WIRRAL COUNCIL

INFORMATION and COMMUNICATION TECHNOLOGIES STRATEGY 2011

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 *£820m* including schools and which will face significant reduction in the coming years. We provide *statutory and no-statutory* 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 *Libraries* and 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
- 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 by Wirral Council, with our partners or through shared service agreements.*

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.

Section	Title	What it does
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 *2014* – but as ICT changes constantly and this strategy is to be delivered in a period of significant budgetary pressure and service delivery change*, including the potential for shared services,* we will continuously review it to make sure it stays relevant. *The strategy will be updated annually and approved by Members.* The Strategy will be supported by an ICT work plan which will be monitored by the Council's Information Strategy Group.

Stephen Foulkes– Leader   **Jim Wilkie – 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)
- *social media*
- 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.

2.5   *Wirral Council is developing its social media policy to enhance its communication capability with the public.*

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 *government strategy, legislative requirements* and 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 four key themes. Your Family: with a focus on Children and Young People, and Adults, Your Neighbourhood, Your Economy and Your Council*.

    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.

  - *The 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 will 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   The Executive Team (ET) 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 *and facilitate placing the views of Wirral residents, employers, Community and Voluntary Groups at the heart of all we do.*
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, *including voluntary, faith and community groups and shared services with other public sector organisations, where cost effective,* to provide citizen centred services.
3	The support of flexible, effective, efficient and economical service delivery *across all customer access channels and to enhance the Council's internal processes.*	• Development of standard work processes using technology to support the One Stop Shops, *Libraries*, 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).

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4.1   ICT Investment Objectives (continued)

	Objective	How
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.
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.

4.1 ICT Investment Objectives (continued)

	Objective	How
9	To provide ICT support as economically as possible.	• Implementation of a standard configuration and remote support for personal computers (PCs) 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 can be shared between all involved.	• Development of integrated systems. • Development of secure 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 *applications*	To implement corporate integrated *applications*.	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	The Print Strategy *Print Services*	To identify the most economical method for printing and photocopying. *Print Services charging policy and progress report on the Print Strategy*	Cabinet 18 August 2004 *Cabinet 17 March 2011*
5	The creation of a corporate IT unit (IT Services)	To provide economies of scale and the consistent application of standards.	Cabinet 1 December 2005.
6	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.

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	Decision	Reason	Reference
7	The ICT Strategy 2011	To set out the future direction of ICT.	*Presented annually to Cabinet, most recently 13 October 2011*
8	The Strategic Change Programme	*To agree content and monitor progress of the change programme*	Cabinet 10 December 2008, 15 October 2009, 14 January and 22 July 2010 and 3 February and 23 July 2011
9	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.
10	ICT Licenses	To ensure software in use within Wirral Council is appropriately licensed.	Cabinet 14 January 2010.
11	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.
12	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

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	Decision	Reason	Reference
13	Government ICT Strategy	To enable the Council to make informed decisions on ICT investment.	Cabinet 15 April 2010
14	Provision of enhanced Telecommunications Network	*To provide telecoms services in support of office rationalisation, agile working and staff self service.*	Cabinet 27 May 2010
15	ICT Strategic Review	To review our ICT technologies and organisation.	Cabinet 14 October 2010
16	*Library Service introduction of e-books*	*Introduction of e-books to Library Service*	*Sustainable Communities Overview and Scrutiny Committee 7 June 2011*
17	*Radio Frequency Identification(RFID) of Library Books*	*Introduction of RFID of Library books*	*Cabinet 23 June 2011*
18	*Review of Electronic Document and Records Management System*	*To agree the continued use of Documentum as the corporate EDRM after independent review*	*Cabinet 23 June 2011*
19	*Review of Customer Relationship Management System*	*To agree the continued use of Oracle CRM and its development to provide 360° view of customer interactions with the Council after independent review*	*Cabinet 23 June 2011*
20	*ICT Security Software*	*To enable the Council to protect its data.*	*Council Excellence Overview and Scrutiny Committee, 12 July 2011*

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, and *Portfolio holder for Corporate Resources* , The Chief Executive and the Lead Chief Officer for the Programme.

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

6.5 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.

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

6.7 The Executive Team delegates the control and co-ordination of ICT investment programmes and the development of related policies to the Information Strategy Group (ISG).

6.8 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.

