

Cabinet – 21 March 2018

ICT Transformation – Cloud Migration Programme

Portfolio: Councillor K Chambers

Related portfolios:

Service: Information, Communications and Technologies

Wards: None directly affected

Key decision: Yes

Forward plan: Yes

1. Summary

- 1.1 The Council places an increasing reliance upon IT systems and support in the delivery of services.
- 1.2 ICT refresh and innovation has not kept pace with technological advances, therefore the Council's ICT provision is not resilient to factors such as power cuts, water leakages, infrastructure obsolescence
- 1.3 Digital Transformation of Council services are not supported with the current ICT infrastructure limitations.
- 1.4 This report outlines risks and problems that face the Council's ICT service provision. As the potential for system failure increases it would have a major impact upon Council service provision. The infrastructure and architecture of ICT within the data centre is unable to meet the aspirations of the Council's digital transformation requirements.
- 1.5 A project was scoped to engage a specialist organisation to review and recommend actions to mitigate the risks to the ICT service. As the requirements developed, Microsoft (as part of their Cloud Navigator programme) considered the Council suitable for an investment of time and professional resources. Given the Council's long working relationship with Microsoft and the two major contractual arrangements in place for software licencing and support/training, Corporate Management Team gave approval to proceed with a defined project of work to generate a business case tailored specifically to address the Council's issues. The output from this exercise is a comprehensive suite of documents owned by the Council. These will be used as the basis for the procurement exercise.

- 1.6 Due to the risks being carried by the unreliable ICT service delivery, there is a desire to proceed quickly with a procurement exercise to engage a single supplier to deliver the services outlined in the business case.
- 1.7 This proposal constitutes a key decision in relation to an executive function which results in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates. The threshold for significant expenditure/saving is in excess of £250,000.

2. Recommendations

Following consideration of the confidential report in the private session of the agenda:

- 1.1 That Cabinet approves the ICT Transformation Cloud Migration Business Case proposal for ICT Transformation Cloud Migration. (**Appendix A** of the private report)
- 1.2 That Cabinet approves Option 3 (A Hybrid Cloud Solution to migrate up to 80% of the current data centre systems into the Cloud) as outlined in Section 3.8 of this Report, as the preferred option, with award of contract to a single provider to deliver the services
- 2.3 That Cabinet delegates authority to the Director of Resources and Transformation to award a contract for the provision of ICT Transformation Cloud Migration Services, as set out in section 3.8 of this Cabinet Report for a period of 5 years with the option to extend the contract for a further period of up to 5 years, including authority to seal any deeds, contracts or other related documents for the services referred to in Recommendations 2.1 of this Report.
- 2.4 That Cabinet approves the revised ICT Strategy, which is attached as (**Appendix B - ICT Strategy 2017-2020**)

3. Report detail

- 3.1 ICT is an enabler for change, as a strategic tool it contributes to the Council's vision and corporate priorities. With budgetary pressures over the past years, there has been limited investment in ICT as a strategic enabler. The LGA Peer Challenge Action Plan supports the guiding principles of digital by design in everything we think and do, aiming to resolve customer issues at the first point of contact. The recommendations in this report highlight significant capital and revenue investment in ICT; to stabilise current ways of working and build a foundation for future digital transformation.
- 3.2 The Council's current ICT architecture and configuration is not modern or resilient enough to flex with Council service needs; it does not address the growing risk of cyber-attack or confidently build the foundations for digital transformation. The risk of the current Data Centre failing resulting in a major loss of service increases. The impact could be catastrophic; creating

safeguarding issues through to lack of income collection, all of which could ultimately affect the reputation of the Council. The effort and the time required to recover from a loss of service has a serious impact on the Council's business.

- 3.3 Corporate Management Team was appraised of the data centre risks in August 2017 and approved that a piece of work be undertaken to seek options to mitigate the service failure elements of **Corporate Risk 6 - Failure to match the Council's technology solutions with the Corporate Objective requirements**. The current inherent score for this risk is high (24).
- 3.4 The revised Corporate Plan supported by the ICT Strategy, General Data Protection Regulations which will come into force in May 2018 and the Council's Transformation Programme including customer service improvement (Channel Shift) and Insight (data intelligence) has compounded the obsolescence of this service which requires strong technology foundations to support the Council's 'digital by design' direction of travel.
- 3.5 The Council has a long-standing relationship with Microsoft, through an established licence agreement in place for over 10 years, reviewed and renewed every 3 years. Council staff use Microsoft productivity tools such as Word, Excel, E-mail, PowerPoint, Project, Visio and Internet Explorer on a daily basis. Council data, information and intelligence resides in systems and file stores, managed through Microsoft tools. The majority of the Council's systems and infrastructure rely upon Microsoft tools. The ICT Strategy supported by both Cabinet members and Corporate Management Team, identified Microsoft as a key strategic partner with a preferred product set. This has the advantage of having a common look and feel across the products for both staff and technicians to use and compatibility for data. Using best of breed products enables the authority to attract and retain staff and from a technical perspective, there is a well-developed career and training path with courses readily available to support staff.
- 3.6 The Council is in year 2 of a 3-year Microsoft Enterprise and Premier Agreement, which provides licencing for products and access to support and technical expertise. Through the regular dialogue with Microsoft, as part of the account management process, in September 2017 CMT approved an engagement with Microsoft to undertake a joint piece of work with ICT called Cloud Navigator, specifically to address the risks associated with the Council's data centre. This involved Microsoft technical experts working on site with ICT staff to gather information about current systems and services. Through one to one sessions and workshops with representatives from across the Council, the outcome was a tailored plan to address the major risks. This plan and its supporting documentation was handed over to the Council to support the next steps – procurement of a strategic partner.
- 3.7 The Council is one of 13 public sector organisations who are at various stages through the Cloud navigator programme. Each authority has differing sets of risks being addressed; as each authority's requirements is different. The Council's major risks are addressed through a migration of as much of the data centre being transitioned into the cloud, as quickly as possible. In parallel with this the introduction of cloud based productivity tools "Microsoft Office 365" is a natural progression from where the Council is currently. The proposal to transform the ICT data centre services at the same time builds foundations for

digital transformation – a ‘runway’ for our vision and enabling technologies to support the priorities.

