WIRRAL COUNCIL

INFORMATION and COMMUNICATION TECHNOLOGIES STRATEGY 2010

ICT STRATEGY 2010

1 INTRODUCTION

1.1 The Council

1.1.1 Wirral Council is a complex organisation providing services to a borough of 308,000 citizens and the community beyond.

1.1.2 We are a large Metropolitan Authority with a gross annual budget of £870m including schools and which will face significant reduction in the coming years. We provide 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
- ICT resources are deployed in accordance with robust business cases
- 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

and the risk of not doing so is a lack of control over our resources and that our services will not be provided as efficiently as possible.

1.2.4   This document deals with these issues as follows:

Section	Title	What it does
2	**What is ICT?**	• Explains what we mean by ICT.
3	**Fundamental Principles**	• Lays down fundamental principles which underpin all ICT development in this Council.
4	**Our ICT Objectives**	• Explains why we invest in ICT.
5	**Existing Strategic Framework**	• Explains how we have been implementing our Fundamental Principles.
6	**Governance**	• Describes how we manage ICT corporately. • Defines responsibilities.
7	**Security Policies, Standards and the Use of ICT**	• Explains why we need to have and enforce policies, standards and procedures regarding use of ICT.
8	**ICT Resources**	• Explains how we fund our ICT investment. • Explains how we deploy and train our ICT staff. • Explains responsibilities for training staff in the use of ICT.
9	**Business Continuity and ICT Disaster Recovery**	• Explains what Business Continuity and Disaster Recovery mean and why they are important. • Defines responsibilities.
10	**Provision of ICT to Members**	• Describes how we support Members through ICT provision.
11	**Green ICT**	• How we will manage and reduce the environment impact of ICT.
12	**Service Quality**	• Defines how IT Services measures its performance and how this will be monitored and improved in future.

13	**Corporate ICT Systems and Infrastructure**	- Defines what we mean by Corporate ICT Systems and Infrastructure. - Identifies on-going strategic development for improvement.

1.2.5 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.

1.2.6 We expect that this strategy will be valid at least until 2013 – but as ICT changes constantly and this strategy is to be delivered in a period of significant budgetary pressure and service delivery change 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.

Jeff Green – Leader   **Jim Wilkie – Interim Chief Executive**

Wirral Council   **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.

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 Strategy

  This four year strategy 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 to ensure that the Council has an effective and productive workforce to meet its current and future objectives.

- Office Rationalisation Project

  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 Office Rationalisation Project.

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 external services to the value of £4m. 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.

4 OUR ICT OBJECTIVES

4.1 We invest in ICT to achieve the following objectives:

	Objective	How
1	To enhance the democratic process.	• Provision of modern communication and information tools to support Wirral Members and citizens.
2	To support the provision of services organised around the recipient.	• Implementation of Customer Access Strategy. • Provision of alternative service delivery channels • Implementation of secure authentication. • *Working with other organisations to provide citizen centred services*.
3	The support of flexible, effective, efficient and economical service delivery.	• Development of standard work processes using technology to support the 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 secure and appropriately controlled.	• Development of Internet/ intranet and associated systems. • Development of integrated systems. • Development of secure communications channels • The Director of Finance is the Council's Senior Information Risk Owner.
5	To provide a Council-wide resource planning tool.	• 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.	• Ensuring all developments accord with a standard data quality framework. • Development of integrated systems. • Development of a corporate customer database.
7	To ensure that our staff have the skills and confidence to use the systems available to them in their role in Wirral Council.	• 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.	• Implementation of effective training in the use of ICT systems and knowledge of security policies. • Development of an encryption policy to secure data. • Support the roles of Senior Information Risk Owner and Information Asset Owner to control use of Wirral data.
9	To provide ICT support as economically as possible.	• Implementation of a standard configuration and remote support for personal computers (PC's) and a Council wide solution to software management. • Implementation of a "virtualised desktop" to support the Office Rationalisation Project and the agile workforce. • Continue to develop the single, integrated and appropriately staffed ICT service.
10	To enable the secure transfer of data to external bodies/ agencies, ensuring information	• Development of integrated systems. • Development of secure

Objective	How
can be shared between all involved.	communications channels. • Implementation of secure authentication. • *Maintenance of Government Connect accreditation*.

