

**SOUTH EASTERN EDUCATION AND LIBRARY
BOARD**

Information Systems Strategy 2003-2007

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GLOSSARY

1. INTRODUCTION

- 1.1 The Board's current I.S. Strategy (1998-2002) was developed in response to the growing demand from staff to use IT/ICT to support the business of the Board, as well as meet government and ELB priorities.
- 1.2 The strategy was extended into 2003 to allow for the completion of the five-Board 'NIELB IS/e-Business Strategy', approved in March 2003. The NIELB IS and e-Business Strategy (March 2003) replaces all previous Education IS Strategies.
- 1.3 In relation to the current Strategy reports were produced on an annual basis outlining progress against the Board's original I.S. Strategy. These reports were presented and approved by the Board's I.T. Executive Committee (ITEC), and presented to SMT, the Library and Information Committee and the Board.
- 1.4 This document sets out the Board's revised Strategy in respect of IT/ICT incorporating the recommendations from the NIELB Strategy as well as recognising areas for development particular to the SEELB. It also takes account of external developments such as the ongoing e-government agenda, changes to Data Protection Legislation (1998) and the Freedom of Information Act 2000 which has broadened the focus to include information management rather than simply systems.
- 1.5 The current Strategy's aim was to '***enable the Board to provide education services through the efficient and effective use of information communication technology, and establish an environment which allows the Board to be flexible in meeting future educational and organisational changes***'. And it identified a number of themes on which to progress. (Appendix 1).
- 1.6 The Board has seen significant IT/ICT progress, in relation to both inter-board developments: iFS, Electronic Libraries, Estates Management and Classroom 2000, as well as board developments: enhanced connectivity, greater access to email and the Internet, development of Board Web Site, Board of Governors; Education Plan Monitoring, ICT Training facilities, Intranet, Y2K, Music Centre, Youth Leaders system and Child Support services for the Education Welfare service.
- 1.7 The Boards have also achieved success in the use of PFI to implement key systems – Accruals accounting, and ELFNI, both of which have been identified as leading examples of good practice, by the Office of Government Commerce (OGC) using the Gateway Review process, in the involvement of the private sector working in partnership with the public sector.
- 1.8 The Board was the lead site for the iFS (accruals accounting) system, replacing all finance systems across the ELBs and currently incorporates,

General Ledger, Accounts Payable, Accounts Receivable, Cash Management and Purchasing Order Processing. The iFS Central Management Team is located at Dundonald, providing support to all Boards in the operation and ongoing development of the system. Common supplier data and coding structure are at the core of the system while still providing separate accounting facilities for the individual Boards.

- 1.9 The ELFNI project has transformed the Library Service across Northern Ireland. The 10 year contract with Amey is set to provide a wide ranges of services to both public and the boards. To date a complete NI network links all public libraries in N.I. providing a seamless service regardless of geographical location. All public libraries offers free PC facilities and Internet access to the public. A NI Libraries web site has been established with ongoing developments planned to enhance the delivery of library services via the web. (www.ni-libraries.net)
- 1.10 The Board has also seen major changes to its technical infrastructure with two major enhancements since the Strategy's inception. The initial move in 1998 was to standardise on the PC Platform which meant a significant change for the Board in terms of investment, training, and support and skills. More recently upgrades to the Windows 2000 and XP Platforms were implemented, to ensure the Board maintains marketplace standards as well as matching the standards of iFS and ELFNI. Data communication links to 17 Board remote sites were installed providing direct connectivity to key service areas across the Board.
- 1.11 Connectivity between all five education boards has also been successfully implemented providing a secure network for the electronic transfer of data. Current systems using the network are: Feast, and Manhattan. The Department of Education has recently joined the network allowing Boards access to Teachers payroll information, and ELFNI are preparing to join in the near future. Two other Boards also use the network for accessing their Schools Census data held on an ICT server in SEELB.
- 1.12 In relation to Schools within the Board's area, the Northern Ireland Project – Classroom 2000, which is managed by the WELB on behalf of the ELBs, has seen major investment in the replacement and upgrade of ICT facilities and equipment. Board Primary Schools have already received their new hardware and software with 128K lines to the Internet. Post Primary schools are currently going through their replacement/upgrade programme and the SEELB schools are being targeted first due to having the cabling infrastructure already in place. 2 MB links to the Internet have been installed. Further enhancements are planned for Special schools and the establishment of a Data Centre offering other services such as access to a library of software and learning material and resources.

2. STRATEGIC CONTEXT

The NIELB IS/e-Business Strategy (March 2003) set out an overview of 'external and internal business and ICT drivers/initiatives that will influence the development and implementation of the NIELB IS/e-Business Strategy'. (Appendix 2) A fuller explanation of these drivers and recommendations is given in the NIELB IS/e-Business Strategy document which can be accessed on the Board's Intranet (<http://seelb-intranet/>). Hardcopy is available from Corporate I.T. Services.

2.1 Targets for Electronic Government

The target of 100% of all government services to be provided electronically by 2005 is well known. The Northern Ireland context of the e-government targets are more focused on '*key services capable of being delivered electronically*'. The definition of '*key*' refers to services that satisfy one or more of the following criteria:

- High volume of associated transactions;
- Perceived as a high value service; and
- Has some level of obligation on the part of the citizen to use the service.

The NIELB Strategy has identified the following as 'Key Services' to the **citizen**:

Key Service:	Customer Segment:
Admissions and Transfers	Parents/Guardians
Free School Meals Grants	Parents/Guardians
Clothing Allowances	Parents/Guardians
Home/School Transport	Parents/Guardians
Home Tutoring Support	Parents/Guardians
Student Financial Assessment	Students
Student Loans	Students
Student Grants	Students
Information Provision, including: <ul style="list-style-type: none"> • Advice on primary/secondary schools • Advice on tertiary education • Transfer procedures • Adult learning opportunities • Applying for grants and loans • Youth clubs and organisations 	Parents/Guardians Students Youth Public
Consultation	Parents/Guardians Students Public
Dealing with Complaints	Parents/Guardians Students Public

2.2 Legislation

Other significant developments are the changes in legislation - Data Protection Act 1998, Freedom of Information Act 2000, The Electronic Communications Act (NI) 2001, and the Lawful Business Practice Regulations 2000. Public sector organisations will have to consider how e-Business technologies can be deployed to address the legislative obligations.

2.3 Northern Ireland Context

Northern Ireland Civil Service (NICS): Cooperation is being led by the NICS (BDS & CITUNI) to encourage government departments, agencies and NDPBs to work together to progress the e-government agenda, for example, Public Service Network (PSN), EDRMS, OnlineNI. This work can benefit the NIELBs in their implementation of the IS/e-Business Strategy.

Boards Information Systems Programme Directorate (BISPD): This is an inter-board group of senior officers, chaired by the Chief Executive of the BELB, with responsibility for overseeing the development and implementation of the NIELB IS/e-Business Strategy, and working with the relevant government departments in securing funding for the projects.

Education Technology Strategy: This sets out how the government's National Grid For Learning (NGFL) is to be implemented. It focuses on the development of curriculum and assessment materials and resources, teacher competence in ICT, infrastructure and networks, and centres of excellence.

Classroom 2000 (C2K): This project is managed by a Project Board through the WELB and manages the upgrade and enhancement of IT systems and facilities for schools across the whole of Northern Ireland using a range of contracts including managed services. There are opportunities for the NIELBs to establish interfaces to school systems to share information and to support school/Board services, for example, pupil data, school performance data, financial data, and teacher and staff data. This exchange of information has been identified as a major project in the NIELB IS/e-Business Strategy under 'e-schools' project.

2.4 Existing IS/e-Business Developments

It is important to recognise the development and progress of SEELB IT projects along with current NIELB projects and the proposed developments from the NIELB Strategy and the SEELB Strategy:

NIELB IT Projects	SEELB IT Projects
<ul style="list-style-type: none"> • Accruals Accounting Project 	<ul style="list-style-type: none"> • Education Plan Monitoring
<ul style="list-style-type: none"> • Electronic Libraries for NI 	<ul style="list-style-type: none"> • Census Data Analysis
<ul style="list-style-type: none"> • Estates Management 	<ul style="list-style-type: none"> • Board of Governors
<ul style="list-style-type: none"> • Student Support 	<ul style="list-style-type: none"> • Youth Leaders
<ul style="list-style-type: none"> • ELB Payroll/Personnel 	<ul style="list-style-type: none"> • Web Site Development

<ul style="list-style-type: none"> • Education Welfare 	<ul style="list-style-type: none"> • Intranet
<ul style="list-style-type: none"> • Special Education/Psychology 	<ul style="list-style-type: none"> • ICT Training facilities and courses
<ul style="list-style-type: none"> • Transport Management 	<ul style="list-style-type: none"> • Music Centre
<ul style="list-style-type: none"> • Portal & Web Services 	<ul style="list-style-type: none"> • Y2K
<ul style="list-style-type: none"> • Pupil Services Project (covering Admissions & Transfer, Grants & Benefits and Special/Psychology) 	<ul style="list-style-type: none"> • Revamp of technical infrastructure providing PC, server and email facilities, subsequent W2K upgrade, and enhanced security systems.
<ul style="list-style-type: none"> • ELB Connectivity 	<ul style="list-style-type: none"> • Connectivity between Board sites and HQ
<ul style="list-style-type: none"> • ELBCAT 	<ul style="list-style-type: none"> • Computerisation of Level 2 Youth Clubs

2.5 Conclusion

The ELBs have already made significant progress towards both Electronic Service delivery and joined up government. This report must take account of the different levels of demand from central government, NI government, and NIELB as well as incorporating its own individual business and IS requirements.

