

STRATEGIC MONITORING REVIEW OF ICT SERVICES, NOVEMBER 2008

PORTFOLIO RESPONSIBILITY: ICT, EDUCATION AND ACHIEVEMENT

CABINET

19 FEBRUARY 2009

Wards Affected

County-wide

Purpose

To consider the response to the recommendations arising from the Strategic Monitoring Committee (SMC) review of ICT Services, conducted by the ICT Services Review Group in November 2008.

Key Decision

This is not a Key Decision.

Recommendation

THAT the proposed response to the recommendations arising from the Review be approved.

Reasons

The Review produced a number of specific recommendations for consideration by the Executive which are ultimately aimed at improving ICT support across the Council.

Considerations

1. ICT Services have been the subject of a scrutiny review by the Strategic Monitoring Committee. The Terms of Reference were:
 - To revisit the scrutiny review of ICT Services completed in December 2006 and establish:
 - progress of the key corporate systems and projects, including the corporate network replacement project
 - progress of security incidents and resultant actions in period.
 - progress of disaster recovery plans.
 - progress of performance against key performance indicators
 - update regarding the “Value for Money” aspect of ICT service provision
 - To review progress against the executive’s action plan (published in March 2007) in response to the above.
 - To make recommendations regarding the future direction of ICT services and possible

Further information on the subject of this report is available from
Zack Pandor, Interim Head of ICT Services, on 01432 347601

improvements in the wider use of IT Technology to support improved outcomes in the county.

2. The desired outcomes identified were:
 - To ensure that the ICT Service is providing value for money, and make recommendations to the executive as appropriate.
 - To ensure that performance of the ICT service is improving, and make recommendations to the executive as appropriate.
 - To ensure that the ICT service is fit for purpose to improve outcomes in the county, and make recommendations to the executive as appropriate.
3. The Review Group report was presented to the Committee in November 2008. The full report is attached at Appendix 1 for information
4. Each recommendation and the proposed response is detailed in Appendix 2. A number of the key recommendations support activity already being progressed through the current service plan, including:
 - Data Centre re-provision;
 - Use of Community Network by PCT and inclusion in re-procurement;
 - Encryption of mobile equipment;
 - Ensuring websites meet accessibility standards;
 - Roll-out of enhanced broadband services to schools;

Financial Implications

5. Included within the action plan. It should be noted that to the proposed additional activity is unlikely to be undertaken without significant additional investment; work will be prioritised to align with overall corporate priorities and legal requirements.

Risk Management

6. A number of recommendations will mitigate key risks currently on the councils corporate risk register.

Alternative Options

7. To do nothing. This however would fail to deliver service improvements and efficiencies.

Consultees

(Internal) Service Users
ICT Staff

Appendices

- Appendix 1 – Report of the SMC Review of ICT
- Appendix 2 - Detailed Responses to Recommendations.

Background Papers

Appendix 2 - Detailed Responses to Recommendations

| # | Recommendation | Recommended Response |
|----|---|---|
| a) | That the following recommendations which are outstanding from the ICT Review of 2006 be actioned without further delay: (recommendation references are to the original 2006 report) | Recommendations agreed and incorporated in other recommendations below. |
| | <i>(a) Responsibility for the line management for all the authority's ICT staff should be placed within the ICT Services Division and implemented with immediate effect. To be actioned in conjunction with new recommendation (t).</i> | See recommendation t |
| | <i>(c) A review of the financing of ICT Services is undertaken examining the way directorates account for ICT spend, base budget for ICT Services, as well as the corporate funding of ICT programmes. To be actioned in conjunction with new recommendation (x).</i> | See recommendation x |
| | <i>(e) The existing ICT procurement policies and procedures, including taking positive action to address non-compliance, are enforced. Further that the appointment of the Strategic Procurement & Efficiency Review manager will progress the need to develop the council-wide procurement policy. To be actioned in conjunction with new recommendation (n).</i> | See recommendation n |
| | <i>(h) The responsibility for providing ICT training and its procurement be centralised under the management of the ICT service. As part thereof, the identification of ICT training needs should be formalised as part of induction and recorded. To be actioned in conjunction with new recommendations (s) and (u).</i> | See recommendation s and u |

