

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Policy and Resources Select Committee
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Title:	Annual IT Update
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Report From:	Director of Corporate Resources

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1. Purpose of Report

- 1.1. This is the annual update on IT developments and performance for Policy and Resources Select Committee. It considers progress over the last year and summarises priorities ahead.
- 1.2. The last annual report to the Committee was in October 2011. This noted in particular the growth in shared and sold IT services, as well as the contribution IT is making to efficiency programmes across the County Council.

2. Contextual Information

- 2.1. IT is at the heart of changes facing the organisation:
 - Implementation of 'Open for Business' aims and objectives.
 - Developing new business models for services, often based on self-service and access to electronic information.
 - As the backbone for partnership working, enabling secure sharing of information and infrastructure to support joint working.
 - Contribution to corporate change programmes such as the Integrated Business Centre and Hampshire Workstyle.
- 2.2. Over the last year the IT Board has considered on a range of topics and proposals. A summary is attached at **Appendix A** for information.
- 2.3. A challenge for IT over the last six months has been balancing the IT cost reduction programme with increasing demand for IT. This has been particularly complex because of increasing IT turnover. A range of actions have been taken to deal with this.

- 2.4. Provided these resource pressures can be resolved, and given the high performance of IT generally, IT is well-placed for the future and to support 'Open for Business' .
- 2.5. A further priority has been information security – growing phishing attacks and the importance of good data security. Cyber threats are becoming more pervasive and sophisticated, and work is underway to introduce stronger security. There are costs in this, but the benefits to mobile and flexibility working are considerable, and it will enable people to make use of their own iPads and smartphones.

3. Members and IT

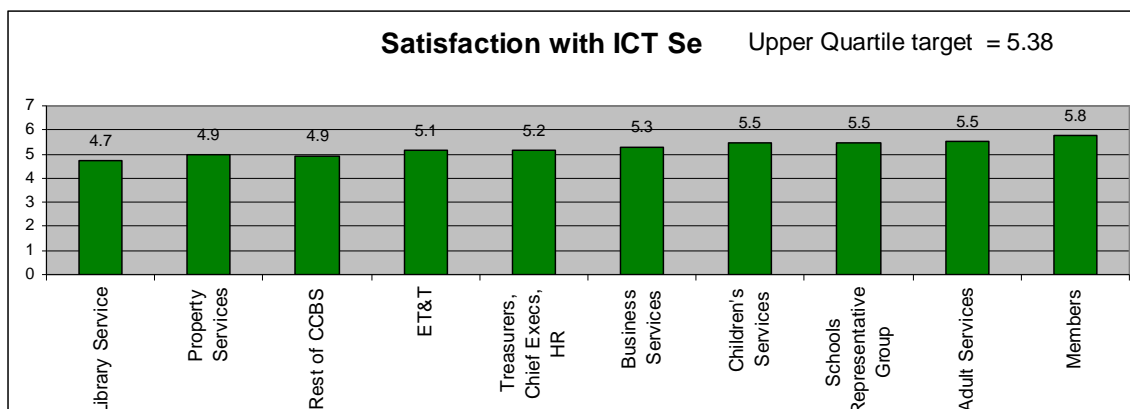
- 3.1. A successful IT event was held for Members in February 2012. This covered a wide range of topics:
 - Hosted School Service (HSS)
 - e-learning Centre
 - SIMS Learning Gateway
 - Single Business Process for Adult Social Care.
 - Universal Search and PiPER.
 - Information sharing between Health & Social Disabled Go web site
 - Demonstrations of Geographical Information
 - On-line Crime Reports
 - Highway fault reporting website
 - Demonstration of Social Media
 - Transparency Agenda and Open Data.
 - Demonstrations of Member IT Services (including the new Public Notices Portal plus the Meetings Information System, Members' Portal and Member's Personal Web pages).
- 3.2. There has also been a Cabinet briefing on IT with follow-up one-to-one discussions with Cabinet Members and Chair of Select Committees on IT plans and requirements.
- 3.3. The Head of IT works closely and regularly with the Member lead for IT, Councillor Keith Evans, who also has a position on the IT Board.

4. Performance, Projects and Systems

- 4.1. An external review of IT satisfaction was undertaken in the first quarter of 2012 by Socitm (the Society of IT Management). A good level of satisfaction with IT was shown, the rating increased slightly since the last survey in 2009/10. This is pleasing, given the level of IT cost reductions, change and centralisation of IT.
- 4.2. 84% of respondents reported that the IT service was the same or had improved in the last year. 74% of respondents reported that IT is now integral to their work. Project performance remains good (targets are set and monitored for delivery within time, budget and quality expectations)

but performance is being impacted by resource pressures particularly in teams with specialist technical skills..

