

REPORT

To: POLICY & RESOURCES (FINANCE AND CUSTOMER SERVICES) SUB-COMMITTEE		Subject: UPDATE ON IMPLEMENTATION OF ICT STRATEGY – ICT TRANSFORMATION PROGRAMME
From: HEAD OF EGASD		
Date: 27 JANUARY 2014	Ref:IMcK/BT	

1 Purpose of Report

1.1 The purpose of this report is to:

- Provide the Committee with an update on the implementation of the North Lanarkshire Council ICT Strategy;
- Advise the Committee on some additional projects to be included in ICT Transformation Programme

2 Background

2.1 Previous reports to committee, including most recently in September 2014, have provided the background and detail of North Lanarkshire Council's ICT Transformation Programme, which was initiated to implement the council's ICT strategy.

3 Current Status**Overall Programme**

3.1 The programme is currently on schedule to deliver on its key projects:

- Network redesign;
- Flexible and mobile working; and
- High schools bandwidth upgrade.

3.2 A core team consisting of a programme manager and 3 project managers are in post and driving the programme. Originally it was intended to hire additional temporary staff, however due to market conditions this has proved difficult and, as a contingency, contract staff are being engaged to keep projects on track.

3.3 The Customer Services Development Working Group (CSDWG) comprising Heads from each service have assumed the role of programme board for the ICT Transformation Programme

Key Project 1: Network Redesign

3.4 Initial meetings and workshops to gather details on requirements have been held with various stakeholders, including data security experts and suppliers.

3.5 Next step is to formalise these findings into an invitation to tender for the design of the new network. This will take place in March 2015.

Key Project 2: Flexible & Mobile Working (including Elected members iPad rollout)

3.6 This project has been the main priority due to the anticipated significant savings in travel and accommodation costs, along with environmental, productivity and work-life balance benefits

3.7 Key activities completed in the past 3 months include:

- Completed successful pilot of Microsoft Lync software with 150 users across all services. This PC software provides web-conferencing, data conferencing, instant

messaging and presence board capabilities which are essential tools to remain effective while working remotely. Report issued and recommendation accepted by CSDWG to extend capability to 4000 users;

- Wireless access surveys completed at 90 sites and wireless design completed;
- Guest wireless capability installed in Motherwell Concert Hall;
- New, PSN-compliant, Virtual Private Network (VPN) solution installed. This will provide a low-cost alternative to the Citrix remote working solution for many staff. Currently rolled out to a pilot group of users;
- Procurement initiated for an upgrade to the current Citrix remote working environment for those users who cannot be migrated to the VPN solution detailed above; and
- Preparatory activities completed to introduce iPads for elected members including; purchase of iPads, implementation of secure enterprise mobility management (EMM) solution and installation of wireless access in Civic Centre and Council Chambers.

3.8 Next steps are to:

- Introduce iPads for elected members;
- Deploy Lync software;
- Rollout VPN remote access solution;
- Upgrade Citrix and migrate staff;
- Procure and install wireless capability in 90 sites; and
- Work with the Smarter Working Group to ensure required benefits are realised.

Key Project 3: High Schools Bandwidth Upgrade

3.9 All 23 High Schools were upgraded to 50Mb bandwidth in August 2104. In January 2015 the main internet connection for schools was upgraded from 300Mb to 1Gb.

3.10 The next step is to refresh ageing network hardware in schools to ensure a reliable, secure and fully supported ICT capability. There has been a slight delay in commencing the procurement exercise, this will now commence in Feb 2015.

Additional Transformation Projects

3.11 When the programme was established in 2014 it was envisaged that additional projects would be proposed beyond the initial 3 key projects. At CSDWG on 15th Jan 2015, and subsequently at CMT on 3rd Feb 2015, three new projects were submitted for consideration, along with respective business cases:

- Schools service desk phase 2
- Paperlite, a proposal to review the use of paper, mail, etc across the Council.
- Biztalk upgrade to support digital services agenda

In line with the agreed governance process, these 3 projects were approved to proceed at both CSDWG and CMT. No additional funding beyond that already allocated for ICT Transformation Programme is required at this point.