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| | <p>(l) A single website for all council services is developed ensuring consistent branding and access to services for all. Further that the website should consider the potential for a single, obvious directory of contacts for all council services To be actioned in conjunction with new recommendations (l) and (n)..</p> | <p>See recommendation l and n</p> |
| | <p>(m) The options for “growing own talent” through training and the use of a form of “golden handcuffs”, possibly by means of recouping the cost of training should the individual leave the authority within a given period, be explored by Human Resources. To be actioned in conjunction with new recommendations (v) and (w).</p> | <p>See recommendation v and w</p> |
| <p>b)</p> | <p>That the need for a fit for purpose, sustainable, secure and resilient replacement Data Centre at Rotherwas be addressed as a priority.</p> | <p>Recommendation accepted and in progress. Funding allocated within the capital programme.</p> <p>As at December 2008 there is a project underway with the mandate to provide a fit for purpose data centre.</p> <p>Following detailed feasibility of the Rotherwas site a number of options are being considered to progress this objective.</p> |

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| c) | <p>The necessary investment required in order to build a new data centre should be leveraged by investigating the possibilities of using the Community Network to provide increased broadband provision to the Rotherwas area.</p> | <p>Recommendation accepted and in progress Funding requirement/source to be identified within options appraisal.</p> <p>Discussions to provide Broadband to Rotherwas (and other industrial estates) being taken forward with BT, in conjunction with the Council's Economic Regeneration Unit.</p> <p>Options to provide Broadband to Rotherwas will be considered as part of the Community Network Review, however, caution must be taken that the Council does not breach any competition rules or Ofcom regulations.</p> <p>The newly launched interim 'Digital Britain' Report available from: http://www.culture.gov.uk/what_we_do/broadcasting/5631.aspx contains recommendations and proposals on:</p> <ul style="list-style-type: none"> • universal access to broadband • the creation of a second public service provider of scale • enhancing the digital delivery of public services <p>The full report is expected late in Spring 2009.</p> |

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| d) | <p>Principles of Information Security accreditation ISO27001 should be rolled out across the Council with certification being the eventual aim. Resource should be made available in each Directorate.</p> | <p>Recommendation accepted. To be resourced from within existing budgets. If full certification required, additional funding would be required.</p> <p>The remit of the current information security team is authority-wide and as such the work carried out by the team serves all areas. There is currently a lack of resource available within the central team, to carry out and sustain the required levels of training and awareness. This was highlighted to SMC with the suggestion that we should engage “information security champions” within each directorate. These ‘champions’ would then be the first point of contact for staff with information security, data protection or freedom of information issues. Support is required by all directors in order to engage appropriate staff as ‘champions’ and carrying this recommendation forward.</p> |
| e) | <p>All Council owned laptops should be encrypted prior to commissioning.</p> | <p>Recommendation accepted and in progress. Budgets in place to deliver.</p> <p>A product has been identified and procured for this work, a plan is currently being prepared to apply this to all new and existing laptops and handheld devices.</p> |

