

ASHFORD
BOROUGH COUNCIL

ICT Strategy 2008 - 2012

Version: 1.0

Date Released: 1 May 2008

Document Identification and Status

Title ICT Strategy 2008 - 2012
Document Reference Number ABCIT-STRAT-001
Owner Rob Neil, Head of ICT and Customer Services

Document History

Version	Date	Description
0.1		Draft for consultation
0.2		Changes following release to Management Team
1.0	1 May 2008	Approved version

Document Release Authorisation

Name Rob Neil
Role Head of ICT and Customer Services
Release Date 1 May 2008

Signature



Contents

1. Executive Summary	4
2. Purpose of this Strategy	5
2.1 Introduction and context.....	5
2.2 Business context.....	6
2.3 Vision	7
2.4 Scope of Strategy	9
2.5 Constraints.....	10
2.6 Delivering the strategy	10
2.7 Integrated Business Planning	12
3. Information Systems and Management	13
3.1 Introduction	13
3.2 Information Strategy.....	13
3.3 Future Development Drivers and Principles.....	14
4. ICT Service	16
4.1 Aims and objectives	16
5. Data and Voice Communications	17
5.1 Aims and objectives	17
5.2 Data Network.....	17
5.3 Telephony	18
6. ICT Management And Resources	19
6.1 Organisation	19
6.2 Project Management.....	19
6.3 Finances	19
6.4 Staff Development	20
6.5 Security.....	20
6.6 Performance indicators	21
Schedules	22
Schedule A	22
IT standards – Software.....	22
Schedule B	23
IT standards - Hardware	23
Schedule C	23
IT Standards – Methodologies	23

1. Executive Summary

The purpose of this document is to define the Ashford Borough Council ICT Strategy for the years 2008 through to 2012. It builds upon the work programmes already undertaken and serves to reinforce the key principles of how ICT can be used to effectively support the delivery of the Corporate Plan objectives.

Moreover, the ICT strategy creates the critical links between the Council's Corporate Plan, Central Government initiatives and ICT.

The scope of this strategy is that of a high level document which defines the direction for ICT in line with the Council's priorities. This strategy is formulated in such a way that the general direction of ICT development is not constrained but that the knowledge and experience gained from previous programmes of work is used to influence the future.

2. Purpose of this Strategy

2.1 Introduction and context

This document supports the delivery of the Council's Corporate Plan which sets out the organisation's overall aims and priorities and provides a clear framework for improvement:

<p>Good quality services giving best value for money</p>	<p>By 2010 we will: Provide excellent services and good value for money. Provide top quality customer service and maintain high customer satisfaction levels. Protect the health of the community and address key health issues. Maintain the level of Council Tax as amongst the lowest in Kent.</p>
<p>Local leadership and strong partnership working</p>	<p>By 2010 we will: Develop a new Sustainable Community Strategy to promote the economic, social and environmental wellbeing of the area. Tackle crime and antisocial behaviour. Provide more integrated and efficient services through effective partnership working. Improve the efficiency and speed for managing planning applications for major development sites. Engage young people to ensure services provided meet their needs and aspirations.</p>
<p>Customer/Citizen focus</p>	<p>By 2010 we will: Improve communication with residents. Achieve and maintain accessibility standards for the Council's website. Improve opportunities for residents to influence the provision of council services. Finalise and implement a Social Inclusion Strategy with guidance on how to liaise with 'hard to reach' groups. Answer 88% of customer enquiries at first point of contact. Consult and gain feedback from those interested in helping to shape future planning and development issues in the Borough.</p>
<p>Our Environment</p>	<p>By 2010 we will: Develop a new County-wide waste strategy and achieve national targets for the recycling/composting of municipal waste. Open a new Environment Centre adjacent to the Community Woodland at Singleton by 2008. Manage Ashford's network of green open spaces. Require that all new homes built in the Borough meet challenging standards in environmental sustainability. Ensure the management of water supply and waste water treatment meets the needs of the Borough's growing population.</p>

The purpose of this document is to define the Ashford Borough Council ICT Strategy for the years 2008 through to 2012. It builds upon the work programmes already undertaken and serves to reinforce the key principles of how ICT can be used to effectively support the delivery of the Corporate Plan objectives:

