

20 January 2014**Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR, ICT****ICT STAFFING STRUCTURE****Purpose of the Report**

1. To approve the proposed staffing structure of the ICT Services Division, within the Environment and Resources Department, and the implementation of the *Enabling Process* to appoint staff to posts.

Information and Advice

2. The ICT Services staffing structure was significantly changed and rationalised in 2010 in order to support budget reductions and to deliver the key changes incorporated within the County Council's ICT Strategy 2011-14. This strategy is focussed on improving the ICT platform and introducing a range of modernised enabling technologies (e.g. Microsoft tools, Business Management System).
3. The current substantive staffing structure is set out in Appendix 1 and has 200FTE posts, which includes 45FTE that are funded through the sale of services to schools. In July 2013 the County Council engaged Atos Consulting & Technology Services to review and help shape our future ICT direction of travel because:
 - the current ICT Strategy 2011-14 is largely delivered and ready for a refresh;
 - the current ICT operating model and staffing structure is largely aligned to the delivery of the existing strategy and needs to change as priorities are changing;
 - the need for on-going savings across the organisation necessitates an ICT service that remains efficient and effective.
4. The key themes that emerged from the ICT review undertaken by Atos were for ICT Services to:
 - focus on maintaining ICT reliability;
 - focus staffing resources on business transformation (especially "channel shift" to the use of web solutions, and to support workforce mobilisation) in order to support the delivery of financial savings;
 - develop and implement effective demand management and prioritisation arrangements, as senior managers across the County Council identified an increased requirement for ICT resources to assist with business transformation;
 - set the technology direction for transformation and future investment;
 - develop a revised ICT operating model and staffing structure that better supports both service reliability and business transformation.

5. ICT Services has instigated a “Transforming ICT Programme” in order to identify staffing and partnering arrangements to best support the County Council’s reliability and transformation priorities. The Corporate Leadership Team have agreed that the mission of ICT Services is *to be a trusted technology partner and driving force, enabling transformation and delivery of cost effective and reliable services*. This new mission necessitates some key changes in approach as the focus moves to improving web based services to the public, the use of technology to drive out cash savings and productivity improvements, and a move towards front-line and tailored team solutions rather than just enterprise wide technology deployments.
6. Some of the key changes proposed in the ICT review in relation to staffing structure included:
 - a technology partnering approach that enables ICT staff to better engage at a strategic level with departments in order to influence and support business change;
 - a split of the RUN (day to day support service) and CHANGE functions that are currently merged, in order to enable one team to focus on reliability;
 - a reduced RUN function to support an increased customer-facing provision;
 - greater use of private sector partners in both RUN and CHANGE;
 - access to “flex” budget/resources based on organisational demand.

Proposals

7. ICT Services worked with Atos to review a number of future operating models and staffing structures, leaning on their experience of working with both the public and private sectors. The operating model in Appendix 2 was identified as the best fit to support the County Council’s transformational and reliability priorities. The operating model sets out how functions are best grouped and organised and how the service interfaces with stakeholders and customers. The proposed staffing structure is set out in Appendix 3 and contains 188FTE posts, of which 43FTE are funded from the sale of services to schools. This is a reduction of 12FTE posts, which have been frozen since April 2013 in order to contribute savings in the current financial year.
8. This proposed structure (Appendix 3) has 3 teams that are each headed by a Group Manager. These 3 teams are focussed on *Change and Engagement*, *Design and Build* and *Run*. The *Change and Engagement* team comprises the customer-facing activities required to re-shape and drive business change through the effective use of ICT. The *Design and Build* team comprises the activities required to take the customer requirements and turn them into technical production solutions. The *Run* team comprises the activities associated with the running of the day to day ICT services. The traded services functions to schools are embedded across the 3 teams. These proposals were developed in tandem with Atos on the back of the ICT review and have been endorsed by the Corporate Leadership Team. A more detailed outline of the functions is set out in Appendix 4.
9. The proposed staffing structure is substantially and noticeably different to the current model because:

- there is enhanced business change capability (Programme Management Office, Design Authority, IT business analysis and technology partnering functions);
- there is a newly established Run function which splits out the current design and build functions;
- the Run service is leaner as increased use is made of suppliers;
- the Run service is strengthened in the areas of vendor management (managing suppliers), problem management (identifying core ongoing issues and resolutions), service desk and transition of services from development through to being made live.

10. ICT Services will increasingly utilise partner arrangements for support of the various technologies where this is in the County Council's interests. The immediate plans are reflected in the table below and the future direction of travel will be to enhance the use of suppliers to support both Run and Change functions. It is also intended that Cloud-based (off-premise) technology solutions will be preferred as these mature and are appropriate.

Technology	Current Arrangement	New Arrangement
County Wide Network	mix	Capita
Site Networks	in-house	in-house
Servers and Storage	mix	SCC
Business Apps (departmental)	mix	Supplier
Enterprise Apps (MS, GIS, SAP)	in-house	in-house
Mobile platform	in-house	Vodafone
Desktop	in-house	Mix

11. ICT Services has responsibility for the operation and support of a complex ICT estate which is summarised in Appendix 5.

12. In order to mitigate future redundancies ICT Services has adopted an approach over the last 18 months of only covering vacant posts on a temporary basis, until a clearer view on future requirements was determined. There are therefore currently 17 post vacancies against the 188FTE structure. In order to cover these vacancies and to implement a number of County Council project priorities (accelerated equipment replacement programme, Ways of Working programme, Microsoft Active Directory remediation project, remote access solutions etc.) there are currently 40 contractor staff in ICT Services on a temporary basis. These are funded through the various Improvement Programme budgets.