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.	Presented annually to Cabinet, most recently 2 September 2010.
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 5 February and 23 July 2009, Council Excellence, Overview and Select Committee 8 July 2010.
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	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	The ICT Strategy 2010	To set out the future	*Presented annually to Cabinet, most recently*

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	Decision	Reason	Reference
		direction of ICT.	*25 November 2010.*
10	The Strategic Change Programme	To agree priorities.	Cabinet 10 December 2008, *15 October 2009, 14 January and 22 July 2010.*
11	*Internet Connectivity*	*Award of contract for the provision of connection to the Internet to support service delivery.*	*Council Excellence Overview and Scrutiny Committee 16 September 2009.*
12	*ICT Licenses*	*To ensure software in use within Wirral Council is appropriately licensed.*	*Cabinet 14 January 2010.*
13	*Office Rationalisation: Information Technology Requirements*	*To agree IT changes necessary to support the Office Rationalisation Project and the financing of desk top equipment.*	*Cabinet 14 January 2010.*
14	*Data Centre Review*	*To ensure immediate and future investment in the Council's data centres is aligned to the Office Rationalisation Project objectives.*	*Cabinet 18 March 2010*
15	*Government ICT Strategy*	*To enable the Council to make informed decisions on ICT investment.*	*Cabinet 15 April 2010*
17	*Provision of enhanced Telecommunications Network*	*To agree provider.*	*Cabinet 27 May 2010*
18	*ICT Strategic Review*	*To review our ICT technologies and organisation.*	*Cabinet 14 October 2010*

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 Strategic Change Programme Board was established by Cabinet 22 July 2010 and consists of the Leader and Deputy Leader of the Council, The Deputy Leaders of the Conservative and Liberal Democrat Groups, The Chief Executive and the Lead Chief Officer for the Programme.*

         The Chief Executive, in consultation with the Programme Board, has delegated authority to take all decisions relating to the Programme.

         The Director of Finance is responsible for the Council's ICT Services, *attends the Strategic Change Programme Board* and identifies appropriate resources to ensure that the ICT provision reflects our agreed corporate needs.

6.4   The Council's Executive Team recommends policy options and their implications to Cabinet and is responsible for implementing Cabinet decisions.

6.5   The Executive Team delegates:

         •   *to the Corporate Improvement Group (CIG), the control and co-ordination of ICT investment programmes outside the Strategic Change Programme*

                 and

         •   to the Information Strategy Group ISG), the development of related policies.

6.6   *All ICT developments are managed and prioritised in line with corporate priorities and to common standards. This role is the responsibility of the Deputy Director of Finance.*

6.7   CIG is chaired by the Interim Director of Corporate Services and comprises of Heads of Service from each of the Council's Departments.

6.8   ISG is chaired by the Head of Information Technology Services, comprises of a senior officer from each of the Council's departments together with representatives from IT Services and meets at least six times a year.

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The Head of Information Technology Services will report to ISG, CIG or The Executive Team as appropriate on relevant issues. This includes the:

- implications of ICT developments
- implications of other Council developments on ICT
- ICT resources
- ICT security

- *and external influences on the above including the Government ICT Strategy.*

6.9 *All ICT developments are to be subject to a business case including an analysis of the impact on existing corporate resources and a technical evaluation by IT Services. Business cases should also include an* Equality *Impact Assessment and information on any environmental* impact.

6.10 The development of Members' ICT is discussed at the Members Equipment Strategy Group and reported to Cabinet for agreement.

6.11 IT Services manages the service to the Council through developing Service Level Agreements (SLA's) and support contracts.

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.

8   ICT RESOURCES

8.1   The total corporate revenue budget for ICT provision by IT Services in 2010/ 11 is £12.75m.

8.2   This covers service provision to all Council Departments (£10.06m) and the majority of schools (£2.69m) and includes:

- all Staff whose principal role is ICT, currently 142 corporate and 46 schools IT service
- all Corporate ICT Systems
- the Corporate ICT Infrastructure.

8.3   The corporate budget now includes £750,000 for the planned, phased replacement and life-cycle management of desk top equipment and associated Windows servers.

8.4   £1.5m p.a. for 4 years has been allocated within the Capital Programme for ICT implications of the Office Rationalisation Project.

8.5   *There are ICT Reserves at 1st April 2010 as follows:*

Intranet Development: £1,632,554 for the expansion and development of the corporate systems and infrastructure.

One Stop Shops: £348,882 for the development of IT systems within the One Stop Shops.

Schools Service: £294,180 to fund future projects and income fluctuations of the Schools IT Team.

