

What Day 1 Looks Like - IT IT & Digital Workstream Update

Resources & Reference Group – 12 Jan 2023

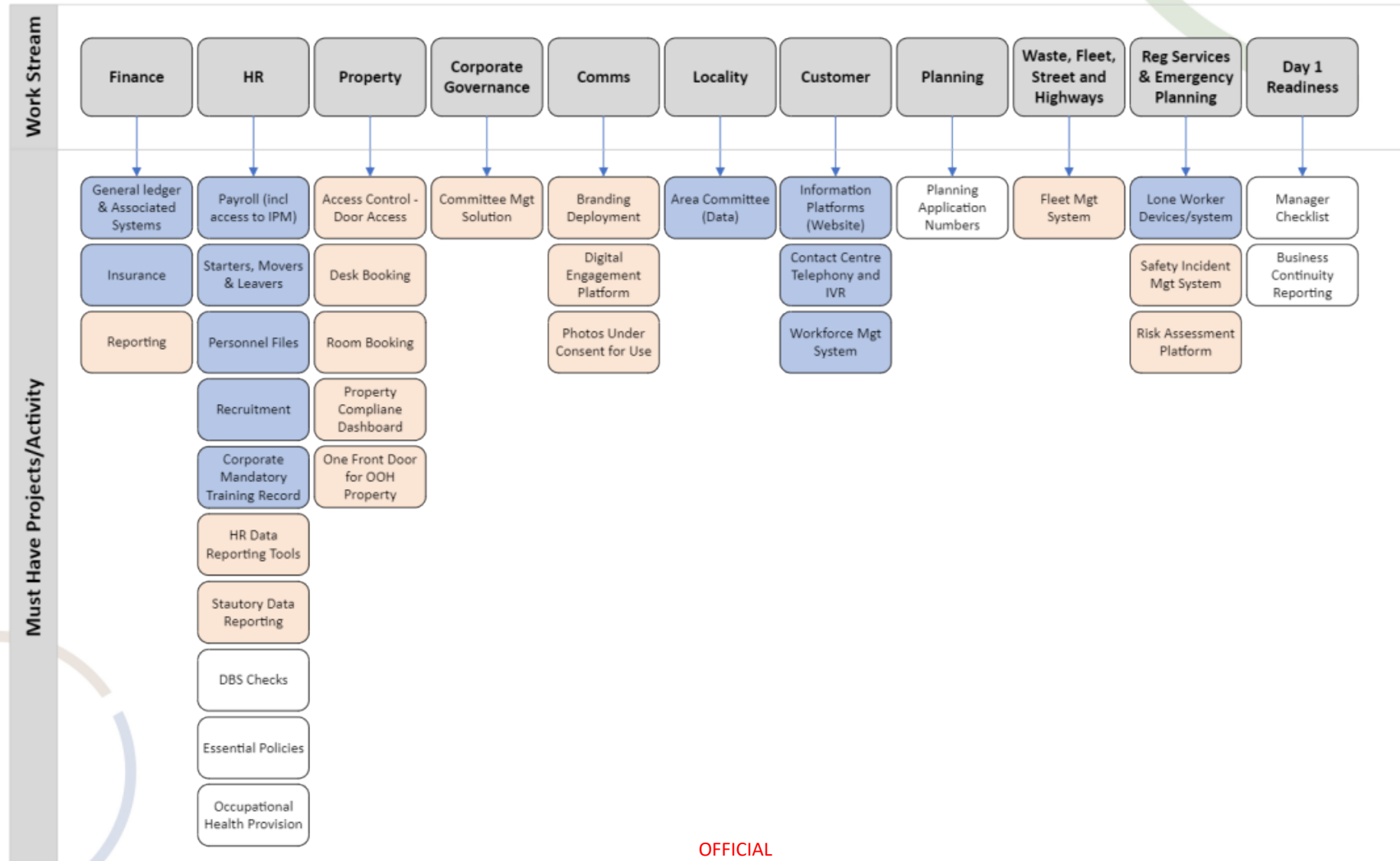
Overview & Scrutiny Committee – 19 Jan 2023

Background

- There are circa 550 systems (business and corporate applications) across the 8 separate councils
- High volume of disparity across individual entities i.e. ways of working
- Objective is to provide a more efficient and cost-effective operation within one technology environment
- For Day 1, the ICT & Digital workstream aims to deliver:
 - An ICT foundation that enables us to look, feel and operate as a single council for Day 1 (as far as possible)
 - Single versions (or connected) business/corporate applications where there is an agreed Day 1 need to do so (e.g. single email system, single website, single front door for IT support, single election management system, Finance systems, Payroll system etc.).

