

Worcestershire County Council

**Additional paper:
Item 5 – IT Service Report**

Agenda

Corporate and Communities Overview and Scrutiny Panel

**Wednesday, 8 May 2019, 2.00 pm
County Hall, Worcester**

All County Councillors are invited to attend and participate

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 844963 or by emailing democraticservices@worcestershire.gov.uk

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
 - You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests** **OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Corporate and Communities Overview and Scrutiny Panel Wednesday, 8 May 2019, 2.00 pm, County Hall Worcester

Membership

Councillors:

Mr C B Taylor (Chairman), Mrs M A Rayner (Vice Chairman), Mr A D Kent, Mr R J Morris, Mr J A D O'Donnell, Prof J W Raine, Mr A Stafford, Mr R P Tomlinson and Mr R M Udall

Agenda

Item No	Subject	Page No
5	IT Service Report	1 - 32

Agenda produced and published by the Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. To obtain further information or hard copies of this agenda, please contact Samantha Morris 01905 844963 or Alison Spall 01905 846607, email: scrutiny@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's website at [here](#)

Date of Issue: Monday, 29 April 2019

This page is intentionally left blank

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL

8 MAY 2019

IT SERVICE REPORT

Summary

1. The Corporate and Communities Overview and Scrutiny Panel will receive an update on current IT Services and Developments within the Council.
2. The Cabinet Member with Responsibility for Transformation and Commissioning and the Director of Commercial and Commissioning have been invited to the meeting.

Background

3. The Panel will receive a report which will include:
 - a. Recap on recent history relating to the IT service
 - b. An update on the IT Management Structure
 - c. The current IT offer to Councillors
 - d. Current Developments in IT
 - e. IT Strategic Plan
 - f. Microsoft InTune Technology
 - g. Liquidlogic (Social Care Case Management SCCM) Programme
 - h. Linking County and District IT Calendars

Recap on recent history relating to IT Service

4. The Council outsourced its IT services to Hewlett Packard Enterprise (HPE now DxC) in January 2015 for 5 years with the option of an up to a 2-year extension. The aim was to modernise the Council's IT infrastructure and make IT services more efficient and cost effective. These aims were generally achieved.
5. A review of IT services in 2017 led to a Cabinet Member Decision in October 2017 making a recommendation to bring back in-house IT services to make further cost savings and increase the flexibility and agility of IT services due to austerity and rapidly emerging changes within the Council.
6. A combined IT Service was created during 2018 by the amalgamation of 3 IT and Digital teams under the Interim IT & Digital Manager:
 - Information Technology (IT) Client Team
 - Digital Centre of Innovation (DCOI) Team
 - Outsourced DxC IT Services Team (insourced in October 2018)
7. These 3 teams had previously been separately managed by:
 - IT Client Management Team - IT Commercial Manager (who resigned in March 2018)

- DCOI Team - Enterprise Applications Manager (who was seconded to Worcestershire Office of Data Analytics WODA until April 2019)
- DxC Technology (nee Hewlett Packard Enterprise) IT Services Team - IT Service Delivery Manager (who TUPE transferred from DxC back to the Council in October 2018)

8. In March 2018, the IT Client Team and the DCOI Team were combined under Interim IT & Digital Manager.

9. In October 2018 following IT Services being brought back in-house from DxC and the associated Transfer of undertakings (TUPE) of DxC staff to the Council, the IT Services Team were also combined under Interim IT & Digital Manager.

10. The Interim IT & Digital Manager reported to the Head of Commercial until her resignation in July 2018 and has subsequently reported to the Director of Commercial & Commissioning.

An update on the IT Management Structure

11. The current Combined Technology Leadership Team Organisation Chart can be found in Appendix A.

12. The combined Technology Leadership Team is responsible for providing the following Technology services to the Council:

- Technology Strategy & Architecture
- Customer & Digital Strategy
- Technology Commissioning, Supplier & Contract Management
- Customer Services Hub Client (Civica Contract)
- Technology Budget & Financial Management
- Technology Asset Management
- IT Service Management
 - 1st Line IT Service Desk Support
 - 2nd Line IT Desktop Support (including MyIT Centre)
 - 3rd Line IT Infrastructure Support
- IT Infrastructure (Data Centre, Networks, Services, Cloud Services)
- Digital Developments
- Business System Application Support
- Business Intelligence, Data Analytics, Reporting & Dashboards
- Cyber Security
- Technology & Digital Project & Programme Management
- Business Analysis
- Business Process Re-Design & Automation
- Systems Integration

The Current IT Offer to Councillors (since 2017)

13. After the Independent Remuneration Report being accepted by Council in July 2017, the current IT offer to Councillors is direct provision by the Council of IT equipment defined as:

- Laptop and Printer
- Broadband Internet Connection (or alternative)

- Secure connection to WCC Networks
- Smart Phone

14. A contribution towards Broadband Connection (or equivalent) at £240 per Councillor per annum provided that a proof of purchase is provided to ensure that the allowance is used for the stated purpose.

15. Details of current Councillor IT Provision can be found in Appendix B.

Previous IT Provision in 2015

16. A sum of £1,000 available over the life of the Council to Councillors to enable them to support their IT arrangements.

17. The purchase (or upgrading) of a PC or laptop (including Office 2007 and Anti-virus software);

- An appropriate PC support contract in connection with the above;
- A printer/scanner;
- A memory stick or external hard drive for back up purposes; and
- The purchase of other communication devices (fax, mobile phone, XDA's only).

18. This allowance could not be used for the purchase of other peripherals/software not specified above, nor used to fund call charges and running costs associated with any communication equipment purchased through this allowance.

19. In addition, a sum of £505 per annum (paid monthly) was paid to councillors to fund connection to the internet and the purchase of IT consumables in exchange for a commitment from councillors that they will use the IT systems and applications available to them for communication and other purposes.

