Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**6 February 2018**
Report By:	**Chief Financial Officer**	**Report No:**	**FIN/14/18/AP/AMCD**
Contact Officer:	**Allan McDonald**	**Contact No:**	**01475 712098**
Subject:	**ICT Services Performance Update**		

1.0 PURPOSE

1.1 On 20 June 2017 the Committee approved the Council's Digital and ICT Strategies for 2017 – 2020. This report includes updates on the Digital and ICT Strategies and associated issues.

2.0 SUMMARY

2.1 Updates to the action plans for the Digital and ICT Strategies can be found at Appendices 1 and 2. Work is ongoing on a number of Business Cases which will help achieve the approved actions including a proposal for a significant upgrade to Council's Customer Service System.

2.2 The Council continues to look towards new and distinct methods of allowing customers to interact with the Council's Services. Details of the changes to contact methods in the Customer Service Centre are detailed in Appendix 3 section 1 and show only marginal movement between channels. A system change which allows greater on line self-service with Council Tax is being implemented and should drive a step change in channel shift.

2.3 The Servicedesk continues to deliver a high quality service as demonstrated in Appendix 3. There is a challenge to ensure that this is maintained in light of on-going and increasing resource pressures. Following feedback from the Committee, the Service has amended its targets to provide a more robust challenge to the Service Desk.

2.4 The Committee will note that following an initial spike in customers using web forms and the Citizen Mobile app, the usage has steadied to a combined total of 12% of all contacts. ICT has conducted a review of the Mobile Application and Web Form usage and this is included in Section 5.

2.5 The Scottish Government Public Sector Cyber Resilience Action Plan was introduced in December 2017 and the Council has committed to support and implement the plan as detailed in Appendix 4.

3.0 RECOMMENDATIONS

3.1 That the Committee note the Performance Statistics Report and Action Plan updates for the Digital and ICT Strategies.

3.2 That the Committee note the conclusions of the Channel Shift Mobile App and Web Review and the contents of the update on the Scottish Public Sector Cyber Resilience Action Plan.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 The Council runs a small and cost effective ICT service which provides support across ICT hardware, software and security. The parameters for this support and how users operate the system are supported by a number of ICT policies which are considered and approved by the Policy & Resources Committee.

4.2 ICT Services provides 5 main functions as part of its overall service:

- Servicedesk – Incident Response and Service request
- Server and System Support
- Network and Telecommunications
- Application Support and Development
- Project Management

4.3 The service provides support from 08:40 – 17:00 (16:30 Friday). And continues to deliver a highly efficient and very cost effective service. The service is consistently benchmarked as one of the lowest spending services per customer/device of all 32 local authorities.

4.4 The Public Services Network (PSN) provides connectivity to other public sector bodies including UK Government Departments and agencies and other public sector bodies. As the Scottish Wide Area Network (SWAN) develops it is envisaged that most Scottish Public Bodies will become members and that this network will become the main route for interconnected services within Scotland. As SWAN will be connected to PSN, compliance certification remains a key requirement for the Council.

4.5 On 20 June 2017 the Committee approved the Council's Digital and ICT Strategies for 2017 – 2020.

5.0 PROGRESS ON STRATEGIES

5.1 The Digital Strategy highlights the increase in the use of digital media and services in the everyday lives of the public and the need for the Council to continue to develop its services to ensure that they can be accessed and delivered in the manner which the public expect. It recognises that there are a sizeable number of customers within Inverclyde who make limited or no use of digital services and will continue to interact with the Council on a face to face basis or by telephone.

5.2 The ICT Strategy supports the Digital Strategy and details how the Service will deliver the core ICT infrastructure and functions including system support, hardware and software refresh, core systems and system security.

5.3 The ICT Service takes the lead in supporting and coordinating the Digital and ICT Strategies. A corporate approach is ensured by all Directorates being represented on the Digital Strategy Working Group which meets 6 weekly with focus on delivery of the approved Action Plans. Work is ongoing on a number of Business Cases which will help achieve the approved actions including a proposal for a significant upgrade to the Council's Customer Service System.

5.4 ICT reported the launch of the Mobile App and introduction of Web Forms in January 2017. The app has been downloaded approximately 1100 times across both platforms. In 2017, of the services available to be reported via the App, 86.7% of interactions were still completed via traditional methods (telephone, email, face to face). 8.2% used the app and 5.1% used the website/online forms. In the two full months following launch an average of over 150 incidents per month were being reported via the app. However this fell to an average of 50 incidents per month for the rest of the year.

5.5 ICT undertook to liaise with the Services and identify any issues or support that could be addressed. Meetings were held with managers from the Services involved to identify any issues and ensure that Customer Service incident management was being completed as per agreed standards and within service levels. The meetings identified some common issues as well as service specific requests.

5.6 The Services identified positive changes that they would like to see incorporated within the system including:

- Enhanced supervisor training to ensure that they can advise and guide staff within the teams on the most appropriate way to respond to CS Calls,

- A range of automated and pre-populated responses to common requests, including offering assistance in identifying non Council related locations,

- Integration between Lagan and existing systems.

5.7 In order to investigate and progress these changes a group of officers from ICT, Customer Services, Safer Communities and Environmental & Commercial Services will meet on a regular basis and report back via the cyclical meetings of the Digital Access Group.

5.8 The Scottish Government Public Sector Cyber Resilience Action Plan was introduced in December 2017. The Council has committed to implement and support the plan. The Action Plan set out the key actions that the Scottish Government, public bodies and key partners will take up to the end of 2018 to further enhance cyber resilience in Scotland's public sector. It recognises the strong foundations in place and aims to ensure that Scotland's public bodies work towards becoming exemplars in respect of cyber resilience.

5.9 ICT Services have now incorporated the requirements of the plan into their forward planning for the PSN Accreditation Process for 2018/19 and their Cyber incident response procedure. Further details are contained in Appendix 4.