- 4.3. Excluding external partners, the rating moves close to the upper quartile of externally benchmarked results. There were, it should be noted, some significant problems for Havant IT during transition to the County IT's platform, which affected the overall results at that time.
- 4.4. The average sector satisfaction scores are shown in the table below.



- 4.5. The highest scores were received for IT Security being taken seriously, effectiveness of first line support for resolving problems and overall quality and reliability of systems. The lowest satisfaction scores were around capacity for project delivery lead times, plans for new systems/developments and understanding of users business.
- 4.6. In addition to the external survey, a regular internal survey is undertaken on a quarterly basis. Results were consistent with the Socitm survey. Satisfaction for systems was highest with Hantsnet, SAP Employee Self Service, SAP Manager's Self Service and SAP Procurement. The lowest scores were received for HantsFile and PrintSmart, which were new systems for many staff.

5. Some examples of Projects Delivered Successfully in 2011/12

5.1. Adult Services:

- Implementation of the new version of Swift (Adults Integrated Solution), configured to support new assessment and care management processes.
- Implementation of a new client contributions policy for adult social care.
- Implementation of Swift/AIS functionality enabling Hantsdirect agents to provide initial assessments at first point of contact
- Development of a mechanism which to health and social care staff to co-locate and access both Health and HCC systems from a single Workstyle device.

- A range of initiatives, funded by the Common Assessment Framework (CAF) grant, to improve information sharing across health and social care. In particular of the 'Hampshire Health Record', social care information accessed by health clinicians and social care staff.

5.2. **Economy, Transport and Environment:**

- Procurement of replacement Highways Management System providing a more modern, lower cost service (called 'Confirm').
- Web-self service, including improvements to Fault Reporting.

5.3. **Culture, Community and Business Services:**

- Procurement of Property Asset Management system, a shared service with Surrey County Council.
- On-line bookings- Registration Services appointment bookings, BBQ bookings, and Arts Ticketing.
- Upgrades and infrastructure improvements of business critical systems (eg. Key2, Spydus and Library system).
- HantsFile rollout completed in CCBS (except Property).

5.4. **Children's Services:**

- Executive Member approval was granted to undertake the IT Change Programme for Children's Services & Schools.
- The first eLearn eTeach centre has been completed on the site of Bancroft Primary in Havant.
- IT supported major service transformations within Children's Services including the disaggregation of the Wessex Youth Offending Team and the reorganisation of Children's Centres.

5.5. **Corporate Programmes and Services:**

- Migration of almost all schools onto HPSN2 (530), corporate move to a new Internet Service Provider (ISP) and improvement to web filtering capability.
- Development in the County's core Finance, HR & Procurement system (SAP) to meet operational and statutory requirements pending process changes arising from process design change.
- Success of the 'Little London' project using HPSN to deliver a rural village broadband service.
- Grant database system for members and 'Member's Maps' successfully launched.
- New telephony service delivered to 100 HCC sites, supporting flexible working and office consolidation (eg. 700 CCBS staff moved office freeing up Mottisfont Court).
- A number of additional service and service improvements delivered by Hantsdirect with self service enabled in parallel e.g. Registration Services Booking, salt bin replenishment reporting, waste disposal permit application, issuing of new Blue Badges and concessionary bus pass application.

- Further rollout of the County’s document and records management system – HantsFile to departments (rollout is due to complete Dec 2012).

6. IT Shared Services and External Income Generation

6.1. IT shared services have continued to grow at around 8% per annum, now accounting for nearly 30% of the total activity of IT. Notably over the last 12 months:

Partnership:	Achievement:
Havant and East Hampshire	Completion of the IT roll-out in the Havant Public Service Plaza and agreement to provide IT Service for East Hampshire District Council Shared Services Agreement signed following presentation to both full Councils.
Oxfordshire County Council	Growing partnership including SAP support and potentially network and GIS.
Dorset County Council	Stable partnership including joint DR arrangements and Public IT projects.
Age Concern	Proposal in principle agreed to share IT by 2013.
HPSN2 for Schools	Successfully delivered 530 out of 534 schools to time and under budget.
The Hosted School Service	50 schools live with a further 13 planned for implementation before Christmas and a healthy pipeline. The service is now contributing an annual income of £3.2m.
Health Service	Growing interest in HPSN2, particularly from Southern Health who plan to procure significant network links from the HPSN2 framework.
Hampshire Fire & Rescue Service	Ahead of and in preparation of wider shared services agreements, a new IT Support SLA was agreed.
Hampshire Constabulary	Early plans underway for shared services.
HR/Payroll services for Academies using SAP and pilot of hosted Academy financial solution	Retention of business and ongoing engagement with Academies to provide professional services
Little London	