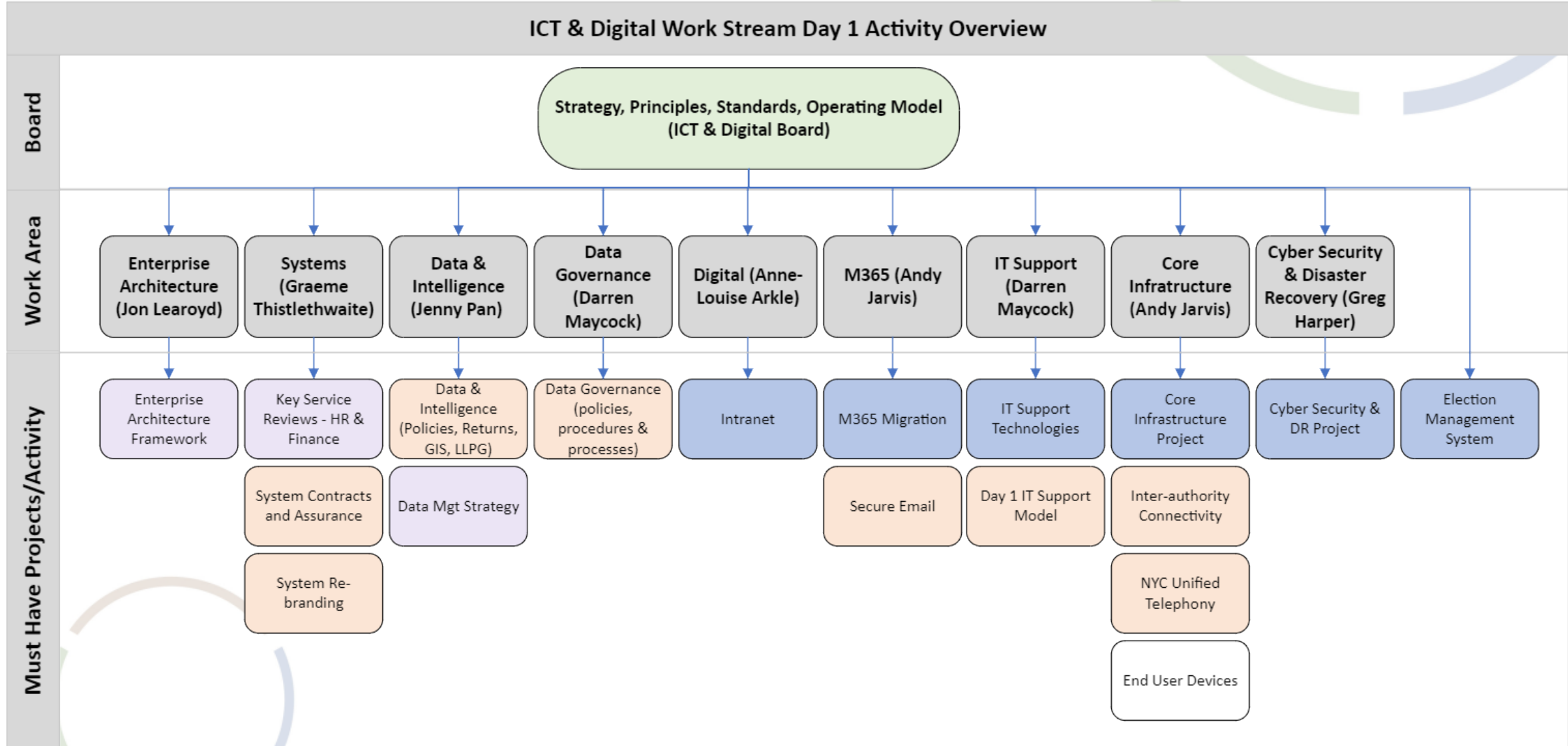
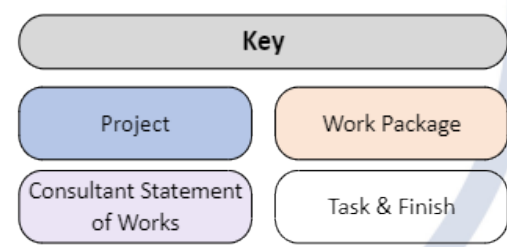
Projects Dependent Upon IT To Deliver Day 1 Requirements

There are 33 projects/pieces of work required by other service areas which are reliant upon ICT & Digital input and resource.