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| f) | Only Council approved and supplied memory sticks should be used on Council equipment and this policy to be enforced by the use of remote tracking. | <p>Recommendation accepted and in progress Budgets in place to deliver.</p> <p>The Managing Media Devices Policy has been approved by JMT and the Information Management Group, and roll out is planned for early 2009</p> |
| g) | The Executive is urged to ensure that all Directorates/Services are fully aware of their responsibilities and the subsequent consequences of not putting in place appropriate planning in respect of their IT requirements taking into account at all times Disaster Recovery and Business Continuity. | <p>Recommendation accepted and in progress. No additional resource requirement</p> <p>ICT Services Client Accounts Team have engaged with service managers to support them in writing their Service Plans, including their ICT requirements for the coming year</p> |
| h) | Use of the Community Network by the PCT should be strongly encouraged and supported. | <p>Recommendation accepted and in progress. PCT resourcing being negotiated.</p> <p>The PCT are now using the Community Network for their staff located at Bath Street and Plough Lane. There is also a link on the CNU for Council Staff located at Belmont (the PCT site).</p> <p>The re-procurement of the community network includes health partners (PCT and Hereford Hospitals).</p> |

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| j) | <p>Wherever practical and reasonable web-based software applications should be AA compliant. If not practical an action plan to improve accessibility should be agreed.</p> | <p>Recommendation accepted and planning in progress, Implementation subject to available funding.</p> <p>New technology procurement:</p> <p>ICT (WIMS) will use the Connects 'Technology & Integrations Group' (TIG) as a mechanism to maintain the AA compliance standard in the delivery of Connects and to establish accessibility mitigation action plans where required.</p> <p>ICT (WIMS) will use the IPG business case process as a mechanism to maintain the AA compliance standard in the delivery of technology projects and to establish accessibility mitigation action plans where required.</p> <p>This principle will be included as part of the Web strategy and Web based software will not be deployed unless AA compliance or accessibility mitigation action plans are established.</p> |

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| k) | <p>The Council Intranet should be re-designed to make it easy for officers and members to use and promote good practice through a reliable and timely knowledge base, supporting effective decision-making.</p> | <p>Recommendation accepted and planning in progress. Implementation subject to available funding.</p> <p>This has been included in the Directorate and ICT Services Planning indicators and supporting actions.. A staff user group will be used to support the redesign to make sure it is 'useful, usable and used' by staff. It must also take into account the digital brand policy required to support the HPS brand guidelines and the implications of working jointly with the PCT. Propose that a joint web strategy with the PCT will help in this process. Work on the strategy and digital brand policy is in progress and drafts will be available in January. Close working with the Records manager and Communications will also be required. ICT (WIMS) have requested that Communications lead on the naming of the intranet(s).</p> |

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| I) | <p>Education and school web sites should be consolidated.</p> | <p>Recommendation accepted and planning in progress Implementation subject to available funding.</p> <p>A work package to move core content to the council website is in progress – being led by Carla Preston from Communications and Rebecca Walder from ICT (WIMS).</p> <p>A number of additional work packages have also been identified but there is no budget currently in place to support the development work required. This work is competing with other organisational operational and strategic priorities as there is no dedicated resource. Consideration is being given to the creation of a temporary web developer post to support the transfer work, to be reviewed with regard to developing a business case if can justify continuation of role.</p> <p>A risk is that the current schools extranet has proved insecure and that it needs to be replaced by a more robust extranet as part of this work package. Previously it was expected that the VLE would perform this function. Revised expectations mean that an alternative solution is required but no resource has yet been identified for this.</p> |

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| m) | <p>Corporate ICT capacity should be increased, on an 'Invest to Save' basis, to allow for development work e.g. web site, intranet.</p> | <p>Recommendation accepted Implementation subject to available funding.</p> <p>Web strategy and clear supporting business vision, together with integrated channel management strategy will help to identify business priorities. An action plan will include criteria for savings or improvement of services within current budgets. A key feature is that the savings or improved service indicators are likely to be manifested across corporate service areas.</p> |
| n) | <p>The Executive should make it clear across the authority that all ICT services and equipment should be procured either through or in consultation with ICT Services. This includes the development of all web sites, which will be used to deliver Council Information and services so as to ensure compliance to Council and National Policies.</p> | <p>Recommendation accepted and in progress. Funding not required.</p> <p>This is vital to the success of j), k), l) and m). The governance route for this needs to be agreed. The two mechanisms currently in place (TIG and IPG) do not necessarily cover the grants/projects process or partnership procurements and these areas also need to be addressed.</p> |
| o) | <p>The importance of Information Security and the consequences of non-compliance should be highlighted to all schools.</p> | <p>Recommendation accepted and in progress Funding not required.</p> <p>As at December 2008 members from the information security team have carried out briefing sessions on information security at 3 primary school IT co-ordinators meetings.</p> |

