WIRRAL COUNCIL

INFORMATION and COMMUNICATION TECHNOLOGIES STRATEGY 2013

CONTENTS

1   OVERVIEW

Purpose of this document

1.1   This is a draft ICT strategy and after consultation with members and members of the public will be issued, with consequential changes, as the ICT strategy for 2013.

1.2   The ICT Strategy sets out the contribution ICT will make to the delivery of the Council's Sustainable Community Strategy and Corporate Plan within the framework of the Medium Term Financial Strategy (MTFS).

1.3   It is supported by the ICT Strategic Implementation Plan.

1.4   Within the requirements of the MTFS, the ICT Strategy is the process which links the Wirral Council vision and priorities with ICT investments.

Links to other Key Corporate Plans and Strategies

1.5   Within the MTFS, the ICT Strategy compliments the Sustainable Community Strategy and Corporate Plan as a means of ensuring that ICT investments are aligned with the Council's vision, aims and priorities.

1.6   The ICT strategy and ICT investment decisions are also aligned with the Customer Access Strategy, People Strategy, Office Rationalisation Project and the developing Commissioning and Neighbourhood Working Approach.

ICT Funding

1.7   The ICT 2012/13 revenue budget is £12.2M made up of staff costs £6.1M pa and ICT licenses, equipment maintenance, and leasing costs £6.1M. This includes all support for schools, amounting to £2.623M which the schools pay. The essential maintenance budget includes an amount for equipment refresh, £0.675M, and this will be used to replace old equipment, and old equipment to be replaced in new projects such as the Agile working project and the project to replace SWIFT for DASS and CYPD. These figures are subject to change as the Council's staff restructuring projects are implemented.

Wirral Council vision

1.8   Wirral – a Distinctive Global Wirral.

Council's purpose

1.9   Wirral Council exists to serve and represent the interests of its citizens and communities and to ensure the provision of the best possible

services for its residents. Wirral Council will provide strong, fair and trusted leadership for the Wirral and its people.

1.10   We will work with any organisations or people willing to improve the prospects of Wirral, its communities and residents.

Council's aims and priorities

1.11   The Council's aims and priorities are documented within the MTFS.

1.12   The ICT strategy will enable Wirral Council staff and partners to deliver all Council aims and priorities via the aim to ensure services are efficient, effective and offer value for money by:

i.   Putting the customer first
ii.   Encouraging more innovation
iii.   Empowering our staff
iv.   Working with partners to improve service quality
v.   Making the best use of our assets and resources.

2   TECHNOLOGY VISION

2.1   To deliver a modern and flexible ICT service to underpin the transformation of the Council into an agile and customer focused authority.

IT Services Service Vision

2.2   IT Services' Service Vision is to provide authorised users with secure access to the systems and data they require to fulfil their duties, at agreed times and from appropriate locations, using the most appropriate technology.

3   KEY DRIVERS

3.1   This vision is underpinned by a sustainable programme of investment, within the MTFS, that over the lifetime of this strategy will help to:

3.2   **Improve the customer experience and community enablement by ensuring that:**
   - Customers have greater choice and access to services, delivered at a lower cost with greater availability via electronic service channels.
   - Resources are targeted where they are needed by drawing upon technologies such as business intelligence and Geographical Information Systems (GIS), to better understand local needs, service use and customer preferences.

3.3   **Increase partnership working and information sharing by ensuring that:**
- The Council works in a 'joined-up' and responsive way to meet its customer needs with technology being used to allow data and information sharing across services and with our partner agencies.

3.4   **Supporting a sustainable service by ensuring that:**
- Our communities benefit from access to high quality broadband technology and digital resources in Libraries.
- Our environment benefits from a reduction in our carbon footprint enabled by improved management of ICT facilities and a green approach to ICT waste disposal.

3.5   **Improve efficiency and reduce the total costs of running ICT by:**
- Developing shared service delivery where savings will be delivered
- Prioritising our ICT asset portfolio, rationalising applications and developing Shared Services.
- Continuing the growth of appropriate skills and maintaining and improving processes.

