

WIRRAL COUNCIL

**INFORMATION and COMMUNICATION
TECHNOLOGIES STRATEGY 2009**

ICT STRATEGY 2009

1 INTRODUCTION

1.1 The Council

- 1.1.1 Wirral Council is a complex organisation providing services to a borough of 320,000 citizens and beyond.
- 1.1.2 We are a large Metropolitan Authority with a gross annual budget of £800m. At the last count, we provided over 500 identifiable services – often in partnership with other organisations – and we deliver those services throughout our communities from over 200 separate buildings.
- 1.1.3 We aim to improve the quality of life for Wirral people by working with our partners to deliver the best services we can, in the most efficient and effective way.
- 1.1.4 We want to provide our services in a manner convenient to those who need them – for example, via our website, through our Call Centre, locally in our Neighbourhood Centres and One Stop Shops or by personal visit. To do this successfully, requires significant investment in Information and Communications Technologies (or ICT).

1.2 Why we need an ICT Strategy

- 1.2.1 Such technology is often expensive. We have many competing demands on our resources and we cannot have everything we want. Therefore, to ensure that:

- ICT investment is aligned to corporate aims, priorities and strategies
- technology investment supports us in what we do in the most efficient and effective way and that
- we provide our services in the most appropriate way

it is necessary for us to agree how we will plan, co-ordinate and manage this investment.

- 1.2.2 An effective ICT strategy, effectively implemented, will support and deliver a platform for greater efficiencies and service improvements.

- 1.2.3 We need to be clear that we:

- can afford, develop and maintain all investment
- invest only to support and improve our services
- prioritise and co-ordinate all investment, so that we meet this aim most efficiently
- invest in technology of the required corporate standard so that it efficiently supports our services

- 1.2.4 The risk of not doing so is lack of control over our resources, and that our services will not be provided as efficiently as possible.

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1.2.5 This document deals with these issues as follows:

Section	Title	What it does
2	What is ICT?	<ul style="list-style-type: none"> • Explains what we mean by ICT.
3	Fundamental Principles	<ul style="list-style-type: none"> • Lays down fundamental principles which underpin all ICT development in this Council.
4	Our ICT Objectives	<ul style="list-style-type: none"> • Explains why we invest in ICT.
5	Existing Strategic Framework	<ul style="list-style-type: none"> • Explains how we have been implementing our Fundamental Principles.
6	Governance	<ul style="list-style-type: none"> • Describes how we manage ICT corporately. • Defines responsibilities.
7	Security Policies, Standards and the Use of ICT	<ul style="list-style-type: none"> • Explains why we need to have and enforce policies, standards and procedures regarding use of ICT.
8	ICT Resources	<ul style="list-style-type: none"> • Explains how we fund our ICT investment. • <i>Explains how we deploy and train our ICT staff.</i> • <i>Explains responsibilities for training staff in the use of ICT.</i>
9	Business Continuity and ICT Disaster Recovery	<ul style="list-style-type: none"> • Explains what Business Continuity and Disaster Recovery mean and why they are important. • Defines responsibilities.
10	Provision of ICT to Members	<ul style="list-style-type: none"> • Describes how we support Members through ICT provision.
11	Green ICT	<ul style="list-style-type: none"> • How we will manage and reduce the environment impact of ICT.
12	Service Quality	<ul style="list-style-type: none"> • Defines how IT Services measures its performance and how this will be monitored and improved in future.
13	Corporate ICT Systems and Infrastructure	<ul style="list-style-type: none"> • Defines what we mean by Corporate ICT Systems and Infrastructure. • Identifies on-going strategic development for improvement.

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- 1.2.6 ICT has an impact on everyone who works for or comes into contact with the Council. We have tried to make this document simple and easy to read and follow. This means that where more detailed information is relevant, the electronic version of the document will include a direct link.
- 1.2.7 We expect that this strategy will be valid at least until 2012 – but as ICT changes constantly we will continuously review it to make sure it stays relevant. The Strategy will be supported by an ICT work plan which will be monitored by the Council's Information Strategy and Corporate Improvement Groups.

Stephen Foulkes – Leader

Wirral Council

Stephen Maddox – Chief Executive

Wirral Council

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2 WHAT IS ICT?

