

EAST AYRSHIRE COUNCIL

CABINET

21st April 2010

REVIEW OF ICT AND TECHNICAL SUPPORT TO SCHOOLS

Report by Executive Director of Finance and Corporate Support

1. PURPOSE OF REPORT

- 1.1** To seek endorsement of the findings and associated actions arising from the Review of ICT and Technical Support Provision for Schools.

2. BACKGROUND

- 2.1** The Review of ICT and Technical Support Provision for Schools was one of 22 reviews included in the Council's Business Review Programme for 2009/10.
- 2.2** The Review encompassed the provision of both ICT and Technical Support to Schools, with the initial Stage 1 focusing upon ICT support, and the subsequent Stage 2 focusing upon Technical support.

3. ADOPTED METHODOLOGY

- 3.1** The Review was undertaken using methodology grounded in the Performance Management and Planning (PMP) self assessment framework, and best practice guidance produced by the Scottish Executive's Best Value Task Force, COSLA and the Society of IT Managers (SOCITM).
- 3.2** To aid the analysis and to ensure a rigorous appraisal of options for future service delivery, each of the four functions which currently provide ICT and Technical support to schools, i.e., Corporate IT Services, ESS IT Support Group, Schools based ICT Technicians and Joint Ayrshire Technician Service (JATS), was separately examined in regards to :
- current service provision,
 - current costs
 - current workload / expectations
 - future challenges
 - current benchmarking and performance

- 3.3** Sources of evidence such as Audit findings and recommendations, market testing results, customer feedback and, where appropriate, customer concerns were used to identify operational issues.
- 3.4** This data, together with the current cost of service delivery, was analysed with the undernoted alternative options for future service delivery fully considered as part of the option appraisal process :

Service Delivery Options for ICT Support

- Maintain status quo
- One Central ESS Managed ICT Support Function
- Consolidation of ICT Support within Corporate IT Services
- Individual Devolved ICT Support Team / Schools Cluster
- Externalisation / Managed Service

Supplementary Options for ICT Support

- PC Procurement / Maintenance
- Desktop Asset Management
- Internet Access Control
- Portable Appliance Testing (PAT)

Service Delivery Options for Technical Support

- Maintain status quo
- Maintain Existing Service / Extend Operations & Customer Base
- Cease Non-Core Activities / Devolve to External Contracts / Schools
- Cease Service and Devolve to External Contracts / Schools
- Consolidate ICT Activities / Resources within IT Services

- 3.5** The results of the option appraisal process, together with an evaluation of additional relevant issues relating to service provision were fully considered in arriving at the conclusions and recommendations contained within the Review.
- 3.6** As detailed within the Review document, the Review identified a number of critical issues requiring resolution in regards to the current management of ICT resources within the schools environment which have now been fully addressed.
- 3.7** The conclusions and recommendations arising from the Review have been agreed by Corporate Management Team.

4. COSTS / SAVINGS

- 4.1** During 2009/10 the total cost of service delivery in respect of both IT Support and Technical Support to Schools delivered from the separate functions outlined within Section 3.2 of this Report is summarised as follows:

| Service Type | Function | Staffing | Supplies & Services | Total |
|----------------------|-----------------------------------|-------------------------|---------------------|-------------------------|
| Direct IT Support | Corporate IT Services | £ 103,499 | £ 408,460 | £ 511,959 |
| | ESS IT Support Group | £ 248,184 | £ 112,301 | £ 360,485 |
| | Schools based ICT Technicians | £ 257,257 | nil | £ 257,257 |
| | SEEMIS | nil | £ 89,595 | £ 89,595 |
| In-direct IT Support | Corporate IT Services | £ 202,370 | £ 71,422 | £ 273,792 |
| Technical Support | Joint Ayrshire Technician Service | £ 73,527 ¹ . | nil | £ 73,527 ¹ . |
| TOTALS | | £ 884,837 | £ 681,778 | £ 1,566,615 |

¹. Represents net Cost to EAC of the 3 Council Shared Service

4.2 As detailed within the Review Report, the total recurring annual savings resulting from implementation of the Recommendations outlined within Section 5 of this Report are estimated to be :

| Item | Gross Saving | Net Saving | Budget Source(s) | Notes |
|--|-----------------|-----------------|---|--|
| Implementation of GLOW | £ 8,500 | £ 8,500 | ESS Revenue Budget | Discontinuation of "RM EasyMail". |
| Internet Access Control (IAC) | £ 36,082 | £ 36,082 | IT Services Revenue Budget NS Revenue Budget | Implementation of a single IAC system for Corporate, Schools and Libraries. |
| PC Procurement | £ 17,145 | £ 17,145 | Schools DMR Budgets | Standardisation on PC's and procurement through Corporate PC Procurement Contract. |
| Desktop Management | nil | - £ 31,985 | ESS Revenue Budget | ESS have capitalised the current recurring commitment. |
| Anti-Virus Control | nil | - £ 4,896 | ESS Revenue Budget | ESS have capitalised the current recurring commitment. |
| Deletion of one G10 and one G8 graded Staffing Posts | £ 25,420 | £ 25,420 | Joint Ayrshire Technician Service | Anticipated Saving represents EAC portion of the combined Budget. |
| TOTALS | £ 87,147 | £ 50,266 | | |

