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NICS Information Systems Strategy

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NICS IS STRATEGY V3.5

1.0 Executive Summary

- 1.1 This strategy document addresses the information systems needs of the NICS for the period 1 April 2010 – 31 March 2013, but given the ever-changing political, business and technological environments, it should be reviewed in eighteen months time to ensure its continuing relevance.
- 1.2 The Strategy identifies a number of key themes that are all inter-related. However, the key themes are the reduction in public expenditure and the need to continually improve services to citizens. All themes therefore support these two strategic goals.
- 1.3 The establishment of the Department of Justice and the implementation of the Review of Public Administration will give rise to new challenges to the provision of joined-up public services. ICT service providers across the NICS will have a critical role to play in facilitating the business change needed to meet those challenges. We will review the governance of ICT across the NICS to ensure that it matches the needs of the new business environment.
- 1.4 Public expenditure will be under significant pressure during the period covered by this strategy and so we will exploit technology wherever possible to help reduce costs. We must also ensure that maximum value for money is extracted from any expenditure on ICT itself. However, we must guard against a simplistic view emerging of ICT merely as a cost centre. ICT is a key enabler of business transformation both in terms of improving the quality of services to citizens and making business processes more efficient and cost effective.
- 1.5 The NICS back office processes have been transformed to varying degrees and the establishment of the Enterprise Shared Services (ESS) organisation provides an opportunity to leverage greater benefits from those capabilities. This will be achieved by making the related business processes themselves more effective and efficient and by using technology to improve their ease of use. Other value added services such as audio and video conferencing will complement and build upon the existing ICT infrastructure.
- 1.6 In concentrating on the transformation of back office services in recent years, there has been less of a strategic focus on how the NICS might take full advantage of emerging technologies to transform and

modernise its line of business processes and interactions. As ICT continues to develop apace, particularly in web based technologies, there are new opportunities to improve how the NICS engages with its citizens and stakeholders to develop better policies, deliver better services and to overhaul business processes. ICT professionals must lead the way through informing organisations and building awareness of the potential benefits that can be realised through ICT.

- 1.7 NIDirect will continue to develop as the key NICS delivery brand, providing public services via a multi-channel platform. A concerted effort will be made to move many citizens to online self-service, with all that implies in terms of building new solutions, improving business processes, and making systems easily accessible and usable.
- 1.8 Information Assurance (IA) will continue to be a prime concern as the NICS develops new citizen facing services and streamlines and transforms its internal processes. Citizens and staff alike expect their personal information to be managed securely by government. Information Assurance governance structures will be further developed and embedded across departments and we will provide tools to help build awareness and ensure compliance with IA policies. That governance must complement new cross-Departmental structures for the governance of ICT and the management of information.
- 1.9 The Northern Ireland Executive has identified sustainability as a cross cutting policy theme. ICT can facilitate a number of initiatives with real potential to reduce the NICS's collective environmental impact. These range from reducing our consumption of paper and print consumables, to reduced travel and power consumption. However results cannot be achieved through ICT alone and delivering sustainability will require the re-design of business processes and the commitment of NICS leaders in many disciplines, including HR and Properties.
- 1.10 In February 2010 the UK published its ICT strategy for the UK. The document specifically states that it applies in all regions of the United Kingdom. The strategy points towards the future provision of a 'government cloud' and a related applications store. Given that the NICS functions with close ties to Whitehall counterparts and already has its own effective cloud environment, the NICS should be positioned to benefit from and contribute to these UK initiatives. We will ensure that our ICT architecture is properly aligned with the UK ICT initiatives.