7. Priorities Looking Ahead

- 7.1. Priorities looking ahead will be driven by the need for further efficiencies, particularly around simplification and automation (or elimination) of business processes in support of the Integrated Business Centre (IBC). Increased adoption of internal and external self-service and growing partnership working enabled by IT will also be a high focus.
- 7.2. Work will continue on the Hampshire Broadband programme. Demands for improved broadband remain high, with nearly 15,000 registrations on the web database – the highest level of public interest that we are aware of in the UK. The Hampshire Broadband procurement will be launched this autumn, with the intention of appointing a supplier in early 2013. Timescales are mainly at risk because of the delay in the Department for Culture, Media and Sport securing European State Aid approval on behalf of all authorities land.
- 7.3. A decision has been made by Children's Services, supported by the Executive Member, to seek an alternative Social Care case management IT system. This is likely to deliver during 2013, and is part of a wider transformation programme for Children's Services IT.
- 7.4. Support for and the implementation of a shared partnership with Hampshire Constabulary and Hampshire Fire & Rescue Service is heavily dependent on technology – both integrating IT functions where necessary, and ensuring IT as an enabler of joint working. Work includes the possibility of a shared sharing Data Centre, and potentially the Police joining the HPSN2 (all other public service organisations in Hampshire are now members).
- 7.5. External services are expected to continue to grow, and priorities will include the implementation of the East Hants District Council and Havant Borough Council service, demand for the Hosted School Service and support for shared services as part of the implementation of the new Corporate Resource functions.

8. Recommendations

- 8.1. That this report be noted.

IT Board Activity November 2011 – July 2012

Date:	Topic:	Purpose of the Report:	Decision/Key Action:
15 NOV. 2011			
Decision item	IT Resourcing	The growing pressure on IT resourcing and increased turnover were considered and challenged. Specific difficulties in recruitment of contractors were reviewed and the importance of departmental forward planning for IT activity.	Actions were agreed to resolve problems with procurement of contractors. A three month planning window for individual departmental plans for IT was agreed to be in place by the end of January 2012.
Decision item	SAP – Plans for 2012	SAP resource demands and priorities were reviewed and specific priorities such as changes to Employ Self Service and Manager's Service considered.	The IT Board were concerned that there was not a consistent approach to processes around SAP. This would be a growing priority under the corporate services review. It was agreed to put on hold further the work on ESS and MSS. The overall programme was agreed otherwise.
Decision item	Information Security	The IT Board reviewed the effectiveness and discussed in particular the importance of information security policies and procedures. Growing concerns over security risks with OWA access and 'mobile' were presented with options to address.	The business benefits of allowing staff to use their own equipment was agreed, and the flexibility of OWA. However, individual responsibility means that staff falling for a "phishing attack" may be liable for disciplinary discussion if caused by their own negligence or lack of IT understanding. It was agreed that work should proceed in securing a commercially viable security "app" for mobile devices.
Decision item	IT Cost Reduction Programme Update	Progress was presented on the IT cost reduction programme. The closedown of the programme was proposed, subject to conclusion of final delivery targets. Delivery of savings and impact was reviewed.	The Board welcomed the progress being made in delivering savings. It supported re-investment of some savings, especially reflecting the growing pressures in some parts of IT. Targets should continue to be exceeded in terms of savings.
Decision item	Hampshire Constabulary/HFRS/HCC Shared Services	An update was given on the work to support the shared service programme for Hampshire Fire and Rescue Service, Hampshire Constabulary and Hampshire County Council. The contribution of IT as an enabler and also as a shared service in it's own right was noted, and that a business case would be presented by April.	The IT Board strongly supported this priority and welcomed the contribution of Hampshire IT to business analysis, due diligence and technology planning.

