

Coventry City Council

[i-Cov]

Evaluation Report



VERSION	1.4
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Contents

Section	Page
1 Document summary	3
1.1 Project details	3
1.2 Version control	4
2 Post Implementation Review (PIR)	5
2.1 Purpose and approach taken	5
2.2 Summary of key evaluation findings	5
2.3 Progress within the Review stages	5
2.4 New Service Vision and Model	7
2.5 Other Service Changes	8
2.6 Project objectives, outcomes and benefits	8
2.7 Benefit achievement and assessment	9
2.8 Demand Management and Governance	11
2.9 Delivering Value for Money and a Culture of Commercial Awareness	11
2.10 Financial Benefits Arising From the Review	12
2.11 Sustainability	12
2.12 Lessons Learned	13
2.13 Outstanding issues	15
2.14 Follow-on actions	16
2.15 Conclusion	16

1 Document summary

1.1 Project details

Project Name:	i-cov (Coventry City Council ICT Fundamental Service Review)
Date:	<i>Enter the date the final version of the document is agreed. This should be reflected on the front cover of the document</i>
Major Project Roles:	Project Sponsor – Martin Reeves, Coventry City Council Project Lead – Manjit Saroya – Coventry City Council Paul Miller - PricewaterhouseCoopers Project Manager – Marc Harder– Coventry City Council Colin Tate - PricewaterhouseCoopers
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Service Areas:	All Council ICT services
Brief Description:	A fundamental review of ICT provision across the Council, focussing on reduction in ICT costs to a more acceptable target level plus positioning ICT to enable the Council to meet its change aspiration. Exploring future delivery options with supported cost/benefit profiles.
Key Stakeholder(s):	<ul style="list-style-type: none"> – Council Members – Corporate Management Team – Council staff – Customers (internal and external) – Trade Unions – Transformation Programme Delivery Board
Key Message(s):	<p>This particular FSR had five main objectives:</p> <ul style="list-style-type: none"> • Plan to reduce cost to a more acceptable target level • Vision and re-positioning of the role of ICT • Delivery options explored • Agreed direction of travel with regard to re-let of ICT contract • Adoption of new Council ICT strategic direction
Date Project Started:	November 25 2009
Date Project Ended:	March 31 2010
Duration of Project (Months):	Four months
Document / Library Reference:	Transformation Programme Office/Project Management / A24 ICT FSR (contact Marc Harder)

1.2 Version control

Version Number	Date Issued	Comments	Author
1.0	14/02/12	Initial Draft	Kevin Malone
1.1	06/03/12	Second Draft	Kevin Malone & ICT SMT
1.2	12/03/12	Third Draft	Kevin Malone
1.3	11/04/12	Final Draft	Kevin Malone & Bev Messinger
1.4	26/04/12	Draft incorporating Cabinet Member & abc Team comments	Kevin Malone

2 Post Implementation Review (PIR)

2.1 Purpose and approach taken

This report evaluates the fundamental service review process in relation to the Council's ICT service provision, which was subject to the fundamental service review methodology as part of the **abc** Transformation Programme.

Its purpose is to assess the extent to which the new service design is meeting the objectives established for the review, and what lessons can be learned which will be valuable to other **abc** reviews going forward.

2.2 Summary of key evaluation findings

The first stage of "go live" was completed in April 2011 and it was originally proposed that the PIR would be conducted after 6 months of operation. However, this PIR has been delayed due to the difficulty in recruiting staff and some refinements that needed to be made to the Target Operation Model (TOM). This report is now timed to give the position near to the first full year of operation of the new service.

Looking at the new internal service, the headline is clear and positive. i-Cov related savings of £.4.48m have already been achieved.

At the end of the first year of the new service many improvements have been made although there are still further improvements necessary – not least in respect of services to schools. Notwithstanding that fact, this was undoubtedly the right thing to do – there can be no argument that the Council needed to take drastic steps to regain control of its ICT spend, improve the value for money relating to that spend and to better support the **abc** programme.

Simply renewing the outsource contract with the same or a different provider would not have secured the same level of savings, and it could be argued that neither would it have provided the same degree of responsiveness and appropriate challenge to suppliers.

2.3 Progress within the Review stages

The City Council had identified the disparate ICT service provision elements as a priority for service transformation. The project demonstrated a strong fit with the Council's ambition to better align its interaction with its citizens, to improve service delivery and maximise value for money. The drivers for change in the service included service performance, cost and service delivery. The Council's major ICT services were outsourced to external suppliers which cost the Council around £15m on an annual basis, but there was also a significant amount of internal ICT delivery which added considerably to the overall cost of ICT. Concerns were raised over the contract management, governance, performance and value for money of ICT provision in general, but specifically around the contract with Serco Solutions.