2.0 Business Context

- 2.1 The Northern Ireland Civil Service supports the Government of the day and delivers its policies and services as efficiently and effectively as possible, whilst remaining politically neutral. In so doing it provides Ministers with evidence based policies, and citizens and businesses with information and services either directly or indirectly through non-departmental public bodies.
- 2.2 The NICS comprises twelve separate Departments, including the recently established Department of Justice. The Department of Finance and Personnel plans manages and monitors public expenditure in line with priorities set by the Executive, and provides corporate human resource policies and services to support Departments and Agencies in achieving their business objectives.. Departments have autonomy in delivering their respective line of business policies and services. Various pan NICS governance arrangements exist to ensure cross departmental engagement on specific issues, but these do not include NICS ICT at present.
- 2.3 An NICS Enterprise Shared Services (ESS) organisation has been established to deliver common back office services to all Departments. ESS services include managing financial transactions, HR management, training, computing to the desktop and electronic records management. The newly established Department of Justice does not avail of all of these services at present and parts of the Department of Social Development and The Department of Employment and Learning cannot use some of the services because their ICT systems operate on a separate infrastructure supplied by the Department of Work and Pensions. However the expectation is that wherever possible all parts of the NICS should take their common back office services from the ESS. However in the immediate future it will be important for ISID to engage with these particular Departments in the implementation of this strategy, to ensure that their needs are properly met.
- 2.4 It is expected that the Review of Public Administration (RPA) will be implemented during the period of this Strategy with the probability that some services currently delivered by central government Departments may be devolved to new arms length bodies in Local Government Health and Education. This may give rise to a need for shared systems which span organisational boundaries between central government and the wider range of public sector organisations. There is potential for the ESS to supply some services to the newly established RPA organisations.
- 2.5 The UK economic situation will lead to significant reductions in public expenditure in the next three years and possibly beyond, and Departments will come under considerable pressure to reduce their costs and perhaps curtail some programmes of work. Conversely,

public expectations of government services have risen in recent years, shaped by citizens' experiences of buying goods and services from the private sector. NIDirect, launched in 2009, is the flagship programme for addressing those increased expectations and given the overall economic pressures ahead, a move to online self service could serve both to improve the quality of service and reduce administrative costs. The approach to multi-channel service delivery is set out in the NICS Channel Strategy. However, it is essential that NICS ICT and the ICT Community responds positively to the financial pressures and it is to the ICT Community that business should look in order to help develop innovative solutions and approaches which will allow Departments to continue to deliver against targets.

- 2.6 High profile losses of personal information in the public sector in GB in 2007 and other losses closer to home since then have highlighted the need to strengthen the NICS's Information Assurance capability. In essence the challenge is one of culture change and that can only be delivered over a number of years.
- 2.7 The Freedom of Information Act 2000 continues to give rise to a large number of queries about public services which in turn drives the need for efficient retrieval of electronic public documents and records, and Compliance with the Data Protection Act 1998 will continue to be a priority for all Departments. Compliance with the Public Records Act (Northern Ireland) 1923 will demand assured long term access to our electronic records. We will deploy technologies to facilitate and support compliance with all legislative requirements for managing information.

3 Business Success

- 3.1 Business success will be delivered by Northern Ireland Departments working together to deliver better experiences and outcomes to citizens. They will use technology to improve engagement with citizens, businesses and other stakeholders in the development of policy and the design public services. NIDirect will become the primary service delivery brand and its success will require all Departments to work together to deliver the various franchise services. The joining up of public services will be a continuing theme for the NICS, holding as it does the promise of improved services to citizens.
- 3.2 NIDirect will increasingly promote online self service as part of a comprehensive channel strategy. Self service will reduce the cost of service and some of the savings can be diverted to improving alternative service access for citizens who are unable to avail of internet based service. Line of business systems and internal processes will be modernised to optimise the opportunities of online service.
- 3.3 With the devolution of Justice and the implementation of the Review of Public Administration, the structures of public service are changing,

involving new organizations with new powers and obligations. Departments will work in close cooperation with such bodies to ensure that every aspect of public service, from policy research and development to service fulfillment is coherent and consistent across organizational boundaries.

- 3.4 Northern Ireland Departments are committed to delivering Public Service Agreement targets and outcomes that were agreed by the Northern Ireland Executive for the period 2008-2011. In so doing they will contain expenditure within allocated budgets and reduce costs wherever possible. As noted in the Programme for Government sustainability will be one of the important cross cutting themes and ICT can make a significant contribution to that agenda, through reducing the consumption of materials and power, and by reducing the need for travel by officials through improved communications and more flexible working arrangements.
- 3.5 The NICS will find added value from its investment in shared services by ensuring that they increasingly meet the needs of the organization and are used to the maximum effect by staff. We will look for innovative ways to address business effectiveness, cost reduction and sustainability through optimizing the opportunities inherent in shared technology.
- 3.6 Managing information effectively, efficiently and securely will be critical to the success of business programmes across Departments and will be particularly important to the success of NIDirect. Efficient and effective management of information underpins excellent customer service. Secure management of personal information builds citizen confidence in public services. We will seek to adopt a corporate approach to managing information.