6.0 OPERATIONAL PERFORMANCE

6.1 The ICT Service has been challenged by the new service level targets but overall performance is in line with previous high levels. Appendix 3, Section 2 show performance across a range of targets:

- Servicedesk Incidents
- Servicedesk Service Requests
- Internet and Web Access
- Email
- PC Refresh

6.2 The Servicedesk continues to deliver a high quality service that has rated highly in Customer Satisfaction exercises. There is a challenge to ensure that this is maintained in light of ongoing resource pressures. The majority of the day to day work that the Servicedesk undertakes is in the Schools. With an increasing emphasis on the use of technology in the classroom ICT works closely with QIO colleagues in Education Services to ensure that the service delivers in line with educational priorities.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

There are no direct financial implications arising from this report.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

7.2 **Legal**

There are no legal implications arising from this report.

7.3 **Human Resources**

There are no HR implications arising from this report.

7.4 **Equalities**

There was a full equalities impact assessment carried out with the initial Strategy and as such an equalities impact assessment is not required at this time.

7.5 **Repopulation**

7.6 There are no repopulation issues arising from this report.

8.0 CONSULTATIONS

8.1 The CMT has considered a more detailed report on the implementation of the Mobile App.

9.0 BACKGROUND PAPERS

9.1 Letter from the Deputy First Minister dated 8 November 2017
Cyber Resilience Strategy For Scotland - Public Sector Action Plan

Appendix 1 – Digital Strategy Action Plan Update

Action		Milestones	Success Criteria	Target Date	Update January 2018	Status
Customer Focus	Provide Improved online Services	Develop a Citizen Self-Service Portal where KANA CRM is linked to the portal & enable citizens to access multiple services via single sign-on. Allow customers to book & pay for services online. Increase the range of services available via Web Self-Service Revise the range of Services available via Inverclyde on-line app. Allow Council Tax administration via the Council website Conduct targeted citizen surveys – design services the way citizens want them to be delivered. Create KANA scripts to gather feedback and promote digital services.	Delivery of extended range of services available.	December 2017 March 2018	Business case for implementation of Council tax administration and Council Service noticeboard has been agreed at the Digital Strategy Group and implementation is under way. Business case for Digital Services Upgrade agreed by the Digital Strategy group. To be presented to P&R Committee on 27th March 2018.	On Track
	Increase customer feedback opportunities to design, improve and promote services. Enable citizens to track and monitor progress of queries, orders, applications etc.	Enable opportunity to allow citizen to rate experiences. Conduct regular citizen surveys to gather feedback. Develop communications plan. Identify and develop digital ambassadors & Customer Service Champions in all Services and provide training to members. Provide training & qualification opportunities for all customer facing staff.	Increased use of Digital Channels. Improved Customer Service & satisfaction	From October 2017 December 2018	Use of Budget Simulator in Councils Budget Consultation exercise being monitored to be used as a template for improving customer engagement. Customer Services developing action plan in response to customer satisfaction survey.	On Track

Action		Milestones	Success Criteria	Target Date	Update January 2018	Status
Working Practices	Identify and implement agile working opportunities subject to appropriate Business Case	Work with Property Maintenance and Environmental & Commercial Services to identify opportunities. Produce appropriate business cases for Digital Access group consideration & implement If required. Review physical infrastructure – building layouts. Provide staff with full access to information online. Optimise use of existing buildings via appropriate Equipment/Access/Permissions & Hot Desk Facilities.	Delivery of agile working solutions for appropriate staff. Improved access to Council information to all employees	Initial meetings by Dec 2017 Follow up Contacts to begin March 2018	All Visits DMTs and SMTs sent to services. ERR, ECOD SMTs visited. HSCP now completed. Follow up contacts to be arranged to determine any requests following completion of Budget Consultation Exercise.	On Track
	Review home and Mobile working Policies	Identify opportunities with ECMT	OD&HR to review policies a practices. Improved productivity and employer satisfaction.	March 2018 From March 2018	Revised Policy due to be developed by end of March 2018 confirmed by ODHR.	On Track
	Develop a range of management and business intelligence reports and a Customer Service dashboard of management information reports.	Define specifications and identify appropriate functions to be offered.	Delivery of a range of reports and information required by services	Dec 2017 Dec 2018	Initial set of reports detailing Channel delivery developed. Ongoing engagement to identify and produce extended reports.	On Track

Action		Milestones	Success Criteria	Target Date	Update January 2018	Status
Infrastructure	Implement an open Data Policy	Develop a clear policy in line with customer expectations and national developments.	Open data policy published and implemented.	Ongoing	Senior Information Risk Officer/ Information Governance Working Group – Policy published	Complete
	Investigate further systems integration	Engage with suppliers to identify possible system integrations to allow additional services to be available to staff and customers

Develop business case for presentation to Digital Access Group if appropriate. | Further systems become available online. | Ongoing | Engagement with services and suppliers ongoing. Initial discussions regarding potential UFIS/Uniform integration with Kana

Business Case to be developed when requires | On Track |
| | Consolidate and improve ICT offering in Community Facilities | Identify key access hubs & refresh equipment/improve digital access. | Reduce Digital Exclusion | December 2017

From March 2018 | Audit of current estate (including partners) completed.

Respond and develop requirement post Budget Consultation Exercise. | On Track |

Action		Milestones	Success Criteria	Target Date	Update January 2018	Status
Wireless Feasibility Study	Site Surveys and report production	Comprehensive Site Surveys in each Education Establishment and review of core requirements. Production of Report completed and presented to Education HQ	Completion of report.	November 2017	Report Completed	Complete
	Discussion with Education Service re Funding and implementation	Engage with service to identify possible funding streams and prioritisation.