3. BUSINESS CONTEXT

3.1 Corporate Plans

Each ELB has its own Corporate and Business plans and SEELB is no exception. For an IS Strategy to be meaningful it must be based on the organisation's business strategy and be sufficiently flexible to meet changes in the business need. This report takes account of the SEELB Corporate and Business plans which uses the Balanced Scorecard business planning tool.

As part of the investigation for developing this strategy, the I.S. Manager met with Operational and Business Managers (See Appendix 3 for list) to identify major long and short term business changes and key target areas which should provide IS/e-Business opportunities (Appendix 4).

The Board cannot implement its plan without resources and the key resources for any organisation are its People, Finance and Estate. Information is now regarded as the fourth key resource for any organisation and the ability to access and integrate information is critical to enable survival and progress in this 'Information Age' era. "Information is now recognised as one of the most important assets of any organisation.....it serves as evidence of the way government operates and the transactions it carries out." (Office of Government Commerce)

3.2 People

The 'people' element is currently being addressed by the ELB Payroll/Personnel Project which is not only replacing the existing Payroll systems but is focusing on the Human Resource aspects such as Manpower planning, Recruitment, Training, Monitoring and where possible looking at e-opportunities to streamline process, for example, electronic timesheets, job adverts.

The Board also has responsibility for maintaining teacher information in respect of recruitment, salaries and travel. Currently the majority of this information is held on two separate information databases in SEELB and DENI. Enhanced access to this information for planning and operation is under consideration by the DE Teachers Payroll Project in conjunction with the ELB Payroll/HR project.

E-Learning is fast becoming the new training approach, not only in all levels of Education, but also for organisations as an alternative to 'classroom' style approach for training staff and for the public through the library service.

3.3 Finance

As with other public sector organisations, the Board is faced with managing limited budgets against a backdrop of changing priorities, new government initiatives, implementation of a new formula funding mechanism for schools

and the public administration in NI. The financial management and reporting needs of the Board are being met within iFS, and will eventually include e-procurement. Current financial needs being met are: Cash Management, Accounts Payable, Accounts Receivable, Purchase Order Processing and General Ledger.

Other elements include the recent ELBCat web site developed by the NIELB Purchasing units for access by schools. This web site gives schools up to date information on current Board contracts.

3.4 Estate

There has been a lot of negative press over the years about the state of schools estate across Northern Ireland. Site Surveys are regularly updated, with information being collected and held electronically.

The Estates Management Project has implemented the 'Manhattan' system across all Boards, which is expected to cover 80% of all Estate Management needs. Links to the site survey data and Land Valuation Agency are also earmarked.

3.5 Information

Information is at the heart of everything we do and represents the organisation's corporate memory with massive investment in both time and money. The Board is under pressure from increasing demand for information from various sources (e.g. parliamentary and assembly questions, media, schools, government etc), and with the Freedom of Information legislation the prediction is that this demand will increase further. The Board, and indeed most organisations in general, have difficulties managing its information resources as effectively as it should, particularly electronic information. Common problems include:

- Required information not always available/accessible;
- Key decisions not properly documented and/or stored;
- Information not always stored appropriately;
- Information duplicated;
- Knowing what can and cannot be made available;
- Security and privacy issues;
- Keeping information up to date;
- Storage space.

Information management presents a challenge and an opportunity to 'get our house in order'. The Board needs to move to a more 'open' environment in the provision, management and supply of information.

While information is held in both manual and electronic form within the Board, there are gaps in content, management, marking, and availability/accessibility which need to be filled.

Pupil information is still largely held and processed in manual form or held on systems in need of replacement and which are not integrated. This is a key information area within the Board as there are a number of Board services which process and maintain pupil information as a key business process, for example, Special Education, Psychology, Grants and Benefits, Transfer and Open Enrolment, Education Welfare (under development), Transport and Music.

This information gap is a critical element in the Board's ability to plan, measure, manage and target resources. It will also be a key element in a future Management Information System and the Board's ability to being 'joined up' internally, as well as a core component to the electronic delivery of its services to the public and schools.

School information is held on a variety of ICT and manual systems across the Board but needs to be 'pulled together' to ensure commonality and integrity of data.

Management Information: Over the next few years the information gaps will have been addressed by the implementation of back office systems through the NIELB and SEELB Strategies. The Board will then be able to integrate these back office systems to provide quality management information for planning, measurement, costing, and controlling the delivery of its services.

Electronic Document & Records Management System (EDRMS): Good records management practice underpins the Freedom of Information Act 2000 with the ultimate objective of implementing an EDRMS on which to support an organisation's information management strategy. This project has been identified in the NIELB IS/e-Business Strategy but there is much that the Board can do to organise its information before this happens.

4. FUTURE DIRECTION

- 4.1 The aim is to provide a seamless high quality service to our customers, whether they are schools, parents, young people, the public, other organisations or staff. The use of ICT can support the achievement of this aim in a variety of ways and to date the Board has been successful over the last 4-5 years in implementing key systems and changing the way the Board operates.
- 4.2 The Board is a vibrant organisation with committed people working towards a better future for the children and adults of its area. Over the years staff have grasped technology willingly and are the main drivers in the employment and success of IT to improve the delivery of the services.
- 4.3 Operational and service managers were given the opportunity to discuss the short and long term business aims and objectives of their service which in turn will identify where the use of information technology may best be employed to support the achievement of these goals. Requirements from these discussions are set out in more detail in Section 5.
- 4.4 As well as identifying areas where information communications technology could support the services, the discussions highlighted common key issues as follows:
- 4.4.1 **Accessibility**: The objective is to provide staff, schools, public with access to information from a variety of internal sources, manual and electronic, structured and unstructured, regardless of where the information is located, for the purposes of planning and management, delivery and improvement of services and guidance and advice. This includes implementing back office systems, transacting and delivering services via the Internet, linking to school systems, as well as access to information by the public in meeting their rights under the Freedom of Information 2000.
- 4.4.2 **Management of information**: The goal here is to establish coherent information management standards and services which integrates both paper and electronic resources, providing accurate, organised, and enhanced accessibility to information regardless of location, systems or media for staff, schools and the public. It includes an Electronic Document and Records Management system as recommended by the Department of Constitutional Affairs (formerly known as The Lord Chancellor's office), as a requirement to meeting legal obligations set out in the Freedom of Information Act 2000.
- 4.4.3 **Integration of systems**: Board officers need information from different systems and media within the Board to support pupils, schools and parents. These systems are not integrated, information is duplicated, access is difficult and the integrity is questionable. The board services are not 'joined up' internally and are a key area for attention over the coming years. The Board is also committed to exploiting information and communications technology in its delivery of services to support the government's agenda of modernising service delivery. This includes telephone, internet/web access, and email as well as correspondence and person to person contact. The technology also

needs to support the inter-agency work which is increasing, offering a multidisciplinary approach to educating and caring for our young people. The e-government agenda supports the need for integration of systems identified above

- 4.4.4 **Exploitation**: Over the recent years the Board has replaced, upgraded and implemented new ICT systems. These systems have been targeted at specific business areas, but may be able to be exploited/expanded to meet the needs of other Board service areas, for example, a system recording support to schools can apply, not only to CASS but also, to HR, Education Welfare, ICT etc to provide a complete picture of board-school support. More details on areas are set out in Section 5.
- 4.4.5 **Empowerment**: The board has employed IT/ICT facilities for many years supported by training in these facilities and staff have been eager to develop their IT skills. A structured programme to improve and enhance ICT competency among Board employees, with greater awareness of all that technology can do to benefit Board services. Also the enhancement and exploitation of existing ICT tools in place will empower staff in the use of ICT for supporting service delivery.
- 4.4.6 **Communication**: The Board communicates daily with a wide number of people and organisations. A key issue raised by managers was improving communication with schools through electronic means. Email was seen as a key vehicle for informing schools and staff. Other areas/tools are set out in Section 5.
- 4.4.7 **Security**: With extended access and enhanced ICT facilities the need to ensure that information/data is securely maintained is critical for any organisation. We read daily of organisations being hit by viruses, hackers, and instances of dismissals through unauthorised access or misuse of IT facilities. The legislation which covers data protection and access to information makes this requirement all the more important. It is also a necessity when looking at inter-government agency working where accreditation may be required.
- 4.5 The IS/IT vision of the Board should therefore reflect the issues mentioned above which focus heavily on access to information, its management and security, and its audience, and identify the value and scope the Board places on its strategy to achieve its Corporate objectives.
- 4.6 At the heart of the strategy is the ability to access and use the Board's information resources by electronic means. To achieve this, appropriate systems must be in place to hold and maintain the information, to manage the information, make it accessible to authorised personnel, and enable analysis of the information for planning, decision making, measurement and dissemination when required.
- 4.7 A key requirement of today's 'modernising government' agenda is to improve the way we do business. Mapping internal business processes is a way to analyse and question how we deliver services with the aim of improving our

services to our customers. For example many 'key' citizen facing services might be able to be delivered via front line staff, (a call centre), with only difficult or specific enquiries being transferred to the 'back office experts'. The Student Support Web site is an example, structured to provide answers to Frequently Asked Questions with application tracking. More difficult questions are still channelled through telephone, email and person to person. This approach can equally apply to all citizen services using different communication channels. Business process mapping could provide benefits both to the Board and to our customer.

