Framework for Communities and Local Government

Part One: Business and Executive Summary
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1. Introduction

Cisco has developed the ‘Framework for Communities and Local Government’ to describe how the exploitation of Information and Communications Technology (ICT) can support a council’s own business and the reform of public services within a community.

The Framework comprises three documents:

- Part One: Business and Executive Summary - this document - provides an overview of the framework and describes its' purpose and benefits;
- Part Two: Connected Council Blueprint describes how 'connected technologies' can be exploited to drive efficiency and effectiveness within a local council;
- Part Three: Connected Community Blueprint describes how councils and their agency partners can use technology to reform all aspects of public service delivery and enhance community life.

The Framework has been created to support the work of two main stakeholder groups in Local Government. Firstly staff who are responsible for the financial and operational health of councils and, secondly, staff who are responsible for transforming service delivery within communities.

Each of the documents includes high-level technical content and so will appeal to senior and business management, as well as to ICT management and ICT technical recommenders.

The Connected Council Blueprint explains how technology can be used to drive cost savings and efficiencies through the use of ICT. It focuses on three areas that are key to a council’s business - the workforce, the workplace and the citizen – and shows the lead that technology can and should take. It introduces the 'ICT Service Delivery Platform’ – comprising data centres, networks, and information and service assurance – as the foundation for creating a connected workforce and a connected workplace, and for delivering tools for the connected citizens.

The Connected Community Blueprint explains how technology can be used in all aspects of community life; typically in support of the objectives of Local Area Agreements (LAAs) or Sustainable Community Strategies (SCSs). It advocates that technology be planned into every aspect of community life; for example to create Connected Homes and Connected Businesses and to deliver Connected Healthcare and Connected Policing. It proposes the development and funding of a ‘Community ICT Platform’ to deliver the particular ICT services required to serve the geographic, economic or social needs of a community.

Cisco advises an architectural approach to ICT and this underpins each of the Blueprints. An architectural approach, as described in Section 4 of this summary, should be seen to represent best practice for a council. Adoption of architecture, or a technical reference model, offers an opportunity for senior and business managers to proactively manage major ICT programmes.

Cisco would be very happy to meet to discuss how best to adapt the contents of the blueprints to meet local factors and local priorities and, for this purpose, we have included a list of Cisco contacts in Appendix A.
2. The Connected Council Blueprint

The Connected Council Blueprint explains how technology can be used to drive cost savings, efficiencies and improved services for a council through the use of Information and Communications Technology (ICT).

The blueprint supports senior business and technical management stakeholders within councils, typically those who are responsible for the financial and operational health of their businesses. In addition to senior management we would expect these stakeholders to represent directorates such as finance, HR, estates, ICT and customer services that must work together on key aspects of council transformation such as ‘New Ways of Working’, the ‘Accommodation Strategy’ and Service Transformation through the delivery of new and innovative citizen services.

The blueprint focuses on three main areas for ICT service development and recommends an approach to the ICT infrastructure required to underpin these new services.

It describes how to create a ‘Connected Workforce’ through the deployment of Unified Communications, Collaboration and Business Video technologies. A Connected Workforce delivers ‘New Ways of Working’ and ‘Flexible and Mobile Working’ for councils with consequent cost savings, increases in productive time and improved staff benefits.

It introduces the concept of ‘Connected Workplaces’ with the right facilities and the right facilities management to support this new style of workforce. If staff work in flexible and mobile ways, they will require fewer buildings, probably with different facilities, and probably in different locations. These questions are at the heart of any council accommodation strategy and the blueprint helps explain how ICT can help deliver such a strategy.

Finally it overviews how a council might deliver a ‘Connected Citizen’ model that allows citizens to access council services that use ICT to ‘join-up’ face to face, web and contact centre channels and enable safe and secure information sharing.

The above business developments are dependant on business critical, fully supported ICT services. This requirement places a particular focus on ICT infrastructure and the operational practices that support it. The blueprint advocates that councils invest in an ICT Service Delivery Platform and benefit from the latest developments in data centres, networks, and information and service assurance. Such investments will ensure that new council services can rely upon ICT infrastructure with the very best reliability, availability, serviceability and security characteristics. An ICT Service Delivery Platform will permit the full exploitation of new technologies, such as virtualisation and power management, that will significantly reduce the ICT carbon footprint of a council.