The review's purpose was established as:

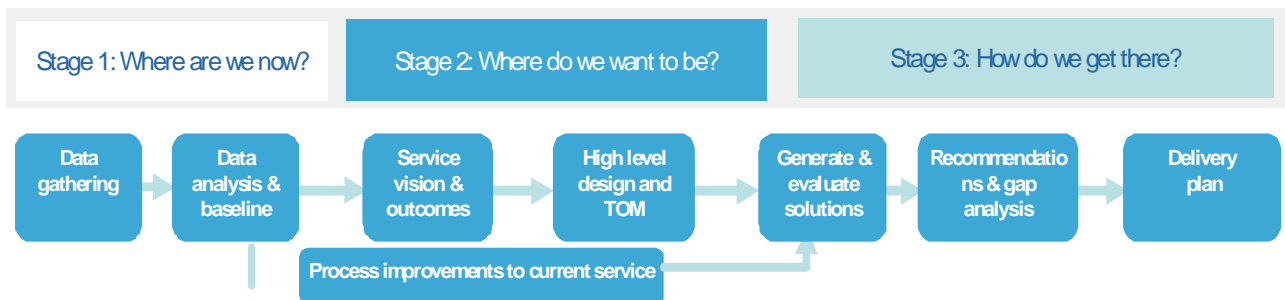
- Improve the reliability and predictability of ICT services provided to the Council
- Develop strategic management of the ICT architecture and change portfolio
- Rationalise the ICT organisation – reduce costs, increase productivity and efficiency and improve service quality
- Develop greater depth and breadth of business, technical, process and people skills
- Improve customer satisfaction.

Sections 2.6 and 2.7 of this report provide details of achievement against those original criteria.

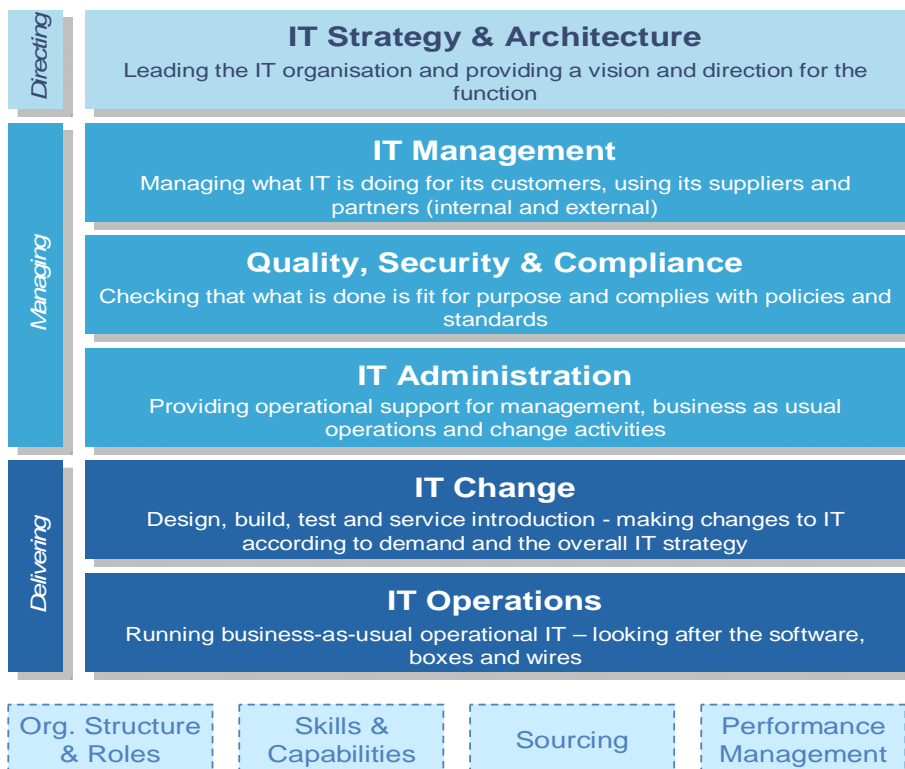
The i-Cov FSR formally began in November 2009 and the review phase completed in March 2010. It then moved from review stage to implementation with the new in-house service becoming operational on 1st April 2011. The Fundamental Services Review methodology was used to guide this review.

