ICT Strategy Draft

1. Summary

An ICT strategy is a key success factor for a modern organisation. This strategy summarises how the ICT organisation and its services will contribute to the success of Cheshire East. The strategy is based on three key principles:

- To transform services through prudent investment in technology
- To drive costs down
- To work with partners in ways which maintain Cheshire East's freedom to innovate and act, while at the same time achieving the benefits of economies of scale and understanding of industry good practice that come from sharing services

An ICT Strategy ensures that everyone who needs to be is aware of the vital importance of ICT to the achievement of business objectives. At the end of the strategy there is a glossary which explains acronyms and technical terms.

2. Business context

Cheshire East, as a new local authority, has the opportunity to break new ground in using Information & Communications Technology to improve processes. Much more importantly, it can bring about improvements for citizens in their daily lives. It used to be said that ICT is a key enabler of local authority services. Now it is more than that – it is at the heart of everything the council does.

The core values of the Council will be embedded in our approach to delivery of ICT services. For example, we will:

- Take **action,** by implementing new technology to support new, lean business processes
- **Support** clear and effective communication with service users using the internet and phones
- Put **people** at the heart of what we do by engaging directly with citizens and providing ICT services to the community
- Demonstrate **integrity** in our dealings with our staff, as we rationalise arrangements for the delivery of ICT
- **Recognise** the contribution that investment in ICT makes to the achievement of corporate objectives
- Draw on industry best practise to deliver **excellent** ICT solutions in response to customer requirements.

Every service Cheshire East provides will benefit from the innovative approach to ICT to which Cheshire East is committed. This includes the development of partnerships with other organisations ranging from our immediate geographical neighbours such as Cheshire West and Chester, through partners in service delivery such as the NHS, Police and Fire, through to partnerships with the voluntary and private sectors.

Cheshire East has adopted a corporate plan which is embedded within a strategic planning framework for the whole community. This framework envisages strengthening communities through devolving service provision while at the same time reducing the inequalities between different geographical areas of Cheshire East.

The local agenda

Localism values the unique local features which give strength to a community. This ranges from local culture to local enterprises, especially in the agricultural and food industries. Cheshire East is an area of contrasts, from remote sparsely populated areas, to major townships. The local agenda is a concept with a long provenance that has received broad support over many years from a wide variety of political opinion. However, too often in the past the financial argument of economies of scale has meant that the specific needs of local communities have not been reflected in local, national and regional policies.

Digital communications, which can reach and empower local communities, is a technology which can change that. For the first time we can reflect local needs and drive costs down.

Cheshire East will work with partners in all sectors of the economy to bring affordable high capacity digital communications to all the citizens of Cheshire East. This will embrace not only existing technologies using fibre optic cable, copper telephone line and wireless, it will explore new technologies to increase the capacity and coverage to citizens and businesses. Furthering the local agenda achieves some of the other objectives set by Cheshire East, for example the economic development of local businesses in rural areas by affordable digital communications.

We will think big, but start with specific initiatives to demonstrate that we can move things forward.

1. ICT Contribution to Business Success

Appropriate and cost-effective use of Information and Communications technology is essential to the success of any local authority. Effectively without this the Council does not exist as far as a majority of citizens are concerned.

There are many services which become dramatically better and cheaper as well from the effective application of technology. These range from registering a birth, through to arranging a funeral and encompass a huge range of other services which impact on the daily lives of citizens.

The Cheshire East website must be developed as one of the main foundations of the Council's strategy to communicate with citizens.

Cheshire East is committed to prudent and cost effective financial management and the only way that this can be achieved is through investment in technology. Cheshire East will, at the same time, be proactive in seeking out investments in technology that will benefit the citizen.

National strategies and initiatives which will be driven by technology include:

- The Digital Britain Report
- Our health, our care, our say: a new direction for community services (white paper)
- Children Act 2004
- Every Child Matters
- Transformational Government Enabled by Technology
- Service transformation: A better service for citizens and businesses, a better deal for the taxpayer electronic data sharing between professions, citizen access to electronic records, modern methods of accessing services/choice of channels, access to broadband for citizens and businesses.

Of crucial importance is the Council's belief in electronically enabling every citizen through broadband technologies. These will include the more familiar means of communication such as DSL technology, but will embrace new technologies such as Ethernet over powerlines which uses the existing electricity distribution infrastructure to bring high capacity broadband into all homes with mains electricity.

So vital is digital communications that a new emphasis will be placed on business continuity through the development of innovative ways of providing data centre services which locate processing and data storage simultaneously in more than one geographical location to safeguard against service outage.

To contain the cost within what can be afforded; this will be done through partnerships with other organisations. Potential partners will be chosen from the public, private and voluntary sectors.

2. ICT Principles

- We will align ICT services with the organisational development and business transformation agenda
- Deliver value for money by sharing services and costs with partners
- Our contribution to business change initiatives will be achieved through alignment with the corporate project management methodology

