

2016/2017 - Chief Executive's Office Portfolio Holder Update

1. Service Plan Performance

The ICT Service provides the underlying infrastructure and support services for nearly 600 users, including key council contractors who access our systems. By the end of 2016/17 we expect the ICT Helpdesk to have received circa 15,000 calls, up on the preceding year, and the service as a whole made over 500 planned changes to our systems, excluding new developments. This represents a 25% increase on the preceding year. Despite the volume of change, service availability remained unchanged at 99.42%

The GIS team, which also has responsibility for Street Naming & Numbering (SNN), made over 32,000 updates the Local Land and Property Gazetteer (LLPG) in 2016/17. The LLPG is the Council's master property database and is integrated into services such as Planning, Revenues and Benefits, Community Protection and Electoral Services.

SNN generated over £50,000 of income in 2016/17 compared with an average of £6,000 when ICT took over the service in 2012. The 2016/17 income is a slight improvement on the preceding year.

Democratic Services is split between three core teams. Civic & Committee Services provides support to all Warwick District Councillors and manages the Council's public meetings, along with supporting the Chairman in their role as civic lead for the District. The electoral services team are responsible for managing of the electoral register (currently 103,956 electors) within the district and delivering all public elections that occur in the District. The Corporate Support Team are responsible for the management of post and deliveries within the Council, cash receipting, management of requests for information to the Council and provide support to the Corporate Management Team.

HR has continued to support the FFF strategy and work with the organisation to realise its vision and work with its values. Present full time equivalent for the organisation is 455; headcount is 526, staff turnover is at 10.98%. Management information and trends are reviewed regularly with the Senior Management Team and People Strategy Steering Group and also includes staff absence, vacancies, leaver information and agency staff spend.

HR provides support to its customers for the following areas: HR Officers managing day to day issues with the council and support for redesigns/policy guidance/recruitment and performance, conduct and absence related issues. HR Support/Payroll are a combined area providing a consistent service for all personnel as part of the Employee Life Cycle. Learning & Development ensures Personal Development Plans are linked to the Corporate Training Plan and considers the priorities of the organisation to ensure skills and knowledge continue to be progressed through a variety of blended learning options. Working in partnership with other organisations has ensured opportunities to network and provide a wider contact base.

The themes of the People Strategy 2016 -2020 have been identified as Leadership and Organisational Development; Equality and Diversity; Workforce Planning and Performance; Learning and Development; Communications, Involvement and Engagement; Employee Well-being, Reward & Recognition. The People Strategy priorities 2016/17 have been identified and scoped to include: the way we recruit; a salary review based on hard to recruit areas; employer branding; refresher of HAY evaluation scheme guidance; apprenticeships; recognition and reward; learning and development. Progress on these areas are updated to the People Strategy Steering Group and governed by the Workforce Steering Group.

Media and Communications, Design & Print and Website teams are responsible for all our internal and external communication with residents, councillors and staff by all communication channels including press releases, advertising, printed literature, website, and social media.

Internally, they update the Intranet with the latest news, as well as supporting staff to access the services they need. They also manage the Rumour Mill as a way of engaging with staff and highlighting current concerns and questions to relevant service areas.

In addition they support service areas with their all their communication and promotional requirements, as well as managing the communication of key projects such as FFF, the new office move and the Chief Executive's talk.

2. Risks

The ICT Service has three primary risks:

- The increasing sophistication of Cyber Attacks, particularly the increase in Ransomware, poses a constant risk to the confidentiality, integrity and availability of council services and data.
- The capacity of the ICT Service to deliver new and innovative solutions to meet strategic demands and service area improvements is being eroded by day-to-day support and the need to secure and maintain our systems. The lack of ICT capacity puts strategic initiatives such as Digital Transformation and Transforming our Workplace at risk while operational demand takes priority.
- The inability to recruit suitably qualified staff. The Desktop team no longer has any staff with an ICT qualification. This is in sharp contrast to the position 10 years ago when ICT could recruit graduates to the entry level helpdesk post. The service has also been unable to recruit suitably qualified developers to the application's team for many years. However, the biggest risk is to the infrastructure team where the salary differential between the Council and the private sector is at its greatest.

The primary risks for Democratic Services are:

- Not dealing with DP/FOI/EIR matters in appropriate way and timescales. This specifically a two part aspect for ensuring resources are available for recording and monitoring responses. There is also a wider matter for

refreshing policies, procedures and training across the Council which was due to take place as part of the SAP.

- Decision/unauthorised decision. This risk was associated with the introduction of a new Council and ensuring adequate training and support was in place. This risk will now have reduced and should continue to do so.

The primary risks for HR/Media are:

- Loss of IT, due to the deadlines HR need to adhere to the loss of IT would have a major impact, loss of key records to enable us to inform payroll correctly related to pay/pensions/absence updates.
- Work on People Strategy not achieved and the impact of low morale and engagement in the organisation.
- Inaccurate/inappropriate communication for internal and external contacts could result in messages being misinterpreted and impact on reputation on the organisation.

3. Workforce Planning

In 2016/17 the ICT Service was fortunate not to have any vacancies. However, due to the high level of demand placed on the service, and the levels of stress being reported by staff, a review of how the service is delivered will need to be undertaken in 2017/18.