2.1 Information and Communications Technologies (ICT) are the computing and communications facilities which support the delivery of the Council's Services. These include:

- networks
- computers
- mobile devices
- telephones
- systems or applications (see Section 13)
- e-mail
- websites (internet, external and intranet, internal)
- staff and client authentication (identification for secure access)

2.2 Effective use of ICT requires appropriate knowledge, skills and understanding both to:

- design, implement and support the systems effectively, and
- use the systems efficiently.

2.3 The purpose of ICT is to enable the secure communication of correct, relevant and timely information to the right person, in a format which the recipient can use.

2.4 ICT supports the Council's business processes, (the way in which we do things, such as processing planning applications), to:

- enable mobile and more efficient working methods
- promote efficiency and accuracy in the transactions,
- support workflows (automating the flow of information), and
- ensure appropriate record storage.

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3 FUNDAMENTAL PRINCIPLES

3.1 ICT investment is guided by the following key principles.

3.2 **Information collected and held by the Council is a corporate resource.**

Therefore:

- We will ensure that ICT investment decisions ensure adherence to common data standards. These standards will be in accordance with industry best practice.
- We will move to holding data once and using it many times, as permitted by legislation.
- Investment will support the Council's development of a flexible, secure and resilient ICT platform. This will enable us to use and exchange information within the Council and with others.

3.3 **ICT investment decisions are an integral part of the Council's Corporate Planning Processes.**

Therefore:

We will ensure that due regard is paid to other corporate strategies. These include:

- Corporate Plan
 - This sets out the broad strategic direction and priorities for the Council in relation to our corporate objectives. Its principal focus is on improving services for local people.
 - We need to ensure investment supports this focus.
- Medium Term Financial Plan

This sets out our forecast of the Council's available resources, in order to assist in how we deliver our objectives and priorities.
- Customer Access Strategy
 - This is a framework for the development of all Wirral's access channels, *making information and services more accessible, responsive to customer needs and maximising resolution at the initial point of contact.*
 - We will be heavily reliant upon ICT achieve this.
- People Strategy
 - This is a framework within which we plan for, and develop, our staff to meet service needs.

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- *Strategic Asset Review*
 - *This addresses how the Council manages its building needs to ensure maximum efficiency whilst enabling the delivery of high quality services and achieving a strategic consolidation of administrative buildings.*
 - *A Workplace Transformation Project will transform the use of administrative buildings and support new ways of working to drive service improvement, efficiency and the reduction of office accommodation costs.*
 - *Any building change can impact upon ICT, be it to support staff or public directly or in the infrastructure we use to supply the information.*
 - *ICT provision will both enable and need to respond to the Strategic Asset Review.*

3.4 The Council's ICT needs are delivered by an in house team, IT Services, which is responsible for:

- identifying appropriate ICT standards,
- monitoring adherence to this principle, and
- reporting variations to this principle in accordance with Section 6

- procuring £4m of external services each year.

3.5 Chief Officers' Management Team (COMT) is responsible for ensuring the co-ordination of all strategies so that the corporate priorities are most efficiently met.

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4 OUR ICT OBJECTIVES

4.1 We invest in ICT to achieve the following objectives:

Objective		How
1	To enhance the democratic process.	<ul style="list-style-type: none"> • Provision of modern communication and information tools to support Wirral Members and citizens.
2	To support the provision of services organised around the recipient.	<ul style="list-style-type: none"> • Implementation of Customer Access Strategy. • Provision of alternative service delivery channels • Implementation of secure authentication.
3	The support of flexible, effective, efficient and economical service delivery.	<ul style="list-style-type: none"> • Development of standard work processes using technology to support the Neighbourhood Centres and One Stop Shops, Call Centre and web site. • Development of an 'agile workforce' (the ability to work outside the boundaries of the office – to suit the needs of the Council, employee and service recipient).
4	To provide a primary source of information to staff, Members and the public to enable the provision of relevant, timely and correct information in a format the recipient can use and to ensure that information is <i>secure</i> and appropriately controlled.	<ul style="list-style-type: none"> • Development of Internet/ intranet and associated systems. • Development of integrated systems. • Development of secure communications channels • <i>The Director of Finance is the Council's Senior Information Risk Owner.</i>
5	To provide a Council-wide resource planning tool.	<ul style="list-style-type: none"> • Development of integrated systems including Human Resources and Payroll.