Appendix A

Information item	Digital Hampshire Strategy	The progress on the development of the Digital Hampshire strategy was presented, and IT Board members were invited to contribute.	IT Board supported the strategy and the link to the Customer Access Board. Board members will provide professional input.
Information item	P&R Select Committee – Annual IT Update	The P&R Select Committee Annual IT performance report was reviewed by IT Board members, and the final version tabled at this meeting.	The report was welcomed, and the progress and achievements of IT agreed. The challenge lay in what to leave out. Priorities were agreed.
Information item	HantsFile programme Update	A presentation of progress was given by the Programme Manager. Over 6000 staff now have access to HantsFile and the programme continues to deliver within its budget.	Progress was welcomed, and the Programme Manager (Chris Jackson) congratulated on achievements to date, especially continued delivery to time and budget.
Information item	Members’ IT Event	The Board considered the Plans for the IT event for Members in February, and discussed purpose.	IT Board members agreed to take part in the event, and that a final agenda/layout would be circulated nearer the time. The importance of focussing on outcomes and practical applications of technology was stressed.
Information item	IT Shared Service – Update	An update was given on IT shared service activity. This included the priorities for IT, and the importance of ensuring work was appropriately funded with no cross-subsidy.	The priorities for external work were confirmed by the IT Board including Oxfordshire and Dorset County Councils. The importance of ensuring an appropriate business basis and financial model for all external activity was agreed. It was accepted that for significant new external activity there would be a potential short term impact in order to close an arrangement and to initially implement. This should not, however, compromise the existing priorities of the IT Board.
Information item	IT Strategy Delivery Progress	An update on the IT strategy was given with the supporting report on implementation. In particular it was reported that a review of projects had demonstrated that 95% were well-aligned with the strategy and only 2% deemed as agreed exceptions.	The IT Board welcomed the update and progress being made. It was noted that Simon Blake will take over responsibility for strategy delivery within IT. The high degree of compliance of projects with the strategy was strongly supported.
Information item	Business Case – Hosted Schools Service	The business case for the Hosted School Service and the targets were described, already agreed by the Children’s Services IT Board.	The next steps were agreed, noting the scale, importance and risk of the programme. Early success indicates the service should move to a ‘business as usual’ basis with safeguards as described in the report. Targets for primary and secondary school roll-out were noted.
Decision item	Protecting Against Security Breaches	Following a recent ‘phishing’ attack, this item updated the IT Board on the potential impact of phishing attacks and the importance of promoting good information and data assurance.	It was agreed that there is a clear responsibility of all staff to ensure good data security and information management, whilst noting that some ‘phishing’ attacks can be subtle. The Board noted the actions being taken and agreed that Chief Officers should be informed if security breaches occur.

Appendix A

Decision item	Other Items – Broadband and Budgets	Proposals on further centralisation of the IT budgets were reaffirmed, and will now be extended to include Hantsnet charges as well. A verbal update was given on the Hampshire Broadband programme, and the importance of broadband supporting the County Council's own self-service development.	These items were noted, and the IT Board asked for future reports to be brought in due course.
9 JAN. 2012			
Decision item	Data Security – Mobile Devices and OWA – Introducing '2 factor authentication	The focus of the IT Board meeting was primarily on data and information security, particularly around OWA and mobile devices. The importance of maintaining a security accreditation, especially with developing partnerships was proposed, along with more rigorous enforcement and technology changes for authentication of different access methods to Hantsnet services.	The proposal to adapt stronger security was agreed, subject to more detailed proposals being brought back on how this would work to the next meeting. Board members agreed to pilot new authentication methods.
Decision item	Members' IT Event	The final arrangements for the Members' IT event, including the presentation of all the stands was presented for signoff.	The programme, and preparations were agreed by the IT Board and the IT teams that had put in place the stands. The format was signed off and Board members invited to attend.
Info Items:	None this meeting		
16 APRIL 2012			
Decision item	Information Security	Final proposals on 'two factor authentication' were proposed for OWA and mobile devices.	The Board endorsed the need for stronger authentication which was agreed to be implemented in the Autumn. Costs were agreed. A more consistent approach to data security across all access methods was considered. and agreed in principle.
Decision item	'Cloud Computing' Model for Hantsnet Desktop	A presentation was given on 'cloud computing', and the approach that the County Council is taking in adoption with an appropriate balancing of risk. The presentation was accompanied by a report which proposed a move to Hantsnet email being moved into a 'Cloud' service, with exceptions (eg. for secure areas and partners).	The presentation was welcomed by Board members simplifying the business impact, opportunity and risk. It was noted that Hampshire has been adopting a 'private cloud' model for many years. It was agreed that the direction should be to move email to the cloud adopting the Microsoft '365' service, subject to finalisation of the business case and a suitable contractual route being agreed. Further briefings were offered to Board members and their teams on cloud computing, if required.

