

DERBYSHIRE COUNTY COUNCIL

CABINET

26th September 2012

Report of the Director of Transformation

**INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)
STRATEGY**

Purpose of Report

To seek Cabinet approval to adopt a new Information and Communication Technology (ICT) Strategy covering the period 2012 to 2015.

Information and Analysis

The Council's current ICT Strategy was developed in 2008 and laid the foundations for the creation of the Transformation Service and many of the major developments undertaken in recent years, including;

- Implementation of SAP core systems including Finance, HR and payroll.
- The introduction of an Electronic Document Records Management (EDRM) solution.
- The rollout of wireless internet access points to support remote working and public access.
- A new corporate internet and E-mail system using Exchange 2010.
- Upgrade and virtualisation of Data Centre hardware resulting in power and carbon reductions.
- The commencement of Windows 7 and Office 2010 upgrade programme covering all council computers.

The new ICT Strategy seeks to recognise that effective ICT is critical to the delivery of high quality and value for money public services.

The new strategy has been developed with input from all Service Departments and ensures that the Council's ICT provision continues to develop to support the objectives in the Council Plan.

The strategy document sets out a clear vision and describes a set of key principles that underpin the ICT services provided. Linked to the strategy is a Delivery Plan which will be updated annually in line with Departmental Service Plan objectives and associated ICT requirements.

Financial Considerations

These will be set out in detail with supporting business cases and reported to future Cabinet or Cabinet Member meetings as appropriate.

OFFICER RECOMMENDATION

That Elected Members approve the attached Information and Communication Technology (ICT) Strategy covering the period 2012 to 2015.

David Hickman
Director of Transformation

Transformation Service

Information and Communication Technology Strategy

2012 - 2015

Our Vision

To lead the Council and support departments to transform services by the innovative use of Information and Communication Technology (ICT) to deliver value for money, customer focused, high quality and reliable services.

Index

Contents

Introduction2

Vision3

Principles3

Supporting the Council.....4

 Leading the Way..... 4

 Good use of public money..... 4

 Raising aspirations..... 5

 High quality personalised services that meet individual needs 5

 Places where people want to be 5

Supporting Papers6

DRAFT

Introduction

Effective Information and Communication Technology (ICT) is critical to the delivery of high quality and value for money services. The aim of this strategy is to support departments to meet their service outcomes and the Council achieve its strategic objectives.

The current ICT strategy was developed in 2008. (At that time, ICT service delivery was devolved across council departments).

The following are a number of high profile projects that were included in the previous strategy:

- Implementation of SAP core systems including Finance, HR and payroll.
- The introduction of an Electronic Document Records Management (EDRM) solution.
- The rollout of wireless internet access points to support remote working and public access.
- A new Internet and e-mail system using Exchange 2010.
- Upgrade and virtualisation of Data Centre hardware resulting in power and carbon reductions.
- The commencement of Windows 7 and Office 2010 upgrades.

A review of the delivery of ICT in 2009 resulted in the centralisation of the County Council ICT function and the creation of the Transformation Service.

At the same time as the Transformation Service was established, Council finances came under pressure due to cuts being made to local authority spending.

The previous strategy has served the Council well and has ensured that the Council's ICT infrastructure, personal computers and software have effectively supported the delivery of Council services. The changes in technology, the financial pressures facing the Council and changes in the way services are delivered, means a review of the existing strategy is required.

This ICT strategy will replace the existing strategy and cover the period September 2012 until September 2015.

Vision

To lead the Council and support departments to transform services by the innovative use of Information and Communication Technology (ICT) to deliver value for money, customer focused, high quality and reliable services.

Principles

The key principles for the Transformation Service are to:

- Provide excellent customer service
The Transformation Service will put the user at the heart of everything we do, ensuring that the ICT required for individuals to do their job is reliable, fit for purpose and offers good value for money.
- Provide the right balance of high quality services
To provide the right balance of solutions that support the Council's needs and enables departments to deliver public services. In doing this the Transformation Service will seek to obtain the best and most cost effective resources, balancing the valuable skills and experience that is available internally with those that are better sourced through external provision.
- Make best use of what we have
The Council has made a significant investment in ICT and has a range of functionally rich corporate and departmental systems that are critical to the delivery of public services across the county. Ensuring adequate controls and guidance is in place to protect and secure our assets to continue to get the maximum benefit from our investments is an important function of the service.
- Innovate and transform
Innovative ways of delivering services are continually being identified, many of which exploit the benefits ICT can bring. The Transformation Service's aim is to provide leadership in the use of new ICT solutions to improve public services.

Supporting the Council

The 2010-2014 Council Plan “Derbyshire - Leading The Way” focuses on 5 themes:

- Leading the way
- Good use of public money
- Raising aspirations
- High quality personalised services that meet individual needs
- Places where people want to be

Within each of the themes are priorities and the ICT strategy has been developed to support Service Departments to deliver them as set out below:-

Leading the Way

- To identify new opportunities to innovate and transform the way we deliver services to provide better value for money and contribute towards meeting the Council’s efficiency targets.
- Support projects and activity to fully leverage new corporate and departmental solutions such as SAP Core Systems and the new Children and Younger Adults and Adult Care solutions.
- Support collaborative working through the provision of the Derbyshire Data Network, connection to the NHS Network and shared service solutions.
- Ensure that processes, guidance and systems are made available to support the secure sharing of information, including the development of an Information Security Management System (ISMS) balancing the risks with the needs of the Service Departments.

Good use of public money

- To work closely with ICT suppliers to improve services and drive out savings where appropriate.
- Continue to rationalise software and implement standardisation where appropriate for service needs and maximise the benefit of existing arrangements.
- To improve Council services through the delivery of Transformational Programmes such as Changing the Way Derbyshire Works, which aims to increase productivity and flexibility.
- Ensure we are making the best use of our existing systems by undertaking effective asset management and providing information to service users.
- To continually review the costs of services provided by the Transformation Service in order to secure value for money for the Council.