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4.1 ICT Investment Objectives (continued)

Objective		How
6	To ensure that the decisions taken and actions made within Wirral are based on accurate data.	<ul style="list-style-type: none"> • Ensuring all developments accord with a standard data quality framework. • Development of integrated systems. • <i>Development of a corporate customer database.</i>
7	To ensure that our staff have the skills and confidence to use the systems available to them in their role in Wirral Council.	<ul style="list-style-type: none"> • Implementation of effective training in the use of ICT systems.
8	To ensure that staff who manage and use information have appropriate security systems and awareness.	<ul style="list-style-type: none"> • Implementation of effective training in the use of ICT systems and knowledge of security policies. • Development of an encryption policy to secure data.
9	To provide ICT support as economically as possible.	<ul style="list-style-type: none"> • Implementation of a standard configuration and remote support for personal computers (PC's) and a Council wide solution to software management. • <i>Implementation of a "virtualised desktop" to support the Strategic Asset Review and the agile workforce.</i> • Development of a single, integrated, appropriately staffed ICT service.
10	To enable the secure transfer of data to external bodies/ agencies, ensuring information can be shared between all involved.	<ul style="list-style-type: none"> • Development of integrated systems. • Development of secure communications channels. • Implementation of secure authentication.

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5 EXISTING STRATEGIC FRAMEWORK

5.1 We have already implemented a number of decisions which underpin our ICT investment principles.

	Decision	Reason	Reference
1	The adoption of a security framework	To keep the Council's data and systems secure from misuse and attack.	Cabinet 16 October 2002, 1 December 2005 and 23 July 2009.
2	The acquisition or replacement of our Core IT systems	To implement corporate integrated systems.	Cabinet 23 October 2003
3	The Central Server and Storage Strategy	To host our critical services.	<i>Cabinet 5 February and 23 July 2009.</i>
4	Strengthening the ICT staffing structures	To strengthen corporate roles.	Cabinet 6 May 2004
5	The Print Strategy	To identify the most economical method for printing and photocopying.	Cabinet 18 August 2004
6	The creation of a corporate IT unit (IT Services)	To provide economies of scale and the consistent application of standards.	Cabinet 1 December 2005
7	The commitment to the Government Connect Programme	To facilitate the secure exchange of data and emails with partners.	Cabinet 8 February 2007 and 22 May 2008
8	Agreed to the creation of the posts for Knowledge, Web and Land and Property Systems Managers	To enhance the development of appropriate services.	Employment and Appointments Committee 11 September 2006
9	<i>The ICT Strategy 2009</i>	<i>To set out the future direction of ICT.</i>	<i>Cabinet 24 September 2009.</i>
10	<i>The Change Programme</i>	<i>To agree priorities.</i>	<i>Cabinet 10 December 2008.</i>

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6 GOVERNANCE

- 6.1 The Council decides how to allocate the Council's available resources.
- 6.2 Within the overall constraints the Executive, the Council's Cabinet, determines ICT policy and investment and approves security policy.
- 6.3 The Chief Officers Management Team (COMT) recommends policy options and implications to Cabinet and is responsible for implementing Cabinet decisions.
- 6.4 COMT delegates responsibility for the:
- development and co-ordination of the Council's Strategic Change Programme, and
 - development of ICT investment strategies in support of the Strategic Change Programme
- to the Corporate Improvement Group (CIG) *and its sub-group, the Strategic Change Board.*
- 6.5 CIG is chaired by the Deputy Chief Executive and comprises of Heads of Service from each of the Council's Departments.
- 6.6 COMT delegates responsibility for the:
- control and co-ordination of ICT investment programmes, and
 - development of related policies
- to the Information Strategy Group (ISG).
- 6.7 ISG comprises a senior officer from each of the Council's departments together with representatives from IT Services and meets at least six times a year.
- 6.8 ISG is chaired by the Head of Information Technology Services who reports to CIG or COMT as appropriate on all relevant issues. This includes the:
- options for ICT developments
 - implications of ICT developments
 - implications of other Council developments on ICT
 - ICT resources
 - ICT security.
- 6.9 ISG ensures that we manage ICT projects in accordance with industry best practice.
- 6.10 New proposals are supported by a business case for technical evaluation by IT Services.