3.6   **Provide tools and services to drive new ways of working, ensuring that:**
- Residents benefit from more efficient and cost effective services delivered through a reduction in accommodation and administration costs enabled by flexible working technologies.
- Staff are empowered by having the right tools to do their job effectively and reliably because the Council has a common and robust network, desktop and storage infrastructure.

3.7   **Supporting the Council's Strategic Commissioning approach by:**
- Providing appropriate ICT support to the commissioning cycle.
- Development of Business Intelligence across ourselves and our partners, to inform decision making about our services.

3.8   **Raise the prosperity of Wirral through a focus on employment, skills and Infrastructure by:**
- The provision of broadband in areas not well served by commercial providers.

4   **CURRENT POSITION**

4.1   The Council operates a corporate ICT infrastructure that serves all departments and utilises standard operating systems and applications.

4.2   The corporate data centre is split between two machine rooms located within the Treasury Building. A second data centre is located at the

headquarters of the Children's and Young People Department in Hamilton Building.

4.3   The two sites form the core nodes on the Council's telecommunications network. The core nodes are cross connected at 1Gb/s over private fibre optic links. A 1Gb/s MPLS ring connects the core nodes to 7 distributed nodes hosted in BT exchanges.

4.4   IT Services support 4,000 users and key business systems. Corporate applications are hosted on four Oracle (Sun) Servers running virtualised services under Solaris v10. Departmental and smaller applications run on a virtualised HP blade infrastructure running VMWare and Windows 2003. Access to applications is via desktop, laptops, tablets and mobile devices typically running Windows XP.

4.5   Data centre storage is provided by a tiered EMC SAN.

4.6   Due to Microsoft's plan to stop support for some systems during 2014, IT Services are presently identifying replacements for Windows XP, Windows 2003, Exchange 2003 and Office 2003. Further development of thin clients and virtualisation is going forward.

4.7   Wirral Council is coming to the end of a programme to move from supporting a physical infrastructure of many servers to a virtual environment. The virtualised environment is one of the key users of the EMC storage systems. This large and scalable infrastructure supports business critical data. Tiered storage is being developed to ensure data resides on the most cost effective device.

4.8   A network of Mitel telephone system provides telephony to all main corporate sites. Smaller sites and schools have independent systems that currently connect over the PSTN. Voice over Internet Protocol (VOIP) and unified communications are being developed. SIP trunking will be implemented in the near future.

4.9   IT Services for Schools exists to support educational outcomes in the schools and services that subscribe to them. It is the foremost ICT provider for Wirral schools and the goal is to retain this position despite increasing market pressures and economic constraints.

4.10   The service goal is to offer high quality technical support to advise, design, install, manage and repair ICT resources for schools and sites. In-house innovation and development of ICT systems is an objective to provide solutions as low cost alternatives to commercial products.

5   ICT STRATEGY

5.1   The Council invests in ICT to enable the secure communication of correct, relevant and timely information in a format which the recipient

can use to fulfil their duties. The ICT strategy identifies how this is to be delivered.

5.2   The Council's investment in ICT will ensure that the Council's ICT operations are:

   i.   secure and resilient,
   ii. improve access to services,
   iii. reduce the cost of the Council's operations, and
   iv. provide the best service delivery tools for staff and partners within the resources allocated in the MTFS.

5.3   The ICT Strategy has been written to provide overall ICT leadership within four themes:

   i.   **Transforming the Council** is about maximising the contribution ICT can make to service transformation that will deliver joined up and responsive services, agile working and most the suitable tools for our staff.

   ii. **Core Business Systems** is about rationalising the number of applications and developing those that remain to deliver service and quality improvement.

   iii. **Infrastructure** focussed on delivering secure shared technology services for the Council and maintaining existing ICT systems.

   iv. **ICT Governance** sets out how ICT resource investment decisions are taken and the protocols and polices governing the use of ICT within Wirral Council.

6   TRANSFORMING THE COUNCIL

6.1   Strategic Commissioning

6.1.1 Strategic Commissioning ensures that citizens and the community receive services through a holistic plan that identifies the most appropriate delivery organisation for each component.

6.1.2 This typically involves many separate organisations, such as other public sector partners, private sector suppliers, mutual and social enterprises, not for profit organisations, charities and community groups.