6.9 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.

6.10 The Head of Information Technology Services will report to ISG 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.

6.11   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.

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

6.13   IT Services manages the service to the Council through developing Service Level Agreements (SLA) 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 system. IAO's are responsible for understanding what information is held, for it being processed appropriately and for controlling access to it. *IAO's are also responsible for the lifecycle management of the data/information asset they control*.

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, Electronic Mail and *Telecommunication facilities*
- Information and Communications Technologies Security Policy
- Audit Guidelines for ICT Systems
- Print Strategy
- ICT Supplies and Consumables.

7.8 *The Government recently recognised cyber threats as one of the highest risks to the UK. The Office of Cyber Security and Information Assurance (OCSIA) has been created to provide strategic direction and coordinate action relating to enhancing cyber security and information assurance in the UK. Guidance is expected in 2011. We will monitor the OCSIA and respond appropriately. Wirral Council has tools in place to defend the Council from cyber attack.*

8 ICT RESOURCES

8.1 The total corporate revenue budget for ICT provision by IT Services in 2011/12 is *£13.35m*.

8.2 This covers service provision to all Council Departments (*£10.61m)* and the majority of schools £2.74m and includes:

- all Staff whose principal role is ICT, currently *150* corporate and *43* within the school IT service
- all Corporate ICT Systems
- the Corporate ICT Infrastructure.

8.3 The corporate budget now includes £0.750m for the planned, phased replacement and life-cycle management of desk top equipment and associated Windows servers.

8.4 *£6m over four years* has been allocated within the Capital Programme for ICT implications of the Office Rationalisation Project.

8.5 The main ICT Reserves at 1 April *2011 are* as follows:

Intranet Development*: £1.6m* for the expansion and development of the corporate systems and infrastructure.

One Stop Shops/Libraries: *£1.7m* for the development of IT systems within the One Stop Shops/Libraries.

Schools Service: *£0.4 m* to fund future projects and income fluctuations of the Schools IT Team.

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).

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, *co-ordinated by Organisational Development*.

8.10   IT Services *will work with Organisational Development* in the organisation of corporate training in the use of desktop software *but not deliver the training courses.*

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. *IT Services will deliver £1.7 m savings, over the four years 2011/12 - 2014/15, via the Strategic Change Project 'ICT Strategic Review'.*

8.12   IT Services are exploring with NHS Wirral and the Merseyside Passenger Transport Executive (MPTE) potential efficiencies from the development of shared services in the delivery of network services and use of data centres

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. *It is the responsibility of the service owners to ensure business continuity in the event of a failure of ICT.*

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   *Members will use the equipment in line with the Members 'use of electronic mail and internet facilities – Code of Practice' and Council's established security policies.*

10.4   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 *21.00* excluding Christmas Day.

10.5   The Member Equipment Strategy Group (MESG) is the support forum for Members' ICT issues, attended by senior politicians and officers.

10.6   The requirements for renewal are discussed and developed at MESG and agreed by Cabinet.

10.7   The budget for Members' ICT is held by the Director of Law, HR and Asset Management.

10.8   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 *key theme, Your Neighbourhood*, 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) that are in line with the recommendations of the Society of IT Managers' (SOCITM) Performance Indicators.

12.2   *IT Services will develop working processes in line with Information Technology Infrastructure Library (ITIL) to deliver quality services.*

12.3   Service levels re hours of support will be determined in consultation with Members and other clients as appropriate. *Out of hours support is presently provided to Social Services Emergency Duty Team and Leisure Centres from 07.00 to 23.00.*

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

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

12.6   A demonstration of service quality is *compliance with established standards and frameworks.*   IT Services will introduce a formal programme of development which will benefit the organisation.