3.8 Delivery of Preferred Option

3.8.1 The detailed analysis of findings generated through the Cloud Navigator process has produced plans and documentation to aid the Council to develop a business case to address the significant risks. To manage the risks of such an ambitious programme of work within the timescales identified (12 months) would lend itself to engaging with a single provider organisation to work closely with the Council’s technical and service resources and to take ownership of the implementation of the changes proposed whilst supporting and training Council staff to manage the outcomes from the work.

3.8.2 To facilitate procurement of a supplier partner to deliver this programme of change the council will use a compliant procurement process pthrough the Government’s pre procured ‘Digital Marketplace G-Cloud 9 Framework’

3.8.3 The programme of work will comprise the following:

- Assessment of the current 237 Council ICT systems (i.e. Switch off, move to the cloud or retain on site) and create a hybrid data centre solution which will see up to 80% of current systems relocated into a hosted environment (Cloud based hosting solution which will be housed in a secure data centre in the UK) within 12 months;
- Address residual data centre risks quickly by specific investment e.g power backup, air conditioning upgrade, tape backup upgrade and data storage upgrade;
- The remaining legacy systems which cannot be transferred will be reviewed and a plan developed for their replacement/decommissioning beyond 2019;
- Introduce Microsoft desktop tools – Office 365 which provides Email, Calendar and Office in the Cloud; this will address the frustration and limitations currently being experienced with on premise Email and Intune (mobile device management);
- Decommission the Wyse (desktop) devices and introduce mobile notebook technology, over a phased period;
- Pilot Office 365 collaborative working and data analysis tools.

4. Council Corporate Plan Priorities

- 4.1 The strategic priorities within the Corporate Plan drive the council's ICT Strategy (which is a supporting strategy). The ICT Strategy is included in this report for endorsement in terms of maintaining the thread between the Corporate Plan and council priorities. Whilst ICT can evidence where it supports the Corporate Plan Priorities: Economic Growth, People, Children and Communities, its main contribution is to the core theme of "**Internal Focus**" – **All Council systems are efficient and effective**.
- 4.2 Simply introducing new forms of technology will not achieve benefits without engaging with staff to show them the opportunities for efficiency and effectiveness. To sustain change and achieve the required cultural shift investment is required throughout the employee lifecycle. The programme has a work stream called 'Adoption and Change' this dovetails with the delivery of the technology. Whilst the Corporate Learning and Development Team support this approach, the capacity and skills to deliver the roll out will be delivered through the programme.

5. Risk management

- 5.1 *Corporate Risk 6 – Failure to match the Council's technology solutions with the corporate objective requirements* identifies significant risk of service failure due to lack of ongoing investment in ICT over the past years.
- 5.2 There are a number of key risks the business case aims to mitigate. The major environmental risks relate to ICT services compromised through power loss, environmental equipment failure or system failure due to cyber-attack or systems obsolescence.
- 5.3 The lack of continued investment in ICT has led to the technical architecture of systems being unable to meet the Council's business continuity requirements and future transformation aspirations.

6. Financial implications

- 6.1 The Council has already approved a capital investment for ICT.
- 6.2 The capital investment to transition and modernise the Data Centre to a cloud-based model will be within prior approvals.
- 6.3 Three options were considered as part of this business case:

Option 1 – Do Nothing: This would involve continuing as we are with the current systems and risks around the infrastructure. ICT would continue to maintain systems, patching and upgrading on an *ad hoc* basis. The Council would accept the risks to the data centre and the impact of system failure on business continuity.

Option 2 – Do Minimal work to Sustain Systems: This option would see some targeted improvement of services to minimise some risk, but because the systems and services would remain on-site, it will not create the infrastructure to support digital transformation.

Option 3 Phase 1 – Transform to the Cloud Hybrid Solution: Phase 1 would see up to 80% of current ICT systems relocated into a cloud-based service. Together with this transformation, the programme will support transition to Office 365 (cloud based office productivity tools) replacement of end user devices to support mobile working and resilience for the remaining legacy systems on site.

- 6.4 The ICT Transformation Cloud Migration Programme will deliver enhanced accessibility and availability of both new and existing services to service users. Productivity and efficiency benefits through the implementation of mobile working improvements and collaboration tools will show benefits in that way that Council staff can engage and interact with service users away from on-site Council resources.
- 6.5 Detailed options appraisals are within the private report.

7. Legal implications

- 7.1 The legal implications of using the Government's Digital Marketplace G-Cloud 9 Framework means that the Council will be using a 'pre-procured' process and as such will accept the framework's terms and conditions of supply. Due to the long term and complex nature of the supply, ICT will engage Legal Services where appropriate about the framework's terms and conditions and how to enter into a contract.
- 7.2 All new services will be evidenced by a written contract in a form approved by the Head of Legal and Democratic Services and shall be made and executed in accordance with the Council's Contract Rules.

8. Procurement Implications/Social Value

- 8.1 On the basis of specialist ICT advice received, it is likely that the Council's current Microsoft ICT platform infrastructure is technically incompatible with other supplies and services.
- 8.2 An alternative supplier is likely to present significant disproportionate technical difficulties in operation and maintenance of existing supplies and services.
- 8.3 In order to address such technical incompatibilities an alternative supplier is therefore likely to result in significantly increased costs, delivery timescales and increased risk for the Council, if awarded a contract for the services set out in this report.

- 8.4 Further work will be undertaken in consultation with Procurement to establish the most appropriate procurement route and ensure compliant procurement of the services required. However, it is likely that the Government's Digital Marketplace G-Cloud 9 Framework will be utilised to procure the services in a manner that is compliant with the Public Contract Regulations 2015, in accordance with, the Council's Contract Rules and Social Value.

9. Property implications

- 9.1 There will be a release of office space on third Floor Civic Offices as and when servers are decommissioned and removed. A generator back up power provision will be implemented to provide services to the Civic Centre 3rd Floor area where the Data Centre is currently located and where the residual systems will continue to reside. This backup power solution will maintain continuous power to the residual systems and importantly the communications link to the Cloud hosted environment.
- 9.2 The implementation of MS Office365 and associated desktop productivity tools will enable new flexibility in the way teams interact and options in terms of the locations in which this takes place and Council assets that are utilised. Teams in distributed locations or home workers will be able to work and collaborate as a virtual team.