- There must be a real partnership between all those who manage, use and develop ICT
- ICT must be an integral part of the Council's business planning process
- There must continue to be a strategic view of the way technology is applied across the organisation
- The ICT service must continue to have real influence within the organisation and responsibility for ensuring an effective, reliable, secure and cost-effective ICT infrastructure
- The delivery of ICT must offer, and be seen to offer, value for money and to contribute to the effective working of the organisation
- There must be a commitment to develop the right ICT skills for all employees
- The risks associated with ICT must be properly managed
- The value that ICT adds to the organisation must be measured

Moreover, the ICT strategy creates the critical links between the Council's Corporate Plan, Central Government initiatives and ICT.

2.2 Business context

This Strategy sets the vision, aims and objectives of the Council's Information and Communications Technology (ICT) resources and organisation. The Strategy emphasises the importance of the development of the Council's ICT infrastructure as this is key to delivering the corporate aims.

As the Council's Corporate Plan is delivered and the customer services ethos is firmly embedded across all service areas, the requirement for a 'joined up', effective and easy-to-use information infrastructure that promotes customer service via the website, customer contact centre, call centre and other locations such as Gateways will be essential. Much of the work to facilitate this has already been carried out as mandated by the priority e-Government outcomes for 2005, as defined by the ODPM.

Furthermore, providing better access to integrated information will enable the Council to improve services to customers and to achieve compliance with other Central Government requirements (Freedom of Information Act, online planning applications etc.).

The period covered by this Strategy will see the Council undergo continual change as it responds to the needs of its customers, to legislation, a challenging financial situation and to Central Government initiatives. This change will require a review of how services have traditionally been delivered and where new service delivery methods are necessary, new technology will have a key role in delivering the change.

Before new systems are introduced, there should be an examination of all related processes, from customer access to service completion, to identify opportunities for improvement and efficiency.

In order to achieve this it is inevitable that business processes will need to be redefined and when possible these should be rolled out on a corporate basis. Information flows and data management and system functionality must increasingly be considered **across** traditional service and organisational boundaries. Business Analysis and Information Management expertise should be recognised, recommended and further consolidated in order to cost-effectively manage the major business changes required

2.3 Vision

Public service in the future will be very different from today. The driver for this will be raised citizen expectations fuelled by the relentless pace of developing technology. Consultation, co-operation and collaboration will be the norm as public and private sector bodies' work together to deliver truly joined up services to the public. Virtual organisations will be created from a number of real ones with single points of contact – a call to one telephone number, a visit to one web site or attendance at a Gateway centre in order to access a wide range of public services. The next few years will see a fundamental difference in the way our services are received by Ashford residents, as the Council examines different ways of working and explores partnership and shared services opportunities. However, regardless of the delivery arrangements, staff dealing with the bulk of our front-line services will need to be equipped with the technology, information and training to offer the broadest possible service response.

Citizens will want access to these services when they want and in the way that best suits them. Research shows that the public wants to access services in different ways depending upon the nature of the enquiry, personal preference and even how they feel. Sometimes face to face is appropriate at other times telephone or internet access is the preferred route. Ashford Borough Council will need to operate a variety of channels of communication to meet this desire for choice.

Research also shows a gradually increasing desire for public service opening times that are more convenient for citizens. This will mean extending the working day into the evening and some weekend working. ICT will be used to support staff during these longer contact hours and providing means of communication outside of these extended working hours.

In the future Information and Communications Technology will be even more integral to the effective operation of Ashford Borough Council than it is at present. The themes that underpin this strategy are as follows:

- ICT will be used to support Members as they direct local democracy and service delivery. As a minimum, technology will be used to enhance communication and to provide supporting information. Later developments may include databases and computer systems to assist in casework and ward matters.
- The Authority will purchase or develop appropriate software and will have a collection of well written, well-documented and integrated systems. Procurement and development of these systems will be prioritised towards those with the greatest payback for the Authority and those that focus on the issues that impact most on the community.
- Surrounding these systems will be a number of software tools that contribute powerfully to staff productivity and effectiveness. These tools will be closely dovetailed into the internally developed software. Systems will include Geographic Information Systems, Electronic Document Management, Electronic mail, diaries, contact and task and Management Information Systems to provide appropriate management information for Members and staff at all levels.
- Corporate standards will be in place to ensure that all staff use the same tools to achieve maximum effectiveness and efficiencies. The aim is to establish and then maintain a core platform where everybody is using a standardised set of tools and can communicate easily and share their expertise in the use of the tools. We will avoid repeatedly purchasing the latest release of software but will retain the same version until a step increase to the latest version can be justified.
- The infrastructure will be reliable and able to handle the high volume of data required on a 24/7 basis. We will aim for simple and cost effective technical solutions to support business requirements. Support will be quick and efficient with the existing staff able to handle the full range of complex tasks they are faced with.
- Information will acquire greater importance and its management will be seen as important as the management of other key resources such as finance and people. Information will, whenever possible be acquired once and held centrally for all services to access rather than being collected and held repeatedly across many different business units. We will use corporate databases rather than departmental ones.
- Managers will use the information available from their PC to manage, Management Information Systems allowing them to drill down to the detail and to cross reference what are currently separate areas of information. Staff will become more productive and dynamic. Information will flow more easily across departmental boundaries and a more dynamic organisation will emerge. Whenever possible, information will be shared via the Intranet, with staff able to search for information on a particular subject area across the Authority.
- We will work to establish an environment in which the organisation itself (rather than individuals within it) is capable of learning and over time develops an

invaluable resource of accessible, accurate and up to date information. Greater use will be made of the internet and intranet to ensure a well-informed work force.

- Our ICT staff will be highly trained and will feel secure and valued. Wherever possible we will be self-sufficient and will avoid expensive external support. We will aim to ensure that help is always available for our customers during the specified working hours.
- Development of software will be tightly managed using recognised methodologies in an environment conducive to rapid progress. We will avoid being at the cutting edge (except where the risk is acceptable), but will remain close beside it at the tried, tested and secure edge - minimising the risk to the Authority but close enough to ensure that we are offering the best tools and services to our customers.
- We will work with our partners to promote shared and effective use of technology and information with our partners. All the public sector bodies in the Kent area are capable of communicating via email and some will have adopted video conferencing. Agreement will have been reached between these organisations on information flows and common definitions of information format. The ICT managers of these organisations will continue to meet regularly and will work together on developing common ICT strategies that advocate the adoption of common tools and techniques. The result will be cost savings, enhanced information sharing, and improved public services to the public and more efficient joined up government.
- We will work to raise the profile and importance of ICT skills in the local community, encouraging and supporting those who may not have access to IT in their own home.
- We will continue to use the Internet as a means of communicating directly to the public – both by the provision of transaction services on-line and by informing them of the work of the Authority and providing a valuable information resource detailing a wide range of useful data (e.g. transport timetables, local clubs and societies, school league tables, duty chemists etc.). On-line forms will be provided to support applications for benefits, planning applications, job applications etc.

So what will this mean for our ultimate customers, the public? More of their enquiries will be dealt with first time, at times and locations the public chose. Responsibility for resolution of problems will pass from the member of the public to the public servant at this first point of contact. Organisational boundaries will become less important as the focus shifts to delivering solutions. Joined up service delivery will become a reality and public service delivery will become far more effective.

2.4 Scope of Strategy

The scope of this strategy is that of a high level document which defines the direction for ICT in line with the Council's priorities. This strategy is formulated in such a way that the general direction of ICT development is not constrained but that the

knowledge and experience gained from previous programmes of work is used to influence the future.