Develop business case for presentation to Digital Access Group if appropriate. | Project Go/No-Go decision | April 2018 | Initial meetings completed. Meetings scheduled with Education HQ and Head teachers forum January 2018 | On Track |
| | Corporate Site Surveys | Complete site surveys across Corporate Estate (subject to decision to implement findings of report). | Survey Complete | From April 2018 | Awaiting project decision. | On Track |

Appendix 2 – ICT Strategy Action Plan Update

Action		Milestones	Success Criteria	Target Date	Update January 2018	Status
Service Provision	Continuous Improvement	Review and publish updated SLA Targets	New SLAs agreed and then met.	From June 2017	Updated stage 1 targets incorporated in this month's report. Further development with introduction of updated Service Desk tool	Complete
	Working With Services	Regular engagement with key Services including Education, HSCP and Finance services	Deliver objectives in the Digital Strategy	From June 2017	Ongoing engagement with Key Services.	On Track
	Training & Skills Development	Identify training and skills required to support the service	ICT Staff have appropriate skills & knowledge to deliver high quality services	April 2018	ICT Service Manager is working with team leaders to identify as part of Appraisal Process	On Track
Information Security	Network and System Security	Support the Information Governance group in dealing with the individual data management responsibilities of each member of staff.	Corporate approach to data handling and electronic document management.	Ongoing	ICT Service Manager is member of IG Working Group	On Track
	PSN Compliance	Use of industry partners to provide Security Assurance through the Penetration Test & IT Health check process. Maintain PSN Code of Connection compliance/accreditation	Provision of report and implementation of recommendations PSN Compliance Certificate	May 2018	Initial discussions with Vendors re IT Health Check. PSN Project Team convened January 2018	On Track

| Action		Milestones	Success Criteria	Target Date	Update January 2018	Status
Core Systems	Review Core Systems	Engage with services to review Core Systems. Complete a full Strengths, Weaknesses, Opportunities and Threat (SWOT) review of all core systems	Council Systems are robust, provide best value and appropriate functionality.	April 2018	Key review process identified and supporting processes developed. ICT working in partnership with HSCP to identify suitable replacement for SWIFT	On Track
		Determine if each identified system still provides best value and appropriate functionality. Develop plans for retirement or replacement of existing systems which are no longer sustainable and integrating their functions into other existing Council solutions. Subject to appropriate cost/benefit analysis.		April 2019	Total have advised that there will only be minimal new development of FMS and that in the longer term, support may be withdrawn. Options to be considered by the CFO.	On Track
	Ensure that existing systems are being used effectively	Engage with services to ensure that existing systems are being used effectively. Focussing on collaboration and communication tools including the Cisco telephony systems, Cisco Jabber, JANET Video Conferencing. Evaluate Skype for Business as an alternative client.	Services have access to the tools and functions required to provide effective efficient services to customers and staff.	August 2018	Key review process identified and supporting processes developed.	On Track
Asset management Programme & Procurement	Hardware Refresh programme	Support requirement for children and young people to have access to the appropriate technologies required to support their learning in the curriculum	Equipment remains up to date and fit for purpose.	Ongoing	All school PCS have been upgraded to Windows 10 to support ongoing education requirements. Desktop Refresh programme in corporate services scheduled for Dec17 onwards. Devices identified and procurement process begun.	On Track
	Supplier management	ICT Service and Corporate Procurement liaise with the major suppliers' account managers on a regular basis via the established Supplier Management Process.	Appropriate level of supplier support and best value.	Ongoing	Supplier engagement ongoing.	On Track
	Cloud Based Services	Investigate migration of services to Cloud based/hosted systems.	Systems delivered efficiently and within appropriate pricing structures	December 2018	Yet to begin	On Track