Democratic Services are in a fortunate position to have a vacancy within the corporate support team for which authorisation has been provided to recruit to and it is envisaged that there will be challenges in recruiting to this post.

During 2016/17 HR has continued to operate on an interim basis, based on the resources required to support key change programmes across the Council linking to FFF within the next year and the increasing demands of the change of a new payroll system. There was also a decision made to include the Media/Design and Website team within the function reporting to the HR Manager which equally has impacted on the resilience within the team overall. A review of how the HR/Media/Design service is being delivered based on the needs of Service areas is planned to be undertaken in 2017/18.

4. Budget

The ICT Service continues to reduce its budget despite inflationary pressure and recent pay awards. The ICT 2016/17 budget is £400,000 less than it was in 2008/9, and the service has met the 2.5% saving on discretionary budgets in 2015/16 and the 5% reduction for 2016/17.

Expenditure from the ICT Asset Reserve is monitored to ensure that only necessary expenditure is committed. This, coupled with the desktop virtualisation strategy has reduced predicted expenditure from the fund by £150,000 over the first five years of the reserve.

The recent devaluation of the British pound against the US dollar provides the highest budget risk to the ICT service. Although the Council's ICT support and

maintenance contracts are purchased in pounds, because many of the products originate from the USA then the contracts are originally quoted in US dollars. It has been widely reported in the financial press that some leading ICT companies have increased their UK pricing by 25%.

Democratic Services Team has had stable year for budgeting and through procurement has been able to achieve some small savings. However the budget challenge could be the elections and electoral registration printing contract tender process this year. This will be known once tenders are received in April.

The HR area has continues to review how it offers its services to its customers. The introduction of a new Payroll Bureau has increased our budgetary spend on the contract required however reduced the resources required to support the payroll service and provided us with increased resilience. It has also impacted culturally across the organisation with the implementation of the Self Serve system enabling managers and staff to be more empowered. A positive example of this is a saving of £3,000 by not producing paper payslips.

The HR team has continued to support FFF projects across the organisation, advice and guidance on restructures and staff issues as well as proactively reviewing policies and guidelines. This has required an increase in resources to ensure the capacity was available to support the organisation moving forward.

Learning and Development has been identified as a significant contributor to the morale and motivation of staff to maintain and improve on the skills, knowledge and behaviours of the people of Warwick District Council. The Budget for this key area has not been reduced to ensure training remains a key part of Service Plans and the 'People' aspect of FFF.

Media, Design, Print and Website pro-actively manage their budget to ensure the framework is adhered to and provides value for money.

5. 2016/2017 Service Area Projects

Corporate Projects

Digital by Design – Programme of work submitted to Executive

ICT Governance & Management

ICT Business Continuity Plan - complete

Security & Compliance

PSN CoCo – PSN Health check remediation in progress

Business Continuity Test - Complete

Desktop Projects

Evaluate and develop the Members' ICT Solution – Final report to be completed

To define the strategic direction for desktop computing - Complete

VMWare Horizon View Upgrade - Complete

Application Support Projects

Corporate Development - Ongoing

Infrastructure Projects

Implement Session Initiation Protocol (SIP) Trunks - Complete

Evaluate Moving Email Routing via O365 – Deferred 2017/18
Network Upgrade – Complete (Firewalls delayed to May 2017)
SAN Replacement - Complete

GIS Projects

Rollout Civica Community Map Pro - Complete

People Strategy

Review of People Strategy Action Plan

Equality & Diversity

Update of E & D action plan

Terms & Conditions Review

Boundary Review

Request with the Boundary Commission and project rolled forward through to 2017/18 SAP

Contracts

Procurement of elections and electoral registration printing are both out to tender at present. The delivery of polling screens and temporary polling station contracts on track to be awarded by the end of March 2017.

CMIS (Committee Management System) APP

This work was rolled into the Councillor IT working Party which was placed on hold to enable the Members Allowances Review to be completed. This work should be completed and reported to Executive Summer 2017.

Information Requests

A new information governance framework for the Council has been drafted and is being consulted on. This is due to be rolled out to the Council early in the new financial year. The handling of information requests performance has improved significantly through new processes led by the Corporate Support Team.

Hybrid Mail

A business case to moving to Hybrid Mail has been drafted and considered. At present this business case does not justify progressing this project.

CMT Support

Revised arrangements for supporting CMT have been introduced permanently and have led to savings and improved efficiencies.

6. 2017/2018 Service Area Projects

Corporate Projects

Digital by Design

Transforming our Workplace (ToW)

Governance & Management

ICT Strategy 2015-19

People Strategy 2016-2020

ICT Business Continuity Plan

Information Governance

Security & Compliance

PSN CoCo

Digital Resilience

Desktop Projects

Desktop Refresh Review

Application Support Projects

Corporate Development

Infrastructure Projects

Network Core & Firewall Replacement

Reconfigure File Server

Expand VoIP telephony to Satellite Sites

GIS

Support of the Neighbourhood Services Data capture project.

Electoral Services

Boundary review

Contracts

Planning for HQ relocation

Civic & Committee Services

Councillors IT Working Party

Implement the new Scheme of Members Allowances

HR

T&C Review

Review of Salary Benefits & Recruitment:

Organisational Development:

HR/Media Review

Review of operational needs and structure/processes to support.