Decision item	IT Disaster Recovery and Business Continuity	The IT Board reviewed the current IT Disaster Recovery for the Council and its partners, following the move from a private sector service to a partnership with Dorset County Council. An overview was given of the 'critical application list' and the process for recovery in the event of a disaster. The Board was asked to review and endorse the new arrangements.	The Board supported the new arrangements and the successful testing which had taken place with Dorset County Council. The importance of departments taking an overall view of their IT reliance in their own business continuity arrangements was agreed and will be communicated back through the organisation. The IT Board would take a more direct role in ascertaining the risks, options and action plan for IT disaster recovery, reporting back to the Risk Management Board. This will include any changes to the critical application process or list.
Decision item	IT Procurement Category Management & Core System Plan	The report described progress and issues on the Category Management approach to IT procurement, noting that IT was the first area to adopt this approach. It described the best practice example of the Highways Systems procurement, which had worked well recently. It proposed a Category Management Plan for 2012/13.	The IT Board welcomed the update and the risk based approach to procurement which is being adopted. The Category Management Plan and Core Systems commercial assessment were agreed, and further reports in due course on specific tendering (such as the Children's Services programme) were requested. The importance of flexible IT contracts that allow partners to use them was emphasised.
Decision item	IT Capacity and Workforce Planning	Following previous Board discussions, an update was given on the progress in addressing IT capacity risks and bottle-necks. The continuing high level of demand for IT resource and growing turnover were noted, and the importance of better departmental planning to allow best use of resources. No Voluntary Redundancies have been accepted for high IT demand roles. The main reason for turnover was higher salaries elsewhere. Actions being taken include increased use of contractors, judicious use of IT market supplements, restructuring, internal promotions and external recruitment.	The Board supported the progress and actions to strengthen capacity and minimise un-necessary turnover. The importance of, and the dependence on, investing in people as well as technology was agreed. Action including targeted use of market supplements were endorsed.
Decision item	Children and Schools IT Systems Procurement Executive Member Decision Report	A summary report which has already been reviewed by the Children's Services IT Board was presented for information. This is the single largest, widest and most complex IT procurement currently underway, and was covered also in the IT Category Management Plan report.	The report was noted.

Appendix A

Decision item	Update on Digital Hampshire Strategy	The IT Board report received an update on the discussion at the Hampshire Senate on the Digital Hampshire Strategy, the recent partnership conference and the impact of digital on the economy, social inclusion and public service reform.	The final version was circulated and further updates were requested in due course as they impacted on the IT Board activity or the IT strategy of the County Council. The importance of designing services around users to increase take up was specifically endorsed.
6 JULY 2012			
Decision item	Customer Satisfaction Review	To consider the detailed findings of the independent review of IT customer satisfaction.	The result was commended and key actions agreed in areas to improve results.
Decision item	Video Conferencing	Options were reviewed for VC.	The Board agreed with a targeted approach to trial VC rather than a more expensive general solution.
Decision item	IT Strategy – Progress and Update	The review of strategy progress was given.	Progress was noted and the value of the prioritisation work to ensure IT investment was aligned to priorities was strongly welcomed and endorsed.
Information item	Security and ‘2 Factor Authentication’ Update	Progress on piloting stronger authentication as reviewed.	The Board endorsed the earlier decision to strengthen security, in the light of growing risks, provided that changes were carefully managed and did not unduly affect mobile and flexible working.
Information item	Web Content Management System Replacement	Proposals to replace content management tools now nearing the end of their life for Hantsnet and Hantsweb were considered.	The approach was agreed, subject to due process for the business case and release of capital funding.
Information item	Project Programme Resource Management – Project Vision	The programme manager updated the Board on the progress on this important project, the first since the contract with the supplier had been signed.	Good progress was noted. No specific concerns were raised at this stage.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	no
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	no
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	no
Corporate Improvement plan link number (if appropriate):	
OR	
This proposal does not link to the Corporate Strategy but, nevertheless, requires a decision because:	
It is a requested update on IT activity, and IT affects every aspect of the County Council's functions, as well as being a major expenditure heading.	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

- 1.1. IT has a key part to play in equalities and diversity. For example, ICT literacy work with staff, the public and silver surfers for which Hampshire County Council IT has won awards in the past.

2. Impact on Crime and Disorder:

- 2.1. n/a

3. Climate Change:

- 3.1. Over the years IT has won numerous awards for its sustainable and green technology. In 2011 the County Council was commended in the Government Business Awards for its public sector energy category, and in late 2010 won the Data Centre Europe Awards for the best European sustainable data centre design.
- 3.2. Hampshire IT will continue to build on its low carbon base using 'thin client' technologies (lower carbon to manufacture, use and disposal). Hampshire Workstyle (shared green printing – PrintSmart) and a variety of mobile and flexible working reducing dependency on travel (video conferencing, home working, support for personal devices on the move).