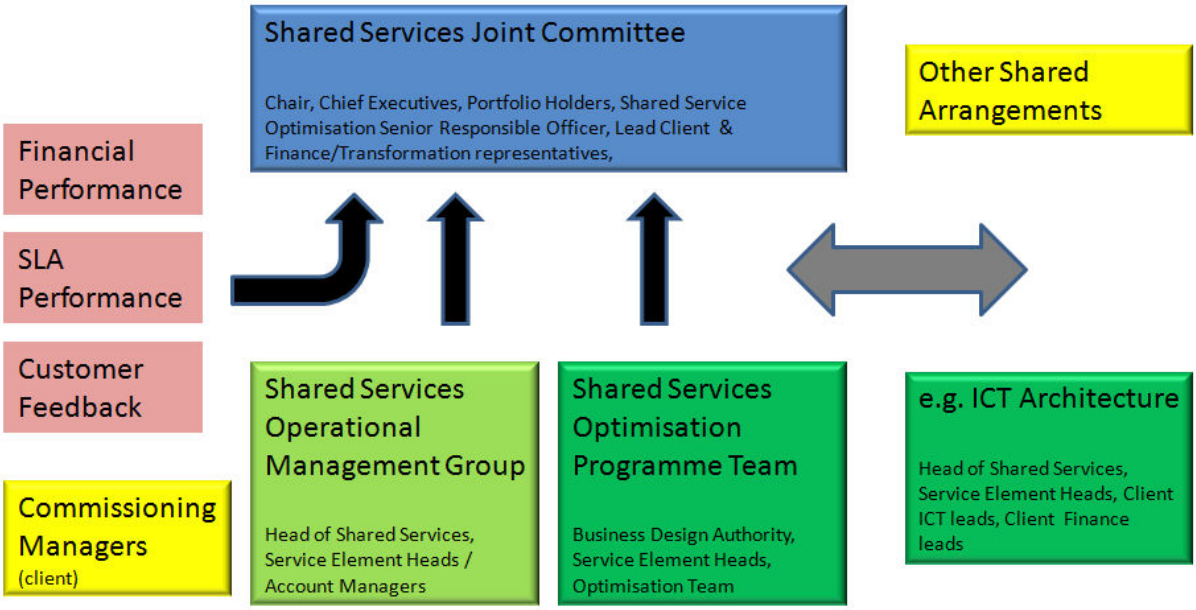
- We will provide a single point of contact and service desk
- ICT services will be Integrated with mobile/flexible working initiatives
- Service delivery will be client-focused, offering local training and support
- We will provide a timely response to problems
- Service metrics will be integrated with corporate performance management processes
- Technology will be used to enable the corporate policy to centralise common business processes
- Technology will be used to standardise, streamline, automate and optimise business processes across organisation units
- We will design systems and processes to that data entered once is applied many times thereby significantly reducing manual handling
- We will consolidate and optimise the underlying infrastructure, supporting ICT and delivery business processes to achieve efficiency savings
- We will identify best practice in the marketplace and strive to optimise to best of breed performance standards
- We will create capacity to develop and expand service to include additional partners and customers

3. ICT Governance

Cheshire East is committed to the concept of shared ICT services across and beyond the public sector. Schools are already an important component of this shared service.

A shared ICT service is being developed with Cheshire West and Chester. The aspiration is that this shared service will in time encompass other part among. The governance of the shared ICT service is documented by a governance model and the various aspects of it will be covered by agreements and statement about service levels. The diagram illustrates the principles underpinning the governance of the shared service.

Governance Model Summary



4. ICT Financial Management

In most cases, the adoption of a sound financial model for ICT services is as important as choice of the right technology.

Cheshire East inherits a financial scenario from the four previous authorities which is complex. A key objective over the 2009/10 financial year is to simplify this picture and streamline the financial management of ICT.

The ICT service currently relies on revenue and capital from a number of different sources in order to run services and deliver its programme of work. The sections below set out the risks and issues for each of these funding sources.

The permanent revenue resources for the central ICT services are funded by:

- Base budget
- Charges to schools
- Staff recharges to capital
- Other recharges to services

Two thirds of revenue is spent on staffing costs. Not all permanent employees are funded from revenue. Instead, they are recharged to the capital programme. An annual capital programme of approximately £900k is required to provide sufficient funding for all these staff.

Capital costs are funded by capital reserves, unsupported prudential borrowings and grants. The use of the capital reserve to fund significant new ICT investment is probably not sustainable over the medium term. As a result, the use of unsupported borrowings is likely to increase. This has a revenue impact.

In addition to the central ICT service, many individual services also hold significant budgets covering licences, maintenance contracts and staffing. We will exploit opportunities for consolidating these budgets.

Appendix C contains further details in relation to financial management.

5. ICT Architecture

The technical strategy for Information Technology should meet the following principles

- Cost effective and value for money (including total cost of ownership)
- Manageable
- Scalable
- Sustainable
- Secure
- Interoperability including standardisation
- Maximise use of resources

Generally the new Authority will try to select the most suitable, widespread and / or the de-facto industry standard products. Standards from the existing councils will be harmonised to ensure that there is common functionality to maximise continuity, good practice and lower support costs.

There is a “position statement” document which details the considerations for application assessment. See Appendix B - strategic direction for IT Infrastructure

6. ICT Services and Processes

Cheshire East, in conjunction with partners, will adopt a flexible approach to the use of international standards and methodologies. We will avoid a bureaucratic approach and will use simple processes and produce clear documentation. Where it is beneficial we will obtain accreditation for our processes.

Cheshire East will adopt national best practice in project and programme management, using PRINCE2 to manage projects and MSP to manage programmes. ITIL will be used to support the management of ICT services. A Technical Design Authority will be operated to ensure that new systems can interoperate with existing technology and that they conform to the Council’s standards.

An internal Quality Management System will be operated and will be accredited through ISO.

Subscriptions to representative bodies will be maintained where these give good value. These will be limited in number to ensure focus on benefits. They will include SOCITM, and international consultancies such as the Corporate IT Forum (tif) and the Gartner Group.

7. IT Application Portfolio

Business applications are integrated into the front-line business processes and are essential for everything the Council does. The current application infrastructure encompasses shared systems, support tools and common technical services of the four predecessor authorities.

The application portfolio has evolved through the implementation of bespoke systems, packages and self service applications. These have different life spans, support requirements and business continuity capabilities.

With the merging of four councils and the development of the shared service with Cheshire West and Chester, there are significant opportunities for the consolidation and convergence of systems. We will exploit these to drive out economies of scale and improve operation and support. Partnerships with

other agencies will also be explored to strengthen delivery and maximise agility and flexibility.