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- 6.11 The development of Members' ICT is discussed at the Members Equipment Steering Group and reported to Cabinet for agreement.
- 6.12 The Director of Finance is responsible for the Council's ICT Services, and identifies appropriate resources to ensure that the ICT provision reflects our agreed corporate needs.
- 6.13 IT Services manages the service to the Council through Service Level Agreements (SLAs) and support contracts.

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7 SECURITY POLICY, STANDARDS AND THE USE OF ICT

- 7.1 ICT is an integral part of how we provide our services and we invest significant resources in the provision of ICT. It is therefore essential for us to have and enforce standards, policies and procedures to safeguard all users, the services, and the Council's interest.
- 7.2 *Security concerns those policies, procedures and technical controls used to ensure that information is held and transferred securely and is only available to those with authorised access.*
- 7.3 *The ICT Security Policy is approved annually by Cabinet.*
- 7.4 *The Director of Finance is the Council's Senior Information Risk Owner (SIRO), responsible for the information risk policy and the management of information risk.*
- 7.5 *Also, each department has a SIRO responsible for identifying an Information Asset Owner (IAO) for each departmental systems. IAO's are responsible for understanding what information is held, for it being processed appropriately and for controlling access to it.*
- 7.6 *The responsibilities of the Information Strategy Group include the formulation of the ICT Security Policy.*
- 7.7 The Council has agreed the following policies and procedures:
- Code of Practice for the use of Internet and Electronic Mail Facilities
 - Information and Communications Technologies Security Policy
 - Audit Guidelines for ICT Systems
 - Print Strategy
 - ICT Supplies and Consumables.

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8 ICT RESOURCES

- 8.1 The total corporate revenue budget for ICT provision by IT Services *in 2009/ 10 is £12.25m.*
- 8.2 This covers service provision to all Council Departments (£9.55m) and the majority of schools (£2.7m), and includes:
- all Staff whose principal role is ICT (*141 corporate, 52 schools*)
 - all Corporate ICT Systems
 - the Corporate ICT Infrastructure.
- 8.3 Desktop equipment (e.g. PCs and printers) is not included in this ICT budget and financing is the responsibility of the service departments. Future ICT needs therefore must form an integral part of departments' business planning processes.
- 8.4 Departments are charged via the system of Central Establishment Charges based on time recording for staff, use of the main computers and data storage. The service is defined in Service Level Agreements (SLAs).
- 8.5 The service provided by IT Services to schools is governed by SLAs and funded from within the individual schools budgets. Schools are able to obtain their ICT requirements from either IT Services or external providers. *Account Managers provide a liaison service for schools service delivery.*
- 8.6 *£1.5m p.a. for 4 years has been allocated within the Capital Programme for ICT implications of the Strategic Asset Review.*
- 8.7 *IT Services is responsible for identifying and fulfilling the training needs of ICT staff, to be funded from ICT budgets.*
- 8.8 *Departments are responsible for identifying and fulfilling the training needs of their staff in the use of office and departmental systems, to be funded from departmental budgets.*
- 8.9 *IT Services will take a lead role in the organisation of a corporate contract for desktop software training.*

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9 BUSINESS CONTINUITY AND ICT DISASTER RECOVERY

- 9.1 The Council requires cost-effective, risk-based, disaster recovery arrangements to ensure that we can continue to meet the needs of our citizens.
- 9.2 Individual service managers are responsible for developing business continuity plans, regardless of the cause of interruption to service
- 9.3 IT Services is responsible for business continuity and disaster recovery plans for the Council's corporate ICT systems and infrastructure.
- 9.4 IT Services is responsible for ensuring that:
 - the infrastructure is developed in accordance with industry best practice to reduce the likelihood and impact of an ICT failure
 - back-ups of all corporate systems are taken in accordance with industry best practice
 - an appropriate ICT disaster recovery plan in accordance with industry best practice is in place
 - plans and procedures are continuously reviewed to ensure that they are effective and meet our changing business needs
 - liaison takes place with suppliers and partner organisations to align plans.