4.8 Vision Statement:

'Enabling delivery of services through access to information, any time, any place, for the board and its customers.'

- 4.8 The strategy must continue to take account of the need to share resources with other ELBs, be flexible in its delivery and identification of funding sources and, while looking to new technologies to deliver improvement, it should still enable the Board to exploit its existing systems and build on these to realise benefits.
- 4.9 The strategy aims to close gaps in the information pool, allow for sharing of common data, integration of data and accessibility on a need to know basis. It links closely to the NIELB IS/e-Business Strategy building on its aims and addressing areas specific to SEELB.
- 4.10 The Board's technical infrastructure is in place to build on and harness the technology best suited to the delivery of services, whatever the communication channel to be used. It has a strong base on which to move forward, to consolidate and exploit existing resources, introduce new technologies/systems to support the board in its service provision. (Appendix 8)

5. KEY AREAS FOR DEVELOPMENT

This strategy supports and draws on the vision and aims of the NIELB IS/e-Business Strategy. Many of the information gaps identified by SEELB managers through discussion are already covered by the NIELB IS/e-business Strategy through ongoing or future inter-board projects. This section considers the ELB projects, as well as those specific to SEELB under the themes identified in Section 4:

- Five-Board Development
- SEELB Development:
 - Joined up Internally
 - ICT Development – Service Areas
 - ICT Development - Board-wide
 - Consolidating & exploiting existing ICT systems
 - Joined up externally
 - Communicating with Schools
 - Communicating with Government Partners
 - Infrastructure

5.1 Five-Board Development

The NIELB IS/e-Business Strategy was developed to assist the boards in complying with government directives and achieving the targets for electronic service delivery, as well as identifying information systems and e-business opportunities to improve internal processes, supplier/contractor management and ‘joined up’ government. The e-Business achievements to date, and already planned, represent significant progress towards both Electronic Service Delivery and joined up government.

The Strategy focuses on further initiatives that will ensure this potential is realised to the benefit of citizens and the 5 ELBs. The strategy identifies key project areas for development over the next 4 years. The e-Business projects are divided into quadrants as follows:

Electronic Service Delivery to the Citizen	Internal Improvement Projects
ELB Customer Segment Survey Telephone Channel Review Portal and Web Service Front-ends Internet Sales	Review of IS Support EDRMS CRM Transport Pupil Related systems Additional Case Work Mgmt. e-Performance On-line information services (Internal) Remote Access Service Best Value Management Information Common Infrastructure

Supplier/Contractor Management	Joined Up Initiatives
e-Purchasing e-Tendering Supplier/Contractor Extranet	PSN Accreditation e-Schools Governors Portal & Processing Engine e-learning (including INSET) Estates Management

Current Projects:

As well as the e-Business development projects there are a number of ongoing projects which link into the Strategy, namely

- iFS (contract management stage)
- ELFNI (contract management stage)
- Estates Management (implementation stage)
- Student Support (Feasibility study completed)
- Payroll/Human Resources (Implementation stage)
- Transport Management (Business Case & requirements completed, awaiting DE/DFP approval)
- Education Welfare (Implementation stage)

The SEELB is committed to playing its part in the delivery and implementation of the NIELB Strategy which will address issues identified by managers through the discussions.

5.2 SEELB Development

The NIELB IS/e-Business Strategy has focused on meeting the e-government agenda and presents a heavy work programme for individual ELBs. Work has already commenced on a number of areas within the Strategy. The SEELB is leading on the inter-board Special Education Needs (SEN) ICT Project. The inter-board Education Welfare Service (EWS) Project, which is also being led by the Board, is being expanded to include other EWS related service such as attendance, Expulsions, child employment and entertainment. The Board will play a direct role in the other identified projects.

Over the period of the last strategy the Board has shown its commitment by investing significant resources to ICT projects and will need to continue to do so into the future.

In relation to the Board’s specific requirements Appendix 5 sets out the SEELB Managers IT/ICT Requirements and where appropriate showing compatibility with the NIELB Strategy.

The Board needs to focus both on the e-government and modernising government agendas if benefits are to be realised fully and service delivery improved. The Board has identified as its core value – Corporateness. If the Board is to embrace Corporacy then we must look to being joined up both

internally and externally. Set out below is key areas for development within the Board over the next 4 years to support the 'joined up' themes.

5.2.1 *Joined Up Internally*

(a) ICT Development – Service Areas

The NIELB Strategy has set the priority for the major ICT development across all Boards. Outside of these targeted projects a number of developments have been identified which are not covered with the NIELB Strategy but which have been identified by SEELB managers as key development areas for their services. These are details below:

Grounds Maintenance: Work has already commenced on identifying the requirements for meeting the ICT needs of this service, which offers a range of outdoor services to schools, such as grass cutting, tree maintenance, upkeep of sporting facilities etc. This service does not presently employ ICT and presents a challenge to implement technology to support and enhance the service and provide accurate, up to date information to schools on work carried out. E-opportunities are in the form of board officers links to workshops for job schedules, and providing schools with information relating to their service level agreements.

Asbestos Management: The management of sites which contain asbestos is a key issue for all boards especially as it covers all schools buildings. The board has trained personnel in identification and management procedures and is currently surveying all board properties. A database is required, of sites and facilities which contain asbestos, to enable better management and safer working environments. Possible e-opportunities are remote access to information by board officers, schools and contractors before work commences on site.

Digitising key information: This has been identified by Property Services department which is obligated to maintain building manuals and contracts covering all board and school sites in its area. These manuals are currently in hardcopy and the information must be kept for up to 12 years. Accessibility to this information across a range of services is a key driver for digitising these manuals. This will need to link to the proposed Electronic Document and Records Management System and will also act as a pilot for other functions.

Contract Management Database: Government see PPP/PFI as a means of financing new build development and the Board is currently progressing 'clusters' of school which are being targeted using this approach. The requirement is to implement an administrative tool to support the information and contract management aspects of PFI projects.

Catering – e-Purchasing: A pilot exercise has just been completed in a number of other Boards, whereby standalone PCs have been installed in school kitchens enabling catering staff to order goods online directly from a small number of suppliers. The results of the pilot appear to be favourable

although there are certain issues to resolve in respect of security, maintenance and support. The SEELB catering service is eager to implement the system initially into a small number of kitchens and thereafter rolling it out to all 107 kitchens.

School closures: A database to record school closures will be covered by the NIELB Pupil Services project through a key foundation module supporting a common schools database. It will also need to link to existing and planned pupil related systems. E-opportunities could allow for schools to populate/access the database.

Home Tutors: A database is required of the home tutors the Board employs to provide education to those children unable to attend school. While the new Personnel system will have details in relation to hours worked, salaries and terms and conditions, it will not hold details such as names of children supported, subjects, hours per child etc. At present this is difficult to manage and information is not readily available to provide a complete picture in this service area. The proposal is to investigate a third party software package first with in-house development as second choice.

Classroom assistants: Similar to Home Tutors, Special education needs to have ready accessible information in relation to the assignment of classroom assistants. This would need to link to the proposed SEN ICT system.

Call Management System for HQ site: This will aid the board in monitoring volume of inbound and outbound telephone calls, value for money, charges and accurate reallocation of costs across HQ based services. It will also support the monitoring of traffic and lines usage, identifying peak times and blockages. This will provide the necessary mechanism for managing the most popular channel for communications with customers – the telephone, which has been identified by the NIELB strategy.

Fire Risk Assessments: It is now a requirement to undertake a Fire risk assessment of every board site. Details will need to be recorded and this area needs investigation to identify a software package to meet the need.

(b) ICT Development – Board-wide

This part covers not only access to information resources but also filling the information gaps/development areas which have an impact board-wide.

Intranet expansion: The Board has an Intranet which currently has limited information and is available to only a section of Board staff, (ELFNI and iFS users are excluded). Intranets (or Online Information Systems) are a good communication tool for staff as well as an accessible information source for common information streams. It has worked well in introducing staff to the concept but work is required on expanding the information and educating managers of the benefits and contents possibilities. As with the Web site the Intranet will be redeveloped once the Content Management solution from the NIELB project is implemented. Access to all Board staff also requires

attention otherwise the Intranet will always be limited in its use and audience. Appendix 6 identifies areas for inclusion on a Board Intranet.

Comments and Complaints system: Corporate Information Services monitors the Board's Complaints Procedure, and the Systems & Procedures Group has identified the need for an ICT system to support this monitoring. The NIELB Strategy has also identified a Customer Relations Management project (CRM) which will provide a detailed historic database of all contact details enabling a full audit trail of all contacts received, type of contact, actions taken etc, comprehensive management information on customer contacts, and identification of customers to be used for specific surveys and consultation. It will also at a future stage, integrate with the new e-Business back-office systems.

Call Interaction Centre: The e-government and modernising government initiatives force us to question how we deliver services to our customers, in particular the citizen. It is now accepted that telephone will remain the most popular form of interaction for the foreseeable future with other delivery channels such as email, person to person and web services also being employed. There is an opportunity for the Board to use these channels effectively through the establishment of a call interaction centre which are widely used throughout business today. The NIELB IS/e-Business Strategy identifies this need through a number of projects (Customer Segment Survey, Telephone Channel Review, CRM) and the focus on key services will add the back office systems to tap into when dealing with enquiries. The Strategy also refers to 'Customer Service Centres' through which all telephone enquiries can be dealt with. The NICS have also recently launched the N.I. Customer Interaction Centre (NICIC) operating a number of pilots. This provides the ideal opportunity for the Board to map its key citizen processes, bring together information under a central umbrella which will facilitate interaction with the citizen, whether it is my phone or person to person.