IT Replacement: £28,804 for the replacement of equipment in the IT training suite.

8.6   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 (SLA's).

8.7   The service provided by IT Services to schools is governed by SLA's 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.

8.8   IT Services is responsible for identifying and fulfilling the training needs of ICT staff, to be funded from ICT budgets. *As recommended by the Strategic Review this will include the implementation of ITIL (the IT Infrastructure Library and SFIA (the Skills Framework for the Information Age).*

8.9   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.

8.10   IT Services will take a lead role in the organisation of corporate training in the use of desktop software.

8.11   *The outcome of a Strategic Review of the IT service was reported to Cabinet 14th October 2010. Actions from the Review are incorporated into this Strategy and are also extracted from the Cabinet report at Appendix 2.*

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 IT Services is responsible for business continuity and disaster recovery plans for the Council's corporate ICT systems and infrastructure *and will determine these in consultation with service users, the Asset Management Strategy and the Council's Health, Safety and Resilience Operations Manager*.

9.3 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.

9.4 Individual service managers are responsible for developing business continuity plans, regardless of the cause of interruption to service *and IT Services will offer assistance with this*.

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 Strategy Group (MESG) is the 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.

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.

11.9 *Business cases in support of ICT developments should include information on the environmental impact of the development.*

12 SERVICE QUALITY

12.1 IT Services will be 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 *Service levels re hours of support will be determined in consultation with Members and other clients as appropriate*.

12.3 Customer satisfaction surveys distributed via the IT Helpdesk will be used in conjunction with performance reporting from Helpdesk data to continuously improve the service.

12.4 A programme to improve liaison and consultation with departments will further contribute to service improvement and quality.

12.5 A demonstration of service quality is formal accreditation. IT Services will introduce a formal programme of development which will benefit the organisation and will result in formal accreditation.

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.	• E-mail resilience is regularly reviewed and proposed improvements considered by ISG. • *Current version of Exchange is supported until 2014.* • *A future change will have considerable financial implications.*
ERP (Enterprise Resource Planning)	An integrated system which supports services such as Financials, Procurement, Payments and Receivables.	Oracle ERP is being developed in line with the Change Programme. *MPF ledger replaced with Oracle and live.* Investigating migration to Oracle Release 12.	• *Integration into the Council's business processes for electronic / single billing and integration with Documentum for invoice process automation. Project continues and will be in place April 2011.* • *The electronic payment of invoices (e.g. to utilities) is complete. The next stage is the scanning of invoices and the automated processing off invoices*

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			• Migration to R12 or alternative by November 2013.
CRM (Customer Relationship Management)	A system which records customer contact, offers end to end service delivery and can replace many smaller administrative systems.	Oracle system, live since June 2005. *Eleven online forms developed and available.*	• Integration with other systems and business processes to provide end to end service delivery. • being developed in line with the Customer Access Strategy for Street Scene with self service functionality via on-line forms. *Further development to be decided.* • *To be reviewed following the ICT Strategic Review.*
Content Management or Electronic	A system which allows us to store, share, retrieve and manage documents	Documentum, *live repository to provide information for web site delivery.*	• *Software upgrade will be completed by December 2010.* • *To be reviewed following the ICT Strategic Review.*

13.2   Corporate ICT Systems (continued)

System	Description	Current Position	Future Developments
Document and Records Management (EDRM)	*A system for the creation, storage, retrieval and secure management of electronic business information (content), integrated with scanning processes and core systems.*	Documentum, live for: Electronic Social Care Records (ESCR) (Adults, Nov 2005), HR Records (May 2009), *Corporate System (early adopters)(May 2010).* *In use for invoice processing.* *Structure for the Corporate Repository supporting the Accommodation Rationalisation Project has been developed.*	• *Software upgrade required 2010.* • *Electronic Social Care Record (Children's)* • *Further developments for invoice processing* • *Corporate System roll out and development (integral to rationalising back office/ office accommodation) including workflow* • *Specific integration with other core systems* • *Enhancements to existing HR and ESCR applications.* • *Develop an information asset register to facilitate public use of Council data.* • *To be reviewed following the ICT Strategic Review.* • Development being lead by the Knowledge Manager.
HR/ Payroll	The system which records details of our staff relevant to employment and payment.	*HR system (Northgate Arinso) procured and implementation begun.*	• *Self service functionality.*