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10 PROVISION OF ICT TO MEMBERS

- 10.1 Elected Members need the opportunity to access the Council's communication and information systems to fulfil their role.
- 10.2 The Council provides Members with appropriate hardware and furniture together with network access to relevant applications for home use.
- 10.3 First line and day to day support and training are provided by a specific liaison post in the Department of Law, HR and Asset Management. Second line support is provided by IT Services between 07.00 and 23.00 excluding Christmas Day.
- 10.4 The Member Equipment Steering Group (MESG) is a regular support forum *for Members' ICT issues*, attended by senior politicians and officers.
- 10.5 The requirements for renewal are discussed and developed at MESG and agreed by Cabinet.
- 10.6 *The budget for Members' ICT is held by the Director of Law, HR and Asset Management.*
- 10.7 Currently, the equipment is reviewed and renewed on a 4 year cycle, *most recently in 2008.*

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11 GREEN ICT

- 11.1 IT Services, in line with the Council's corporate objective to create a clean, pleasant, safe and sustainable environment, will actively manage the environmental impact of its ICT delivery.
- 11.2 IT Services ensures compliance with the Waste Electrical and Electronic Equipment (WEEE) Regulations for disposal of equipment. Redundant equipment is recovered and re-cycled by an external contractor.
- 11.3 IT Services staff receive environmental awareness training in the implementation of the Council's Environmental Management system.
- 11.4 Staff are encouraged to ensure unused equipment is turned off and to print only what is required.
- 11.5 The Council's Print Strategy leads to a reduction in the number of printers in use, resulting in reduced procurement and energy consumption. Major print tasks are delivered by a central print unit.
- 11.6 When purchasing equipment the Authority chooses energy saving devices that have been manufactured in an environmentally-conscious fashion.
- 11.7 Corporate programmes such as the delivery of services via the web and agile working will reduce the occurrence of unnecessary travel on Wirral.
- 11.8 *Other existing technical strategies which will contribute to carbon reduction are:*
 - *Remote support for desktop equipment*
 - *Virtualising existing and new servers*
 - *"Thin Client" desktop environment*
 - *The establishment of a tiered storage area network*
 - *Re-use of desktop equipment.*

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12 SERVICE QUALITY

- 12.1 *IT Services are developing a series of performance measures and service level agreements (SLA's) that are in line with the recommendations of both the Society of IT Management's (SOCITM) Performance Indicators and the Audit Commission's VFM indicators for ICT.*
- 12.2 *Customer satisfaction surveys distributed via the IT Helpdesk will be used in conjunction with performance reporting from Helpdesk data to continuously improve the service.*
- 12.3 *A programme to improve liaison and consultation with departments is under construction this will further contribute to service improvement and quality.*
- 12.4 *A demonstration of service quality is formal accreditation. IT Services are introducing a formal programme of development which will benefit the organisation and will result in formal accreditation.*

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13 CORPORATE ICT SYSTEMS AND INFRASTRUCTURE

13.1 This section identifies the key parts of our current technology and identifies how they need to be maintained and developed in the future in accordance with this strategy.

13.2 Corporate ICT Systems

Corporate ICT Systems include:

System	Description	Current Position	Future Developments
e-mail	An electronic messaging system for internal and external communication.	Wirral Council's email system is provided using Microsoft Exchange 2003. There are currently approximately 4,000 users.	<ul style="list-style-type: none"> E-mail resilience is regularly reviewed and proposed improvements considered by ISG.
ERP (Enterprise Resource Planning)	An integrated system which supports services such as Financials, Human Resources, Procurement, Payments and Receivables.	<p>With the exception of HR/ Payroll, Oracle ERP is live and <i>being developed in line with the Change Plan.</i></p> <p><i>Currently being developed to replace existing MPF ledger.</i></p> <p><i>Investigating migration to Oracle Release 12.</i></p>	<ul style="list-style-type: none"> Integration into the Council's business processes for electronic/ single billing and integration with Documentum for invoice process automation. <i>Cabinet has agreed to tender for a HR/ Payroll system/ implementer.</i> <i>MPF ledger to be live April 2010.</i> <i>Migration to R12 or alternative by November 2013.</i>
CRM (Customer Relationship Management)	A system which records customer contact, offers end to end service delivery and can replace many smaller	Oracle system, live since June 2005.	<ul style="list-style-type: none"> Integration with other systems and business processes <i>to provide end to end service delivery.</i> being developed in line with the

