

REPORT OF THE CHAIRMAN OF IMPROVEMENT AND CHANGE SUB-COMMITTEE

ICT OPERATING MODEL

PURPOSE OF THE REPORT

1. To approve a new Operating Model for ICT Services including the establishment of a Design Authority governance model.

Information and Advice

2. The creation of the Chief Executive's Department, and the subsequent restructure at Group Manager level within Finance, Infrastructure and Improvement Service approved at Policy Committee on 17 October 2018, left the structure of ICT unaltered whilst reviews into the Council's approach to Transformation and Change and continued work on the 'Journey to the Cloud' nears its completion.
3. The current operating model for ICT services is split into 3 Groups to focus on Architecture and Technical Design; Build, Change and Engagement and Operational Delivery with a hybrid operating model which consisted of in-house teams comprising a mix of permanent, temporary and fixed-term contracted employees, together with private sector supplier teams and contractor resources. This model has been effective in flexing resources up and down to respond to business demand and available budget.
4. The changes in October 2018, resulted in the creation of the Transformation and Change team. This brought together the corporate Programmes and Projects team and the Build, Change and Engagement team from ICT services under a single Group Manager, and offered the opportunity to review the approach to transformation and change within the organisation to ensure it would enable and support the delivery of the Council Plan, Departmental Strategies and transformation of services to deliver savings and respond to legislative changes. A report to Policy Committee in October 2019 approved the Council's future approach to Transformation and Change. This left the completion of the operating design for ICT to be concluded.
5. In addition, the Council has been reviewing its approach to the governance of change to its ICT infrastructure. The approach of a Design Authority is aimed at resolving the

challenges of delivering a portfolio of programmes focussed on transformational change, business priority, technical reliability and cross cutting capability.

6. It is important to remember that the service currently supports over 60,000 users, in over 400 sites to more than 600 systems and applications. More than 11,000 corporate hardware devices are supported, and many users are assisted to work flexibly from their home, in transit or with our residents. The demand for our ICT support is increasing and, as public services become more joined up around the needs of users, then so is the technology with integration with health trust systems.
7. Given the degree of change across the Council and our move to off-premise (Cloud) solutions, it is timely to review the ICT services to ensure that we have ICT at the heart of our organisation and systematically embedded in all our operations, designed to deliver services efficiently in a manner increasingly demanded by both our evolving workforce and more crucially the service users. Our vision for the ICT Service is to use technology to enable the delivery of the Council Plan and its commitments to improve outcomes for our citizens, communities and businesses.
8. A new ambitious phase of transformation and change in the Council was approved in the Policy Committee in October. This approved the procurement of external strategic partner to support the council in future transformation and change work. A key feature and early deliverable of the external support would be to help redefine the Council's approach to intelligence and insight led transformation and build a new model to move the organisation forward. One of the features of transformation will be digitally enabled services with technology playing a more active role in the design of new service models.

Key service outcomes

9. Key service outcomes which will be achieved by the review of the ICT operating model are set out below:
 - Provision of an effective, robust and resilient ICT infrastructure which supports the delivery of departmental strategies, key priorities and front-line services.
 - An ICT service that gives confidence to services that the infrastructure will meet their requirements and ensure our technology is current and fit for purpose.
 - Provide the latest tools and technology to workforce to improve their effectiveness and implement, develop and support solutions that enable the front-line services to be delivered differently.
 - Robust arrangements for business continuity, governance and security of information are in place.
 - Flexibility of delivery by empowering users to do more themselves, through the exploitation of stable iterative productivity solutions.
 - Stronger supplier management and service user support.
 - Embed a Design Authority approach across the authority.

Principles

10. A set of high-level principles have been identified below to underpin the development of the new ICT service model and approach to ensure that the ICT service will:
 - Be **fit for purpose** to support Council to deliver services to its customers, suppliers, partners and citizens.
 - Be **resilient and secure**. As a primary enabler of Council business, ICT systems must be designed to be highly available and secure.
 - Increase **organisational confidence** in the use of technology.
 - Consider the overarching approaches that are set out in our **Digital Strategy**.
 - Adopt a **business-led approach** which means that focus will be firmly on meeting business objectives and outcomes with the technology selected to meet these requirements, rather than implementing technology first in the hope of using functionality to drive change.
 - Promote **digital by default** approach. ICT will promote the maximum uptake of technology to be embedded in our culture. The service will have a focus on developing the competencies, systems and infrastructure to respond effectively to the digital era.
 - Be affordable and **provide value for money**.
 - **Optimise benefits**. Existing ICT assets will be reviewed, rationalised and fully exploited to maximise benefits and eliminate waste.
 - Proactively **offer innovation** and ICT market knowledge to the services.
 - Be **sustainable and scalable** to reflect changing organisational, departmental and relevant external needs and priorities.
 - Be flexible/agile, dynamic and **responsive to specific service and organisational needs**.
 - Have the **capacity and capability** to identify, exploit and support new technology.
 - **Comply** with corporate policies, decisions and approaches.
11. Considering the above principles, the high-level organisation design and operating model for ICT service has been developed.