Raising aspirations

- Continue to support Derbyshire schools by offering a traded ICT service which continually develops to meet the Council's needs.
- Provide opportunities for talented individuals to develop within the service and maintain the graduate and student placement training schemes.
- Encourage users to become suitably trained in the use of ICT as appropriate to their role.
- Utilising the Transformation Service resource pool to develop staff into skilled and experienced individuals enabling them to undertake a wide range of activities.

High quality personalised services that meet individual needs

- To support ICT based services which allow the public to interact directly with the Council.
- To procure and implement an Adult Care solution that provides a holistic view of each service user, the services provided to them and the cost of the individual care.
- To work with the Children and Younger Adults Service to rationalise and replace existing ICT systems to provide a holistic view of service delivery.
- Provide suitable network connectivity to area based Council establishments such as libraries, children's centres and multi-agency teams to improve front-line service delivery.
- Support departments in the hosting of appropriate solutions that meets their requirements and enables the delivery of services locally and keeps the council's data secure.

Places where people want to be

- Continue to support publicly available wireless access points in libraries, residential children's homes and other establishments.
- Continue to implement modern systems to reduce the Council's carbon footprint such as server and network virtualisation and making use of the advanced Power Management options available with the new Windows 7 desktop.
- Implement technologies such as Juniper to enable more effective and flexible home and remote working.

Supporting Papers

A delivery plan has been developed to cover the first year of the Strategy. This plan will be updated yearly in line with Service Plans.

These plans will detail the actual activity that turns the principles into the actions that support the Council.

The current position that provides the starting point for these plans is detailed as an appendix to the 2012/13 Delivery plan.

DRAFT

Transformation Service
Information and Communication Technology Strategy
2012 - 2015

Delivery Plan 2012/13

Our Vision

To lead the Council and support departments to transform services by the innovative use of Information and Communication Technology (ICT) to deliver value for money, customer focused, high quality and reliable services.

Contents	
<i>Introduction</i>	3
<i>Governance</i>	3
<i>Links to other Strategies and plans</i>	4
<i>Planned Activities 2012/2013</i>	4
Commissioning and Contracts Current Planned Activities	6
Customer Services Planned Activities	7
Infrastructure Current Planned Activities	8
Programme, Projects & Resources Current Planned Activities	10
Changing the Way Derbyshire Works Current Planned Activities	11
<i>SAP Core Systems Current Planned Activities</i>	12
Improve technical management and operation of the system:	12
Improve existing business functionality:	13
Add new functionality	13
Investigate further development opportunities:	14
<i>Future Areas to be considered</i>	14
<i>Finance</i>	16
<i>Risk</i>	16
<i>Links to other documents</i>	16
<i>Appendix 1</i>	17
<i>Appendix 2</i>	18
Current Position	18
Customer Service	18
Infrastructure	20
Programme, Projects and Resources	21
Commissioning and Contracts	22
Changing the Way Derbyshire Works (CWDW)	23
SAP Core Systems	24
<i>Appendix 3</i>	25

Introduction

The Transformation Strategy 2012-2015 sets the overall principles by which the service will develop to support the Council's priorities. This delivery plan details the current planned activity to support the strategy in the first year.

In addition some areas, which we expect will need addressing but are not yet agreed or planned, are included.

The delivery plan will be updated yearly to take account of progress made and relevant changes in priorities and technology.

Governance

The Transformation Service aims to balance its resources to ensure organisational and departmental requirements are met whilst maintaining day to day operational activities. In order to achieve this it is important for the governance structure to be robust.

The existing governance structure within the Transformation Service comprises of several groups, each with a different role and each contributing to the overall running of the service. To ensure the new strategy represents both organisational and departmental needs, it is vital that the governance structure provides the opportunity for departments to put forward their strategic ICT requirements.

A flowchart representing the Governance Structure is shown in Appendix 1. An improvement framework has been developed to ensure that progress is measured.

The focus is to ensure:

- Good financial management is provided through the provision of an ICT investment plan that concentrates on the priorities and needs of the organisation.
- Positive relationships exist with the business and the Transformation Service can demonstrate transparency and value for money.
- Improved decision making with a move towards a more proactive ICT development process.
- An alignment of our priorities to the business priorities and subsequent ICT plans for the organisation.
- The ICT strategy is maintained as a working document and is updated to reflect the on-going needs of the organisation.
- The projects and programmes work plan is developed and managed to meet business priorities.

Links to other Strategies and plans

This Delivery Plan supports the implementation of the ICT Strategy and links to and supports the whole corporate agenda and Council wide strategies including the:

- Council plan
- Departmental service plans
- Finance strategy and the five year financial plan
- HR Strategy
- Property Strategy
- Information Strategy

Planned Activities 2012/2013

The planned activity for 2012/13 builds on the current position and the success of recently completed projects. The detail of the current position is included in Appendix 2.

There are a number of large corporate and departmental projects that are underway and will continue to consume resources over coming years. The highest profile of these is the Changing the Way Derbyshire Works (CWDW) Programme which poses a number of ICT challenges.

The telecommunications infrastructure and associated services; including networks, telephones and mobile communications, are fundamental to the way in which the Council does its business, but needs to be improved to deliver on the aspirations of the CWDW programme. A major programme of work will be undertaken during the life of this strategy to provide the telecommunications capable of supporting a modern and mobile workforce.

The upgrade of the Council's 7,000 PC and laptop estate to Windows 7 and Office 2010 and the rollout of the Electronic Document Records Management (EDRM) are two examples of projects that when completed will transform the way individuals work.

The Transformation Service wants to make sure that the Council gets the full use of existing systems and technologies. Notwithstanding this there are major projects underway to rationalise current disparate systems to full browser based applications capable of providing multi-channel access. The replacement systems for Children and Younger Adults and Adult Care will be a priority during the early part of this strategy. The envisaged changes to ICT systems in the Environmental Services department are also expected to figure within the ICT work programme.

Each department has its own priorities and we will work closely with them to ensure that we understand their business and their priorities and can support them appropriately to deliver their own service plans.

