

24 February 2014**Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR, ICT****ICT PROGRAMMES AND PERFORMANCE QUARTER 3 2013-14****Purpose of the Report**

1. To provide the Finance and Property Committee with a 3rd quarter progress update on key projects and performance measures for ICT Services and to outline the major planned activities over the next 6 month period.

Information and Advice**Programmes Update**

2. The main themes from the ICT review, led by Atos Consulting and Technology Services, are now shaping a lot of the activities within ICT Services, which are covered in the progress and planning sections of the report (paragraphs 3 and 4). The main themes from the review are:
 - i. ICT reliability: so that day to day ICT services remain fit for purpose, are appropriately supported and meet the needs of users.
 - ii. Focus on transformation: a switch of focus of the ICT direction from modernisation to transformation activities (particularly on workforce mobilisation and a move to web based self-serve solutions) to support the business in driving out financial savings and new service delivery models.
 - iii. Renewed governance: recognising the growth in demand for ICT resources necessitates clear and agreed cross-County Council prioritisation and an underlying process for considering the competing “Run” (day to day upgrades) and “Change” (transformation) proposals.
 - iv. Technology investment: funding will be required, for example, to support the channel shift to using web based self-serve options that match public expectations; to support the mobilisation of staff so that services are delivered more efficiently and effectively, and to support shared working with partners.
 - v. Revised operating model: a revamp of the in-house and external ICT team composition will be required to facilitate and support the changing emphasis in direction.

3. Significant progress has been made in most of the priority areas over the last quarter. A summary of progress is as follows:
- i. In response to the ICT review, a new operating model and staffing structure has been developed following a formal consultation exercise with staff and stakeholders. The proposed structure strengthens the business facing element of ICT Services (technology partnering, business analysis and project management skills) in order to support the business transformation programme for driving out financial savings. The proposed structure also splits the “Run” (day to day support and maintenance functions) and “Business Change” functions, enabling the “Run” team to focus on reliability. The proposed new staffing structure was presented to Finance and Property Committee on 20th January 2014.
 - ii. The ICT equipment replacement programme and deployment of Windows 7 and Office 2010 continues to make steady progress. At the end of December 2013 5,766 devices (78%) had been upgraded/replaced. This programme continues broadly to schedule and is planned to complete during the next quarter.
 - iii. The County Council has a separate and secure broadband connection that enables the sharing of sensitive information with other public sector bodies. This connection is primarily used for secure e-mail and for accessing a couple of national IT systems. There is an annual assessment to ensure that our security arrangements comply with the standards and this includes independent IT network penetration tests. The Cabinet Office have set some new and significantly more rigorous standards that public bodies must now comply with in order to link into this Public Service Network (PSN). This has had a significant impact nationally across local authorities. A significant focus has therefore been given to achieving PSN compliance during this quarter, with considerable staff time being diverted to this activity. The key activities have covered password arrangements, desktop computer configuration, upgrades to server operating systems and versions, upgrades to software applications and changes to network configurations. The County Council achieved PSN compliance in December 2013 and will be next reviewed in June 2014.
 - iv. The systems mobilisation pilot projects run through to the end of January 2014. Groups of social workers are using tablets alongside TotalMobile software to complete case notes and to capture information from their clients and this is then uploaded automatically into their core ICT system. These pilots will be used to evaluate the findings and develop a business case, technology strategy and governance model for taking this initiative forward. For departments, these pilot projects are identifying the process changes and cultural changes that will be necessary to make the most effective use of the technology. The current pilot activity is being developed and supported in tandem with Vodafone.
 - v. The transfer of all user e-mail and complex group e-mail accounts from Lotus Domino to the Microsoft Exchange platform is complete. The transfer of system-embedded emails is nearing completion and it is planned to decommission the Lotus Domino platform by the end of March 2014.
 - vi. During the period there has been an upgrade to the social care records IT system (Frameworki) to achieve PSN compliance, an upgrade to several modules of the Capita

ONE education records system, a revamp of the school on-line ordering system so that it is more intuitive and incorporates new features, and support has been given to Registrars to facilitate their on-line wedding service offer (see www.celebrateinnottinghamshire.co.uk). A new service is also being piloted with schools to support their use of the Microsoft 365 cloud solution (Office, Exchange e-mail, SharePoint and Link tools).