Process

13. A consultation document on the proposed staffing structure and direction of travel was issued to all ICT Services staff on 7th November 2013. This was accompanied by staff briefings and discussions at team meetings. Staff feedback and actions taken have been captured and shared on an ongoing basis throughout the consultation period, which concluded on 22nd December 2013. There have also been discussions with the departmental Joint Consultative and Negotiating Panel (JCNP) and with the ICT union representatives. Some changes to the structure were made on the basis of feedback. An equality impact assessment has also been undertaken.
14. The proposed staffing structure contains many new and changed posts so that ICT Services has the right balance of skills and experience to support the business transformation priorities of the County Council. Due to the need for some different skills, experience and responsibilities all ICT posts are included within the current Section 188 notice and voluntary redundancy applications have been sought and expressions of interest received.
15. Once the staffing structure has been approved the County Council's *Enabling Process* will be used to fill the posts.
16. As part of the process all job descriptions have been reviewed to align them with the proposed structure and scope of the roles. All of the job descriptions that have had changes, or are for new posts, have been issued to the Job Evaluation Team of the Human Resources Division so that salary grades can be assessed and applied.

Financial Savings

17. The freezing of 12FTE posts from April 2013 has contributed towards savings of £650k within ICT Services in 2013-14. These posts will be deleted permanently in the proposed staffing structure and so the establishment will be reduced to 188FTE posts, with 43FTE being funded through sold services to schools. The ongoing buyback arrangements will be assessed closely to ensure that the traded services element of ICT Services remains sized and shaped accordingly.
18. The results of the job evaluation process are not yet finalised but the cost of the proposed staffing structure will be contained within existing budgets.
19. Costs associated with redundancies will arise in 2014 and will be funded from central reserves.

Other Options Considered

20. A series of workshop sessions were undertaken with Atos in order to identify the most appropriate ICT operating model and staffing arrangements for the County Council. Consideration was given to outsourced, in-house and hybrid models. Given the significant transformation agenda the proposed hybrid model, that provides a core level of in-house and supplier teams and is supported by “flexible” resourcing as demand changes, was deemed most suitable.

Reason for Recommendation

21. The current staffing structure and operating model is aligned to the delivery of a modernisation ICT agenda and for a series of significant infrastructure upgrades (e.g. data centre, network, back-up and storage solutions). The ICT review undertaken by Atos identified a significant upcoming demand for business transformation through the effective use of technology, and so the County Council needs a re-shaped ICT service that has the requisite skills and capabilities to guide and support this. The proposed structure is aimed at securing ongoing ICT reliability alongside a transformational change agenda.

Statutory and Policy Implications

22. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

It is recommended that the proposed new structure for ICT services be approved.

Ivor Nicholson
Service Director - ICT

For any enquiries about this report please contact: Ivor Nicholson on 0115 9774006

Constitutional Comments: (SLB 19/12/2013)

Finance and Property Committee is the appropriate body to consider the content of this report. It is responsible for approval of staffing structures as required, and has responsibility for the Council's information and communication technology strategy.

HR Comments: (JP 23/12/2013)

Employees have been fully informed of the proposed restructure and have been consulted on the details of the proposals. Consultation with the trade unions has taken place through formal channels. The County Council agreed enabling process will be used to make appointments to posts within the new ICT structure. Mitigations will be explored to protect the employment of any displaced staff wherever possible.

Financial Comments: (SEM 19/12/13)

The financial implications are set out in the report.