In order to achieve the strategy we will continue to develop staff and utilise the resource pool effectively in addition to continuing the graduate and student placement training schemes.

Further details of existing large transformational projects can be found in Appendix 3.

An Operational Strategic Review (OSR) was undertaken in 2011 which has helped the Transformation Service focus on several areas of service improvement. Each area listed below is being developed into a discreet project and will be incorporated into the individual improvement programme for each functional area.

- Flexible Working
Support the CWDW programme to provide the tools to enable the workforce to work flexibly, including mobile working, home working and hot-desking.
- Service Desk Improvement
Improve call waiting times and resolution times on the Service Desk and free up officer time for other Customer Service activities.
- Project Team Resource Allocation
Address how project team resources can best be used to meet the increasing demands for new corporate and department ICT projects.
- Identity Management
Ensuring that the Council is in control and understands who is accessing its computer systems, and being able to positively respond to third party agencies, which require access as a result of partnership working initiatives.
- Data Storage
Electronic data that is generated by the Council's computer users is growing at an increasing rate. Cabinet have recently approved a project which seeks to address this issue by reducing and optimising data storage.
- Consumerisation of IT
The Transformation Service is experiencing increasing pressure from employees to access council ICT systems via their own computers and similar personal devices. Commonly known as 'Bring Your Own Device', work is taking place to understand the impact of allowing access and how it might be facilitated.
- Managing Customer Expectations
Improving communications with departments and other service users so they fully understand the services that the Transformation Service provides.

The current priorities for each of the areas within Transformation are included below however all areas will work closely together to ensure the success of these plans.

Commissioning and Contracts Current Planned Activities

The steps involved in procuring ICT goods and services are being reviewed and a toolkit to support project leaders and departments is being developed. This will enable a wider understanding of what is involved at each stage; including the sequence of the processes, timescales and resource requirements. Where appropriate the processes are being streamlined and simplified. The outcome will be that procurements can be undertaken more efficiently, whilst ensuring that contracts awarded meet the Council's requirements.

To complement the above an on-going programme of training is being delivered covering individual aspects of the procurement process, best practice and changes in guidance and legislation.

Long-term relationships are being developed with the Council's strategic ICT suppliers to ensure that through closer working arrangements the services we purchase are more responsive to Council needs and represent better value for money.

The Division continues to explore opportunities to collaborate with other public sector organisations to improve our purchasing power, secure cost reductions and improve services. In April 2012 the Council joined with around 50 other Authorities to take part in an e- auction for the purchase of personal computers.

The Division is leading the identification and monitoring of efficiencies needed to meet the Service's share of the Council's budget reductions. This is an on-going activity that will remain a high priority for the Service over the next 5 years. It is also supporting the Director of Transformation to review the services we provide via the delivery of an agreed Service Redesign programme.

There is an on-going requirement to review contracts and work with departments to ensure we balance the needs of the service and procurement rules and to procure new services required by departments.

The Service will continue to look for opportunities to collaborate with other public sector organisations, where this would result in significant economies of scale. It will rationalise and consolidate the number of contracts as procurement opportunities arise. To reduce the time and resources required to undertake large scale complex procurements the Service will take advantage of nationally let procurement frameworks.

Although there will be an overview of all ICT contracts, contract management activities will be focussed on those which are high value and strategically important to the delivery of services.

The Service Redesign programme, whilst continuing to be focussed on releasing internal efficiencies and improving services provided, will be broadened to include the innovative use of ICT in the delivery of Council services.

We will measure our success by:

- Transformation annual saving targets met
- Contract management is effective
- Supporting Programmes and Projects in the procurement of new solutions

Customer Services Planned Activities

The system used by the Transformation Service to record issues and requests has been replaced by Microsoft System Centre Service Manager (SCSM) in April 2012. The user licences for the product came as part of the Microsoft Enterprise Agreement and will enable a saving of £40k per annum on current licence costs.

Service Manager integrates with Microsoft System Centre Configuration Manager (SCCM) and will use the hardware and software information collected electronically by Configuration Manager to provide more accurate information at the point a user contacts the Service Desk, enabling a better more responsive service.

The new system centre suite will include a service catalogue which will gradually be populated with the services provided and the service levels we aim to achieve. The reporting requirements will be developed so that we can provide meaningful information on the services provided. These will both be developed in conjunction with our customers.

A self-service portal will be made available along with a knowledge base which will provide useful information and best practise guides and support self-help. E-learning will be made available in key systems.

Service Manager will provide incident, change and problem management. The introduction of a problem process will enable the service to be more pro-active in its approach to service delivery by using trends in incidents to prioritise removing the root cause of the incident. The re-implementation of Change will build on the process currently used to ensure that a controlled system is in place for changes to the infrastructure. The process will help to identify and reduce the impact on the customer from changes that need to be applied to the ICT infrastructure.

The rollout of Windows 7 will be accelerated in 2012 and the vast majority of machines will be updated this year. The use of Configuration Manager functionality will be extended to remote sites, where cost effective to do so, allowing software to be updated remotely. The power management capabilities of Windows 7 will be evaluated and implemented as appropriate.

The standardisation of software and implementation of software asset management will continue. The benefits will be in reduced hardware and software maintenance and support as configurations are standardised and more faults can be resolved remotely without requiring an engineer visit.

The process for managing equipment orders and delivery will be reviewed and more use will be made of SAP to remove the need for manual processes for managing the stock and reordering levels.

Workflows will be developed in order to automate time consuming activities which follow a generic process such as password resets and user account creation. Using the workflows the self-service portal will be developed to provide the customer with the ability to request software. The workflow will include checks on licences and if approved these requests will be fulfilled directly by Configuration Manager without ICT analyst intervention.

Further links to processes in SAP will be developed to capture staff that move roles as well as starters and leavers. Work will be started to develop roles and access requirements which will help to ensure the correct staff are given the correct access to systems and data and this is kept up to date.

These activities will all work together to provide a more proactive support function that will provide a better service to the customer. To ensure that the effect is positive we will introduce a Customer Satisfaction survey.