Proposed operating model for ICT

12. The advancements in thinking, technology and process combined with the adoption of cloud services determines that the authority is now best positioned to develop its operating model.
13. It is proposed to establish a Design Authority approach to support the role of the Transformation and Change Group and provide a vehicle by which appropriate oversight of the viability, alignment and priority of significant ICT change can be achieved. Design Authority will help to resolve the challenge of delivering a portfolio

of programmes focussed on transformational change, business priority, technical reliability and cross cutting capability. Draft terms of reference for the Design Authority governance model are attached in **Appendix 1**.

14. In designing the new operating model, the Head of ICT will support the Service Director in embedding the Design Authority approach across the authority. The post holder will fulfil the role of enterprise architect and will recommend the technical solutions to be considered, ensuring alignment with the current ICT strategy, the future technical capabilities required by the organisation and any technical dependencies or opportunities the solutions presents. The Head of ICT will sit on the Transformation and Change Governance Board and provide a link between ICT service and departmental digital development leads, transformation and change team and will be responsible for translating business outcomes into technology solutions. This will aid the joining up of organisational digital developments, resilience of service delivery and exploiting new technology.
15. The segments which are identified to design and develop a new operating model for the ICT service are summarised in **Appendix 2** and briefly described below:

Architecture and Infrastructure

- This function exists to ensure a coherent, consistent approach to delivery of information technology capabilities. It will research, develop and assist the Council to exploit technical solutions, ensuring alignment with the current ICT strategy, the future technical capabilities required by the organisation and any technical dependencies or opportunities the solutions present.

Innovation and Design

- This function will assist the Design Authority and Transformation agenda to provide professional lead and management in key areas. An Innovation and Design function will be responsible to create and manage technical roadmaps and provide technical assistance and assurance to project teams. It is also imperative that an architecture function remains rooted in ICT so that priorities don't become confused and that the ongoing ownership of the authority's technical design doesn't get misplaced or misused.

ICT Governance and Compliance

- A well-ordered and managed service provision leads to increased customer satisfaction and reduced operating costs, driven on a platform of continual service improvement.
- As such a Governance and Compliance function is required to engender ITIL (industry standard best practice for management of ICT services) and ICT operational controls and standards – putting 'service value' at the heart of delivery. The function ensures that services that are fit for purpose, compliant, consistent, manageable and affordable.

Development and Operation

- Noting the change to the delivery of services through the adoption of Cloud principles it is proposed to create a Development/Operations function promoting the use of 'Dev/Ops' concepts throughout the development, support and maintenance of the Council's entire ICT infrastructure. This involves a recoupling of support and development staff to allow shortening of the application (or product) development life cycle and to make changes more iterative, delivering features, fixes, and updates frequently in close alignment with business objectives, while sustaining a reliable infrastructure.

Customer Support and Enablement

- Building on the successful adoption of Pop up Shops, the VIP service and the Pop in Point at County Hall it is proposed to strengthen the Customer Support and Enablement function.
 - A strong Service Support Desk remains essential as even with self service solutions the end user is still going to need directly delivered support. However, this function will also enable customers to self-serve through development of support communities and resources. This will be delivered via knowledge bases, online tutorials, You-tube videos, access to vendor support material, workshops, specialised training, moderated collaboration TEAM rooms, expert user groups etc.
16. At the high-level structure, the implementation of a new operating model will result in the deletion of the two Group Manager posts in the current structure and the establishment of a new post of Head of ICT. This new post also plays a vital role on the Transformation and Change Governance Board and work closely with technology partners to drive forward the new departmental digital strategies.
 17. The existing posts of technology partners play a pivotal role which brings together the understanding of the cross cutting and departmental aspirations and requirements, of the opportunities that existing technology may offer and "horizon scanning" of the new technologies. Their role therefore brings together three aspects of intelligent client on behalf of the departments, the management of programmes of developments on behalf of the Council and supporting the Head of ICT through the architecture and infrastructure function. To ensure they maintain an independent voice in their role the proposal is to leave these posts with the Transformation and Change Group. As we embed the new operating model and the design authority approach it will be important to more clearly define the responsibilities of these posts to ensure they best fit with the requirements of the Council.
 18. A two phase approach to the ICT restructure is proposed. Phase 1 will focus on the high-level structure and the establishment of the Head of ICT post. Once the consultation process is complete and the new post has been recruited to, the new appointee will take the lead on the second phase to design and populate the rest of the ICT structure which is fit for purpose with the right skillsets and roles.