Upgrade to Microsoft Windows 10/Office 365/Exchange On-line

20. Microsoft will stop supporting and providing security updates to Windows 7 in January 2020. To ensure that the Council continues to operate its services and manage its information on a secure platform, it needs to upgrade from Windows 7 because it will become unsupported by Microsoft and its continued use will result in an increasing cyber risk to the Council after January 2020. The Council has a strategic enterprise agreement with Microsoft and pays an annual user based subscription for support and upgrades. Starting in 2018 and completing in 2019 the Council will upgrade its PCs and laptops from Windows 7 to Windows 10 as part of its Future Technology Transformation Programme.

21. Existing PCs and laptops that are newer and have a good hardware specification which can run Windows 10 will not be replaced when they are upgraded to Windows 10 (in order to sweat the Council's assets), however, older PCs and laptops with an older hardware specification will be replaced. In addition, Windows 10 tablet PC's with touch screens are also now available.

22. It is proposed to upgrade Councillors with Windows 7 PCs and laptops to Windows 10 in June/July 2019 to coincide with Legal & Democratic Services upgrade to Windows 10.

23. According to our records 56 out of 57 Councillors have IT equipment supplied directly by the Council.

Current Developments in IT

24. The major service focussed IT programmes and developments currently underway within IT include:

- Social Care Case Management Programme (SCCM) – this will provide Adults and Children’s Social workers with a modern information system, mobile working module and client web portals that enable end-end digital business processes (more detail information on this programme available in this report).
- Future Technology Transformation Programme (FTTP) – this will provide all Council staff and Councillors with modern hardware and software including tablet PC’s and Microsoft Windows 10 running on a secure modern technology infrastructure to support mobile working in clients and partners locations.
- Worcestershire Children First (WCF) IT & Information Management Workstream – this will provide WCF with all the technology, systems and information sharing agreements and processes to operate as an operationally independent entity to the Council.
- New Library Management System – following a joint procurement with the University of Worcester in 2018, we are currently implementing a new joint library system called Synergy from Sirsidynix with the University to replace our existing joint Capita Talis library management system.
- Organisation Redesign Digital and Systems Workstream – this will deliver a ‘Digital Transformation Programme’ that sets out an ambitious portfolio of projects providing modern, efficient services making Worcestershire a place where staff, members, people, communities and businesses flourish. The programme will achieve cost savings, better outcomes for staff, members, citizens, service improvements, improved flexibility, be agile, promote partnership working and decision making.
- County Hall G1 Refurbishment – replacement of the raised computer floor, electrical and data cabling in the County Hall IT office.

25. The Register of IT Projects in the 2018/19 service plan has full detailed information.

IT Strategic Plan

26. In 2018, the development of a Council IT Strategy called “IT Fit for the Future” (attached at Appendix C) was commissioned by the Head of Commercial from an external Consultant.

27. Further to this overarching IT Strategy, complimentary strategies are currently in development relating to:

- Cyber Security Strategy (Led by the Enterprise Architect)

- Technical Strategy (Led by the Enterprise Architect)
- Digital Strategy (Led by the Acting Digital Transformation Manager)
- Data Management Strategy (Led by the Business Intelligence Manager)
- Digital Strategy for the Herefordshire & Worcestershire Sustainability and Transformation Partnership (STP) (Led by the STP Digital Group Lead).

28. In addition, 7-year strategic technology budgets are also in development including:

- 2019-2026 IT Expenditure Revenue Budget
- 2019-2026 IT Investment Capital Budget

Microsoft InTune technology

29. The Council has needed to address a significant information security risk relating to the loss of Council owned personal information on mobile phones accessing its secure email system.

30. This risk had come about because the Council had sought to increase productivity of its staff by enabling access to Council email, calendar, contacts and tasks from Council supplied mobile phones. The implementation of this using Microsoft ActiveSync software resulted in any mobile phone, including staff personal mobile phones, being able to connect to the Council's secure email system and download Council information.

31. In 2018, over 1,000 mobile phones were registered accessing the Council's secure email system using Microsoft ActiveSync Software.

32. This has subjected the Council to several information security risks as detailed below:

- When a member of staff left the Council and their login account was disabled, any Council email information on their mobile phone was not automatically wiped off.
- The Council's mobile phones were, in general, not managed and consequently had no mandated anti-virus/malware protection. Staff may also choose to "jail broken" their mobile devices (to enable custom functionality), which is a practice that significantly increases the risk of malware. This could have led to Council information loss from an infected device.

33. To mitigate these risks the Council is migrating all Council and personal mobile phones to Microsoft InTune and then turning off Microsoft ActiveSync resulting in no access to Council email, calendar, contacts and tasks for any mobile phones not registered with InTune.

34. InTune is a Mobile Data Management (MDM) service that allows the Council's IT Service to manage Council phones that contain Council information. It can also allow the Council's IT Service to manage any Council information on staff personal mobile phones to protect Council information without impacting any staff personal information on their own mobile phone and provides the Council with the necessary security controls for managing its information.

Liquidlogic (Social Care Case Management (SCCM)) Programme

35. Following an extensive procurement process for a new social care case management system for Adults and Children's social care services in 2018, the Council awarded a contract to Liquidlogic to replace its existing Frameworki (social care case management system).

36. The reasons for this re-procurement included:

- A more modern system to better support social workers, improve services to customers and staff productivity.
- Servelec the supplier of the Frameworki system no longer planned to support and develop this system after March 2020 and have replaced it with a new system called Mosaic.
- The original Frameworki system contract award period had been exceeded and the Council was required to re-procure to stay legally compliant with EU Procurement regulations.

SCCM Programme2

Case for change

Enable WCC meet future challenges

FWi is end of life

Compliance and legislation



Reduce costs

Long term strategy and roadmap

Digital transformation

Create efficiencies

Support 'new ways of working

Practice improvements

www.worcestershire.gov.uk worcestershire county council

37. An SCCM Steering Board and Team has been established to ensure the successful implementation of Liquidlogic in Adult and Children's social care services.

- Chairman - Director of Commercial & Commissioning
- Programme Manager - SCCM Implementation Manager
- Director of Children, Families and Communities
- Assistant Director of Children's Services
- Assistant Director Adult Services
- Chief Finance Officer
- IT & Digital Manager
- Audit Officer
- Representative from Liquidlogic

38. An SCCM Phase 1 Implementation Team has been established led by the Programme Manager who has considerable previous experience of leading successful Liquidlogic implementation programmes in other Councils.