10. Health and wellbeing implications

- 10.1 ICT has historically been seen as a back office service, invisible to customers yet vital to front line services to enable customer service delivery. Digital transformation will see our service offerings change to enable residents and businesses to access services and the ability to report, book and pay at a time and place convenient to them.
- 10.2 Mobile technology on Smartphones, Tablet PCs and Laptops will enable the implementation, where appropriate, of flexible and agile working arrangements. This will enable the opportunity to influence positively the work/life balance of staff without negative impact on productivity. This in turn will support service improvement and all aspects of the Marmot objectives.

11. Staffing Implications

- 11.1 This programme includes training and development opportunities throughout Implementation and beyond through a robust '*adoption and change*' approach to embedding new ways of working with technology. The change aspect will ensure that personal development opportunities are available through appropriate training and support.

- 11.2 The availability of the most up to date technology, the choice of Microsoft tools as a best of breed solution, together with adoption and change will ensure that the Council is able to attract and retain a committed and innovative workforce.
- 11.3 This change will see technical ICT staff released from maintaining obsolescent and unreliable systems, providing them with greater job satisfaction through focus on delivering what the business needs for the future rather than resolving problems.

12. Reducing inequalities

- 12.1 Through liaison with the Consultation and Equalities team, the feedback is that at this stage an Equalities Impact Assessment is not required.
- 12.2 As part of delivering new ways of working, considerations will be highlighted, by ICT working with the Consultation and Equalities Team, in terms of not withdrawing certain provisions but also the opportunity to introduce greater flexibility.
- 12.3 No ways in which people with protected characteristics could be negatively impacted by the proposed changes were identified by the Consultation and Equalities Team, other than ensuring that changes would not affect existing special provisions and systems modifications. Disability is the most relevant characteristic in this instance.
- 12.4 The introduction of any completely new functionality should also ensure that users with protected characteristics are not disadvantaged.
- 12.5 Property implications such as access were agreed as not being relevant in this instance by the Consultation and Equalities Team
- 12.6 Though not mandatory, the ICT Transformation – Cloud Migration Programme would be an opportunity to highlight and demonstrate consideration for any ways in which enhanced functionality could be provided to people with protected characteristics over and above existing arrangements. E.g. Flexible working arrangements and modifications for blind, deaf, dyslexic people by considering alternative ways to access systems.
- 12.7 The Consultation and Equalities Officer volunteered that staff with protected characteristics are available to contact for opinions, advice and suggestions if required

13. Consultation

- 13.1 Consultation has taken place with a wide range of stakeholders and these are listed at **Appendix C – Stakeholder Engagement for Cloud Navigator Programme.**

Background papers

- PowerPoint Slide Pack included with details of business case (Private Report – Appendix A)



Executive Director
Resources and Transformation

14th February 2018



Councillor Chambers
Portfolio holder

14th February 2018

ICT Strategy



Walsall Council

Information, Communication and Technologies Strategy 2017 – 2020



Walsall Council

Foreword

It is an exciting time to be in local government.

The world is changing fast and we must change faster to meet the increased demand and expectations from our citizens and the business community. As we face these challenges we are seeking new and innovative ways of delivering council services.

Information Technology is a business enabler fusing organisational change with a flexible and scalable technology infrastructure. When you look at the world, the importance of data and the way you use it is critical to our business. We need to exploit this asset turning data into intelligence to make informed decisions that achieve our priorities. We also need to keep our data secure and our architecture and infrastructure resilient and flexible.

Utilising scarce resources we will work together with partners and organisations to achieve 'value for money' solutions.

I am pleased to introduce this Information, Communication and Technologies Strategy which outlines our approach to supporting transformational change.



James Walsh

Chief Finance Officer and Assistant Director, Change and Governance

Purpose of ICT

- **To deliver a safe and secure information, communications and technology service to directorates**
- **Help and enable the business to do things differently by supporting their change through the ICT Strategy, governance and delivery plans**

Introduction

The Council continues to respond to significant change and financial budgetary pressures by relying heavily on technology. Our residents, businesses, customers and clients access technology and digital services in all areas of their daily lives at a time and place convenient to them and this should be reflected in how the council interacts with its customers in the future.

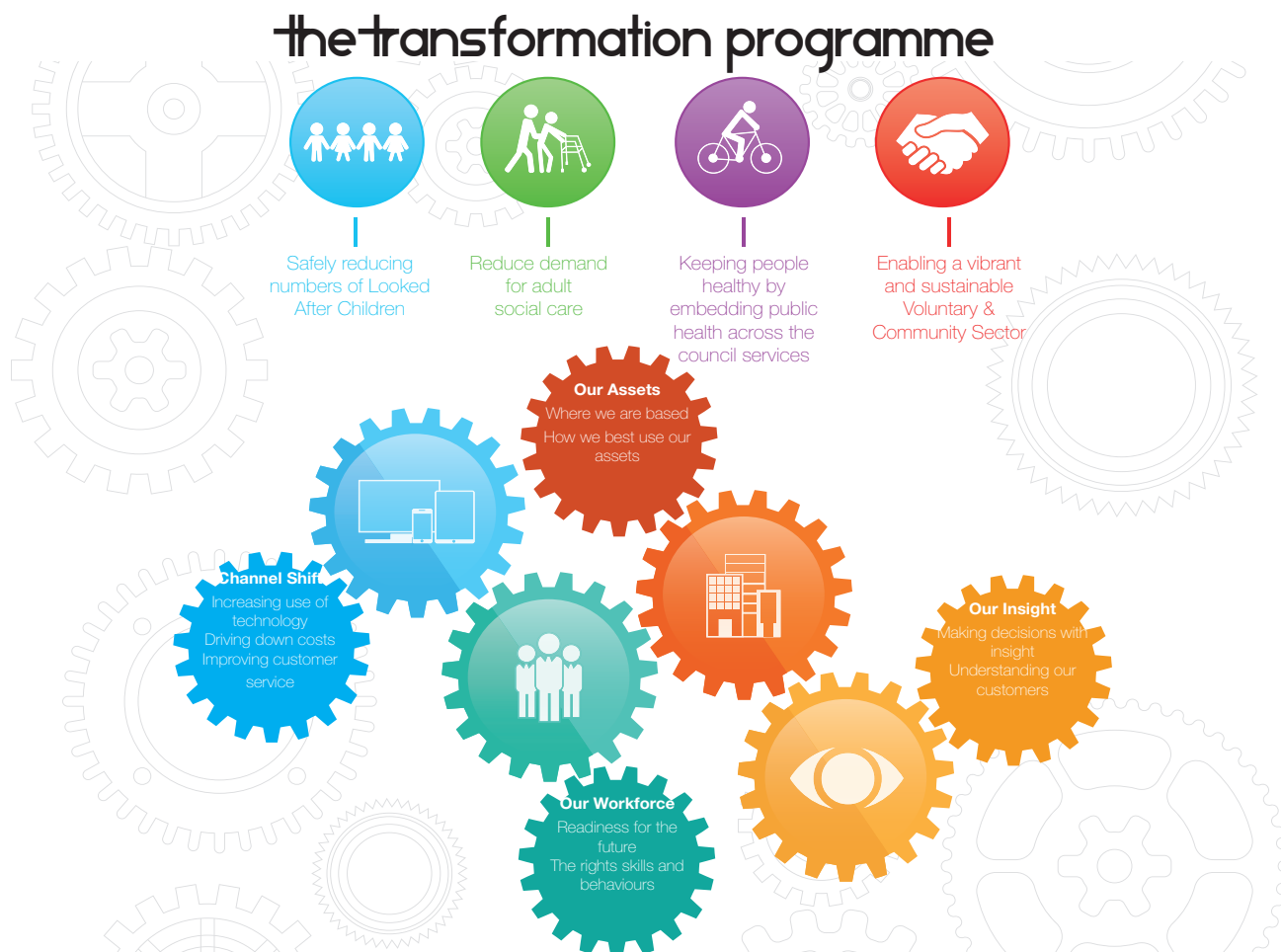
Technology can have a profound and transforming impact on the type and quality of services which the council can provide, this comes with a cost.