19. The proposals for the adoption of the Design Authority and the organisational design for the ICT Group have been subject to a 4 week consultation that concluded on the 12 November 2019. Trade Unions were consulted and two staff consultations held together with discussions with Corporate Leadership Team and managers across the Council. No concerns were raised by the Trade Unions. Having received responses, further consideration was given to the proposals and a formal response was issued on the 29th November 2019.

Other Options Considered

20. Other operating models have been considered, however the one proposed within this paper is considered the most appropriate to support the organisations requirements and gain most value from skillsets within the team.

Reason for Recommendation

21. To update the committee on progress on the development of a new operating model and organisational structure and seek approval for the proposed way forward.

Statutory and Policy Implications

22. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

23. There will be financial implications resulting from the Phase 1 ICT restructure namely the deletion of the two Group Manager posts and the establishment of the new post of Head of ICT (grading subject to job evaluation).
24. The financial implications from this will be incorporated into the wider second phase to populate the rest of the ICT structure which will be incorporated into a further report to Committee.

Recommendations

That Policy Committee approves:

- 1) a new Operating Model for ICT Services;
- 2) the disestablishment of the two Group Manager Posts and the establishment of the new Head of ICT post;
- 3) establishment of a Design Authority governance model.

Councillor Reg Adair
Chairman of Improvement and Change Sub-Committee

For any enquiries about this report please contact:

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Constitutional Comments (CEH 22/11/19)

25. The recommendations fall within the remit of Policy Committee.

Financial Comments (SES 19/11/19)

26. Although there are no specific financial implications arising directly from this report, the financial implications resulting from the deletion of the two Group Manager posts and the establishment of the Head of ICT will be incorporated into the wider second phase to populate the rest of the ICT structure.

HR Comments (JP 18/11/19)

27. The proposals have been subject to formal consultation with staff and the recognised trade unions. The implementation of the recommendations will be undertaken in accordance with the County Councils agreed employment policies and procedures, including enabling, redundancy and redeployment.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division (s) and Member(s) Affected

- All

Design Authority – Draft terms of reference

Overview

The Design Authority (DA), acting on behalf of the extended corporate leadership team, acts at the project and programme approval level for projects and programmes referred to it. By considering the priorities laid out in the overall council plan, individual service plans, current legislation and statutory responsibilities, the DA will ensure that project and programme proposals have received the appropriate level of corporate priority, technical input and subject matter expertise.

Role and Purpose

The DA provides governance and critical review of project and programme solution design proposals, while making high-level decisions on those proposals. Critically, the DA acts as a design governance check point for the Technical Design Authority (TDA), Transformation and Change programmes and digital initiatives. Reporting on priority, design and delivery decisions that have been taken on behalf of the extended corporate leadership team. Typically, the DA: -

- Considers for approval, projects or programmes referred by either the transformation and change group, the chair of the technical design authority in their capacity as Head of ICT or the ICT project review group. Referrals will have triggered one or more thresholds:
 - Strategic technology fit – the proposal is inconsistent with current technical or digital strategies and will require significant new capability. Recommendations from the Head of ICT will be included in the referral.
 - Resources – the proposal will consume more than 40 days of transformation and change or ICT resource and will therefore either impact on delivery of the existing portfolio or require additional funds to increase capacity.
 - Corporate alignment - The proposal requires or aspires to deliver similar functionality to existing capability but using different solutions or technology.
 - Priority – The proposal will require a re-alignment of current priorities in order to be delivered.
- Acknowledges business change projects delivered within service departments that fall below trigger thresholds and notes any interdependencies on transformation and change projects.
- Reviews proposals for projects or programmes that require resources above defined thresholds from Transformation and Change group, ICT and business teams to make sure they are clear and have the appropriate level of detail and clarity.
- Ensures that the requirements of the solution are being met by the proposed solution design.

- Engages with the TDA and Transformation and Change team to build and maintain the design pipeline to ensure capability is available when required.
- Engages with projects, programmes and workstreams to ensure that the correct design governance is being applied (e.g. suitable authorship of design and expert input).
- Reviews the technical input and subject matter expertise input into the proposed solution design, covering areas such as the definition of requirements, legal compliance, security considerations, functional fit, technological capability, cost, support modelling (such as skill and resource requirements) and delivery capability.
- Assesses the strategic fit of the proposed solution to ensure alignment with corporate, digital and ICT strategies.
- Ensures technical and information risk is being managed.
- Reports back to extended leadership team on progress, risks and issues.
- Progress and oversight of the work of the Transformation and Change Governance Board is reported to the Improvement and Change Sub-Committee, including progress on departmental improvement & change plans, Council savings plans and monitoring of ICT developments.

Membership

Service Director FI&I	Chair
Service Director ASCH&PP	Dept representative
Service Director CFCS	Dept representative
Service Director Place	Dept representative
Service Director CG&E	Dept representative
Head of ICT	Advisor – Chair of Technical Design Authority
Group Manager T&C	Advisor - Transformation & Change representative

ICT Service Segments at a Glance

