NORTH LANARKSHIRE COUNCIL

REPORT

To: POLICY & RESOURCES (FINANCE AND CUSTOMER SERVICES) SUB-COMMITTEE	Subject: ICT UPDATE
From: HEAD OF E-GOVERNMENT AND SERVICE DEVELOPMENT	
Date: 2 November 2014 Ref:IMcK/BT	

1 Purpose of Report

1.1 The purpose of this report is to:
- Provide the Committee with an update on ICT in North Lanarkshire Council
- Advise on upcoming ICT changes

2 Background and Timeline

2.1 ICT is a core enabler for services across North Lanarkshire Council. Over the past 18 months significant changes have been made to ICT to both comply with regulations and enable efficiencies and service developments to be met.

2.2 Major recent ICT milestones:

Date	Milestone
Mar 2012	Completion of ICT review and re-organisation of ICT department including transfer of some staff from services
May 2013	Committee approval of 5 year ICT strategy (2013-18) which incorporated all council including schools
Jun 2013	Changes to project management processes to ensure alignment of ICT projects and resources to council priorities
Oct 2013	Implementation of Schools Service Desk Phase 1 to introduce best practice ITIL processes into schools ICT
Nov 2013	Achieved compliance with Public Services Network (PSN) requirements
Feb 2014	Allocation of £5m funding in Council Budget for ICT Transformation
Mar 2014	On-time completion of Core Infrastructure Programme to upgrade 17000 Council PCs to Windows 7 along with refresh of back-end infrastructure
May 2014	Committee approval for ICT Transformation Phase 1: Network Redesign, Flexible/Mobile Working & Schools Bandwidth Upgrade
Aug 2014	Upgrade of core network bandwidth from 1Gb to 10Gb and bandwidth at 23 High Schools from 20Mb to 50Mb
Oct 2014	Core Infrastructure Team win "Team of The Year" at Corporate Awards

2.3 The recognition given to the Core Infrastructure Project team was particularly welcome. This was a significant piece of work and impacted every user of ICT across the Council and the cross council team worked collaboratively to deliver an excellent result. This example bodes well for the management of further significant technology upgrades to come in the next year.

3 ICT Management and oversight

3.1 Within North Lanarkshire Council ICT is organised into 4 main areas
- Service Delivery
- Project and Programme Management (including Transformation)
- Development and Support

- Infrastructure Management

Each of these areas is adapting to the demands of new technology, increased requirements from services and the changing regulatory environment (eg PSN)

4 ICT Service Delivery

4.1 Service Delivery covers the day to day operation of all services provided by ICT, including management of service delivery partner (Northgate). The ICT team deal with 2500 tickets per month, along with 1100 service requests and 400 change requests per month.

4.2 ICT services are based upon the (Info Tech Info Library) "ITIL" model, a best-practice set of processes designed to deliver effective and efficient ICT. One of these processes, continuous service improvement, has recently been established and is focussing on areas such as self-service password reset and elimination of major outages.

4.3 Due to the increasing dependence on ICT suppliers providing services to the council, the Supplier Manager function is becoming increasingly important. In particular, as services are moved to "the cloud", close supplier monitoring and management will be essential.

4.4 Another area increasing in importance is ICT Security Management. NLC are required to implement adequate security measures to protect council data. As systems become more interconnected and mobile computing becomes prevalent, this role will become even more critical.

5 Project and Programme Management (including Transformation)

5.1 Programme and project managers are responsible for delivering new solutions and capabilities to customers within services.

5.2 As of October 2014, there are 151 active projects, managed by a team of 8 project managers supported by a Project Management Office (PMO). Business benefits must be clear before any project is initiated and resources allocated.

5.3 All projects are closely controlled to ensure that the customer is kept fully informed on progress and that any issues are promptly escalated and resolved. Large projects and programmes have project boards, comprising senior managers, to oversee progress.