We will develop roadmaps for business application, designed to support the business processes of the new authority. These plans will be aligned with the IT architecture principles described in section 5. They will also address:

- business application harmonisation requirements
- business continuity requirements
- the demands of a mobile workforce
- growing data volumes within a national data sharing context
- the need for flexibility to support an agile business

See Appendix A for detailed information on the strategic direction for key applications.

8. ICT Infrastructure

The existing ICT infrastructure consists of the following.

A Wide Area Network exists which has capacity to meet the needs of Cheshire East, its present partner Cheshire West and Chester, and other potential partners such as the Fire Service, for some years to come. It will require ongoing investment, but as a consolidated and converged network it represents a major strategic asset comparable with international best practice.

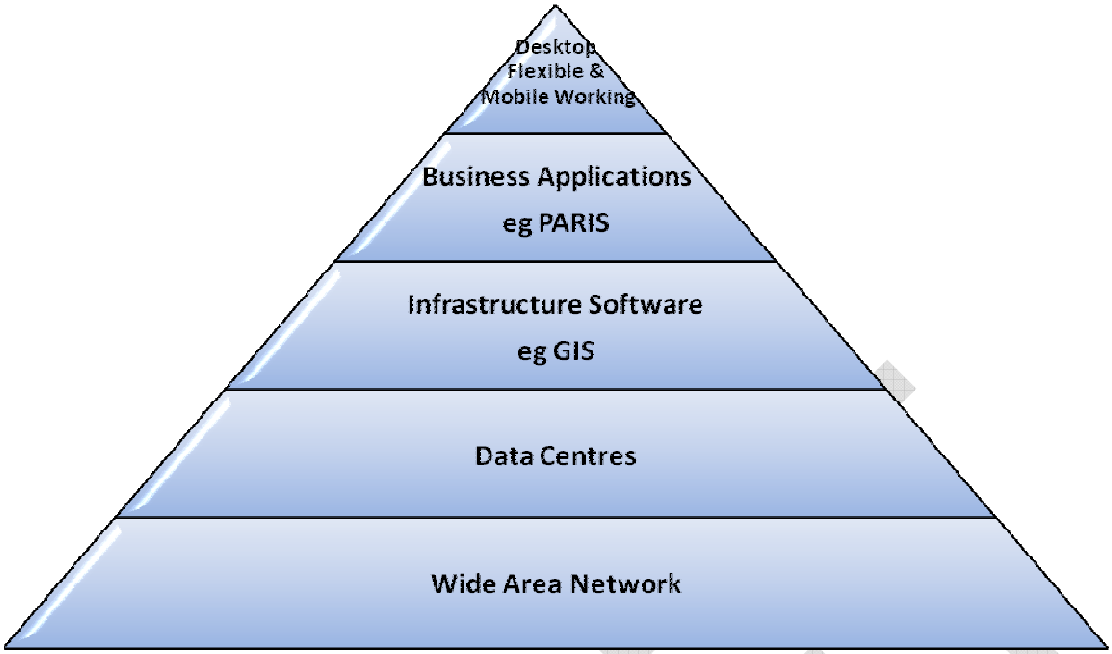
Cheshire East inherits three data centres which are wholly owned and used exclusively by Cheshire East (Macclesfield Town hall, Sandbach Westfields and Crewe). It also shares the use of other data centres with Cheshire West and Chester (County Hall, Backford Hall, Minerva Avenue and Chester Town Hall). This mixed estate of data centres presents a clear opportunity to reduce ongoing costs and to improve resilience through rationalisation and harmonisation.

Cheshire East inherits an estate of servers and storage which is mixed but comprises for the most part Oracle on an AIX Unix platform and Microsoft SQL. Significant virtualisation has already taken place. With about 60% of servers virtualised this represents industry best practice, already but even greater benefit can be achieved from further virtualisation and harmonisation.

Opportunities will be taken to reduce cost and reduce the impact on the environment through adopting best practice in energy management. This will be synchronised with the harmonisation of business applications.

Underlying infrastructure software such as geographical information systems will be developed and maintained in partnership.

Cheshire East inherits an estate of some 5000 desktop computers and laptops from the previous councils. A desktop strategy is required to achieve rigorous standardisation to drive down running and support costs and to improve the overall experience of the user.



9. Information Management

The scope and portfolio for Information Management covers the following broad areas;

- Governance
- Security
- Data Quality
- Records Management
- Compliance

IM considers information in any format – paper and electronic documents, email, photographs, maps, throughout its lifecycle from when it is received, created or captured until it is archived or destroyed.

Through a programme of work we will provide a set of corporate tools, standards, and protocols to enable this to be done in the most efficient and effective way to support the business and ensure that the authority's legal and statutory obligations are observed. This will ensure that the right people have the right information at the right time to do their jobs.

There will be long term strategy to ensure that the majority of information being created and retained by the authority is electronic. This will enable flexible and mobile working initiatives are supported as well as reducing the pressures upon the authority's estate. Appendix D describes the Information Management Strategy in more detail.

10. Structure, Staffing and Sourcing

The strategy will be delivered via a shared service with Cheshire West and Chester. The organisation and governance of the shared service is critical to the cost effective delivery of ICT services to the community, council staff and partners of Cheshire East.

The skills and resources available within the shared IT function are supplemented by the use of contractor, consultants, temporary staff including student placements and implementation partners. In addition, some work is commissioned externally. ICT managers use their knowledge of IT trends and corporate plans to consider the immediate and long term resource requirement of the department before deciding how to fill vacancies.

In principle, project work is financed by Capital funding, and the ongoing work is funded from Revenue. However, this will be together with our approach to financial management. The work programme changes in magnitude each year. There is active management of the proportion of contract staff and directly employed staff employed to deliver the work programme.

