



SOUTH YORKSHIRE  
PENSIONS AUTHORITY

# Information & Communications Technology Strategy

2019 - 2022



[www.sypensions.org.uk](http://www.sypensions.org.uk)

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# 1. Introduction

Access to effective ICT systems and infrastructure is crucial to SYPA's ability to deliver its services successfully and to achieve improvements in the efficiency of our operations, whether that is in the administration of pension benefits, the investment of the funds money or the back office processes required to run the organisation.

This strategy sets out what we will do over the next three years to improve our technological base in a way that will support the delivery of the objectives set out in the Corporate Strategy.

Delivering for our customers is the focus of SYPA's mission statement and the focus of this strategy is about how we use technology to do that, whether that be:

- The networks and hardware we use;
- The applications and software we use and develop;

This strategy is constructed around 4 themes:

- Infrastructure and Agility
- Customer Access
- Business Processes
- Information Governance and Security

Achieving the objectives set in each area will contribute to achieving the improvements in service to our customers which we wish to see.

## 2. The current reality - understanding what we have now

The Authority's current ICT infrastructure is based on a resilient, secure and efficient 'on premise' datacentre comprising:

- A 1Gbps client / server hard wired network infrastructure (client speed limited to 100Mbps due to telephony integration).
- VMWare Server virtualisation technology enabling server consolidation and providing improved resilience and efficiency savings.
- A Storage Area Network (SAN) infrastructure to store all virtual servers and data, thereby improving resilience and data integrity in addition to enabling more effective disaster recovery processes.
- All remote offices are provided with a secure connection to the central local area network and subsequent systems.
- The Mimecast Cloud Service is used for Unified Email Management and Egress Switch provides email encryption and data loss prevention.
- Security of the Infrastructure and data is paramount and performed in accordance with ISO 27002 best practices, with assurance provided by annual IT Health Checks.

There is a standard replacement cycle of 4 years for desktop computers and 5 years for other IT hardware. Assessments are made every 12 months, taking into account all relevant factors including performance and reliability, and maintenance/support agreements.

Following relocation to Gateway Plaza all the Authority's staff now operate with dual screens.

Agile working is provided through a combination of Wi-Fi connectivity within Gateway Plaza, remote VPN access using multi-factor authentication and Blackberry Work for mobile devices. Remote access utilises Authority owned equipment provided to staff for use at home and away from their base.

ICT services are largely provided in house with specialist services bought in as required.

The Authority's key information system is the Civica UPM Pensions Administration system which is complimented by a range of in house developed software such as DART which assist in data cleansing.

Back office systems for finance are bought in from South Yorkshire Fire and Rescue Service while those for payroll and the management of attendance are externally supplied and hosted locally. There is no comprehensive HR system in place.

The Authority's web presence is split over two websites ( [www.sypensions.org.uk/](http://www.sypensions.org.uk/) and [www.southyorks.gov.uk/](http://www.southyorks.gov.uk/) ), with a differing look and feel. This makes information difficult to find and can create confusion for users. An intranet is supported through SharePoint and while some parts of the organisation have made significant progress in developing use of this facility take up has not been universal.

### 3. What we need our technology to deliver - The future possibility

The Corporate Strategy sets out an ambitious agenda for SYPA over the coming years. This strategy is about providing the organisation with the technological tools that will allow us to deliver this agenda. Consequently our technology must enable the organisation to be:

- Customer Focussed
- Agile
- An effective custodian of data
- Efficient and highly productive

These qualities have equal weight in all areas of the organisation be that Pension Administration, Investment, or support areas such as finance and HR.

Over the coming years we will need to ensure that all parts of the organisation fully embrace and exploit the opportunities presented by the technologies available and that we support staff to develop their skills in the use of technology to ensure that we get the best possible return on the investment that the Authority will be making.

*The overall objective of this strategy is therefore to provide SYPA with technology solutions capable of ensuring the delivery of the objectives set out in the corporate strategy.*

Specifically the ICT strategy addresses the following corporate objectives:

#### **Customer Focus**

*to design our services around the needs of our customers (whether scheme members or employers).*

#### **Effective and Transparent Governance**

*to uphold effective governance showing prudence and propriety at all times.*

#### **Valuing and engaging our Employees**

*to ensure that all our employees are able to develop a career with SYPA and are actively engaged in improving our services.*

The following pages set out the specific activities that will be carried out over the planning period, and these are each supported by more detailed operational plans.