6.1.3 We will explore all options for shared services and partnership working including joint procurement e.g. joint hosting and shared support and maintenance.

6.1.4   ICT will facilitate the development of the infrastructure required by the Performance and Intelligence Team to support the delivery of business intelligence and facilitate the commissioning cycle.

6.1.5   As Service Directorates adopt commissioning models we will learn to understand ICT needs. This is likely to include the need for greater business intelligence regarding current commissioning costs to enable better management.

6.1.6   Adopting strategic commissioning is in many ways similar to the Best Value reviews. The principle remains that the ICT function works with others to ensure it can demonstrate its ability to deliver the best service within the strategic objectives of the organisation and take advantage of emerging developments such as the cloud and shared services will provide.

6.2   Customer Focus

6.2.1   Clarity of focus on what customers need and expect is vital in order to deliver services to a high standard, manage communications efficiently and ultimately save money. The Council seeks to have the ability to be flexible and continuously adapt and improve what we do, based on the feedback we receive from customers. The Council's Customer Access Strategy and Neighbourhood Working Approach will deliver this.

6.2.2   The benefits of improving customer care are clear within the Council's Customer Access Strategy and the Neighbourhood Working Approach. IT Services will work closely with the Customer Services Team and Neighbourhood Working Teams to ensure that data is capable of being integrated into customer channels and that these channels are managed together.

6.2.3   Data analysis will also be undertaken which will inform us about where there are opportunities to adapt our services to better meet our customers' needs.

6.2.4   Social media tools such as Facebook and Twitter provide new ways to reach out and communicate directly with residents, businesses and visitors to Wirral. Current use within Wirral will be extended to form part of key council communications, engagement and customer service strategies.

6.2.5   The Customer Access Strategy (incorporating the web development plan) and the Neighbourhood Working Approach lets us redesign services with the customer at the centre and this has potential to achieve cost savings.

6.2.6   Online interaction will not completely replace other channels. The Council will remain mindful of our local demographic and will avoid excluding the segment of the population with limited online access.

6.3   An Agile Organisation

6.3.1 Delivery of the Council's Office Rationalisation Programme requires agile working. This will be delivered by remote access to Wirral Council applications and using, where possible, the new government-inspired secure Public Services Network (PSN) which is being developed with partners.

6.3.2 The ICT programme to achieve business efficiencies gained by agile working will be based on an architecture approach of:
- *workforce* collaboration
- *workplace* architecture
- Borderless *network and access* to systems.

6.3.3 Workforce collaboration will include:
- Enabling location independent working
- Unifying workforce communications
- Implementing web based collaboration applications
- Using mobile working tools
- Closely linking HR initiatives and policies with technology developments under one HR-lead organisational programme.

6.3.4 Creating an efficient workplace includes:
- Redesigning and relocating staff and their office space
- Enhancing existing ICT supporting functions
- Reviewing printing options to minimise cost
- Supporting a paperless environment by use of technology
- Closely linking corporate property with technology will be delivered by the Office Rationalisation Programme.

6.3.5 Improving network access to systems will include:
- The PSN supporting service redesign and potential for shared services
- Cloud telephony and communications "pay as you use" services
- Creating a Virtual Desktop Environment to allow any person access to authorised systems from any part of Wirral Council and from partner organisations' access devices.

6.4   Efficiencies through Shared Services and Collaborations

6.4.1 Shared arrangements offer significant opportunities to reduce the cost of local public services through economies of scale and scope, standardisation and shared risks.

6.4.2 All shared services require ICT to enable information sharing, joint communications based on a shared secure infrastructure and systems.

6.4.3   The move to the PSN will enable the design of shared operational applications across partners and unified communications across partners. This simplifies the ability to share any location or use any device across partners.

6.4.4   The Council's Neighbourhood Working Approach will bring forward opportunities for shared provision of services.

6.5   Public Services Network (PSN)

6.5.1   Wirral Council is part of a joint procurement of PSN services with five other Cheshire and Merseyside Councils, Cheshire and Wirral NHS Partnership Trust Merseyside Police Authority, Merseyside Fire and Rescue and Merseytravel. The network contract will be available to Registered Social Landlords and Third Sector and Charities and other organisation within the boundaries of the participating Councils.

