury.gov.uk 01227 862028
	Dave Lindsay <i>Vice-chair of SB</i>	davelindsay@maidstone.gov.uk 01622 602156
Business Services Group <i>BSG</i>	Andy Cole <i>Chair of BSG</i>	andrew.cole@tunbridgewells.gov.uk 01892 554254
Network Services Group <i>NSG</i>	Jeff Wallbank <i>Chair of NSG</i>	jeff.wallbank@thanet.gov.uk 01843 577760
Customer Services Group <i>CSG</i>	Robin Daly <i>Chair of CSG</i>	robin.daly@gravesham.gov.uk 01474 337224
Web Managers Group <i>WMG</i>	Alan Burch <i>Chair of WMG</i>	alan.burch@tmbc.gov.uk 01732 876117
	Sean Hale <i>Vice-chair of WMG</i>	sean.hale@medway.gov.uk 01634 332057
Authentication Group <i>AG</i>	Andrew Watson <i>Chair of AG</i>	andrewwatson@dover.gov.uk 01304 872006
Network Operations Group <i>NOG</i>	Lita Guy <i>Chair of NOG</i>	lita.guy@canterbury.gov.uk 01227 862095
	Bob Coffey <i>Vice-chair of NOG</i>	bob.coffey@tmbc.gov.uk 01732 876058
Disaster Recovery Group <i>DRG</i>	William Neech <i>Chair of DRG</i>	william.neech@thanet.gov.uk 01843 577779
Voice Over IP Group <i>VOIP</i>	Dave Lindsay <i>Chair of VOIP</i>	davelindsay@maidstone.gov.uk 01622 602156

APPENDIX H TERMS OF REFERENCE

Network Services Group	
Reports To	Strategic Board
Objectives	To support the Strategic Board in delivering the Business Plan objectives by recommending and overseeing the strategy, which will provide a countywide technical infrastructure to support the partners' businesses, including the associated technical services e.g. VOIP
Responsibilities	Monitor progress of relevant projects to ensure they are delivered on time and within budget and that risks are managed in accordance with procedures
	Research and investigate activities that meet the partnership's objectives; recommend proposals for further work to the Strategic Board; and ensure that their development is in accordance with agreed business case procedures
	If a project is agreed, assist in identifying an appropriate Project Champion and Project Manager to oversee the project's development
	Promote the work of the subgroups within their own authority to help identify areas for future improvement/development by the partnership
	With Strategic Director, liaise with other groups as appropriate to promote the work of Kent Connects and the group and to help identify areas where Kent Connects can be of assistance
	Create, manage and define the Terms of Reference of the sub-groups under their remit to support the Network Services Group's objectives
	To monitor and manage the migration of partners onto the service and the move to other services

Business Services Group	
Reports To	Strategic Board.
Objectives	To support the Strategic Board in delivering the Kent Connects Business Plan by overseeing partnership projects associated and commissioned by BSG and its sub groups. To identify business opportunities that will facilitate shared service delivery to our customers, offer economies of scale to the partners and promote collaborative working.
Responsibilities	Promote the work of Kent Connects and the group within their own authority to help identify areas for future improvement or development by the partnership.
	With the Strategic Director, liaise with other groups as appropriate to promote the work of Kent Connects and the group and to help identify areas where Kent Connects can be of assistance.
	Develop and maintain links with Partners business service units across Kent, in particular relevant Officer Working Groups.
	Research and investigate activities that meet the partnership's objectives; recommend proposals for further work to the Strategic Board; and ensure that their development is in accordance with agreed business case procedures.
	Provide or identify an appropriate Project Champion and Project Manager for authorised projects.
	Monitor progress of BSG and its sub-groups projects to ensure they are delivered on time and within budget and that risks are managed in accordance with procedures.
	Create, manage and define the Terms of Reference of the sub-groups under their remit to support the BSG objectives.

Network Operations Group	
Reports To	Network Services Group.
Objectives	The purpose of the group is to keep under constant review the services provided by the Kent Connects data network and the procedures followed to manage the network.
Responsibilities	<p>Review communication for access: Guide new partners through the connection process Maintain connection schedule and details of connectivity</p>
	<p>Monitor the performance of: KCC Service Desk under the SLA addressing any issues Monitor and recommend to NSG any performance changes required under the SLA The network</p>
	<p>Review management of services: Server management and hosting Internet access Network monitoring Security including anti-virus arrangements, intrusion protection, firewall configurations and conditions for secure connection (CfSC) Domain names services Maintain service level agreement with KCC Service Desk</p>
	<p>Review services to: Identify what is to be monitored Identify how monitoring is to be carried out Review Internet bandwidth usage and recommend upgrades Review partner connection bandwidth usage and recommend upgrades Investigate unusual patterns of network activity Identify development projects from utilization information</p>
	<p>Recommend actions to the Network Serviced Group on how to realise economies of scale: Review new and existing services for consolidation Identify possible projects that would enhance the operation and development of the service Recommend strategies for future development of joint working</p>
	<p>Change control: Act as a change advisory board for the network Oversee change request process for addition of new services Monitor the technical aspect of partners and service migrations</p>