The key aspects were:

- Review current position – in terms of strategy, spend, contracts, capability, systems and architecture
- Set out a future target operating model – considering good practice and benchmarks
- Determine how this is best provided – internal, external, mixed and cost implications
- Plan implementation of selected delivery options – including cost, risk and timing.



The scope of this review was the provision of ICT across the Council including resource/cost residing within Directorates. The primary focus was on the ICT outsourced service contract due to the poor value for money that it represented for the Council – this largely dictated the implementation timetable as that contract expired on 31st March 2011. The diagram below depicts the areas included in the initial review.



The Project Board considered alternative options available to deliver this new service model. This was a critical stage in the methodology, and led to the acceptance that the in-house service should

be given the opportunity to demonstrate that it could meet the challenges of a new service model.

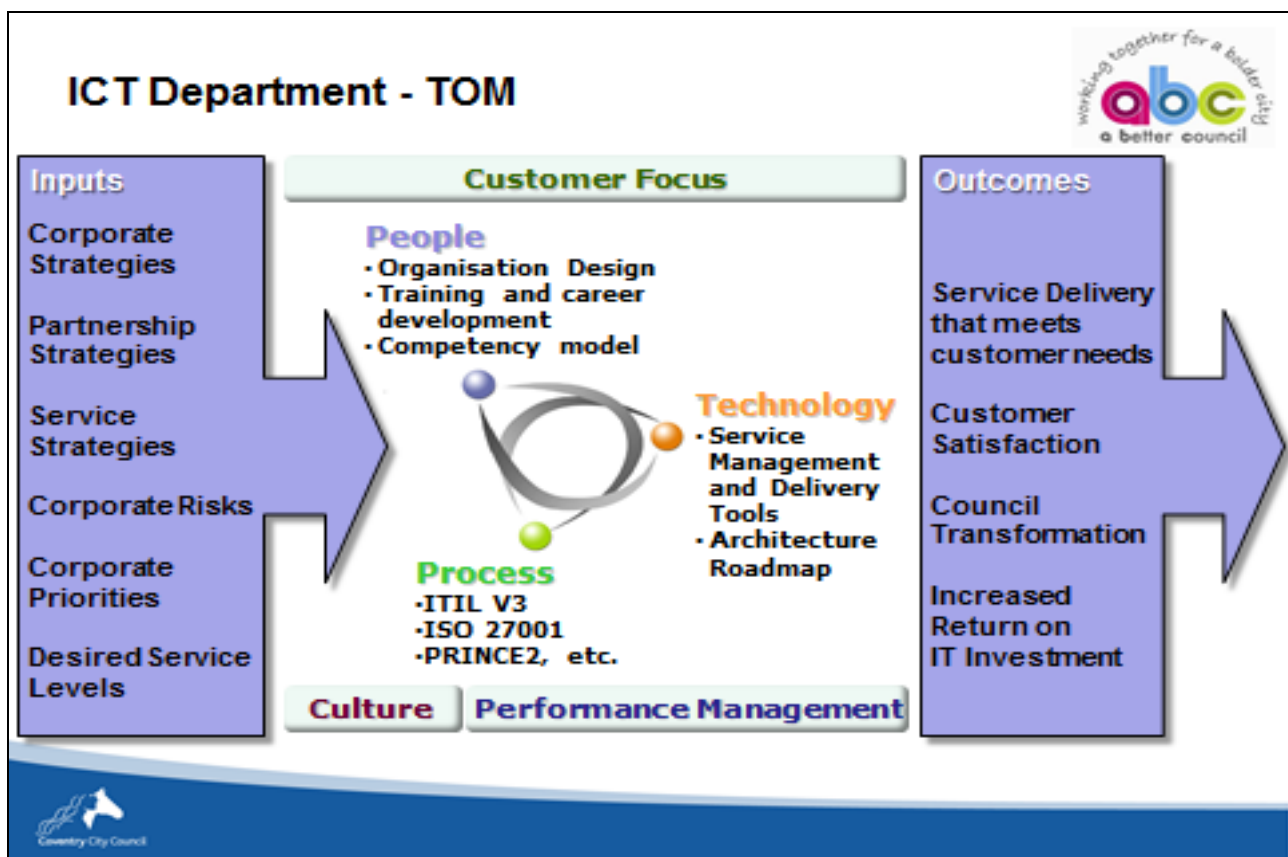
- Release 1 of the new Target Operating Model focused on strategy and architecture, leadership, directorate liaison, governance and high-level design and concluded in August 2010.
- Release 2 focused on project management, security, infrastructure, telephony and networks and concluded in November 2010. This included the first wave of transferred employees from Serco.
- Release 3 focused on operations, service desk, application support, testing and integration, and concluded on 17 January 2011. This included the second wave of transferred employees from Serco.
- April 1st 2011 saw the Council’s CWS directorate solely responsible for delivering ICT services.
- April 2011 – March 2012 saw the continued recruitment to the TOM, embedding of new ways of working, reviewing of service provision and performance monitoring of the new service