Appendix 3 – Performance Statistics – 31st July2017

Section 1 – Channel Shift

1.1   Total Number of Requests by Channel
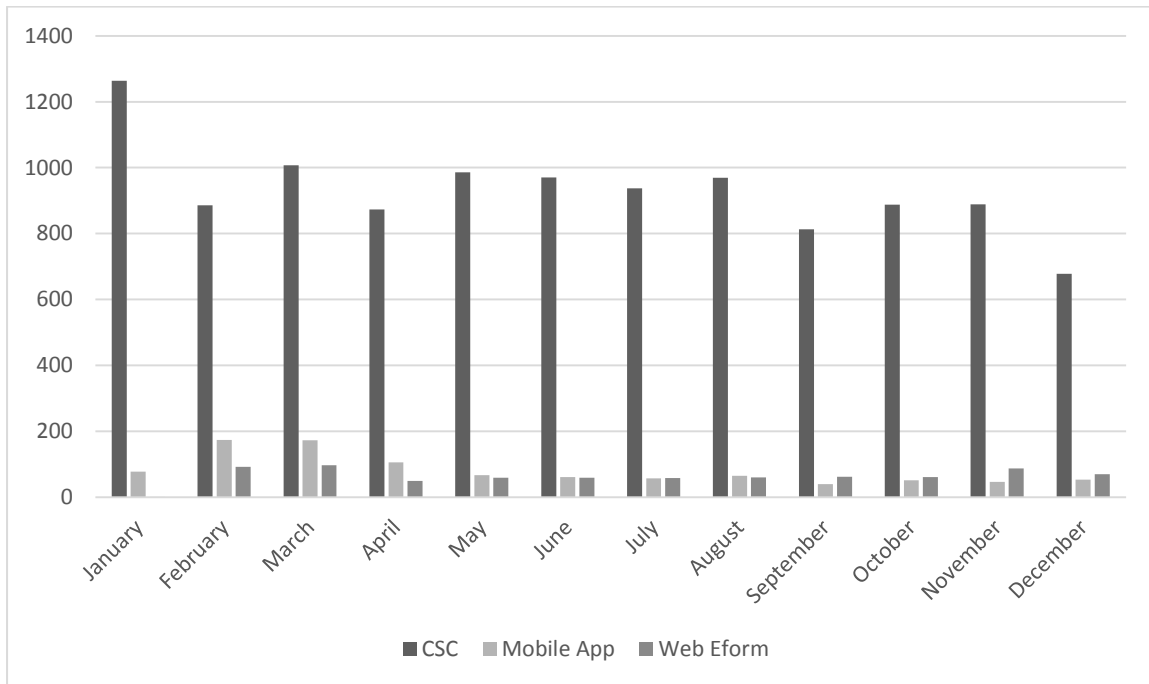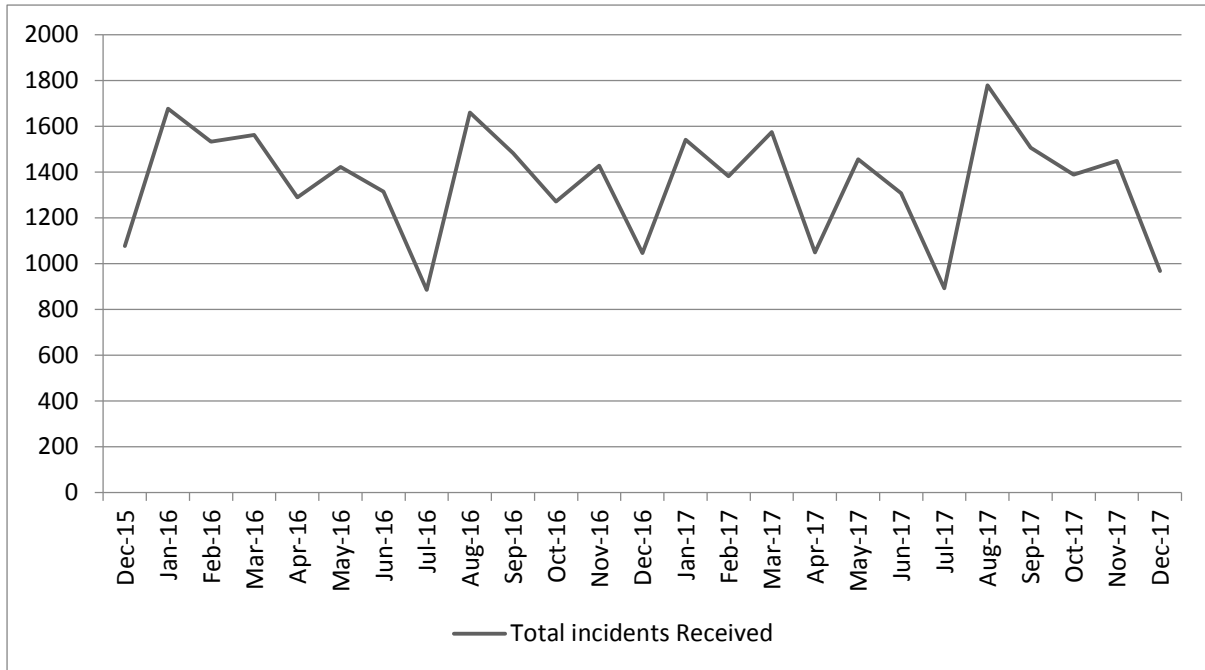

