



REPORT OF THE SERVICE DIRECTOR, ICT

ICT PROGRAMMES AND PERFORMANCE QUARTER 4 2013-14

Purpose of the Report

1. To provide the Finance and Property Committee with a 4th 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 are 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. A new operating model and staffing structure for ICT Services was approved by Finance and Property Committee at its meeting of 20th January 2014. ICT Services are now into the implementation phase of enabling staff into posts, and recruiting to vacant posts. It is intended to operate the new arrangements from June 2014.
 - ii. An ICT Strategy for 2014-17 and supporting investment proposal has been produced for consideration by the Policy Committee at its meeting of 7th May 2014. The key business drivers for the new ICT strategy are shaped by the "ICT Review" that was undertaken by Atos Consulting and Technology Services in 2013, the County Council's Strategic Plan and new operating model, plus the ongoing financial challenges and the ICT market place. The focus of the strategy is to deploy a range of technologies (referred to as the transformational platform) that will support five key business themes: workforce mobilisation, customer channel shift, business performance reporting, partnership working, and reliability and compliance. The Policy Committee report and ICT Strategy 2014-17 is available as a background paper.
 - iii. The ICT equipment replacement programme and deployment of Windows 7 and Office 2010 has successfully completed 96% of planned installations. ICT staff are working with the Ways of Working team and users to confirm whether some of the outstanding laptops require like for like replacement or if alternate working arrangements are more appropriate.
 - iv. The transfer of all user e-mail, complex group e-mail and system embedded e-mail accounts from Lotus Domino to the Microsoft Exchange platform is complete.
 - v. The systems mobilisation pilot projects in ASCH&PP and CFCS departments ran through to the end of February 2014. Feedback from users has on the whole been very positive and the findings from these pilots have informed the ICT Strategy 2014-2017. A study carried out by Vodafone identified areas of potential savings and work with departmental and Improvement Programme teams will ratify and build on these findings. A larger, 70 user, cohort will be provided with mobile devices and access to back office systems early in quarter one 2014/15 as part of the deployment and scalability testing.
 - vi. The procurement of a replacement portal for the Multi Agency Safeguarding Hub (MASH) has been awarded to CoreLogic. The implementation is targeted for June 2014, but is subject to the detailed planning that is currently under way.
 - vii. A new module of the Customer Relationship Management system (Lagan) used by the Customer Service Centre (CSC) was implemented successfully. The new SVC (Single View of the Customer) module consolidates and de-duplicates our customer information and enabled us to delete 17,000 duplicate records.
 - viii. A planned upgrade to Rostrvm, the telephone call handling system used at the CSC, MASH, the Business Support Centre and the ICT Service Desk, was successfully implemented to improve performance reliability.

- ix. Transitioned to a hosted BlackBerry mobile platform and hosted secure e-mail service through Vodafone.
 - x. Migration of 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) has been completed with significant improvement in access times being experienced.
 - xi. The Cryptshare product, which supports secure e-mail transfer with non-PSN (Public Services Network) partners, has been successfully piloted within Legal Services. It will be implemented to other corporate e-mail users during May 2014.
 - xii. The procurement process for the replacement home based care services electronic monitoring system has reached the point of contract signature. The next steps are to work with the supplier to embed the technology and processes into the management of the service.
 - xiii. Extended the provision of the County Council's WiFi availability further across the public sector, with the technology now in place to offer this service from Nottingham City Council offices. Work with City ICT staff is under way to explore the best option for making this service live.
 - xiv. The technology solution that enables the Children's Centres provider to use the County Council ICT network to connect to their own network has continued to be implemented with the core infrastructure requirements now in place. Roll-out of the service will commence in April 2014 to the 50+ sites affected.
 - xv. The annual planned "patching" of our Business Management System (BMS) went smoothly and according to plan. This provides system updates and any "fixes".
4. Over the next 6 month period the major planned activities will include the following:
- i. Completion of the migration to a new staffing structure and implementation of the new operating model.
 - ii. Presentation of the ICT Strategy 2014-17 to Policy Committee and, subject to approval, development of the key work programmes to support the various design, build and implementation phases.
 - iii. Completion of the audit process and supporting upgrade programme to secure the annual PSN (Public Services Network) compliance and approval, which is due in June 2014. PSN compliance enables the County Council to use the network for secure connectivity with other public sector organisations and systems. The audit standards have been substantially more onerous from 2013 when considerable activity was required to achieve compliance. Following on from the 2013 audit some enhanced security arrangements will be needed for BlackBerry and iPad devices, and our arrangements for managing devices with the unsupported Microsoft XP operating system will be reviewed. There is also a national expectation that we will continue to strengthen parts of our internal ICT network (through network segmentation) to further

secure access to the more sensitive data and systems, and this is built into the ICT Strategy 2014-17.