- vii. A system health-check of our Business Management System (BMS) was undertaken independently by SAP and provided a clean bill of health in preparation for the annual BMS patching exercise.
 - viii. The procurement process for the replacement home based care services electronic monitoring system has identified a preferred supplier. The next steps are to develop and deliver the implementation plan that supports the appointment of the new independent sector suppliers of home based services.
 - ix. Extended the provision of NCC WiFi availability further across the public sector with the technology now in place to offer this service at another two Health Trust's sites (QMC and Nottinghamshire Healthcare NHS Trust) with planning now in progress for the switching on of this service over the coming weeks.
 - x. As part of the Ways of Working project ICT Services have supported staff moves, including the Business Support Centre from Oak House to Trent Bridge House.
4. Over the next 6 month period the major planned activities will include the following:
- i. The new staffing structure and operating model will be implemented.
 - ii. An outline technology strategy and direction of travel will be developed and proposed that aligns to the strategic and business priorities of the County Council.
 - iii. Complete the roll-out of the ICT equipment replacement programme and printer replacement programme, and provide support for the office moves associated with the Ways of Working programme. Floor 3 of County Hall will be available for occupation in March 2014.
 - iv. Complete the migration to the Exchange e-mail solution and decommission the Lotus Domino infrastructure. Some of this activity was delayed due to the PSN compliance priority.
 - v. Completion of the mobilisation pilots, evaluation of the findings and development of a business case, technology strategy and governance model for taking this initiative forward.
 - vi. Support the procurement of a replacement portal for the Multi Agency Safeguarding Hub (MASH). The tender award is planned for March 2014 with implementation planned for June 2014.

- vii. Transition to a hosted BlackBerry mobile platform and hosted secure e-mail service through Vodafone. The current BlackBerry platform is in-house and does not support multiple device types which the hosted version will.
- viii. Review developments and changes associated with maintaining Public Service Network (PSN) compliance.
- ix. Migrate the data for groups of Highways, Finance and Transport staff to the redesigned Microsoft Active Directory (provides the authentication and authorisations for all connecting computers and users). This will resolve access and performance issues for this cohort of users.
- x. Following feedback from the ICT review there will be a re-assessment of the performance measures that ICT Services use.
- xi. Implement a new module (SVC: Single View of the Customer module) for the customer relationship management system, used by the Customer Service Centre (CSC), to consolidate and de-duplicate our customer information. There is also an upgrade planned for the call handling system used at the CSC, MASH, the Business Support Centre and the ICT Service desk which is advised by the supplier to improve reliability.
- xii. Evaluate and plan the introduction of electronic rostering and scheduling to improve the efficiency of front line resource planning.
- xiii. Provide support to the Adults Systems Review project which is focussed on business processes and systems used in commissioning and paying for services (e.g. Frameworki, Abacus, BMS).
- xiv. Implement the technology solution that enables the Children's Centres provider to use the already available NCC network infrastructure to connect to their own network, which is hosted by the Nottinghamshire Health Informatics Service. This will enable the service to be delivered at reduced cost to both public sector bodies.
- xv. Introduce the Cryptshare product which is an add-on to our Microsoft e-mail solution. It supports secure e-mail transfer with non-PSN partners.
- xvi. Implement on-line Registrars appointment booking on the Stopford system for use at the CSC and by members of the public.

Performance Update

- 5. To provide a balanced assessment of performance, ICT Services measures four groups of indicators that cover business activities, customers, staff and finance. Performance for the first 9 months of 2013-14 is attached as an Appendix.