The services provided to schools and 3rd parties will be reviewed particularly for schools with the move in October 2012 to a new network and services provider.

We will measure our success by;

- Customer satisfaction
- Service response – improved resolution times
- Complaints comment and compliments

Infrastructure Current Planned Activities

A move to a more proactive service server infrastructure monitoring will be introduced and developed to support automated service alerts. This will provide Transformation Service staff with notifications of issues prior to customers notifying the Service Desk and will enable quicker resolution times for issues.

Updating of SAP to take account of legislation and HMRC changes will be completed in two stages in autumn 2012 and spring 2013. Efficiency improvements to the background processing of flexitime accounts have been completed and further associated work is underway to reduce the non-availability of system functions during monthly payroll lockdown periods.

We will improve the stability and performance of the SAP application by sensible restructuring of the server and database environment.

In order to manage the dramatic growth of data storage requirements and contain the issues for disaster recovery systems a tender process for an automatic data de-duplication system is being undertaken. This will identify and remove multiple copies of the same document.

A project to replace the core network infrastructure has commenced and this will be completed. This is a pre-requisite to the review of the network connectivity to other sites. A telecommunications strategy will be developed to inform a proposed procurement for an improved telecommunications network within the next year.

To reduce our dependency on stable external power supplies, we are investing in new and more efficient generators to support the newly virtualised services.

A new contract for the schools network has been completed and this has brought more choice for schools. In conjunction with CAYA the transition from the old EMBC to the new EMPSN contract will be supported.

The Council is working to improve the awareness of information security and the Transformation Service has a dedicated team to manage security issues. This team works very closely with the Information Governance Group which is chaired by a Strategic Director and has representatives from all departments. The council is working to achieve ISO27001/02 compliance and has procured the services of a consultant to undertake a gap analysis and help to develop the Information Security Management System (ISMS) which will embed the policies and processes and provide a mechanism for continuous improvement.

All departments have an increasing requirement to be able to work effectively with partners and we will work with identified partners to enable efficient, effective, safe and secure sharing of data, developing the infrastructure as appropriate. There are requirements for Council staff to have access to partner systems and vice versa both on our premises and on partner premises and policies and procedures will be developed to support these requirements.

The server operating systems and Microsoft System Centre products will be upgraded in 2012/13. The new release of the products will bring improved integration and functionality for monitoring and managing the server and desktop estate.

The maintenance and support of all systems is the key priority for the Infrastructure team.

We will measure our success by;

- Overall availability of server systems
- Overall SAN availability
- Overall network availability

Programme, Projects & Resources Current Planned Activities

There are several key projects currently underway which will continue this year and beyond:

- **CAYA DCMS (Data and Case Management Solution)**
The CAYA 'single system' will be installed over a 2 year period starting in 2012. Work will be undertaken with the department on service redesign where appropriate and a full implementation plan will be developed and implemented.
- **Adult Care Solution**
This project is to procure and implement an Adult Care Solution that provides a holistic view of each service user, the services provided to them and the cost of individual care. It is expected that a contract will be signed in 2013 with the implementation following immediately afterwards.
- **Environmental Services Software Solution**
Environmental Services are looking at a software rationalisation project which is likely to commence the procurement phase during 2012, with a possible implementation beginning during the next year.
- **Windows 7 and Office 2010**
This project will complete the rollout of the software across the Matlock complex and libraries. It will also begin rollout across other sites beyond the Matlock complex with the aim that the majority of computers will be upgraded during 2012.
- **EDRM**
The Electronic Document & Records Management (EDRM) solution has been upgraded to the latest version, further customer training established and the rollout across the Council is being planned. Further technical training will be undertaken on the latest version of the software and operational support is being passed to business as usual functions.

Further development of the secure Juniper portal is planned to enable secure working from non-DCC equipment and to assist in supporting staff to work in locations not directly connected to the DCC network.

A new mobile phone contract has been procured and the implementation will be managed to realise the savings available.

A system to manage bookings will be procured and implemented along with phase two of the e-payments system. Instant messaging will be rolled out with Windows7 and Office 2010 and a review of the Microsoft Enterprise agreement will take place as the current agreement expires in December.

The service is developing a more transparent approach to project management and resource utilisation, allowing programme and project prioritisation, ensuring maximum benefits realisation and delivering programmes of work to enable delivery of the Council Plan. It will develop this model across the wider Transformation Service, so that resources can be prioritised efficiently across all sections of the service.

New templates are being developed as part of the Practical Project Management toolkit to improve governance and specifications of requirements. The implementation methodology will be reviewed to improve communication and ensure business continuity and reduce risk to service delivery.

Other smaller projects continue to be delivered according to service priority and in liaison with departmental Service Relationship Managers. A focus of a lot of the smaller projects is on integration between systems.

We are committed to making sure the Council gets full use out of existing systems and technologies, expanding their use rather than procuring new or additional packages wherever possible and in conjunction with departments.

Appendix 4 provides a summary of the current major IT projects against a delivery timeline.

We will measure our success by;

- Projects delivered on time and on budget
- Business case objectives met
- Distribution of project documentation to sponsors and stakeholders

Changing the Way Derbyshire Works Current Planned Activities

Extensive work is underway to deliver direct support to the Accommodation Project in the form of network audits, front line project support, and problem resolution from a number of teams within Transformation. The demand for this level of technical day to day support is likely to continue to increase, which may produce a need for more resources and/or prioritisation.

There is recognition of the need for the Transformation Service to coordinate its own internal plans such that the activities offered to the Programme are consistent and complementary, and there are currently proposals to develop an internal liaison role to facilitate this.

An assessment is to be undertaken of the implications within the Transformation Service for widespread implementation of flexible/agile working across the County. A small project team will undertake the assessment and report back with recommendations in 2012.

The process of developing business cases within the Accommodation Project for even small relocations will continue, although the process will be streamlined and turnaround times improved. This will ensure all the costs including those from the Transformation Service are taken into account.

Close cooperation with procurement and implementation of the Council's network and telephony solutions will be developed to ensure that the levels of capacity resilience and flexibility required by the CWDW Programme are available. This will require an agile approach to respond to the potentially rapid and significant variations in network infrastructure requirements.