4.0 ICT Contribution to Business Success

4.1 ICT will be deployed to help facilitate the required reduction of business costs while ICT expenditure itself will be optimised to provide best value for the NICS.

- 4.1.1 Time and cost of travelling will be reduced through provision of improved audio and video communications. The use of these technologies has not been fully exploited and they hold great potential to reduce the need for travel by public servants both within Northern Ireland, the United Kingdom and further afield.
- 4.1.2 Flexible working arrangements supported by secure remote access solutions are already delivering benefits to field workers in many disciplines and there is scope for much wider use. Such arrangements hold real potential to reduce the real estate of the NICS, with significant

cost savings but can only be delivered with the full support of business leaders and with the necessary HR and related policies fully aligned.

- 4.1.3 Business change lies at the heart of such reforms and ICT is merely an enabler. The other agents of business change must operate in concert to support and energise an NICS-wide programme.
- 4.1.4 Cost savings will also be found through reduced consumption of paper and print consumables. A single, centrally managed print service could deliver significant savings and a draft Print Strategy proposing just such a solution will be submitted to Permanent Secretaries for their endorsement.
- 4.1.5 Use of the in house ICT staff resources must be optimised to meet the business needs of the NICS. We will consider how staff resources might be flexibly deployed to meet changing needs and pressures.
- 4.1.6 ICT solutions which have been delivered by our own staff will be shared across Departments where appropriate in order to reduce duplication. We will use common design and development methodologies and tools. We will examine how the combined software development resource can be put to best use across the NICS.
- 4.1.7 We will continue to build the professionalism of ICT staff through targeted training and development built around the SFIA model.

4.2 The NICS will build on its recent investments in shared services and will leverage further value from them by improving their usability and adding further functionality.

- 4.2.1 We will continue to transform common back office processes. We will continuously review all the ICT underpinning NICS corporate business services such as finance, HR and records management, to ensure that synergies can be exploited to further improve efficiency, effectiveness and added value. Their efficiency and effectiveness of these services will be increased by improving ease of use for NICS staff and streamlining related business processes. This has particular relevance for the 7500 staff on the Department of Work and Pensions network.
- 4.2.2 We will introduce a single sign-on for all desk top services. We will look to integrate desk top systems in order to simplify common business processes, such as planning annual leave. We will consider how a sophisticated enterprise search capability could improve the retrieval of information and knowledge across many systems.
- 4.2.3 We will ensure that useful and timely management information on resources and business outcomes is available to inform strategic decision making in Departments.

4.2.4 We will provide added value services (such as IP Telephony (IPT), audio and video conferencing) across the common ICT infrastructure that will improve communications, facilitate new working arrangements and improve staff effectiveness.

4.2.5 We will strive to exploit the full potential of the contracts we have negotiated such as NetworkNI, RecordsNI, AccountNI and HRConnect by, where possible, making them available to other parts of the NI Public Sector.

4.3 We will ensure that technology supports improved operational effectiveness across the NICS.

4.3.1 We will review the roles of the Information Strategy and Innovation Division and Departmental Information Systems Units to ensure that line of business managers across the NICS are well informed and engaged about how ICT might be used to transform their businesses. We will review the Governance of ICT in the NICS to ensure that the strategic needs of the Service are addressed. We will provide tools, expertise and guidance to assist business areas to address business change. These will include tools for secure and efficient collaboration with stakeholders both external and internal, for improved communications and for efficient access and retrieval of information.