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. *IT Services will investigate the implications of requirement to move from Exchange 2003. IT Services will investigate the most appropriate platform to deliver email services that meet the Council's requirements. A business case will be developed and a paper to Cabinet June 2012.*

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System	Description	Current Position	Future Developments
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. *In order for support from Oracle to continue whilst Wirral Council is on Version 11.5.10 IT Services applied major patch to the system.* *New version of cash receipting implemented.* *PAYE implemented to process card payments*	• Integration into the Council's business processes for electronic / single billing and integration with Documentum for invoice process automation. *Project suspended whilst business case is reviewed* • The electronic payment of invoices (e.g. to utilities) is complete. The next stage is the scanning of invoices and the automated processing of invoices *Project suspended whilst the business case is reviewed.* • Migration to R12 or alternative by November 2013. • *Investigate the implications of a possible change of bank.* • *Introduce a separate instance of Accounts Receivable for Merseyside Pension Fund* • *Interface to the new Debt Management system for the Debt Recovery Section in Legal Services.* • *Investigate Direct Debits for the payment of Sundry Debtor accounts.* *Investigate the implementation of 'Report Manager' for General Ledger.*

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System	Description	Current Position	Future Developments
CRM (Customer Relationship Management)	System which records all customer contact. Provides end to end service delivery. Has replaced many smaller administrative systems. *e.g. elements of MVM and ROCC Aramis.*	Oracle CRM is being developed in line with the Change Programme *In order for support from Oracle to continue whilst Wirral Council is on Version 11.5.10 IT Services applied major patch to the system.* Oracle system, live since June 2005. *Continued development agreed by Cabinet 23 June 2011.* *Eighteen* integrated online forms developed and available. *Integrated with Biffa Springboard system.* *Currently delivering 79 services.* *Investigating migration to Oracle Release 12.*	• *Continued development of integrated on-line forms.* • *Feasibility study of citizen centric CRM.* • *Migration to R12 or alternative by November 2013.* • *Further service delivery where applicable including the use of 'intelligent questions / attributes' to streamline processes and automate decisions.*

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13.2   Corporate ICT Systems (continued)

System	Description	Current Position	Future Developments
Electronic 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). Structure for the Corporate Repository supporting the Accommodation Rationalisation Project has been developed. *Software upgrade to Documentum 6.5.* *Continued development agreed by Cabinet 23 June 2011.* Generic module created. Ongoing deployment of the generic case management module.	• *Ongoing platform development i.e. hardware and software upgrades and introduction of new modules of Documentum where appropriate, e.g. workflow. Including replacement Linux 'xplore' index – replacing the FAST index server.* • *Electronic Social Care Record (Children's).* • *Further developments for invoice processing. Project suspended whilst business case is reviewed.* • *Potential integration with other core systems. e.g. CRM.* • *Potential enhancements to existing HR system.* • *Potential enhancement to ESCR applications.* • *Investigate requirement for an information asset register to facilitate public use of Council data.* • *Schools communications project- enable the schools and Council to exchange information based on school type and Service Level Agreement.* • *Enhancements to support the HR self*

System	Description	Current Position	Future Developments
			serve development programme – Line Manager access to case files. • *Investigate potential of EDRM to support the digital archive preservation.* • *Ongoing support for the Office Rationalisation Programme- e.g. Education Social Welfare and Special Educational Needs.* • *Development being lead by the Information Manager.*
HR/ Payroll	The system which records details of our staff relevant to employment and payment.	HR system (Northgate Arinso) procured. *Configuration of basic self serve for personal details complete.* Roll out of basic self serve underway to employees and managers. Infrastructure to support 12 self serve stations in place across the borough.	• *Complete roll out of self serve for staff personal details.* • *The second phase of self service functionality; for Manager, staff expenses, absence reporting, management information.* • *Potential for further modules e.g. recruitment and training.* • *Review need for additional self serve stations.*

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System	Description	Current Position	Future Developments
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 *Drupal* open source software.	• Development is being lead by the Web Manager. • Essential developments in support of the Customer Access Strategy and communications. e.g. *Focus on redeveloping the homepage and landing page interfaces to improve intuitive interaction with emphasis on promoting online transaction services.* • *GIS functionality will be embedded into suitable pages.* • *Investigate the potential of mobile developments (apps) and use of video.*
Intranet	The system which provides information and services to Members and Council staff.	New intranet site implemented using *Drupal 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.	*Upgrade to Stratus Connect; implemented June 2011.* Compliant with INSPIRE annex 1. Annex 2 is not relevant to Local Authorities.	• *On going programme of further functionality in 2011/12 and 2012/13* • 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
Revenues and Benefits	*The integrated system which pays housing and council tax benefits and bills and records council tax and business rates liabilities.*	*System renamed Capita Revenues and Benefit system.* *Performance Management module implemented.* *Migration to the M5000 servers completed.*	• *Infrastructure project to provide more cost effective storage for scanning system.* • *Implementation of the planned releases, including new e-Citizen self service, ATLAS interface with DWP, a web front end, known as the 'efficiency version' and the Ingres 9.2 operating system.* • *Local Council Tax Benefits/Rebate scheme to be in place by 2013.* • *Functionality required by the Single Fraud Investigation combining Housing Benefit/Council Tax/ HMRC and DWP. Led by DWP. To be in place by 2013.* • *Functionality required to deliver the requirements of the Localism Bill (anticipated to be legislative requirement by 2013) in relation to the retention of business rates.* • *Universal Credit requires the transfer of Housing Benefit to DWP by 2017.*

