

**17 October 2016****Agenda Item: 4****REPORT OF THE SERVICE DIRECTOR, ICT****ICT STAFFING STRUCTURE****Purpose of the Report**

1. To approve the revised staffing structure of the ICT Services Division.

**Information and Advice**

2. The current ICT Services staffing structure was approved by this committee in January 2014. The focus at that time was to reduce staff numbers and significantly change the roles and responsibilities of staff so that the focus of the service is on delivering *reliability* and *supporting business transformation* through the use of technology. Some of the key changes at that time included:
  - A technology partnering approach that has enabled ICT staff to better engage at a strategic level with departments in order to influence, shape and support business change;
  - A split of the RUN (day to day support service) and CHANGE functions 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 activities;
  - Access to “flex” budget/resources based on organisational demand.
3. The current substantive staffing structure of ICT Services is set out in Appendix 1 and contains 188FTE posts. Staffing resources are split into 3 groups with 1 focussing on the support of live services and maintaining service reliability (Operational Delivery), and 2 focussed on technical design and supporting technology/business change. ICT Services operates a hybrid operating model which consists of in-house teams (the 188FTE), 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. The model has also been cost effective, with Nottinghamshire County Council in the lowest cost quartile of national CIPFA benchmarking for its ICT support.
4. Business cases for cost savings from staffing reductions have been approved by the County Council and this revised staffing structure, to be implemented by April 2017, will deliver these and re-size the sold service to schools.

## Proposals

5. It is proposed to retain the 3 operational groups as this has proved an effective means of service delivery. The split of functions between in-house, private sector supplier and contractors will continue, as set out in Appendix 2.
6. The proposed in-house staffing structure is set out in Appendix 3 and moves ICT Services from 188FTE posts down to 155FTE posts, which is a reduction of 33FTE posts (18%). Of the 155FTE there will be 19FTE funded from the sale of services to schools, but this may change depending on future demand. This is a much smaller in-house ICT team and will necessarily curtail the amount of business change activity that can be achieved without “flex” funding for new technology initiatives. Three Team Manager roles (19%) will be deleted (Technology Partner, Enterprise Architect and Desktop Services Manager).
7. Each of the 3 operational groups will be headed by a Group Manager, but there are changes to team responsibilities to reflect the business drivers for change outlined in paragraph 5. The 3 groups are focussed on *Architecture and Technical Design*; *Build, Change and Engagement*; and *Operational Delivery*.
  - The *Architecture and Technical Design Group* determines the technologies and their use in the organisation to meet business need. The group reviews all propositions for new technologies and this will include those that may have a commercial value for sold services. Increasingly important aspects of responsibility will be technology integration as we support more joined up public services (e.g. health integration activities) and technical security as we move our infrastructure to a *cloud* provided model, and so two Senior Technical Architect roles have been created.
  - The *Build, Change and Engagement Group* brings together the *delivery of change* resources into one area. The roles incorporate the customer facing ones that identify business requirements and manage the change processes (Technology Partners, Programme and Project Managers, Business Analysts, Deployment Support) as well as the technical specialist resources that build and deploy the new technology solutions. This group is downsized and will rely on “flex” funding and resources to maintain current levels of activity.
  - The *Operational Delivery Group* comprises the activities associated with the running and support of the day to day ICT services. The traded services functions to schools are also delivered from this group and are downsized to reflect current demand. There will be reductions to the number of ICT engineers and technical specialists, plus some reorganisations to teams.
8. ICT Services has responsibility for the operation and support of a complex ICT estate and the amount of ICT being consumed by users is growing. Staff reductions have therefore been proposed across many teams to minimise the impact, but there will be less cover for specialist skills, there will be fewer resources for business change activity and so it will be necessary to implement changes to how ICT requests for work are reviewed, approved, prioritised and scheduled. The day to day support capacity will be reduced and so more reliance will be placed on the providers of systems to support their own products and any consequent incidents.

9. ICT Services has adopted an approach of only covering vacant posts on a temporary basis where possible, until a clearer view on future requirements was determined. There are therefore currently 13FTE post vacancies that are proposed for deletion as part of the restructuring.

### **Process**

10. A consultation document on the proposed staffing structure and direction of travel was issued to all ICT Services staff on 20<sup>th</sup> July 2016. 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 7<sup>th</sup> September 2016. There have also been discussions with the departmental Joint Consultative and Negotiating Panel (JCNP) and with the ICT union and branch representatives. Some changes to the structure were made on the basis of feedback.
11. The established HR processes will be followed to identify redundancies and where necessary posts will be filled using the agreed Enabling Process.

### **Financial Savings**

12. The proposed staffing structure resizes the service to 155FTE posts and the reduction of 33 FTE (18%) will deliver the £900k of financial savings that are required to align with reduced corporate and school funding.
13. Costs associated with redundancies will arise in 2016/2017 and will be funded from central reserves.

### **Other Options Considered**

14. ICT Services along with all Corporate Services are currently part of a Corporate Services Review and other options will be considered as part of that review.

### **Reason for Recommendation**

15. To implement the business cases approved by Members.

### **Statutory and Policy Implications**

16. 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: (LMcC 27/09/16)**

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 28/09/16)**

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: (SES 04/10/16)**

The financial implications are set out in the report.

### **Background Papers**

None

### **Electoral Division(s) and Member(s) Affected**

All