This ICT strategy outlines how Walsall Metropolitan Borough Council will apply technology to support service delivery over the medium term future, within the context of the **Council's Corporate Plan 2017-2020** the purpose of which is to reduce inequalities and maximise potential.

This strategy identifies an approach to technological change which aims to assist delivery of business change which supports the council's priorities to:

- Pursue inclusive economic growth
 - Walsall people will have appropriate skills and access to jobs so economic benefits are felt in each of our communities
- Make a positive difference to the lives of Walsall people
 - Increasing independence and improving healthy lifestyles so all can positively contribute to their communities
- Children are safe from harm, happy and learning well with self-belief, aspiration and support to be their best
 - Walsall children are provided with the best start in life so they can fulfil their potential and make positive contributions to their communities
- Safe, resilient and prospering communities
 - Walsall is a clean, safe and healthy place, with the right housing to meet need, accessible to all and with a strong sense of belonging and cohesion

The council is embarking on a Transformation Programme which comprises of 8 themes of activity. ICT cuts across all themes, supporting all aspects of the Transformation initiatives:



Information, Communication and Technologies Strategy

The ICT strategy has four distinct themes, using the principles of: **Simplify, Standardise and Share**

Digital by Design

Ensuring IT systems, processes and services meet the needs of our residents and businesses. Providing the capability to transact with the council 24x7 to book, pay or report through web browser technology (any time, any place, anywhere), removing the reliance on paper and facilitating information sharing with partners.

Exploiting the Value in our Information, Intelligence and Insight

The council is a custodian for many types of information including highly sensitive and personal information. Information is a key asset in the delivery of services and as such deserves to be managed effectively and safely. Enabling information to be reported from systems without holding it multiple times and double handling - working towards a Capture Once, Use Many Times principle (storing information we rely on in a way to make it easily accessible) will contribute towards efficient and effective working.

Using Technology Effectively

Bringing change ideas together with technology innovations, enabling staff to utilise helpful technologies in their work, effectively leading to improved service delivery opportunities, contributing towards efficiencies and budgetary savings.

Maintaining the ICT Infrastructure and Service

Regular update and replacement of IT architecture and infrastructure. Supporting a core set of resilient, flexible, integrated end user productivity tools with the appropriate level of business continuity, user support and training.

Central to the use of digital tools to support this strategy is the emphasis on managing the Data we collect, gaining value from turning it into **Information**, adding intelligence to give **Knowledge and Insight** to change and support services.

What We Have Achieved So Far?

As we are operating in times of financial constraints and increased demands, the technology we invest in must fully support and enable delivery of the Council's services. These are a range of projects which ICT has been involved in and which have added demonstrable benefit and value.

Recent achievements:

- We have awarded a new mobile air time contract to Vodafone leading to improved service/ reduced tariffs
- Business continuity provision at Tamworth (secondary data centre) for a subset of core IT systems
- Mosaic Childrens & Adults Case Management System, integration with Oracle financials and completion of Phase 2 of this programme
 - a Dashboard for Multi-Agency Safeguarding Hub
 - a pilot for Adults and Childrens Social Workers using Tablet devices
- Evaluation and business case development to support consolidation of two key corporate systems – Finance and HR/Payroll with a view to implementing an Enterprise Resource System
- Education Development Centre staff transitioned from Serco technology and network into the Council's network and storage system
- Maintain system availability (uptime) and compliance whilst dealing with change requests and a growing cyber threat
- Channel Shift Strategy approved as part of the council's Transformation agenda
- Consolidation of Off Site document storage contract with Iron Mountain
- Centralisation of Print and Design activity
- Decommission of aged network technologies
- Migration from unsupported Microsoft Windows operating systems and database environments
- A 3 year Agreement with Microsoft for Operating Systems and Desktop Productivity Software, providing a path to cloud based services
- Achieved Reasonable Assurance rating on Data Protection Audit conducted by the Information Commissioner's Office.

Current Initiatives:

- Data Centre Disaster Recovery Review together with Cyber improvements
- Replacement of Mobile Device Management solution, preparing for future migration to Android mobile telephones and Windows based tablets (decommissioning Apple products)
- New Design for Council Web Site (via the Channel Shift theme of Transformation)
- Rollout of Tablets to all social work staff
- Leisure Centre Management System implementation
- Libraries Infrastructure upgrade to support Public Access to IT in Libraries
- Phase 3 Mosaic Social Care Case Management – benefits realisation systems for financial (Paris/Fiscom/Nurcis)
- Public Services Network accreditation
- Business Case for Corporate Reporting Tool (in line with the Insight Theme of Transformation Programme)
- Roll out of a new, flexible wide area network (having gone through a rigorous tendering exercise)
- Continuation of Vodafone Mobile Air Time roll out to mobile telephones
- Replacement of Financials and Human Resources systems with an integration solution.
- Support the development of Channel Shift Business Case to develop a corporate approach to customer service delivery
- Paperless Meetings (access to reports, agendas and minutes electronically)

Shaping our Digital by Design Strategy

Effective business change, which impacts People, Technology and Information is linked to a strategic approach to information technology and will enable the council to have a sound information, communication and technology infrastructure and building blocks to enable it to flex and change with future demands. With the council's evolving Transformation Programme, ICT will underpin the change we are about to embark on. Specifically Channel Shift, which is focusing on our customer interactions.