The IT service has skills in the following: project management, business analysis, IT technical architecture, IT solution architecture, Microsoft development, web developments, SQL database administration, PARIS development, Oracle eBusiness suite functionality and development, Oracle database administration, desktop hardware and software, flexible and mobile working solutions, networks, telephony, servers, geographical information systems, Business Objects reporting, service management and data centre operations**.**

Staff potential is maximised through formal training, coaching and providing role based developmental opportunities. The cost of training to developing new technical skill sets is built in to the capital cost of programmes.

11. ICT Risk Management

Risks are managed at project, programme service and departmental levels. IT risk management approaches will be aligned with corporate procedures are they develop.

Rapid change increases risk. Disaster Recovery arrangements are in place for key applications.

With the development of technical strategies which cover topics such as data centre services and infrastructure, decisions will need to be made by Cheshire East about what levels of business continuity can or should be funded. Resilience comes at a cost and a balance needs to be struck between the cost of engineering away a risk, and the likelihood and consequences of it happening.

12. Risks and Issues

The Business Continuity Plan is being updated and published to accompany this strategy.

13. Supporting Technical Strategy Documents

Technical strategy documents support the overall strategy:

- Applications – Appendix A
- Infrastructure – Appendix B
- Finance – Appendix C
- Information Management – Appendix D

Other technical strategy documents which will be produced include:

- Electronic Desktop Roadmap
- Flexible & Mobile Working Strategy
- Data Centre Services
- Security Policies and Standards, including Acceptable Use Policy
- Digital connectivity – including a policy on the enablement of local communities

Appendix A – strategic drivers and the direction for key applications

Strategic drivers:

Business Continuity

- Implementation of pragmatic technical solutions to ensure that systems are accessible and business processes continue as new structures are put in place.
- Includes some disaggregation, consolidation and replication work.

Harmonisation

- Consolidation and convergence of systems and technologies from the predecessor authorities to drive out economies of scale and improve operation and support.
- Replacement and migration of systems that fail to meet the needs of the new authority

Development

- Improvement or replacement of applications supporting the business to
  - ensure manageable, scalable, sustainable, secure and cost effective systems
  - provide flexible solutions to support new ways of working, greater work force mobility, increased collaboration and partnership working
  - strengthen transactional websites and other access channels to improve the interaction experience for our citizens
- Improvement or replacement of productivity tools and technical services to
  - provide flexible tools for developing new ways of working
  - support self service application synthesis within a context of sustainability and support

Appendix A – continued

Service Application Area	Current Applications	Strategic Direction	Drivers
Business	General Ledger & HR – Oracle e-business suite, Agresso, Resourcelink, Great Plains, Millenium	Consolidate onto single platform with CWAC – Oracle e-business suite	H
	Cash Receipting – Icon, Spectrum, Paris	Consolidate onto single platform for CEC, aligned with CWAC solution	H
	Revenues & Benefits – Academy, Open Revenues, Pericles	Manage 3 applications in the short term, consolidate onto single solution for CEC by 2010	H
Council Government & Democracy	Register of Electors - Strand, Idessa	Harmonise to single provider (aligned with CWAC solution), 3 separate instances within CEC.	B, H
	Modern Government Committee Management – NTE Modern Gov, AKS E-Genda	Consolidate onto single platform for CEC, aligned with CWAC solution	H
Education & Learning	Children and Young Persons Database (CYPD)	Continue with current pan-Cheshire system until disaggregation protocols can be agreed	B
	E-Learning Platform – Uniservity	Continue with current externally hosted application. Re-branding for CEC and CWAC linked to 09/10 academic year	B
Environment	Highways Management – SBS Confirm	Continue with current pan-Cheshire system until detailed review can be undertaken	B
	Waste Management - Waste Information System	Continue with current pan-Cheshire system until detailed review can be undertaken	B
Health & Social Care	Social Care Management – In4tek PARIS	Multi-organisational facilities are available. Single instance to be shared by CEC and CWAC with data and team structures disaggregated.	H
	Home Care Provision – Homecare Roster and Real Time Monitoring	Single instance to be shared by CEC and CWAC with data and team structures	H

		disaggregated.	
Housing, Property & Infrastructure	Asset Management – Atrium	Disaggregate to 2 separate instances for CEC and CWAC.	B
	Terrier Information – Landmaster, Northgate	Consolidate onto single platform for CEC - Atrium, not aligned with CWAC solution	B
	Local Land & Property Gazetteer	Consolidate onto single platform for CEC, aligned with CWAC solution	H
Leisure, Culture, Community & Living	Library Management – DS Galaxy	Upgrade pan-Cheshire platform to multi-organisational implementation to permit CWAC and CEC data to be managed separately.	H
	Record Office archive management – DS CALM	Continue with current pan-Cheshire system	B
Policing & Public Safety	CWHIC partnership - Co-Star	Continue with current partnership system	B
Transport & Streets	Transport – Routewise	Continue with current pan-Cheshire system until detailed review can be undertaken	B