2.5 Constraints

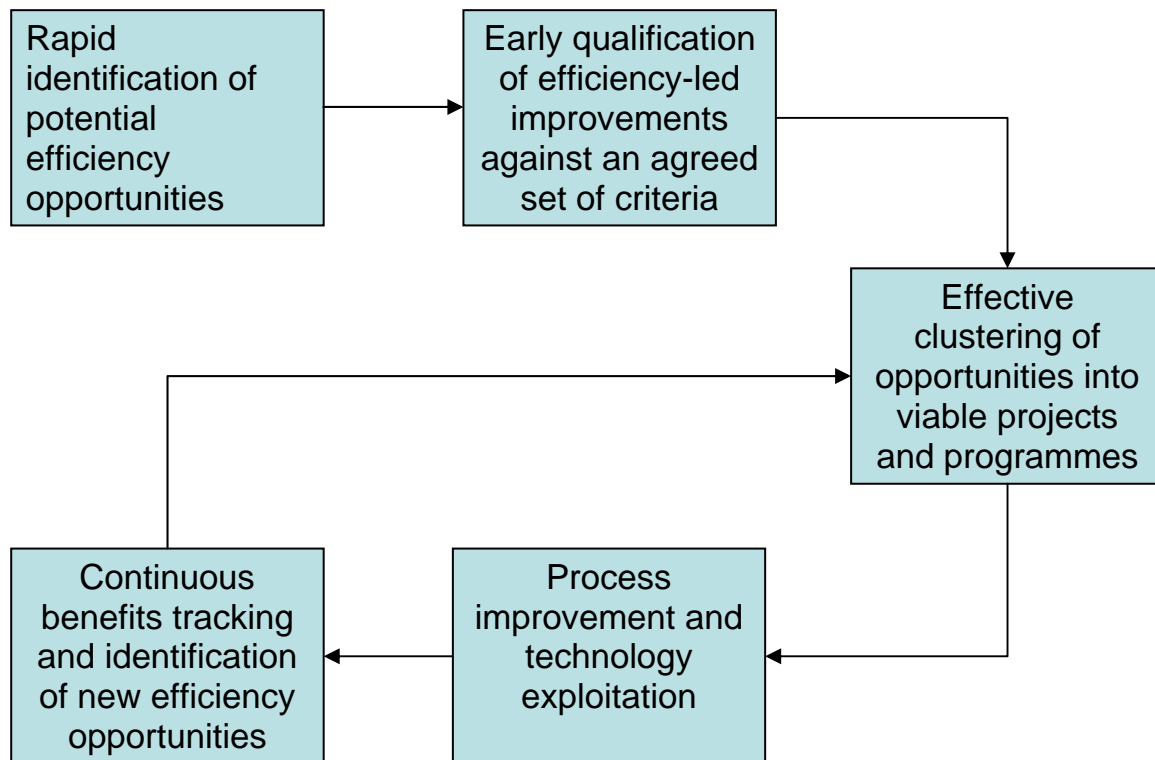
The delivery of this strategy is subject to a number of constraints imposed by the operating environment that Ashford Borough Council finds itself in. The constraints are primarily financial in that there is little scope for further wide-scale investment in technology solutions given the Council's current and anticipated medium term budget position. It follows that any investment should be made only after the production of a comprehensive business case demonstrating a realistic, deliverable return on investment. This business case should consider not only the costs of initial procurement and implementation but also the full-life operating costs of the proposed technology or systems. Investment decisions should be made on the advice of the Council's Asset and Project Management Group (APMG) and Management Team.

Closely allied to the financial constraints is the current capacity of Ashford Borough Council to commit staff time to project work. The size of the ICT team in particular means that there is little capacity for proactive work with resources being deployed in the main to the delivery of "business as usual" services and an increasing amount of partnership-based collaboration. Therefore, any proposals for technology or business change projects need to carefully consider staffing implications (at feasibility, procurement, implementation and operational stages) and build these considerations into the return on investment analysis.

2.6 Delivering the strategy

The past few years has seen resource directed towards ensuring that Ashford Borough Council has an appropriate infrastructure in place to support the ICT needs of service units. In addition, significant investments have been made in the Customer Services function and the delivery of systems to underpin the provision of quality services to the citizen.

The emphasis over the coming years will remain focussed on the needs of the citizen but will increasingly focus on delivering high quality public services in a more cost effective and efficient way:



It is envisaged that some general principles will apply:

- Partnership procurement and partnership based service delivery will become the norm
- “Off the shelf” application procurement will wherever possible be used to maximize the opportunities for joint purchasing and/or operation
- Development resource will be targeted towards systems integration to a greater extent
- The amount of resource dedicated to supporting users will increase as a result of internal resource realignment

In order that each new implementation has an appropriate level of ownership and leadership, each project will require a number of roles to be assigned:

- Corporate sponsor
- Project sponsor
- Project Manager
- Project delivery team

The size and complexity of each project will be reflected in the size and composition of the Project Board and delivery team. Where projects are of a cross-cutting nature, representation from each major user area is required.

