



Enterprise Architecture

Client

Our client was the Cheshire ICT Service, which is the organisation that delivers Information Communications & Technology to the Central and Eastern Cheshire Primary Care Trust (PCT), the Western Cheshire PCT and the East Cheshire Acute NHS Trust. PSM were engaged to evaluate the current infrastructure and its capability, and to help develop an appropriate architectural strategy to adapt the current infrastructure to meet the client's ICT Strategy. The deliverable of this assignment consisted of a documented desired end state, agreed with the client, and a Technology Roadmap with key milestones towards achieving this end state.

Assignment Objectives

The objectives for the assignment were:

- To carry out a detailed assessment of current and future needs for the organisation;
- To develop a thorough understanding of the current infrastructure and to undertake a gap analysis;
- To provide clear recommendations and pragmatic "road-map" showing the way forward; and
- To help develop an appropriate architectural strategy.

What we did

- We started by carrying out a detailed review of the internal Cheshire ICT Service strategic and operational documentation to obtain a thorough understanding of the needs and the way in which the current provision met these needs, and followed this up through a series of structured interviews with various Cheshire ICT Service staff, including members of the management team, capturing their perceptions and areas of concern with respect to the Service's current IT infrastructure and their internal use of IT.
- Through this process we were able to assess the overall effectiveness with which the IT infrastructure was currently used and the future needs of key stakeholders.
- Our approach followed the TOGAF (The Open Group Architecture Framework) methodology. We analysed the information gathered and defined the baseline "As Is" environment from both a business and technical perspective, providing information that could be built upon in later phases of the Technology Roadmap and architectural work. We also documented the first version of a "To Be" architectural environment to enable the service to move forward.
- This enabled us to produce a set of recommendations taking into account the Service's appetite for risk, technology capability and budgetary constraints. These included not just technology options, but also the risks and constraints associated with the current infrastructure and role-based usage of IT.
- Our final deliverables were a written evaluation report and an interactive Technology Roadmap showing the way forward.

What we achieved

Our report and recommendations were wholeheartedly accepted and implemented by the client. This allowed them to progress the harmonisation of their constituent infrastructures in order to build a platform for the future and to maximise the cost efficiencies of merging three previous organisations.