Appendix B - strategic direction for IT Architecture

Technical element	Current	Strategic Direction
Servers - Hardware	Typically rack-mounted Intel servers. Mixture of Dell PowerEdge, HP and other. Escalas from Bull for AIX applications. Sun Solaris for other Unix.	Harmonisation of procurement. Regular review of models and provider as part of EDS / MDS contract and through other existing procurement routes in the meantime. Continue to utilise Bull (or equivalent) for largest AIX applications
Servers – Operating System	Windows 2003 as standard, unless derogation approved for application's requirements AIX for largest enterprise Oracle applications Solaris for Unix Small number of Linux for specialist technical applications	Windows 2008 as standard. Regular review of new releases from Microsoft. Latest versions of AIX and Unix to be reviewed
Servers – Virtualisation	Utilisation of VMware ESX 3 to replace physical servers for low usage and other suitable purposes.	VMware for the foreseeable future, but keep a watch on other virtualisation technologies. Further exploit virtualisation capabilities for greater business continuity
Domain	Number of separate AD domains operating with trusts. On-going activities to improve user experience. Work on end to end connectivity assurance for Day1 applications. Very high level new AD design being produced.	New AD structure on Windows 2008
Servers – Storage	Local or attached disks for Intel solutions Shared storage (SAN) for largest applications and for clustered services. EMC CX600, Equallogic, NetApp, HP SAN and direct attached storage	Phase out EMC CC600 Consider exploitation of filer services eg. on NetApp storage, to replace file servers. Consider site to site replication of all storage devices for greater business continuity.

	Data Domain for selected disk to disk backup.	
Servers - Backing	NetBackup or BackUp Exec for intel estate. Mix of standalone or centralised backing for smaller servers, dedicated backing for larger servers TSM and snapshots used for AIX environment.	Harmonise as opportunities arise
Applications -	There are a series of applications (such as IBS, E-mail, Web and Intranet, mapping) which have been selected to provide functionality for the entire community. There are also applications that provide required functionality for specific departments (such as Paris, Confirm, Pupil database, Revenues and Benefits)	Continue to provide both corporate shared and department applications. Try to provide applications with synergy and links to other systems by using other core shared applications such as workflow, scanning and adaptors with Biztalk.
Application – packages	Packages are mainly used, balanced with some in-house development to meet client requirements.	Packages will continue to be purchased but with increasing requirements to meet Cheshire East, government and Microsoft standards. In house packages will continue to be written to strict standards.
IBS (CSBS)	Key application for the both new authorities, and provides a range of essential business functions (e.g. payroll, payments, ordering)	Review of ongoing suitability following vesting day
Applications - topology	Typically n-tier solutions with presentation, business logic and database tiers.	N-tier seems to be ideal model for the foreseeable future, but will be reviewed regularly.
Applications - instances	If possible and cost-effective, instances are allocated for test, development and production.	Improving options for further testing and resilience
Applications – remotely provided	Internet connectivity to external providers (e.g. SAP, student awards)	Continued assessment of solutions according to technical criteria and cost effectiveness. Web browser strategy and standards to be

		reviewed
Applications - servers	Co-existence on shared Intel hardware, if possible. Dedicated Intel servers for larger and non shareable applications. Virtualisation to reduce physical hardware, and increase resilience	Continue virtualisation to reduce physical hardware and preference for applications that conform to Microsoft technologies and government data sharing standards
Desktop – hardware	Range of models from Dell, HP and other suppliers with 5 year lifetime	Harmonisation of purchasing strategies. Regular review of models and provider as part of EDS / MDS contract and through other existing purchasing routes.
Desktop – operating system	Windows 2000 now on majority of PCs.	Migration to Vista, and later versions to be considered
Desktop - applications	Office XP now on majority of PCs	Harmonisation of desktop images, in line with new AD design
Databases	Microsoft SQL 2000 and SQL 2005 for Intel servers. SQL 2000 now out of support. SQL 2005 migration and consolidation strategy being implemented. Oracle for largest databases	Review SQL strategy across the new Cheshire East. Harmonise with partners, for delivery. Oracle may be reviewed if and when alternative IBS and PARIS systems are implemented.
Citrix	Citrix farms for non web-enabled applications and remote access Mix of approaches between authorities. Citrix PS4.0 in the main.	Harmonise Citrix strategies and implement a consolidation programme. Align with strategy for remote access gateways.
Printing	Shared system printers, where possible Mix of suppliers	Review printing strategy to achieve economies in toner costs and TCO in general. Implement follow me printing to support a mobile workforce.
Mobility devices	Mix of approaches Support only for authority supplied products e.g. Blackberry, PDA in some existing authorities, and	Strategy and projects to support an increasingly mobile workforce through and beyond Vesting Day

	support for personal products in other	
Communications – Wide area	Network of fibre and radio links with TCP/IP protocol. Converged IPtelephony and data.	Regular review
Communications – local area	A mix of provision. County currently provides Gigabit backbone with up to 100mb to desktop	Programme of improvement to ensure adequate bandwidth, performance and resilience for the new authority
Communications - remote	A mix of approaches. Citrix Secure Gateway CRAG secure gateway and dial-in facilities	Align harmonisation strategy with provision of consolidated internet access. Reduce usage of traditional dial-in and increased usage of flexible solutions
Telephony	A mix of approaches using IP telephony Avaya IP telephony solution and others	Strategy to harmonise delivery to drive down costs, increase efficiency and support an increasingly mobile workforce.
Internet connectivity	Local 2Mb or other links in existing Districts. Two Districts with 10 Mb links from Chester County Hall. A 300Mb dual active passive link from Chester County Hall to the Thus service provider and North West Learning grid which is shared with schools	Programme of consolidation of existing separate links. Look for opportunities to link to alternative providers such as Education and Government in order to drive down costs and increase resilience and bandwidth. A fully resilient second internet link is a priority.
Security	Mix of approaches including MessageLabs external virus scanning and a tiered range of products with Ironport or MXtreme edge protection and McAfee anti-virus solution suite as core. Regular Microsoft and AIX patching	Exploit opportunities for costs savings through harmonisation of approaches. Ongoing regular evaluation of risks, and current security products
Data Centre	Data centres at Macclesfield Town Hall, Crewe Delamere House, Congleton, Chester County Hall and Backford Hall.	Migration to the new primary data centre. Provision of secondary data centre for business continuity options.