6.5.2   The PSN will reduce ICT costs to all participants and, most importantly, provide the ability to join up information and services across partners. This will lead to greater citizen focused services and enable shared services, the Neighbourhood Working Approach, and health and social care working together. The PSN extends this concept to the whole country and is available to any organisation delivering services on behalf of the public sector.

6.6   Broadband

6.6.1   The Council's ICT Strategy includes the investment in broadband in areas of Wirral with low provision at present. This is primarily to support the availability of broadband to SMEs to contribute to the Council's aim to make Wirral the preferred choice for investment. The investment in broadband will also improve provision to citizens within those areas. This will contribute to the Council's Customer Access Strategy enabling citizens to access the Council, and other public sector services, via the web.

6.7   External Drivers

Government ICT Strategy

6.7.1   In March 2011, the Coalition Government published the Government ICT Strategy and set out a vision for Government ICT at the heart of delivery of efficient, cost-effective public services which are responsive to the needs of citizens and businesses.

6.7.2   The vision identified a series of challenges faced in using ICT to meet the requirements of a modern state. The Strategy set out a programme for:
   • Making government ICT more open to the people and organisations that use our services, and open to any provider – regardless of size;

- Reducing the size and complexity of projects, and better manage risks;
- Enabling reuse of existing ICT systems and 'off the shelf' components, reducing duplication, over-capacity and saving money;
- Moving towards a common infrastructure in government, increasing efficiency and interoperability;
- Reducing procurement timescales and making it easier and simpler for SMEs to compete for government business and
- Improving the implementation of big ICT projects and programmes, and supporting the IT profession in government and the public sector.

6.7.3   The strategy sets out the potential for building common infrastructures underpinned by a set of common (open) standards.   Achieving common infrastructure allows the potential of shared line of business applications on a pay as you use basis, but also allows for secure transferring of information in multi- agency settings and partnership working. The creation of a government application store (G-AS) is also looking towards greater centralisation of functions in the same way as passport and car licence matters are currently processed.

6.7.4   In short, the aim of the strategy is to remove the concern and costs of infrastructure from the public sector and encourages greater attention to the data itself (content and governance) and how it can inform business decisions.

6.7.5   The Wirral Council ICT Strategic Implementation Plan will adopt some of these key principles, in particular through stronger focus on project management with ICT customers, by adopting the PSN and other Cloud opportunities, working more closely through Shared Services for example, with other organisations delivering services on behalf of the public sector as well as suppliers.

Health and Social Care

6.7.6   The Health and Social Care Act represents a major restructuring of health services and gives the Council responsibilities for public health improvement and the coordination of health and social care services. For ICT this means aligning our access structure and security with that of the NHS, and enabling information from across Health and Council databases to be aligned in the interest of the citizen.

6.7.7   The Department of Health recently published The Information Strategy for Public Health, Adult Social Care and NHS in England entitled, 'The Power of Information'. This strategy has set out the future of health and adult social care integration with clearly set out expectations to share relevant information between professionals in the interest of service user's care and wellbeing.

6.8   Local Factors

Data quality

6.8.1   The MTFS identifies a number of local factors, data quality is one. Integration of financial and non-financial planning data is required so that we are using the same data for services and financial planning.

7   CORE BUSINESS SYSTEMS

7.1   The Council is dependent on its business applications to manage and deliver services.

7.2   The first priority of the strategy is to ensure that the Council's applications are maintained to an appropriate standard and run reliably and securely. The applications must also continue to be assessed against the changing needs of our services and changing national drivers.

7.3   As a result, at any one time, there are a range of projects underway at a service, directorate and partnership level. These investments may deliver targeted improvements in service quality, running costs or better outcomes for stakeholders. Many of these initiatives involve the extension or development of existing business applications or the procurement of new or replacement systems.

7.4   **Strategic Review of Social Care information systems**

The key system presently used is SWIFT. DASS and CYPD are completing a review of information requirements and procuring a client care management and information system. Procurement will be complete in the Autumn of 2013 with implementation beginning in 2014.