Ultimate responsibility for ensuring the delivery of this ICT Strategy will sit with the Portfolio Holder for ICT and Customer Services. Any significant deviations either in terms or cost or direction will be referred to the Executive Committee at the agreement of the Portfolio Holders. This will usually be done on the advice of the Head of ICT and Customer Services.

2.7 Integrated Business Planning

This Strategy will help to deliver continuous improvement across the organisation. However, its full potential will only be realised by integrating this Strategy with other key plans from across the Council. Therefore this Strategy aims to encourage and promote cross service, inter-agency and partnership working as well as a “One Council” approach to service delivery.

3. Information Systems and Management

3.1 Introduction

An information system is a computer programme that stores, retrieves, presents, manages, controls access to and allows interrogation and manipulation of the data stored therein. Applications in use by the Council, such as Cedar OpenAccounts, iWorld and Acolaid are all considered to be information systems.

The Council has, to date, procured these systems (often large and costly) to meet the needs of individual service functions. In order to achieve the maximum benefit from investment, emphasis must be given to information sharing across the Council, between Councils, between other public sector organisations and between Council and central government or the private sector.

There is a clear need for a new approach to the management of information in terms of manual and electronic records. This is essential for the local authority to make progress and improve customer service and move away from holding information in an uncoordinated and disparate way.

The wider use of Document Image Processing and Workflow technology, Performance Management, along with corporate adoption of the Local Land and Property Gazetteer (LLPG) as the standard property referencing and Geographic Information Systems (GIS) will form part of Ashford Borough Council's developing Information Strategy.

The requirements of the Freedom of Information Act (FoIA) have also led to a need for greater consistency in the Council's approach to information management. Guidance and training has been given to staff and standard procedures have been put in place with the intranet-based FoI Tracker application system being used to monitor requests. The Publication Scheme has been updated and Heads of Service encouraged to include as much information as possible within the scheme. Key Workers for dealing with FOI have been nominated for all service areas.

3.2 Information Strategy

The Ashford Borough Council Information Strategy is:

- any information that should be available for sharing (and most will be) is well defined and appropriately accessible (allowing for necessary safeguards);
- that the quality of information is fit for its purpose (e.g. accuracy, currency, consistency, completeness - but only as far as necessary);
- that all staff should know, and exercise, their responsibilities towards information;
- a mechanism that is in place by which priorities are clearly identified and then acted upon.

The ICT team will work with Services to develop plans for service-specific systems so that the development and provision for replacement or upgrade, is in line with this Strategy. All upgrades will require the approval of ICT.

3.3 Future Development Drivers and Principles

As a matter of future principle, all major information systems development will now be subject to the same level of scrutiny that applies to other major Council projects and specifically, such projects will be subjected to the project management methodology outlined later in this document.

All information systems will be developed with the following characteristics:

- New systems should be implemented only when existing ones will not meet the business need, including development of existing systems
- The ability to access and use fundamental information sources, such as the Local Land and Property Gazetteer, is essential to the design of a new system
- The full lifecycle costs (including support, internal resource, hardware, implementation, development and maintenance costs) are identified and provided for
- The impact of change is planned for as part of the system implementation
- All new systems should have the approval of the Head of ICT and Customer Services.
- Systems should be subject to periodic review in order to pre-empt upgrades and to ensure that Ashford Borough Council is proactive to the benefits that upgrades can bring
- Information Systems should conform to the ICT standard product list (refer to Schedules A and B of this document) and any variations will require the approval of the Head of ICT and Customer Services.