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Internet	The system which provides external access to Council information and services via the website and allows Council access to the web.	*New web site implemented using open source software.*	• Development is being lead by the Web Manager. • *Essential developments in support of the Customer Access Strategy and communications.*
Intranet	The system which provides information and services to Members and Council staff.	*New intranet site implemented using open source software.*	• Essential developments to support the Office Rationalisation Project, Customer Access Strategy and Common Administrative Processes.
Geographical Information System	The system that provides a single source of all map based information and provides other systems with up to date address data. E.g. Business Control/ Development Control, Electoral Register.	System implemented. *Compliant with INSPIRE annex 1. Annex 2 is not relevant to Local Authorities.*	• *The web based mapping system will upgrade from Planaccess to Stratus Connect by March 2011.* • *Compliance of annex 3 of EU Directive INSPIRE. (Infrastructure for Spatial Information in Europe) by 3 December 2013. The INSPIRE directive was created to assist environmental policy-making by improving the accessibility and interoperability of spatial information across Europe.*

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.	• Further alignment with business processes. • *Potential for change to web front end subject to business case*.
Business Rates	The system which bills and records income for business rates.	Academy system implemented in 2009.	• 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.	• Further alignment with business processes.
Merseyside Pension Fund	The system record member details, calculates entitlement and pays pension benefits.	*Financial management moved to Oracle eBusiness suite in April 2010.* AXIS, a mature system but due for replacement by supplier.	• Preparation for new Pensions Administration system by June 2011.

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.* A system to pay for care.	SWIFT, a mature system *being enhanced to support efficient business processes.* *Functionality delivered by SWIFT.*	• Further alignment with business processes. • Adult Integrated System, increased agility and streamlined business processes. • *Archiving requirement for Trojan system to be decided.*
Adult Integrated Solution	*Builds on the existing SWIFT application using e-forms to give an intuitive web based system designed to support the personalisation agenda and self directed support.*	*Report to Cabinet December 2010 for approval to procure and implement AIS.*	• *Implementation of AIS to support the Personalisation programme in DASS, subject to business case and Cabinet approval.*
Integrated Children's System	Children's Social Care Case Management System.	In use, web based application built on the SWIFT database and linked to ESCR integration with Documentum.	• Implementation of future versions in line with local and national requirements. • *Local tailoring of the system to match local business processes and possible changes/ upgrades that may be required following the Munro Review of child protection.* • *Implementation of a 'standby service' allowing look up access in the event of*

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System	Description	Current Position	Future Developments
			system failure or planned down time during upgrades etc. • *Possible integration with a 'National Signposting System'; awaiting further details and business case confirmation from the Department for Education.*
ContactPoint	The national children's index.	*The system has been decommissioned in a controlled and managed way. The national switch off took place on 6th August 2010.*	• *Decommissioning processes complete.*
Computerised Administration Replacement System for Schools	Centralised computer solution for Primary and Special school administration.	Operational for 74 schools	• Improving business continuity with an off site mirrored system. • Migrating further schools

13.4 **Corporate Infrastructure**

Corporate Infrastructure includes:

System	Description	Current Position	Future Developments
Network	• *The wide area network provides electronic connections between all Council offices, schools and establishments to carry both data and internal telephony.* • Local area networks are the connections between the PC's, servers and systems within each site or building complex. • The existing 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 existing network is not capable of providing the increased capacity required by schools and, due to the location of the core and distribution nodes, significant changes will be required as the requirements of the Office Rationalisation Project are implemented.* *A contract has been awarded for the provision of a revised network that provides flexibility to meet the needs of schools and the Office Rationalisation Project with minimum change.*	• 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. • Internet connects are periodically reviewed for capacity and performance. Resilience will be improved *by providing alternative routing in the event of a circuit failure.* • Security will be improved to support the Council's developing diverse network services including mobile working. • Changes to meet the requirements of the Office Rationalisation Project. • Enable the changing needs of schools. • *Investigation of future joint procurement of a common network with local NHS.*
Desktop/ Distributed	The PCs and associated servers used throughout the	4,500 PCs, some running old operating systems and	• *Virtualisation of desk top infrastructure.* • *Replacement of existing equipment by*