7.5   **Oracle ERP (Enterprise Resource Planning)**

The Oracle system is the basis for all the financial systems which include:
- Oracle Financials
- Procurement
- Accounts payable
- Accounts receivable
- Oracle CRM (Customer Relationship Management)

The technical implications and future developments of all these systems are linked and currently under review between the users and ICT.

7.6   **Concerto**

This is a system used for project management, performance management and corporate risk management. This is the Council's strategic product in these areas and will be developed to meet user requirements.

7.7   **Geographical Information System (GIS)**

These vital systems are moving to be the responsibility of the Regeneration and Environment directorate, which includes the departments which most use them. They will ensure, with ICT, that the functions required by other departments are supported. Implications of changes required are yet to be evaluated. The Council is compliant with the INSPIRE Directive and will meet the requirements of annex 3 by 3 December 2013. The GIS and web development plan will lead to the provision of more spatial data to the public.

7.8   **Electronic Document Records Management System (EDRM)**

This corporate document management system is used in many places requiring Records and Document management. It will continue to be the strategic EDRMS system for the council.

8   **DIRECTORATE SYSTEMS**

Families and Wellbeing Directorate

8.1   **Directorate of Adult Services**

8.1.1   SWIFT social care database is presently the main adult social services database. The Strategic Review of Social Care information systems is referenced in paragraph 7.5.1 above. In order to meet the challenges the service faces in increased demand and the constraints of the MTFS, the Council seeks to transform the service offered and commission services based on sound evidence to ensure the best and most appropriate level of care and support.

8.1.2   ICT provision will support system integration across health and social care taking forward service redesign and facilitating the social care and NHS Integrated Long Term Conditions Programme and delivery of services by an agile workforce.

8.2   **Children and Young People's Department**

8.2.1   SWIFT and the strategic review of social care are the present main drivers in CYPD.

8.2.2   ICT provision will support CYPD in its development of further joined up services and commissioning, and supporting schools and the delivery of the intensive family intervention programme and targeted services.

8.3   **Sport and Recreation**

8.3.1 Sport centres will continue to be supported in their aims to facilitate booking services and payments and their information requirements as service provision is developed.

Transformation and Resources Directorate

8.4   **Legal and Democratic Services**

8.4.1 The ICT requirements identified by the review of support to Members will delivered. The ModGov committee support system will be developed as required to support governance within the Council.

8.4.2 Agile working and developing secure information sharing provision will support the changes to the provision of Legal Services.

8.4.3 ICT will underpin the delivery of elections and revisions to the electoral registration system as required.

8.5   **Human Resources**

8.5.1 The basic Self Serve modules of the Resource Link HR/Payroll system were implemented in 2012. Expenses and absence management (leave and sickness) will be implemented in 2013 with the Insight management information system. This will reduce administration overheads across the Council.

8.6   **Asset Management**

8.6.1 Agile working developments will underpin the delivery of the Office Rationalisation Programme.

8.7   **Regulation**

8.7.1 Regulation is responsible for a range of national and local enforcement duties with respect to Environmental Health, Trading Standards and Licensing. The section's application contract with Northgate MVM is due for renewal. The application functionality going forward will need to work within the agile working provision.

8.8   **Finance - Revenue and Benefits**

8.8.1 Capita supply the Academy system which supports the delivery of Housing Benefit and Council Tax and Business Rates. The Civica document imaging and workflow system is also used and ICT will continue to support the systems.

8.9   **Finance – Customer Services**

8.9.1   IT services will deliver the requirements of the Customer Access Strategy and web development plan. This is underpinned by the Oracle CRM and Drupal for web design.   IT Services will support the Council's aim to move to more service provision via the web. This is also supported by other developments in broadband provision and public access to ICT in Libraries.

8.9.2   The Mitel 'phone system supports the call centre and will be developed as required. Call centre staff access corporate and service systems to be able to process calls received. The potential for integration and agile working will be explored.

8.10   **Finance - Libraries**

8.10.1 Libraries presently use Talis to administer the library services. The present provision for monitoring the usage of public PCs and Wi-Fi is being reviewed.