1.2 Percentage of Requests by Channel – Trend
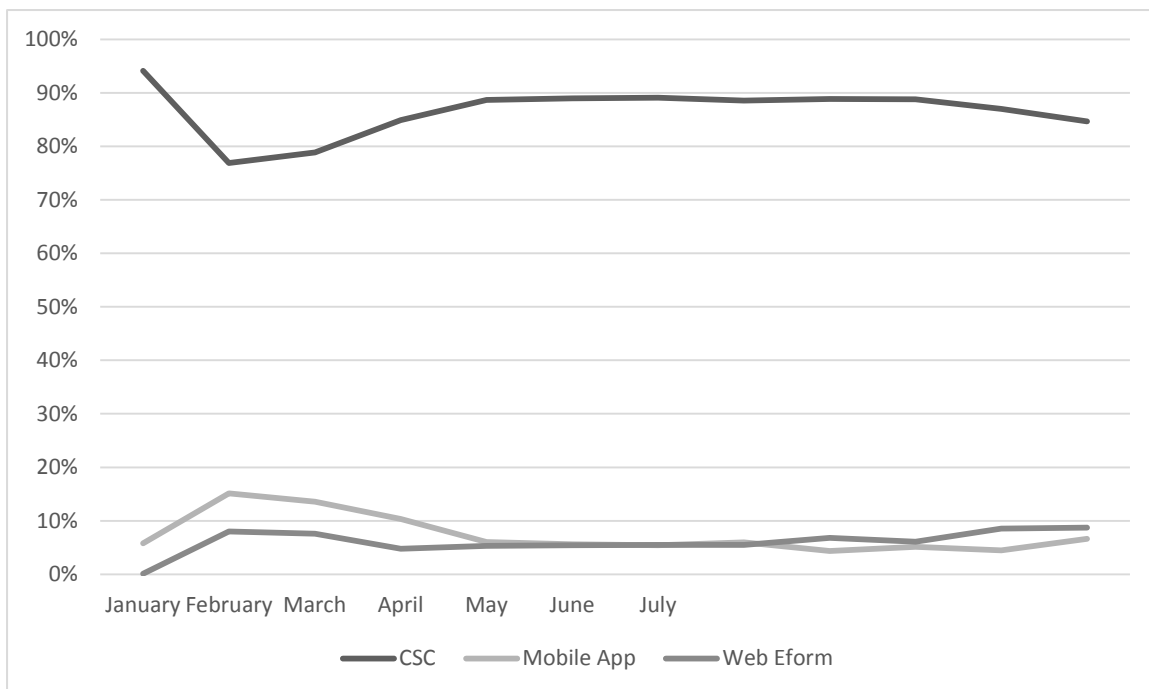
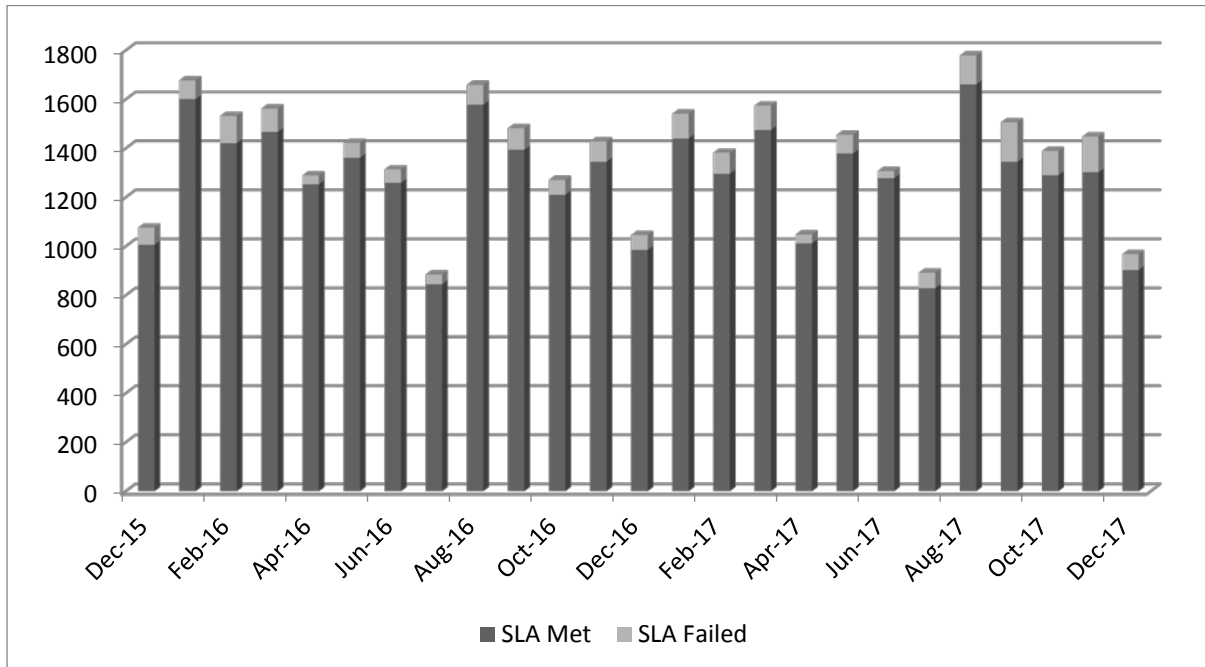Note – Only categories available across all three channels are reported.
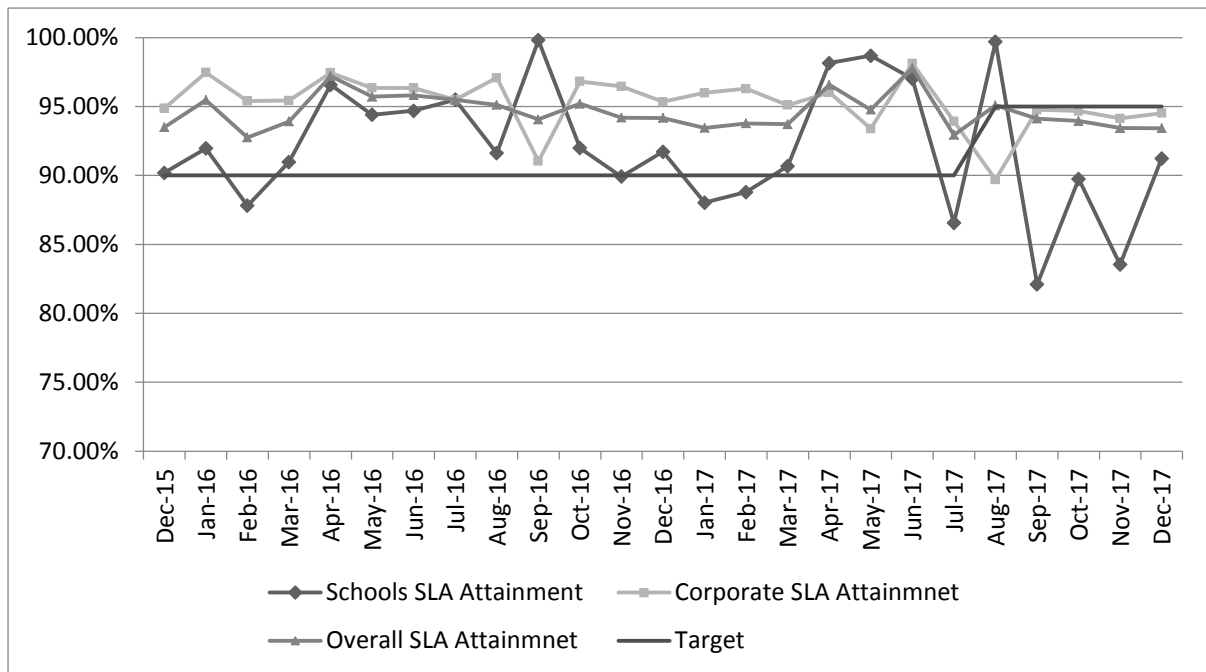
Section 2 - Servicedesk

2.1   Incidents

Incidents Received

Total incidents Received

2.1.1 - Incidents Met/Failed within SLA

■ SLA Met   ■ SLA Failed

2.1.2 - Monthly Service Level Attainment - Incidents

SLA Details

VIP Users

Priority	Target Resolution Time
Critical	3 hours
High	4 hours
Normal	7 hours
Low	21 hours
Long Term	No target

Standard Users

Priority	Target Resolution Time
Critical	4 hours
High	7 hours
Normal	21 hours
Low	35 hours
Long Term	No target