Disaster Recovery Group	
Reports To	Network Services Group.
Objectives	To manage and develop the disaster recovery contract to support the needs of all the partners involved in the contract.
Responsibilities	Manage the process for partners to join or leave the contract.
	Monitor the performance of the contractor and report back regularly to the Network Services Group.
	Manage and review the equipment lists and assist partners in joining the service paying particular attention to how the Pooled equipment schedules are run and maintained.
	Act as the user group within Kent for the contractor working with them to develop and expand the service.
	Share knowledge and experience gained from partners using the recovery testing procedures.
	Research and investigate how the service can be developed in the future especially planning for the review of the service when the contract ends.
	Liaise with other Kent wide organisations to share best practice and explore areas for mutual business benefit.

Voice over IP Group	
Reports To	Network Services Group.
Objectives	Initially to produce an outline brief so that consultants can be employed to produce a report for Strategic Board on VOIP across Kent.
Responsibilities	To establish existing VoIP solutions which are in use amongst partners.
	To document the state of the market, and identify solutions are generally available.
	To establish technical standards which will facilitate the use of VOIP over the Kent Connects network.
	To identify the benefits, efficiencies, savings in using VoIP, and any potential disadvantages.
	To establish best practice for implementing VoIP, building upon existing partner experience.
	To outline a business case for justifying a VoIP solution.

Web Managers Group	
Reports To	Business Services Group.
Objectives	To support the Business Services Group in delivering the Kent Connects Business Plan by overseeing the Kent Connects portal and its services and by identifying further portal, application or web based opportunities that will help to improve service delivery to our customers, offer economies of scale to the partners or promote partnership working.
Responsibilities	Oversee the portal and its operational services to the public and to partners, recommending any changes to the Business Services Group.
	Monitor progress of relevant projects to ensure they are delivered on time and within budget and that risks are managed in accordance with procedures.
	Research and investigate activities that meet the objectives of the partnership and the sub-group; recommend proposals for further work to the Business Services Group; and ensure that their development is in accordance with agreed business case procedures.
	If a project is agreed, assist in identifying an appropriate Project Champion and Project Manager to oversee the project's development.
	Provide a forum for discussion, sharing of knowledge/ideas and partnership working on the operational, developmental and managerial aspects of websites and applications.
	Promote the work of Kent Connects and the group within their own authority to help identify areas for future improvement or development by the partnership.
	With the Strategic Director, liaise with other groups as appropriate to promote the work of Kent Connects and the group and to help identify areas where Kent Connects can be of assistance.

Customer Services Group	
Reports To	Business Services Group.
Objectives	To support the Business Services Group in delivering the Kent Connects Business Plan by identifying opportunities for existing and emerging technologies to improve customer service across Kent.
Responsibilities	Consider and recommend opportunities for collaborative working.
	Review and seek to adopt best practice among partners involving technology in delivering the service.
	Investigate how technology can drive excellent customer service in particular resilience among the partners e.g. shared call agents for contact centres and initiatives around flexible working.
	Research and investigate emerging technology and recommend proposals for further work to the Business Services Group in line with agreed business case procedures.
	Monitor projects related to this group to ensure they are delivered on time and within budget and that risks are managed in accordance with agreed procedures.

Authentication Group	
Reports To	Business Services Group.
Objectives	To research and monitor authentication solutions for Internet based access to citizen centric applications, with special reference to the Government Connect programme, and to make recommendations to the Business Services Group and the Strategic Board for the adoption of common standards and systems, and proposals for the implementation of shared authentication solutions among partner organisations.
Responsibilities	Investigate and identify the principal technical, security and business issues involved in authentication, and the implications for individual partner organisations.
	Liaise with representatives of Government Connect and other potential suppliers to identify the issues and costs (capital and revenue) of implementing authentication solutions.
	Give consideration to GC Exchange and GC Mail and their application and use by partner organisations.
	Monitor the progress of existing authentication projects, especially those where partner organisations are already participating.
	Identify the issues and technologies involved in integrating authentication within authorities (e.g. where a citizen accesses services provided by different units, e.g. health, housing and social care).
	Liaise with Kent Connects network management staff to identify any security or capacity issues in running authentication over the Kent Connects network.
	Liaise with Kent Connects Security officer to identify any technical or operational issues.
	Liaise with the Kent Connects Network Operations Group and the Web Managers Group.
	Prepare a report to the Business Services Group, recommending a standard approach for partner organisations.
	Identify a solution which can be adopted or shared by some or all partner organisations, including technical appraisal, costing, and risk analysis. This will need to reflect the different requirements of partner organisations (principally, those Councils which have adopted the Northgate Front office system and those using alternative CRM systems).
	Assuming a shared solution is recommended, the following additional tasks will be involved: <ul style="list-style-type: none"> • Establish formal project structure. • If the solution involves external suppliers, conduct a formal procurement on behalf of participating partners, in conformance with agreed procedures. • Develop implementation timetable(s) for participating partners. • Monitor progress. • Conduct implementation reviews.