Background Papers

None

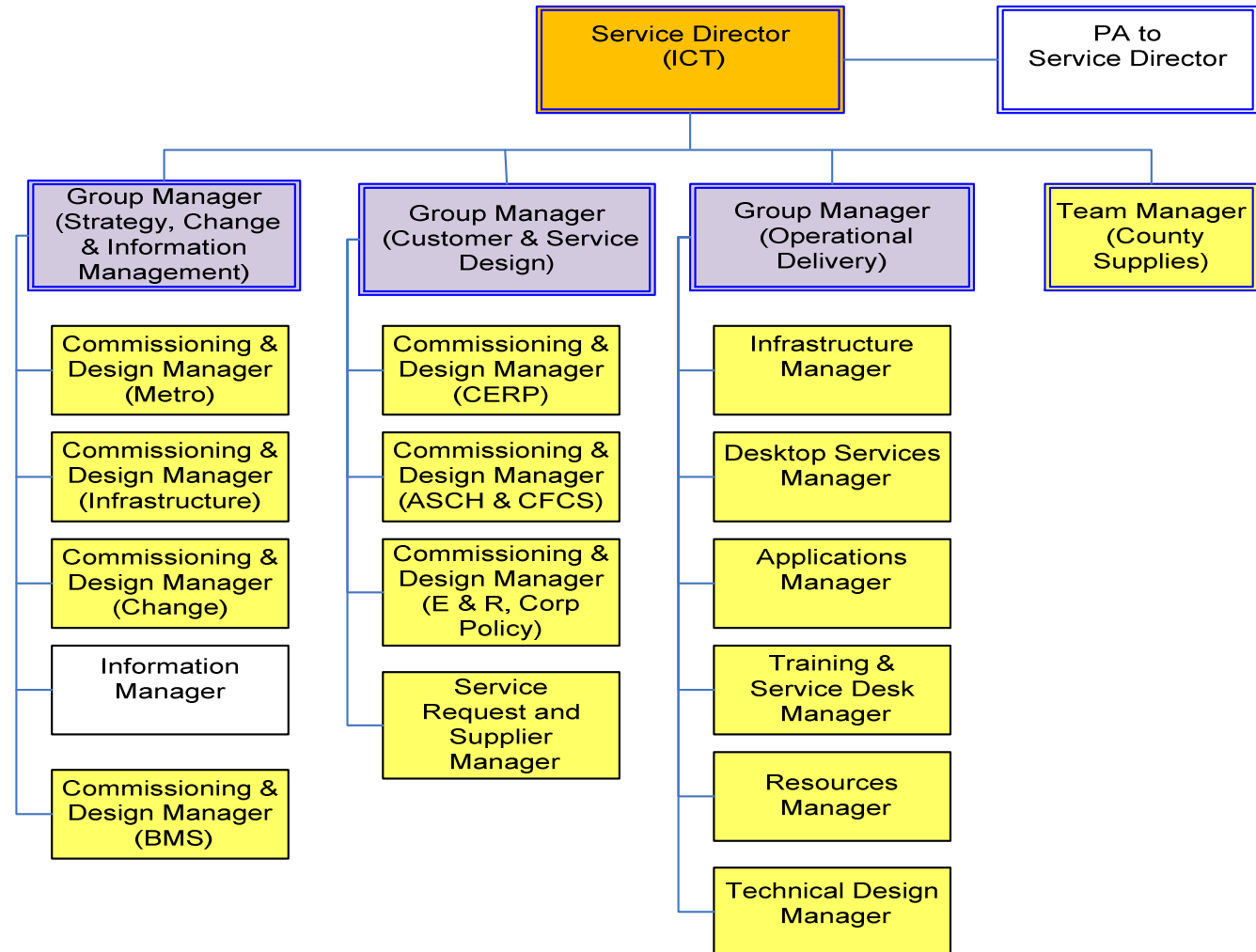
Electoral Division(s) and Member(s) Affected