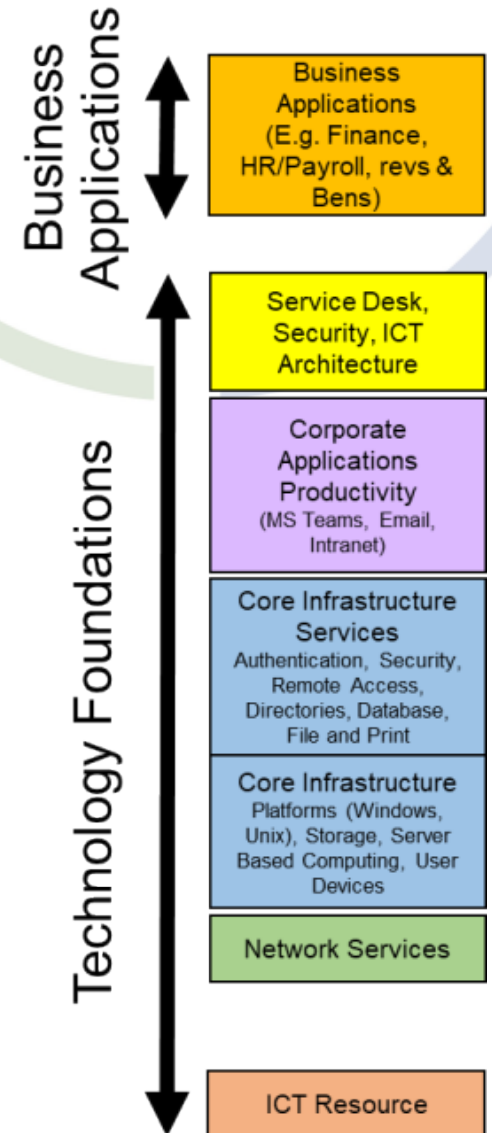
IT Foundation Projects

There are 18 Core IT projects to deliver the Day 1 IT foundations.



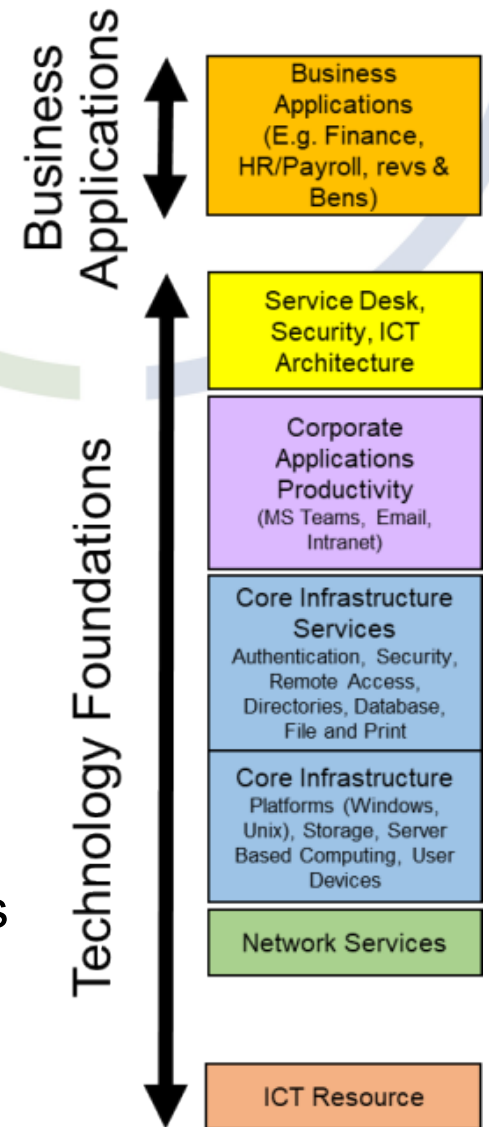
Current ICT & Digital Infrastructure

- Each Council's IT Infrastructure is made up of a number of components (see diagram opposite)
- Systems that services use to deliver their specific services (business applications) are underpinned by technology foundations
- Many of the technology foundations are unseen by the user but are critical to ensure that business and corporate applications can function safely and securely
- Currently, each of these components are separate to each Council.