- iv. Completion of 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.
- v. Establish a project to review corporate and school network connectivity and internet service requirements and proposals beyond the current contract with Capita, which expires in October 2015.
- vi. Design and deliver the mobilisation ICT platform to enable wider scale deployment of mobile technology in line with corporate priorities.
- vii. Continue to build an electronic rostering and scheduling solution to improve the efficiency of front line resource planning.
- viii. As part of the Channel Shift project two new products will be deployed. The first is Achieveforms, which is a cloud-based eForms solution enabling the ability to offer online self-service options on the County Council's website. The second is eStore (online shop), which is a part of the Civica provided income management suite of systems (that we already make use of), to support recurring card payments and linkages to third party systems. This will enable the County Council to offer the option for the public to pay for goods and services online (this is currently available only for invoice-related payments).
- ix. The Civica pensions ICT system has been selected to replace the current pensions system (Heywoods AXISe) which becomes unsupported from the end of December 2014. The new solution will be internally hosted by the County Council and is planned to be implemented in November 2014.
- x. Implementation of the replacement portal for the Multi Agency Safeguarding Hub, which is planned for June 2014.
- xi. Implementation of the Cryptshare secure e-mail solution (for use with non PSN partners) to all corporate users.
- xii. Implementation of a new externally hosted e-recruitment solution which will also support redeployment during April 2014.
- xiii. Provide input into collaborative working with Health service colleagues in line with the requirements of the Care Bill.

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 year 2013-14 is attached as an Appendix.