	New shared East and West data centre build in progress	Tactical use of existing District data centres in the meantime.
Partnerships	Mix of approaches.	Partnership working and shared approaches for economies of scale with Cheshire West and Chester. Explore further opportunities for partnership working
Information Management	Linked but separate Microsoft Exchange (E-mail) systems	Migrate to consolidated Exchange
	Symantec Enterprise Vault and Mimecast for email archiving.	Review strategy and policies for email archiving and compliance. Identify and implement a single solution.
	Mix of document management and scanning solutions; Anite@Work, Sharepoint, Hummingbird, Kofax scanning.	Review document management, workflow and scanning solutions to identify opportunities for harmonisation and cost savings.
	Extensive use of fileshares	Review fileshare strategy with regard to consolidation and potential use of filer capabilities provided by storage platforms. All of these products Further harmonisation of other products.
	Web and Intranet content management Immediacy selected for new authority external web hosting. Programme of work for Vesting Day and beyond	Further exploitation of products to extend use and support transactional websites. Try to support similar content and response through all citizen access channels
Information Management (cont)	Microsoft CMS and Immediacy used separately in house for Intranet.	Programme of harmonisation

	Collaboration No overall approach. Sharepoint and Moss 2007 pilot rollouts. Data matching Multivue for Children's Services, but scalable beyond.	Review strategy to provide further access Review outcomes and assess suitability for further exploitation.

Appendix C – Financial Management Details

Revenue

The permanent revenue resources for the central ICT services are:

EXPENDITURE	**%**
Staffing costs	66
Non-staffing costs	34
TOTAL EXPENDITURE	**100**
FUNDED BY	
Charges to schools	13
Staff recharges to capital	To be determined
Other recharges to services	9
Base budget	78
TOTAL FUNDING	**100**

Schools:

Each year schools are give the option to purchase a range of services from ICT. These services include connectivity, Internet services including content filtration, telephony, service desk and support for the software used for school administration. Schools have freedom not to purchase these services, or to purchase from an external supplier.

Schools are charged for these services on a full-cost recovery basis. The economies of scale achieved avoid unnecessary spend.

The role of technology is learning is expanding rapidly and the participation of Cheshire East in the wider learning community, from pre-school to higher education is important to the effective delivery of lifelong learning in Cheshire East.

Staff recharges to capital:

A number of permanent employees are funded by recharges to the capital programme. An annual capital programme of approximately £900k is required to provide sufficient funding for all these staff.

In most years in-house resources will not be sufficient to deliver the Council's work programme. When this happens, external contractors on short term premium rate contracts are used to provide additional resources. The cost of these contractors are "pooled" with the cost of internal development staff and charged to projects at an average weighted cost. The cost of external contractors is on average around £13 per hour more than a comparable in-house member of staff.

Assumptions about the proportion of external contractors used are reviewed annually. This will affect the average pooled rate charged to projects.

Recharges to other services:

This covers a range of other rechargeable services including IP Telephony, support to PARIS and the Peoples Network and staff funded by grants.

Capital

The table below sets out a summary of the funding for the current ICT capital programme:

FUNDED BY	**%**
Unsupported prudential borrowings	30
Capital reserve	43
Grant	27
TOTAL FUNDING	**100**

The use of the capital reserve to fund significant new ICT investment is probably not sustainable over the medium term. Reduction in the use of the capital reserve will probably have to be met by an increase in the use of unsupported borrowings. The revenue impact of borrowing is 22.5% pa for an asset with a 5 year life and 12.5% pa for an asset with a 10 year life.

Interim financial issues

The current ICT service does not yet include all ICT activity across the authority. The sections below set out the current estimates of provision currently sitting outside the corporate ICT service. Decisions as to whether these ICT activities will be consolidated are still outstanding.

Departmental ICT provision.

In addition to the central ICT service, most individual services also hold significant budgets covering licences, maintenance contracts and staffing (mainly for ex-County Services). Final decisions have not yet been made about which of these budgets should be consolidated into the new central ICT service. In terms of the ex-County services there are potentially up to 30 FTE and £1.5m of budgets that could be consolidated.

Purchase of computer equipment such as PC's, laptops and printers:

Cheshire East inherits an estate of around 5,000 desktop computers and laptops. In general, purchase of this type of equipment is made from a central contract using budgets held mainly in individual services. Estimated spend on

these items for Cheshire East is approximately £1.0m. No decision has yet been made about consolidating these budgets.

Schools.

There are approximately 9,500 administration and curriculum PC's in schools, of which approximately 3,300 are directly supported by the Schools ICT service, and the rest by the schools themselves through other arrangements. Most school IT spend is funded from either the Dedicated Schools Grant (DSG) or the Harnessing Technology Grant (HTG).

Appendix D – Information Management

The Information Management Service will enable and support the authority to realise the council's vision is to Work with Partners to deliver excellent services to improve Community life in Cheshire East.

The service will support the following priorities during **transition** and;

- **Put customers First.** Protect the integrity and the identity of customers by ensuring that personal and sensitive information is created, held, and disposed of in accordance with records management standards (retention periods) and statutory guidelines such as the Data Protection Act.

- **Provide Value for Money.** Improve efficiency and reduce the TCO in maintaining duplicate Line of Business (LOB) systems with Enterprise Content Management (ECM) capability by carrying out a systems appraisal across new and legacy organisations.

- **Enhance Partnership working.** Provide a toolkit and policy framework to enable information to be shared between internal, external and legacy organisation. This will include the use of encrypted channels whilst observing data quality standards and Data Sharing Protocols.

- **Develop our workforce.** Present self serve intelligence and reporting capability through the desktop which empower officers and services to make informed decisions and take personal accountability for the quality and integrity of data.

