AUDIT COMMITTEE
26 MARCH 2010

ICT STRATEGY PROGRESS REPORT

SUMMARY REPORT

Purpose of the Report

1. The ICT Strategy Group is required to report six monthly to the Audit Committee on progress in relation to the implementation of the ICT Strategy.

Summary

2. The ICT Strategy focuses on five key programmes:

    (a) The delivery of a robust core architecture on which to deliver ICT services.
    (b) The provision of flexible and efficient mobile and office based technologies.
    (c) The implementation of robust and secure information management processes and systems.
    (d) The management of a robust governance framework for ICT projects and investments.
    (e) The advancement of standards and procedures within ICT with the aim of delivering excellent services.

3. This report summarises progress on key activities within each of these programmes

Recommendations

4. It is recommended that:

    (a) Progress on the implementation of the ICT Strategy is noted.

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Head of ICT and Design & Print Services

Background Papers

Darlington ICT Strategy 2009-2011

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S17 Crime and Disorder	There is no specific crime and disorder impact.
Health and Well Being	There is no specific health and well being impact.
Sustainability	Some of the initiatives contained within the ICT strategy will help contribute towards the Carbon Reduction Commitments.
Diversity	There is no specific diversity impact.
Wards Affected	All wards are affected equally.
Groups Affected	All groups are affected equally.
Budget and Policy Framework	Financial implications that will be considered in the Medium-Term Financial Plan. This report does not affect the policy framework.
Key Decision	This is not a key decision.
Urgent Decision	This is not an urgent decision.
One Darlington: Perfectly Placed	The ICT strategy supports the business of the council in delivering ODPP.
Efficiency	There will be efficiency savings generated as a result of implementing the ICT strategy. The introduction of new technology is key to providing efficiency savings within Council Services

<div align="center">**MAIN REPORT**</div>

Update on Progress to Date

Robust Core Architecture

Server Consolidation/Virtualisation

5. The original business case based on DELL VRA technology was approved earlier this year, however subsequent development of new technologies has resulted in a review and widening of the scope of the original business case to take advantage of these new developments. It is anticipated that this revised business case will be reworked and completed by April 2010. In the meantime, the purchase of new servers is being discouraged in both Stockton and Darlington Councils, and where absolutely necessary spare capacity on existing servers is being used to house new systems.

Corporate Network

6. The network is a key component of the infrastructure design for both Councils, and given the improved technologies now available, it is prudent to allow additional time to make a thorough assessment of all the additional options. In order to properly assess requirements for a new network, potentially including those for Stockton, their contract with NextiraOne has been extended for a further two years. Work to review contracts in both Stockton and Darlington will begin in October 2010. In the meantime, Darlington Borough Council has ear-marked funds to renew the network infrastructure and as a result Xentrall ICT will be implementing a range of tactical and strategic solutions.

Data Centre

7. The construction of the Data Centre and interior development is complete. A new electricity supply has been installed to serve both the Data Centre and the rest of Darlington Town Hall, and after some small finishes to the interior, the migration of systems and data from the old to new location will begin. This will be managed in conjunction with the server virtualisation project and wherever possible will avoid the necessity of a physical transfer of services on existing servers. A detailed Migration Plan will be developed in April 2010. The existing Stockton site will continue to be used in a smaller refurbished form, to provide further resilience for backup and recovery purposes.

Flexible, Efficient Mobile and Office Technologies

8. End-user Device Consolidation/Virtualisation

    (a) Flexible end-user technologies are needed to support the modern ways of working programme and the innovative development of services across the Council. There is currently a varied mix of PCs, laptops, Blackberries and other mobile devices. A proliferation of desktop printers also exists. Telephone handsets are mainly analogue with limited facilities. There needs to be a structured approach to the provision of end-user devices so that flexibility, security and functionality are built into any solution. This then allows devices to be portable, shared, pooled and also available at the point of service provision. Work will begin on this project once the server consolidation/ virtualisation project is completed.

(b) A review of the procurement, configuration and deployment of PCs and laptops will be undertaken to ensure that the most efficient and flexible approach is taken. Efficiencies have already been gained through a joint procurement approach with Stockton. Xentrall ICT have participated in an national reverse e-auction hosted by OGC, and on this occasion a new supplier Viglen, was the successful bidder. Cost is not the only consideration in this type of procurement however, and ICT will continue to monitor the quality of the goods and efficiency of the service received as part of the ongoing delivery of quality services to its customers.

(c) Consolidation/virtualisation of servers and desktop equipment also provides opportunities for reducing the costs of licenses and therefore increasing the opportunities for services to role out technology on a much wider scale than hitherto within existing budgets. In order to achieve this, Xentrall ICT is currently finalising the purchase of an MS Enterprise Licence for use in both Darlington and Stockton Councils which will provide both Councils with a cost saving over the next 6 years on the projected purchase of standard MS Office products, but in the shorter term, will also enable Xentrall ICT to offer planned Council wide rollouts of Windows 2007 operating system, MS Office 2010 and Exchange 2010 at no additional licence costs.

(d) A longer term desktop strategy will be developed which will consider other non-PC based office and remote technologies and the merits these may have.

Printer Consolidation

9. An audit exercise has been conducted by to identify current printer locations and usage. The audit findings will be reviewed in conjunction with the existing business case for print consolidation, and recommendations will be made for prioritising and implementing the policy. In the meantime, further purchases of printers are being discouraged in both Darlington and Stockton Councils, unless a clear business case can be made.