2.4 New Service Vision and Model

At its meeting on 11th March 2010, the Council’s Transformation Programme Delivery Board agreed a series of design principles for the new service and the following vision for ICT;

“The new Council’s new ICT function will be customer focused, corporate in our approach and communicative in all that we do”.

The new Target Operating Model developed for the service was embodied in the following high level diagram:



The essential elements that this model was expected to achieve were:

- One ICT service (in-sourced, centralised, rationalised)
- Service excellence
- A sustainable future
- An adaptable ICT organisation to support the needs of the business and **abc** transformation
- A leading edge local government ICT team which attracts high calibre professionals
- £5m revenue savings.
- Reduction of headcount from 153 (95 in council ICT team, 42 Serco & 12 Council Directorate based) to 112 FTE to modernise and streamline the service.

2.5 Other Service Changes

The i-Cov project also identified some areas within the Council's ICT infrastructure requiring modernisation. These are itemised in the ICT Capital Programme and include:

- SAN infrastructure modernisation
- UNIX infrastructure modernisation
- Extension of virtualised server environment
- Disaster Recovery environment
- Unified Communications

The ICT team is at various stages of implementation of the above projects which are all complex in nature and all multi-year.

2.6 Project objectives, outcomes and benefits

Outcomes	Benefits
There is a clear understanding of what the Council spends on ICT (both in absolute and comparative terms).	ICT budgets have been centralised and a budgetary forecast has been developed. Control and management of budgets has consequently become far easier, with greater visibility of spend.
There is a clear view on the Council's current ICT "performance".	The service has commissioned Socitm to carry out 2 separate Benchmarking activities. The first, "Benchmarking Customer Satisfaction", is currently underway and the second, "Benchmarking the ICT Service", will begin later this year. The results of both will evidence the new service's current performance and provide data to inform an Improvement Plan.
There is a clear view of the Council's contract position and opportunities identified.	New contract and supplier management processes have been implemented ensuring a greater level of legislative compliance and expenditure control, a contracts register has been developed which supplements the wider corporate Contracts Register, and a savings plan created with rolling forecasts of expenditure and anticipated in year reductions. Significant savings have been achieved as a result - £4.48m as at 20/04/12.

Outcomes	Benefits
There is a clear statement of the future role of ICT in supporting transformation aspirations – the ‘vision’.	Refer to section 2.7 below for a detailed breakdown of the benefits achieved to date.
An informed decision is made as to future provision of the ICT service.	The decision to insource and centralise the disparate and dispersed ICT provision / teams has already been made and is being assessed by this PIR.
A plan is in place to move to the future provision.	The “new” service model is already in place. Some “tweaks” have been made to the TOM (both structurally and operationally) in order to meet the demands of the customer. As mentioned earlier in this table, the results of Benchmarking activities will provide data to inform an ICT Service Improvement Plan.

2.7 Benefit achievement and assessment

The Post Implementation Review conducted by the ICT senior management team identified the following key areas over and above the original i-Cov design principles:

Significant increased focus on customers and customer service

- Business Account Managers (introduced as part of the original TOM design) act as customer liaison between ICT and the wider council.
- Active performance monitoring of ICT Services in order to identify and remedy performance issues.
- SOCITM customer satisfaction survey in progress. A completely independent customer satisfaction survey issued to all ICT users across the organisation (begins in March 2012, final results due soon). The results of this Benchmarking work will be used to inform a Service Improvement Plan for ICT.

ICT to be driven by business needs

- ICT has helped business areas from all areas of the Council to produce 18 separate Business Cases for projects of all sizes which have been presented to the ICT Strategy and ICT Operations Groups.

Consistency in governing ICT and delivering ICT projects

- PRINCE2 methodology adhered to for all projects.
- All project managers are PRINCE2 Practitioner qualified and all Team Leads are PRINCE2 Foundation qualified.
- Project Management team act as the Project Assurance for all projects run outside of the Project Team.
- Standard project workbook created which includes all project highlight reports and risks.
- There are 31 “live” Projects on the Projects Register all being actively managed, 20 further projects are in the pipe-line including those pertaining to a series of **abc** programmes (CRM, Money Matters etc.). In addition there are 46 separate “mini-projects” on-going at present.