39. The implementation is a large and complex undertaking and to help mitigate and reduce implementation risks, a two-phase implementation strategy has been adopted:

- Phase 1 August 2018 to January 2020 - Implementation of core and like-for-like modules to minimise business change and service continuity risks.
 - Adult Services Phase 1 Go-Live August 2019
 - Children's Services Phase 1 Go-Live January 2020
- Phase 2 from February 2020 exact timescales tbc – Implementation of new modules and functions.



Children's - Phase 1 and Phase 2

Module	Phase	Contract Core/Optional	
Liquidlogic Children's System (LCS)	ONE	Core	
Early Help Module (EHM)	ONE	Core	
Children's Data Warehouse	ONE	Core	
ContrOCC Children's Finance Module	ONE	Core	
Signs of Safety Forms	ONE	Optional	Demonstration 19/9
G-5 Data Extracts to CAP (Outsystems)	ONE	Optional	
Gazetteer Integration (inc Adults)	ONE	Optional	
SAML Integration (Single Sign-on)	ONE	Optional	
PDS Batch Loader	ONE	Optional	
Children's Mobile/Offline Application	TWO	Optional	
Children's Portal	TWO	Optional	
Children's Provider Portal	TWO	Optional	
GroupWork (Children's centres)	TWO	Optional	

Price guaranteed for optional modules for 12 months from contract date



Adults - Phase 1 and Phase 2

Module	Phase	Contract Core/Optional
Liquidlogic Adults's System (LAS)	ONE	Core
Adults Data Warehouse	ONE	Core
ContrOCC Adults Contracts and Payments	ONE	Core
ContrOCC Adults Charging License	ONE	Core
Integration with WCC Adults Portal G-6	ONE	Optional
Exporter - Hourly Extracts G-16	ONE	Optional
PDS Batch Loader	ONE	Optional
OCC Generic Web Services API's	ONE	Optional
Adults Provider Portal	ONE	Optional
Billing Module - Debt Management	ONE	Optional
Adults Mobile/Offline Application	TWO	Optional
PDS Integration	TWO	Optional
Adults Portal - Autonomy	TWO	Optional
On-line Financial Assessments	TWO	Optional

Price guaranteed for optional modules for 12 months from contract date

Linking County and District IT Calendars

40. The Cabinet Member with Responsibility for Transformation and Commissioning has continued to actively promote and encourage the linking of County and District IT Calendars.

41. The Interim IT & Digital Manager has personally met with all District IT Managers at their offices to discuss how and when this can be achieved.

42. Currently all Councils use their own email systems:

Council	Current Email System	Planned Email System Upgrades
Worcestershire County Council	Microsoft Exchange located in County Hall data centre.	Migrate to Microsoft Exchange On-Line during 2019.
Wyre Forest	Microsoft Exchange located in Civic Centre data centre.	Test migrate email archives to Microsoft Exchange On-Line during 2019. Full migrate to Microsoft Exchange On-Line date tbc.

Redditch & Bromsgrove (shared IT service)	Microsoft Exchange located in Civic Centre data centre.	Migrate to Microsoft Exchange On-Line during 2019.
Malvern Hills, Worcester City, Wychavon (shared IT service provided by SWICT)	Unusually Councillors do not use the Districts' corporate Microsoft Exchange email system. Councillors use a separate webmail system called CobWeb.	Discussions are planned with CobWeb by SWICT to determine if, how and when CobWeb can be integrated with Microsoft Exchange On-Line.

43. As all Councils currently use their own email systems it is technically difficult to integrate them together to securely share IT calendars.

44. To achieve integration between Council email systems to enable the secure sharing of IT calendars they need to be located on a shared email platform, such as Microsoft Exchange On-Line. This allows "Trusts" to be established between the different Council email domains on that shared platform to allow the secure sharing of IT Calendars between them.

45. Based on current plans to upgrade Council email systems in the table above, the first opportunity to set up shared IT calendars is between the County Council, Redditch and Bromsgrove District Councils by the end of 2019 when they have migrated their email to Microsoft Exchange On-Line.

46. "Twin hatted" District Councillors can help to achieve the secure sharing of IT Calendars between County and District Councils by playing an active role in promoting and encouraging the migration and/or integration with Microsoft Exchange On-Line in their District Councils.

Purpose of the Meeting

47. The Panel is asked to:

- Consider the items in the report; and
- Agree what, if any, further Scrutiny is required

Supporting Information

Appendix A – Current Combined Technology Leadership Team Organisation Chart

Appendix B – Councillor ICT Provision at Worcestershire County Council

Appendix C – Worcestershire County Council Technology Strategy 2018-2022:

IT Strategic Plan, 'IT Fit for the Future'

Specific Contact Points for this Report

John Gladman, IT & Digital Manager Tel. 07718 696324
JGladman@worcestershire.gov.uk

Samantha Morris/Alison Spall, Overview and Scrutiny Officers, Tel: 01905 844962/
846607
Email: scrutiny@worcestershire.gov.uk

