

NORTH LANARKSHIRE COUNCIL

REPORT

To: POLICY & RESOURCES (FINANCE AND CUSTOMER SERVICES) SUB-COMMITTEE		Subject: UPDATE ON IMPLEMENTATION OF ICT STRATEGY – ICT TRANSFORMATION PROGRAMME
From: HEAD OF E-GOVERNMENT AND SERVICE DEVELOPMENT		
Date: 29 October 2015	Ref:IMcK/BM	

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 September 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 comprising temporary staff, supplemented by additional external and internal expertise where required, is in place to drive the programme forward. The creation of a Transformation Programme office with all staff in a single location has improved communications across the various projects, since there are many interdependencies affecting delivery of the services.
- 3.3 The Customer Services Development Working Group (CSDWG) comprising Heads from each service continues to assume overall responsibility for delivery of the programme but a dedicated Programme Board has now been created and meets monthly to provide governance for the ICT Transformation Programme. There are also weekly Checkpoint meetings being held by the Programme and Project Managers to ensure that progress is being made and key documentation is in place.
- 3.4 Scott Moncrieff, the Council's external auditors, made a number of recommendations around improved governance of the Transformation Programme. All actions scheduled to complete before October 2015 have been implemented in full. Two further actions are due to complete in November and one more in December, by which time all recommendations will have been addressed.

Project 1: Network Redesign

- 3.5 Work continues with Hutchinson Networks on the development of a network design document, which will underpin flexible and mobile working and ensure PSN and PCI-DSS compliance. Information gathering workshops have been arranged with ICT staff to understand the current environment and with the Services to gain a better understanding of their business challenges and requirements, which will inform the network re-design. This exercise has taken longer to complete than anticipated and therefore the design document will now be available in early December 2015, following which the implementation of the new design will commence. The full rollout of the new network will be undertaken over the next few years but the elements required for the Transformation Programme to be effective will still complete by the original deadline of July 2016.
- 3.6 As approved at the last committee in September 2015, the contract for provision of networking equipment has now been awarded to Virgin Media Ltd. This contract will be used to procure networking equipment for the Schools LAN Refresh project, the Schools and Corporate Wireless Upgrade project and the Network Re-Design project. Orders are currently being placed and implementation will commence in December for all of these projects.

Project 2: Flexible & Mobile Working

- 3.7 Key activities completed since the last report include:
- An order has been placed for installation of public Wi-Fi at a further six libraries and the Motherwell Heritage Centre. Engagement with a Scottish Government initiative to fund further rollout of the facility may result in twelve more sites being covered;
 - The MS Lync project is now complete and we will shortly be undertaking communications to raise awareness of this facility and encourage wider take up. MS Lync allows instant messaging and remote collaboration both within and outside of the council network;
 - The AnyConnect remote access project is also now complete and will shortly be available for wider rollout across the Council. This provides an alternative means of connection to the Council network for those who do not require access to back office systems ;
 - A new configuration has been created for Elected Members iPads, which will provide a more flexible but PSN compliant solution. This configuration will be tested by Members Services prior to rollout across all the iPads currently in use;
 - A survey of mobile requirements has been issued to Chief Officers, the results of which will inform the choice of mobile device to be issued to them; and
 - A project manager has been appointed to take forward both the EDRMS pilot with the Chief Executive's office and the implementation of the Customer Portal (see below). The new EDRMS system will replace the existing TRIM system for electronic documents and records management and should significantly reduce the use of the shared network drives for the storage of information.
- 3.8 Next steps are :
- Delivery of the finalised network re-design document by Hutchinson Networks;
 - Delivery and implementation of new network equipment for 23 secondary Schools and 64 corporate sites;
 - Implement Phase 2 of iPads for Elected Members which will offer full internet connectivity and access to containerised mobile apps for Council business;
 - Rollout of 'Anyconnect' as a replacement for Citrix where appropriate;

- Migrate staff from the existing to the new Citrix environment where AnyConnect access is not sufficient;
- Procure equipment and commence roll-out of LAN and wireless upgrades across 23 secondary schools;
- EDRMS: The initial rollout of Recordpoint in the Chief Executive's service will be complete by January 2016 and a schedule for rollout across all services will be agreed through the Information Assurance Working Group over the coming weeks; and
- Work with the Smarter Working Group to raise staff awareness of the technologies now available and ensure required benefits are realised from flexible and mobile working.

Project 3: High Schools Bandwidth Upgrade

- 3.9 Schools LAN and Wireless upgrades will commence in December once the necessary equipment is available. A tender is about to be issued (a separate agenda item for this committee) for the enabling works (network cabling and installation of wireless access points).

Phase 2: Additional Transformation Projects

Project 1 Schools Service Desk

- 3.10 Stage 2 will commence following the Gateway Review of Stage 1. Stage 1 has delivered the Service Desk and associated ITIL processes to 6 secondary schools. A detailed project plan for the delivery of Stage 2 has been created, with a target of end Dec 2015 for completion across the remaining 17 secondary schools.

Project 2: PaperLite

- 3.11 The Paperlite project was set up to produce a business case that would identify the business benefits and the return on investment of reducing the use of paper across the council. The draft business case has been presented by Northgate and they have now been asked to split the document into three separate business cases, one for a digital mail room to handle incoming mail, one to underpin the EDRMS project which is already underway and one for outgoing mail. Each business case will show a significant Return On Investment (ROI) and will be presented to the relevant committees for approval before the projects proceed.

Project 3: Enterprise Integration (MS Biztalk).

- 3.12 Lockheed Martin has been awarded the contract to prepare a business case for Enterprise Integration and to advise on the technology options available to the council. Effective integration of the council's core ICT systems will be a vital component of the proposed Customer Portal and may also be required for external integration with other organisations' systems (e.g. for integrated health and social care).
- 3.13 A business case will be available by end November 2015 and will be submitted for approval via the usual governance process.

Project 4: Customer Portal

- 3.14 The Project Board for the Customer Portal has been established, a Project Manager has been allocated and work has commenced. The Customer Portal will provide a window on the council's world for all of our citizens, allowing them to use their 'MyAccount' details to authenticate and gain access to a variety of services, including Council Tax, Registrations, Housing and Social Work and Schools information. The Customer Portal will link with the

Master Citizen Record to allow us to provide a personalised on-line experience for our customers when dealing with the council. Further information is available in the Customer Services Update to this committee.

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 520449, or Brian Mullins, ICT Manager on 01698 520446.