Digital by Design (Channel Shift)

In our personal lives, as customers we are used to accessing services on-line using our smart phones, tablet, Ipad or home computer - at a time convenient to ourselves. We use services which enable us to Choose, Book and Pay; this principle underpins our approach to Digital by Design. We will enable services to be offered through web and internet based technologies (as a more cost effective and available delivery channel for services), but will still ensure that our vulnerable and hard to reach customers can interact with us in the most appropriate way.

We will take the opportunity to embrace the advances in technology which commercial organisations achieve and learn from their experiences rather than re-inventing existing processes.

We will also acknowledge the need for a Privacy by Design approach. Privacy by design is an approach to projects that promotes privacy and data protection compliance from the start. For example when:

- Building new IT systems for storing or accessing personal data
- Developing legislation, policy or strategies that have privacy implications
- Embarking on a data sharing initiative; or
- Using data for new purposes

Our Information, Communications and Technologies Digital Vision

Will be an enabler to help achieve the Council's Purpose which is to **Reduce Inequalities and Maximise Potential** and our approach to exploring opportunities to deliver services through digital provision will be based upon support for our values:

- Honesty and Integrity
- Fairness and Equality
- Value for Money
- Innovation and Collaboration
- Listening and Responding

We will use technology and digital services to support our workforce to:

- Improve outcomes for residents, customers and businesses in Walsall
- Deliver a local citizen offer enabling customers to access their information , report, book and pay for services
- Enable joined up partner working safely sharing data to improve the life chances of our vulnerable customers
- Help our staff with their work on a daily basis
- Exploit information systems to inform operational and strategic decision making
- Adopt a Digital by Desire approach to new systems and digital services

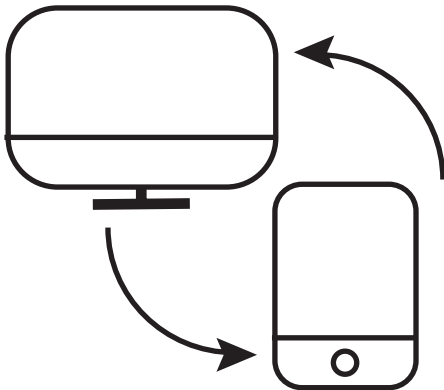
Working in Partnership

The council recognises significant benefits and opportunities in working collaboratively with partners and agencies to enable joined up transformation activity:

- Walsall Digital Roadmap – working with Health and the Clinical Commissioning Group aligning digital activity
- Walsall Borough Management Team and close liaison with partners – Health – Manor Hospital, Clinical Commissioning Groups, Walsall Housing Group, Fire Service and Police to enable shared intelligence about our communities.
- West Midlands Combined Authority and Black Country Heads of ICT – exchanging learning and expertise and considering joined up procurement activity.
- Multi Agency Support Hub – cross agency working with regards to supporting Childrens Safeguarding and exploring opportunities to share social care information across partners.

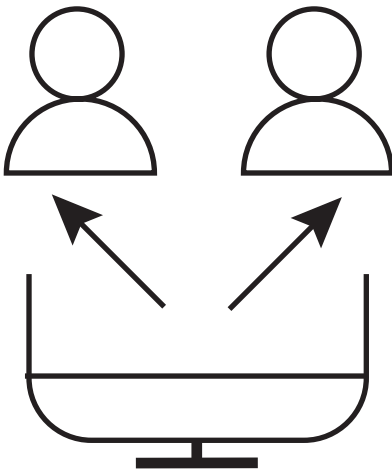
Strategy Themes Supporting Simplify, Standardise and Share

Digital by Design



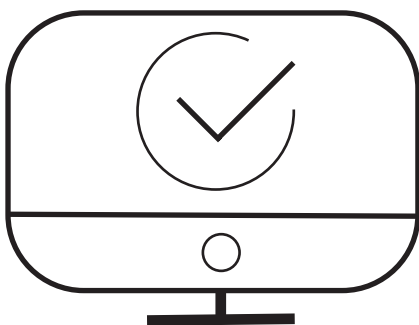
- Channel shift – target £5m savings by 2019/20
- Self-service web enabled approach to choose, book and pay for goods and services
- Consolidated customer contact
- Golden Customer Record - personalised customer access to council services based on Master Data Management approach
- Plain English usage in our letter production to minimise customer need to contact the council
- Less printed material

Making Better Use of our Information, Intelligence and Insight



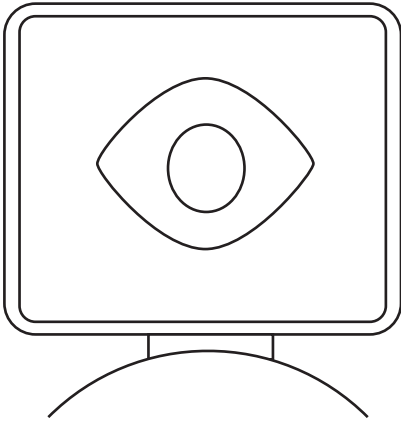
- Consciously reduce the numbers of IT applications we use by consolidating processes - creating and holding information once, simplifying, standardising and sharing
- Enabling information sharing
- Use of local and national Land and Property Gazetteer
- Master Data Management Strategy
- Using Information Governance Principles to support service delivery and information sharing
- Improved records management approach for paper and electronic records (document management and retrieval)
- Document Classification and Marking
- A Corporate Reporting Tool which will enable easier data consolidation, insight and presentation

Using Technology Effectively



- Applying technology innovation to business change
- Simplifying use of technology for ease of use eg single sign on, standard products
- Supporting agile and flexible working arrangements
- Exploiting cloud based hosting arrangements
- Working closely with key suppliers to enable standardisation and simplification of systems, processes and productivity tools