We will measure our success by;

- Project/Programme efficiency targets met
- Number of CWDW consultation/communication events supported
- Number of buildings closed through Accommodation Project
- Progress of approvals for relocation business cases

SAP Core Systems Current Planned Activities

Whilst the SAP system is now in full operation and delivering a range of benefits, a process of continuous review of system maintenance and development has been established.

The review methodology places activities into four categories:

- a. Improve technical management and operation of the system
- b. Improve existing business functionality
- c. Add new functionality
- d. Investigate further development opportunities

For 2012/2013 the planned activities under each of these headings is as follows:

- **Improve technical management and operation of the system:**

Additional hardware was added to the Production System in April 2012 providing significant improvements to general system performance and resilience, and increasing flexibility of management of system maintenance. Further improvements are being investigated.

Installation of Solution Manager Version 7.2 before April 2013 with new components to assist with fault diagnosis, upgrade management, system

optimisation and system change management. This will reduce the Council's dependence on third party support services.

Investigation of the potential benefits of installation of Enhancement Pack 5 will take place during 2012 to complement the investigation work with regard to a variety of HR improvements, including e-recruit and CATS (see below).

- **Improve existing business functionality:**

Changes to Time Evaluation Account processing (flexitime) were introduced in April 2012 significantly improving system performance. In June changes to calculation rules allowed previously excluded groups to record their working hours in WorkPlace.

Issues with Vendor Invoice Management coding have been remedied and further streamlining of the Chart of Authority of designated users will continue on a Department by Department basis through the year, improving system management and general system performance.

The existing project to extend the use of electronic ordering by increasing the flexibility of the ordering system, reviewing the shopper and approver roles and increasing the range and number of catalogues within the system will continue. Piloting of the use of Punch-out catalogues (which reduce administrative tasks for DCC) will take place in autumn 2012. Departments have been set targets for electronic ordering and progress is reported monthly to Chief Officers.

A range of Business Warehouse system improvements, including both technical efficiency optimisations and reporting development requirements, were identified in a series of workshops in May 2012 and are being introduced as rapidly as possible.

- **Add new functionality:**

Asset Accounting functionality was added to the system in March 2012 removing the need for a number of "off-system" accounting tools and providing timely and complete budgetary information. This significantly assists the process of budget management, forecasting and planning right across the Council. Further development work is underway to improve annual reporting and will be in place before March 2013.

A pilot of the SAP system as a replacement for the DSAS Schools Finance system is currently underway. Full roll-out will be subject to further approval and is proposed to commence in March 2013, concluding in October 2013, by which time approximately 410 Derbyshire Schools will be using SAP for Finance and Payroll Management, Electronic ordering and Invoice payment, and a range of reporting functions.

A number of business specific functionality changes have already been specified and are in the process of being costed/evaluated. These will be implemented subject to sponsor approval and funding. They include new

interfaces for the Adult Care and CAYA system procurements, changes to the Teacher's Pension System functionality and configuration, Real Time Information (HMRC Tax payments initiative), integration with a new online customer payment system, and a host of smaller minor change requests.

- **Investigate further development opportunities:**

Investigation of the potential of new modules or extensions of existing functionality is a continuous activity as the Council operates many systems and processes which SAP may be able to deliver more effectively and/or efficiently.

Currently, feasibility investigations are in progress with regard to use of SAP for CRM, E-recruit, Enterprise Learning, CATS (cross application timesheets), Accident Reporting, Occupational Health Administration, Business Objects, BPC (Budget Planning and Consolidation), and Strategy Management (Enterprise Performance Management).

Reviews of the business impact implications and resourcing requirements for software version upgrades of the VIM and SRM modules are also underway.

We will measure our success by;

- Publication of project specific targets
- Highlight reports completed and distributed
- Business case objectives met

Future Areas to be considered

As a result of this strategy and other changes that are taking place within the organisation there will be further projects that emerge and these will be added to the work programme as appropriate.

The Operational Strategic Review (OSR) completed in 2011 raised two areas where the activity in the current year is to explore the issues and projects around these areas have still to be defined, these are;

- Identity Management
- Consumerisation of IT

These two areas will help to make sure that we can meet the requirements of staff and customers to share data securely whilst not overburdening staff with equipment and processes.

Staff expect to be able to do things at work that they are increasingly able to do at home such as sharing data, taking part in webinars, video conferencing and these will be explored so that their use can be allowed for without compromising security.

We will support all departments and divisions to review the use of technology and to help service redesign projects make the best use of technology. In particular to use technology to help staff work remotely for instance;

- Being able to do all work from vehicles in the case of Environmental Services
- Having access to EDRM from portable devices
- Able to hold virtual meetings when off site

Different methods are being explored across the Council for self service and this will be supported with infrastructure and development activities.

The public will expect to be able to access services from their mobile devices and we will work with the departments to develop mobile applications where appropriate.

We will look for opportunities with new technologies that could impact on clients of the Council and where we could help departments to develop services to clients using innovation in technology.

- Thin Client

As a result of the CWDW programme, more staff will be required to work flexibly; either working from home, hot-desking or sharing desks in an office. The way in which applications are delivered, and therefore supported, will need to be addressed. Thin client technology is one of the options to deliver applications on demand.

The Council's existing thin client solution serves over 400 users and is approaching the end of its life and a project has been established to determine how this will be addressed. The result of this piece of work will determine the scope and size of any replacement activity.

- Cloud Computing

There is a lot of media attention around the benefits of 'Cloud computing', and we need to be clear what, if any, benefits this could realise for the Council. A review will be undertaken to determine where we may benefit and what the risks or issues would be prior to making any recommendations.

- Telephony

A review of the telephony solution will be undertaken to ensure that we are able to support the requirements of more flexible working in the most cost effective manner.

- Partnership working

There are increasing requirements to share information whilst maintaining the security of the information. A review of collaboration tools and requirements will be undertaken so that we can support these demands in a standard and secure way.