4.4 We will use ICT to help Departments to improve the range, quality and accessibility of citizen facing services.

4.4.1 We will use technology to engage and interact with citizens in order to better understand their needs and preferences. We will seek to join up public services to provide ever greater convenience to citizens. NIDirect will increasingly deliver services through an accessible and easy to use multi-channel capability and we will encourage citizens and businesses to use the most cost effective self-service channels. In parallel we will embed the NICS customer service principles across all delivery organisations. A programme of digital inclusion will complement the growing use of technology for service delivery.

4.4.2 In line with the [Northern Ireland Geographic Information Strategy](#) we will exploit the NICS Geographic Information Systems capability to inform policy making, improve operational effectiveness and design services around the needs of citizens.

4.4.3 We will seek to exploit the potential of web2.0 and future technologies and in particular social networking sites to improve engagement with citizens, to inform policy making and to modernise our communications with specific segments of society.

4.4.4 We will develop our interfaces with other Public Sector organisations to allow information to flow across boundaries in a secure, controlled and auditable manner.

4.5 ICT will be used to support compliance with all statutory obligations under records management legislation, and Information Assurance regulations and guidance across all Departments.

4.5.1 The major challenge in Information Assurance is one of culture change through building awareness in all NICS staff of the need for care in handling information, particularly personal information. This is particularly relevant in building public trust in NIDirect services. In addition to the establishment of new Information Assurance management structures and the creation of new roles and responsibilities, we will deploy tools that will help to build staff awareness of IA, enforce our IA policies and monitor our IA maturity level.

4.5.2 We will research and implement a solution to ensure long term access to our electronic records.

4.6 Sustainability will be a key consideration in the development of all ICT related business solutions.

4.6.1 We will reduce the need for citizens to travel to NICS buildings to conduct business. We will also reduce their need to communicate with government through traditional surface mail.

4.6.2 We will reduce the environmental impact of ICT at every stage in the technology lifecycle, from procurement through to end of life. We will introduce a sustainable print strategy through which we significantly reduce the consumption of paper and other print consumables.

4.6.3 We will identify and deploy new communication solutions that will reduce the need for staff travel and that will facilitate flexible working patterns, where they are suitable.

4.7 Our technical strategies will be aligned with the UK ICT related strategies in order to ensure that we can avail of useful solutions implemented on a UK wide basis.

4.7.1 That will ensure that we can sustain our connectivity with GB Departments and can build joined up citizen solutions that encompass

both local and UK services. It will in future allow us to avail of (and possibly contribute to) G-Cloud services.

- 4.7.2 In line with the UK ICT Strategy the NICS will examine the potential for more extensive use of Open Source software for enterprise wide solutions.

5.0 ICT Principles

5.1 We will have a single comprehensive ICT Architecture for the NICS which will be owned by the Enterprise Design Authority, in partnership with NICS Departments.

- 5.1.1 A single comprehensive ICT Architecture will help contain and drive down the cost of ICT while helping to ease integration and the flow of information. As a result of the 2005 ICT Strategy, considerable progress has been made in this area, including the establishment of a single NICS network, a single email environment, standardised desktop services and the establishment of IT Assist as a single provider of a common ICT Services.

- 5.1.2 We will standardise the arrangements through which we interface with any other public sector network.

- 5.1.3 The Devolution of Justice in April 2010 has created a third secure network infrastructure within the NICS and whilst this serves a particular and immediate purpose, the longer term aim is to have one fully integrated network.

- 5.1.4 We will support the business objectives of the Service by continuing to develop the NICS ICT Architecture that will be proactively managed by EDA in partnership with the NICS Departments, their Information Systems Units and IT Assist.

- 5.1.5 We will ensure that all procurements are benchmarked against the NICS ICT Architecture and any deviation from the architecture will be properly justified and documented.

- 5.1.6 We will also ensure that the implementation of this Strategy takes cognisance of the UK [Government ICT Strategy](#) to ensure that where possible the NICS can benefit from implementation of the latter.

5.2 The ICT Architecture will be a subset of an overall Enterprise Architecture for the NICS. (Dependent on 10.1)

- 5.2.1 A cross Government Strategic Architecture Framework (SAF) is being developed by the Cabinet Office. ISID will track the development of

this approach and will consult with Departments to assess its relevance for the NICS and consider how it might be implemented, where appropriate.