Maintaining the ICT Infrastructure and Service



- Building a scalable and resilient infrastructure to adapt to the needs of the future council
- Secure the current Data Centre and services whilst supporting a Cloud First approach to system review/ replacement
- Developing skills and competency in our technical staff to support and deliver effective change promptly and to a high quality
- Ensuring contracts are monitored and reviewed regularly to ensure value for money and fitness for purpose
- Maintaining ICT support and operational services to guarantee a high quality of service availability
- Manage a Capital Programme of Investment in ICT effectively
- Ensuring business continuity and disaster recovery requirements meet the needs of our business

Our vision will be delivered across the following themes:

Theme 1 – Digital by Design

Will support technology to deliver the diverse nature of the council's work, enabling information to be captured once but used many times and making it widely accessible, where appropriate, reducing the need for customers to provide the same information to us time and time again and having to rely on when the council is 'open' in order to transact with us.

Replacement/enhancement and upgrades to IT applications will be based around what our customers need and the solutions will wherever possible be integrated across a common platform and modular in form, rather than standalone.

We will focus on the processes which are commonly used via the council's main contact points and seek to introduce web based applications which, where appropriate to do so will be self-serve only i.e. ordering copy birth certificates from the Register Office. Services provided online are available to our customers 24/7 allowing them to transact with the Council whenever is most convenient for them. Mediated service delivery through customer services intervention e.g. through contact centres will be able to use the same technology, but provide support to customers who need it.

Key Points:

- We will exploit the opportunity provided through our Local and National Land and Property Gazetteers to consolidate address files where appropriate and provide enhanced demographic features into our systems.
- We will explore the benefits and opportunities for externally hosted systems (Cloud Computing) and taking a risk based approach where appropriate we will utilise this capability to improve our business continuity. This is a maturing market and our approach to utilising

Cloud first will be aligned to sound contract management and also aligned to future plans for our in-house data centre. We will consider cloud first at every opportunity to save money and create efficiencies. Any potential risk to business continuity will be approved/accepted by CMT.

- We will work closely with service areas who interact regularly with customers e.g. Contact Centres and promote web channel development to provide customers with access to Book, Report or Pay for services to support the digital by design approach.
- We will enhance our web site and develop applications for customers to personalise their interaction with the council through digital channels and reduce the need for letter production and postage costs.

Theme 2 – Making Better Use of our Information, Intelligence and Insight

The council has many systems and processes (manual paper based and electronic file stores/systems) which we can exploit more through improved connectivity, integration and reporting opportunities. We know that we hold the same/similar information multiple times in separate systems. Interfacing between systems is still immature.

This theme aims to deliver better information for operational and strategic purposes, enabling the council to build insight and innovation into service delivery.

We will maximise the skills and expertise we have in the organisation through a strategic approach to the tools we use with the aim to have a limited range of reporting tools to interrogate our key corporate systems.

Key Points:

- Information governance and information management are key skills - protecting information training continues to be a key priority for the council to gain assurance that our staff understand their responsibilities when working with information and records.
- We will continue to develop and exploit the Council Information Asset Register to enable us to identify, track and protect information held and that which flows in and out of the business.
- **IT Systems Register;** we rely upon over 270 IT systems which are managed and maintained within the Council's data centre provision. Taking the opportunity to review these systems when contracts come up for review, will enable us to consider opportunities to integrate functionality, reduce duplication of information and ultimately improve service provision. The review will also focus on multiple systems that serve the same purpose - providing the same functionality in different service areas. A full evaluation will be undertaken to determine if the data sets can be merged into just one system to maximise use of that system and deliver cost savings.
- We will review the range of reporting tools currently in place (Qlikview, Crystal, Business Objects, Corius, Oracle Discoverer) and exploit the benefits of having fewer, corporate reporting tools which can interrogate all information systems. Through consolidation we will skill up key people to be able to report across multiple systems and enable informed decision making.
- We will understand our records management needs (paper based and electronic) and rationalise data storage of paper records, introduce effective methods for access and retrieval

of records in line with the Council's Retention Policy. Where new IT systems are implemented, we will actively explore opportunities for scanning and indexing existing files and records into Electronic Document Management systems.

- Services should consider the risk associated with reliance on data and information held within 'uncontrollable' spreadsheets and databases.
- Use of spreadsheets and databases outside of the control of our key systems will be carefully monitored to ensure that key decisions are based upon sound and validated information.
- Information made available on the Council's Web Site will be relevant and up to date. The new Web Site will have triggers to remind authors and editors of content reaching end of life.

Theme 3 – Using Technology Effectively

There is enthusiasm for the use and application of technology within the council. The ICT service will provide help and guidance to services at the earliest opportunity to support business case development for change proposals which have an integral ICT element.

To implement successful change requires us to approach new IT systems in an holistic manner, utilising business analysis activity to ensure that processes are effective and not creating wasteful steps or replicating functionality in existing systems.

Although the ICT service has limited resources it will focus its efforts on the key activities supporting the Corporate Plan priorities.

To support an agile and cost effective council, early engagement with ICT is vital. Future planning of change will enable the core IT infrastructure to continue to be resilient, support flexibility, and be cost effective. ICT involvement with business case development will help to design the best possible solution and change processes.

We will also explore and support partner working to gain the most benefit from working collaboratively and sharing our systems, expertise and information.

Key Points:

- ICT Account Management activity will support directorate service planning in line with the ICT Strategy principles, to consider ICT implications in advance and provide regular updates on ICT service levels, work in progress and ICT service offerings.
- An ICT Governance Board will review and consider change activity business cases and their viability to support the council vision and priorities.
- Business cases will include details of resources required for any business change which has an ICT impact – effectively we will not carry ICT resources as an overhead, but will coordinate specific technical needs on a case by case basis.
- We will update our Mobile Airtime contract to provide greater value for money.
- We have a planned replacement of non-Microsoft based productivity tools to consolidate our use of mobile devices eg laptops and tablets (to reduce the need for multiple licences) through the introduction of Microsoft Windows based Tablets.
- Through pilot projects and evaluations we will evaluate the Desktop initiative which introduced Wyse Terminals as part of Smarter Workplaces and the benefits of introducing alternative devices

to aid service delivery.

