ICT Cross-Cutting Workstream

Presentation to the

Joint Overview and Scrutiny Transition Board (JOSTB)

## 1. Purpose

- The ICT Cross-Cutting Workstream has been set up to provide support to all workstreams in the One Council Programme that have ICT requirements, for example, assisting in the selection of new software applications, merging existing applications, and data cleansing and integration of existing systems.
- The remit of this workstream also has a more technical side. As the new council will be dependent on its IT, the work groups are designing and building a new ICT infrastructure that will be able to cope with the demands placed upon it following the formation of the unitary council and enabling growth to take place in future years. In the short term this includes, but is not limited to, the joining up of 5 separate networks, the delivery of a new email system, joined up telephony so they can route calls to the right place, and a new internet web presence

## 2. Where Are We Now?

Initially 9 working groups were established covering all the main areas of the ICT Service Delivery. A further three priority areas have been identified and work groups established. These groups are:

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| Infrastructure | To design a resilient ICT infrastructure for the new authority to support future service delivery. This includes the network, security, desktop devices, mobile and flexible working. Providing technical advice and support to the main workstreams. |
| Telephony | To provide a resilient and appropriate telephone system for the new authority enabling voice traffic to be correctly routed to the right point of contact and service delivery. |
| Processes | Ensuring that the ICT service has the appropriate processes in place to facilitate the use of ICT throughout the new authority. |
| Discovery | To gather ICT related information on infrastructure and applications. |
| Information Management | Ensuring that the right information is available to those who have a need and a right to access it. |

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| Support | Steria will be providing the technical support for both the new council's infrastructure and to end users. This team will ensure that the transition from existing support arrangements to Steria will be trouble free and that there is no drop in service delivery |
| Email | To design an email system and infrastructure for the new authority. Including email security and archiving. |
| Applications | To provide support to the main workstreams related to applications and data integration. |
| GIS/NLPG | Enabling and promoting the use of GIS systems for the new authority and ensuring the best use made of data available through the NLPG and Street Gazetteer. |
| Web technologies | To provide technical support to the workstream designing a new web service for the new authority. |
| Information Security | To ensure that the new authority continues to provide a safe and secure environment for all data processing, ensuring compliance to the law, and adherence to corporate information policies. |
| ICT Training | With new applications and applications merging, staff will need training on these systems, both for end users and IT support staff. This team will also be looking at the required skills needed in the ICT Service to continue to provide the service to users as the new council develops. |

Each group consists of officers from each of the District Councils and also the County Council. A team leader has been appointed by each work group who reports into the Cross-Cutting Workstream Manager.

3. **Governance**

- The governance for the Cross-Cutting Workstream had been set up to be fairly fluid during the initial discovery stages of the programme.
- Team leads report directly to the Cross-Cutting Workstream Manager and their Local management.

As the efforts move from discovery to implementation, there is a need for a more formalised governance structure. To this end a new structure is being developed that places all ICT into a single programme.

- The ICT Work groups will transition into project boards to oversee the implementation of solutions and report into a dedicated One Council ICT Programme Manager.

- Business analysis will provide the link between the ICT programme and the other One Council workstreams.
- The Programme Manager will report to the IT Managers Forum.
- The IT Managers Forum will report into the IT Steering Group

## 4. Business objectives
- Existing service standards maintained
- Statutory service application changes / transitional imperatives implemented
  - (Customer Access (Lagan); Choice Based Lettings; Planning Services; Waste Services; Election Services; Parking...)
- Single identity for new council:
  - Web; Email; Telephony
- Operate internally as a single entity
  - Share information effectively (SharePoint; Groove)
- Prepare for service redesign

The IT implications for which are:
- Core IT platforms in place to enable consolidation / simplification / reduction / improvement / development of:
  - IT services and systems
  - Frontline services
  - Back office services (SAP, Shared Services)
  - Property (Waterside, Hub strategy...)

## 5. Design Approach & Vision

One Council provides a single opportunity to develop a strategic IT architecture that is scalable, flexible, resilient, and secure – which then provides an enabling platform for:
- consolidating and renewing IT services and systems
- service improvement
- accommodation rationalisation

The cross-cutting ICT workgroups agree that the best way to transition from separate IT architectures into one, is to create a new IT domain to firstly connect and secondly migrate the existing legacy systems/users into. Advantages of this approach are:
- Single identity for new council on day one
- Ability to migrate users in a controlled manner
- Clean build for new architecture
- Disaster recovery & security built in from design phase
- Ability to leave control of entities with local support in short term
- Scalability
- Flexibility

However, constraints (particularly time) are such that it will be necessary to implement tactical components as a first step. The intention, where this is the case, is to develop foundations that can be built into strategic solutions rather than having to be replaced. For example: stage 1 for email will be to build a distribution hub that gives the appearance of a single system: stage 2 will be to migrate all email to that new single system.

What needs to avoided is patching together existing legacy systems as a quick and dirty, temporary fix. The old WCC architecture of 2 years ago, with its myriad of point solutions and "temporary" fixes, illustrates the danger of building dependence and complexity on top of out-dated legacy systems. This approach may superficially achieve the initially objectives of connectivity and single identity, but it will not provide a sustainable platform for consolidation / simplification / reduction / improvement / development of systems and services.

6. **Main Activity Areas**

WAN (network connectivity for voice and data)

- Must do first, and is on critical path

- Decision required in March 08.

- Procurement needs fast-tracking

Active Directory (IT resource management)
- No choice - must do, Is essential for email, servers, network

- Creation of an AD master domain is the only viable option

- Recommend going through Steria

Dual Data Centres
- Essential – currently WCC is vulnerable because we have a single data centre
- Fast link required between centres
- Recommend going through Steria
- Broadly 2 year programme
    o Phase 1 – Protect all data

    o Phase 2 – Protect services

eMail
- Must do
- Essential for internal and external communications
- Presents a unified view to the public

Customer care ("one" number; Lagan)
- Must do
- Telephony linking is essential for customer service

Transitional imperatives for business applications
- Must do
- Under discussion with business areas – need to be clear what is required by Vesting Day

## 7. Timeframe considerations
- **<u>Vesting Day for the Authority is April 09, but the systems will need to be in place by Jan 09</u>**

Points to note
- WAN infrastructure development dependent on fast procurement. For either of the 2 lead options, an order will need to be placed with the suppliers by end March 08.

- Active Directory dependent on WAN Infrastructure although parallel development is desirable.

- Email is dependent on WAN and AD development.

- The scale of Lagen development will depend on the options generated from the decision of the Customer Access working group and the configuration of the CCUs.

- Telephony provision will also be dependent on the Customer Access Working group and also on the WAN.

## 8. Summary


The ICT Cross-Cutting Workstream has been set up to provide support to all workstreams in the One Council Programme that have ICT requirements. As the new council will be dependent on its IT, the work groups are also designing and building a new ICT infrastructure that will be able to cope with the demands placed upon it following the formation of the unitary council and enabling growth to take place in future years.