Current ICT & Digital Infrastructure

- The complex nature of our collective IT infrastructure means that as we connect and consolidate systems and foundations, we are open to a risk of unknown impacts of one component on another along with increased cyber security risks
- This requires careful control and management to ensure that any potential impact/risk is known and well managed as we progress towards Day 1 of the new council and beyond
- The ICT & Digital Workstream assesses, manages and approves these changes through the Enterprise Architecture Board made up of IT leaders across the 8 Councils.



Getting to Day 1

- The long-term goal will be to have a single IT foundation for the new Council (excludes business applications)
- However, Day 1 focuses on **safe and legal** within the available time and with available resources
- Related work with other workstreams has been driven by timelines in project plans
- The upcoming slides provide an overview of the projects which have been established to deliver these objectives
- In total, there are **51 projects/pieces of work** required to deliver the IT requirements of the new Council for Day 1



IT Foundation Projects Underway to Deliver Day 1

Project	Key Project Activity
Enterprise Architecture Framework	Deliver a framework through which the IT estate can be managed and decisions made including: <ul style="list-style-type: none">• Implementation of IT decision-making governance and associated processes• Day 1 systems roadmap.
Microsoft 365	Migration of all Microsoft 365 functionality into one integrated service <ul style="list-style-type: none">• Provide a common .northyorks.gov.uk email address for all staff with the ability to still receive emails from their old address• Easy collaboration via Teams• Platform for sharing files• Ability to check availability of staff across the new organisation via Outlook calendars• Implementation of common standards for data retention.
Secure Email Solution	<ul style="list-style-type: none">• Assess and identify a standard technology solution/s for the sending of secure email (N.B. Councils will move to this agreed standard over time (some pre- and some post-vesting day) aligned with existing contractual commitments.

IT Foundation Projects Underway to Deliver Day 1

Project	Key Project Activity
Cyber Security and Disaster Recovery	<ul style="list-style-type: none">• Deliver all Council cyber/security health checks• Monitor and manage remediation and risk mitigation across all Councils• Staff training, instruction and guidance• Review and communicate incident response and disaster recovery plan/s• Review and agree password and information security management system policies• Review and assess PCI-DSS and ISO 27001 compliance• Audit and assess physical security, disaster recovery infrastructure and cyber security vulnerabilities.
Core Infrastructure – End User Devices	<ul style="list-style-type: none">• Implementation of changes to policies which managed staff devices to give a common user experience• Set a minimum standard for devices.
Core Infrastructure – Inter-authority Connectivity	<ul style="list-style-type: none">• Identify and implement solutions for connecting to central systems by staff from all authorities• Implementation of a common WiFi login experience for staff working from other authority buildings.
Core Infrastructure – NYC Unified Telephony	<ul style="list-style-type: none">• Consolidation of telephone lines to one supplier• Migration to a single platform for contact centre telephony to enable a single reporting platform for contact centre• Is an enabler for one number, natural voice IVR and workforce management system.

IT Foundation Projects Underway to Deliver Day 1

Project	Key Project Activity
Systems	<ul style="list-style-type: none">• Review specific key business systems (Finance and HR) requiring a fundamental day 1 change/expansion of use to assess the risks, issues, impacts and recommend appropriate solutions• Contracts - Review system-related contracts and undertake activity to ensure that these are continued/concluded/novated as appropriate• Branding - apply the new Council name, logo, information to priority outputs (e.g. Legal notices, invoices etc. as agreed through the comms, marketing and branding workstream)• Assurance - Develop and implement a systems assurance plan for key line of business systems to ensure continuity of operation for Day 1.
Digital - Intranet	<ul style="list-style-type: none">• Design and implement a single intranet for the new council.
Digital - Online Forms Solution	<ul style="list-style-type: none">• Procure and implement an online forms solution and integrate with the new Council website.