- With reducing resources, we will review the ICT Service Desk contact methods and offer new ways to contact us if you have a problem.
- We will roll out mobile working technology across Children's and Adults Social Care with a view to eventually replacing all laptop devices with the same solution.
- We will review our Wyse 'thin client' Infrastructure to ensure that desktop devices are appropriate for the way the Council wants to work.

Theme 4 – Maintaining the ICT Infrastructure and Service

The rate of technological change continues apace and the council wants to manage its investment in the technology infrastructure to have systems that are 'best of breed', reliable and scalable. This approach will help to manage the risks associated with ICT change and service delivery.

The Council will explore opportunities to leverage emerging technologies and delivery models including adoption of a Cloud First approach, which will challenge all new initiatives to assess their viability to be provided through hosted solutions. This strategy emphasises a cloud first and mobile first approach to service design and provisioning. The early initiatives include the adoption of Microsoft In Tune and Office 365.

This will give flexibility to reduce costs by turning off unused or unwanted capability and the provision of cost effective business continuity services through external hosting of our applications.

It is intended that our Mobile Tablet Rollout for Social Care will consider Office 365 as a Cloud based subscription service and as the Business case for the Enterprise Resources System matures it is predicted that this solution will also be Cloud based "Software as a Service" (SaaS) delivery model.

There has been a consolidation of the council's paper based records management through a refreshed contract with Iron Mountain. There still continues to be a heavy reliance on paper files and records. As part of this strategy any new change initiatives will be asked to consider the implications for archived paper records regarding the format of their retention (retain paper or scan documents) or their safe and documented destruction.

Key Points:

- **Microsoft** (MS) software IT products and operating environments will be the preferred best of breed option for our solutions. This covers servers, databases, reporting, desktops, laptops, tablets, Office productivity software. Transition to a Microsoft environment will be achieved through phasing based on the whole lifetime cost of our assets, replacement lifecycles and capital funding. We will leverage Microsoft technical advice and exploit software offerings which are part of the Council's Microsoft Enterprise Agreement and the benefits this agreement can offer eg Skype for Business, SharePoint, Microsoft Dynamics, In Tune, Bit Locker, Defender etc.
- By coordinating and planning business change, the ICT Infrastructure required to support it can be developed in parallel as a robust supportive service rather than a reactive one.
- Developing architecture for ICT based around future needs will mean that we are able to achieve value for money from contracts and procurements, build a scalable and on demand service and release unwanted contracts in a timely fashion.
- Cloud (external system hosting) we will adopt a 'Cloud First' approach to ICT service delivery, to minimise the risks associated with our current reliance upon 'on premise' data centre solutions.

- Microsoft Office 365 (web based MS Office solution) will be an area for review and evaluation in 2017/18, as it will address a number of technology problems in addition to its basic benefits.
- The current mobile management device software - Good for Enterprise will be decommissioned and be replaced by Microsoft In Tune, this opportunity will also lead to the decommissioning of all Apple and Blackberry devices.
- As part of Smarter Workplaces, multifunctional print, scan and copy devices have been installed in the Business Centres within Civic Centre Offices and remote sites. Looking to the future, a 'Paperless' strategy will see the council relying more on electronic records than printed materials. This means that the devices we use to access information need to be able to present documents in an easy to read way, enabling, edit and update facilities and our records storage methods need to be easy to use.
- Continuation of our records management work will consider what should happen to files and documents stored at Civic Centre Offices and seek opportunities to scan and store electronically our vital files and records.
- A new contract for the wide area network connecting our offices and buildings together will be introduced during 2017/18.
- We will explore the feasibility of bringing together IT application support teams with a view to reducing management overhead and cross skilling teams to support (initially) key corporate systems such as Oracle Financials, ITrent HR and Payroll System, SX3 Revenues and Benefits. Should this prove viable and effective we would consider phase 2 for Mosaic Children's and Adults Social Care and Mayrise Clean and Green support consolidation.
- As part of the Council's Transformation Programme, we will review customer contact activity with a view to supporting a council-wide Corporate Channel Shift into a digital service provision.

Delivery Approach, Governance and Milestones:

Linking together all technology aspects of the related work of Information, Communications and Technologies is shown in the following table titled Core Technologies and Providers Underpinning the ICT strategy.

Working closely with the ICT Governance Board and the Transformation Programme we will develop an ICT delivery team which complements the business as usual ICT service and supports cross training and skills development of our own staff to support changes to technology services.

For further information on this strategy or the services which ICT provides please contact:

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Core Technologies and Providers Underpinning the ICT Strategy

