

WIRRAL COUNCIL
DRAFT ICT STRATEGY
2008

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1 INTRODUCTION

1.1 The Council

- 1.1.1 Wirral Council is a complex organisation providing to a borough of 320,000 citizens – and beyond.
- 1.1.2 We are a large Metropolitan Authority with a gross annual budget of £1bn. 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. We want to provide our services in a manner convenient to those who need them – for example, via our website, through our Call Centre or locally in our One Stop Shops. 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.
- 1.2.5 This document deals with these issues as follows:

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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 and the Use of ICT	<ul style="list-style-type: none"> • Explains why we need to have and enforce policies and procedures regarding use of ICT.
8	ICT Funding	<ul style="list-style-type: none"> • Explains how we fund our ICT investment. • Defines our Corporate Systems and ICT Infrastructure.
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	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.

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.

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1.2.7 We expect that this strategy will be valid at least until 2011 – but as ICT changes constantly we will continuously review it, to make sure it is relevant. There is a work plan, which will be agreed by the Council in the autumn of each year, which details what we are going to do to implement this strategy.

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
- telephones
- systems or applications (see Section 11)
- email
- 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:

- 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.
 - We will be heavily reliant upon ICT to 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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- Accommodation Strategy
 - This addresses how the Council manages its office accommodation needs, to ensure maximum efficiency whilst enabling the delivery of high quality services.
 - Any accommodation change impacts upon ICT, be it to support staff or public directly or in the infrastructure we use to supply the information.
- 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.
- 3.5 Chief Officers' Management Team is responsible 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. • 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 One Stop Shops, the 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.	<ul style="list-style-type: none"> • Development of Internet/intranet and associated systems. • Development of integrated systems. • Development of secure communications channels.
5	To provide a Council-wide resource planning tool.	<ul style="list-style-type: none"> • Development of integrated systems including Human Resources and Payroll.
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.
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.

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4.1 ICT Investment Objectives (continued)

Objective		How
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.• <i>Development of an encryption policy to secure data.</i>
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.• Development of 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 and 1 December 2005
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.	Cabinet 19 February 2004
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 <i>and</i> 22 May 2008
8	Agreed to the creation of the posts for Knowledge, Web and <i>Land and Property Systems</i> Managers	To enhance the development of appropriate services.	Employment and Appointments Committee 11 September 2006
9	<i>The ICT Strategy 2007</i>	<i>To set out the future direction of ICT.</i>	<i>Cabinet 6 September 2007</i>
10	<i>The ICT Development Programme</i>	<i>To agree priorities.</i>	<i>Cabinet 7 February 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 Change Programme, and*
- *development of ICT investment strategies in support of the Change Programme*

to the Corporate Improvement Group (CIG).

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 resource issues*
- *security issues.*

6.9 ISG ensures that we manage ICT projects in accordance with industry best practice.

6.10 ISG receives a business case for each new proposal together with a technical evaluation by IT Services.

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- 6.11 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.
- 6.12 IT Services manages the service to the Council through Service Level Agreements (SLAs) and support contracts.

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7 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 policies and procedures to safeguard all users, the services, and the Council's interest.

7.2 The Council has therefore 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 FUNDING

- 8.1 The total corporate budget for ICT provision by IT Services in 2007/08 is £12.8m.
- 8.2 This covers service provision to all Council Departments and the majority of schools, and includes:
- all Staff whose principal role is ICT
 - 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.

Note: For a greater understanding of what we mean by our corporate ICT systems and infrastructure, see Section 12.

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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 to 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 Corporate Services. Second line support is provided by IT Services between 07.00 and 24.00 excluding Christmas Day.
- 10.4 The requirements for renewal are discussed at the Member Equipment Steering Group, a regular support forum attended by senior politicians and officers, and agreed by Cabinet.
- 10.5 Currently, the equipment is reviewed and renewed on a 4 year cycle and the next installation is taking place 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 Ensure compliance with the Waste Electrical and Electronic Equipment (WEEE) Regulations for disposal of equipment. Redundant equipment is recovered and reused 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 the agile working will reduce the occurrence of unnecessary travel on Wirral.

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12 CORPORATE ICT SYSTEMS AND INFRASTRUCTURE

12.1 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.

12.2 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"> • <i>E-mail resilience is being reviewed and will be considered by ISG.</i>
ERP (Enterprise Resource Planning)	An integrated system which supports services such as Financials, Human Resources, Procurement, Payments and Receivables.	With the exception of HR/ Payroll, Oracle ERP is live and awaiting the formation of a development plan.	<ul style="list-style-type: none"> • Further integration into the Council's business processes. • <i>CIG has agreed to selection of an external implementer for the HR/ Payroll element.</i>
CRM (Customer Relationship Management)	A system which records customer contact and can replace many smaller administrative systems.	Live since June 2005, Oracle CRM is awaiting the formation of a development plan.	<ul style="list-style-type: none"> • Integration with other systems and business processes.

