
TITLE: REVIEW OF ICT SERVICE

Committee: Regulatory & Support Services Committee

Date: 30th March 2015

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1.0 ISSUE

1.1 Terms of reference of proposed review of the ICT Service.

2.0 RECOMMENDATION

2.1 Members are requested to approve the terms of reference and scope of the ICT Service review.

3.0 BACKGROUND/OPTIONS

3.1 The 'root and branch' review carried out in 2013 highlighted a number of areas requiring improvement regarding ICT. At the Joint Consultative Committee on the 27 March 2014, the Chief Executive reported that he would be instigating a review of the ICT Service.

3.2 The terms of reference for the review is detailed in Appendix 1 and the scoping report is detailed in Appendix 2.

3.3 In addition, there is a specific statement of consultation to underpin the proposed review (see Appendix 3).

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 The implications of any recommendations will be reported back to this committee.

5.2 An Equality Impact Assessment is not required at this stage.

6.0 APPENDICES

6.1 Appendix 1 – Terms of Reference
Appendix 2 – Stage 1 Report
Appendix 3 – Statement of Consultation

Background Documents

None

Location

Room 105,
The Grange,
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REVIEW OF ICT SERVICE – TERMS OF REFERENCE

The Council's Service Review methodology was agreed by Internal Overview and Scrutiny Committee on 17 November 2008. It is proposed to follow the previously agreed methodology subject to minor changes. Changes include merging Stage 2 and Stage 3 to better reflect the current committee structure.

There will be 2 Stages to the review as outlined below:

Stage 1 (Scoping the Review)

- Formal agreement of terms of reference and review process (including Member involvement)
- Description of the service and resources employed
- Key issues for Stage 2 review
- Expected outcomes of the review
- Statement of Consultation

Deadline – Regulatory and Support Services committee, 30 March 2015

Stage 2 (Option Appraisal and Improvement Plan)

- Current and future requirements of ICT
- Review of the efficiency and ability of the ICT Service to meet current and future requirements
- How does the ICT Service compare to other providers?
- Options to achieve current and future requirements
- Alternative ways of delivering the service
- Consultation (in accordance with agreed statement)
- Financial and HR implications
- ICT Strategy
- Improvement action plan

Deadline - Regulatory and Support Services committee, 12 October 2015

REVIEW OF ICT SERVICE – STAGE 1 REPORT

1.0 INTRODUCTION

- 1.1 The ‘root and branch’ review carried out in 2013 highlighted a number of areas requiring improvement regarding ICT. The final report, dated December 2013, reported that the day-to-day delivery of the IT service is not strategic and does not clearly align with corporate objectives. The report also confirmed that several elements of the infrastructure are failing and that project management is not strong.
- 1.2 At the Joint Consultative Committee on the 27 March 2014, the Chief Executive reported that he would be instigating an ICT Service Review.
- 1.3 The review will be undertaken by the Director of Support Services (Richard Quayle) with support from the Principal ICT Officer (Mark Chadwick). The ICT Member Champion (Councillor David Ambrose-Smith), Regularity and Support Services Committee Chairman (Councillor Anna Bailey) and Finance Member Champion (Councillor Gareth Wilson) will be part of the review team.
- 1.4 The proposed timescale for completing the review is set out below:

DATE	COMMITTEE	REPORT
30 March 2015	Regulatory and Support Services	Terms of Reference Stage 1 Report
12 October 2015	Regulatory and Support Services	Final Report including ICT Strategy and Improvement Plan

2.0 TERMS OF REFERENCE

- 2.1 The terms of reference are detailed in Appendix 1 for approval by Members.

3.0 DESCRIPTION OF SERVICE

- 3.1 The ICT service is responsible for ensuring the Council has the technology and supporting processes in place to enable the organisation to deliver efficient and effective services.
- 3.2 The service supports the Council’s ICT infrastructure, provides desktop support, application support and development, GIS, street name and numbering, ICT security, disaster recovery, and management of ICT projects.
- 3.3 Staffing Resources allocated to the ICT Service are as follows:
 - 1 x Principal ICT Officer (Support & Information Security) - 1.0 FTE
 - 1 x ICT Support Officer (Service Desk) - 0.88 FTE
 - 1 x ICT Service Desk / Administrative Officer - 0.88 FTE
 - 1 x ICT and Data Support Officer (GIS & STNN) - 1.0 FTE
 - 1 x ICT and Data Support Officer - 0.59 FTE
 - 1 x ICT and Data Support Officer - 1.0 FTE

- 2 x ICT Technical Support Officer - 2.0 FTE
- 1 x ICT Technical Support Officer – 0.8 FTE

3.4 The ICT Service running costs for 2013/14 amounted to £720,741 which covers staff salaries, various hardware and software maintenance contracts, hardware refresh, software licensing, street name plates and income from new developments requiring new signage and numbering schemes.