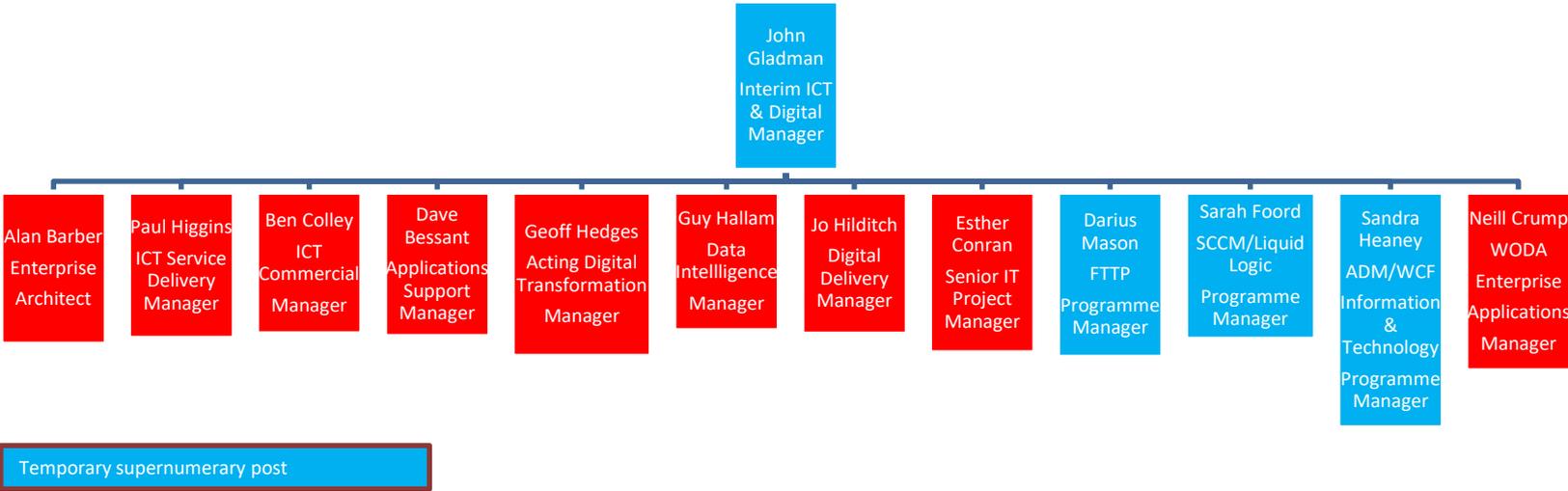
Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

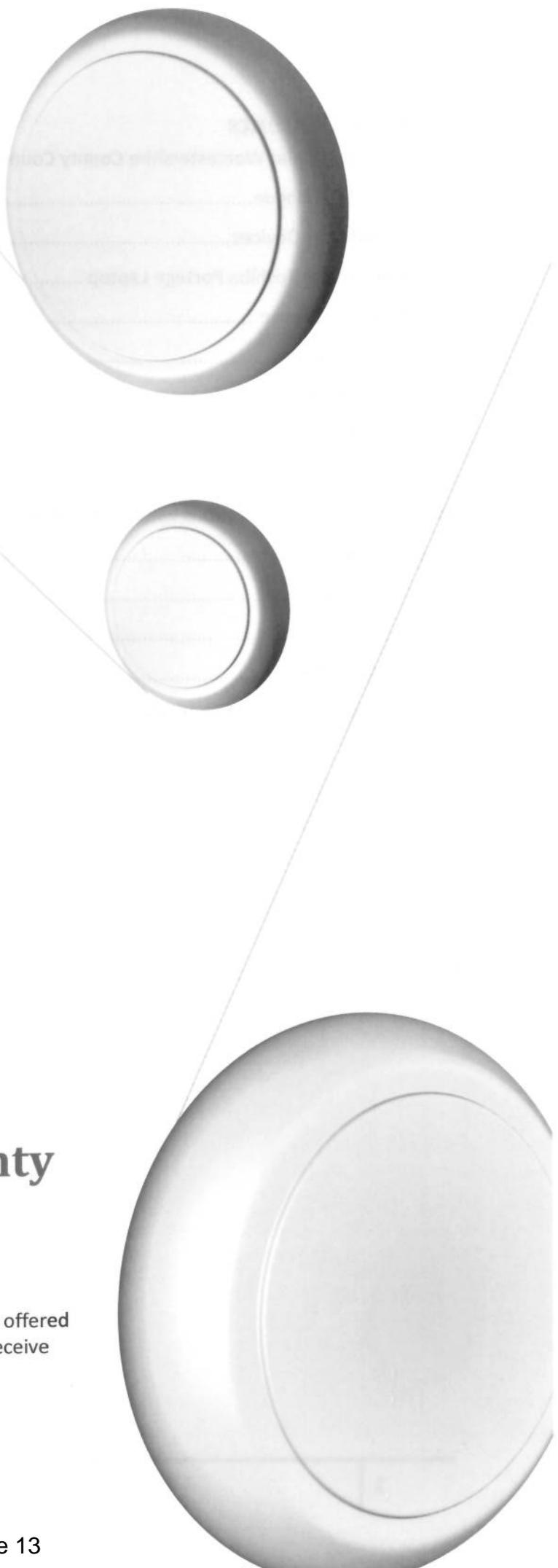
- Agenda and Minutes of the Corporate and Communities Overview and Scrutiny Panel on 8 March 2018 – available on the Council website [here](#)

Current Combined Technology Leadership Team Organisation Chart April 2019

Page 11



This page is intentionally left blank



ICT Provision at Worcestershire County Council

This document describes the types of ICT provision offered
at the Council and the support you can expect to receive

Brant, Dawn
5/5/2017

Table of Contents

1. ICT Provision at Worcestershire County Council.....	2
2. Device Catalogue.....	3
a. End User Devices.....	3
Lightweight Toshiba Portege Laptop	3
Standard Laptop.....	3
b. Smartphone.....	3
3. Productivity	5
4. Security.....	5
5. Training.....	5
6. County Council Locations with connectivity	7
a. Office Locations:.....	7
b. Libraries:.....	7
7. Contacts.....	9
8. Order Form.....	10
Appendix A: Acceptable Use Policy.....	Error! Bookmark not defined.

1. ICT Provision at Worcestershire County Council

Here at Worcestershire County Council we pride ourselves on providing the right technology for the job at hand. To this end we are pleased to offer our Councillors a variety of devices which will allow you to perform your roles with access to the correct information at all times, in a secure and supported environment.

Whilst we can accommodate Councillors who wish to use their own devices to access some services we have at Worcestershire County Council, we would strongly recommend that for ease of use, security and support, Councillors choose to use Council devices.

In the attached catalogue you can see that we offer the latest technology both in terms of end user devices (laptops) and smartphones.

All of our devices have the Councils end point protection which secures devices both whilst in use, from network transmitted virus's and Malware, and should the device ever be lost or stolen, whilst still allowing access to the services that are taken for granted in this technological age such as internet access, emails, web portals etc.