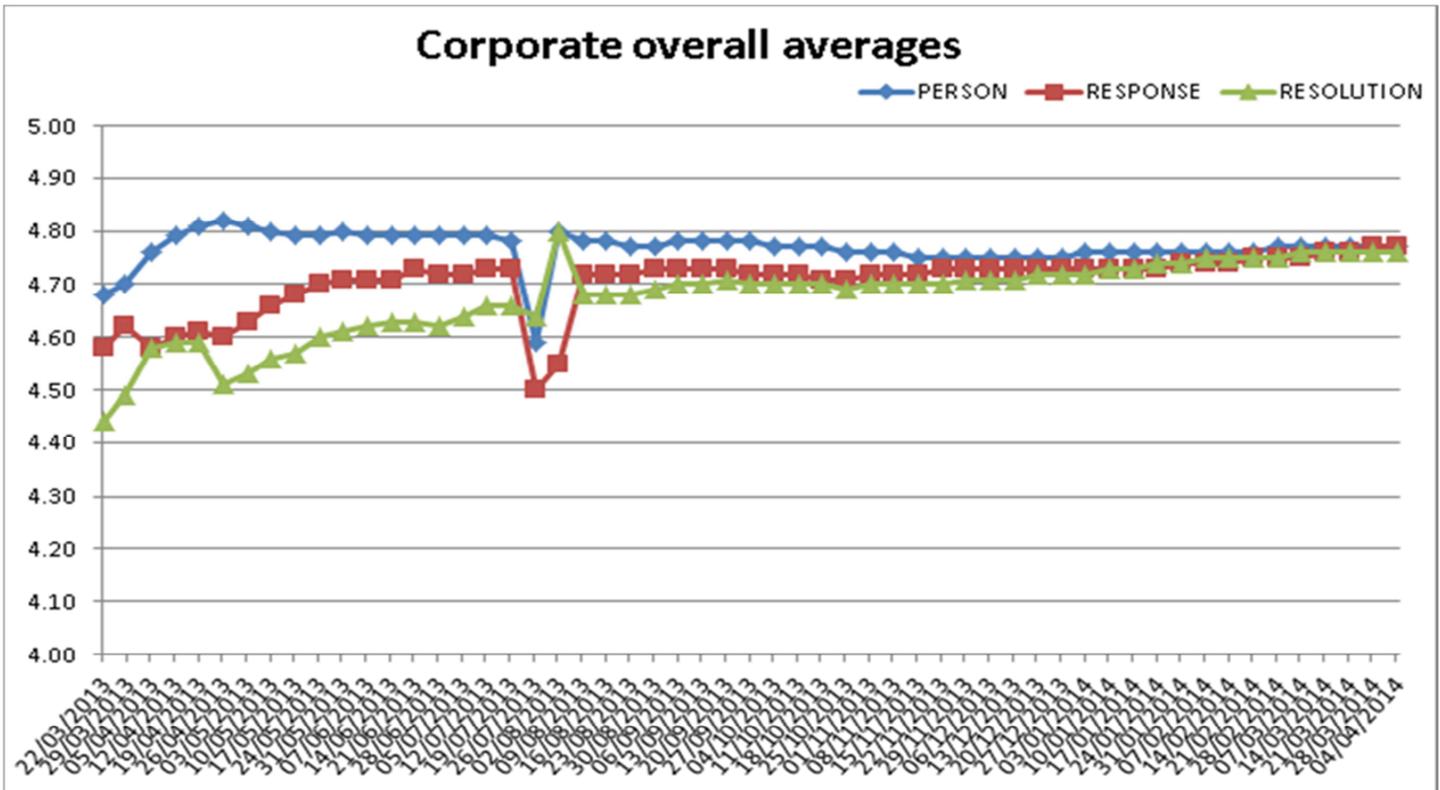
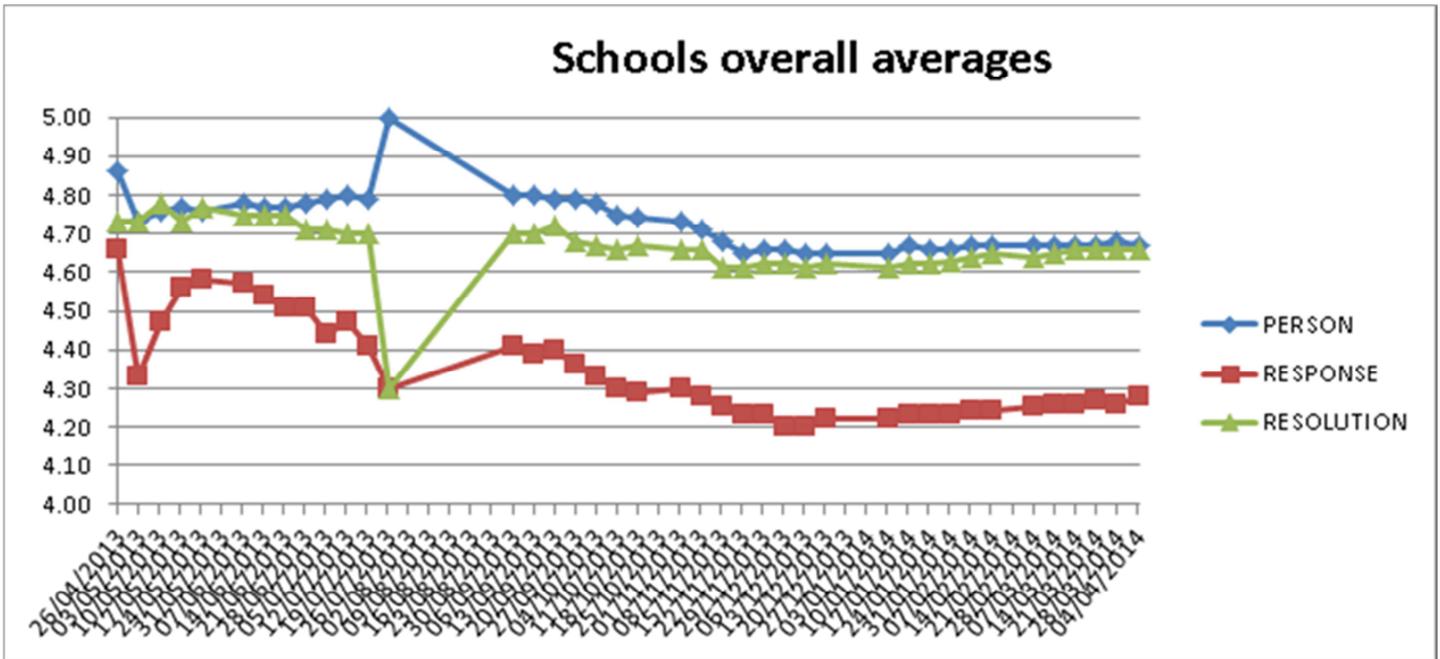
Business Activity Indicator