Extend ICT Facilities: Since the adoption of the previous SEELB IS Strategy the expansion of IT facilities for staff has been significant. Yet there are still parts of the Board which could benefit from facilities such as Catering, Grounds, and peripatetic officers working in Special, CASS, and Youth. At present facilities are issued on request from the line manager depending on requirements and availability of funding. Refreshment of facilities on a regular basis also needs to be considered at the outset which will raise the investment needed into the future. The Board needs to examine these areas/requests carefully and look at how requirements can be met through existing avenues, for example, schools, Board centres, home.

Business Intelligence: Although the Board has seen significant progress in implementing new ICT systems there is still the need to bring information from key systems into a Business Intelligence system (i.e. management information system), from which the Board can monitor and measure key success factors. Within the life of this strategy all the key information gaps will have been computerised and work can commence on identifying the key success/information indicators for the different management levels.

e-learning/on Line training facilities: There are many ways to develop, educate and train staff, teachers, children and public. People learn in different ways and at different paces. Some prefer formal training through courses while others prefer informal approaches such as on-job training, manuals/books, workshops etc. The use of ICT for delivering training, in particular e-learning, is growing in popularity. This can be through computer based training, online web facilities, CD Roms, video conferencing, and so forth. The Library Service offers free use of ICT facilities for the public and is planning pilots of on-line learning courses through LearnDirect. The Curriculum services are also training staff in the planning, development and delivery of e-learning courses aimed at teachers. Solutions are available in the marketplace offering a range of web based/ in-house ICT training facilities covering both ICT and soft skills courses. The capability to develop customised training courses would benefit services where common marketplace solutions do not exist. Some solutions also incorporate recording, monitoring and assessments as well as evaluation and can be linked to organisations Human Resource systems.

ICT Training for staff: The Board has invested in ICT Training and development for staff over the last 5 years and continues to do so through its part-time study scheme, attendance at formal courses and conferences, and in-house training using both internal and external resources. Accredited courses have proved popular with staff and the board are keen to develop ICT competencies among its staff. Training has also been targeted at specific application areas such as iFS, and Libraries usually when new or upgraded systems are implemented. ICT Training will need to continue if staff are to feel comfortable and the Board is to exploit the use of ICT tools to improve services. The proposal is to develop a framework of ICT competencies for the Board at the various levels. Work has already commenced in this area by the Board's Organisational Development Unit. These competencies, when developed, can be incorporated into the Board's staff appraisal scheme to support the ongoing staff development needs.

(c) Consolidating & exploiting existing ICT systems

This part covers systems which have been implemented or are in the process of implementation which, with further work, will offer added benefits to the board services.

Conditions Survey: At present the data collected presents a significant set of estates data on all board sites. There are still some areas which are not catered for in the data held and the Board needs to examine how the survey data can be expanded to present a complete record of sites, for example, grounds areas, cleaning areas, boundaries. It may take years to enhance and refine the data but the benefit will be a single central source for the Board on estates catering for budgets, grounds services, cleaning service, capital development/economic appraisals, PFI, architects and maintenance. E-opportunities exist for allowing schools remote access to the information.

iFS: The Board's finance system provides a wealth of financial data, much of which is not used by board managers to manage their services. Presentation of reports, timing, reconciliation of commitment against spend, awareness and training on facilities could provide additional benefits to managers.

Capita Modules: The Board currently has three software modules from an external supplier – Capita. The modules relate to administrative areas of local education authorities particularly in the area of pupil related services. These modules should be investigated further for implementation in other service areas, for example, extend the use of:

- the Board of Governors module to support servicing the Board committee structure and its members;
- the Education Plan Monitoring module, which allows CASS to record support provided to school, could be used by other service areas to record schools support, and hence present a fuller coverage of total board support to schools;
- Child Support Service: looking at access rights to the information from other Board services which work together to provide a greater support to pupil and schools, for example, Psychologists. It should be noted that information sharing must be done on a need to know basis and secure access rights enforced.

Internal Directories: The Board maintains three separate directories for: Internal HQ telephone extensions; Personnel directory; and Schools/Board centres. Currently work is underway by Corporate Information Services to extract the necessary information from other sources and to streamline the process of maintaining the content and accuracy of the directories. The new Payroll/HR system may be used for personnel type directories, while a Capita module should aid the schools/centre directory. This will eliminate the need for separate databases to be maintained with publishing of data from the originating source on the Intranet, Extranet and Web Sites.

Payroll/HR: This five board project is preparing for implementation and presents opportunities for streamlining information that board managers currently maintain such as staff absence records, training records, leave cards, timesheets. The system should be exploited to its full potential allowing where possible electronic delivery/access to the central repository of information which will be held. E-Opportunities exist for allowing board units, schools, school kitchens and remote sites in respect of electronic timesheets and updating data such as address, bank account details etc.

ICT Support: The C2K project is rolling out new ICT equipment as part of a managed service with external suppliers. Schools are still maintaining their legacy systems and will continue to require support from the Board, currently provided by the ICT Unit. There may be opportunities for the Board to use existing ICT resources to provide support to schools.

5.2.2 Joined Up Externally

(a) Web site

The Board has had a presence on the web since 1999. It has developed since then but remains largely an information source rather than transactional. Some services have put a lot of effort into publishing helpful information about services but there are still gaps to be filled if it is to be an effective communication and service channel for the public. The proposed NIELB Portal and Web Services project will collate key information for the citizen on a single web site as well as procure a Content Management solution for boards. Individual Board web sites will still be required to provide information and services to the public in respect of that individual board. The web is also seen as a route for organisations to publish information to meet the requirements of the Freedom of Information Act 2000. The redevelopment of the Board web site is required during the course of this strategy

(b) Communicating With Schools

A key element of the Board's work is supporting schools, and the following areas have been identified to improve communication and the provision of information to schools.

Email: Many board services already communicate with schools via email. There have been difficulties in the past with using this facility due to incompatibility of systems and platforms and housekeeping issues. The overhaul of the Board's technical infrastructure and the rollout of the C2K ICT upgrade project, are overcoming many of the problems which will allow the Board to establish a protocol for using email as a key communication tool with schools.

Electronic exchange of information: The NIELB Strategy has identified a project 'e-schools' which will provide electronic links to and from a range of data held on individual school C2K MIS systems on the one hand and a range of ELB, DE and other systems for the purpose of the maximum data synchronisation between the various systems within the broader educational service. This is of significant importance not only in facilitating closer working relationships in the operational support of pupil related services but also in areas such as finance and targeting of resources for curriculum support.

Extranet for schools: While the e-school project will link the various 'common' data repositories/systems it does not provide for a Board/School intranet (known as an extranet). During discussions a number of managers have identified information which they would like to publish for access by schools. The list of information is set out in Appendix 7. There are existing vehicles which could be employed to publish information, e.g. C2K Project is developing a managed learning environment which will encompass the existing N.I.N.E. web site. This is an inter-board site and not specific to SEELB schools and services. The proposal is to develop an extranet allowing access by school and board staff only.

Online Forms: The Board's work on 'reducing the burden of bureaucracy' has identified that Principals are eager to access Online Forms and procedures via the web. This could be part of the service provided by the Extranet proposal identified above.

(c) Communicating with Government Partners

The NIELB IS/e-Business strategy identifies three projects which would support the Board in working with external partners – The Portal and Web Services project, the Additional Case-Work Management project and the PSN Accreditation project. 'Joined-up' government lies at the heart of the government's initiative of electronic delivery of services streamlining services to the public. The Board works closely with a number of government departments and agencies such as DE, DCAL and DEL, as well as Social Security, the Health Trusts, Inland Revenue, NILGOS, to name a few. Much of the inter-working is through sharing of information which is primarily paper based. Another 'partner' is C2K which is managed via the Boards and which focuses on school's delivery of education and managing its services. This closer working relationship has been recognised through the NIELB IS/e-Business Strategy e-Schools project.

Once the Board has implemented the appropriate back office systems which would support these relationships then work can commence on developing secure electronic links and information sharing protocols to address data protection issues.

5.2.3 Infrastructure

As mentioned earlier in this report the Board has seen significant changes in its technical infrastructure as a result of the previous IS Strategy, moving from an Apple Macintosh platform in 1998 to the current PC desktop and server platforms. These changes have been evident not only in the Board but also as a result of two PFI ICT project – iFS and ELFNI. Local and wide area networks have also expanded significantly (Appendix 8).

As a result of the investment in the infrastructure the Board is in a good position on which to implement both the NIELB and SEELB Strategies. Key objectives over the next few years will be:

Refreshment: The Board needs to continue its investment in the replacement of obsolete equipment through an ongoing refreshment programme covering PCs, Servers, Printers, LAN & WAN equipment, during the period of the Strategy. It should be noted that the systems identified for development may require additional equipment.

Networks: The main obstacle to overcome is the lack of connectivity between the current Wide and Local area Networks of SEELB, and the managed service networks of iFS and ELFNI. There is limited access by Board iFS users to other IT applications within the Board. ELFNI is currently looking at

joining the five Board Metro VPN link to allow access to board IT systems. Many of the key ICT project earmarked for development will require access by all Board staff if benefits are to be realised.