In order to prioritise and facilitate the implementation of future information systems, all existing systems will be subject to periodic review to gauge fitness for business purpose. These reviews will normally take place:

- One year after the formal acceptance of the system into use
- At three yearly intervals thereafter

The review team should ideally consist of:

- Manager within the relevant service unit
- User representative(s)
- Head of ICT and Customer Services (or his nominee)
- Business analyst

The review is an opportunity to examine the day to day operation of the system as well as to consider underlying business processes and ensure that any efficiencies are identified and delivered as per the methodology outlined in Section 2.6

If the Council is informed by a supplier that a major revision is to be released, the relevant Service Manager should, in consultation with the Head of ICT and Customer Services, undertake an impact assessment to verify that:

- The system (once revised) remains fit for purpose
- There is no more suitable product in the marketplace
- Any cost changes (e.g. in maintenance payments etc) are properly accounted for and approved

4. ICT Service

4.1 Aims and objectives

The aim for the ICT service over the lifetime of this strategy is to continue its heritage of successful service delivery. Coupled with this, the ICT service will contribute to the ongoing programmes of work related to the Transformational Government agenda as well as the more local programmes of work around shared services and efficiency generation.

The ICT Services team undertake the following functions:

- Support of PC's, laptops, peripherals
- Support of application and data servers
- Provision of service desk
- ICT procurement
- Data security
- Email provision
- Anti-virus protection
- Installations and upgrades
- Systems specification
- Telephony support
- Telephony procurement
- GIS development and support
- Systems design, development and support
- Compliance with Information Law

Many of the management objectives set in this Strategy are directly applicable to the ongoing development of ICT Services and meeting these objectives will refine and enhance service delivery. The selective adoption of industry standard methodologies and other best practice will deliver services that are of a consistently high standard.

Adopting change and project management methods will mean that projects are formally managed, resource requirements are visible and can be balanced against workload, risks can be identified and mitigated and future resource requirements can be planned for and justified.

5. Data and Voice Communications

5.1 Aims and objectives

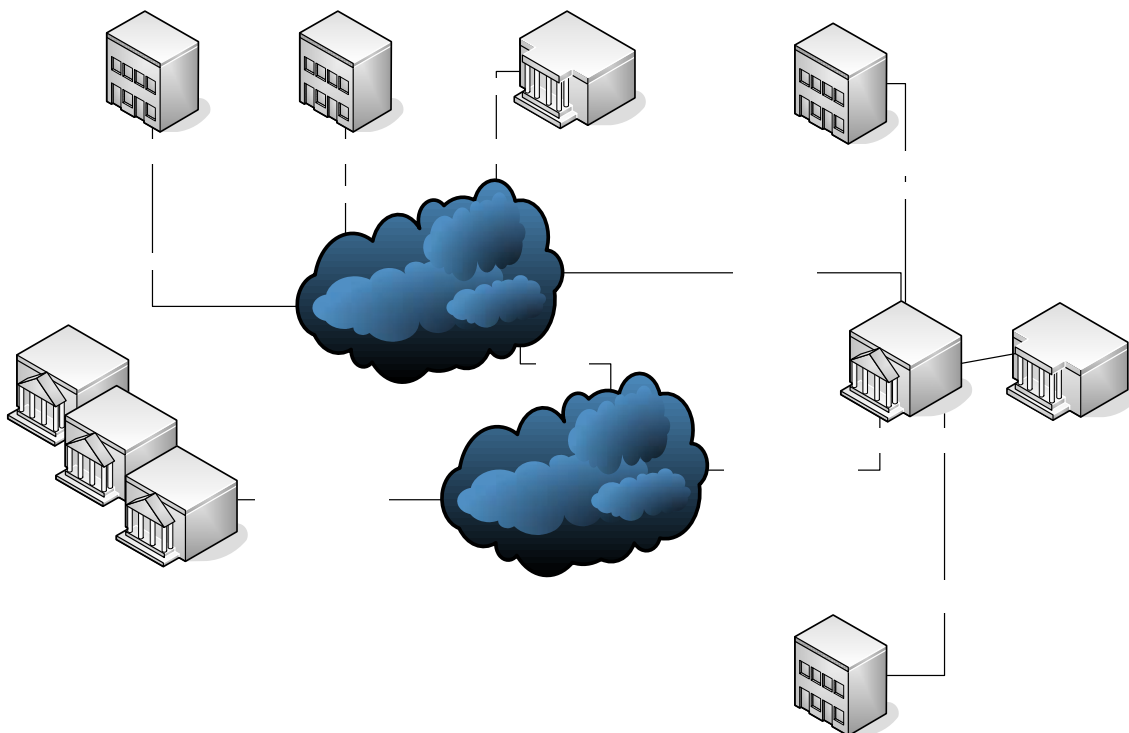
In order to deliver the wide ranges of service it offers, the Council is dependent on having a secure, reliable and flexible communications infrastructure. Equally, citizens increasingly expect to be able to interact with the Council in ways and at times of their choosing.