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	administrative systems.		Customer Access Strategy for Street Scene with self service functionality via on-line forms.
Content Management or Electronic	A system which allows us to store, share, retrieve and manage documents	Documentum, live for Electronic Social Care Records (November 2005), web	<ul style="list-style-type: none"> • <i>Software upgrade required early 2010.</i> • Continued implementation of the

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13.2 Corporate ICT Systems (continued)

System	Description	Current Position	Future Developments
Document and Records Management (EDRM)	electronically with appropriate levels of security and which integrates with business processes. Manages website information.	publishing (July 2007) and first phase of HR records (May 2009).	<p>Integrated Children's System.</p> <ul style="list-style-type: none"> • <i>Use in invoice processing.</i> • Will be the corporate generic case management system document store linked to specialist front-ends. • Development is being lead by the Knowledge Manager.
HR/ Payroll	The system which records details of our staff relevant to employment and payment.	Northgate, a mature system, <i>licensing expires May 2011. The Change Plan requires a system which enables further integration into business processes.</i>	<ul style="list-style-type: none"> • <i>Cabinet 19 March 2009 agreed to procure and implement the most appropriate payroll and HR system and a tender process is underway. System required no later than April 2011.</i>
Internet	The system which provides external access to Council information and services via the website and allows Council access to the world wide web.	<i>Replacement web publishing software tendered for.</i>	<ul style="list-style-type: none"> • <i>Implementation of new web publishing software.</i> • Development is being lead by the Web Manager.
Intranet	The system which provides information and services to Members and Council staff.	System requires information updating <i>and conversion to corporate web publishing tool.</i>	<ul style="list-style-type: none"> • <i>Essential developments to support the Strategic Asset Review, Customer Access Strategy and Common Administrative Processes.</i>

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Geographical Information System	The system that provides a single source of all map based information.	<i>System implemented.</i>	<ul style="list-style-type: none"> Integration with CRM and other systems and replacement of existing departmental systems.
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13.3 Principal Business Applications

Principal Business Applications include:

System	Description	Current Position	Future Developments
Housing Benefits and Council Tax	The integrated system which pays housing and council tax benefits and bills and records council tax liabilities.	The Academy system implemented in November 2006.	<ul style="list-style-type: none"> Further alignment with business processes.
Business Rates	The system which bills and records income for business rates.	<i>Academy system implemented in 2009.</i>	<ul style="list-style-type: none"> Further alignment with business processes.
Document Management and Workflow	A system used to manage documents and integrate with applications and business processes.	Civica systems used in separate instances in Revenues and Benefits and the Merseyside Pension Fund - mature systems.	<ul style="list-style-type: none"> Further alignment with business processes.
Merseyside Pension Fund	The system record member details, calculates entitlement and pays pension benefits.	<i>AXIS, a mature system but due for replacement by supplier.</i>	<ul style="list-style-type: none"> <i>To be replaced for accounting purposes with Oracle by April 2010.</i> <i>Preparation for new Pensions Administration system by June 2011.</i>

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13.3 Principal Business Applications (continued)

System	Description	Current Position	Future Developments
Adult Services Client Records	The system records client details, assessed needs, personal circumstances and service delivery and enables automated payments to providers and contributions towards personalised support. <i>A system to pay for care.</i>	SWIFT, a mature system <i>being enhanced to support efficient business processes.</i> <i>Trojan, being replaced.</i>	<ul style="list-style-type: none"> • <i>Further alignment with business processes.</i> • <i>Adult Integrated System, increased agility and streamlined business processes.</i> • <i>Transfer of functionality to SWIFT.</i>
Integrated Children's System	Records CYPD client details and includes service functionality.	In use, based on the SWIFT system and Documentum.	<ul style="list-style-type: none"> • Integration with business processes. • Roll out across Department. • Implementation of further <i>phases in line with DCSF requirements.</i> • Integration with ContactPoint.
ContactPoint	<i>The national children's index.</i>	<i>CYPD staff can access the ContactPoint National Spine to prepare for data input.</i>	<ul style="list-style-type: none"> • <i>Provide CYPD with the ability to transfer information to ContactPoint.</i>
Computerised Administration Replacement System for Schools	<i>Cemtralised computer solution for Primary and Special school administration.</i>	<i>Operational for 72 schools</i>	<ul style="list-style-type: none"> • <i>Improving business continuity with an off site mirrored system.</i> • <i>Migrating further schools.</i>