13.3   Principal Business Applications (continued)

System	Description	Current Position	Future Developments
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. • *Migration of the image storage to the EMC 'Centera'.* • *Implementation of the data interface with SWIFT for the new Personal Finance Unit module.*
Merseyside Pension Fund	The system records 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.	• *Infrastructure project to provide more cost effective storage.* • *New Pensions Administration and Pensioner Payroll system expected to go live in calendar year 2012 – new system is called 'altair'.* • *Adoption of Oracle sundry debtors in 2012/13.* • *Roll out of data exchange services between Councils 2013/14.* • *Replace local servers for Pensions Document Management 2014/15.*
Strategic Change Programme Management System	*Records the life cycle of strategic projects from inception through to closure:*	*Replacement system being implemented for November 2011.*	• *Potential use as corporate system for all project management including the capital programme, ICT development and replacement of PIMS.*

13.3 Principal Business Applications (continued)

System	Description	Current Position	Future Developments
SWIFT system	The system records client details, assessed needs, personal circumstances and service delivery and enables automated payments to providers and contributions towards personalised support. .	SWIFT, a mature system being enhanced to support efficient business processes. *Business case being developed for Adult Integrated Solution (AIS) which builds on the existing SWIFT application using e-forms to give and intuitive web based system designed to support the personalisation agenda and self directed support.*	• Further alignment with business processes. • *Implementation of AIS, subject to business case and Cabinet approval.* • *Replacement of existing IT equipment to support implementation of AIS.* • Archiving requirement for Trojan system.
Children's Case Management (CCM) System Formerly known as 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 system failure or planned down time during upgrades etc.

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System	Description	Current Position	Future Developments
			• *Review renewal of server infrastructure during 2012 – possible use of virtualisation.*
Capita ONE	*The CYPD departmental core education system – also used by support services as a case management system.*	*In use - Servers located in Hamilton server room and include Application Server, Database Server, Reports Server, Web Server.*	• *Review requirement to migrate to 64bit operating system.* • *Review current support arrangements ITS/Capita/CYPD.*
AnyComms	*Secure file exchange system for schools and partners (both internal and external).*	*In use - hosted on servers in Hamilton server room.*	• *Review upgrade to AnyComms+ with the introduction of a web server to extend system reach and move to corporate virtual platform with physical web server.*
EStart	*Children's Centre management software.*	*In use – remote hosting by Capita.*	• *Ongoing maintenance and system upgrades.*
Computerised Administration Replacement System for Schools	Centralised computer solution for Primary and Special school administration.	Operational for 72 schools.	• *Improving business continuity with an off site mirrored system.* • *Migrating further schools.* • *Extending the platform to offer teachers access to administration applications from the school classroom.*

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System	Description	Current Position	Future Developments
Schools Internet Filter	*A new customisable Internet filter for School.*	*In development.*	• *Reporting and logging.* • *Facility for a teacher to lockout a student from web access.*
Central curriculum fileserver	*A hosted central curriculum fileserver for Schools.*	*In development.*	• *Workstation remote control.* • *Thin client.*

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 PCs, servers and systems within each site or building complex. *The developing wide area network is organised around 2 "core" nodes and 7 "distribution" nodes. For resilience and flexibility the 7 distribution nodes are co-located in BT telephone exchanges. The core and distribution nodes are connected via a high speed ring allowing for separate logical networks to be run on a single physical network.*	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. *The network is being redeveloped to improve performance and flexibility.* *The core and distribution equipment has been installed and configured. Sites are currently being migrated from the old to the new network.*	- 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 *continually* developed to support greater mobility, security and manageability. - Internet connections 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 *and inter agency working.* *Ongoing* 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 *and MPTE.*