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12.2 Corporate ICT Systems (continued)

System	Description	Current Position	Future Developments
Content Management or Electronic Document and Records Management (EDRM)	A system which allows us to store, share, retrieve and manage documents electronically with appropriate levels of security and which integrates with business processes.	Documentum, live since November 2005 with the introduction of Electronic Social Care Records and used since July 2007 for web publishing.	<ul style="list-style-type: none"> • Implementation of the Integrated Children's System, HR records and property related documents in Technical Services. <i>Will be the corporate generic case management system document store linked to specialist front-ends.</i> • <i>Development is being lead by the Knowledge Manager.</i>
HR/ Payroll	The system which records details of our staff relevant to employment and payment.	Northgate is a mature system capable of further development and integration into business processes.	<ul style="list-style-type: none"> • <i>No further non-essential developments. To be replaced by Oracle Human Capital Management system before 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.	A new system implemented July 2007.	<ul style="list-style-type: none"> • <i>Development is being lead by the Web Manager and reported to Cabinet.</i>
Intranet	The system which provides information and services to Members and Council staff.	<i>System requires updating and conversion to Documentum.</i>	<ul style="list-style-type: none"> • Decisions required for ownership and development.
Geographical Information System	The system that provides a single source of all map based information.	<i>System selected and being implemented.</i>	<ul style="list-style-type: none"> • Integration with CRM and other systems and replacement of existing departmental systems.

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12.3 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.	The Anite Pericles system, implemented in 2005.	<ul style="list-style-type: none"> • <i>To be replaced by Academy system 2009.</i> • 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.	AXIS, a mature system.	<ul style="list-style-type: none"> • <i>Assessment of General Ledger options by October 2008.</i> • <i>Preparation for new Pensions Administration system by March 2009.</i>

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12.3 Principal Business Applications (continued)

System	Description	Current Position	Future Developments
Adult Services Client Record	The system records client details and includes service functionality.	SWIFT, a mature system.	<ul style="list-style-type: none"> • Integration with ERP. • Alignment of financial modules with business processes.
Integrated Children's System	Records client details and includes service functionality.	<i>In use, based on the SWIFT system and Documentum.</i>	<ul style="list-style-type: none"> • Integration with business processes. • <i>Roll out across Department.</i> • <i>Implementation of further modules.</i> • <i>Integration with ContactPoint (national children's index)</i>

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12.4 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.• The system is based on BT networks and industry standard hardware and fibre optic connections.	A mature system that meets current requirements.	<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 service 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 external relationships and developing diverse network services including mobile working.

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12.4 Corporate Infrastructure (continued)

System	Description	Current Position	Future Developments
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. • Implementation of upgrade to service desk system.
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.	<ul style="list-style-type: none"> • The business needs and technology opportunities are being reviewed and a <i>revised strategy developed for replacement of the storage area network in 2009-10.</i> • Alternative sites are being investigated to improve disaster tolerance in line with replacement.
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"> • Wirral will join the single non-emergency number initiative for all non-emergency public service enquiries. • Join the national programme for rationalising public sector telephone numbers (0300).
Authentication	The means by which we identify external service users and securely communicate with partners.	<i>Citizen authentication in place for access to Revenues and Benefits on-line. For corporate use awaiting compliance with Code of Connection for</i>	<ul style="list-style-type: none"> • <i>Implementation of Government Connect in 2009.</i>

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		<i>Government Connect/ Government Gateway Local Register.</i>	
<i>Green ICT</i>	<i>Ensuring that ICT provision contributes to the Council's environmental standards.</i>	<p><i>Many application servers for smaller departmental systems.</i></p> <p><i>IT Staff travel by van to remote sites for support calls.</i></p> <p><i>Staff leave desktop equipment on when not in use.</i></p>	<ul style="list-style-type: none"> • <i>Virtualisation of application servers resulting in less servers and reduced energy consumption.</i> • <i>Introduction of remote desktop management will reduce support journeys and enable remote close down of equipment.</i>

13 ACTIONS

13.1 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.	<i>Deputy Director of Finance</i>	Ongoing
2	1.2.7	Develop investment proposals for annual consideration by Cabinet.	<i>GIG/ ISG</i>	October 2008
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	11.3	Identify future requirements for central hardware.	Head of ICT	June 2009
6	5.1	Monitor Government Connect as solution for corporate authentication and secure external communication.	Head of ICT	March 2008
7	6.10, 8.4, 8.6	Review and develop Service Level Agreements	Head of ICT	September 2008
8	9	Review business continuity and disaster recovery arrangements.	Head of ICT	September 2008
9	10.5	Review and refresh Members' ICT equipment	Head of ICT	June 2008
10	11.2	Review and report on e-mail resilience.	Head of ICT	October 2008

No.	Paragraph Ref	Action	Responsibility	Timescale
11	11.2	<i>Plan future strategy for HR/ Payroll system and seek Cabinet approval for tendering for implementation services for the Oracle Human Capital Management system.</i>	Director of Corporate Services	July 2008
12	11.2	Deliver requirements of Customer Access Strategy.	Head of Customer Service	2007 -2010
13	11.2	Implement corporate Geographical Information System	<i>Head of Change</i>	November 2007
14	11.3	Implement new administrative systems.	Head of Merseyside Pension Fund	To March 2010
15	11.3	<i>Complete roll-out of Integrated Children's System and integrate with ContactPoint.</i>	Director of Children's Services	2009
16	11.4	Review network infrastructure in support of agile working.	Head of ICT	March 2008
17	11.4	Acquisition of standardise PC's from corporate contract.	Head of ICT	March 2010
18	11.4	Join single non-emergency number initiative.	Head of Customer Service	September 2008
19	11.4	Join national programme for rationalising public sector telephone numbers (0300).	Head of ICT	2010
20	12.4	<i>Implementation of server virtualisation and desktop remote support.</i>	<i>Head of ICT</i>	2009- 2010