4.0 CONDUCTING THE REVIEW

4.1 The review will follow the 4 C's process; challenge, compare, compete and consult. A brief outline as to how the process will be followed is outlined below.

4.2 Challenge

The "Challenge" step in the process will review:

A. The Council's current and future requirements of the ICT service.

This will involve:

- Identifying full list of functions and responsibilities carried out by ICT e.g. ICT infrastructure, desktop support, application support and development, GIS, Street name and numbering, disaster recovery, project management.
- Running focus groups to define the ICT requirements of the Council's Transformation Programme (April/May 2015).
- Meeting with Service Teams and Members to understand their current and future requirements of ICT (May 2015).

B. The level of service provided by the ICT service and its ability to meet current and future requirements of the Council.

This will involve:

- Identifying and reviewing measures to assess ICT service performance relating to its functions and responsibilities (defined in A above).
- Satisfaction and feedback from service users (staff / Member survey and meetings with Service Leads).
- Reviewing the technology, skills and resource levels within the service and its ability to deliver the current/future requirements of the Council.

C. How efficiently the service is being provided

- Use Activity Based 'Rough-Cut Costing' to understand how staff time is used within the service.
- Assign staffing and budget costs to functions carried out by the service.
- Identify key benchmarking value for money indicators e.g. average cost of maintain a Council workstation.
- Review Help Desk requests – types of requests (could they have been avoided?), how they were dealt with (length of time, satisfactory resolution).

- ICT staff to review what they should be doing more of, less of and what they should stop doing.
- High-level review of key processes including a review of roles and responsibilities between user departments and the ICT Service e.g. system administration and letter templates.

4.3 Compare

The “Compare” step in the process will:

- Compare the service’s costs, performance, strategy, capability and delivery model with ICT Services in other organisations
- Following the comparison, carry out a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to inform possible future delivery models (see “Compete”)

4.4 Consult

Consultation shall be carried out in accordance with the Statement of Consultation (Appendix 3).

4.5 Compete

The “Compete” step in the process will identify and make recommendations on service delivery models including:

- Improving the service and keeping it in-house
- Keeping part of the service in-house and using an alternative supplier(s) to deliver other aspects
- Using alternative supplier(s) to deliver the whole service

5.0 OUTCOMES OF THE REVIEW

5.1 Expected Outcomes

Operation

- i. Development of an ICT strategy that sets out how the service will support the transformation agenda and ensure Council services and Members have access to the technology they need to function effectively and efficiently
- ii. Alternative ways of delivering the service that will deliver the ICT strategy whilst providing best possible value for money

Performance

- i. Review of the current performance and targets in the service delivery plan

Resources

- i. Achievement of efficiency savings
- ii. Identification of opportunities to generate income for the Council

6.0 KEY ISSUES

6.1 The key issues to be considered as part of the Stage 2 report are as follows:

- Determine the current and future requirements of ICT to meet the transformation agenda and ensure services and Members can operate as effectively and efficiently as possible
- Identify issues with current ICT provision and explore options for resolving them and delivering the council's current and future requirements of ICT
- Determine how the service will provide best possible value for money
- Review and learn from best practice within the public and private sector
- Consider alternative delivery mechanisms
- Identify and recommend cost savings
- Identify possible income streams

**REVIEW OF ICT
STATEMENT OF CONSULTATION**

This statement provides an initial statement on how the Council intend to address the “consult” element of the review.

- ICT Member Champion (Councillor David Ambrose-Smith), Regularity and Support Services Committee Chairman (Councillor Anna Bailey) and Finance Member Champion (Councillor Gareth Wilson) will assist the Director of Support Services with the review.
- Focus groups will be held with staff and members to understand current and future requirements of ICT.
- A staff / Member survey will be carried out to gather user feedback on the ICT service.
- ICT staff will be involved in developing options to improve the service and meet the requirements of the Council.
- The Corporate Management Team shall be updated monthly on the progress of the review.
- Unison will be updated on a monthly basis.