We will continue to review all systems/software/platforms/processes to improve the reliability of the services we offer.

Finance

Given that the Transformation Service will need to make savings of £2.3m by 2013/2014, the need for detailed financial planning is imperative. Despite the financial savings that need to be made, the expectations on ICT continue to increase and therefore prioritisation through alignment to the Council's strategic goals and departmental requirements is essential.

The Transformation Service will develop an investment plan in discussion with Corporate Finance and linking with the 5 year financial plan.

Risk

The major risks identified by the Transformation Service are included in the corporate risk register which is regularly updated as well as the Corporate Resources risk register.

In addition individual projects within the service have their own risk registers developed and managed.

The main risk facing the implementation of this strategy is the availability of resources, mainly due to the financial pressure the Council is under. A balance between resources and the ICT needs of the organisation will need to be reflected.

The main aspects of risk are;

- Technical – the availability and reliability of key systems and failover arrangements.
- People – the availability of individuals and the potential lack of key skills.
- Financial – the financial pressures and ensuring investment is made in the right areas.

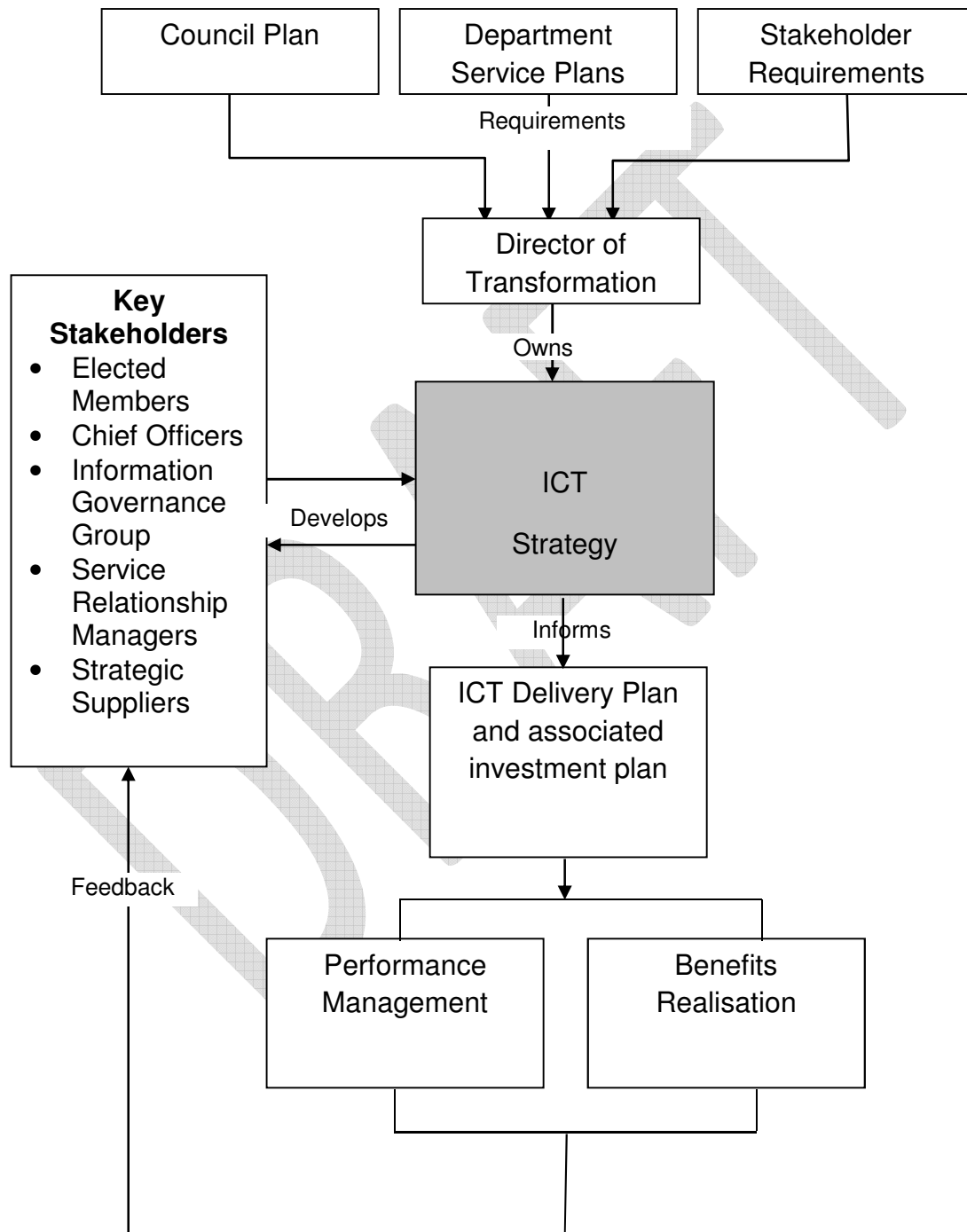
Links to other documents

This Delivery Plan supports the ICT Strategy 2012-2015 and links to the Transformation Service Plan 2012/3 which forms part of the Corporate Resources Department Service Plan.

As part of the delivery of the Strategy a separate Telecommunications Strategy will be developed to define the requirements of any future procurement exercise.

Appendix 1

Governance Structure



Appendix 2

Current Position

Established in 2009 the Transformation Service was formed through the amalgamation of the Corporate IT and departmental IT functions and now sits within the Corporate Resources Department. The re-organisation brought together over 220 staff into four functional areas:

- Customer Service
- Infrastructure
- Programmes, projects and Resources
- Commissioning and Contracts

The four functions represent the key areas that cover the lifecycle of ICT. With one or two small exceptions the Transformation Service is responsible for all the ICT requirements of the Council and currently supports around 7,000 desktops and 8,500 users.

The Transformation Service has a budget of £11.5m and is required to make savings of £2.3m by 2013/2014.

The Director of Transformation also leads on the Changing the Way Derbyshire Works (CWDW) programme; a programme of organisational and service enhancements. The programme will allow us to learn and adapt to a challenging environment of changing resource requirements and service delivery, and will lead to the generation of efficiencies over the next few years.