All

Current Substantive Staffing Structure

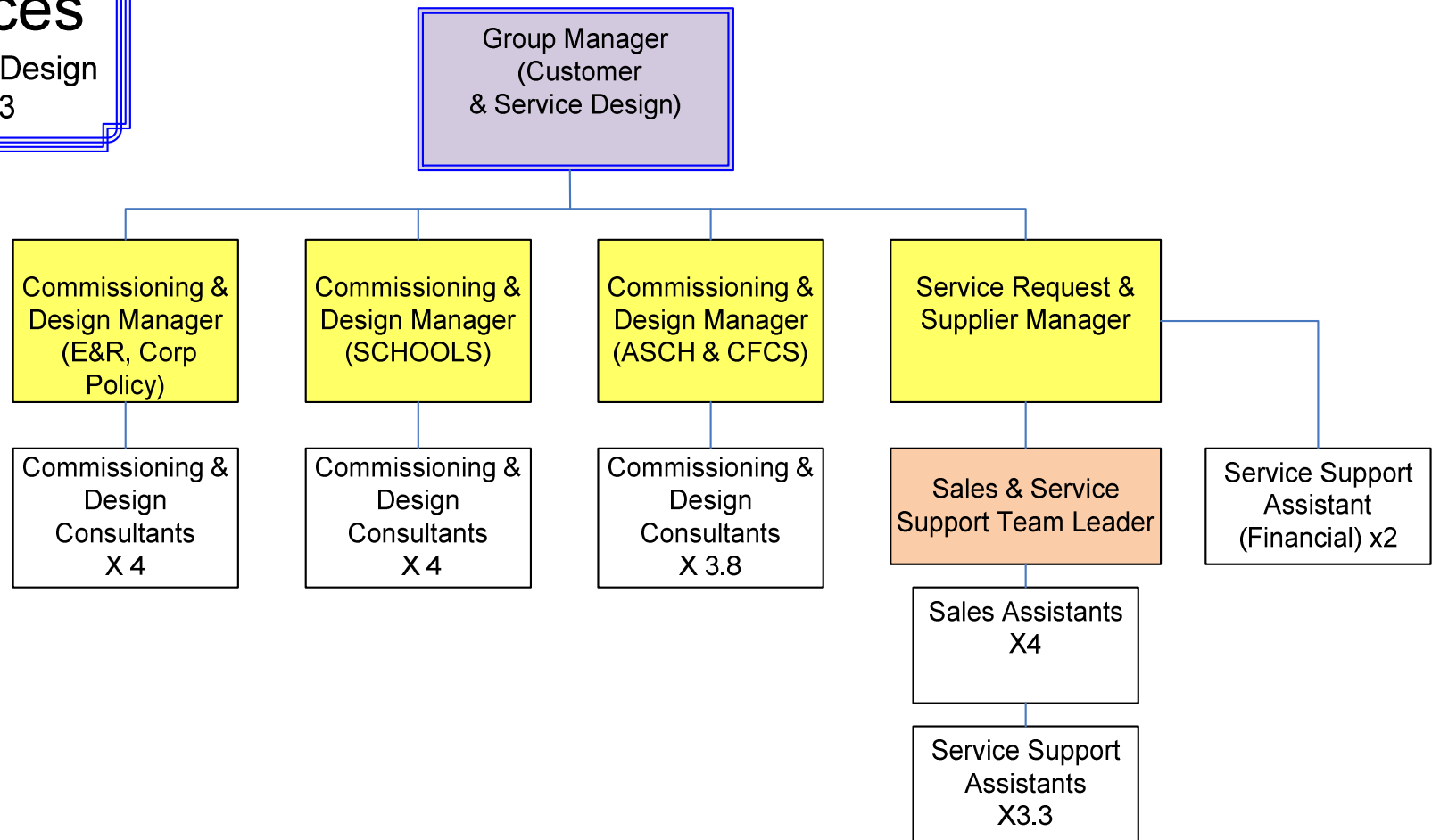
ICT Services

December 2013



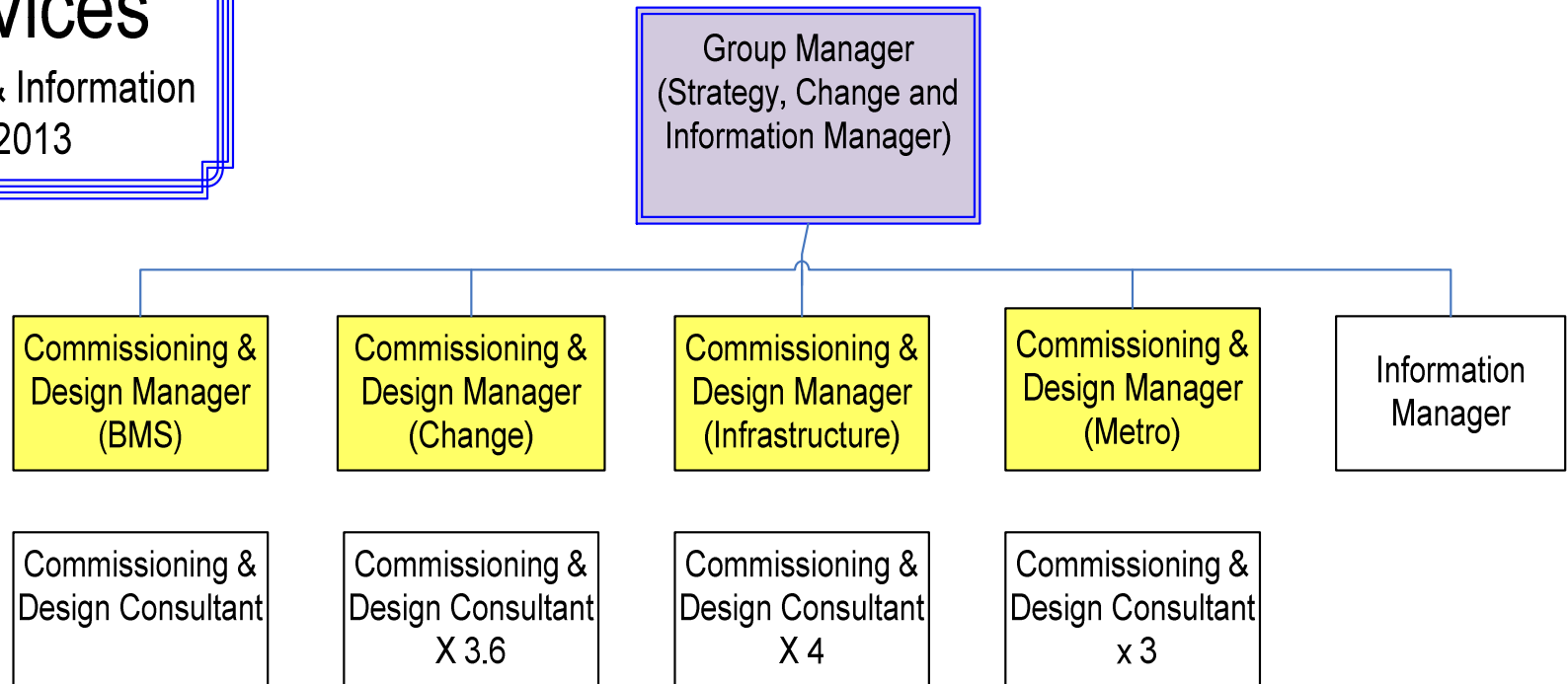
ICT Services

Customer & Service Design
December 2013

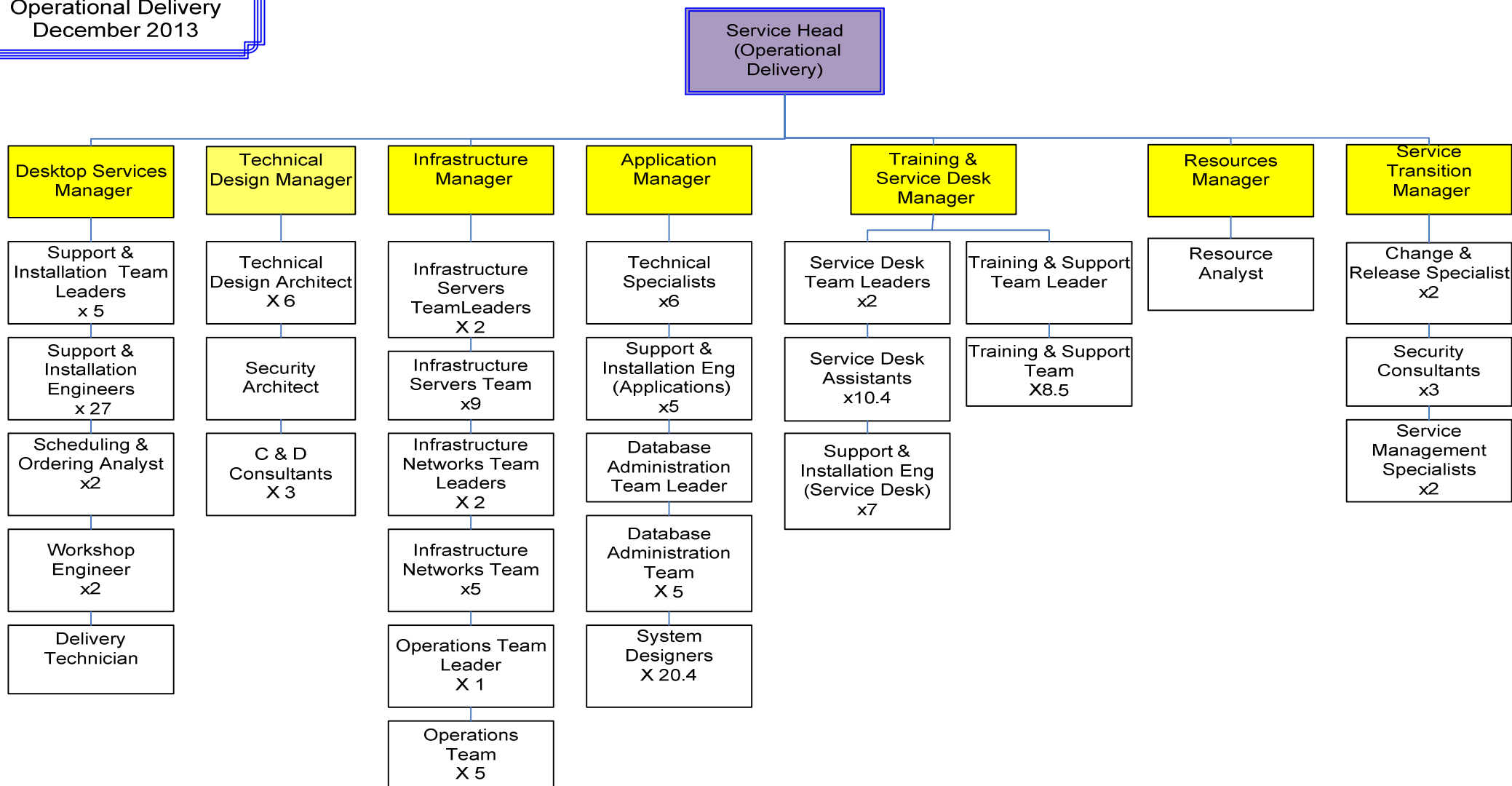


ICT Services

Strategy, Change & Information
December 2013

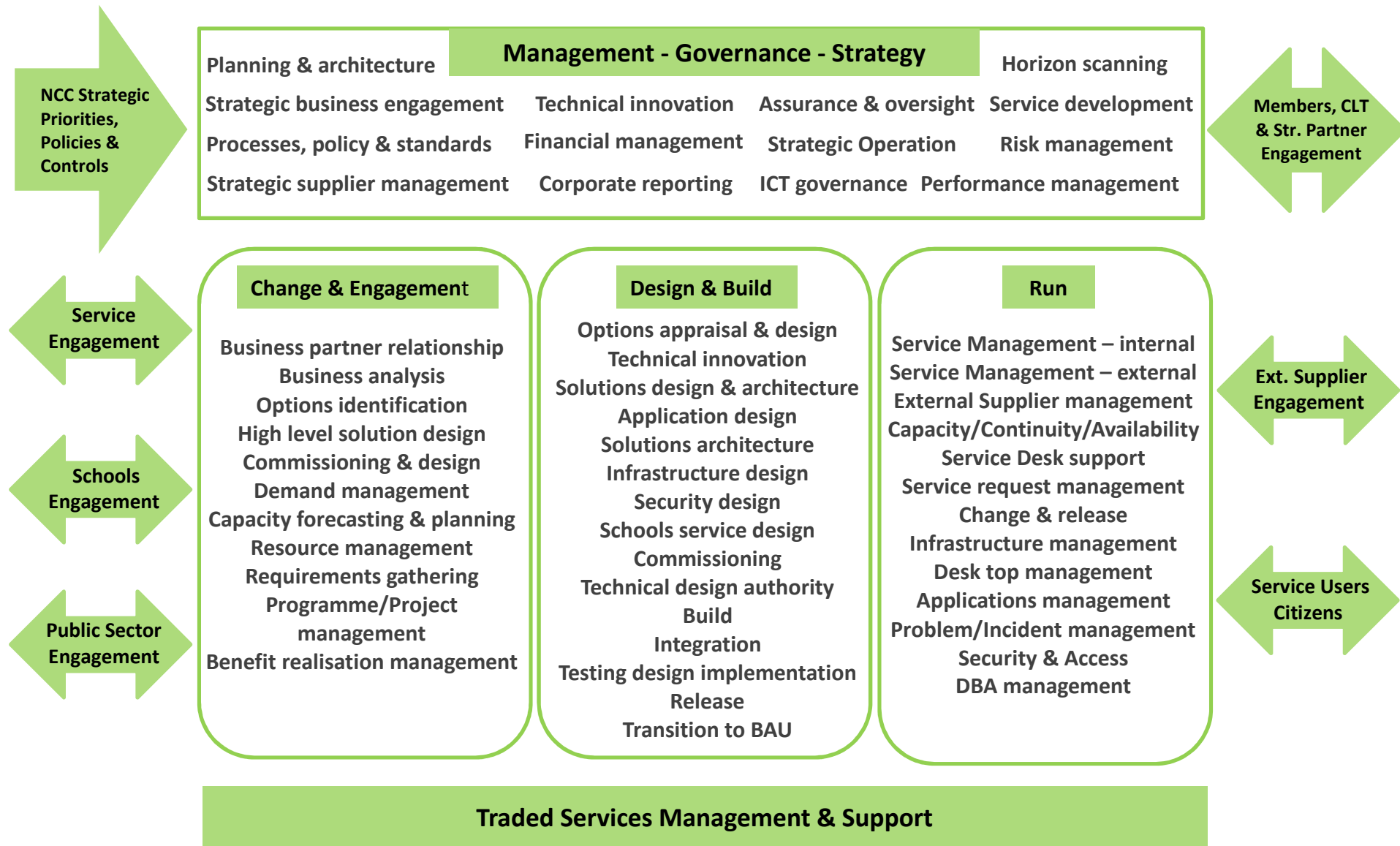


ICT Services
Operational Delivery
December 2013

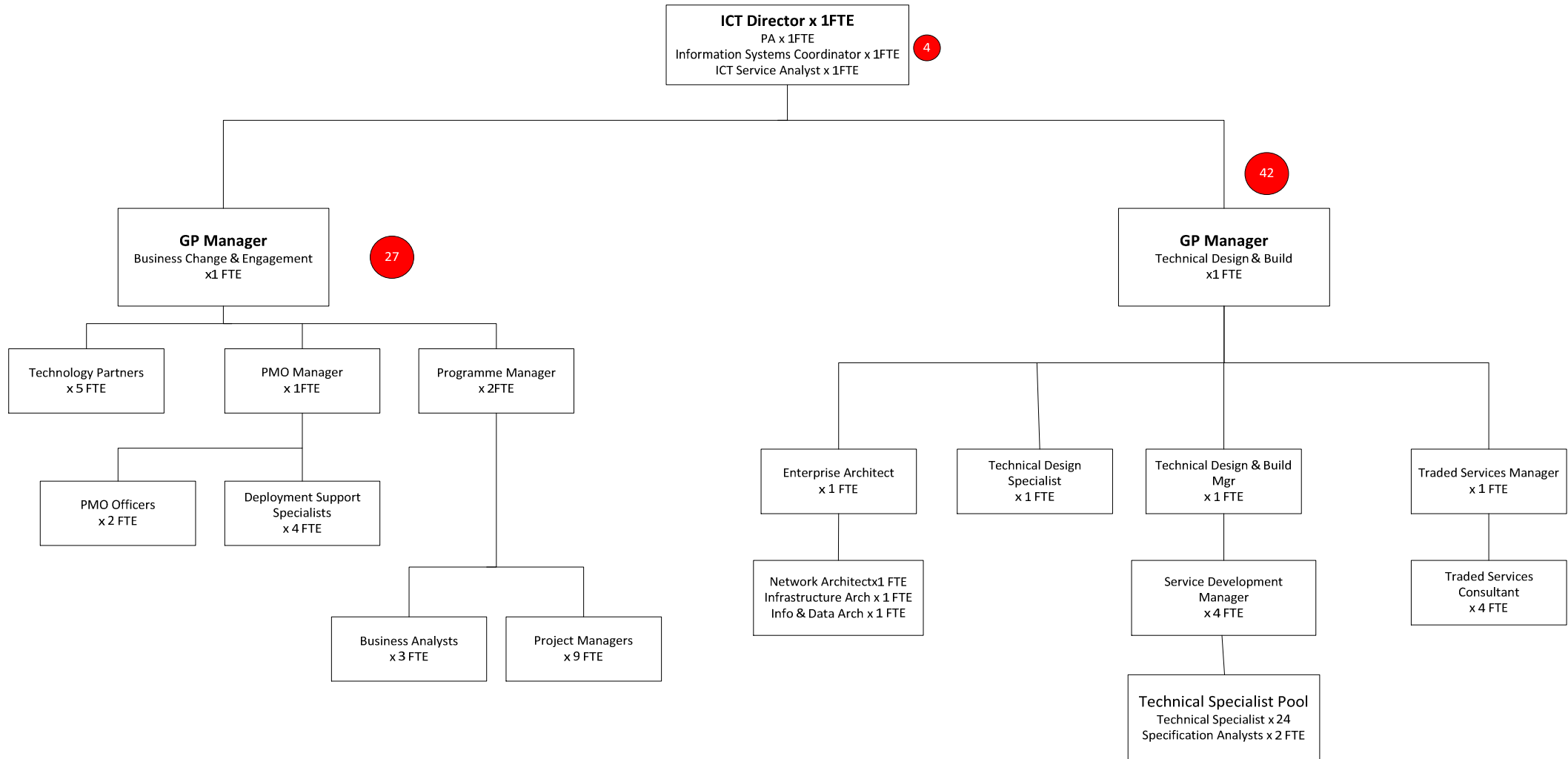


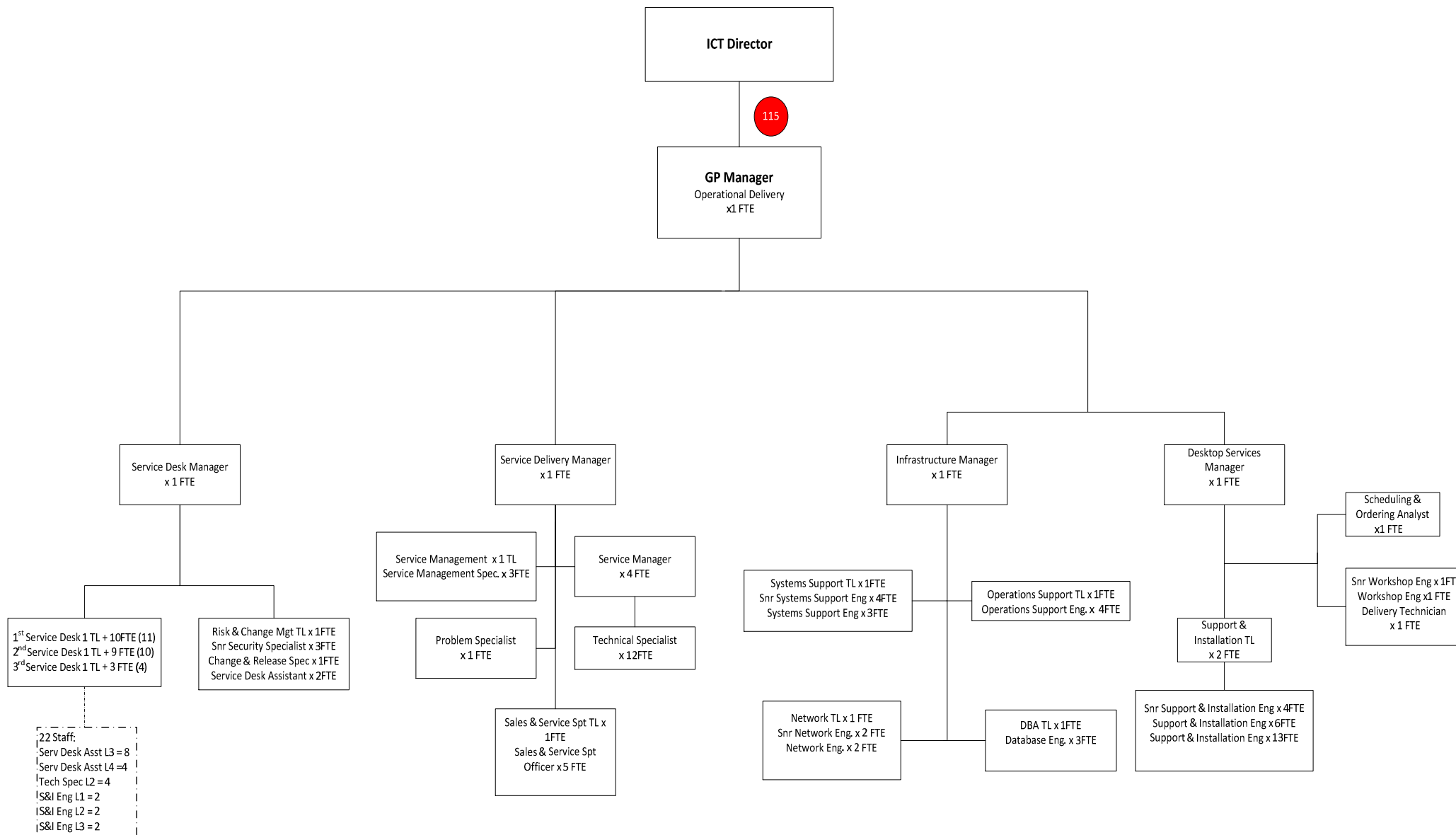
TRANSFORMING ICT SERVICE – PROPOSED OPERATING MODEL v1.0

Appendix 2



Appendix 3 Proposed staffing structure





Summary of ICT Functions

