ICT STRATEGY – IMPLEMENTATION PROGRESS REPORT

SUMMARY REPORT

Purpose of the Report

1. The Chief Officer's Board (COB) 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 strategic priorities:

    (a) ICT Service Development
    (b) ICT Governance
    (c) ICT Strategic Architecture
    (d) Business Change Programme
    (e) ICT Competent Workforce and Members

3. This report summarises progress on key activities within each of these priorities and reviews the overall achievements of the current strategy prior to it's refresh.

Recommendation

4. It is recommended that progress on the implementation of the ICT Strategy be noted.

Reason

5. The recommendation is supported to provide the Audit Committee with evidence to reflect on progress in delivery of the Council's ICT Strategy.

Ian Miles
Head of ICT and Design and Print

Background Papers

Darlington ICT Strategy 2011 - 2013

Ian Miles – Extension 157012

S17 Crime and Disorder	There is no specific crime and disorder impact.
Health and Well Being	There is no specific heath and well being impact.
Carbon Impact	Some of the initiatives contained within 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 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.

MAIN REPORT

ICT Service Development

6. This priority is about implementing best practice standards and procedures across ICT Services. ICT Services are certified to ISO27001 Information Security Management and ISO9001 Quality Management standards and following external audit by BSI, have successfully retained certification in August. ICT Services also operate a business continuity management system that is compliant with ISO22301.

7. The management systems identified above work on the principle of continual improvement. Improvements identified as a result of the effective operation of these management systems feed into an overall ICT Service Improvement Programme encompassing all improvement activities in ICT Services. These improvements can result from risk assessments through audit actions, service development initiatives, outcomes from major incident reviews, customer feedback and compliance with Government standards. This list of service improvements is managed as an ICT-wide programme and monitored on a monthly basis by the ICT Management Team.

ICT Governance

8. The Chief Officers Board (COB) undertake an ICT Strategy monitoring role. Strategy projects and service related ICT workplan updates are presented to COB, as are any proposals regarding major ICT projects across the Council. A number of information, governance and ICT related COB functions are being streamlined by combining them into an all encompassing Systems & Information Governance

Group and this will take the form of a special COB meeting once a month, chaired by the Director of Resources. Regular updates on ICT projects are also given to the Director of Resources and the Xentrall Executive Board on which he sits.

9. Our outstanding PSN CoCo (the Government's Public Services Network Code of Connection) action plan has been submitted to Cabinet Office along with the results of a independent security penetration test. We are in discussion with our PSN Auditor regarding our mitigating factors and risk base approach to any outstanding actions.

ICT Strategic Architecture

10. A number of projects form an overall programme to improve the Council's underpinning ICT strategic architecture. The re-cabling of the Town Hall was completed successfully and incorporated planned accommodation changes. The print consolidation roll-out has completed successfully with all planned sites now converted across to the new devices. Another major piece of work has been successfully completed behind the scenes which involved implementing a new backup regime to resolve a number of performance issues with the 600+ servers.

11. Work on the domain upgrade has completed and the enterprise email system Exchange has also been successfully upgraded, which amongst other improvements has provided a more feature rich version of Outlook Web Access (OWA) to mobile and home users. This and other works over the previous year have been in preparation for the Authority-wide desktop and application assessment. This has been completed and a resulting Desktop Optimisation Strategy was presented and approved at COB. This is a major ICT project which will continue for the remainder of 2013/14, as a large programme of replacement and upgrades takes place across all the desktop estate, resulting in the implementation of Windows7 and Office 2010, as well as other productivity, resilience and security features for the end-user.

Business Change Programme

12. An Information & Systems Strategy (ISS) has been developed by the Information & Insight team working with service representatives and colleagues in ICT. This is to complement the ICT Strategy by ensuring that the investment in service based ICT systems is correctly targeted, whereas the ICT Strategy is concerned with corporate systems and underpinning ICT architecture.

13. The ISS requirements have subsequently been analysed at a high level and by mapping these against the staffing resources within the ICT service, an ICT Workplan has been produced. This ICT Workplan also encompasses Stockton requirements as both Council's ISSs are focussing on the same shared ICT resource. Both Councils have also had sight of each others ISS and this may facilitate forms of joint working on ICT initiatives and projects. Progress against the Darlington Workplan will be presented to COB under their new Systems & Information Governance Group role (see paragraph 8).