Two further areas within the Transformation Service have been established as a result of the CWDW programme:

- SAP Core Systems Team
- CWDW Team

The demands on the ICT service are increasing year on year and ICT is often a fundamental part of any major efficiency led project. There is a huge challenge facing the Transformation Service in ensuring that departmental demands are met whilst maintaining current levels of service with a restricted budget.

Customer Services

To support users a dedicated Customer Service function has been provided for within the Transformation Service structure. This manages the day to day relationships with users ensuring their individual and organisational needs are met.

At the heart of the service is a customer service desk. The service desk is staffed by ICT professionals and takes calls directly from users. A call logging system is used for recording and managing calls; this provides workflow distribution, enabling logged issues to be directed to the most appropriate team in the Transformation Service to deal with.

Over the past 12-months waiting times on the customer service desk have increased as they have had to cope with the increased demands on ICT, especially following the recent implementation of some major corporate ICT systems. However, there is a real urgency to improve the service that is being offered and recent changes in service delivery, staff training and the introduction of supporting tools are examples of how this will be achieved.

Following the introduction of SAP the customer service function is looking to integrate its processes into the system. For example, the starters and leavers process in SAP has been configured to automatically raise a call on the Service Desk for either the creation or removal of access rights as appropriate.

A new management tool, Microsoft Configuration Manager, has been implemented. This provides information on the Council's PC, laptop and software estate by placing an agent on the equipment which enables information to be collected remotely.

The Customer Service function provides a Traded Service to 3rd party organisations such as schools and other local authorities. The current service provided as part of the East Midlands Broadband Consortium (EMBC) will end at the end of the current contract in 2012. The break fix service offered directly to schools will continue and new proactive services will be offered where there is demand and will be kept under review. The new CAYA single system, the new EMPSN arrangement and schools moving to Academies will change our relationship with schools and we are working closely with CAYA to support them.

To ensure staff are suitably trained in corporate ICT systems a range of e-learning software packages are being provided. These will be made accessible to all users via the Council Intranet.

The Customer Service aim is to ensure:

- We put the customer at the heart of everything we do.
- What we have works and systems are available as and when users want them.
- Knowledgeable and responsive staff are available on the customer service desk that leave the client feeling well served and fulfilled.
- Following the introduction of new or improved ways of working users are kept informed and given the necessary support to make best use of the available technologies.

Infrastructure

Significant investment has been made in the ICT infrastructure over the years to meet the growing requirements of the organisation. Recent initiatives, such as server and network virtualisation within the Data Centre, have seen the service develop and benefit from enhanced performance and an improvement in environmental efficiency.

The service supports corporate and departmental applications, and between them there are over 190 different applications to be maintained and supported. There is some duplication and overlap and we continue to try and rationalise the software in use.

The changes in the way we work as a result of CWDW are having a significant impact on the architectural and technology demands placed on the service. Increasing demand for access to computer systems and increasing data volumes has led to the existing network struggling to meet organisational needs in some areas. As a result of this the Transformation Service has established a review of Telecommunications to deliver a clear vision and strategy for this area of the business. The Council has a modern Voice over Internet Protocol (VoIP) digital telephone infrastructure and this services a significant number of corporate establishments.

To underpin the Council's architecture, and to provide assurances that we are moving in a direction that is aligned with the rest of the ICT industry, we engaged the services of Microsoft to assist in undertaking an Operational Strategic Review (OSR) of the Transformation Service in 2011.

The OSR resulted in a number of best practice projects relating to the ICT architecture and infrastructure of the organisation being identified. The projects were influenced by the future needs of the organisation and the subsequent ICT operational requirements. Put in simple terms it will influence what we do, how we do it and what the ICT investment plan will need to be to achieve it.

With the introduction of SAP the number of systems running on the mainframe has been drastically reduced and the last systems are planned to be migrated soon. The mainframe will then be totally decommissioned. The data that departments have requested to be kept will be moved into a data warehouse.

Work is on-going to improve the performance of the SAP system which has suffered from performance problems.

We are continuously adding more data storage into the storage infrastructure as the business demands more storage capacity, and performing routine out of hour's maintenance and patching for servers, databases and network services.

We continue to do a lot of maintenance work out-of-hours to minimise disruption to service users. These are managed through change control processes which are published to key staff and managers for prior approval. In view of the increasing need to share data securely within the organisation and collaboratively with partners, we are continually reviewing internal procedures and policies through the work of the Council's Information Governance Group.

Work is continuing to review GCSX code of connection requirements to simplify ways of securing data yet still supporting the way we need to work with other partners.

We provide on-going support to Internal Audit reviews and Freedom of Information Requests.

Programme, Projects and Resources

The Programmes, Projects and Resources team ensures that ICT projects are prioritised and managed in-line with departmental expectations and the strategic priorities of the Council. It ensures that the Council makes the best use of its ICT resources and the full business benefits are driven out from the systems. To achieve this:

- Transformation use and promote a practical project management (PPMA) toolkit that has been specifically designed for controlling projects within the Council.
- Post implementation reviews are carried out to ensure that ICT systems are being used to their full potential and all business benefits are being driven out.

A dedicated projects database has been developed to assist with the programme management of ICT projects. It enables senior managers to utilise their resources effectively, enabling the prioritisation of projects within the work programme and responsive management throughout the project lifecycle.

Over the last 2 years 119 projects have been successfully completed. There are currently 68 active projects which are at various stages on the project management lifecycle. In addition there are 34 projects that are yet to commence.

Of those projects that are active there are several high profile and resource intensive projects which are a priority for the Council:

- The replacement systems for Children and Younger Adults and Adult Care are fundamental to the transformation of services in these departments.
- To support the roll out of the Electronic Document and Records Management (EDRM) system to enable better governance and sharing

of the data we manage. Following a successful rollout in Corporate Property, across the Transformation Service and part of Adult Care a programme has been developed to roll out across the remainder of the Council over the next few years.