Effective management of costs and risk

- Introduction of a dedicated supplier management and procurement team.
- Centralisation of all purchases through the Supplier Relationship Management function to mitigate risk of off-contract spends and to introduce challenge and demand management practises.
- Development of robust contracts and SLAs.
- Commercial and legislative compliance risks included as part of the directorate risk register.

A culture of active monitoring and performance management

- ICT Performance monitoring team established.
- Development and review of a Service Desk monitoring report and ICT SLA.
- Identification and monitoring of more than 300 service metrics and KPIs.
- SOCITM benchmarking in progress; an industry recognised ICT performance benchmarking scheme covering KPIs ranging from qualitative measures such as Incident response statistic, project management, service availability, through to commercial measures such as cost of hardware and software, on-going support etc.

Transparency and communication

- Business Cases created in partnership with the Directorates.
- Project Change controls are submitted to the appropriate Group for approval which explain what the changes are and how they affect the project.
- Full involvement with the **abc** programme, with ICT representation on the Council's Transformation Programme Delivery Board and most individual Project and Programme Boards.

Uses strategy, standards and policies as a basis for high quality service delivery

- The corporate ICT Strategy was started and completed under the new ICT department in summer 2011 after the i-Cov project had completed. This is the overarching ICT strategy for the Council, and is underpinned by a number of core principles.
- The Strategy & Client Services team has begun work to develop individual ICT Strategies for each Directorate. These strategies are tailored to specific customer needs, being informed by both Directorate plans and the corporate ICT Strategy. They will form the basis for the work and priorities of ICT in addition to the **abc** programme work derived from the various on-going FSRs.
- The i-Cov project established a capital investment programme for the Council which addressed a number of key areas for investment largely aligned to the **abc** programme. Significant progress has been made by ICT in delivering elements of this programme.
- Development of Directorate ICT Strategies and continuing conversations with Directorate management teams has identified a large number of projects for which there is no capital funding available. Work is on-going to identify elements of the ICT Capital Programme which can be used to fund any such projects which the ICT Strategy Group designates as a priority for funding or where on-going savings can be released within service areas as the result of funding the project.
- Both the projects identified within the ICT capital programme and the work identified post i-Cov by the Strategy & Client Services team have been combined into an ICT roadmap for the Council..

Delivers change according to well-defined rules using speedy processes, good communication and supportive business relationships

- Change Advisory Board (CAB) Terms of Reference created and agreed.
- Change Advisory Board meets weekly to discuss all changes and produces a weekly Change report which is distributed to the CAB and SMT.
- Change process is well documented and the process is implemented in the Service Desk.
- All Changes are raised and passed through an approval process, which includes the Business Account Managers who will liaise with the business on all changes.
- Where there is an effect on service, sign off and approvals of changes are sought from the business prior to undertaking the change. Full communications are published via corporate Communications.

Provides increased opportunities for staff to develop their skills and experience

- All Team Leads are now trained to PRINCE2 Foundation levels.
- 103 ICT staff have undertaken ITIL v3 Foundation training.
- Training has been provided on new tools such as Sharepoint and VMWare.
- 8 Apprenticeship positions have been created within ICT as part of our “Grow Your Own Talent Scheme” and in support of the Council’s wider Apprentice Strategy.

2.8 Demand Management and Governance

As part of i-Cov it was recognised that there was no formal demand management process in place or corporate governance set up to prioritise and approve ICT projects and the spend of the ICT capital programme.

The ICT Strategy Group and the ICT Operations Group were therefore formed – comprising of senior representatives from across the directorates and with each group having responsibility for approving different financial limits.

Both groups consider, approve or reject (as appropriate) business cases for projects with significant ICT input. Factors considered include fit with corporate priorities and abc projects, impact upon ICT resources, funding available, return on investment etc.

2.9 Delivering Value for Money and a Culture of Commercial Awareness

The business case for the i-Cov FSR was predicated on the principles of delivering improved value for money and leveraging significant savings through restructure and service redesign. A £5m revenue savings target was established as an outcome from the FSR, with achievement fully required by financial year 2013-14.

In order to deliver and maintain the commercial benefits a number of changes to structure and processes were developed in order to raise the service’s commercial awareness and maturity and therefore ensure the targeted savings were achieved.