Systems Integration/Mobile Working Toolkit

10. The Procurement phase for this project is now complete. Following on from this there will be an implementation phase, software upgrade for Biztalk and two pilot projects for Darlington and Stockton Councils due to be completed by July.

Robust and Secure Information Management

Information Security

11. Xentrall ICT Services retained its certificate of compliance with ISO27001 (Information Security Management Standard) in February 2010 and is due for its 6 monthly re-assessment August 2010.

12. Both Darlington and Stockton Councils have now achieved full compliance with the Code of Connection (CoCo) security requirements for connection to the Government Connect network. An independent audit by GCSX was carried out in February 2010. In addition however, a new version 4.1 of the standard has been published which includes new requirements, for which compliance is required by May 2010. ICT is now in the process of establishing an action plan for achieving compliance by the proscribed date.

13. Part of the preparation for the new CoCo requirements, is the control of removable mass storage devices and encryption of laptops. A suitable product has been identified for this purpose and detailed implementation plans are currently being developed.

14. A review of the Council's information governance practices has been undertaken and a revised management framework together with information governance and information security management policies, strategies and work programme have been agreed by Cabinet. The Corporate Information Governance Group (CIGG) is responsible for delivering the work programme. Detailed action plans are currently being developed.

Business Continuity

15. Xentrall ICT Services preparations for certification under BS25999 Business Continuity Management Standard continue. The initial gap analysis has been completed and this will be reviewed by the end of April 2010 and an action plan developed. The Business Continuity Management System (BCMS) will subsequently be submitted to ICT Management Team for approval. The project will be aligned with the requirements of ISO9001 (Quality Management) and ISO27001 (Information Security Management).

Robust and Secure Information Management

16. A governance model has been developed as part of the current service planning round and this will result in the publication of the ICT workplan for 2009/10 which will encompass Darlington and Stockton ICT agendas.

17. A resource planning model is being developed and implemented internal to ICT to facilitate the workplan development and overall management of ICT resources, and programme and project management procedures have been reviewed within ICT in-line with best practice.

18. The ICT Business Account Management engagement across all services of the Council has matured during 2009/10 and is driving the ICT service planning process forward.

Excellence in ICT

19. The Xentrall ICT Service is in a period of transformation as it review its systems, procedures and technologies. This is to provide an increased customer focus to all its activities as well as achieving efficiencies in the delivery of its technical services. A number of activities are planned or underway.

Service Management

20. An approach to the implementation of ITIL guidance (a methodology for the management of ICT processes and functions) is being developed. This will involve a root and branch review of ICT procedures. A review and gap analysis has been completed on the 10 core services areas within the ITIL Best Practice Framework for ICT Service Management. From this analysis priority services have been identified for review and improvement as follows:

   (a) Incident Management
   (b) Service Requests
   (c) Asset & Configuration Management
   (d) Problem Management
   (e) Change Management

(f)   Release & Deployment Management
(g)   Capacity Management
(h)   Availability Management
(i)   Service Level Management
(j)   Financial Management

21. ITIL Foundation level training is completed for all ICT staff with the exception of a handful of people, absent due to holidays and sickness on exam dates. So far out of 83 staff, 61 now have a formal externally examined professional qualification. All remaining staff will have successfully completed the external examination or achieved an internal Certificate of Completion by the end of April 2010. Designated process leaders have begun Intermediate level training and this will continue throughout 2010, with a view to completion by October 2010.

22. Process Improvement groups have been formed and each has a Process Owner with staff from across ICT as Process Contributors. The first phase of development was to concentrate on Incident and Service Requests, and Asset & Configuration Management in order to ensure processes were in place for the new Service Management System, and from there to develop further improvements to the processes with the workflow facilities on the system. Work has also begun on Change Management.

Service Management Tools

23. The new Service Management and Asset & Configuration Management Systems are now installed and in use throughout ICT for recording and managing all service calls relating to Incidents and Service Requests and recording ICT assets. This workflow system lies at the core of the ICT service.

Quality Management

24. The work undertaken to achieve ISO certification in Information Security is to be used as a foundation to develop a process for achieving the ISO9001 Quality Management Standard. However, as a result of the work required for implementing the new Service Management System, and improved processes, work to begin on development of the ISO9001 submission has been deferred until April 2010.

25. In addition to specific service management processes, ancillary processes are also being reviewed, such as document management which will improve the efficiency and effectiveness of the services offered by providing readily available, reliable sources of information and procedures in a consistent and professional format.

26. ICT have adopted a policy of Continuous Service Improvement, so the initial changes made to current processes will be regularly reviewed and refined. Given the scale of the changes required to date, ICT are currently relying on input from customers via feedback from technical and business services staff, but as the processes develop, representatives from our customers will be invited to participate to ensure that processes and procedures for development and delivery of ICT services continue to reflect their needs as well as the needs of the ICT service.

27. Customer Satisfaction Surveys were sent out November/December 2009, based on questions from the national SOCITM standards. The development of a comprehensive set of performance targets is key to monitoring service delivery, and external benchmarking will be developed further. Based on externally recognised KPI's for the ICT industry, the outcome of this survey will form the baseline for future year comparisons, and although the questions are not quite the same as those asked in previous years, it will also provide us with an indication of comparative satisfaction levels pre and post Partnership. From an analysis of the survey a programme of improvements will be developed. These will play an important part in the development of best practice service delivery.

28. Xentrall ICT Services have successfully completed Phase 2 of Stockton's Customer First programme and have also been successfully audited and certified to the new National Customer Service Excellence programme.