Remote Access: The Board has a large number of peripatetic employees who need to maintain regular contact with their management units and who currently use a variety of devices (laptops, PDAs, mobile phones) to maintain that contact. The Board needs to explore the different technologies to develop and enhance remote working facilities within a secure environment. This is likely to be a key development area and Human Resource policies, practice and guidance will need to be established to facilitate this way of working.

Operating Systems: The Board has recently migrated to the Windows 2000 server and Microsoft XP desktop operating systems across all three networks. The pace of technology in the marketplace dictates that organisations, such as the Board, maintains its infrastructure through regular upgrades and replacement. A further upgrade is likely during the life of this strategy.

Security: With the increase in the use of ICT and wider connectivity across the Board sites and use of the web to deliver services, there is a greater emphasis on security to safeguard the Board's information and systems. The Board has invested in security tools such as Firewalls, Anti-virus protection, Uninterrupted Power supplies, generator and access control systems. The expansion of connectivity will mean that a second firewall will be required in the next couple of years along with Intrusion and Detection systems. The Board will be using the British Standard BS7799 Information Security standard to implement security measures and offering accreditation to enable connection to the public service network (PSN) to facilitate 'joined up' working with the Board's government partners. Joining the PSN will mean extra infrastructure investment to ensure secure measures are of government standards.

Telecommunications: The telephone is regarded as the 'main access mechanism to ELB electronic services for their customer base in the short to medium term'. The NIELB strategy identified a Telephone Channel project to review existing services with the possibility of establishing customer service centres to support interaction with the customers.

Electronic Storage: The volume of information held electronically is increasing, whether it is structured records (e.g. staff records, pupil records, payments etc) or unstructured information (Word documents, excel spreadsheets, emails, reports, etc.). As with hardcopy information, regular review is required against defined retention/destruction policies and information securely destroyed as required. Policies and procedures must be developed to guide staff in the maintenance of all records types and regular monitoring and disposal of data undertaken as required by Data Protection and Freedom of Information legislation. This applies equally to electronic information, where there is a tendency for officers to keep information for longer than is necessary. Nevertheless there will be a requirement to increase electronic storage space in the next few years.

- 5.3 The above paragraphs identify key areas for further development, linking in with the implementation of the NIELB IS/e-Business strategy. During the course of this strategy new initiatives and legislation will emerge and any changes will be identified in annual reports on the progress of the strategy over the next 4 years.

6. DELIVERY OF THE STRATEGY

There are a number of options available to the Board to implement the Strategy and it is likely that the best approach will include a mixture of the options depending on cost, skills, availability of commercial packages, standards and resources.

6.1 Internal IT/ICT Support

Since the last strategy the Board has seen changes to its IT/ICT Support resources. Previously there were three key IT resources within the Board supporting the core business, the schools and the libraries. There have been major changes over the last 4 years and the current IT/ICT support is provided by:

- (a) **Corporate IT Services**: This is the main internal IT/ICT provision within the Board which went through a formal restructuring as identified in the previous strategy. This unit supports legacy and new systems and will have a key role in the implementation of both the NIELB and SEELB Strategies.
- (b) **ICT Unit**: This unit is the Board's main IT/ICT provision for schools, supporting legacy systems and the development of teacher competencies in the use of ICT for delivering the curriculum. The unit works closely with schools providing advice and guidance in a range of IT/ICT issues including the current implementation of the C2K project.

6.2 Managed Service Contracts

- (a) **Interboard Financial Services (iFS)**: This is a five board team established to support the delivery of the managed service under the PFI contract. The team support the business side but also includes IT/ICT support. The main contractors also operate a Help Desk service for the Boards.
- (b) **Intelligent Customer Unit (ICU)**: This is again a five board team established to support the implementation and delivery of the ELFNI project which is also a managed service / PFI contract. Similar to the iFS team it support the business side of the library service across Northern Ireland focusing on public service delivery as well as internal services.

Towards the end of this Strategy the iFS contract will be up for renewal. This is a PFI contract and the latest government guidance recommends against using the PFI approach for ICT projects. This presents a challenge for the Boards in ensuring that a robust framework is put in place for ongoing financial services.

6.3 Inter-Board IT/ICT Support

The IT Units across the Boards already work closely together sharing resources, skills and information. This relationship will need to continue and grow if the NIELB Strategy is to be successful. Historically IT projects have identified lead sites for developing and implementing key systems and this will continue to be the case into the future.

6.4 External Service Providers

Today's I.T. marketplace is thriving. There are certain areas of the service market which have matured (for example, operational support – finance sector), and other areas which are expanding rapidly (web services, managed services, electronic delivery of services etc).

There is no doubt that benefits are to be achieved by using expertise in the marketplace. Where there are difficulties in recruiting I.T. staff, shortage of particular skills and knowledge of particular technologies, then this could be a viable and attractive option.

New technologies demand new skills and knowledge and therefore the marketplace is best placed to offer these skills in the first instance, for example, Document Management and Intranet development.

6.5 Best Approach

As can be seen above IT/ICT support has increased and a key objective is to ensure that all work together without conflict and overlap. The development of additional IT/ICT support through five-board projects has a danger of over complicating and duplicating existing support provision.

The Board needs to be careful in ensuring that IT/ICT support is carefully considered and resourced in a sensible and co-ordinated approach.

The best approach will be a mixture of all options to provide a high quality service in the most cost effective manner.

All Boards currently use all options to some degree. There has been a sharing of resources and applications development and most would have external contracts with service providers for technical support, software support, data communications, and so on.

All applications identified in Section 5 – Key Areas For Development, will need to consider which option best suits the Board, both in the short and long term. It is important that options are investigated thoroughly and selection is made on the basis of meeting the requirements of the Board and offering best value and not on urgency to get action quickly.

7. IMPLEMENTATION STRATEGY

7.1 Programme Planning and Scheduling

The NIELB Strategy has identified a potential timeline for the rollout of inter-board projects (Appendix 10). The SEELB schedule will have to fit into this schedule against the Board's priorities which have yet to be agreed.

An implementation schedule will be developed over the next few months with the IT Programme 2003/04 continuing until the programme is agreed.

Implementation priorities and dependencies will reflect Education Service wide initiatives and prevailing Board business objectives.

7.2 Management Framework

The current management framework will be maintained with the Board's I.T. Executive Committee (ITEC) responsible for overseeing the implementation of the Strategy, determining priorities, approving funding and monitoring individual project progress against agreed plans.

The Board I.S. Manager will coordinate the implementation of the strategy programme, co-ordinating project Board/Team activity, reporting to ITEC and ensuring effective liaison with the Education Services' Strategic I.S. initiatives.

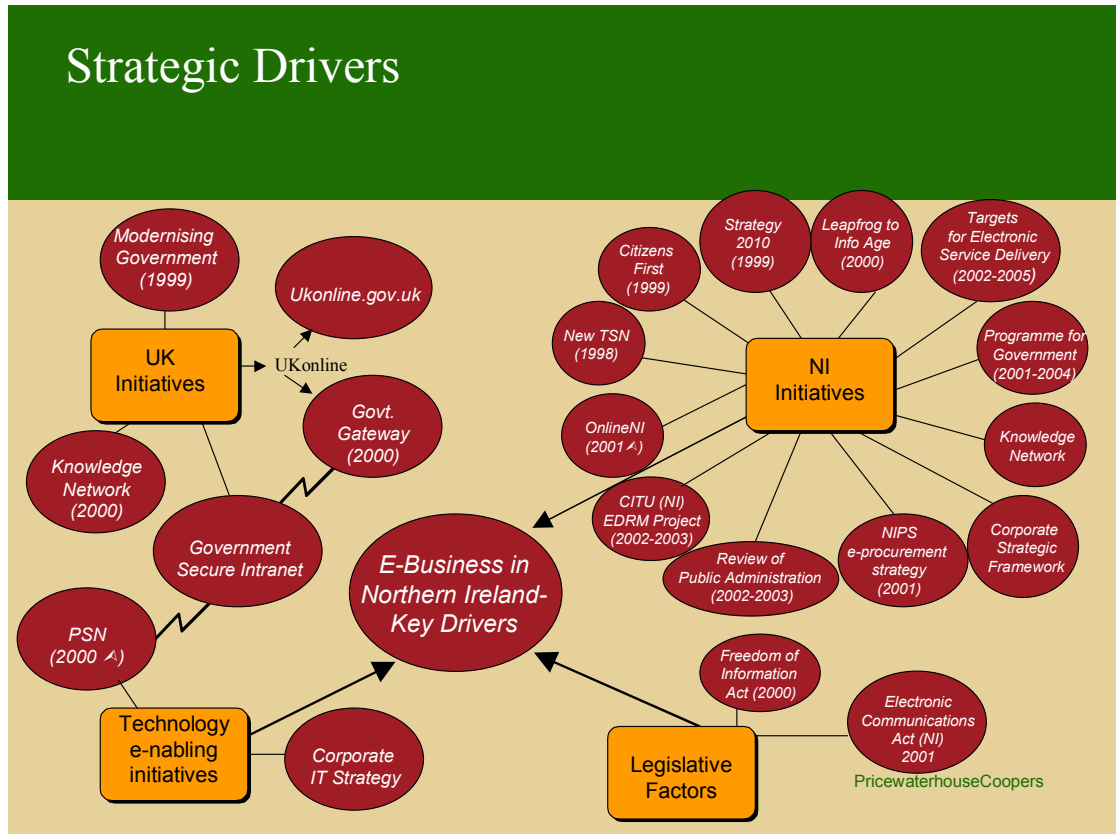
Individual project boards and teams, comprising representatives of the appropriate business area and IT specialists, will be established as required to effect the strategy's programme.