Each of our devices is fully enabled to work from any of our corporate buildings and any location which has a broadband connection ('wifi'), whether this be your home or your local coffee shop. Our Corporate buildings with workspaces, including every County Library, are listed in Section 6 of this guide.

When you choose your device technology we will arrange for a technician to provide a one to one tutorial to setup and personalise your device and to show you the basics.

In general , once you are familiar with your device and the Councils systems and services then ongoing support is managed either by visiting the MyIT centre located in County Hall Reception or by calling 01905 76(6789) and the IT Service Desk will either resolve your issues or arrange for a technician to see you.

The catalogue in the next section describes the devices we support which we hope will offer enough variety to suit all working styles. Each of these devices is on display outside the Council Chamber today and will also be on display in the MyIT office in Reception at County Hall. We also have our own dedicated IT team who will be happy to assist in any way, both to assist in choosing the technology which suits you as an individual but also to help to navigate around the various systems and services available to you at the Council.

Section 8 contains an order form for you to request your preferred technology. Please fill this in and either return to the MyIT office or by email to Dawn Brant, Head of technology operations, dbrant@worcestershire.gov.uk.

2. Device Catalogue

a. End User Devices

Lightweight Toshiba Portege Laptop



A lightweight laptop, for those who prefer a traditional laptop, but want a slimline, lightweight version for ease of portability. This laptop has a 13" screen. Again this comes with a full Council build.

Standard Laptop



This is a standard laptop with a 15.6" screen so slightly bigger and more robust than the lightweight Toshiba above but with all the same features. Again this comes with a full Council build.

b. Smartphone



Our standard smartphone is a Samsung J3. This is a latest design Android smartphone with a 5" Ultra bright HD screen, an Ultra-sharp 8 Megapixel camera + 5MP selfie camera. The smartphone will be enabled so that you can receive your County Council emails on the device as well as your personal emails.

3. Productivity

As a Council we have a number of software products which enable productivity. The Council is predominantly a Microsoft user and as such our base productivity products are the Microsoft Suite of products including:

- Lync (telephony, instant messaging, online meetings and collaboration)
- Office (Word, Excel, Powerpoint)
- Yammer (collaboration)
- Project (project management)
- Outlook (email and calendar management)
- OneNote

Our main form of communication and signposting is our Council Intranet site 'OurSpace'. This site acts as one stop shop for all Council communications, acting as a bulletin board, a repository of information and a portal into our other sites such as our collaboration space 'Yammer', our Mercury HR/Finance service, the MyIT Service Catalogue and our Corporate Dashboards amongst others.

4. Security

As a County Council with responsibility for sensitive data, our duties to our residents are very clear in terms of the protection of this data. The Council has a partnership contract for provision of ICT Managed Services with DxC Technology (a merger of HP Enterprise Services and CSC) which includes access to some of the world's leading cyber security specialists. We have robust prevention and detection policies in place but at the heart of all security is our people. In any security policy the people are the weakest link. To this end we would ask that you complete the Corporate Induction training course and familiarise yourself with our 'Acceptable Use Policy' which you will be given when your IT equipment is handed over to you.

Should you have any further questions on security then please do not hesitate to ask.

Section 7 of this document gives you the contact names, emails and numbers for the key staff should you have any problems.

5. Training

A one to one tutorial will be arranged once you have selected your device(s) of choice, which will take you through the following:

- Logging onto your new device
- Establishing a secure remote connection when not in an office location
- How to log into and manage your emails using Microsoft Outlook
- How to log into the Councillor Portal and download any papers you require
- How to manage both your personal and Council emails from your smartphone
- A guide to what you can and cannot do as part of our 'Acceptable Use of IT' Policy
- How to access OurSpace and it'd key features, such as what we do and people finder

Once you have completed this tutorial we will provide you with a 'quick guide' as an aide memoir.

In addition we have access to a number of productivity online resources such as:

- Microsoft Lync.
 - Customising
 - Instant messaging
 - Making and receiving calls
 - Managing your contacts
 - Online meetings and collaboration
- Microsoft Project
- Microsoft Office
 - Excel
 - Powerpoint
 - Word
 - Outlook
 - OneNote
- Yammer – changing the way we communicate
- Social Media Training
- Mercury HR/Finance
 - Expense claims

Specific Councillor briefings, entitled '**Making Better Use of Council Technology**', have been arranged with our IT Business Partner, Debby Tuffley to help you navigate your way around our systems and services. These have been arranged for the 10th and 11th of May, details will be sent to you separately. We will have the technology available at these events for you to review and also technical staff available to help you with your decision.

We also offer 'lunch and learn' sessions which are quick tutorial type sessions over a lunch hour where you can get hints and tips on various items. These are published on our Council Intranet Site 'OurSpace' under the Learn and develop section.

6. County Council Locations with connectivity

a. Office Locations:

The main office with a wing dedicated to the Democratic offices is located here at County Hall, Spetchley Rd, Worcester WR5 2NP

These are locations with dedicated offices for Council staff or touchpoint offices.

Bromsgrove Parkside Market Street Bromsgrove B61 8DA	Droitwich Covercroft Day Centre Colman Road Covercroft Droitwich WR9 8QU
Evesham Evesham Community Contact Centre Abbey Road Evesham WR11 4SB	Kidderminster Kidderminster Library Market Street Kidderminster DY10 1AB
Malvern Malvern Library Graham Road Malvern WR14 2HU	Pershore Pershore Civic Centre Queen Elizabeth Drive Pershore WR10 1PT
Redditch The Rubicon Centre Unit 25, Office 31 Broad Ground Road Redditch B98 8YP	Stourport Stourport on Severn Civic Centre Stourport Civic Centre New Street Stourport on Severn DY13 8UJ

b. Libraries:

Each of our libraries offers Corporate wifi connections so you will automatically connect from a Council device when you enter the library.