Our infrastructure therefore should be able to meet these needs both now and in the future and hence needs to scale effectively to be able to support future demands, both anticipated and as yet unknown.

5.2 Data Network

The Council's Local Area Network (LAN) is based on a purely Cisco infrastructure. Delivering a minimum of 100Mbps to the desktop it is able to support present and future communications needs (including voice and video traffic). The Civic Centre is served by both wired and wireless networks.

Wide Area Network (WAN) links are again supported by a predominantly Cisco infrastructure. A range of transport technologies are used, offering varying capacities from a 1Gbps laser link to Charter House, through 54Mbps wireless to 2Mbps ADSL links providing a virtual private network to other Council sites (such as the Community Safety Unit and the Tenterden office):



5.3 Telephony

Over the lifetime of the document, the Council's telecommunications services will continue to migrate platforms. At the time of writing, the majority of the Council's telephone services are provided by a Siemens Realitis switch. The Mitel 3300 switch supporting the Call Centre is a fully Voice Over IP (VoIP) platform that also provides voice services to remote sites (Charter House, CSU, Tenterden and home-workers) and the intention is to migrate all users to that platform in a controlled manner. This move to VoIP will result in more cost-effective telephony, with a greatly enriched feature set.

6. ICT Management And Resources

6.1 Organisation

The ICT Service has additional responsibility for Customer Services, Executive Support and Reprographics. This co-location of responsibilities has resulted in a particular focus on improving customer service delivery and ensuring that ICT development is closely aligned with the Council's priorities.

Over the lifetime of this Strategy, the staffing structure will alter to ensure that the team remains fit for purpose, with the aims of:

- Increasing technical support capacity
- Maintaining a systems development and integration capability
- Increasing functional resilience across service areas

Any changes to the staffing structure will be subject to staff consultation and all relevant Council policies and procedures will be followed.

6.2 Project Management

ICT is committed to delivering projects either directly, as a Council-wide development, or as a major contributor to service-specific initiatives. These projects can carry significant business risk and do make significant demands on available staff and resources. Therefore, certain essential products must exist:

- A clear statement of the business need/business case
- An assessment of the resource inputs (both financial and staffing) and efficiency, productivity or service benefits anticipated
- A requirements statement
- A client approval
- A steering group to include the client
- A programme plan and a risk assessment

To ensure that projects are delivered in a timely and fit-for-purpose fashion, the use of standard project management techniques are essential. These may include aspects of the PRINCE2 methodology but particularly for systems design and development projects, the use of Agile techniques such as DSDM or XP may be more appropriate.

6.3 Finances

The majority of the ICT Service's budget is financed directly from the Council's Revenue Budget. Services are recharged on a per-capita basis each year. However, in the case of project work that is funded from other sources (for example as part of the Council's Capital programme or from external sources) all appropriate costs (including staff time) will be charged to that project.

Wherever possible, external funding sources will be explored to support the delivery of projects. These funding sources may be procured in isolation or as part of a partnership (for example via Kent Connects).

The ICT Service provides a range of services to Ashford Leisure Trust under a Service Level Agreement. These services include the hosting of the Trust's IT equipment, infrastructure provision and server and desktop support.

As the ICT Service has a range of marketable, in-demand skills, additional opportunities will develop over the lifetime of this Strategy for trading with neighbouring Councils or other agencies. These opportunities may include consultancy service, development resource or hosting services. As these opportunities develop, each will be subject to careful analysis to guarantee an acceptable return to Ashford Borough Council.