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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 *Central support for hardware.* *Central deployment and support of software.* *Introducing as a corporate standard the virtualised desktop to facilitate agile working.*	• Virtualisation of desk top infrastructure. *Proof of concept complete. Test site being identified and subsequently implementation plan to be developed and agreed with Departments.* • *Current virtualised software to be updated from VMWare ESX 3.5 to VMWare Vsphere 4.x* Replacement of existing equipment by planned, phased replacement life-cycle management. • *Continue* 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 7 and comparison with Open Source software. • A future change will have considerable financial implications *requiring investment in software licences and consultants to provide technical support. Current virtualised hardware will not require replacing.*
Server operating systems	System which control the use of server resources.	Mainly Windows 2003 for Windows servers.	• Windows 2003 supported until 2014. • Evaluation of Windows 2008 and Open Source alternatives. • A future change will have considerable financial implications.

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System	Description	Current Position	Future Developments
		Solaris v10 for Unix servers.	• *Solaris V 11 for Unix servers is now available. Its potential will be investigated and business case reviewed. Potential move to Solaris V 11 by 2014.*
Open Source Software	Freely available systems for a variety of applications.	In use for internet, intranet and a number of web services applications enabling PCs to connect to back office databases.	• *Progress* investigation of alternatives to existing operating systems and applications*.* • *Two issues highlighted:* *Most corporate systems are interfaced with Microsoft Office.* *Lack of third party support for most open source software.* • *Identify roles able to operate in open source environment.*
Central processors and data storage	The processors and data storage used by the corporate and principal business applications, which is based on Sun processors and Solaris operating system with associated EMC data storage systems.	EMC storage systems installed and data migrated from the Sun SAN. *Servers have been virtualised where possible and redundant devices decommissioned. Moved from 43 servers to 6.* Two Sun M4000 processors implemented to specifically support the HR and Social Services systems.	• Develop tiered storage to ensure data resides on the most cost effective device. *This provision is ongoing and will be complete in 2013/14.*

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System	Description	Current Position	Future Developments
		Replacement of E6900 processors with M5000.	
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 carried out. Power supplies to both rooms have been modernised. *Air conditioning has been upgraded in line with Technical Services recommendations.*	• 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.

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System	Description	Current Position	Future Developments
Telephones	Mitel 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.	• *Further develop* Voice over Internet Protocol (VOIP) technology and Unified Communications to support the objectives of the Office Rationalisation Project for a more flexible working environment. *Unified communications will be implemented, i.e. mobile handsets.* • 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 2.9.2010 and reported to Cabinet for approval 13.10.11.* 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.	• 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). • *Implement* 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. • Management and control of all removable media.

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System	Description	Current Position	Future Developments
		Security was strengthened in September 2009 with a revision to the configuration of staff PCs to prevent unauthorised software being loaded and a number of other changes.	• *Monitor and respond to requirements of the Office of Cyber Security and Information Assurance.*
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 *guidance for central government. The future provision of Government Gateway Local Register is under review.*	• 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 a reduction of power and corresponding cooling requirements. *Moved from 43 Unix servers to 6.* Equipment tenders specifically ask for power saving features.	• Back end servers associated with virtualised desktops will automatically minimise energy consumption during lightly loaded periods. • Ongoing investigation into the introduction of automatic power down of PC systems.

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System	Description	Current Position	Future Developments
		Remote support has reduced the number of journeys to remote sites. *Central servers installed in 2010/11 (M5000) use a third less power and generate less heat with a consequent reduction in the air conditioning requirement.*	
Service Quality	The development of performance indicators and SLA's based around business needs and information from the service desk.	Existing service desk software is to be updated.	• Implementation of upgrade to service desk software. • Development of performance indicators and SLA's. • Consultation with Members and clients re hours of support. • Review communications in conjunction with *Head of Communications and Community Engagement.* • *IT Services will revise the first and second line support to Wirral users in line with the recommendations of the strategic review of IT Services.*
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 Communications and Community Engagement.*