The Core Technologies

Core Technologies	17/18	18/19	19/20	20/21	21/22
Telephony and Local Area Network	Cisco	Cisco	Cisco	Review	
<p>Strategy Theme - Maintaining the ICT Infrastructure and Service: Cisco Desktop Phones connect via a network cable and network point to Cisco routers, all workstations connect via a network point to a Cisco router – this infrastructure gives officers access to applications within the Council's data centre. The Cisco routers connect to Cisco firewalls which allow onwards access to the internet.</p>					
Desktop Applications, Server Operating Systems	Microsoft	Microsoft	Microsoft	Microsoft	Microsoft
<p>Strategy Theme(s) - Maintaining the ICT Infrastructure and Service and Exploiting the Value in our Information: Microsoft software is utilised throughout the Council from the Windows Operating System on the desktop through to specific productivity tools such as Microsoft Project or Microsoft Visio. Using the Microsoft product set ensures integration and compatibility issues are minimised and allows for seamless sharing of information.</p>					
Web Development	DNN	DNN	Review		
<p>Strategy Theme(s) - Digital by Desire: The Council's website is being redeveloped using Dot Net Nuke (DNN); DNN will provide a stable platform onto which WordPress and LiveLink sites will be transferred as a medium term solution. DNN will assist with the agile development of the Council's website and is a medium term solution as a stepping stone to an integrated CRM and self service solution.</p>					
Corporate Storage	Netapp	Netapp	Netapp	Review	
<p>Strategy Theme(s) - Maintaining the ICT Infrastructure and Service and Exploiting the Value in our Information: The Council's data is stored on the "NetApp Device"; having data in one location allows for easier sharing, back-up and recovery. The NetApp Storage Device also hosts applications such as e-Business Suite. There are Netapp devices located both at the Civic Centre and Tamworth (the business continuity site); these replicate information between each other.</p>					
Corporate Back-up Software	Symantec Netbackup	Symantec Netbackup	Review		
<p>Strategy Theme(s) - Maintaining the ICT Infrastructure and Service: The Council's data and systems are secured to tape using a software product called Symantec Netbackup. Securing systems and data to tape ensures data is maintained.</p>					
Server Virtualisation Software	VMWare	VMWare	Review for Microsoft Hyper-V		
<p>Strategy Theme(s) - Maintaining the ICT Infrastructure and Service and Using Technology Effectively: VMWare is a software product which enables multiple "virtual applications servers" to be housed on 1 physical server – this means that if a virtual server fails, or needs to be upgraded it can be quickly and easily re-provisioned (instead of waiting for new hardware to be supplied).</p>					
Desktop Virus Protection	McAfee	McAfee	Review for Windows Defender		
<p>Strategy Theme(s) - Maintaining the ICT Infrastructure and Service: Anti-virus protection installed on desktop computers protects the Council's IT environment and data from corruptive events such as RansomWare viruses.</p>					
Tablet Devices and peripherals	Lenovo	Lenovo	Lenovo	Lenovo	Review
<p>Strategy Theme(s) - Using Technology Effectively: Standardising on a specific set of devices from a specific manufacturer enables both ICT and IT users to benefit from maximum exploitation of the technology through familiarisation. The Lenovo devices in the current ICT Catalogue are the Mixx and the Yoga.</p>					
Smartphone	Samsung	Samsung	Review		
<p>Strategy Theme(s) - Using Technology Effectively and Maintaining the ICT Infrastructure and Service: Standardising on a specific set of devices from a specific manufacturer enables both ICT and IT users to benefit from maximum exploitation of the technology through familiarisation. The A3 and A5 Samsung Smartphone also have further integrated security which is recommended by the Public Service Network (PSN).</p>					
Mobile phone	Nokia	Nokia	Review		
<p>Strategy Theme(s) - Using Technology Effectively and Maintaining the ICT Infrastructure and Service: Standardising on a specific set of devices from a specific manufacturer enables both ICT and IT users to benefit from maximum exploitation of the technology through familiarisation. The Nokia basic mobile phone has a proven track record for reliability and ease of use.</p>					

Core Technology Providers

Core Technology Providers	17/18	18/19	19/20	20/21	21/22
Card Payments	Capita	Capita	Capita	Review	
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service and Using Technology Effectively; Card payment transactions into and out of the Council are made by software hosted by Capita (Pay.Net). Many services are reliant on this service and there are interfaces into and out of many systems. There has been a recent upgrade to this system in order to ensure the Council retains compliance with the Payments Card Industry (PCI) standards. Due to the reliance on this system and the complexities of implementing a replacement system it is intended to retain services with this supplier until 2020/21</p>					
Internet Service	Janet	Janet	Janet	Review	Review
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service and Using Technology Effectively; The Council's internet service is provided by Janet. There is a live service into the Civic Centre and a back-up service via Tamworth. As more and more Council services become digital, and more and more systems are hosted outside of the council the internet service is as crucial to the Council as electricity. Due to the reliance on the internet service and the complexities of implementing a replacement service it is intended to retain the current service with this supplier until 2020/21.</p>					
Network Connectivity	BT	BT	BT	BT	BT
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service and Using Technology Effectively; The Council's wide area network service is provided by British Telecommunications Plc. A contract was awarded in May 2017 for the supply of network connectivity to approximately 60 remote sites. The contract is for a 5 year term with two 12 month extension periods. All new network connections will be added into this contract.</p>					
Landline (Voice) Redcare (Alarm)	BT	BT	BT	BT	BT
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service and Using Technology Effectively; The Council's landline phone lines and Redcare Alarm Services are provided by British Telecommunications Plc. The Redcare product is a service provided exclusively by BT. Using the principles of simplify, standardise and share it is intended to retain all of these services with BT so as to not introduce another supplier and to ensure continuity of service.</p>					
Servers (for Data Centre)	Dell	Dell	Review	Review	Review
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service; It is recognised that the requirement to purchase additional hardware for the data centre will decline as the Council adopts a "cloud first" approach. Existing servers in the Data Centre have been supplied by Dell; they have a proven track record for reliability and integrate seamlessly with other Data Centre Infrastructure. For the small numbers of services purchased each year it is ICTs intention to continue to purchase Dell hardware until 2020.</p>					
Printing, Copying and Scanning	Konica Minolta	Konica Minolta	Konica Minolta	Konica Minolta	Review
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service and Using Technology Effectively; The multi-functional devices (MFDs) in use throughout the Council are provided by Konica Minolta. Software to manage and control the use of these devices (Safe-Q) is also provided by Konica Minolta. This service has taken a long time to implement and is now being modified and refined so as to meet the challenges of Digital and Channel Shift. It is intended to extend this contract until at least 2021 so as to maximise the benefits it can potentially deliver.</p>					
Corporate Contact Centre and PBX	Getronics	Getronics	Getronics	Review	
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service and Using Technology Effectively; the Council's contact centre infrastructure and software and PBX were initially provided by Getronics. The only supplier who can support this hardware and software is Getronics. Whilst there are plans to replace the contact centre at some point in the future the PBX will always remain part of the council's infrastructure until such a time as Cloud Telephony is adopted. Due to the exclusivity of this hardware and software Getronics will remain a key supplier to the Council until at least 2020.</p>					
Mobile Airtime	Vodafone	Vodafone	Vodafone	Vodafone	Review
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service and Using Technology Effectively; a contract was awarded to Vodafone for the supply of mobile airtime in September 2015. Migration to any new airtime contract will take a number of years as numbers cannot be ported until their contract with the original supplier has expired. So as to realise the benefits of migrating to a new provider it is intended to remain with Vodafone until at least 2020.</p>					
General IT Supply	Specialist Computer Centres	Specialist Computer Centres	Specialist Computer Centres		
<p>Strategic Theme: Maintaining the ICT Infrastructure and Service and Using Technology Effectively; The Council has a partnership with Specialist Computer Centres; IT goods and services can be purchased in compliance with EU regulations via the Sprint ii Framework agreement. This route to market allows for quick and seamless transactions. At all times purchases are bench marked against other suppliers to ensure that SCC continue to offer value for money.</p>					