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 for business critical systems has remained at high levels throughout 2013-14, with 99.97% achieved in the quarter. The performance target has been raised in 2013-14 for the third year running, now 99.5%, and there is sufficient confidence for this to be further increased for 2014-15.
7. Incident resolution against SLA targets has been steadily improving during the year, climbing to 89.9% in the 3rd quarter and 90.8% this quarter. This reflects the changes made to the service desk and to a number of processes. The greater capability to handle calls has led to increased call 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 current staffing restructure.
8. The change management process adopted by ICT Services has also worked very effectively throughout 2013-14 with most changes to ICT systems and components delivered successfully and without service interruptions. Indeed there have been fewer major incidents in 2013-14 than in the previous 12 month period. As the County Council is increasingly reliant on its ICT provision disruptions to services need to be avoided wherever possible. During this quarter there were two major service disruptions. The first related to the corporate print service that is designed and supported by Konica Minolta which resulted in print queues and slow access to printed documents. This was initially attributed to the design, as the print queues quickly disappeared as the database was resized. However, this was subsequently identified as a “bug” in the print software. The second major incident resulted from an upgrade to the Highways Asset Management System as the software was incorrectly configured to back-up data during peak usage time. A re-configuration of the back-up process resolved this.
9. The business activity indicators include the 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 81% of milestones delivered and this is reflected in the update outlined in paragraph 3.

Customer Indicator

10. 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.



Staff Indicator

11. The average number of staff 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. There will be a re-emphasis on skills training as part of the staffing re-structure process, particularly in relation to Microsoft products.

Financial Indicator

12. Capital spending is in line with budget plans for the year, apart from some planned slippage with the Infrastructure Replacement programme as technical resources were diverted to the PSN activities between September and December 2013. Revenue spending for 2013-14 is in line with budgets. 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

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

Statutory and Policy Implications

14. 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.

Ivor Nicholson
Service Director - ICT

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 01/05/14)

The financial implications are set out in the report.

Background Papers

ICT Strategy 2014-17 and associated report to Policy Committee on 7th May 2014

Electoral Division(s) and Member(s) Affected

All

ICT Services Overall Performance: Quarter 4 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	Q4 Actual	Target	Status	Trend	
Average availability to users of NCC's business critical services during business hours	99.85%	99.86%	99.63%	99.97%	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%	90.8%	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</p>

								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 incidents with our external suppliers. In this quarter there were 8,136 incidents reported (7,823 last quarter).
% of ICT changes successfully completed	99.64%	98.52%	98.87%	98.77%	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 469 changes (452 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	7.8	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%	81%	80%			<p>Each project incorporates a series of milestones (both for ICT Services and 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. Major reasons for slippage related to technology issues (PSN impacted the Mobilisation project) and customer delays (Children's Centres project).</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 10) and remains encouraging.

Staff Indicator	Performance 2013/14				Comments
	Actual	Target	Status	Trend	
Average number of sick days per staff member	6.82	7			This average level of staff sickness remains within 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	2.2	3			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	100%	100%			Planned budget reductions of £650k have been delivered for 2013-14 which includes the deletion of 12FTE posts (£3 million of annual savings over the last 4 years). Spending was in line with budgets.
Expenditure against capital	90%	100%			Capital spending is aligned to the current ICT Strategy and was fully in line with plans for the ICT equipment replacement programme, OneSpace project and Microsoft licensing. There was planned slippage of £300k in the Infrastructure replacement programme in quarter 3 as technical staff were diverted between September and December 2013 to PSN (Public Services Network) activities to achieve compliance with the new standards. This £300k of planned slippage is why spend is only 90%.
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.