Details of these projects are given in Appendices 1, 2 and 3.

4 Recommendations

4.1 It is recommended that the Committee:-

- Note the contents of this report



Head of E-Government & Service Development

Members seeking further information on the contents of this report are asked to contact Irene McKelvey, on tel. 01698 302532

Appendix 1 – Business Case – Schools Service Desk Phase 2

1. Background

- 1.1 As with the majority of services provided by North Lanarkshire Council, delivery of teaching in NLC Schools relies heavily upon reliable ICT. In particular ICT infrastructure such as data networks (including wireless), computer servers and end user devices such as PCs and tablets need to perform to a level of performance which meets education requirements.
- 1.2 In recent years, there has been a substantial investment in ICT in NLC schools, including:
 - Core Infrastructure Programme to replace ageing PC estate and related servers (£1.9m)
 - Upgrade of network bandwidth from 10Gb to 50Gb in 23 high schools (£191k install, £269k per annum rental increase)
 - Purchase of iPad tablets (estimated number of 4500 at cost of £1.35m)
- 1.3 In 2013/14, ICT revenue expenditure in schools was over £7m.
- 1.4 £2m will be spent as part of Transformation Phase 1 in upgrading network equipment (including wireless in schools in 2015/16)
- 1.5 To maximise the return on this investment and enable teaching staff to leverage ICT to improve education outcomes it is essential to implement a more efficient and effective ICT service model to support Schools' ICT. As part of its ICT strategy North Lanarkshire Council has adopted the industry standard ITIL (Information Technology Infrastructure Library) integrated process framework
- 1.6 Northgate, NLC's ICT service delivery partner, implemented phase 1 of the Schools Service Desk project in Oct 2013. This introduced the core ITIL service of incident management (service desk call logging and routing of tickets to resolver groups) along with service management reporting.
 - In addition to an improved process for resolution of issues, ICT and service management now have greater visibility and quantification of the ICT issues afflicting teaching staff. This, along with the intelligence gathered from recent review with heads of establishment, allows targeting of investment and service improvement resources.
- 1.7 It is now proposed to implement Phase 2 of the Schools Service Desk project to fully realise the benefits of the ITIL service model.
- 1.8 This project is fully aligned with LLS objectives of exploiting ICT to improve teaching and learning in NLC schools to improve pupil attainment.

2. Requirements - Business

- 2.1 Improve customer satisfaction of teaching staff with ICT provision and improve the reliability and performance of ICT systems in schools to better meet the expectations of teaching staff. In particular:
 - Reduce the number of incidences of outages of ICT systems or tools
 - Reduce the time taken to fix
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Appendix 1 – Business Case – Schools Service Desk Phase 2

- Maximise the performance (speed, response time) of ICT systems
- Target investment to maximise benefits

2.2 Customer satisfaction can be measured against the current LLS Service Plan KPI

2.3 Save time wasted by teaching staff with faulty ICT and time spent with ICT staff to resolve. This will support the “Streamline bureaucracy” drive at a national level.

Requirements - ICT

2.4 Implement the following standard ITIL processes:

- Configuration (Asset) Management – this stores all ICT assets (PCs, tablets, network devices and servers) for Schools on a common database. This database is used to manage these devices (owner, location, software) facilitating fault diagnosis, quicker fixes and support ICT related projects (eg refresh)
- Change Management – This formal process is essential to ensure the stability and reliability of ICT estate.
- Problem Management – This process formally analyses major ICT issues and identifies and deploys solutions
- Knowledge Management – This dynamic database stores information on common problems and fixes. This allows service desk staff and resolver groups to access up to date information to speedily assist customers

2.5 Utilise the INFRA service management tool to record all service management information and provide additional management reporting.

2.6 Put a standard framework in place to support future improvements and efficiencies such as on-line services, self-service, device integration and automatic software delivery.