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13.4 Corporate Infrastructure

Corporate Infrastructure includes:

System	Description	Current Position	Future Developments
Network	<ul style="list-style-type: none"> • The wide area network is the link between all Council sites. • The local area networks are the links between the PC's, servers and systems within each site. • The network is organised around 2 "core" nodes and 8 "distribution" nodes each of which has 2 links to the core nodes to provide resilience via alternative routing. <p>The system is based on BT networks and industry standard hardware and fibre optic connections</p>	<p>A mature system that <i>requires review in the light of the Strategic Asset Review.</i></p>	<ul style="list-style-type: none"> • Continued development to ensure capacity for traffic generated by existing and new high bandwidth applications and those applications requiring quality of services guarantees. • The network will be developed to support greater mobility, security and manageability. • The Council's links to the internet will be reviewed and aggregated as required to meet the needs of the business and citizens. Resilience will be improved to increase reliability and business continuity. • Security will be improved to support the Council's developing diverse network services including mobile working. • <i>Meet the requirements of the Strategic Asset Review including Neighbourhood Centres.</i> • <i>Enabling the changing needs of schools in line with the 14 to 19 reform.</i> • <i>Becta ISP accreditation.</i>

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System	Description	Current Position	Future Developments
			<ul style="list-style-type: none"> • <i>Implementing schools' requirements as part of Building Schools for the Future and capital building programmes.</i>
Desktop/Distributed Systems	The PCs and associated servers used throughout the Council to access corporate and business applications.	4,500 PCs, some running old operating systems and needing site support.	<ul style="list-style-type: none"> • Central support for hardware. • Central deployment and support of software. • <i>Introduce as a corporate standard the virtualised desktop to facilitate agile working.</i>
Central Server and Storage	The processors and data storage used by the corporate and principal business applications and which is based on proprietary Sun hardware and Solaris operating system.	The Council's server and storage requirements were implemented in July 2004 to provide flexible, resilient storage and processing <i>but will be at the end of their service life in 2013.</i>	<ul style="list-style-type: none"> • <i>The new Storage Area Network has been selected and will be implemented autumn 2009.</i> • <i>The suitability of the corporate servers is kept under review and monitored against maintenance costs. In view of the SAN installation, HR system implementation and end of service life in 2013, replacement will take place in 2011/ 12 or 2012/ 13.</i>
Data Centre	<i>The location of the Council's principal servers, data storage and telephone systems.</i>	<p><i>Specialist rooms located within the Treasury Building/ Annexe and the Hamilton Building.</i></p> <p><i>Consultants have been engaged to advise on the adequacy of, and alternatives</i></p>	<ul style="list-style-type: none"> • <i>Consideration of consultants' recommendations.</i> • <i>Alternative sites will be investigated to improve business continuity in line with requirements.</i>

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System	Description	Current Position	Future Developments
		<i>to, the current arrangements.</i>	
Telephones	Mitel SX 2000 telephone system, used by all main corporate sites. 7,000 unique internal extension numbers. Mobile phones are provided from an Office of Government Commerce contract.	A mature system.	<ul style="list-style-type: none"> • <i>Consideration of Voice over Internet Protocol (VOIP) technology in support of the requirements of the Strategic Asset Review for a more flexible working environment.</i> • <i>Join the future national programme for rationalising public sector telephone numbers (0300).</i>
Security	<i>The policies, procedures and technical controls employed to ensure that information held is available at agreed times to those authorised to access it, is accurate and not corrupted.</i>	<p><i>Wirral IT Security Policy approved by Cabinet 23.07.09.</i></p> <p><i>Firewalls, anti-virus software, encryption, passwords, two factor authentication, vulnerability testing.</i></p>	<ul style="list-style-type: none"> • <i>Development of the roles of Senior Information Risk Owner (SIRO) and Information Asset Owner (IAO).</i> • <i>Implementation of Government Connect in September 2009.</i> • <i>Compliance with Payment Card Industry Data Security Standard (PCIDSS).</i> • <i>Review of end-point security.</i> • <i>Use of ISO27001 standard as best practice.</i>
Authentication	The means by which we identify external service users and securely communicate with partners.	<p>Citizen authentication in place for access to Revenues and Benefits on-line.</p> <p>For corporate use awaiting compliance with Code of Connection for Government</p>	<ul style="list-style-type: none"> • <i>Implementation of Government Connect in September 2009.</i>