It was also recognised at an early stage that long term maintenance of value for money required a shift in the cultural ideology and approach to the procurement and commissioning of contracts within ICT. This has been largely facilitated through the following initiatives:

- The new TOM saw the introduction of a dedicated procurement and supplier relationship function focused on service specific supplier relationship development and contract management. This has seen a move towards a full life strategic approach to procurement and contract management, rather than transactional tendering, in-turn delivering a series of

additional commercial benefits.

- From the 1st April 2011, all ICT budgets were centralised. This has created an opportunity to provide a far greater level of control and significantly improved transparency surrounding ICT expenditure than existed previously.
- Centralisation of all purchasing through a single team. This has provided procurement challenge, and has raised commercial awareness across ICT. In addition, it has significantly improved corporate purchasing process compliance.
- The development of the ICT Sub-regional Procurement Group. Whilst only in its early stages, this group will facilitate further collaboration on ICT related contracts for both goods and services. This should deliver economies of scale through shared procurement, reduce unnecessary of effort and promote sharing of expertise.

2.10 Financial Benefits Arising From the Review

The new ICT TOM has target savings of £3.8m in 2011-12 rising to a total £5m in 2013-14 (full year effect). This saving was to be delivered primarily from a reduced staffing complement and reviewing, ceasing and retendering ICT related contracts.

The table below provides a high-level breakdown of progress against the 2013/14 savings target. It details the anticipated position by 2013/14 based on current and forecast savings set against short-term (one-off) and long term (on-going) budgetary pressures.

The net forecast position is of a £4.86m revenue spend reduction by 2013/14 based upon savings currently identified, with an additional £0.14m savings yet to be identified and delivered within the next 24 months.

Financial Year	Savings Target (£m)	Outturn / Forecast (£m)
2011 – 2012	3.8	4.03
2012 - 2013	4.0	4.48
2013 - 2014	5.0	4.86
Total / Shortfall	5.0	-0.14

In addition to the above, further revenue savings to schools of £155,550 has been achieved along with £85,000 schools specific cost avoidance within the first year of the new ICT service. In addition to the savings, the renegotiated contracts have included some service improvements – e.g. enhanced web content filtering at no additional cost.

2.11 Sustainability

In the main the project outcomes and benefits are proving to be sustainable; however there are certain components that are more difficult than originally anticipated. For example:

- **Buy not Build** - the notion of setting up an ICT Team dedicated to 'Buy' not 'Build' has created a number of issues. Buying 3rd party applications 'off the shelf' involves a certain amount of configuration and development, which must be underpinned by a level of technical knowledge and experience (see following point) to enable us to challenge and question suppliers, investigate technical issues and provide a level of technical support without a heavy reliance upon contractors and 3rd parties. Furthermore, procurement of adapters to enable the

integration of 3rd party applications is often very expensive – and such adapters are not always made available by 3rd parties making integration exceptionally difficult. It is proven across the IT industry that effective integration is underpinned by strong in-house software development skills to develop appropriate software adapters where such adapters are too expensive or are simply not provided. Integration is critical to reducing Council operating costs by streamlining and automating business processes especially between different services.

- **Lack of key technical skills** - no provision was made for some crucial ICT technical skills within the TOM: under i-Cov, recruitment concentrated on knowledge of ITIL processes rather than technical experience and expertise, resulting in the loss of significant technical skills. With the increased utilisation of Customer Relationship Management and the impending implementation of SharePoint, these skills are necessary to not only implement the final design but to also develop and code the solution itself. When the technical posts were originally recruited to the rules meant that some staff were recruited into posts with limited knowledge and experience of the role.

Issues such as the above are being addressed pragmatically on a case by case basis. For example, ICT has developed a formal Integration Strategy which details the technical methods, tools and techniques that all future software providers will need to adhere to in order achieve maximum possible integration within available resources. To rectify the skills gaps the aim is to attract and recruit people with more experience and fundamental technical skills into post - experienced staff will then mentor and up skill junior members of staff. We have been explicit in the job adverts when going out to recruit regarding the technical skills we require.

2.12 Lessons Learned

The FSR Methodology works – Perhaps one of the most important lessons to be learned from this review and for the **abc** Programme as a whole was that the fundamental service review methodology does work. Given the scale of the Council's financial challenge, to have in place a way of taking significant costs out of services and improving service performance is very important.