- Upgrade the operating system and Microsoft Office suite of software on all Council PC's and laptops. The new operating system will be Windows 7 and the new Office suite will be version 2010. The software will provide added security and increased functionality for users.

The organisation has moved away from bespoke system development based on mainframe computers to modern 'off the shelf' computer packaged systems that don't rely on long term in-house development, but do rely more on developing interfaces between packages. Overall though, this has seen a decline in the amount of bespoke software development that is required and the need for in-house dedicated computer programmers has diminished. There is now little capacity within the service when these skills are required. The Transformation Service will look to provide future development needs using an approach to provide greater flexibility to "top-up" limited development resources, with access to a range of skills as and when required.

Programmes and Projects aim is to ensure:

- We prioritise all programmes and projects to meet the objectives of the Council Plan.
- Projects are managed professionally using the PPMA toolkit.
- Resources are managed openly and effectively.

Commissioning and Contracts

The Transformation Service has its own specialised team for sourcing and procurement of ICT related goods and services, as well as a dedicated service redesign and innovation team. Commissioning and contracts:

- Offer advice and guidance to officers within the Council on the procurement of ICT related goods and services.
- Provides support to project managers on the procurement of new systems.
- Maintains a database of all ICT contracts ensuring renewals and retendering requirements are planned into the service's and departmental work programmes.
- Ensures, through dedicated contract management, that the existing (over 300) ICT contracts offer good value for money, are meeting the Council's requirements and adhere to the terms agreed.
- Ensures that opportunities to deliver services more efficiently are identified.

The range of skills within the section means that Commissioning and Contracts can be responsive to the differing needs and demands of the organisation. New initiatives and changes in procurement regulations over recent years have meant that the service has had to be responsive to change. Examples are the successful completion of contracts using the competitive dialogue process and the successful involvement in e-auctions.

There are number of major contracts that are being currently tendered and Commissioning and Contracts are playing a key advisory role. The procurement of replacement systems for Children and Younger Adults and Adult Care are two large procurements that are subject to competitive dialogue and are resource intensive.

The ICT contracts database has been specifically developed to enable the proactive management of over 300 separate ICT contracts. As a result of this, Commissioning and Contracts have made significant savings over the last 2 years for the Transformation Service and other service departments within the authority.

In order to ensure the Transformation Service offers good value for money, and it is making the best use of its resources, a dedicated Service Redesign (SRD) and Innovation team has been established within the Commissioning and Contracts Area.

An SRD work programme has been developed which focuses on the high spend areas of the service. The team has improved service efficiency in several areas, including the purchase and maintenance of PC's and laptops, a review of the Council's telephony function and a review of the purchase and management of the Council's data network.

Changing the Way Derbyshire Works (CWDW)

One of the biggest challenges facing the ICT service at present is how it responds to the Changing the Way Derbyshire Works (CWDW) programme. CWDW consists of a number of discrete projects including:

- better use of accommodation
- introducing flexible working
- smarter travel
- procurement initiatives
- new core financial and personnel systems

The CWDW initiative is having a significant impact on the way the Council delivers its services and how employees do their job. The implications of CWDW for the Transformational Service are significant.

Changes in accommodation and new flexible working patterns particularly, are stretching the resources within the Service and are placing strains on the existing infrastructure and technologies.

The way in which the Transformation Service is responding to the demands of CWDW is a priority. Initiatives already undertaken in support of the programme are an increase in network bandwidth to key locations, the deployment of VoIP telephony to a number of corporate establishments, the creation of ICT drop-in facilities and the wider deployment of Wi-Fi and creation of Wi-Fi hotspots.

Substantial further ICT investment will need to be made over coming years if the benefits from CWDW are to be realised. The telecommunications review which has been established will provide a roadmap for our network, telephony and remote working requirements.

SAP Core Systems

In April 2010 the Council deployed the SAP Enterprise Resource Planning system, providing Human Resources and Payroll Management, Financial Management and Planning, Plant Maintenance and Job Costing, Electronic Procurement, Vendor Invoice Management, and Enterprise Reporting functions for all departments. The SAP system replaces outdated mainframe systems with modern, streamlined, workflow-based processes which are aimed at delivering efficiency improvements across a wide range of the Council's back-office functions.

The focus for the SAP Core Systems team is to support projects and activity to fully leverage the SAP implementation and ensure it continues to support departments in improving their services.

A key area of work is to look at expanding the footprint of the SAP installation to include transactions currently undertaken in feeder systems.

Transformation Service Programmes & Projects Timeline 2011 – 2015	2011/2012				2012/2013				2013/2014				2014/2015			
	Apr 11 to Jun 11	July 11 to Sep 11	Oct 11 to Dec 11	Jan 12 to Mar 12	Apr 12 to Jun 12	July 12 to Sep 12	Oct 12 to Dec 12	Jan 13 to Mar 13	Apr 13 to Jun 13	July 13 to Sep 13	Oct 13 to Dec 13	Jan 14 to Mar 14	Apr 14 to Jun 14	July 14 to Sep 14	Oct 14 to Dec 14	Jan 15 to Mar 15
<u>Adult Care</u> Personalisation of Social Care Programme					1/10/2009 - 31/12/2013								01/01/2014 – 31/01/2015			
<u>Children & Younger Adults</u> Data and Case Management Solution					1/12/2008 - 30/06/2014											
<u>Environmental Services</u> Software Rationalisation					05/05/2011 - 31/03/2013											
<u>Corporate Resources</u> E-Payments					28/06/2011 - 31/01/2012											
<u>Chief Executives</u> E-Bookings					1/12/2011 - 31/12/2012											
<u>Transformation Service</u> Electronic Documents Records Management					01/11/2009 - 31/03/2014											
Windows 7 & Office 10 Rollout					05/07/2011 - 31/12/2012											
Telecommunications / Networks					01/01/2012 - 31/03/2014											
Changing the Way Derbyshire Works					01/04/2011 - 31/03/2015											
SAP Development					01/04/2011 - 31/03/2015											
Citrix / Thin Client Upgrade					01/04/2012 - 31/03/2013											