5.4 Due to limited ICT resources a prioritisation process, conducted by ICT along with service representatives, is followed

5.5 Several major activities are underway at present, including the Transformation Programme and the HR/Payroll Programme.

5.6 Upcoming project milestones:

Date	Milestone
Dec 2014	Migration to Egenda committee reports system (and retirement of MARS)
Dec 2014	Award contract for HR/Payroll system
Dec 2014	Upgrade to Citrix remote access system for flexible/remote working
Feb 2015	Rollout of Lync collaboration tool (audio-, video-, data-conferencing, instant messaging)
Feb 2015	Rollout of iPads to elected members for committee papers
Feb 2015	PSN re-certification
Jun 2015	Complete wireless rollout in 100 council buildings
Jul 2015	Complete server migration from Windows Server 2003
Nov 2015	Implement new HR/Payroll system
Dec 2015	Complete refresh of High Schools network switches
Jan 2016	Complete migration from Internet Explorer 8 to Internet Explorer 11
Feb 2016	Complete network redesign

6   Development and Support

6.1   The Development and Support team are responsible for business software applications used across the council, both in-house developed and "off-the-shelf". Major supported systems include HSMS, MySWIS and BCMS.

6.2   This area is undergoing major change at present due to the challenges of accessing data remotely, the need to interface to other systems in real time, and more stringent data security requirements. In addition, many business applications are now being offered as cloud services and new, "Agile" methodologies are being used to keep applications up to date to meet changing legislation.

6.3   Over the coming years it is anticipated that NLC will have fewer in-house developed systems and some staff will therefore be retrained to support new applications (eg HR/Payroll, Sharepoint) and develop new skills in growth areas such as .NET and Biztalk.

7   Infrastructure Management

7.1   The ICT infrastructure team manage the physical ICT environment, including networks and telecoms, servers, PCs and computer rooms. This responsibility is shared with Northgate, the council's service delivery partner.

7.2   The infrastructure team also provide resources and technical expertise for many of the projects, including the transformation programme.

7.3   This team will shortly be taking on support of the new technologies associated with flexible and mobile working.

8   ICT Governance and Communications

8.1   Every 6 weeks the ICT Manager, Service Delivery Manager and Programme Manager meet separately with each service. This meeting is used to set priorities, provide updates and report performance. In addition, each service describes their future plans and ICT requirements.

8.2   At a council level, ICT Manager reports to Customer Services Development Working Group which oversees overall ICT strategy and implementation.

9   Current and future activities

9.1   North Lanarkshire Council are an active participant in SoCITM, the Society of IT Managers, who provides a forum for sharing information across the public sector. NLC are currently participating in a benchmarking exercise to compare level of ICT spend, and the quality of services provided, with other Scottish LAs.

9.2   Two major contracts are due for renewal in 2016;

• NLC's wide area network, currently provided by Virgin Media Business, expires June 2016. It is planned to move to the nationally procured SWAN (Scottish Wide Area Network) at that time. SWAN will provide opportunities to collaborate more easily with the wider public sector and, over time, deliver efficiencies.

• Northgate service delivery partnership expires December 2016.

9.3   Committee reports have been submitted in the current cycle to commence the procurement process for each of these items

9.4   Now that ICT Transformation Phase 1 is well underway consideration is being given to potential Phase 2 projects. These will consist of business process changes which will be

enabled by ICT and could include, for example, application refreshes or implementation of paperless processes. It is anticipated that significant business benefits, including major savings, will be generated from these projects, each of which will require a robust business case before proceeding.

10 Recommendations

10.1 It is recommended that the Committee:-

- Note the contents of this report
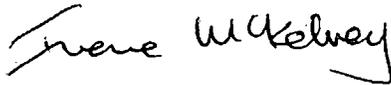
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Members seeking further information on the contents of this report are asked to contact Irene McKelvey, on tel. 01698 302532 or Brian Teaz on 01698 302264