Business Activity Indicator

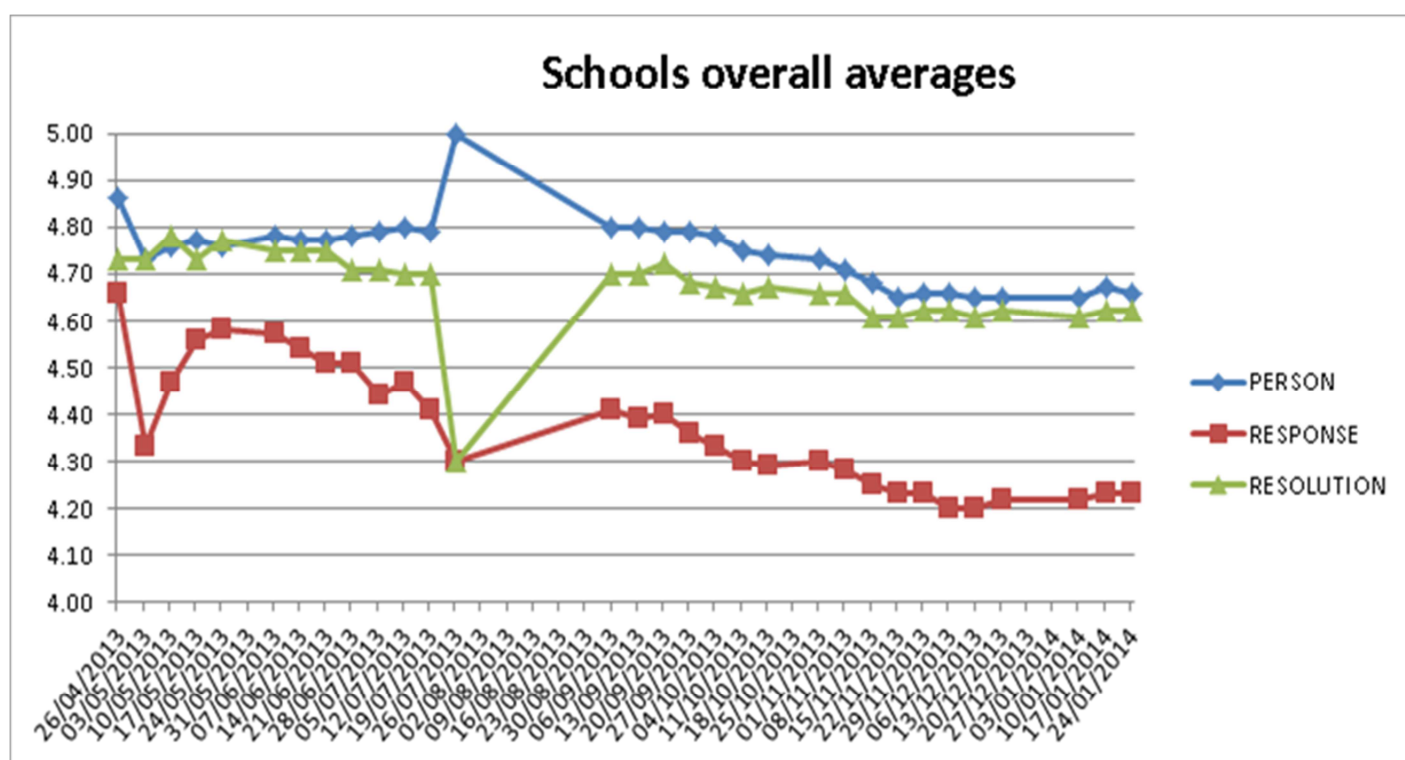
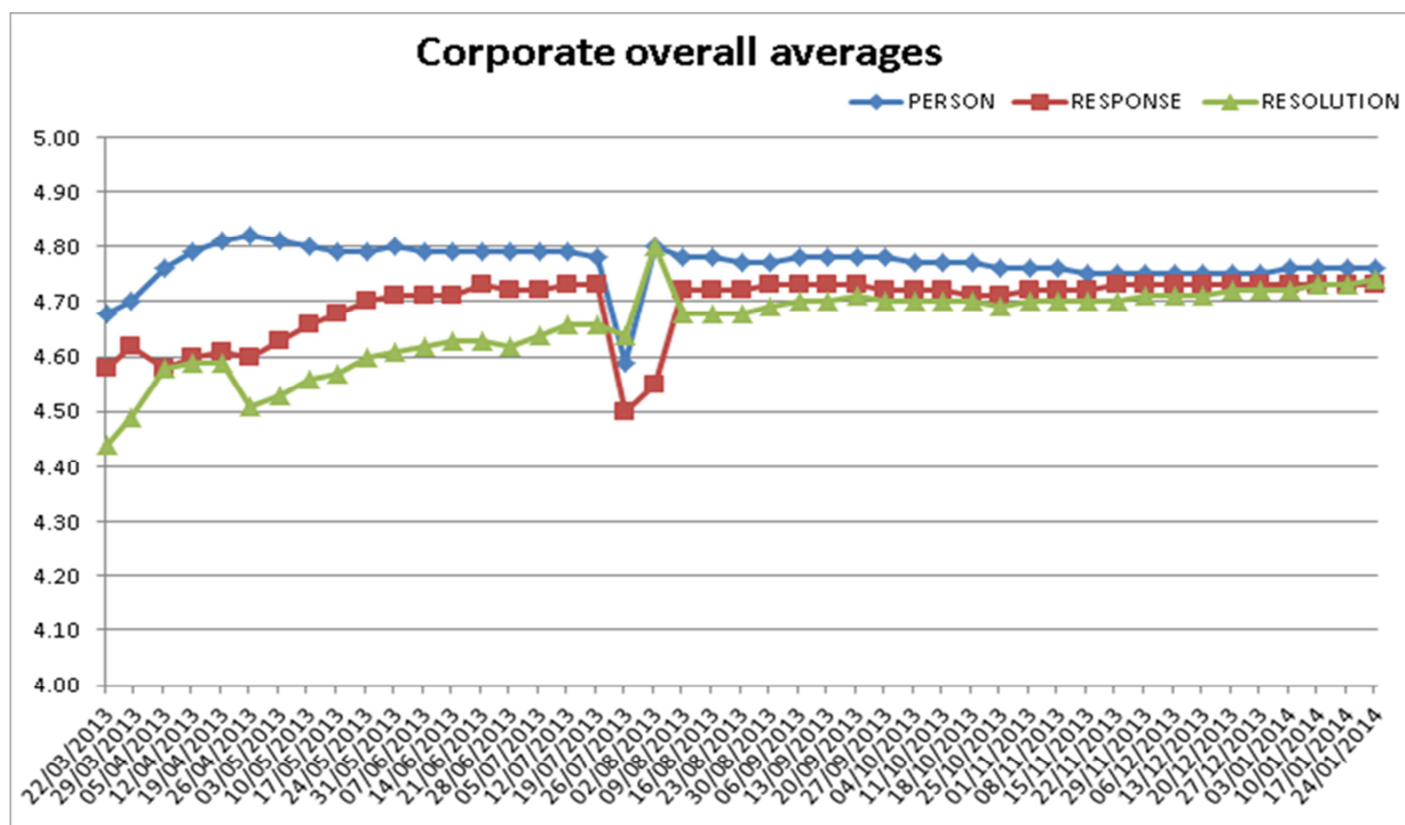
- 6. The business activity indicators measure some of the key day to day operational performance areas, with the two most significant being systems availability and incident resolution. The focus is to ensure that business critical systems are operational during

