

# THE COMPUTERWORLD HONORS PROGRAM

## CASE STUDY

LOCATION:  
*Leeds, United Kingdom*

YEAR:  
*2006*

STATUS:  
*Laureate*

CATEGORY:  
*Government and  
Non-Profit Organizations*

NOMINATING COMPANY:  
*Novell Incorporated*

### ORGANIZATION:

Leeds City Council

### PROJECT NAME:

Online Services

### Summary

The ICT industry is moving quickly to deliver the electronic agenda for both private and public sector and it became vital that the Leeds City Council network has the capability to enable deployment of the latest versions of software applications.

In order to implement the Electronic Government Agenda, set out in Leeds City Council's IEG statement i.e. Homeworking, Remote Access, Public Access etc., a major upgrade of the network operating system to the latest technologies was required.

The ICT Strategy 2002-2005 highlighted the need to review and upgrade Leeds City Council's network infrastructure and two projects were completed during 2002/03 to inform this review.

### Introductory Overview

The overall scope of the Network Infrastructure Programme was to implement a modern, scalable, secure, resilient, efficient, flexible and manageable Network Infrastructure which will facilitate home and remote working for employees, allow access to internal information for partners and the general public and enable Leeds City Council to deliver its services in line with corporate and governmental goals whilst meeting the needs of the customer.

#### Challenges

- Coordination of IT resources across 33,000 employees, more than 10,000 computers and over 300 offices
- Meet demanding central government targets for delivering online services to 715,000 citizens
- Use technology to improve business processes and work-life balance for employees
- To create and integrate a dedicated team from Leeds City Council with Novell Consulting to plan, design, and implement this comprehensive programme of work, involving tens of thousands of person hours, with minimal interruption to normal service.



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### Benefits

The upgrade of the Network Infrastructure technology to the latest product sets has addressed a number of problems that were being experienced by Leeds City Council's ability to deliver the strategic vision and eGovernment agenda.

Implementation of the latest Network Management tools has allowed greater automation of the business processes around ICT user management and administration and has provided an opportunity to rationalise and improve the management of Leeds City Council's ICT assets.

#### Corporate Strategies

Enables Leeds City Council to meet targets in the Corporate IEG Statement for undertaking electronically enabled interactions, particularly the top twenty list of key transactions that are seen as being key to the public. Also, sharing information easily and securely, providing links to core business and information systems and integrating corporate office support and processes with e-enabled services.

#### Customer Satisfaction

Enables the capacity for both internal and external customers to access internal services and information from home and remote locations will improve their experience and satisfaction levels. The ability for employees to work from home will enable a more flexible approach to working hours, support the Council's HR strategies around work/life balance and reduce stress by eliminating the time taken to commute to and from work.

#### Increased Productivity

By the provision of the reliable, effective and efficient Network Infrastructure, enhanced identity management process, this allows speedier creation of logins, the facilitation of homeworking and the introduction of technologies such as Single Sign-On and password self service will reduce the time taken on user administration, support and enable improvements in employee productivity. Taken together exteNd and Secure Identity Management create a secure web portal where employees can access a range of applications and internal information from any web browser. This includes e-mail, SAP Human Resources, financial systems and a Customer Relationship Management database. As well as staff from widely dispersed offices being able to access the same resources, a trial version of this system proved particularly useful for senior managers from the point of view of controlling their workload and enjoying a better work-life balance

#### Improved Security

The New Infrastructure allows stronger management and control of employee access to applications and information. This ensures that Leeds City Council is fully compliant with security legislation and minimizes the risk of action arising due to misuse of Council information.

#### Hardware and Software Management

The Network Infrastructure allows centralisation of hardware and licence procurement, the rationalisation of servers, PC's and printers and the ability to track physical assets allocated to an individual (mobile phones, laptops, etc.). Enables efficient, cost effective software and hardware management and control and reduce the loss of Council property from movers and leavers.

#### Cost Reduction



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The implementation of a new infrastructure, subsequent reductions in the complexity of hardware and software components reduces the total cost of ownership. Through improved end-user productivity, increased ICT staff efficiency, budget cost reductions and removal of the existing infrastructure, the Network Infrastructure Programme could enable significant savings.

### The Importance of Technology

Will improve access to Council services by maximising the use of technology and supporting schemes to reduce the proportion of peak period car journeys, both contained in the Corporate Plan

Has enabled Leeds City Council to compete in the global economy, to reduce the dependence on physical transportation between work, home and service destinations and to remove the barriers to accessing knowledge, information and services, all of which are part of the Vision For Leeds to improve economic performance and quality of life;

### Originality

The new Network Infrastructure enables the provision of homeworking and secure remote access to internal services, scalable to cope with the demands of the business. It makes it possible for Leeds City Council employees, partners and the general public to access applications and information from a variety of locations – office, home, kiosk, Internet café and from a range of different devices – PC, lap-top, PDA, etc. and encourage the employment of socially excluded groups, especially the disabled and those with caring responsibilities.

### Success

The Network Infrastructure programme of work was undertaken as follows :

Requirements Analysis / Design Phase completed early 2004.

Development completed late 2004.

Production Pilot completed early 2005.

Implementation commenced early 2005 and completed end of 2005.

At the same time, the existing Lotus Notes email system was upgraded and the WAN upgraded.

At the completion of the implementation the project team had migrated 12,000 users over 226 sites updating over 9,000 PC's, converted over 400 applications to operate in an XP environment, to the new infrastructure. A very large percentage of this work was undertaken out of business hours hence keeping the disruption to a minimum for the business.

### Summary of Results

- 850 computer applications and 140 servers have been consolidated and can be managed centrally using Novell NetWare and ZENworks.
- To manage more than 10,000 desktops, the council relies on Novell ZENworks, a resource management tool, which allows IT staff to update software, fix minor technical issues and add computer patches to protect against viruses. New software can be distributed around the net-



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work in a matter of minutes, rather than having to spend weeks manually installing applications

- A rolling programme has so far Single-Sign-On enabled over 50 corporate applications
- Novell web services (Novell exteNd) and secure identity management (Identity Manager, eDirectory, and iChain) used to create a web portal for employees.
- Remote access will enable employees to enjoy a more flexible working life.

### Difficulty

Leeds City Council requires a large number of applications in order to manage the business. A significant number of these applications were not designed to work within the updated environment. The process of ensuring that they were capable to operate in a stable managed desktop was a major challenge.

Consolidation of data from regionalised servers into a SAN environment again brought its challenges. A major restructure within Leeds City Council was also taking place during this period, migrating data to the new department streams within the SAN environment making sure we met the users expectations proved to be a bigger challenge than originally expected.

Leeds City Council was established in its current form in 1974 following a merger of the city council with neighbouring urban district councils and part of the West Riding of Yorkshire County Council.

Leeds is now the second largest metropolitan local authority in England, covering an area of 552 square kilometres. The council employs approximately 35,000 people, and with an annual budget of over 1,000 million, we deliver more than 500 different local authority services to the city of Leeds and its 715,000 residents.