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System	Description	Current Position	Future Developments
Systems	Council to access corporate and business applications.	needing site support *Central support for hardware.* *Central deployment and support of software.* *Introducing as a corporate standard the virtualised desktop to facilitate agile working.*	*planned, phased replacement life-cycle management.* • *Redesign of Active Directory structure and profile analysis.*
Desktop operating system	*A system which controls the use of PC resources.*	*Windows XP*	• *Supported until 2014.* • *Evaluation of Windows 7and comparison with Open Source software.* • *A future change will have considerable financial implications.*
Server operating systems	*System which control the use of server resources.*	*Mainly Windows 2003 for Windows servers.* *Solaris v10 for Unix servers.*	• *Windows 2003 supported until 2014.* • *Evaluation of Windows 2008 and Open Source alternatives.* • *A future change will have considerable financial implications.*
Open Source Software	*Freely available systems for a variety of applications.*	*In use for internet, intranet and a number of web services applications enabling PC's to connect to back office databases.*	• *Investigation of alternatives to existing operating systems and applications.*
Central processors and data storage	The processors and data storage used by the corporate	*EMC storage systems installed and data migrated from the*	• *Develop tiered storage to ensure data resides on the most cost effective*

System	Description	Current Position	Future Developments
	and principal business applications, which is based on Sun processors and Solaris operating system *with associated EMC data storage systems.*	*Sun SAN.* *Servers are being virtualised where possible and redundant devices decommissioned.* *Two Sun M4000 processors implemented to specifically support the HR and Social Services systems.*	*device.* • *Replacement of E6900 processors with M5000's in 2010/ 11.*
Data Centre	The location of the Council's principal servers, data storage and telephone systems.	Specialist rooms located within the Treasury Building/ Annexe and the Hamilton Building. *A review conducted by consultants advised that the current data centres are no longer fit for purpose and recommended that any major investment needs to await the conclusions of the Office Rationalisation Project.* *Additionally a number of actions were identified that needed immediate action to make the current facilities safe. The recommendations to make the facilities safe have been*	• *Technical Services are currently reviewing the adequacy of the air conditioning within the two Treasury rooms.* • *Implementation of the recommendation re the appropriate model for the Council is dependant on the outcome of the Office Rationalisation Project.* • *Potential for a shared service with NHS or other Councils is being investigated.* • *The Central Government ICT Strategy – Data Centre Strategy and provision of processing functionality via the g-cloud will inform the business case for future investment in the Council's data centres.*

System	Description	Current Position	Future Developments
		carried out. *Power supplies to both rooms have been modernised.*	
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.	• *Implement Voice over Internet Protocol (VOIP) technology and Unified Communications to support the objectives of the Office Rationalisation Project for a more flexible working environment.* • *Continue to monitor* the future national programme for rationalising public sector telephone numbers (0300).
Security Systems	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.	*Wirral IT Security Policy approved by Cabinet 02.09.10.* Firewalls, anti-virus software, encryption, passwords, two factor authentication, vulnerability testing. *Use of Government Connect secure exchange functionality to enable secure exchange of information with other public sector partners.* *Security was strengthened in*	• Continued development of the roles of Senior Information Risk Owner (SIRO) and Information Asset Owner (IAO). • Compliance with Payment Card Industry Data Security Standard (PCIDSS). • Review of end-point security. • Use of ISO27001 standard as best practice. • *Various changes to retain Government Connect accreditation.* • *Implementation of full device encryption for all mobile devices.*

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System	Description	Current Position	Future Developments
		September 2009 with a revision to the configuration of staff PCs to prevent unauthorised software being loaded and a number of other changes.	• *Management and control of all removable media.*
Authentication	The means by which we identify external service users and securely communicate with partners.	Citizen authentication in place for access to Revenues and Benefits on-line. For corporate use awaiting compliance with Code of Connection for Government Connect and the Government Gateway Local Register.	● *Develop in line with business security requirements.*
Green ICT	Ensuring that ICT provision contributes to the Council's environmental standards.	Virtualisation of servers and desktops is resulting in power and corresponding cooling requirements. Equipment tenders specifically ask for power saving features. Remote support has reduced the number of journeys to remote sites.	• Back end servers associated with virtualised desktops will automatically power off when not required. • Investigate introduction of automatic power down of PC systems. • *Replacement of current central servers with more efficient versions.*
Service Quality	The development of performance indicators and	Existing service desk software is to be updated.	• Implementation of upgrade to service desk software.