THE HIVE, SAWMILLS WALK, THE BUTTS, WORCESTER
WR1 3PB

PERSHORE LIBRARY, 32 CHURCH
STREET, PERSHORE, WORCESTERSHIRE, WR10 1DT

HAGLEY LIBRARY, WORCESTER
ROAD, HAGLEY, STOURBRIDGE, WEST MIDLANDS, DY9
ONW

ST JOHNS LIBRARY, GLEBE CLOSE, ST
JOHN'S, WORCESTER, WORCESTERSHIRE, WR2 5AX

EVESHAM LIBRARY,OAT STREET,EVESHAM,,WR11
4PJ

entitledWYTHALL LIBRARY,MAY
LANE,HOLLYWOOD,,B47 5PD

DROITWICH LIBRARY,VICTORIA
SQUARE,DROITWICH,,WR9 8DQ

WOODROW LIBRARY,WOODROW
CENTRE,REDDITCH,,B98 7RY

BEWDLEY LIBRARY,LOAD STREET,BEWDLEY,,DY12
2EQ

KIDDERMINSTER LIBRARY,MARKET
STREET,KIDDERMINSTER,,DY10 1AB

STOURPORT LIBRARY,WORCESTER
STREET,STOURPORT ON SEVERN,,DY13 8EH

REDDITCH LIBRARY,15 MARKET
PLACE,REDDITCH,,B98 8RR

CATSHILL LIBRARY AT MIDDLE SCHOOL,MEADOW
ROAD,BROMSGROVE,,B61 0JW

TENBURY LIBRARY,TEME STREET,TENBURY
WELLS,WORCESTERSHIRE,WR15 8BA

BROADWAY LIBRARY,LEAMINGTON
ROAD,BROADWAY,,WR12 7DZ
UPTON UPON SEVERN LIBRARY,SCHOOL
LANE,UPTON-UPON-
SEVERN,WORCESTER,WORCESTERSHIRE,WR8
0LE,UK

WELLAND VILLAGE HALL LIBRARY,MARLBANK
ROAD,WELLAND,MALVERN,WORCESTERSHIRE,WR13
6NE

MARTLEY MEMORIAL HALL LIBRARY,BERROW
GREEN ROAD,MARTLEY,WORCESTER,WR6 6PQ
ALVECHURCH C OF E MIDDLE SCHOOL,BIRMINGHAM
ROAD,ALVECHURCH,BIRMINGHAM,WEST
MIDLANDS,B48 7TA

RUBERY LIBRARY,LIBRARY
WAY,REDNAL,BIRMINGHAM,WEST MIDLANDS,B45
9JS

7. Contacts

Contact	Telephone Number	Email	When to use
IT Support	(01905 76) 6789	ITServiceDesk@worcestershires.gov.uk	To report IT issues and ask for IT support
Dawn Brant, Head of Technology Operations	Work: (01905 84) 3737 Mobile: 07803 203641	dbrant@worcestershires.gov.uk	Any questions related to the provision of IT Services at Worcestershire County Council and escalations for support calls
Sean Pearce, Chief Financial Officer	(01905 84) 6268	spearce@worcestershires.gov.uk	Any questions related to finance in the Council and final escalation for IT support issues
Alan Barber, Infrastructure and Security Architect	(01905 84) 3811	abarber@worcestershires.gov.uk	Any questions on the architecture or security of our ICT Services
Debby Tuffley. IT Business Partner	(01905 84) 3811	dtuffley@worcestershires.gov.uk	Any specific or personalised IT training requirements.

8. Order Form

Please fill in your name and tick the end user device you wish to receive and if you also require a smartphone please tick. All peripherals (mouse, bag, keyboard, headphones etc.) will be provided as required.

Name	
Lightweight Laptop	
Standard Laptop	
Smartphone	

Please hand in to MyIT or return to dbrant@worcestershire.gov.uk

Once your device has been built we will contact you to arrange delivery of your device(s) and arrange the tutorial at your convenience.

IT fit for the future

Getting the basics right in a digital world, our technology strategy and plan to 2022

Document Details:

Status: V2.0 Final

Date: 14/05/2018

1. Executive Summary

There can be no doubt the digital revolution has fundamentally changed our expectations and those of our residents and businesses in terms of how we need to deliver services now and in the future. Our technology environment will need to be able to support how we transform to meet those expectations.

Within the Council we will need an IT environment that not only supports deep collaboration but continues to enable our staff to work flexibly but securely, anytime, anywhere and with colleagues from other organisations. Our IT delivery capability will need to support user centred service design from beginning to end in an environment that demands rapid development, implementation and change (Agile) but ensures provision is secure and robust. It also needs to be delivered in collaboration with and led by our business drivers.

We cannot do this in isolation. Many of the services we provide are part of a more holistic experience involving other providers: health; housing; welfare; crime prevention and reduction; transport; education; and environment. Collaboration across the technology and information landscapes will be essential if we are to make the transition from institutionally driven service provision to consumer driven digitally enabled provision. The enablers to support this transition will require that deep collaboration across:

- Information sharing and governance
- Connectivity
- Identity management, authentication and security
- Strategic asset utilization and management
- Interoperability

The Council has laid some excellent foundations on which to build:

- The Partnership Executive Group (PEG), enabling strategic engagement across public services
- The Worcestershire Office for Data Analytics (WODA), providing a platform from which information sharing can become a success and a hub through which identity management can be developed
- The One Worcestershire partnership with West Mercia Police and our District, City and Borough Councils
- The Worcestershire Sustainability and Transformation Programme (STP) with the NHS
- The Superfast Worcestershire programme, continuing to extend broadband coverage across the most rural parts of the county and the 5G project creates an excellent opportunity to be at the forefront of the next generation of connectivity for businesses
- The One Public Estate programme, a potential platform to make strategic asset utilization a reality for all public service providers
- The county council core IT platform built on Office 365 and the Social Care Case Management programme, setting the scene for moving to the Cloud and multi-agency end user computing

This strategy describes the wider landscape in which we need to evolve and embrace the digital opportunities transforming how we live, work, learn and spend our leisure time. It then sets out where the Council's IT environment is today and lays out core technology principles for the Council to adopt with the roadmap for the next 4 years to enable Worcestershire to be at the forefront of digitally enabled public service delivery. Lastly it sets out what we will do to establish a digitally capable workforce for the future.