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| p) | The link-up to JANET (The Joint Academic Network) is supported and it is urged that phase II of this project be completed as a priority. | <p>Recommendation accepted and in progress. Resources in place.</p> <p>The project to link to Ja.Net is underway</p> |
| q) | It should be communicated to schools that there is an imminent major upgrade to Broadband provision explaining the advantages that this will give them. | <p>Recommendation accepted; action completed. Resources not required</p> <p>Communication went out to schools 18th Nov via Children's Services</p> |
| r) | That a further review be undertaken of the current web site filtering process in place in schools. | <p>Recommendation accepted and in progress. Funding not required.</p> <p>Work on this is underway in conjunction with Children's Services staff</p> |
| s) | It is strongly recommended that all school employees that connect to the Council network have to attend ICT Induction training as proposed for Council employees in recommendation (u). | <p>Recommendation accepted and in progress. Funding not required.</p> <p>This will be raised at the termly Schools ICT liaison meeting. As part of the Council Induction an ICT induction is being developed.</p> |
| t) | Immediate action be taken to clarify the provision of ICT services to schools and that clear roles and responsibilities are identified between ICT and CYPD. | <p>Recommendation accepted and in progress. Resourcing implications being worked through.</p> <p>Aligned SLA's formats between schools and CYPD / ICT.</p> <p>Schools representatives review ICT SLA's and the changes each year prior to them being issued</p> |

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| u) | <p>All Council personnel and Members should have mandatory IT training at commencement of employment or on taking office. The level of training required should be assessed by use of questionnaire. ICT Training should be a matter of Continuous Professional Development across the authority.</p> | <p>Recommendation accepted and being progressed Funding not required.</p> <p>Members have access to ICT training.</p> <p>An initial IT specific induction / training programme is being drawn up.</p> |
| v) | <p>Human Resources and Job Evaluation should revisit IT salary scales taking into account the relevant market forces as well as the financial consequences for the Council of not being able to recruit into key positions. The adoption of a pay scale for technical ICT staff may be appropriate.</p> | <p>Recommendation accepted. The issue has been referred to HR to advise on options available within the relevant equal pay legislation and frameworks, and to identify the financial implications of those options.</p> <p>This issue is identified on the ICT risk register and it impacts best value and ability to deliver. The shared services approach with the PCT offers opportunities to explore how they have sought to deal with similar difficulties. A skills audit across the two services is in progress. A joint approach to this issue would be helpful and inform proposals for how best to tackle this recommendation.</p> |
| w) | <p>Consideration should be given to a policy whereby staff are asked to reimburse to the Council a specified percentage of training costs if they decide to leave the Council's employment within a specified period of time from receiving the training.</p> | <p>Recommendation accepted – the issue has been referred to HR for their consideration.</p> |

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| x) | The Executive should ensure that the proposal that Corporate ICT Services be funded from base budget from April 2009, be properly reflected and taken account of in budget proposals. | <p>Recommendation accepted and in progress. Additional funding not required.</p> <p>From April 2009, ICT Services will operate from a base budget.</p> |
| y) | Subject to the Review being approved, the Executive's response to the Review, including an action plan, is reported to the first available meeting of the Committee after the Executive has approved its response. | <p>Recommendation accepted. Funding not required.</p> <p>This will be scheduled.</p> |
| z) | A further report on progress with respect to the Review be made after six months with consideration then being given to the need for any further reports to be made. | <p>Recommendation accepted, Funding not required.</p> <p>This will be scheduled.</p> |