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System	Description	Current Position	Future Developments
Print Management Software	*Software that monitors print requests to multi function devices (MFPs) and diverts large tasks automatically to the Central Print Unit to ensure most cost effective printing is used.*	*Not yet in place.*	• *Will be purchased as part of the Multi Function Devices Contract renewal. To be let 1.1.2012.*
Libraries	*Infrastructure project to enable co-located service provision at Libraries and One Stop Shops.*	*Project to provide infrastructure to enable co-located service provision to the public in Libraries and OSS including the provision of Wi Fi.*	• *Radio frequency identification of Library books.* • *E-Books provision at Libraries.* • *Potential upgrade of public access PCs and telephony.* • *Potential enhancement to the Talis system.*

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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	6.8	Continually review process for consideration of competing business needs by *ISG*.	Deputy Director of Finance	Ongoing
3	1.2.1	Develop investment proposals for consideration by *ISG*.	*ISG*	Ongoing
4	3.4	Review and maintain ICT standards.	Head of ICT	Ongoing
5	4.1.9 5.1.5	Continue to rationalise corporate ICT staffing.	Head of ICT	Ongoing
6	4.1.10 5.1.6, 13.4	Comply with requirements of Government Connect for *continuing* secure external communication.	Head of ICT	*September 2010 and Ongoing*
7	6.13, 8.7 12.1	Review and develop Service Level Agreements.	Head of ICT	*Ongoing*
8	9	Assess appropriate level of business continuity and disaster recovery arrangements *and provide assistance to clients in conjunction with Asset Management Strategy and Health, Safety & Resilience Operations Manager*.	*Deputy Director of Finance*	*Ongoing*

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No.	Paragraph Ref	Action	Responsibility	Timescale
9	9	*Provide business continuity advice and assistance to clients.*	*Head of ICT*	*Ongoing*
10	10.5	Review and refresh Members' ICT equipment.	Head of ICT	*Next refresh June 2012*
11	13.2, 13.4	*Investigate options for replacement of Windows software including the use of open source software.*	*Head of ICT*	*By 2013*
12	13.2	Deliver requirements of Customer Access Strategy.	Head of Customer Service	2011 -2014
13	13.2	Integration of corporate Geographical Information System.	*Head of ICT*	Ongoing
14	13.3	Implement new administrative pensions system.	Head of Merseyside Pension Fund	*To March 2012*
15	13.3	Development of Integrated Children's System and EDRM.	Director of Children's Services	Ongoing
16	13.4	Continue enhancement: additional infrastructure has been installed which will be developed and enhanced in support of the Office Rationalisation Project.	Head of ICT	*Ongoing*

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No.	Paragraph Ref	Action	Responsibility	Timescale
17	13.4	Review network infrastructure in support of Office Rationalisation Project.	Head of ICT	*Ongoing*
18	13.4	Monitor the national programme for rationalising public sector telephone numbers (0300).	Head of ICT	*Undetermined*
19	13.4	Implementation of server virtualisation.	Head of ICT	*Ongoing*
20	13.4	Implementation of the virtualised desktop.	Head of ICT	*Ongoing*
21	13.4	Implementation of service desk upgrade.	Head of ICT	*December 2011.*
22	12, 13.4	Development of performance indicators.	Head of ICT	Ongoing
23	8.10	*Organisation of a corporate response to the ICT training requirement is being developed by Organisational Development section within Corporate HR.*	*Head of HR and OD/ Head of ICT*	*Ongoing*
24	13.4	Consult re out of hours support.	Head of ICT	*31.03.12*
25	8.12 13.4	*The Wide Area Network will be replaced over 2011 (migrate form old to new) and on target for completion by 31.03.12.Continue investigating opportunities for sharing with Health Service and MPTE.*	Head of ICT	Earliest 31.03.12

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No.	Paragraph Ref	Action	Responsibility	Timescale
26	13.4	*Review communications in conjunction with Interim Head of Planning, Engagement and Communications.*	*Head of ICT/Head of Communications and Community Engagement*	*31.03.12*
27	2.1 2.5 13.4	*Access to social media/ networking tools.*	*Head of Communications and Community Engagement*	*31.03.12*
28	8	*IT Services structure has been reviewed and will be revised.*	*Director of Finance*	*31.12.11*
29	13.2	Develop an information asset register to facilitate appropriate public use of Council data.	Head of ICT/ Head of Law/ Information Manager	2011
30	8.8	Implement ITIL/ SFIA.	Head of ICT	*30.09.12*
31	13.4	Multifunction Device Contract renewal and the introduction of print monitoring software in support of the Print Strategy.	Head of ICT	*01.01.12*