Good baseline data is important but not fool proof – Regardless of the volume of baselining that is carried out during the early stages of FSRs, the evidence from this review is that the data collected may not reflect the actual volumetrics faced by the new service. For example:

- Call volumes to the new Service Desk are significantly in excess of the number identified during the Baselining work which identified the likely call volume for the new service to be just over 20,000 per annum. However, in the first 9 months of operation (April-December 2011) the Service Desk has in fact had in fact logged over 27,000 calls (an average of 151 calls per day) and is anticipating an annual figure of 35,000 by the end of March 2012 – an increase of 75% above the number the Service Desk was staffed to handle.
- In the current structure, all user account management, email account management and an element of core system administration is undertaken by the ICT Service Desk. Under the previous arrangement this work was outsourced to an off-shore 3rd party who carried out the work on behalf of Serco. This additional resource was not been taken into consideration in the sizing of the new service.

Recognise the needs of different customer bases – ICT support to Schools has been an issue since the new in-house service was launched in April 2011. Schools have reported back that they did not feel that they had been adequately consulted during the i-Cov planning phase and believe that the removal of a dedicated schools support team has been detrimental to the service they receive.

- The original dedicated schools support team comprised of 25 staff and covered its own costs being fully funded by schools. It provided support to schools at both a technical and application level.

- During early stages of the i-Cov review, suggestions were made to leave the provision of services to schools untouched until the new ICT TOM was in place and had a period of time to 'settle down'. This idea was considered but rejected and it was decided that the whole review should be carried out in one phase. .
- The reduction in ICT staffing levels also had an impact upon ICT support to schools As former schools support staff were absorbed into the ICT Operations and Change teams, reducing the levels of experience and expertise available to directly handle calls from schools (the new TOM is predicated upon teams of staff with generic support skills supporting a number of systems rather than individual system "experts").
- Schools registered specific concerns regarding the loss of a dedicated SIMS team (SIMS is the ICT system used in most schools) within ICT as they are unable to get instant responses to questions and issues. Therefore it is important that one of the lessons learned from this review is to ensure that internal and external customers of the service being reviewed are fully consulted with as part of the Baselineing and planning phase and their comments and suggestions fed back into the new service design.

Improving the level and types of service to schools is one of the new ICT team's main priorities. Remedial actions have included:

- Setting up a virtual team comprised of staff with former experience of supporting schools and SIMS software who give priority to calls / requests from schools.
- Providing schools with a dedicated Service Desk number so that their calls are answered quickly by experienced staff.
- Actively seeking to recruit staff with schools and SIMS experience to the Application Management team (with explicit references to both areas in the job advertisements and job description) as opposed to seeking to recruit more generically skilled staff.
- Regular engagement and consultation with various individual establishments and schools' consultative groups including the Schools' Forum Group and the Schools' Commissioning Group to seek feedback and to help prioritise improvements.

Recruitment of staff - the difficulties in recruiting experienced ICT staff have been long recognised and had knock-on effects including:

- Gaps in structures led to a dependence upon contractors. Even as a short term solution this brought its own problem due to the generally high natural turnover of contractors who wished to move on to other higher paid roles. This led to a discontinuity in service and knowledge gaps, and the cost of contractors was higher than permanent staff. This increase in staffing costs was managed carefully using the corresponding underspend in the permanent staffing budget.
- As a result of applying the council's Security of Employment policy, some of the staff appointed into posts via the ring fencing process only met 50% of the criteria for the post. Whilst it was planned to train up these staff to meet the other 50% requirement of the posts, this proved to be difficult in practice as some staff were unable to develop new skills whilst dealing with a heavy business as usual workload.

Effective staff consultation - The consultation process with employees proved to be a particularly challenging aspect of this review. With over 100 employees affected by a change to terms and conditions, a three phase formal consultation process was required. In the event, and as there was no formal dispute procedure, we feel that the process was undertaken in a clear and consistent way, and is a model for other reviews to follow.