SLA Attainment is 95% of incidents resolved within Target Resolution Time (90% until July 2017)
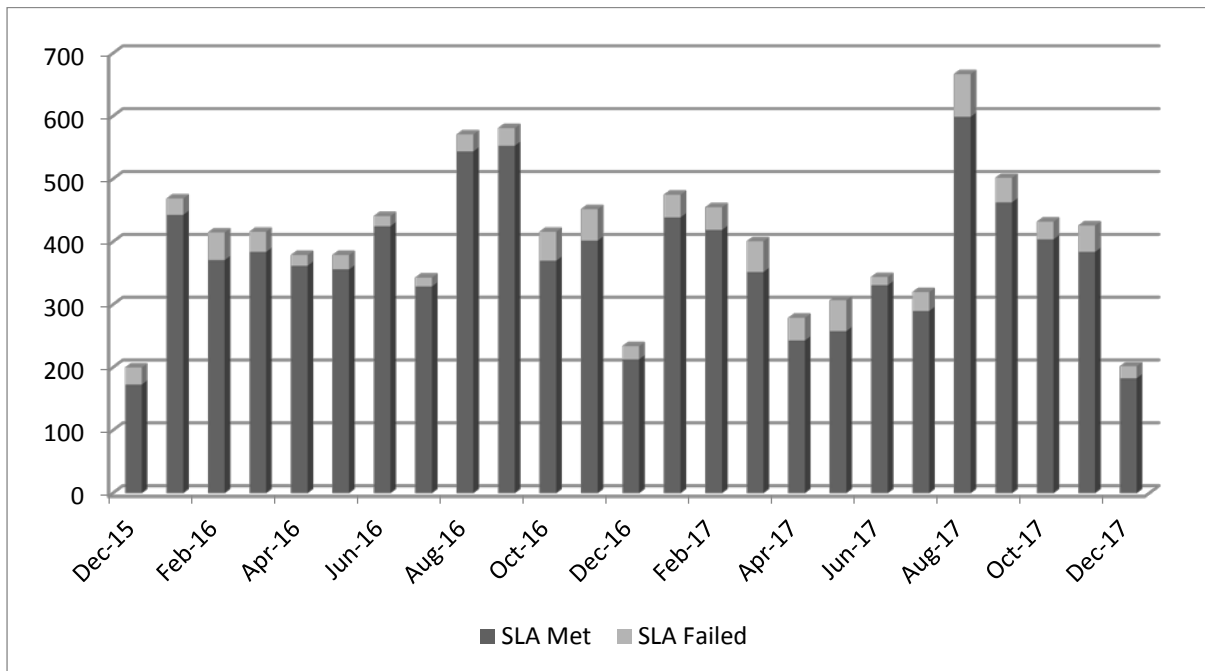
A typical Service request is unlocking a user account or password, software errors, PC faults, PDA, whiteboard and projector issues.
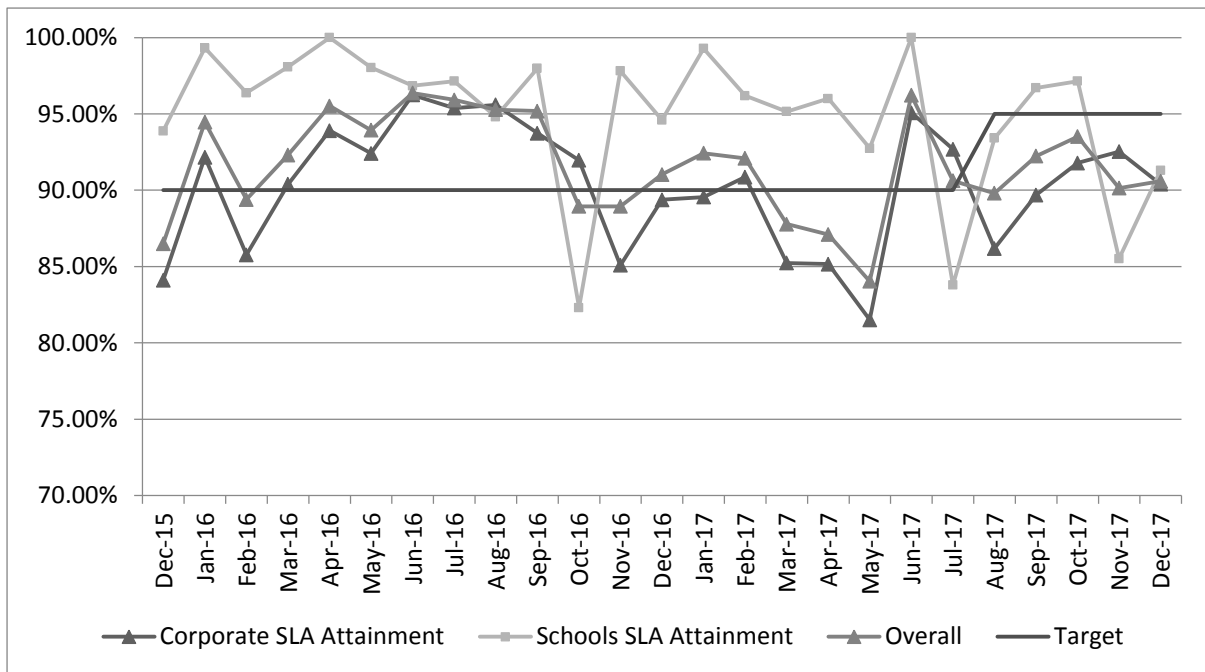
2.2 - Service Requests