1. Director & Senior Management Team

The role of the Director and Senior Management team is to provide the overall leadership, management, governance and strategic direction for the Service in line with the business plan and in support of the organisation's key priorities as detailed in the Strategic Plan. The key responsibilities are to set the strategic ICT direction for the County Council, for commissioning the provision and support of the ICT estate and for traded ICT services to schools. The Management Team are responsible for such areas as:

- Governance and business planning.
- Performance Management & Performance Reporting.
- Budget Management.
- Communication.
- Policy, Process and Procedure.
- Service Risk Management.
- Health & Safety.

2. Business Change and Engagement

The new Business Change and Engagement function is shaped to meet the changing focus within the County Council towards transformational change. It is based on a small core team but will have the ability to flex up in size in response to demand.

The role of the Technology Partners is to engage with departments at a senior level to understand their business strategies and plans, and to identify how IT will be used to help them shape their services of the future. They will work closely with colleagues from the technical design and build function in order to make sure that we are proactively introducing new technology opportunities in line with our strategies and architecture. The Technology Partners will shape and define the resulting projects and programmes of work which will be handed over to the Programme and Project Managers to deliver.

The new Business Analysis function is part of the bedrock of business change, working with both Technology Partners and Programme and Project Managers to determine business requirements, identify solutions and develop business cases.