business hours and that any incidents are resolved speedily and within service level agreement (SLA). Systems availability in general remains at very high levels for business critical systems with 99.63% achieved in the quarter. This target has been raised for the third year running, to 99.5%. Incident resolution has been steadily improving and has climbed to 89.9% this quarter. This reflects the changes made to the service desk and to a number of processes. This greater capability to handle calls has led to increased volumes but the team has adjusted well to deal with these. The current focus is on the “third line” element of the desk which passes and manages calls between the various external suppliers. It is anticipated that strengthening this vendor management part of the service will help raise the overall ongoing performance and this is planned as part of the recently approved staffing structure. There are 6 suppliers with whom ICT Services have now strengthened the vendor management arrangements: SCC (servers), Vodafone (telephony), Konica Minolta (printers), Rostrvm (call handling system), Capita (network) and CoreLogic (social care records system).

7. The County Council is increasingly reliant on its ICT provision and so disruptions to services need to be avoided wherever possible. During the quarter there were three major service disruptions. A hardware failure within the network infrastructure managed by our external partner (Capita) led to the internet not being accessible for 2 hours. The second incident resulted in the slow delivery of incoming e-mails into the County Council. This was as a result of a global denial of service attack, where high volumes of e-mails had suspicious attachments. Although our security solutions effectively managed this attack, it did result in significant numbers of e-mails being quarantined and checked by filtering systems. The third outage caused intermittent network issues for some schools and resulted from a configuration error within the Capita managed network.
8. The business activity indicators also show two project performance indicators that are used by CIPFA (Chartered Institute of Public Finance and Accountancy). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains good. The second indicator is related to project milestones, and measures the overall percentage of milestones delivered by the planned timelines. Progress has been good here too with 94% of milestones delivered and this is reflected in the update outlined in paragraph 3.

Customer Indicator

9. The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. During this year ICT Services have been collecting information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users), with encouraging results as seen from the tables below. There has been a loss of school experience on the Service Desk due to staff turnover which has had some impact on response times and is reflected in the user feedback, but this has now been addressed.



Key:

User: Satisfaction with the person.

Response: Satisfaction with the response time.

Resolution: Satisfaction with the resolution.

Staff Indicator

10. The average number of sick days within ICT Services remains around the annual County Council target of seven days per staff member. Training activity for ICT Services staff is crucial to ensuring that the relevant and required skills are available. The training statistics collected are based on staff correctly completing and coding timesheets and, given the new technologies being deployed, we are currently still showing less training and development activity delivered than planned. A review is therefore being undertaken to ensure we capture this properly and that staff continue to maintain and update their essential skills training.

Financial Indicator

11. Capital spending is currently in line with budget plans for the year, apart from some slippage with the Infrastructure Replacement programme as technical resources were diverted to the PSN activities. Revenue spending is in line with budgets but in order to accelerate the deployment of Windows 7 and Office 2010 a proportion of the 2014-15 ICT equipment budget will be brought forward into 2013-14 (currently estimated at £300k). ICT Services also provides very favourable cost comparisons with other public sector bodies with each of the financial indicators within the top quartile of the 2013 annual CIPFA benchmarking.

Reason for Recommendation

12. To raise awareness of progress on the key ICT programmes and performance indicators for 2013-14.

Statutory and Policy Implications

13. 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

To note the progress against the key programme and performance measures for ICT Services and the priorities for the next 6 month period.

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

Constitutional Comments:

This report is for noting only so no constitutional comments are required.

Financial Comments: (SEM 30/01/14)

The financial implications are set out in the report.