3. Benefits

3.1 This project will deliver improved performance, reliability and availability of ICT solutions to deliver a better service to schools staff. This will, in turn, increase staff productivity by reducing time spent dealing with ICT issues thereby improve learning and teaching outcomes.

3.2 After discussion with Trade Unions, it is anticipated that a phased approach will be adopted to clearly demonstrate the benefits to staff.

4. Proposed Solution

4.1 It is proposed that a common solution for ICT support processes is deployed across NLC, utilising shared staff and tools.

4.2 This solution will be provided by Northgate under the current service partnership agreement at a cost of £128k one-off plus £162k annual costs. The project will take approximately 9 months to implement and will require the commitment of both Schools ICT staff and EGASD ICT staff to successfully deliver

Appendix 2 – Business Case Development – Paperlite Project

1. Background

- 1.1 Councils traditionally utilise a high number of paper documents to provide the wide range of services to citizens
- 1.2 The production, handling and management of paper documents is very expensive and, in recent years, many organisations have focussed on reducing the overall amount of paper to reduce costs as well as boost productivity, cut cycle times, improve services and improve information management.
- 1.3 North Lanarkshire Council, as part of the ICT Transformation programme, is mobilising the workforce such that staff can access all the documents and information they require to perform their duties regardless of location. This will prove difficult in many areas where paper documents are still extensively used.
- 1.4 Case studies carried out in other local authorities indicate that savings of over 40% can be achieved by adopting a “paperlite” approach. Areas of savings are in reducing costs for outgoing and incoming mail, deploying managed print services, utilising optical character recognition (OCR) technology to extract information from paper documents and reducing paper by scanning and electronically processing documents

2. Next Steps

- 2.1 At present it is difficult to quantify the level of savings which could be achieved for an NLC “paperlite” project. Elements such as managed print and managed outgoing mail are partially in place along with some scanning of incoming documents. There is also an Electronic Document and Records Management System (EDRMS) in use.
 - 2.2 However, given the level of paper in use across the council, it is considered that there are substantial opportunities for savings
 - 2.3 It is therefore proposed to undertake a detailed study which will engage with Services to identify these opportunities along with costs and benefits.
 - 2.4 Once prepared, the NLC business case will be submitted via the governance process to request the necessary funding along with approval to proceed.
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Appendix 3 – Business Case Development – Middleware to support Digital Services

1. Background

- 1.1 NLC Customer Services Strategy is focussed on ensuring greater use of the web and self-service approaches and we continue to work with the Scottish Government On-Line Services Division to create national standards and guidelines to enable the introduction of Digital services for citizens through the national portal www.mygov.scot.
- 1.2 The current national infrastructure connects Citizen Account and National Gazeteer data through to North Lanarkshire's CRM/Golden Record and associated back-office systems via an architecture know as "Middleware".
- 1.3 The council's middleware platform is current deployed using Microsoft BizTalk which is an enterprise class architecture specifically designed to manage and co-ordinate the flow of business data both within and external to the Council (e.g. works orders to Mears, Citizen's Account data to Lagan CRM).
- 1.4 To build on this further for the implementation of digital services and to improve on existing point-to-point data transfers (e.g. GIFT, feeder files), there is a requirement for a fit-for-purpose, high availability middleware solution deployed and managed either in-house or perhaps on a cloud hosted solution.

2. Next Steps

- 2.1 In order to identify a suitable solution we need to review our existing middleware architecture together with an analysis of future requirements to support digital services. This should include options for rationalising existing business data transfers and messaging arrangements.
 - 2.2 It is therefore proposed to undertake a detailed study of current and future requirements (including those that will be required as part of a new HR/Payroll system implementation) and develop a business case with costs and benefits and a high-level strategic plan for the design and implementation of an appropriate solution for all council business data integrations and interfaces.
 - 2.5 Once prepared, the NLC business case will be submitted via the governance process to request the necessary funding along with approval to proceed.
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