- **Be locally Responsive.** Present timely and consistent data through a number of channels to support neighbourhood working, customer access and flexible and mobile working initiatives. This will consider technical solutions for searching, integration presentation and collaboration of information and data sets.

The service will support the following priorities for **transformation** and;

- **Put customers First.** Information will be created or captured only once, but used many times in an electronic format. Using data matching facilities to view and present customer and property information held across systems and trusted data sources will enable the creation of a Single customer and property record to support initiatives such as 'Tell Us Once' and 'Right First Time'

- **Provide Value for Money.** Rationalise and decommission the number of local systems, files and databases using data cleansing and matching tools to ensure that data is "clean" and accurate. This will enable data from disparate sources to be combined and merged as well as identifying and removing duplicated data to establish a single definitive record. Information will be managed using corporate and

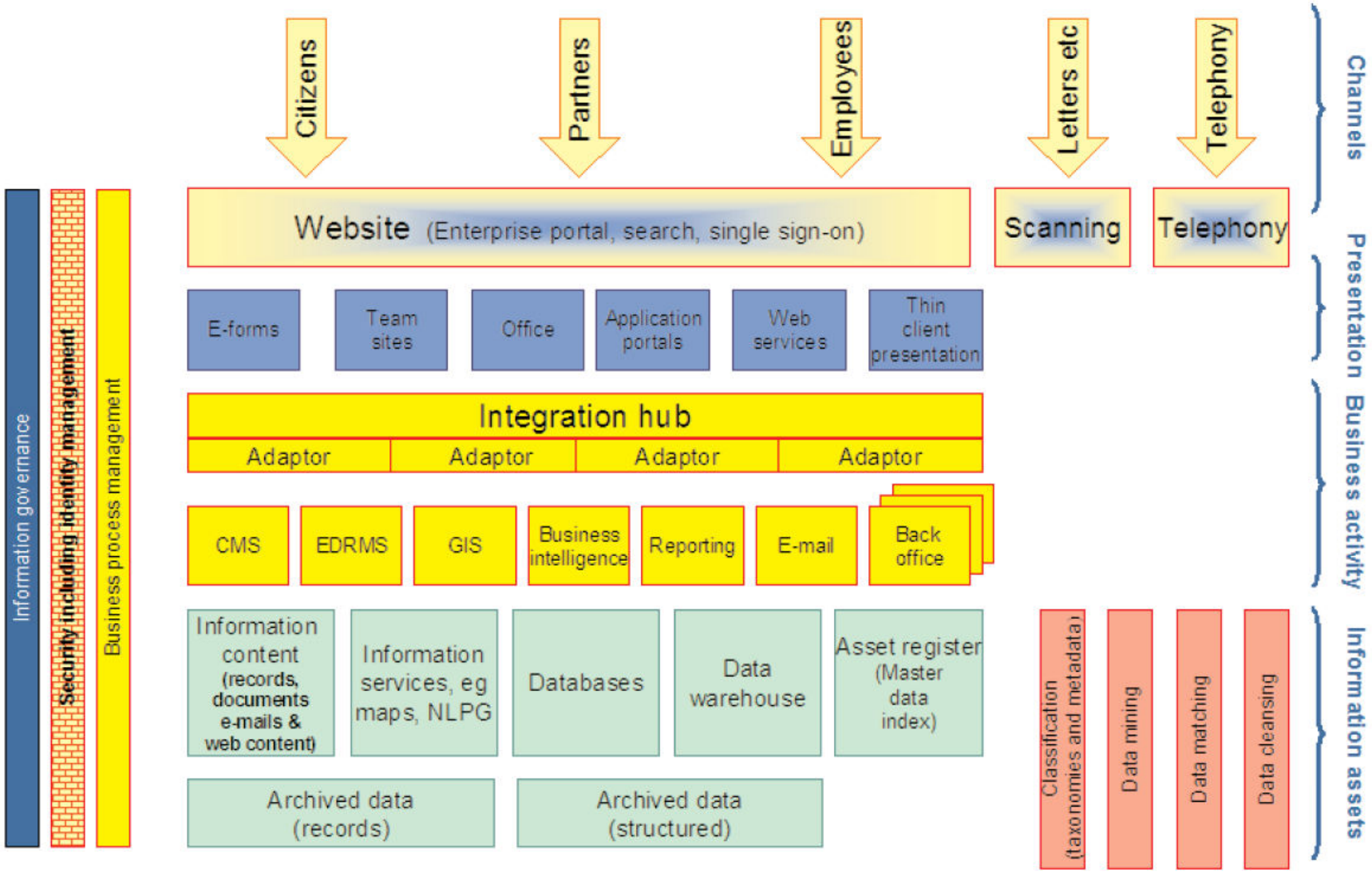
enterprise tools and architecture rather than being service-specific, utilising ECM components such as e-Forms, scanning and workflow to improve process efficiency and reduce the total cost of ownership to the authority.

- **Enhance Partnership working.** There will be a single route (portal) for personalised access to relevant electronic information and services for staff and partners, and for those citizens able and willing to use online services. Bringing together information from different systems and databases will allow the generation of powerful reports. Presenting information through collaborative portals that incorporate, dashboards, business intelligence reports and Geographical Information Systems (GIS) will require additional efforts to ensure that data will be shared with partners in accordance with established protocols. Security measures are in place to protect confidentiality. `There will be a clear audit trail for all records to ensure authenticity.

- **Develop our workforce.** Work with corporate HR to ensure that the internal knowledgebase / toolkit is supported with corporate training and induction programmes to improve the IM capability of the organisation. Furthermore, on leaving the organisation explicit and tacit knowledge held by officers will be captured through collaboration technologies and archiving solutions.