Background Papers








None





Electoral Division(s) and Member(s) Affected







All




ICT Services Overall Performance: Quarter 3 2013-14





Key symbols table:



Status	Indicators	Trend	Base this on change from same period last year
	Below target by more than 10%		Improving trend
	Below target by up to 10%		Deteriorating trend
	On or above target		No change
	No reported data or no target		











Business Activity Indicator	Performance 2013/14						Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Target	Status	Trend	
Average availability to users of NCC's business critical services during business hours	99.85%	99.86%	99.63%	99.5%			<p>There are now 41 services identified as Business Critical to the County Council e.g. e-mail, internet, Framework, BMS, Capita ONE etc.</p> <p>Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers and cabling, the refurbished data centre and use of Node 4), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary) and the rapid response of our technical staff should issues occur.</p> <p>The target has been increased in 2013-14 from 99% to 99.5%.</p>
% Incidents resolved within agreed service levels	83.8%	87.3%	89.9%	92%			<p>This indicator assesses the performance of the ICT function in restoring service and responding to incidents within our Service Level Agreement (SLA). We have reduced the target this year from 95% to 92% to reflect a more realistic position from where we are. As we go through a transition stage with the service desk we are now performing much better at call taking which has increased the volume of recorded incidents. Focus is now on tier 3 of the service desk function and how we handle</p>

							incidents with our external suppliers. In this quarter there were 7,823 incidents reported (7,633 last quarter).
% of ICT changes successfully completed	99.64%	98.52%	98.87%	98%			<p>The ICT change management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to business critical services have been comprehensively planned, tested and authorised before being carried out. In this quarter there were 452 changes (415 last quarter).</p> <p>The target has been increased in 2013-14 from 97% to 98%.</p>
Compliance to CIPFA project delivery index	7.0	7.8	7.95	8			<p>This indicator assesses the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2.</p>
% of project milestones delivered	75%	82%	94%	80%			<p>Each approved ICT project incorporates a series of milestones (both for ICT Services and for the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Progress has been made against all priorities outlined in paragraph 3.</p>

Customer Indicator	Performance 2013/14				Comments
	Actual	Target	Status	Trend	
User satisfaction feedback					The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of IT services provided, as they all contribute to the resolution of the calls. The Service Desk collates user feedback regarding customer satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users). This performance information is shown in the charts within the report (see paragraph 9) and remains encouraging.

Staff Indicator	Performance 2013/14				Comments
	Actual	Target	Status	Trend	
Average number of sick days per staff member	5.15	5.25			This average level of staff sickness is currently around the profile of the annual county council target of 7 days per member of staff.
Average number of professional training days per member of staff	1.59	2.25			The annual target is 3 days per member of staff. We now undertake significant levels of computer based training activities, rather than traditional classroom courses, covering more activity in less time. The actual figures are based on completed timesheets and are lower than expected. The basis for capturing development and training activity is therefore being reviewed.

Financial Indicator	Performance 2013/14				Comments
	Actual	Target	Status	Trend	
Expenditure against revenue	81%	77%			Planned budget reductions of £650k have been delivered for 2013-14 which includes the freezing of 12FTE posts (£3 million of annual savings over the last 4 years). Spending is in line with budgets, plus some of the ICT equipment budget has been brought forward from 2014-15 to fund an accelerated roll-out of Windows 7.

Expenditure against capital	70%	75%			Capital spending is aligned to the current ICT Strategy and is broadly in line with plans for the ICT equipment replacement programme, OneSpace project and Microsoft licensing. There is estimated slippage of £300k in the Infrastructure replacement programme as technical staff were diverted between September and December to PSN (Public Services Network) activities to achieve compliance with the new standards.
Cost of ICT support per user	£208	£220			The current cost of £208 per user puts the county council in the top quartile of CIPFA 2013 benchmarking. The target of £220 is based on remaining within the top quartile.
Cost of ICT support per workstation	£174	£200			The current cost of £174 per workstation puts the county council in the top quartile of CIPFA 2013 benchmarking. The target of £200 is based on remaining within the top quartile.
Acquisition cost of desktop PC	£293	£400			This includes the cost of procurement and installation as well as the cost of the device and software. The county council currently performs at the top quartile of CIPFA 2013 benchmarking.
Acquisition cost of laptop	£556	£600			This includes the cost of procurement and installation as well as the cost of the device and software. The county council currently performs at the top quartile of CIPFA 2013 benchmarking.