2.2.1 - Service Requests Received

Total Service Requests Received
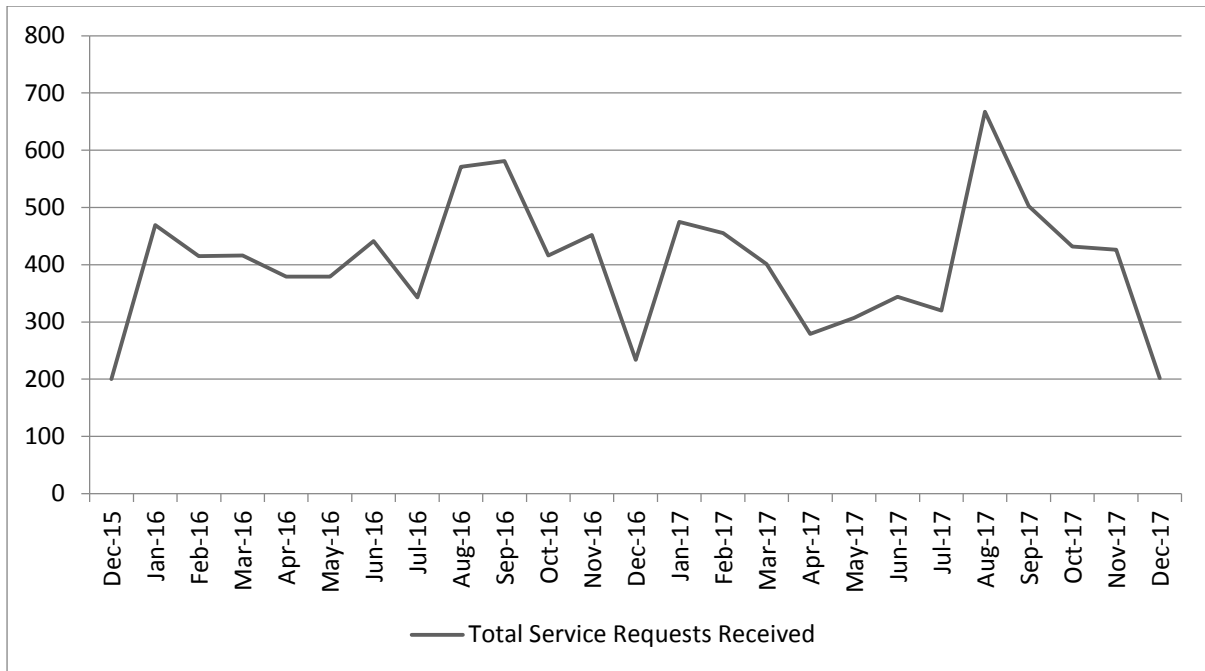
2.2.2 - Service Requests Met/Failed within SLA

SLA Met   SLA Failed

2.2.3 - Service Level Attainment – Service Requests

SLA Attainment is 95% of incidents resolved within Target Resolution Time (90% until July 2017)

A typical Service request is provision of a new user account, a new PC or Laptop, relocation of existing services.

2.3 – Highlight Report July 2017

2.3.1 – Outstanding Incidents

Application Support	5
Civica	3
Network	2
Server	6
SWIFT Admin	27
Service desk	100
Tech Support Admin	1

2.3.2 - Outstanding Service requests

Application Support	3
Civica	4
Network	3
Server	11
SWIFT Admin	12
Service desk	63
Tech Support Admin	1

2.3.3 - Calls Assigned still to be actioned

Application Support	5
Civica	7
Network	2
Server	8
SWIFT Admin	36
Service desk	63
Tech Support Admin	0

A Win10 platform upgrade was completed in all Secondary schools and Craigmarloch. A total of 2540 desktops and laptops were upgraded. Desktop printer rationalisation: 340 various inkjet and laser desktop printers will be replaced with 75 new multifunction devices.

Moves of services, the ongoing Windows 10 Upgrade in Primary Schools and resource issues towards the end of the leave year has resulted in an impact on service attainment levels. ICT Team Leaders are reviewing priorities to ensure SLAS are met and maintained.

Section 2 - Internet and Web Access

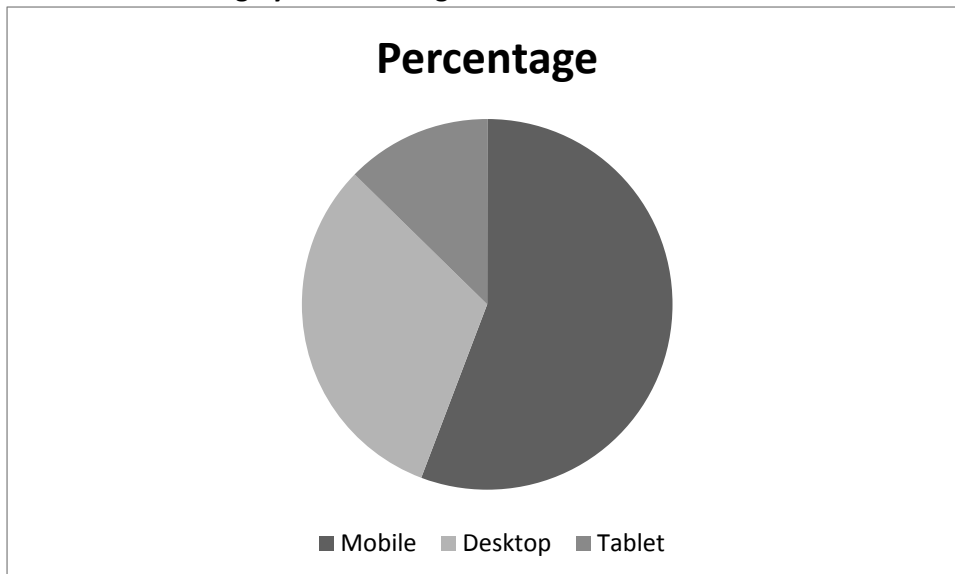**2.1 - www.inverclyde.gov.uk – Google Analytics Statistics**
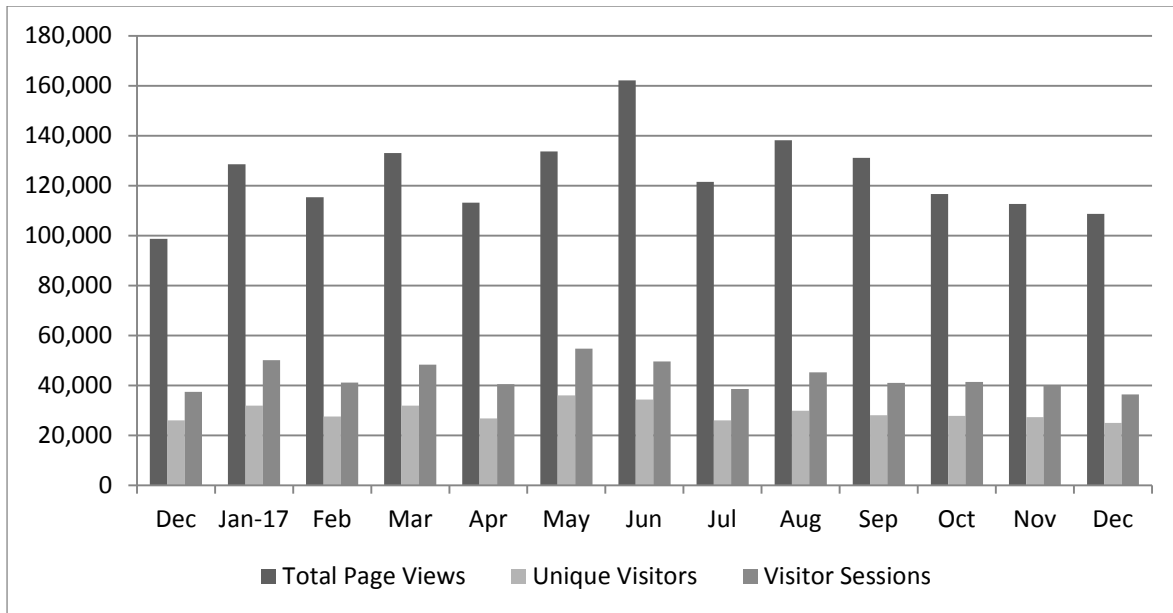
Page View: A single view of a single web page from an individual visitor to our site.