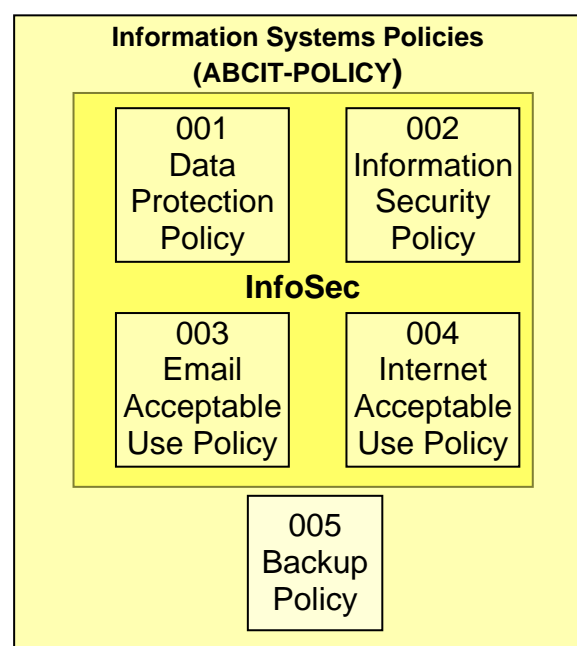
6.4 Staff Development

Staff development is fundamental to the success of the Service. All job descriptions have been reviewed and work programmes wherever possible are designed to allow staff to work on projects that deliver new skills and experiences. Training needs are identified as part of the PDD process and both qualification and non-qualification training offered as appropriate.

6.5 Security

In practice, an effective security policy is mainly focussed on changing working practice rather than implementing new technology and to be effective it must define an acceptable compromise between the need for a secure environment for the Council's data and the need for the Council to operate unhindered by bureaucracy.

The Council has a range of policies in place that detail the arrangements to be taken in order to ensure the security of its systems and information:



The Council will work towards compliance with ISO EN 17799 (information security standard) particularly when partnership projects require compliance with certain aspects of the standard.

6.6 Performance indicators

The ICT Service measures its performance in relation to a number of local performance indicators. These are:

Reference	Description	Target
ICT1	Helpdesk calls resolved in 2 days	82%
ICT3a	Percentage of time E-mail system available	99.95%
ICT3b	Percentage of time Revenues and Benefits system available	99.95%
ICT3c	Percentage of time E-financials system available	99.95%
ICT3d	Percentage of time Car Parking system available	99.95%
ICT3e	Percentage of time Web site available	99.95%
ICT3f	Percentage of time CRM system available	99.95%

Schedules

Schedule A

IT standards – Software

Category	Manufacturer	Product	Migration planned
Operating systems - desktop	Microsoft	Windows 2000 Professional	*
	Microsoft	Windows XP	
	Microsoft	Windows Vista	
Operating systems - servers	Microsoft	Windows 2000 Server	*
	Microsoft	Server 2003	
	Sun Microsystems	Solaris	
	Various	Linux	
Application development tools	Microsoft	Visual Basic / .NET	
	Microsoft	Visual C# / .NET	
	Adobe	Coldfusion	*
Database Management Systems	Microsoft	SQL Server	
	Oracle	Oracle	
Desktop productivity Software	Microsoft	Word	
	Microsoft	Excel	
	Microsoft	Powerpoint	
	Microsoft	Outlook	
	Microsoft	Project	
	Microsoft	Visio	
Email and Calendaring	Microsoft	Exchange Server 2003	

Schedule B

IT standards - Hardware

Category	Manufacturer	Product	Migration planned
Network hardware	Cisco	Catalyst	
Desktop PC	Dell	Optiplex	
	Dell	Dimension	
	Dell	Latitude	
	Dell	Inspiron	
Servers	Dell	PowerEdge	
	Sun	Sunfire Vxxx	
Mobile email/data devices	Blackberry	8700,8300,8800	
Telephony	Mitel	3300 ICP	
	Siemens	Realitis	*

Schedule C

IT Standards – Methodologies

Category	Method
Project Management	PRINCE2
	DSDM
Systems Development and Design	SSADM
	XP
	UML