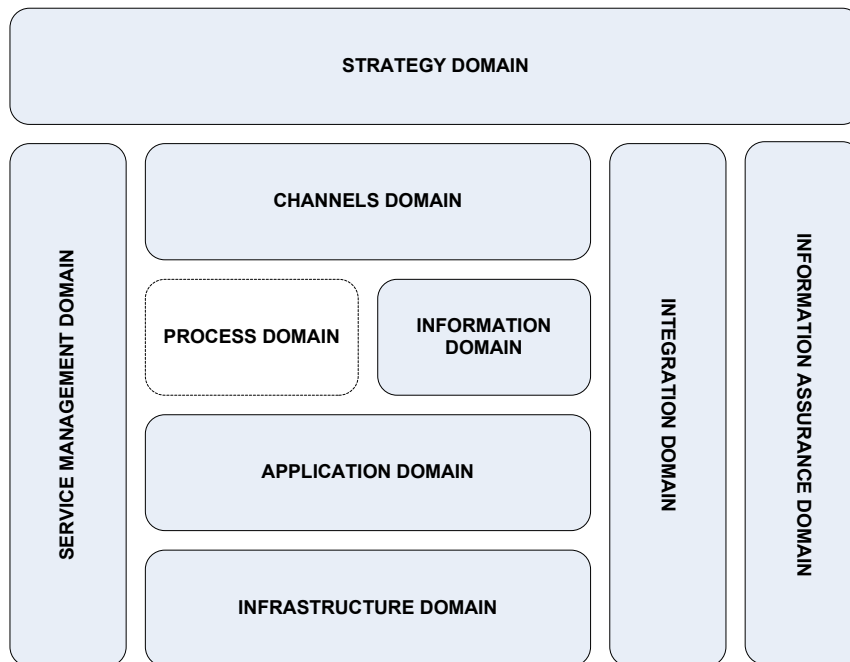


Figure 1 - Cross Government Enterprise Architecture Reference Model

5.3 We will avoid duplication of ICT effort across the NICS

5.3.1 Considerable progress has been made in this area with the establishment of IT Assist which has clearly demonstrated that reducing duplication can help to improve quality and contain cost. We will build on this progress by ensuring that, where possible we reuse solutions and systems across the NICS. In addition, by collaborating on future developments we can ensure that we get the best return for our collective effort. We will ensure that procurement and development activity is properly co-ordinated to ensure that resources are used to best effect.

5.3.2 It will be important to track the development of the UK ICT Strategy which may provide opportunities for the NICS to both contribute to and benefit from the development of the “G-Cloud” and its associated “Apps Store”.

5.3.3 We will examine how the system development capability across the NICS might be optimised to deliver common software solutions.

5.4 We will only use solutions that are fit for purpose

5.4.1 Our ICT systems and solutions will be rigorously tested to ensure that they are capable of supporting the business, including being flexible enough to support the business as it changes. Reliability, resilience, functionality, ease of use and security will be key considerations for all new ICT systems. We will work with CPD to ensure that contracts will not restrict our ability to reuse and share systems and solutions.

5.4.2 We will improve the coordination of the Research and Development effort across the NICS and we will only commission R&D work where we perceive significant potential benefit for the NICS.

5.5 We will optimise the use of existing licensing agreements and other assets.

5.5.1 Good progress has been made in this area with the establishment of a Microsoft Enterprise Agreement which is managed centrally by IT Assist. Other opportunities for managing licence costs will be identified to ensure that our investment in existing licence assets is fully exploited. Licences will be properly documented and reused when and where feasible. We will track the development of the Government App Store which is being established as part of the [UK Government ICT Strategy](#).

5.5.2 The newly established Department of Justice also has a Microsoft Enterprise Agreement and may have other agreements similar to those owned by the NICS. The aim will be to consolidate wherever possible to NICS wide agreements.