SEELB IS Strategy (1998-2002): Themes

During the series of interviews with strategic, business and operational managers a number of recurring themes emerged, namely:

- the need to improve communications using Information Communications Technology;
- the ability to access a set of generic information bases with capability to analyse this set to improve effectiveness of board services;
- the use of technology to raise the level of awareness of the public of the services provided by the Board and of its role and responsibilities;
- the need to raise the level of I.T. awareness and competence not only for teachers in the delivery of the curriculum but across the whole Board;
- the need for the development of specific application systems to assist in the daily operational activities of Board HQ units;
- the need for electronic links to external systems to aid the flow of data provide access to information and reduce duplication of effort;
- The need to allocate resources to research and develop curriculum and information material using I.C.T. to aid school improvement.
- The need to plan and monitor performance against targets set out in the Board's Corporate and Business Plans.

NIELB IS/e-Business Strategy: Strategic Drivers



(extract from NIELB IS/e-Business Strategy – Strategic Context)

List of Business Managers consulted during IS Strategy development

Name	Business Unit	Meeting Date
Kate Bridge + Team	Education Welfare	24.3.03
Karen Campbell	School Catering	4.6.03
Katrina Claydon	Finance Admin.	20.6.03
Stephen Connolly	Architects	3.4.03
Ray Gilbert/Eibhlin Tinneny	CASS	20.6.03
Anne Gilmore	Site Manager	
David Gilmore	Purchasing	Needs covered by iFS
Marian Gray	Transport	20.3.03
Bill Harper	Legal and Insurance	11.3.03
Brian Hasson	Internal Audit	14.3.03
Syd Irvine	Psychology Services	19.3.03
Cyril King	R&D – CASS	6.6.03
Cecil Lee	Cleaning	5.6.03
Brendan MacPolin	Corporate Information Services	10.3.03
Irene Knox/John Mason/ Mary Walker/	Human Resources Mgmt. Group	17.4.03
Florence McCaw	Open Enrolment/Transfer	Discussed
Nicky McBride	Organisation Development	19.3.03
Leonard McClenaghan	Financial Services	25.3.03
David McKnight	Salaries and Wages	1.5.03
Callum McNeill	Accounts	Needs covered by iFS
Desi Miskelly	Building Maintenance	14.3.03
Patrick Mulholland	Grounds Maintenance	Grounds System
Jimmy Peel/Youth	Youth Services	9.6.03
Beth Pope	Capital Development	20.3.03
Raymond Preston	Health and Safety	2.6.03
John Shivers	Special Education	10.3.03
Margaret Sinnott	SEELB PFI	31.3.03
Mike Brown, Caroline Steward, Maeve Bogie	ELB Legal Services	27.3.03
Noel Wishart	M&E	10.3.03

Key Target Areas for SEELB Business Units

Business Unit – Target areas	e-Opportunities
<p><u>Property Services:</u> Full implementation of Manhattan system; Asbestos Management; PPP/PFI and contract management; Equality and Disability legislation; New build programme; Digitising information; Maintenance Programme</p>	<p>e-tendering; Ordnance survey services; Links to: Land Registry Planning Services Valuation Land Agency Web publishing for tenders, development proposals; Schools access to Survey data.</p>
<p><u>Finance:</u> LMS formula funding changes Contract Management – iFS Payroll System Implementation Catering – IT facilities/e-procurement Grants & Benefits system (five-Board) Student Support System (five-Board) Educational Maintenance Allowances Grounds Maintenance system PFI/PPP – financial considerations Cleaning – Risk assessments & access to key information</p>	<p>e-procurement & e-tendering ELBCAT Email to schools EDI: Inland Revenue NILGOS Social Security Agency Student Loans Co. DENI e-Schools (e.g. electronic timesheets) Web Development On-line Benefit applications www.student-support.org.uk</p>
<p><u>Library and Information Services:</u> ELFNI – contract implementation PFI – Libraries new build Web redevelopment Freedom of Information/EDRMS Data Protection Complaints and Comments system Schools databases Maintenance of directories</p>	<p>NI-Libraries.net web site development e-borrowing e-learning online room booking Board services via Web site On-line school closures</p>
<p><u>Curriculum Services:</u> Youth budget including IT spend; Curriculum development Youth Web Services (five-Board) Special / Psychology system (five-board) SEN Disability Act Working with Health Trusts</p>	<p>e-Schools (five board) e-Youth (five board) Links to: Health Trusts Juvenile Justice Probation PSNI</p>

Key Target Areas for SEELB Business Units

Business Unit – Target areas	e-Opportunities
<p><u>Curriculum Services:</u> (cont'd)</p> <p>Home Tutoring NI Assembly questions Special funding Legal claims EDRMS Admissions & Transfer system EWO services – NIELB Strategy Targeting Social Needs Integrated Pupil database for Board</p>	<p>Remote working NIELB Pupil Services project Linking Youth sites to HQ Expansion of services via Board web site; ICT support for schools e-Parent web site (five-Board) e-learning Conferencing</p>
<p><u>Administration:</u></p> <p>HR system (five Board) EU Directives on a range of Personnel issues Intranet & Internet development Transport Management Systems (five-board) Criminal record checks Revision of Home to School Transport Policy Access to Property Terrier Motor Accident database EU Directive – Motor insurance Access to Payroll records – car loan / leasing Training database e-learning Staff attitude survey Corporate Planning EFQM Best Value EDRMS</p>	<p>e-government targets; Develop Admin. Board web presence; Joined up internally e.g. Electronic; timesheets EDI: Translink Links to : Insurance Broker</p> <p>e-learning for staff; Communication with schools; e-parent web site covering online applications for transport; Online job adverts</p>
<p><u>CX Directorate:</u></p> <p>Legal: Voice Recognition Increase in Case volume EDRMS Information Marking</p> <p>Audit: Remote working ICT Training Check legal compliance- Board & Schools Risk Management School effectiveness measures</p>	<p>Links to Land Registry Remote access to Board systems Joined up internally e.g. EDRMS</p> <p>Remote access Access to information by schools Access to government sites</p>

SEELB Managers IT/ICT Requirements**APPENDIX 5**

Requirements	Unit Name	NIELB Project	Comment	Status
Digitising H&S building Manuals	Architects		Will need to link into the NIELB - EDRMS system when implemented.	Initiation/OR
e-Tendering	Architects Building Maintenance	Yes		
IT Facilities for Clerk of Works Remote Access facilities	Architects PFI ELB Legal Audit Psychology EWO CASS	Yes	Infrastructure to support remote access already underway. Hardware and comms. costs is the issue here; Legal: Remote access to Opsis system CASS - Remote access to EPM system	SEELB IT Programme (03/04)
Security of information	PPP/PFI		Underpins all electronic information and access.	Gap Analysis completed
Manhattan	Architects Building Maintenance M&E Capital Dev. Legal & Insurance	Yes	Ongoing IS Project; L&I - Property Terrier	Ongoing
Upgrade of Conditions Survey	Building Maintenance		Now incorporated into Manhattan project scope	Underway
Asbestos Mgmt. Database	Building Maintenance M&E		Maintain records of sites where asbestos is in existence	Underway
Document and Records Mgmt.	All Board Units	Yes		

Requirements	Unit Name	NIELB Project	Comment	Status
Interaction/links with Government Agencies	Building Maintenance Special Education Psychology EWO	Yes	Linked to joining the Public Service Network (PSN); Case management/workflow processes e.g. Social Security Agency, Health Boards	
Access to information from other Board systems/functions	M&E Capital Development PFI CIS Audit EWO CASS R&D		Integration of systems combined with EDRMS + MIS; Information to provide pupil and school profiles;	
Integrated Pupil Database	Capital Development CIS CASS/R&D EWO	Yes	Pupil Services Project; Elimination of Census Database once all pupil data held on Board; Will aid responses to NI Assembly Questions; School and pupil profiles	Initiation/OR/BC
Management Information System	All Units		Cleaning: Need data from Finance, HR, Property Services etc.; Will aid responses to NI Assembly Questions; Will aid development of school and pupil profiles	
GIS - Ordnance Survey data	Capital Development		Architects currently use this service.	
Access to SEELB maps/plans	Capital Development Cleaning Legal Units		Cleaning Reqs. Are not met by current data from survey/maps/ Manhattan	
Web Site/Intranet - Publish documents	Capital Development Health & Safety	Yes	Portal & Web Services project aims to allow easier content management directly by board functions	OR/BC
Extranet for school information	Health & Safety Audit		Wants to publish H&S information for access by schools; Audit info. for schools e.g. DOA, Controls guidance etc.	
Emergency planning	Health & Safety		Communication facilities to be employed	Ongoing
CCTV in HQ	Health & Safety		Integration of CCTV to Board systems for monitoring	Implementation
Contract Management database	PFI		Secure database to management PFI contracts	

