

# **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
  - 1<sup>st</sup> Line IT Service Desk Support
  - 2<sup>nd</sup> Line IT Desktop Support (including MyIT Centre)
  - 3<sup>rd</sup> 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, XDAs 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.



2

### Case for change



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
<b>Worcestershire County Council</b>	Microsoft Exchange located in County Hall data centre.	Migrate to Microsoft Exchange On-Line during 2019.
<b>Wyre Forest</b>	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.

<b>Redditch &amp; Bromsgrove (shared IT service)</b>	Microsoft Exchange located in Civic Centre data centre.	Migrate to Microsoft Exchange On-Line during 2019.
<b>Malvern Hills, Worcester City, Wychavon (shared IT service provided by SWICT)</b>	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](mailto:JGladman@worcestershire.gov.uk)

Samantha Morris/Alison Spall, Overview and Scrutiny Officers, Tel: 01905 844962/  
846607  
Email: [scrutiny@worcestershire.gov.uk](mailto: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](#)