We are establishing a Programme Management Office (PMO) function to ensure there is a consistent set of policies, standards and methods to support the delivery of programmes and projects. The PMO will also lead on demand and resource management and reporting for our programme of change.

Within the PMO we will also have Deployment Support Specialists who will provide training needs analysis, development and delivery of training materials, pre and post implementation support and floor walking in support of change programmes.

3. Technical Design and Build

The TD&B group are responsible for the technical strategy, change roadmaps and design and build of new solutions/services for both the corporate and traded service areas. The main focus of the group will be to provide the organisation with the technical environment that will support the transformation agenda while ensuring that existing services remain fit for purpose in an environment of significant business change.

The culture of the group will be transformation through innovation and, to support this, the teams will have the following responsibilities:

- **Technical Architecture** - Led by the enterprise architect, the architecture team will provide the technical blueprints that our key services are built upon. The team will be responsible for the translation of the ICT strategy and direction of travel into designs that will enable its delivery.
- **Innovation** - Key to delivering innovation is understanding both the art of the possible and how new technology can deliver benefit to the organisation. The innovation function has responsibility for leading the research and development elements of the service.
- **Design and Build** - The design and build team take responsibility for delivering the technical expertise in specific services and technology streams that translates requirements into solutions. The team of service managers and technical specialists will provide the technical advice and guidance to enhance the business engagement, design and build the appropriate solutions that support the ICT strategy, define the technical/service roadmaps and commission the transition to the run environment.
- **Traded Services** - The traded services team will be responsible for the definition, marketing and selling of the services delivered to our external customers, primarily in the education sector. The team will own the relationship with the individual organisations that buy services from ICT and will commission solutions in order to develop this key service area.

4. Operational Delivery

This “Run” part of the Service is responsible for delivering, supporting and maintaining ICT Services for 130,000 users, in some 700 buildings, using over 30,000 computers to access more than 700 systems and applications.

Operational Delivery ensures that:

- Agreed service levels for the delivery and availability of ICT services, fault rectification, installations and system upgrades are achieved.
- ICT availability is maximised through delivering controlled maintenance programmes.
- ICT services are protected against malicious attack.
- ICT services are patched / updated in accordance with agreed guidelines.
- A professional Service Desk is delivered for all initial enquiries for ICT services and support.
- Major Incidents are managed effectively.

The Operational Delivery Service orchestrates teams (internal and external) delivering, supporting and maintaining the County Council's ICT infrastructure, including networks, servers, storage, applications and desktop devices. The service also provides the initial point of contact with the customer, through the Service Desk, as well as protecting the integrity and security of the ICT service.

Responsibilities covered by Operational Delivery include:

- Proactive management of ICT security.
- Management and support of the ICT infrastructure and systems.
- Support and management for application systems within the production estate.
- Set targets and ensure that service performance is monitored and maintained to high levels of quality, standards and operability as defined within negotiated and agreed service level agreements.
- Managing all changes to live systems and updating configuration details of all systems and infrastructure.
- Managing the analysis and resolution of all underlying problems.
- Provision of Service Desk for all initial enquiries for services and support.
- Clear escalation points for customer enquiries.
- Increased vendor and service level management to ensure that service performance is monitored and maintained to high levels of quality, standards and operability as defined within negotiated and agreed service level agreements.
- An enhanced focus on service management with the introduction of Service Managers into Operational Delivery having direct relationship with service users.

Overview of the ICT Estate

- Over 100,000 school and corporate users access County Council IT services every business day
- Some 10,000 corporate devices (desktops, laptops, tablets, smart phones) connect to the IT network and each has local operating systems and applications (W7, MS Office, BMS client, Capita ONE client; plug-ins - Adobe, browser etc.)
- There are over 25,000 school computers that connect to the network
- There are 644 corporate and school sites that connect to the IT network and each has a broadband connection, local network infrastructure (cabled, wireless, comms cabinets, switches, routers) and multi-functional print devices
- A private Wide Area Network is deployed across the county connecting all 644 sites
- Over 2,300 staff connect remotely into the IT network using Get Connected, online@home, OLVI or Good services
- A secure connection to the Public Services Network (PSN) supports secure e-mail and application services (Tell Us Once)
- Authentication services enable 100,000 users to access appropriate applications
- Security services are deployed to protect the County Council's on-line data and services (firewalls, filtering, anti-virus, anti-spam, intrusion detection) and block more than 7 million spam/virus attacks annually
- The IT estate needs to be patched regularly in order to minimise security risks and keep pace with technology upgrades
- Management of the data centre provision
- Some 600+ applications are in use across the County Council with 18 being defined by the business as critical (web site, intranet, e-mail, Frameworki, BMS (SAP), Capita ONE, HAMS, Careworks, Civil Parking; Homecare; Lagan, Libraries, Meals at Home; Pensions; Rostrvm; TTS; SharePoint; Wired)
- The applications link to a combination of Oracle, SQL and MSQl databases
- Some applications are run from 2 data centres to support business continuity

- There are 670 physical servers within the IT estate running on Windows Server, Linux or IBM AIX
- The server estate is heavily virtualised with 400 test, development and production environments running from 25 physical servers
- An array of switches, routers, cables and configuration software links all of the IT infrastructure
- Data back-up services are run overnight from 2 independent data centres
- Over 4,000 overnight batch jobs are run each month for BMS payrolls, Frameworki archives etc.
- Over 2,000 changes to the IT estate are assessed and implemented annually