5.6 ICT systems will be secure in line with HMG IA Standard No.2 and we will comply with the relevant Information Assurance policies and regulations

5.6.1 Ensuring that the data entrusted to us is properly secured and managed is of primary importance. Considerable progress has been made in this area to ensure compliance with the relevant regulations including a programme of encrypting all laptops, coupled with adoption of Government best practice in accreditation of systems and networks. We will continue to develop our governance and capabilities in the area of Information Assurance in line with Government best practice.

5.6.2 We will seek to resolve the issue of maintaining long term access to NICS electronic records and the preservation of other digital material.

5.7 We will provide ICT systems, solutions and services to improve interaction with and service to the Citizen.

5.7.1 Systems used to interact with the Citizen will be responsive, resilient and easy to use for both staff and Citizens. We will deliver a range of integrated ICT systems and solutions which will help to streamline how we conduct business with our Citizens.

5.7.2 We will continue with the consolidation of the NICS web presence and examine opportunities to migrate many citizens to well designed, easy to use, standards based web services. We will further explore the potential of interactive digital television as a means of delivery services to citizens.

5.8 We will help streamline business processes by ensuring that our ICT systems and solutions are capable of interoperating by adopting common and open standards

5.8.1 We will help to streamline business processes by ensuring that our systems can integrate and interoperate, thus helping to improve the flow of information. In line with [UK Government Policy](#), we will support open standards as a means of ensuring interoperability.

5.8.2 We will strive to standardise application development and adopt a modular approach to system development. We will provide advice and guidance to inform the transformation of business processes.

5.9 We will minimise the carbon footprint of our ICT

5.9.1 ICT will continue to make a significant contribution to helping the NICS to reduce its carbon footprint. Progress to date on server virtualisation will continue to be developed and other means of power reduction will be pursued. Strategies for the use of Multi Function Printing (MFP) devices will be implemented along with improvements in communications technologies such as voice and video to help businesses deliver reductions in travel while improving overall communication and business flexibility.

5.10 We will manage information as a corporate asset

5.10.1 Like any asset, information must be valued, secured and leveraged to the benefit of the business. We will deliver systems and tools to allow staff to derive insight and knowledge from our information assets.

5.10.2 In line with recommendations in the Power of Information Task Force Report, information datasets, where possible, will be published for public consumption. However, at all times we will manage our information in compliance with the appropriate regulations.

- 5.10.3 We will research and implement a solution to ensure the long term access to our digital holdings.
- 5.10.4 We will develop an Information Management Architecture as part of an overall NICS Enterprise Architecture.

6.0 ICT Governance

- 6.1 We will create strategic ICT governance structures aimed at cohesively managing all aspects of ICT across the NICS. Those arrangements must be developed in concert with governance arrangements for Information Management and Information Assurance. This will be a key priority in the implementation plan.
- 6.2 We will create and maintain a coherent government-wide ICT partnership capable of coordinating and optimising ICT decision making across both Central and Departmental\Agency ICT functions.
- 6.3 Governance of ICT within the NICS will be a shared responsibility based on a federated model, with a central CIO, CTO and Enterprise Design function, working in concert with a cross-departmental Governance Board and Departmental Heads of Technology.
- 6.4 Operational issues relating to common ICT services will be addressed through the ESS Governance model following consultation with the Shared Service Planning and Operations Committee.
- 6.5 Decisions relating to other ICT shared services operations will be taken by the relevant governance structure, ensuring full compliance with the overall ICT Strategy and ICT Architecture.
- 6.6 ICT matters at a Departmental or Agency level will be managed by the appropriate organisational Board with reference to the overall NICS Strategies and Architectures.
- 6.7 Departmental ICT functions should also be responsible for leading ICT enabled business change, funding, service levels, development and implementation and adoption of strategies and architectures.
- 6.8 Information Assurance will be managed in accordance with policy, including, where relevant, the UK [Security Policy Framework \(SPF\)](#).
- 6.9 We will adopt a cohesive approach to the development and promotion of service delivery channels which interact with the citizen and business to deliver joined up, easy to use quality services.

7.0 Information Assurance

- 7.1 We will improve maturity levels of information assurance in NICS Departments, Agencies and NDPBs, based upon current legislative requirements and good practice.
- 7.2 We will review the governance structures for information assurance including the roles and responsibilities for key staff. We will provide suitable training advice and guidance on Information Assurance and regularly monitoring outcomes. We will seek to deploy automated tools to support Information Assurance culture change, and to embed and enforce our policies.