ICT Competent Workforce

14. It was reported at the March meeting of the Audit Committee than an ICT user survey had just taken place. As requested by the Committee attached is an overview of the results of this survey.

15. As part of the Desktop Optimisation Strategy (outlined above), training (refresher & conversion) will be promoted as part of the Windows 7/Office 2010 roll-out to all ICT users. This will allow staff to develop an appropriate level of awareness and skill in these key desktop tools. A comprehensive communications programme detailing both the roll-out process & schedule and this training resource will be put in place. Service representatives have already been identified to assist with this work.

16. Other than refresher and new-starter training, the ITIL (service management) and PRINCE (project management) training programmes are complete, with all ICT staff having completed at minimum ITIL Foundation and those with a requirement have been trained in PRINCE2. An on-going comprehensive technical training programme also exists for the ICT teams. Two middle managers are currently participating in Stockton's management development programme.

17. The consultation on budget and staffing reductions in the ICT service completed in August and the implementation of the proposals is underway. This restructure sees the service reduce by 11 FTE. This new establishment of 63 FTE is a 36% reduction compared to the original total of the two ICT services which came together to form the Xentrall shared service (Stockton 66 FTE, Darlington 33 FTE) and less than the original Stockton service alone.

18. This current ICT Strategy is in its final year and work is to commence on developing a new strategy for 2014 onwards and this will be based in part upon outcomes of the recent Information System Strategy exercise.

19. As well as the developments outlined in this report, it is worth noting the achievements made against the original projects as outlined in the timetable for the 2011-2013 ICT Strategy.

20. Of the nineteen project strands originally identified (listed below), twelve are already complete and four projects which are already underway will be complete in the current year i.e. by the end of the current strategy term. Therefore, in total it is expected sixteen (84%) of projects will be complete overall during 2013/14, with just two running into the following year (Desktop Roll-Out & Network Implementation). Of the nineteen projects, one was ceased (Business Continuity Management Certification).

Project/Initiative	Status	Achievement
Information Security On-Going Compliance & Audit	Achieved	Compliance programme on-going and ISO27001 certification maintained.
Government Connect Compliance	Achieved	Compliance against original GCSx code of connection achieved.

Public Sector Network (PSN) Compliance	Underway	Compliance against revised PSN code of connection planned for Feb 14.
PSN On-Going Compliance and Audit	Underway	Penetration testing undertaken and initial PSN submission complete. Continuing compliance required following Feb 14 connection (as above).
ICT Business Continuity Management (ISO25999) Certification	Ceased	Management systems in place and working to ISO25999 best practice, but final certification aspiration dropped due to cost.
ICT BCM (ISO25999) On-Going Compliance & Audit	Achieved	Management systems in place and subject to Internal Audit inspections, but external BSI audit is not being sought (as above).
ICT Quality Management (ISO9001) Certification	Achieved	Certification achieved.
ICT QMS (ISO9001) On-Going Compliance & Audit	Achieved	Compliance programme on-going and ISO9001 certification maintained.
ICT Customer Engagement Programme	On-Going	Reductions in staffing resources has reduced the amount of non-project related engagement across services. A revised cut-down engagement model is being implemented in Oct 13.
Server Virtualisation Complete	Achieved	This project is now complete.
On-Going Server Management & Monitoring	Achieved	The virtualised server estate is subject to on-going monitoring.
Corporate Network Review	Underway	The re-cabling of Central House and the Town Hall is complete. The Wide Area Network review was deferred as a result of project/staffing pressures, but is now underway.
Corporate Network Implementation (TBC)	To Start	The implementation of the Wide Area Network review will be during 2014/15.
Desktop Strategy Review	Achieved	The review is complete and a strategy in place.
Desktop Strategy Review Implementation (TBC)	Underway	The implementation programme has commenced and will be complete during early 2014/15.
Wireless Project	Achieved	This project is now complete.

Video Conferencing Project	Achieved	This project is now complete.
ICT Strategy Review	Achieved	This was the original review which produced the 2011-2013 ICT Strategy.
ICT Strategy On-Going Monitoring and Refresh	Achieved	The strategy has been monitored throughout the last three years.

Outcome of Consultation

21. There has been no formal consultation in the preparation of this report.