## 4. Developing and maintaining our ICT infrastructure to meet the needs of an increasingly agile organisation

A sound ICT infrastructure is the key foundation for anything else that we as an organisation might want to do using technology. It would, for example, be pointless investing significantly in a piece of software if the network was unable to support it. Getting this supposedly “boring” stuff right will mean that we are able to deliver all the other parts of this strategy more easily. Over the coming years we need to:

- *Explore the way in which cloud technology could provide opportunities to reduce the reliance on our own network infrastructure and thus potentially provide greater resilience in areas such as*
  - ▶ *On line backup*
  - ▶ *Office 365*
  - ▶ *Skype for business*
  - ▶ *On line collaboration*
- *Investigate, and if appropriate implement, new technologies such as VDI to support flexible and agile working*
- *In the light of the implementation of cloud based technologies and new approaches to agility review the hardware replacement strategy to facilitate cost savings through efficiencies and new ways of working*
- *Undertake a review of software licensing requirements for Microsoft products and produce a roadmap for the future.*

All these pieces of work will span the lifetime of this strategy.

### **Measuring success**

Success in this area will be measured through network reliability and the “total cost of ownership” for a desktop device. Each project will also have their own individual success criteria.

## 5. Using technology to support a step change in the way customers access our services

Fundamental to the Corporate Strategy is a new approach to customer access. While in part this is about reorganising how we provide some of our services this will only happen if we deliver a number of new technological solutions and develop some existing ones so that customers can access services in the most convenient way possible. This involves

- *The identification, implementation and management of a cloud based voice over IP telephony solution allowing the integration of voice and data to facilitate the introduction of a customer centre within Pensions Administration (operational from December 2019).*
- *Improvements to on line interaction with scheme members and employers by providing a “digital by default” service and actively reducing manual and paper based processes (Initial milestone at April 2019 with the launch of the new version of My Pension then roll out of additional facilities over the remainder of the strategy period).*
- *Development of a single integrated web presence to replace the current disjointed approach (Single web site in place from April 2020)*

### Measuring success

Each project will have their own success criteria but overall success will be measured through customer satisfaction levels and the increased take up of on line services.

## 6. Using technology to deliver efficient business processes

The Authority has in recent years invested significantly in its core pension administration systems and will continue to do so. However, the introduction of investment pooling fundamentally changes the requirements for some elements of the core business systems and others are now overdue for review, or, as in the case of HR there are gaps which should be filled. This requires a programme of work over the coming years comprising

- *The identification and implementation of new core business systems covering Finance, HR, Payroll and Time and Attendance, preferably with a single integrated product (identification of options by December 2019, implementation by April 2021)*
- *Participation in the LGPS national framework for pension administration software in order to protect the Authority's longer term interests in this area through increased process automation (decision on future options in the context of the framework by February 2020)*
- *Maximisation of the return on investment in technology through a full review of existing systems and their embedding across all parts of the organisation (e.g. SharePoint, FlexiPay T&A and Webex) (Ongoing throughout the strategy period).*
- *Continuing to develop for our own use and sell to other LGPS funds our in house developed software suite. (Ongoing throughout the strategy period).*

### Measuring success

Each project will have its own success criteria and the business case for each investment will need to show an appropriate return on investment.

## 7. Keeping data safe and secure

Data is fundamental to every aspect of the Authority's work, and the vast majority of the data which we handle is personal data of one sort or another. Consequently it is vital that we both maintain the integrity and security of this data and have systems in processes in place that prevent breaches of data protection rules. Over the next few years our focus in this area will be on:

- *Continuing to build and strengthen our cyber/information security capabilities, for example through annual IT Health Checks, training for IT staff, and the promotion of user awareness through mandatory training. (Annual exercises throughout the strategy period)*
- *Obtaining formal certification for our management arrangements in this area (e.g. ITIL and Cyber Security Essentials Plus). (Annual exercises throughout the strategy period).*

### **Measuring success**

The measure of success in this area will be through the number of data breaches identified and the achievement and maintenance of the relevant accreditations.



## 8. Resourcing the Strategy

The resources available to deliver this strategy are as follows:

	2019/20 £	2020/21 £	2021/22 £
ICT Team (6.6 FTE)*	215,600	219,900	224,300
Corporate ICT Costs	106,100	106,100	106,100
Pensions Administration Systems	120,600	123,000	125,500
Finance Systems	27,000	27,500	28,100
Investment Systems	225,100	229,600	234,200
Income from provision of services to other organisations	-51,000	-51,000	-51,000
<b>Total</b>	<b>643,400</b>	<b>655,100</b>	<b>667,200</b>

Note \* the level of staffing resource within the ICT team will be affected by proposals currently being considered for reorganisation of activities across the ICT, UPM and Technical teams. The impact of any changes once agreed will be reflected in the budget. These proposals seek to address an identified need to increase resource and skill levels in relation to business analysis and project management.

In addition to the above recurrent resources an ICT reserve is available to fund non-recurrent items such as hardware replacement. This reserve is largely funded through income generated by the sale of software to other LGPS pension funds.

There are a number of areas where additional investment may well be needed over the coming years in order to deliver the wider objectives of this strategy, in particular the ongoing upgrading of network infrastructure and the replacement of core business systems. These investments will be considered on a business case basis and approved as part of the annual budget process, and will undoubtedly lead to changes in the level of licence fees payable identified within the above figures.