Unique Visitor: Unique IP (web) address to identify our viewers.

Visitor Sessions: The number of times a unique visitor returns to view the site after leaving for more than 20mins.

2.2 – Web Browsing by Device Categories

Device Category	Percentage
Mobile	55.78%
Desktop	31.55%
Tablet	12.66%

2.3 - Top 10 Search Terms – these are the most common terms entered into the Search Bar on the home page:

christmas bin collection
planning
council tax
school holidays
recycling
roads
watt library
pottery street

2.4 - Top 10 Pages Visited

/education-and-learning/schools/schools-holidays
/environment/recycling-and-waste-services/when-are-my-bins-collected
/environment/recycling-and-waste-services/festive-season-bin-collection-arrangements-and-recycling-centre-opening-hours
/environment/recycling-and-waste-services/recycling-centres
/council-and-government/contact-us
/education-and-learning/schools
/education-and-learning/schools/registering-for-primary-school
/pay-it-online
/jobs-and-careers/apply-for-a-job/essential-recruitment-information
/advice-and-benefits/winter
/tourism-and-visitor-attractions/victoria-tower-webcam
/education-and-learning/schools/schools-holidays
/council-and-government/contact-us
/pay-it-online
/environment/recycling-and-waste-services/recycling-centres
/environment/roads-lighting/road-works
/jobs-and-careers/apply-for-a-job/essential-recruitment-information
/education-and-learning/schools
/jobs-and-careers

Appendix 4 – The Scottish Public Sector Plan on Cyber Resilience

1.0 The Scottish Government wrote to Scottish public sector organisations in August 2017 with a draft of the joint National Cyber Resilience Leaders Board/Scottish Government public sector action plan on cyber resilience, seeking comments on the draft and views on any implementation challenges. The Council fed back extensive comments into the process and the final draft was released for final comment on the 20th October 2017

1.1 Subsequently, on the 8th November 2017 the Deputy First Minister wrote to the Chief Executive launching the Scottish Public Sector Action Plan on Cyber Resilience.

1.2 The Action Plan set out the key actions that the Scottish Government, public bodies and key partners will take up to the end of 2018 to further enhance cyber resilience in Scotland's public sector. It recognises the strong foundations in place and aims to ensure that Scotland's public bodies work towards becoming exemplars in respect of cyber resilience.

1.3 It identifies 11 key Actions that will be developed and implemented:

- Key action 1 - Cyber resilience framework
- Key action 2 - Governance
- Key action 3 - CISP
- Key action 4 - Independent assurance of critical controls
- Key action 5 - NCSC active cyber defence measures
- Key action 6 - Training and awareness raising
- Key action 7 - Incident response
- Key action 8 - Supply chain cyber security policy
- Key action 9 - Dynamic purchasing system
- Key action 10 - Public sector cyber catalyst scheme
- Key action 11 - Monitoring and evaluation

Many of the Key Actions will be delivered by national bodies, however a number will need implementation by the Council. ICT Services have identified that many of the requirements are already met or are being implemented as part of the current PSN Accreditation Process. Where gaps have been identified ICT have begun preparatory work to include these requirements in the next PSN Accreditation Process scheduled to begin in January 2018.

1.4 The letter from the DFM requested that "delivery of the action plan in the organisation" and "that cyber resilience (along with wider organisational security and resilience) is seen as a board/senior management level responsibility for Scottish local authorities. It is vital that the senior management of individual public sector organisations direct appropriate resource to implementation of the action plan and achievement of the initial baseline standard in their organisations".

1.5 The Council was invited to nominate a "Board-level contact" with overall responsibility for implementation of the action plan in the organisation. The Corporate Management Team nominated Louise Long, Chief Officer and Corporate Director of the HSCP

1.6 The Council was also invited to nominate a "working level" contact who will be responsible for day-to-day work to implement the action plan. The CMT nominated Allan McDonald, ICT Service Manager.

1.7 ICT Services have now incorporated the requirements of the plan into their forward planning for the PSN Accreditation Process for 2018/19 and there Cyber incident response procedure.