2. Background

In 2013 Worcestershire County Council embarked on a journey to bring technology to the forefront of its day to day operations and developed its first digital strategy, the aim of which was to support the Corporate Plan by "embedding technology at the heart of our service delivery so that we can:

- maximise the value, customer focus and return from our investment
- make sure that technology and digital access is maximised
- ensure we are utilising our assets in the best way to support our community
- share our data and manage information once to facilitate customer needs
- focus less time on the infrastructure and more time facilitating business change through systems, data and information management

Since this time we have significantly changed our technology landscape and:

- moved 100% of our citizen facing interactions online
- completed infrastructure refresh to a 'Hybrid Cloud' model to provide a stable and secure underlying infrastructure both on and off site
- developed a model of engagement with the Directorates to ensure technology decisions are understood and supported and all technology is 'right sourced'
- developed the building blocks for a data driven decision making organisation
- introduced an Agile approach to developments to enable faster deployment.
- introduced a technology enabled workforce by providing the right technology for our users to perform their day to day roles from *anywhere* at any *time*.

Our technology services provision is now stable but is still contained within our physical estate and focussed on the county council at a time when public services are moving towards multi-agency models, in part driven by the ongoing financial challenges we all face and in part by the demands of digitally driven residents and businesses. We cannot stand still, we must embrace digital and embed it in our business plans for the future and that requires our technology strategy to be an enabler and not a legacy blocker, releasing the potential that exists to deliver user centred services better, cheaper and faster than we do today.

3. The IT Landscape Today and Digital Disruption

Our technology platforms comprise a mix of in-house and contracted out services at all levels of the enterprise environment, in common with most local authorities and a reflection of the markets from which we source our services. These markets are continuing to convert their products to commoditized "virtual" managed services delivered via large scale shared infrastructure commonly called Cloud service provision. This is in line with global IT market changes and the UK Government strategic direction for the future acquisition of technology as a service to support service delivery. As a consequence locally owned and managed datacentres are in decline across the Public Sector alongside significant change happening across the business applications markets, the latter being driven by a combination of new entrants disrupting the market and established providers redesigning their services to protect their customer base and remain competitive in the digital environment.

More recently we have seen digital disruption also change service expectations by residents and businesses towards provision that's accessible all the time, on-line, built around them and

not the provider and matching the experience provided by the retail, entertainment and financial sectors.

Matching these expectations will necessitate local government and the wider public sector going through the type of whole systems transformation already experienced by other sectors, driven by:

- A very different workforce strategy approach, much more flexible and digitally competent to meet future service demands
- Service design and delivery built around the customer (and/or consumer) rather than structured service lines and across traditional public service structures, instead aligned to marketplaces (home based care, leisure, health, lifelong learning, work, lifestyle)
- Connectivity that provides universal high speed coverage for all residents
- Multi-modal (transport) and multi-environmental services (workplaces and home) designed to maximise space, minimise time and energy waste and simplify access
- Adoption of recognised best practice benchmarking to provide ongoing assurance of best value

One reality of the digital age is radical, rapid and ongoing change in crime and exploitation. We need to keep pace with and counter those changes to ensure we continue to support and protect the most vulnerable in society as well as helping to keep our communities safe more generally. Cybercrime has also become much more corporate in terms of targeted attacks at the commercial and government levels, requiring a much more dynamic and proactive approach to IT security.

So what does this mean for the Council's technology provision going forward? Putting services on-line based on how providers expect them to be used and operating proprietary IT systems are no longer sustainable and at odds with what our customers expect. Equally our staff and public services more generally need to be able to take advantage of what digital solutions can provide to meet those expectations but do it better, faster and cheaper than we do now. The services have not been benchmarked for some time and we need a baseline with peers to set our current state and inform the strategic direction. Membership of a well respected benchmarking service (CIPFA for example) for IT will fulfil this need.

4. The County Council IT Environment and latest activity 2018

Our technology platforms today are largely proprietary and physically built around our corporate estate with links to our partners to our delivery partners being provided through dedicated network connections. Annex A shows the current network configuration, Annex B the End User Computing (EUC) platform and Annex C a representation of our applications environment.

There are plans in place with some projects to refresh the network, upgrade the EUC platform and replace our social care systems and some of the other business systems. The core corporate IT systems have been replaced within the last 2 years through the Mercury Programme. However there is no structured programme that aligns this activity with the Council's business plans, nor are there IT delivery programmes in place designed to ensure systems changes support the organisation and its transformation ambitions whilst also managing the change load at a level that we can absorb alongside other organisation changes and pressures.

A stocktake of the plans and projects has been carried out as part of stabilising the IT functions and systems for the Council. These have been used to inform the establishment of the 3 delivery programmes needed to realise this strategy.

5. Technology Principles and Roadmap to support our Business Strategy to 2022

Our drive towards being a commissioning council, part of a resident centric One Worcestershire, requires a fundamentally different technology approach to the one we have today, underpinned by the following 6 principles for technology investment, design, delivery and use:

	Principle	Why	Benefits
1	Cloud first for new and cloud migration for legacy	<p>The marketplace for the provision of secure, resilient and legally compliant cloud services is mature and gathering pace as the standard platform for IT services as they are renewed across public services. Affordability and value for money over the life of a service is also tipping in favour of cloud thanks to increased competition</p> <p>Suppliers are also withdrawing legacy on site services and only offering cloud models and newer entrants only offer cloud. As legacy proprietary platforms diminish they become more expensive and there is a point at which it becomes financially viable to accelerate migration to the cloud</p>	<p>Cost efficiencies will be released through cloud based collaborative systems rather than organisation specific localised systems, especially across multiple agencies</p> <p>Cloud will avoid the need for future capital investment in on-site technology provision</p>
2	Ubiquitous Connectivity, superfast as a minimum	<p>Proprietary network provision remains a significant blocker and cost for individual organisations yet the technology, infrastructure and security required has evolved to allow ubiquitous connectivity whilst retaining security through role and device based security models.</p> <p>On network speeds and coverage, the investments in superfast broadband for non-commercially viable geographies and the growth in fibre provision and competition means connectivity is much more widely available and we are not so dependent on corporate site provision</p>	<p>significant cost efficiencies through economies of scale on provision in terms of coverage and delivery method (voice, video, data, wired, wireless and mobile)</p> <p>More efficient estate use by removing limitations on buildings driven by the ability (or not) to connect to IT systems so staff can work anywhere</p>
3	Lightweight devices, always on and work anywhere	<p>The end user computing (EUC) experience continues to be one of the greatest opportunities for increased productivity by supporting the ability to work anywhere and at any time</p> <p>Superfast connectivity spans geographies meaning the need for dedicated office locations will diminish</p>	<p>Speed and ease of access in an "always on" environment where people need to complete tasks drives out lost time through travel, waiting for technology to respond</p>
4	Role based security, works with partners and meets UK govt standards	<p>Multi-agency working is a reality now and is only set to grow in future years, Role based security and federation with corporate environments offer the potential to make this experience seamless, especially as systems become more interoperable and data sharing matures into business intelligence around places and people.</p> <p>UK government standards are progressing well across these areas and we must adopt them rather than duplicate or compete with them.</p>	<p>Staff will be able to carry out their work across agency boundaries securely and legally</p> <p>Information integrity and access will not be compromised when sharing, supporting GDPR compliance</p>

	Principle	Why	Benefits
5	Line of business systems designed around the user, interoperable and compliant with recognised standards	<p>Health and social care integration will drive this agenda aggressively over the next 3 years as NHS digital and Sustainability and Transformation Plans (STPs) move into delivery and the ongoing financial pressures on Adult Social Care continue to bite. Again we must adopt agreed international and national standards and not look to create proprietary solutions.</p> <p>In the economic and environmental arenas Internet of Things based technologies are establishing new standards for interoperability for new data sources to turn the ambitions around smart places into reality</p> <p>On systems design and build, we will use the Agile project methodology and strengthen our digital skillsets around centres of excellence in IT, Business Intelligence and Communications, following the Government Digital Service principles for service design and digital delivery.</p>	<p>Integrated services for vulnerable people will be developed across agencies, improving quality of provision and safeguarding</p> <p>Whole systems solutions will be applied to spatial and economic development around geographies, working across delivery partners in all market sectors (private, public, not for profit)</p> <p>User centred design of services will make effective use of the potential that digital offers in delivering services faster, better and cheaper</p>
6	Information governance across partners managed by WODA	<p>Information governance through strong partnership will be a powerful enabler for advanced analytics supporting better decision making.</p> <p>We must use WODA as the focal point for multi-agency information sharing and the first point for developing joint analytics projects.</p>	<p>Provides a single repository for information sharing protocols across agencies, supporting compliance with legislation</p> <p>Offers a platform for multi-agency analytics services to support better decision making and more fundamental service design based on places and people</p>

To turn these principles into practice, we will establish a 5 year Roadmap to be delivered through 3 programmes with a high level assessment of investment needs (existing and new), priorities, dependencies and risks:

- a) Always connected (networks) (2)
- b) End User Computing (1, 3 and 4)
- c) business systems delivery (5 and 6)

Annex D comprises the 3 programme plans and Annex E sets out the target enterprise architecture for our technology platforms following completion of the programmes. These will be used as a reference point for programme progress and support the development of collaboration opportunities with our public service delivery partners.

6. A Capable and Empowered Workforce for the Digital Age

Technology is an integral part of our lives and work, impacting on every employee, resident and business in our county. It is our responsibility to ensure there is sufficient resources, skills and knowledge to meet business needs driven by our communities. We expect staff to have a minimum level of competence in using technology, through end user devices, web based and mobile applications and specialist operational equipment to be able to do their jobs effectively and productively. Training for technology is often delivered on-line interactively in the working

environment. This expectation is a reflection of the impact of digital on our personal lives and the expectations it sets for business systems to be as easy to use as consumer based services.

Historically corporate technology has lagged behind consumer provision and useability, often due to the cost of replacing or changing legacy systems and design principles focussed on processing times, closed infrastructure and security and operational models rather than end user experience and interoperability based on open standards. The roadmaps for our IT going forward will tackle the legacy and with it we need to ensure our workforce and our service users take full advantage of the opportunities they'll unlock. They will be part of the transformation from concept right through to live operations: user centred design, build, testing and implementation as a flexible (Agile) delivery model.

Our Digital Technology Service will be designed with Agile at its heart, not working in isolation but as part of whole systems project delivery led by our strategic business plans with digital as an integral part of them. This centre of excellence will ensure our:

- a) core technology platforms are run by effective, well trained and competent technical teams covering connectivity, data storage, security and integrity including "always on"
- b) end user computing experience is customer centric, responsive and minimises staff downtime through technology faults
- c) digital services are designed around the end user and meet the expectations of our residents and businesses, deployed through applications that operate seamlessly across services within and outside our organisation
- d) analytics capabilities support better decision making and service fulfilment by maximising the potential digital offers to exploit our information assets and those we share with others

We will unlock the digital capability of the rest of our workforce through:

- a) establishment of super user networks designed to include people in technology projects and digital development
- b) embedding digital by default into our service and business plans, working with teams to ensure user centred digital design is applied to how services can be delivered better, faster and cheaper
- c) The use of recognised project methodologies with the Directorate Transformation teams as part of whole systems change
- d) Provision of high quality digitally enabled and deployed learning platforms to allow our staff to learn when and where they choose (e-learning)
- e) An enhanced and interactive social media environment for staff to engage with each other and develop thinking and opportunities on how we can do things better, faster and cheaper
- f) Active inclusion of staff and professionals who will challenge and validate that what we build and run is a positive force for tackling inequality rather than creating a digital divide

To bring user centred design and build to life we will engage with our service delivery partners and users from the outset of a project and include them throughout the process.

Digital needs to be an integral part of the way our organisation works in the future. It is not something you do to services nor is just about technology. The reality is that most of our society is already digitally capable and that continues to grow, it is all too often our organisational structures that hold us back from unlocking its potential.

This page is intentionally left blank