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System	Description	Current Position	Future Developments
		Connect <i>and the</i> Government Gateway Local Register.	
Green ICT	Ensuring that ICT provision contributes to the Council's environmental standards.	<p>Many application servers for smaller departmental systems.</p> <p>IT Staff travel by van to remote sites for support calls.</p> <p>Staff leave desktop equipment on when not in use.</p>	<ul style="list-style-type: none"> • Virtualisation of application servers resulting in fewer servers and reduced energy consumption. • Introduction of remote desktop management <i>and the virtualised desktop</i> will reduce support journeys and enable remote <i>management</i> of equipment.
<i>Service Quality</i>	<i>The development of performance indicators and SLA's based around business needs and information from the service desk.</i>	<i>Existing service desk software requires updating.</i>	<ul style="list-style-type: none"> • <i>Implementation of upgrade to service desk software.</i> • <i>Development of performance indicators and SLA's.</i>

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14 ACTIONS

14.1 This section identifies the principal actions required in support of the Strategy.

No.	Paragraph Ref	Action	Responsibility	Timescale
1	6.3, 6.4, 6.8	Continually review process for consideration of competing business needs by CIG.	Deputy Director of Finance	Ongoing
2	1.2.7	Develop investment proposals for consideration by CIG.	CIG/ ISG	October 2009
3	3.4	Review and maintain ICT standards.	Head of ICT	On going
4	5.1	Continue to rationalise corporate ICT staffing.	Head of ICT	On going
5	13.4	Identify future requirements for <i>Storage Area Network and central servers</i> .	Head of ICT	<i>January 2010 for SAN and ongoing to 2013 for servers</i>
6	5.1, 13.4	Comply with requirements of Government Connect for secure external communication.	Head of ICT	<i>September 2009 and ongoing</i>
7	6.12, 8.4, 12.1	Review and develop Service Level Agreements	Head of ICT	<i>Ongoing</i>
8	9	Review business continuity and disaster recovery arrangements.	Head of ICT	<i>Ongoing</i>
9	10.5	Review and refresh Members' ICT equipment	Head of ICT	<i>Next refresh June</i>

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No.	Paragraph Ref	Action	Responsibility	Timescale
				2012
10	13.2	<i>Tender for and implement HR/ Payroll system.</i>	Director of Corporate Services	<i>April 2011</i>
11	13.2	Deliver requirements of Customer Access Strategy.	Head of Customer Service	2009 -2012
12	13.2	Integration of corporate Geographical Information System	Head of Change	Ongoing
13	13.3	Implement new administrative systems.	Head of Merseyside Pension Fund	<i>To March 2011</i>
14	13.3	Development of Integrated Children's System and integration with ContactPoint.	Director of Children's Services	Ongoing
15	13.4	Review network infrastructure in support of Strategic Asset Review.	Head of ICT	<i>2009-2010</i>
16	13.4	Join national programme for rationalising public sector telephone numbers (0300).	Head of ICT	<i>Undetermined</i>
17	13.4	Implementation of server virtualisation.	Head of ICT	Ongoing
18	13.4	Implementation of desktop remote support	Head of ICT	2009-2010
19	13.4	<i>Implementation of the virtualised desktop.</i>	<i>Head of ICT</i>	<i>2009-2010</i>
20	13.4	<i>Implementation of service desk upgrade.</i>	<i>Head of ICT</i>	<i>March 2010.</i>

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APPENDIX 1

No.	Paragraph Ref	Action	Responsibility	Timescale
21	12, 13.4	<i>Development of performance indicators.</i>	<i>Head of ICT</i>	<i>March 2010 and ongoing</i>
22	12	<i>Participation in SOCITM User Satisfaction Survey 2009.</i>	<i>Head of ICT</i>	<i>January 2010</i>
23	12	<i>Participation in Greater Merseyside benchmarking</i>	<i>Head of ICT</i>	<i>2010</i>
24	8.8	<i>Organisation of a corporate contract for desktop software training.</i>	<i>Head of ICT/ Head of HR/ Head of Change/ Corporate Procurement Manager</i>	<i>2010</i>