

AUDIT COMMITTEE - 26 June 2015

Title of paper:	PROGRESS AGAINST RECOMMENDATIONS OF THE ACTICA REVIEW OF NOTTINGHAM CITY COUNCIL IT SERVICES	
Director(s)/ Corporate Director(s):	Resources	Wards affected: N/A
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Other colleagues who have provided input:	None	
Recommendation(s):		
1	The Committee note the findings of the IT review, the recommendations made by ACTICA and the progress to date.	

1. REASONS FOR RECOMMENDATIONS

Information provided by request of the Audit Committee

2. BACKGROUND

Following the re-organisation of Senior Management posts within the Council in April 2014, the Council sought an external root and branch review of the Existing ICT Service to examine: deployed technology; software; infrastructure; support services and management of ICT in the Council.

The final report, published on 31st October 2014 of a report of the findings of the reviewers including 28 issues that were recommended to be addressed.

2a. Findings. The First Report consisted of a series findings in the following 3 areas:

- IT strategy, vision and strategic governance of ICT in the Council.
- Ability and flexibility of the Councils IT Service to meet existing and future business requirements.
- Review of the structure, capacity and skills of the current IT Service Department to support the Council and to deliver key service functions.

The report detailing a summary of the findings and also the detailed recommendations is referenced as a supporting document under section 4 of this report.

The report however noted many recent and positive changes that had taken place since the management restructure some 6 months previously:

- Service users have noted a positive change in attitude and service delivery since Simon Salmon assumed the 'Head of Service' role.
- Significant on-going efforts are being made to improve provider/consumer relationships and culture.
- Communication, both within IT and with IT clients, is improving.
- IT staff generally wish to provide a good and sustainable service.
- Historic under-investment issues being addressed, including:

- Storage Area Network (SAN);
 - Client Upgrade programme;
 - Networks;
 - Citrix;
 - Mobile devices.
- Processes being implemented to improve management of IT staff activity and effectiveness.
 - Policies being implemented to better manage the IT estate/infrastructure.
 - For the first time a six year plan for expenditure and investment in IT has been developed.
 - 4.5 million minutes of internet access have been delivered to members of the public, over a 3 month period, through a NCC public access Wi-Fi scheme setup with 'The Cloud'.
 - As of July 2014 there has been a cumulative decrease at the end of each month in the number of open service calls, seeing a fall of around 100 open calls at the end of each month.
 - There has been a significant reduction in the number of major incidents reported each month. This has been achieved through newly implemented processes to mitigate problems caused by the existing infrastructure.
 - ICT security at NCC has been given a status of 'significantly assured' which is a vast improvement over the long standing status of 'limited assurance'.

The report concluded that the IT service was in a period of transition from a product and technology focussed organisation to a customer focused organisation, but that the business viewed IT as a means to deliver and support day-to-day activities, determining the success of IT Services against the Quality of Service delivered. The report highlighted a conflict between the aspiration of IT Services management to move toward being more customer, business and strategy focussed when faced (along with the rest of the organisation) with annual cost reductions.

2b. Recommendations of the ACTICA report. The recommendations of the report are 28 high, medium and low priority issues in the following areas:

Category	Priority
Strategy	High
IT Organisation	High / Medium
IT Infrastructure	Medium
Human Resources	Medium/ Low
Finance	High
Corporate Processes	Low
Charges for IT Services	High

The solutions to these issues translate into 24 recommended organisational work streams. The report also recommends the restructuring of the IT Service to support a Service Tower Delivery Model. This model is suggested to facilitate the development of IT services for the business, where contracts and service management processes are structured around the provision of commoditised services, rather than retaining the more traditional technology focus currently employed. Such a service-focused structure would provide the following benefits for the Council:

- The development of Service Catalogues for the Service and for the teams within IT;
- Allow functional service areas of responsibility to be targeted and monitored;

- Enable improved inter-team working.
- Allow Services to be market tested and, if desired, the commissioning of services.
- Clearly demark the service functions and promote clarity in financial reporting.

2c. Progress To Date and Conclusion.

A considerable amount of work has been completed since the Actica report was published on 31st October 2014. All 28 issues have been addressed and changes planned and implemented to improve the ICT service. A new Head of IT has been appointed and confirmed in post, and a restructure of the IT Service has been proposed following this appointment. The Council Executive have made a decision to invest in a detailed Service Improvement Programme (SIP) a business case for which has been developed to identify the benefits of a £4.5 million investment in new IT Tools and replacement of old technology. Service performance indicators over the past year have demonstrated a marked improvement in IT services offered to the business, over the past year. IT Systems have, for the first time, achieved accreditation for all 3 major public security standards (Government Public Service Networks, NHS and Payment Card Industry). A restructure of the IT Service is imminent and will enable the further focus on service development and delivery. It will enable the future flexibility and value of ICT services for the City Council. The following table summarises the current state of planned actions arising from the Actica Report.

Actions To Address	Total Number Of Actions	Actions in Progress within IT	Actions Outside IT	Actions Completed
High Priority	15	12	2	1
Medium Priority	9	7	2	
Low Priority	4	3	1	

3. **BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING EXEMPT OR CONFIDENTIAL INFORMATION**

None

4. **PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

Executive Board 24th February 2015 - IT Service Improvement Programme

<http://committee.nottinghamcity.gov.uk/documents/s20307/IT%20Service%20Improvement%20Programme.pdf>

Recommendations of ACTICA to the Council to address the issues found in the Service Review

<http://committee.nottinghamcity.gov.uk/documents/s20308/IT%20Service%20Improvement%20Programme%20-%20appendix%201.pdf>

Presentation to the IT Service Improvement Programme to the Executive Board given by the Head of IT.

<http://committee.nottinghamcity.gov.uk/documents/s20309/IT%20Service%20Improvement%20Programme%20-%20appendix%202.pdf>

