

To: POLICY & RESOURCES (FINANCE AND CUSTOMER SERVICES) SUB-COMMITTEE		Subject: UPDATE ON IMPLEMENTATION OF ICT STRATEGY – ICT TRANSFORMATION PROGRAMME
From: HEAD OF EGASD		
Date: 04 MAY 2015	Ref: IMcK/JT	

**1 Purpose of Report**

- 1.1 The purpose of this report is to:
- Provide the Committee with an update on the ICT Transformation Programme

**2 Background**

- 2.1 Previous reports to committee, including most recently in February 2015, 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**

**Phase 1: Overall Programme**

- 3.1 Phase 1 of the transformation programme is required to deliver on the following 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

**Project 1: Network Redesign**

- 3.4 Following meetings with suppliers, an initial network design document was produced
- 3.5 An invitation to tender will be issued in May 2015 to appoint a consultant to finalise the network design. This process will require the consultant to consider a range of factors, including choice of hardware, cabling, physical environment, security, network management and the network requirements of business critical applications. This will be completed by September 2015,

**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:

- Consultants' report on high level design for Flexible & Mobile Working finalised; Public Wi-Fi capability installed in Bellshill Library, Coatbridge Library, Kilsyth Library, Airdrie Library, Airdrie Town Hall and Summerlee Cafe;
- ITQ issued and supplier appointed to train up to 1000 Council staff in the use of MS Lync. This PC/laptop software provides web-conferencing, data conferencing, instant messaging and presence board capabilities which are essential tools to remain effective while working remotely;
- Pilot completed on new, PSN-compliant, Virtual Private Network (VPN) solution. This will provide a low-cost alternative to the Citrix remote working solution for many staff;
- Completed procurement and build of new Citrix remote working environment for those users who cannot be migrated to the VPN solution above;
- Appointed supplier to upgrade MFD printing facilities; and
- Introduced Phase 1 of iPads for Elected Members. This phase provides access to committee papers and email. There are still some technical issues relating to wireless access which are being addressed and will be resolved in Phase 2.

### 3.8 Next steps are to:

- Implement Phase 2 of iPads for Elected Members which will offer full Citrix capability and printing;
- Complete training in MS Lync software and begin rollout to up to 1000 Council staff by August 2015;
- Rollout VPN remote access solution to 500 users between June and July 2015;
- Migrate staff from the existing to the new Citrix environment;
- Procure and install wireless capability in 20 sites by August 2015; and
- Work with the Smarter Working Group to ensure required benefits are realised.

### **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 A supplier has been appointed and is currently carrying out surveys across the high school estate to determine building works required to house the new hardware including network switches, routers, cabling, racking and cabinets. A procurement exercise for new hardware is currently underway.
- 3.11 The next step is to refresh ageing network hardware in schools to ensure a reliable, secure and fully supported ICT capability. This roll out will begin in September and requires wireless capability to be installed within each each site prior to delivery of any new hardware.

### **Phase 2: Additional Transformation Projects**

- 3.12 As reported to Committee in February, 3 new projects have been approved within the Transformation Programme:
- Schools service desk stage 2
  - Paperlite, a proposal to review the use of paper, mail, etc across the Council; and
  - Biztalk upgrade to support digital services agenda

### **Project 1 Schools Service Desk**

- 3.13 This project will implement Stage 2 of the Schools Service Desk across 23 high schools and will introduce several ITIL processes including change management and major incident management.
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- 3.14 Northgate has been appointed to deliver this project in two phases.
- 3.15 The first phase will be a pilot involving six high schools and its success will be measured against criteria agreed between Northgate and NLC.
- 3.16 The findings from phase one will provide an indication of any issues and concerns which need to be addressed before ongoing rollout to all high schools. Discussions have taken place on the project approach and a project board has been appointed.
- 3.17 The next stages require the detailed project plan to be produced, the success criteria to be agreed for phase 1 and implementation across the initial six high schools to begin. Phase 1 will be completed by September, with ongoing rollout to all high schools to follow, assuming a successful pilot.

### **Project 2: PaperLite**

- 3.18 The scope of the project has been agreed and a consultant appointed to prepare and finalise the business case which will provide detailed costs and benefits associated with the implementation of PaperLite solutions such as managed print, managed outgoing and incoming mail as well as better use of Electronic Document and Records Management solutions. ... Once prepared, the NLC business case will be submitted via the governance process to request the necessary funding along with approval to proceed. It is anticipated that the business case will be available for review by August 2015.

### **Project 3: Biztalk**

- 3.19 This project concerns the council's 'middleware' platform - 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).
- 3.20 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.
- 3.21 A project manager will shortly be appointed to study our current and future operational and strategic BizTalk requirements. The business case, which will be available by September 2015, will be submitted via the governance process to request the necessary funding along with approval to proceed

## **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*

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