8.11   **Finance – Merseyside Pension Fund**

8.11.1 The Pension administration system Altair was upgraded in 2012 and will be maintained as required by legislation and service provision. Processes are controlled by the Civica document and imaging work flow system. Enhancements will be delivered as required.

8.12   **Finance – IT Services**

8.12.1 IT Services' ICT strategy is covered in the preceding sections.

Regeneration and Environment Directorate

8.13   As with all the new departments the ICT strategy is still to emerge. It is expected there will be a greater emphasis on engaging with customers, to manage expectations and influence behaviours. We will make greater use of self-service channels to facilitate this.

8.14   The creation of multi-function teams will require changes to business processes, and changes to ICT will be needed to enable this.

8.15   There will be an area or neighbourhood-based approach to service delivery underpinning greater collaboration with interested groups, communities and other agencies. Agile working techniques will be use to support this. There is a plan in place to refresh obsolete servers and systems, as well as desktop devices, either by replacement with new techniques or replacement of old machines.

Policy, Performance and Public Health

8.16   Concerto is used within the Council for performance management.

8.17   Public Health requirements are evolving now and the IT strategy is to align their data requirements with the infrastructure on which the council depends.   With 50 staff arriving in the next month and an indication of a need for 2Tb of data on the SAN their needs are being implemented.

Neighbourhoods and Engagement

8.18   **Communications – Press and PR**

8.18.1 Social media, Survey Monkey and the web-based email service, Mail Chimp support the delivery of the marketing and Press and PR sections.   Communications are working with the Web Manager to develop the Council's web site.

8.19   **Community Engagement**

8.19.1 The requirements of the Neighbourhood Working Approach are being identified and will be delivered.

9   INFRASTRUCTURE

9.1   **Desktop/Distributed systems**

9.1.1   The current workstation platform will not support an increasingly mobile workforce. A programme to refresh the Council's PCs laptops and mobile devices will be delivered. Also by 2014 the Council will replace Windows XP and Office 2003 on servers and PCs with the latest Microsoft release.

9.1.2   The potential for Bring Your Own Device (BYOD) is being developed for Councillors and will be further investigated.

9.2   **Telecommunications Network**

9.2.1   Major activities are underway as staff change location and as libraries and One Stop Shops share locations and other locations are optimised. Savings are expected in 2013/14 via the use of the PSN by the Council partnership.

9.2.2   The implementation of a WiFi network across Wallasey Town Hall is being planned.

9.2.3   Significant work on ensuring connections are secure is under way whilst providing easy access to authorised users.

9.3   **Email**

9.3.1   The email system supports over 5000 users and will need replacing or upgrading to a supported version in 2014.

9.4   **Data Centre**

9.4.1 The Wirral Data centre comprises 2 rooms in the Treasury building, and smaller sites in other locations. The main rooms are not supported by standby diesel generators and in some respects are considered to be too close for them to survive a disaster. The stand by generator is being procured in 2013 and other continuity issues will be addressed as Shared Service options are considered.

9.5   **Internet**

9.5.1 Whilst the Internet access is used and developed across the Council, using the internet as a secure method of access for remote workers needs further development.

10   ICT GOVERNANCE

10.1   ICT governance will be refreshed. Two boards are proposed. The senior board, chaired by a Director, will decide on major ICT projects, resources, ICT finance across the Authority, strategy, as well as inter-agency and cross-local authority working, and monitor progress.

10.2   An Operations board will review operational issues, departmental projects, and ICT policies and monitor all ICT activities in their department.

10.3   Inter Organisation Governance for ICT will be discussed and implemented as the Council takes on its Public Health role and increasingly works closely with the NHS and other organisations.

Information Assurance

10.4   As the ICT role of Chief Information Officer develops, the need for information assurance will rise and will be a high priority for ICT. This will be coupled with ICT's remit to maintain security to local government standards through the GCSx and the needs of the PSN, and align this with other agencies' requirements.

Service Provision

10.5   Other strategic issues to consider are:

- The planning of shared service and the Client management function
- Business continuity and disaster recovery
- ITIL – the Information Technology Infrastructure Library is a process which needs implementing to deliver efficiencies if the Shared Service project is delayed.

- A Project Office needs implementing to ensure the increasing number of critical projects are successful and the Project managers get proper support

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