2.13 Outstanding issues

- **TOM** is still being recruited to. There are currently 20 posts out to external advertisement (some for the 3rd and 4th times). It is proving harder than anticipated to attract candidates with the requisite experience and/or skillsets to apply for the vacant positions. *Planned remedial action: A targeted recruitment campaign underway with the advertisement text worded in a way that more clearly reflects the key skills required and job related requirements than was previously the case.*
- **Information silos** - data and electronic information seems to be rarely shared across the organisation. *Planned remedial action: A proof of concept is underway in the use of technology (in this case Microsoft SharePoint) to provide a corporate repository for key electronic data, stored once, shared as appropriate with internal staff and external partners.*
- **No effective disaster recovery and very limited application resiliency** - only one data centre (not in an ideal location) with a space limited back-up site. Furthermore, there is no obvious evidence that disaster recovery has been tested in the past and services are easily adversely affected by application outages. *Planned remedial action: The various infrastructure upgrades which have been underway since last summer are seeing ICT implement resilience and business continuity capability wherever possible – e.g. the old Storage Area Network (SAN) was solely located in the main data centre. The replacement SAN however, has equipment split across 2 sites (the main and backup data centres). ICT is also examining alternative DR/BC options including sharing data centre space with a neighbouring local authority and investigating the benefits and costs of “Cloud” based solutions. It is planned that a non-disruptive test recovery of the Financial system will be carried out later this summer as the first in a programme of such tests.*
- **Legacy data/telephony network(s)** – the Council does not operate a single network. Multiple data networks need integrating into a single network including voice traffic. There is little resiliency with many single points of failure. *Planned remedial action: A project (One Network) is well underway to map out existing networks and produce a plan (with associated costs) for bringing them together into a single entity whilst also providing resilience wherever possible. The current ICT work plan includes investigating the benefits that implementing a Unified Communications solution could bring to the Council by removing the need for a lot of the legacy telephony equipment whilst improving agile working options.*
- **Functionality duplication** – there appear to be multiple solutions for similar functions across the Council. *Planned remedial action: As the Council reviews and replaces its line of business applications it will look to consolidate systems/functionality wherever possible. An example of this is the replacement of the Finance system where the chosen solution will also provide an option to consolidate payroll and other functions onto a single platform should that be the best option.*
- **Legacy hardware** - some servers and SAN technologies support mission critical applications and are end of life (or obsolete). *Planned remedial action: As mentioned above, the obsolete and soon to be unsupported Storage Area Network is in the process of being replaced by more modern technology with resilience designed in from the start. A tender process is nearing completion to replace many of the servers upon which the Council’s major applications sit. These are expected to be replaced by the end of this calendar year. An audit of existing hardware and subsequent programme of upgrades and replacement will be an on-going activity.*
- **Unsupported software** – a number of applications used across the Council (including some keys ones) are not supported due to them having not been upgraded and/or patched for some time.

Planned remedial action: An audit is underway to identify applications that are out of support (or are nearing that point) or which have not been upgraded for some time. Other work is running in parallel to identify similar issues with the hardware upon which the applications are running. This will help ICT and the relevant service areas to develop a roadmap with options for moving forward – i.e. to upgrade, replace outright or consolidate onto a bigger more strategic platform (such as an Enterprise Resource Planning product). As mentioned earlier, an ERP solution is being procured to replace the current Finance system rather than a stand-alone finance solution.

2.14 Follow-on actions

The ICT team is now introducing resiliency and disaster recovery into all major solutions being developed. These elements are new requirements for projects and were not generally identified by the Council historically nor were they considered as part of some implementations done under the i-Cov project.

Additional work identified by the ICT team post i-Cov includes:

- **Disaster Recovery** – reciprocal arrangements involving sharing data centre space with Warwickshire County Council to enable disaster recovery of ICT systems & equipment at a lower cost are being investigated.
- **Network modernisation** - is critical to continue to support corporate ICT activity and must be completed to support the Council's visions for Our Space. Customer Management and CCTV **abc** FSRs amongst others. As the Council still operates multiple separate networks this is also a key activity in improving communication and information sharing and bringing the benefits of ICT investment to all staff.
- **NHS N3 Connection** – is important in facilitating joint working initiatives with Health such as connecting CareDirector with systems on the NHS Spine.
- **Bring your own device** – enabling Elected Members and key staff to use their own smart phone or tablet to securely access corporate email & calendar. This work is nearing the end of a trial period which if successful will result in a procurement and deployment.
- **Application & Hardware modernisation** – a programme of work is already underway to bring the Council's main line of business systems and underpinning hardware up to modern, supported levels. This work will be on-going for the next 2-3 years.

2.15 Conclusion

As this report illustrates, the Council undoubtedly made the right decision in bringing its previously outsourced ICT service back in-house so that it could achieve significant savings and take back strategic control of the function.

Whilst this has already proven to be a financial success, it was never going to be an overnight task to bring the infrastructure and service up to the levels that the Council has a right to expect.

Resolving many of the legacy issues that the new service has inherited and permanently embedding a new culture and customer focussed ethos within the ICT team will take at least another 2-3 years.

However, during that time the Council will benefit from many ICT related improvements which will also support the wider organisational transformation programme.