The contents of the Connected Council Blueprint should be of interest to every council, whatever its’ size or geographic location. The extent to which the contents of the blueprint are applicable, however, will depend greatly on local priorities and these will vary from council to council. Cisco would be very pleased to advise on how best to adapt the blueprint to meet any local priorities.
3. The Connected Community Blueprint

The Connected Community Blueprint explains how technology can be used in every aspect of service delivery within a community: in the home, to businesses, in town and city centres, and to support our transport networks.

The blueprint supports senior business and technical management stakeholders within councils and within their local delivery partners, who are responsible for service delivery capability. They would include representatives of directorates such as children and adult services, transport, planning, and environment; local delivery partners such as Healthcare Trusts, Police Authorities, and Transport Agencies; in addition to private sector organisations such as telecommunications service providers, PFI companies, and facilities management companies.

The vision for a community and for community services will often be created by the Local Strategic Partnership, comprising the council and local delivery partners. The vision can be accessed within Local Area Agreements or Sustainable Community Strategies for the area. Cisco advocates that any vision for a community be broken down into smaller, actionable items – such as the home, business, town and city centres etc. – each of which should have its own action plan that maximises the use of ICT.

The Connected Community Blueprint describes how a very broad range of connectivity technologies can deliver Connected Homes, Connected Business, Connected City Centres, Connected Transport, Connected Policing, Connected Learning, and Connected Healthcare. In each case, technology must be built into community action plans – to increase communications and collaboration, to exploit rich media and video, and to automate routine processes through the use of ICT.

In order to underpin these community action plans, the blueprint advocates that every community invest in a 'Community ICT Platform' – shared infrastructure to deliver the range of services and capabilities that are important to that community. The Community ICT Platform will look very different from community to community, as it must reflect local priorities, but might include the following elements:

- City centre wired and wireless networks supporting CCTV cameras and Information Points;
- Next Generation Access fibre infrastructure to support the changing role of the home;
- Smart WorkCentres to support to encourage small businesses and reduce the need for travel and commuting.

The contents of the Connected Community Blueprint should be of interest to every council and to every local delivery partner. The extent to which the contents of the blueprint are applicable, however, will depend on a number of local factors including whether the community is urban or rural, the state of the local economy, and whether there is a need to regenerate local infrastructure such as houses, roads, and city centres. We believe the blueprint will be of particular interest to councils that are engaged in programmes of urban regeneration with social, economic, and physical dimensions. Cisco would be very pleased to discuss how best to adapt the blueprint to meet such local priorities.
4. The Importance of an Architectural Approach

The Connected Council and Connected Community Blueprint both advocate an architectural approach to the planning and delivery of ICT infrastructure and services. This architectural approach to ICT has been endorsed by Government for several very practical reasons:

- First and foremost, an architecture provides a clear statement of industry or vendor best practice that may be adopted by organisations. A council may agree to adopt an architecture, or components of multiple architectures, and share it with both internal stakeholders and external stakeholders, such as ICT suppliers and integration partners;
- Secondly, an architecture shows system components and their linkages in a graphical way and, as such, provides a clear indication of what work needs to be carried out over a period. An architecture can be looked upon as representing the components of an overall ICT programme; hence can be used to direct procurement away from discrete ICT projects towards more efficient programmes of linked projects;
- Finally an architectural approach offers real risk management for projects; through the introduction of best practice, through the ability to document ‘as-is’ and ‘to-be’ environments, and through the ability of an architecture to inform and educate large numbers of stakeholders.

Cisco uses technical architectures to underpin its own deployment of ICT infrastructure and services. We adopted The Open Group Architecture Framework (TOGAF), as mandated by the Government CIO Council, as the basis for our own internal ICT projects, and are able to offer an insight into the above benefits based on our own internal programmes.

The Connected Council Blueprint includes conceptual, logical and physical architectures and a technical reference model that stakeholders can use directly with their teams to aid technology planning and migration. The logical architectures include those for data centre; LAN, WAN and MAN networks; wireless, security and home office. These architectures and the technical reference model contained within the Connected Council Blueprint can be applied directly to the technologies and the Community ICT Platform described in the Connected Community Blueprint.
## Appendix A. Cisco Local Government Team Contacts

### UK Local Government (South) Primary Contacts

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<th>Name</th>
<th>Position</th>
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<tr>
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Cisco has more than 200 offices worldwide. Addresses, phone numbers, and fax numbers are listed on the Cisco Website at www.cisco.com/go/offices.

Important Notice

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