8.0 ICT Metrics

- 8.1 All discrete ICT service providers within the NICS will develop metrics to demonstrate how they add value to the business of their parent organisations. In addition, specific metrics governing the implementation of this strategy will be developed as part of the implementation plan.

9.0 ICT Services

- 9.1 As part of our NICS Enterprise Architecture we will establish a Service Management Architecture which will be based on ITIL v3. The default Service management standard for the NICS will therefore be ITIL v3 and all existing and future services should adhere to this standard.
- 9.2 Key ICT services provided as common services by IT Assist include:
- Network Services
 - Security Monitoring
 - eMail
 - Database Services
 - Secure Remote Access Services
 - Internet Services
 - Desktop and Laptop Services
 - Branch Office services such as file and print
 - Data centre services
 - Telephony and voicemail services
 - Mobile solutions (including Blackberry)
- 9.2 A full list of services provided by IT Assist is available in their [service catalogue](#).

- 9.3 IT Assist processes comply with [ITIL](#) standards. They also hold IT Department accreditation from the [National Computing Centre](#).
- 9.4 NIDirect provides Contact centre and operator services along with web services as part of an overarching Channel strategy for interacting with Citizens. NIDirect services are accredited via the [Contact Centre Association](#).
- 9.5 Many of the Corporate ICT Services have won awards including HR Connect; RecordsNI; NetworkNI and IT Assist.
- 9.6 A wide range of other services are provided by localised ICT functions including support and development.

10.0 Enterprise Architecture (Related to 5.2.1)

- 10.1 We will consider the adoption of an Enterprise Architecture in line with the emerging Strategic Architecture Framework and the [Cross Government Enterprise Architecture Reference Model \(XGEARM\)](#) being developed as part of the UK Governments [ICT Strategy](#). ISID will explore with Departments the applicability of this model to the NICS.

11.0 People

- 11.1 We will manage a cadre of highly skilled and motivated ICT professionals to support the business objectives of the NICS. ICT staff will be organised and deployed to best meet the demands and needs of the NICS
- 11.2 We will continue to embed the concept of a government IT profession through the use of the SFIA model in workforce planning, recruitment and promotion, and in assessing the ICT skills of individuals and teams. We will develop appropriate learning and development interventions to best meet the needs of the NICS IT profession.

12.0 Sourcing

- 12.1 We will continue to use a blend of insourced and outsourced services to deliver our ICT, while recognising that there are clear advantages in maintaining a strong in-house capability supported where necessary with partnership based expertise from the Private Sector.
- 12.2 IT Assist provides common ICT services to the majority of NICS staff. There are also a range of relationships with a number of key suppliers and partners who are involved in providing common services including:
- Microsoft (Desktop and Server Software)

- Oracle (ERP solutions such as AccountNI and HRConnect)
- Eircom (Network Services)
- BT (Desktop support, AccountNI support)
- Fujitsu (HRConnect support)
- Steria (RecordsNI support)
- Cisco (Network technology)
- HP (Desktop and Laptop hardware, printing solutions)
- DELL (Server Hardware)
- VMWARE (Server virtualisation)

12.3 Further relationships exist at a Departmental or Agency level for the provision of an extensive portfolio of line of business ICT systems and services.

13.0 Implementation

13.1 A separate implementation plan will be drawn up by ISID working with Heads of Technology, IT Assist and business leaders, through a series of themed workshops. It will identify the specific actions needed to realise the contribution of ICT to the business of the NICS, described in section 4 above, using the principles set out in section 5. It will prioritise those actions and will identify the risks to implementation and the mitigation required.

13.2 The implementation plan should be kept under constant review by ISID, working with Heads of Technology, to monitor both the priority and speed of action. Implementation will be overseen by the new NICS ICT Governance Structure (see paragraph. 4.3.1). Establishing that Governance will be a key priority in the implementation plan

13.3 This strategy should be reviewed in 2011/12 to confirm its continuing relevance to the NICS, and updated where necessary.