SEELB Information Systems Strategy 2003/07

Requirements	Unit Name	NIELB Project	Comment	Status
Access to IT Facilities	Catering Youth Clubs CASS		Additional facilities for catering staff; Computerisation for Youth Clubs with access to library of CD software; CASS - Access to CD library	
Staff Development	CASS	Yes	NAEIAC	
ICT Training	Building Maintenance M&E Catering Salaries & Wages Cleaning CIS Audit ODU		Ongoing ICT Training is identified through Appraisal system; On-line ICT facilities for Board	Ongoing
e-procurement	Catering	Yes	Also UNITAS facilities under investigation	Pilot Evaluation
Email to schools	Catering Salaries & Wages Finance Admin. OE & Transfer Human Resources		Needs email protocol with schools	Ongoing
Payroll/HR system	Salaries & Wages Cleaning Transport Legal & Insurance ODU Human Resources	Yes	Current ELB Project; Cleaning: Need access to sickness records/More info. on new starts etc. Transport: Criminal records check for drivers; L&I: Access to employee records re Car Loan scheme/payments/ absence records re accident claims; Access to Training records module;	Implementation
Electronic Transfer with Inland Revenue	Salaries & Wages		Boards aware of April 2004 requirement	Underway
Grants & Benefits system	Free Meals & Benefits	Yes	New 'Pupil Services' project initiated SEpt03 (WELB Leading); Will need to interface to iFS for payments	OR/BC
Student Support - Modernisation Project	Student Awards	Yes	Modernisation Project at Full Study stage	Full Study/BC
Travel & Subsistence	Accounts	Yes	Part of ELB Payroll/HR Project	Implementation
Extend Student Website	Student Awards	Yes	Extend to include Discretionary Awards & HE/FE Bursaries	Underway

SEELB Information Systems Strategy 2003/07

Requirements	Unit Name	NIELB Project	Comment	Status
Links to Student Loans Company	Student Awards	Yes	EDI link from Board to SLC	Completed
Grounds Maintenance System	Grounds Maintenance Finance Admin.		Third party package	Procurement
Electronic Diarising for Unit	Finance Admin.		Ms Outlook	
Board of Governors system	CIS	No	Use the BOG system for maintaining the Board's Committee system	Investigation
Updating Board Directories	CIS		Need to look at updating directories at source e.g. HR system/Outlook	Investigation
Telephone Call Management System	CIS		Monitoring use of DDI and traffic to Operators	SEELB IT Programme (03/04)
Web Site Review	CIS Youth Psychology Legal & Insurance ODU Human Resources	Yes	Links in the ELB Portal & Web Services Project; Youth - need for maintenance and updating of web site for Youth info. Development of Youth Portal; Online forms for units; Enhancement of Units' information on web site	OR/BC/Pilot
On line completion of school closures	CIS	Yes	Capita Basis module would cater for this	OR/BC
Comments & Complaints system	CIS	Yes	Known as Customer Relationship Management	
Room Booking system (HQ)	CIS		Allow HQ units to book meetings room via Intranet	
Voice Recognition	ELB Legal		For solicitors	
Printing/Copying facilities	All Units		Project underway	
ICT Support	Youth		Currently 4 Youth Centres now being supported by CITs	underway
SEN/Psychology system	Special Education Psychology	Yes	ELB Pupil Services Project	OR/BC
Classroom assts. Work	Special Education	Yes??	ELB Pupil Services Project ??	
Home Tutors system	Special Education		Need database of Home Tutors, subjects, children, hours etc.	
Interface/Access with schools data	Special Education Psychology EWO CASS R&D OE & Transfer	Yes	e-Schools Warehouse	

SEELB Information Systems Strategy 2003/07

Requirements	Unit Name	NIELB Project	Comment	Status
Child Support Services system	EWO	Yes	Covers over part of EWO work	Implementation
Prividing TSN information and stats.	EWO		Needs to be part of an MIS	
Education Plan Monitoring system	EWO CASS R&D		Capita Module used by CASS - extend to allow other units to record and looking at using it as a 'booking system'	Investigation
On-line learning for teachers	CASS	Yes	C2K + SEELB facilities	
Access to chat rooms	CASS		Needs careful monitoring re security issues	
Admissions and Transfer	OE & Transfer	Yes	ELB Pupil Services Project	OR/BC
Expulsions & Suspensions	OE & Transfer EWO	Yes	EWO Project being extended to include this module	OR/BC
Transport Management System	Transport	Yes	ELB Transport Management Project	OR/BC
Motor Accidents	Legal & Insurance		Database to record motor accidents	
Intranet	ODU		Put training forms and information on Intranet; Put on Board Policies	
Staff Attitude Survey	ODU		Need IT tools to support the analysis of data	
e-Government Targets	Human Resources		Need for authentication when transacting with public.	
Internal Joined up	Human Resources		Links closely with EDRMS, MIS, Access to information, Integrated Pupil Services, Payroll/HR, e-schools project etc.	

Information for Board Intranet/Internet/Extranet

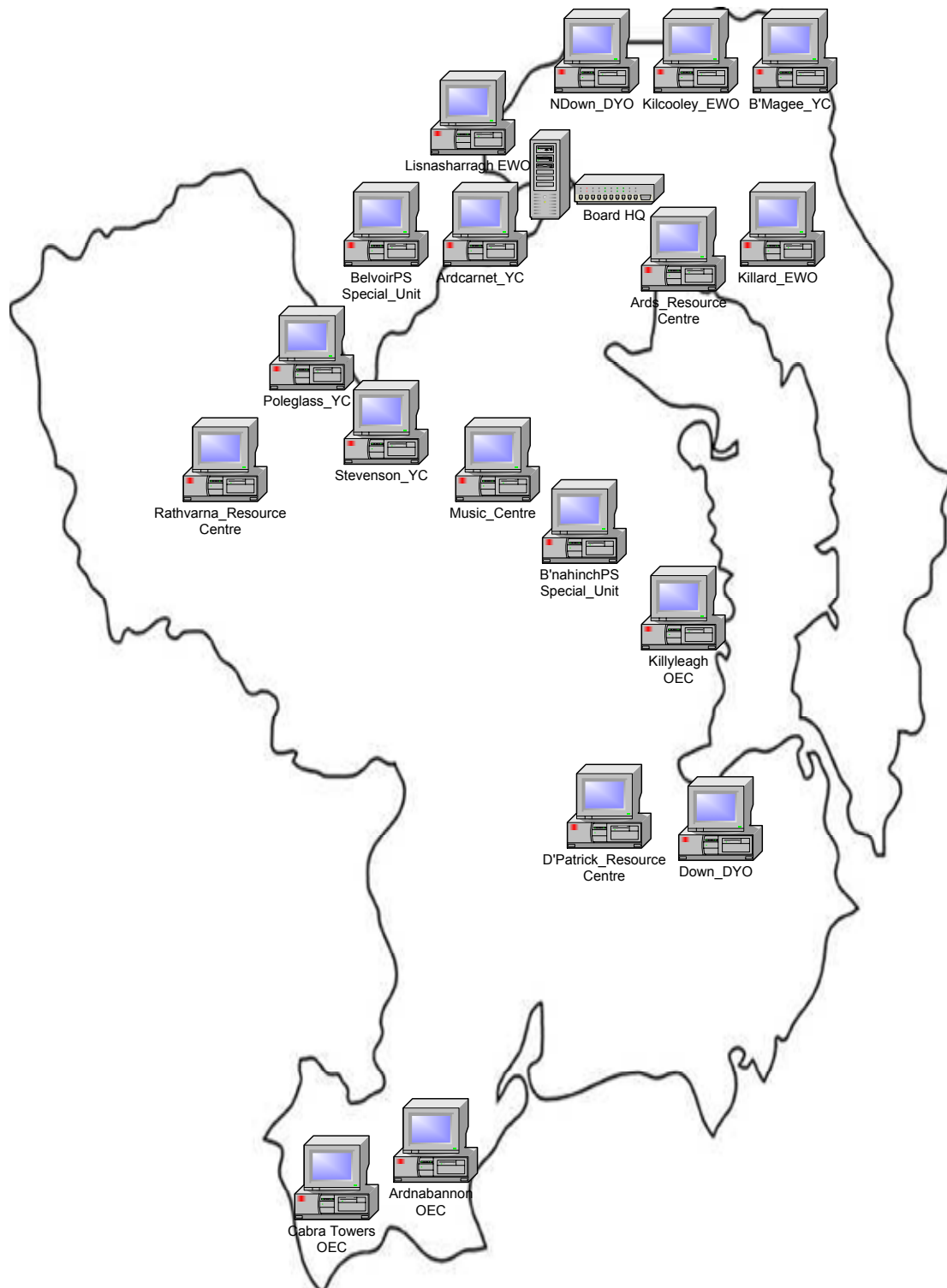
Sample of information for publication

Information	Intranet	Extranet (schools)	Internet
Board Policies & Procedures	✓	✓	✓
<u>Board Handbooks:</u>			
• Staff Handbook	✓		
• Financial Procedures	✓	✓	
• Financial Coding Manual	✓	✓	
• IT Handbook	✓		
• Contracts Handbook	✓	✓	✓
• Audit Handbook	✓	✓	
<u>Plans:</u>			
Corporate and Business Plans	✓	✓	✓
Resource Allocation Plans	✓		
Areas Development Plans	✓	✓	✓
Strategies & Annual Reports	✓	✓	✓
Board Committee Minutes/Papers	✓	✓	✓
Directories	✓	✓	✓
Organisation Structure	✓	✓	✓
Forms: (variety of forms directed at different audiences)	✓	✓	✓
IT/ICT Systems/databases (different systems and different access rights) e.g. Manhattan, iFS, EDRMS	✓	✓	✓ e-govt.
Staff Recruitment/Job Adverts	✓	✓	✓
LMS Scheme/Statements		✓	
Guidance from a operational & Strategic Units (including Programmes of work)	✓	✓	✓
Best Value: Guidance & Reviews	✓		✓
Staff/Teachers Development (including IIP)	✓	✓	
Emergency Planning	✓	✓	
Legal Compliance	✓	✓	✓
Publications			✓
Newsletters	✓	✓	
Events	✓	✓	✓
Social Area	✓	✓	