- **Be locally Responsive.** Integrate systems and data based upon trusted data sources and data warehousing technologies to enable the delivery of responsive, customer focussed services. In particular Geographical Information Systems (GIS) will be deployed to enable geographically referenced data (e.g. addresses, postcodes, service points, catchment areas, information about roads) to be captured, analysed and presented more effectively. By linking locational information with textual information GIS provides additional insights into the relationships between different features, identifying patterns that may not otherwise be apparent and providing key information for performance management and service planning.

Appendix D - Information Management Architecture



Glossary

Active Directory (AD)	A Microsoft technology used to provide central management of information about an organisation's users, systems access and IT resources.
Avaya call management	Telephone communications software used to route calls through the network, and administer features such as hunt groups and call queues.
Business Objects	Software used to develop and present reports and analysis of electronic data held throughout the organisation
CAS	Customer Access System
Citrix	Remote access software used to deliver applications over a network
Connectivity	The use of computer networks to link computers to one another, and provide information resources between computer systems and their final users
ContactPoint directory	A national database that will hold information on children. It has been developed to improve child protection by improving the way information about children is shared between services.
CYPD	Children and Young Persons Database, focused on managing data relating to education
Data Centre	A facility used to house computer systems and associated components, such as telecommunications and storage systems. It generally includes redundant or backup power supplies, redundant data communications connections, environmental controls (air conditioning, fire suppression, etc.), and special security devices.
Data Cleansing	The act of detecting and correcting (or removing) corrupt or inaccurate records from a record set
Data Matching	The process of comparing like records, eliminating duplicates, and combining them into the best version of a record,
Data Sharing Protocols	A formal agreement between organisations that are sharing personal data. It explains why data is being shared and sets out the principles and commitments organisations will adopt when they collect, store and disclose personal information about members of the public.
Data Warehousing technologies	A repository of an organization's electronically stored data. Data warehouses are designed to facilitate reporting and analysis
Desktop	Desktop computer and associated software
DPA	Data Protection Act
DSL	Technology that provides digital data transmission over the wires of a local telephone network.
e-Forms	Software that creates forms on the Internet that allow people to send us particular information or make specific requests e.g. for a school bus pass
ECM	Enterprise Content Management: tools and strategies allow the management of an organization's

	unstructured information such as documents, wherever that information exists
Ethernet	A computer networking technology used in most local area networks
Exchange E-mail	A Microsoft application which provides electronic mail, calendaring, contacts and task management
Flexible & Mobile Working	Technology and policies to enable employees to cut down on travel time, improve productivity and performance
Gartner Group	Global ICT research analysts. Provide analysis of and reports on enterprise technologies.
GIS	Geographic Information System - a system for capturing, storing, analyzing and managing data and associated attributes which are spatially referenced to the Earth
HR	Human Resources
ICT	Information Communication Technology
ICT Infrastructure	The information communication and technology (equipment and software) that is involved in providing ICT services to customers.
IM	Information Management - considers information in any format throughout its lifecycle from when it is received, created or captured until it is archived or destroyed.
In-house resources	Employees on the councils payroll
IPT	Internet Protocol Telephony **-** Is the routing of voice conversations over the Internet or through any other IP-based network.
ISO	International Organization for Standardization
ITIL	Information Technology Infrastructure Library - A set of concepts and techniques for managing information technology (IT) infrastructure, development, and operations
IT solution architecture	Defines information technology solutions that can be implemented to meet business requirements whilst ensuring alignment with the Enterprise Architecture.
LOB	Line of Business systems – a set of critical computer applications that are vital to running an organisation.
Metrics	A system of parameters or ways of quantitative and periodic assessment of a process that is to be measured, along with the procedures to carry out such measurement and the procedures for the interpretation of the assessment in the light of previous or comparable assessments. McAfee Antivirus,
Microsoft office	Word processor and Excel spreadsheet
MSP	Managing Successful Programmes - a structured yet flexible framework designed to manage and control all the activities involved in managing a programme through providing advice on organisation,

	processes, communication and ways of thinking. There is a close link between MSP and PRINCE2
MSProject,	Microsoft application used to develop and monitor project plans.
Oracle database	A relational database management system produced and marketed by Oracle Corporation
Oracle e-business suite -	Financial and HR/Payroll systems
PARIS -	Social care system, allowing several hundred users to manage social care information, payments to foster carers and payments to care leavers across Cheshire. This has centralised records, streamlined processes and reduced multiple versions of paperwork.
Peoples Network	High speed access to the internet available to the public, delivered by England's public libraries, and supported by lottery funding.
PRINCE2	An internationally recognised standard methodology for managing projects
Quality Management System	A set of policies, processes and procedures required for planning and execution of developments and services in the core business area of the organisation.
SBS Confirm	A software package that supports highways functions
Scanning	Electronic scanning on paper documents.
Sharepoint,	Microsoft software which provides a single, integrated location where employees can efficiently collaborate with team members, find organisational resources, search for experts and corporate information, manage information and workflow.
SIMs	Schools Information Management software
SOCITM	Society of Information Technology Management. Has a Local Government focus, provides information on best practise and benchmarking services
SQL database	A relational database management system produced by Microsoft
Technical Design Authority	A governance group that provides quality assurance for the design of ICT solutions developed in response to business requirements
TCO	Total Cost of Ownership – a method of cost analysis
Tif	Technology Infrastructure Forum: aims to improve practical knowledge and understanding of IT by stimulating sharing of experience between organisations.
Wide Area Network	Wide Area Networks (WANs) are computer network that covers a broad area. They connect LANs together so that users and computers in one location can communicate with users and computers in other locations.
Workflow	A term used to describe the tasks, procedural steps, people, input and output information, and tools needed for each step in a business process

References

Documents to which reference is made will be acknowledged.

Acknowledgement

Gartner Group provided the template which forms the structure of this strategy.