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System	Description	Current Position	Future Developments
	SLA's based around business needs and information from the service desk.		• Development of performance indicators and SLA's. • *Consultation with Members and clients re hours of support* • *Review communications in conjunction with Head of Tourism and Marketing.*
Social Networking Tools	*Council use of available tools, e.g. Facebook, Twitter, etc to communicate with the public.*	*Access is restricted at present. The applications can be made available when the policy for the use of social networking tools is agreed.*	• *Use of social networking tools to consult with citizens and others on issues relating to the Council.* • *Lead by the Head of Tourism and Marketing.*

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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	Provide information as required to Strategic Change Board	Head of ICT	Ongoing
2	6.5	Continually review process for consideration of competing business needs by *ISG*.	Deputy Director of Finance	Ongoing
3	1.2.6	Develop investment proposals for consideration by *ISG*.	ISG	Ongoing
4	3.4	Review and maintain ICT standards.	Head of ICT	On going
5	5.1.6	Continue to rationalise corporate ICT staffing.	Head of ICT	On going
6	13.4	*Report on outcome of procurement process for central servers.*	*Head of ICT*	*November 2010*
7	5.1.7, 13.4	Comply with requirements of Government Connect for *continuing* secure external communication.	Head of ICT	*September 2010 and ongoing*
8	6.12, 8.8, 12.1	Review and develop Service Level Agreements	Head of ICT	*Ongoing*
9	9	Assess appropriate level of business continuity and disaster recovery arrangements *and provide assistance to clients in conjunction with Asset Management Strategy*	*Deputy Director of Finance*	*30.09.11*

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No.	Paragraph Ref	Action	Responsibility	Timescale
		and Health, Safety & Resilience Operations Manager.		
10	9	*Provide business continuity advice and assistance to clients.*	*Head of ICT*	*2010 on*
11	10.5	Review and refresh Members' ICT equipment	Head of ICT	*Next refresh June 2012*
12	13.2, 13.4	*Investigate options for replacement of Windows software including the use of open source software.*	*Head of ICT*	*By 2013*
13	13.2	*Review suitability of Oracle CRM to meet future needs.*	*Deputy Director of Finance*	*March 2011.*
14	13.2	*Review suitability of Documentum EDRM to meet future needs.*	*Deputy Director of Finance*	*March 2011.*
15	13.2	*Complete Implementation of HR/ Payroll system.*	Head of HR and OD	*April 2011*
16	13.2	Deliver requirements of Customer Access Strategy.	Head of Customer Service	2010 -2013
17	13.2	Integration of corporate Geographical Information System	*Head of ICT*	Ongoing
18	13.3	Implement new administrative pensions system.	Head of Merseyside Pension Fund	*To March 2011*
19	13.3	Development of Integrated Children's System and EDRM.	Director of Children's	Ongoing

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No.	Paragraph Ref	Action	Responsibility	Timescale
		Services		
20	13.4	Review network infrastructure in support of *Office Rationalisation Project.*	Head of ICT	*2010 on*
21	13.4	Monitor the national programme for rationalising public sector telephone numbers (0300).	Head of ICT	*Undetermined*
22	13.4	Implementation of server virtualisation.	Head of ICT	2010 on
23	13.4	*Implementation of the virtualised desktop.*	*Head of ICT*	*2010 on*
24	13.4	*Implementation of service desk upgrade.*	*Head of ICT*	*December 2010.*
25	12, 13.4	*Development of performance indicators.*	*Head of ICT*	*Ongoing*
26	12	*Participation in SOCITM User Satisfaction Survey 2011.*	*Head of ICT*	*2011*
27	8.8	*Organisation of a corporate contract for desktop software training.*	*Head of ICT/ Head of HR and OD/ Corporate Procurement Manager*	*2011*
28	13.4	*Consult re out of hours support.*	*Head of ICT*	*30.03.11*
29	13.4	*Re-tender Wide Area Network, determine in conjunction with Asset Management Strategy and investigate opportunities for sharing with Health Service.*	*Head of ICT*	*Earliest 31.03.12*
30	13.4	*Review communications in conjunction with Head of Tourism and Marketing*	*Head of ICT/ Head of Tourism and Marketing*	*31.03.11*

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No.	Paragraph Ref	Action	Responsibility	Timescale
31	8	*Consider structure of IT Services*	*Director of Finance*	*31.12.10*
32	13.2	*Develop an information asset register to facilitate appropriate public use of Council data.*	*Head of ICT/ Head of Law/ Information Manager*	*2011*
33	8.8	*Implement ITIL/ SFIA*	*Head of ICT*	*30.09.11*