•In addition to the above Digital Projects the ICT & Digital Work Stream are working on a joint project led by the Customer Work Stream to deliver a new website for the new Council (Information Platforms Project as per slide 3)



1 April 2023

IT Foundation Projects Underway to Deliver Day 1

Project	Key Project Activity
IT Support: <ul style="list-style-type: none">• Technologies• Day 1 Model	<ul style="list-style-type: none">• Implement a single system for logging and managing IT support contacts• Agree and implement the model for IT Support for Day 1 including: operational arrangements (staffing coverage, out of hours, monitoring and escalations arrangements), service level agreements, management of assets, performance management (KPIs), incident/problem and request management processes, principles for commissioning, maintenance & de-commissioning of assets etc.
Data Governance	<ul style="list-style-type: none">• Updated Information Governance Policy Framework• Updated Privacy Notices covering all functions currently covered by both county and the districts• An updated information security incident process which will include a new reporting form• Processes in place for the completion of Data Protection Impact Assessments• Processes in place for the completion of all Information Access Requests (Freedom of Information as well as Data Subject Rights requests).
Election Management System	<ul style="list-style-type: none">• Procure and implement a single election management system.
Data & Intelligence	<ul style="list-style-type: none">• Data Management Strategy• Statutory Return Cycle and Plan• Records Management Policy• Local Land and Property Gazetteer• Geographic Information System Functionality.

High Risks

N.B. There are a number of other risks associated with the work stream and individual projects however the above are those which are considered high (as a result of an assessment of likelihood and impact)

There is a risk that...	Potential Impact	Mitigations
<p>IT resource is not available (Capacity or requirements fully known) in existing teams to deliver LGR Day 1 Must Haves.</p>	<p>Potential inability to deliver Day 1 must haves and/or impact to business as usual service delivery activity. (Impact could be to time, cost or quality of delivery)</p>	<ul style="list-style-type: none"> • Detailed understanding of resource required to deliver the work undertaken through projects • Tolerance/contingency time has been included within planning where possible • Known IT resource gaps have been recruited to wherever possible. Where not possible funding has been secured to access temporary capacity where required.
<p>There is a risk of increased staff turnover throughout transition.</p>	<p>Loss of staff knowledge, skills, experience and capacity to deliver LGR and BAU IT activity. Increased reliance on existing staff to maintain service delivery, LGR delivery and recruit, onboard/induct new staff. As above, potential inability to deliver Day 1 must haves.</p>	<ul style="list-style-type: none"> • Specific IT staff engagement sessions took place May to July 2022 and staff questions answered • All Council webinars and staff engagement sessions • Next IT staff engagement sessions to be scheduled for February 2023 • Actions above are also relevant to this risk.

High Risks Cont...

There is a risk that...	Potential Impact	Mitigations
Cyber attacks are heightened during the transition period and system integration	May cause system failure and/or loss of data which may have a cost and resource requirement to rectify. This may result in delays to LGR Day 1 delivery and BAU service delivery degradation and reputational/financial implications.	<ul style="list-style-type: none"> • Every Day 1 IT change is agreed by the Enterprise architecture board which includes Cyber/security representation to ensure the preferred option/s are safe and secure. • All Councils will have undertaken a health check within the 12 months pre-vesting day and remediation action plans shared and progressed with key risk areas being prioritised.
Time and resource are insufficient to deliver the Microsoft 365 migration project by vesting day	Day 1 impacts if the migrations are not complete: <ul style="list-style-type: none"> - collaboration will not be seamless - district/borough users will not have an email address for the new authority 	<ul style="list-style-type: none"> • Additional resource and expertise secured through 3rd party supplier to support the migrations • Detailed discovery work undertaken with 3rd party supplier • Additional project management resource secured and in place • Plans in place to achieve migrations on time (including a 10% time tolerance for potential slippage) • Detailed delivery planning for each authority ahead of their migration is underway • Project flagged for increased programme monitoring due to the risk and impact if not delivered on time.

Assurance

- Whilst the ICT & Digital Work Stream represents a significant and complex programme of work, assurance of our ability to deliver the organisations Day 1 needs is moderate to high, as a result of:
 - Careful planning of both activity and associated resource requirements
 - Collaborative working across Councils and work streams
 - Additional funding and contingency resource secured

Assurance Cont...

- Progress to date
- An ambition to deliver early where possible to spread the risk away from Day 1 (e.g. IT Support technologies)
- All IT foundation projects have received a health check
- All projects are expected to have been assured and approved to move into the delivery phase by the end of Jan 2023