Areas for Inclusion on Board/School Extranet

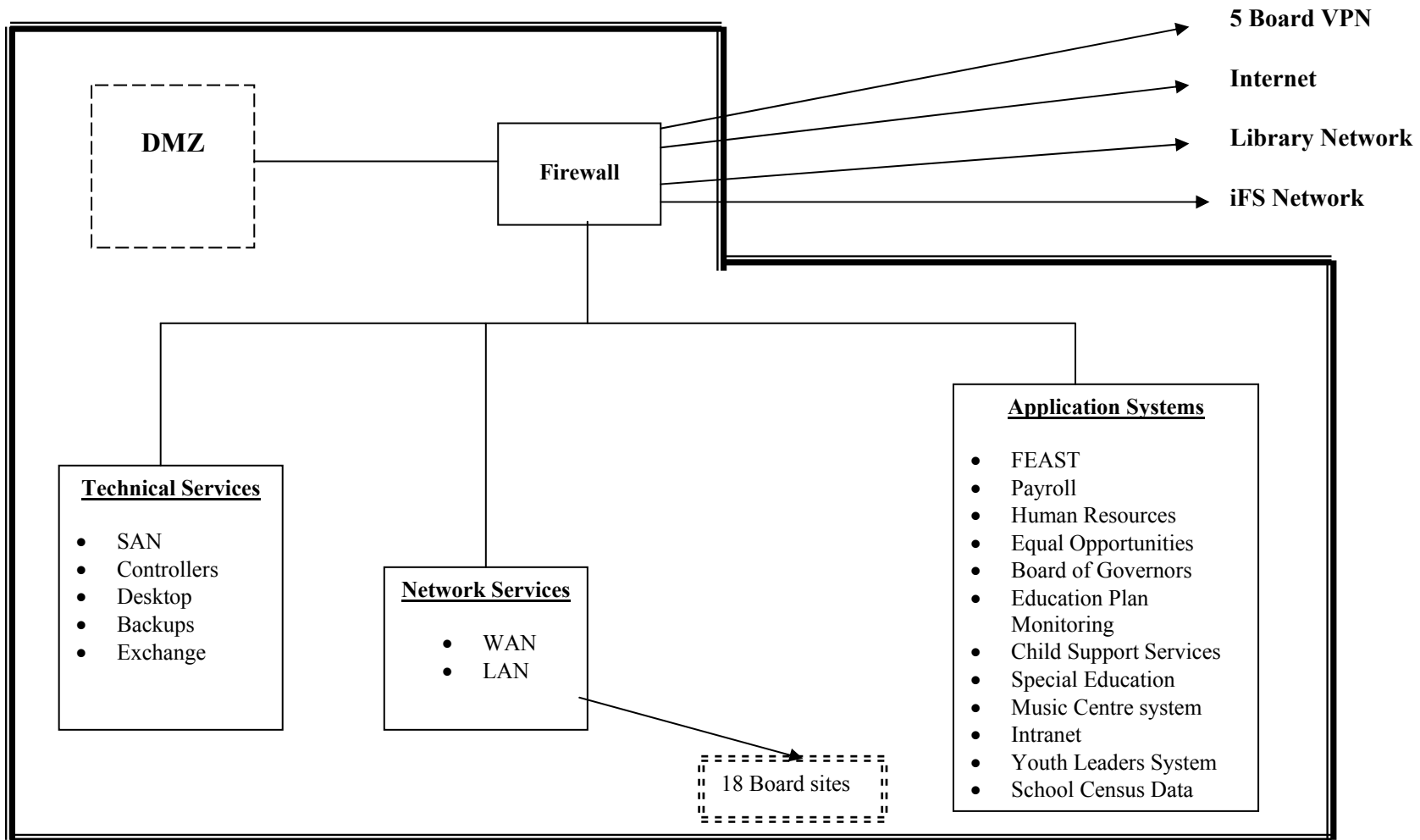
Estate Information:	<ul style="list-style-type: none"> Conditions Survey Maps/Boundaries Progress on new build development Area Development Plans Asbestos information re sites Health & Safety Guidance
Audit Information:	<ul style="list-style-type: none"> Key Measures for Schools Effectiveness in schools Policies and templates Guidance re controls
Legal & Insurance:	<ul style="list-style-type: none"> Educational Visits forms and guidance Dealing with Claims
Human Resources:	<ul style="list-style-type: none"> Job Adverts Policies Advice and Guidance Board of Governors information and access to system
Finance:	<ul style="list-style-type: none"> Financial Procedures / Manual Electronic Timesheets LMS Statements ELBCAT Catering guidance Ground Maintenance – Service Level Agreements
CIS/CITS:	<ul style="list-style-type: none"> On-line completion of school closures e-Schools link Data Protection guidance Freedom of information Guidance
Curriculum Services:	<ul style="list-style-type: none"> Admissions & Transfer Guidance Curriculum support/material/resources e-Schools link INSET Booking Youth – Booking Outdoor education centres
Common Areas:	<ul style="list-style-type: none"> On-line forms Board Policies & Procedures Board Announcements/Press Releases

(a) SEELB – Wide Area Network



SEELB Technical Infrastructure

APPENDIX 8



SEELB IT Programme 2003/04

Programme for ITEC (April 2003- March 2004)		
Priority Level 1		
Item	Estimated Set-up Costs	Budget Allocation
Security/Business Continuity	£26,000.00	HQ
Capita Basis module (schools)	£5,000.00	HQ
Replacement of Publication Mac Computers	£4,000.00	HQ
Network Update/Enhancements	£30,000.00	HQ
Telephone Call Management System (HQ)	£3,500.00	HQ
Sub Total	£68,500.00	
Grounds Maintenance System	£30,000.00	Grounds
Upgrade to Family Software System	£4,000.00	Maintenance
Upgrade Family Tablets (Building Maint)	£18,000.00	Maintenance
Clerk of Works PC Tablet (Pilot of 1 initially)	£3,500.00	Architects
Desktop Refreshment	£20,000.00	Code to source
Cabling/Accommodation moves	£15,000.00	Code to source
Sub Total	£90,500.00	
Board Total: Priority Level 1	£159,000.00	
Five Board Applications	(Software only)	
Grants and Benefits (could be inter-board)	£7,000.00	DEL/G&B
Special Education/Psychology (inter-board)	£27,000.00	DE/Special
Transport Management (inter-board)	£22,630.00	DE/Transport
Five Board Funding: Priority Level 1	£56,630.00	
Grand Total: Priority Level 1	£215,630.00	
Priority Level 2		
1. On-Line Training facilities for Board	£10,000.00	HQ
2. Internet Server (extranet type facility for schools/ELBs)	£2,000.00	HQ
2. Replacement of Help Desk system (IT)	£3,750.00	HQ
3. Data Protectors for HQ (7)	£12,000.00	HQ
Sub-Total - HQ Budget	£27,750.00	
Capita Suspension/Expulsion module	£7,300.00	EWO
Digitising Constuction/Project files (Property Services)	£20,000.00	Property Services
PRINCE Methodology Training	£7,055.00	?
Clerk of Works PC Tablets - continue from pilot (3)	£11,500.00	Architects
Sub Total - Other Budgets	£45,855.00	
Grand Total: Priority Level 2	£73,605.00	

APPENDIX 10

NIELB IS/e-Business Strategy Timetable

The following chart provides a potential timeline for the roll-out of the NIELB IS/e-Business programme:



GLOSSARY

BDS:	Business Development Service is a central service in the NICS supporting government departments in a wide range of activities.
C2K:	Classroom 2000 Project oversees the upgrade, enhancement and development of IT facilities for schools across the whole of Northern Ireland.
CITUNI:	Central I.T. Unit for Northern Ireland. This unit leads 'Information Age' initiative for the public sector in Northern Ireland.
DMZ:	Demilitarized Zone - A part of the network that is neither part of the internal network nor directly part of the Internet. Basically a network sitting between two networks with security features.
EDRMS:	Electronic Document and Records Management System.
ELFNI:	Electronic Libraries For Northern Ireland. This project is a PFI procurement implementing a wide range of electronic library services for both public and boards.
ICT:	Information Communications Technology, now used interchangeably with I.T. (Information Technology).
iFS:	Inter-board Financial Services project (previously known as Accrual Accounting Project), overseeing the implementation of a common financial accounting system into all ELBs under a PFI contract.
LAN:	Local Area Network: Internal data connections normally within a site. Links PC users to systems and IT facilities.
NICS:	Northern Ireland Civil Service
NIELB:	Northern Ireland Education & Library Boards
N.I.N.E.	Northern Ireland Network for Education: web site developed on behalf of schools/teachers. It publishes information on resources, educational material, best practices, initiatives etc. Part of the NI. Education Technology Strategy and has close links with the C2K project.

- PFI:** Private Finance Initiative, more recently known as PPP – Private Public Partnership. A government initiative to involve the private sector more in the development of the education service and is used for both IT and building type projects.
- SAN:** Storage Area Network: Allows for data to be held separately from the applications software.
- VPN:** Virtual Private Network: Allows organisations to have a private wide area network without the need for direct links – used for peripatetic users.
- WAN:** Wide Area Network: external IT connections to other sites within the organisations or to other external networks.
- Windows 2000:** Microsoft Operating system for server and desktop computer systems.
- Windows XP:** Microsoft Operating system for the desktop personal computer (PC).