- 4.2.1 Other than the savings arising from the deletion of staffing posts which are subject to Cabinet approval, all other savings have already been realised within 2009/10.
- 4.3 This Review provides a sound basis for the generation of further savings which have already been identified within the ESS Business Review of Administration and Support Structures, and it is anticipated will be generated by future ITS Reviews once the ESS IT Support Group and the services they provide have been fully integrated into the IT & Asset Management Service.

5. REVIEW RECOMMENDATIONS

- 5.1 The Recommendations arising from Stage 1 of the Review which focused upon ICT Support to Schools are outlined as follows:
- 5.1.1 Head of IT&AM to monitor Schools bandwidth requirements, and allocate available capital and revenue funding to ensure requirements are met.
- 5.1.2 Head of IT&AM to further develop Virtualisation of Servers as the preferred Model for service delivery.
- 5.1.3 Dispose of redundant Caching Servers through existing corporate ICT secure disposal procedure.
- 5.1.4 Head of IT&AM to ensure that at least two members of staff are fully trained and skilled to deliver each key aspect of service delivery.
- 5.1.5 Head of Schools develops a training plan in respect of the Schools Based ICT Technicians to ensure that skill-sets are maximised to enable Schools to benefit from the resource.
- 5.1.6 Head of Schools to arrange for Schools Based ICT Technicians to be trained in specific tasks associated with the roll-out of the National Entitlement Card.
- 5.1.7 Council to undertake a Review of Portable Appliance (PAT) Testing with the objective of establishing single corporate provision for this activity.
- 5.1.8 Head of Schools to review the use of Apple Macintoshes within schools.
- 5.1.9 Head of Resources to arrange for new PCs to be purchased through the new corporate procurement contract.
- 5.1.10 ESS Head of Resources to develop a process of central co-ordination and prioritisation of ICT requirements and procurement across all Schools.
- 5.1.11 Head of IT&AM to implement CA Desktop Management across the Schools based ICT infrastructure.

5.1.12 Head of IT&AM to evaluate “Bloxx” as an Internet Monitoring System for use across both the Schools and non-Schools ICT infrastructures.

5.1.13 Adjustment to be made to the Corporate IT Services Revenue Budget to accommodate recurring costs associated with the ESS e.Trust Anti-Virus Control, and CA Desktop Management products.

5.1.14 Effective from 1st April 2010, the responsibility for all ICT support to Schools should be consolidated within Corporate ICT Services, with all staff within the ESS IT Support Group, and all relevant Staffing and Supplies and Services budget provision, identified within this Review, transferred to the Council’s Information Technology & Asset Management Service.

5.2 The Recommendations arising from Stage 2 of the Review which focused upon Technical Support to Schools are outlined as follows :

5.2.1 Undertake a Training Needs Analysis which addresses the current and future workloads and establish a Training Programme for JATS staff.

5.2.2 Undertake a Review of all Support and Maintenance contracts currently in place for the provision of technical support to Schools and thereby identify which, if any, related services could be provided by the JATS.

5.2.3 EAC Head of Resources to review current methods for recovering costs through recharging for work undertaken by JATS.

5.2.4 Benchmarking and Performance Monitoring of JATS services to be undertaken within North and South Ayrshire Schools.

5.2.5 Establish “signposting” of JATS services.

5.2.6 EAC Head of Resources to investigate all critical feedback arising from the Customer Survey.

5.2.7 The JATS should be maintained as a shared service serving the three Ayrshire Councils with consideration given to extending the operations and customer base of the Service to focus on core activities of the hardware maintenance of IT equipment.

5.2.8 The current vacant post of JATS Manager (G10) should be deleted from the staffing structure. Furthermore, one Technician Post (G8) should be deleted from the staffing structure.

5.3 In order to facilitate the revised management arrangements recommended within Section 5.1.14 of this Report, it is proposed that all relevant Staffing and Supplies and Services Revenue Budgets associated with the current ESS ICT Support Group will, effective from 1st April 2010, transfer to the Council’s Information Technology & Asset Management Service. These transferring Budgets are summarised as follows :

| Staffing Budget | |
|--|-------------------------|
| One G12 graded staff | £ 48,233 |
| Four G10 graded staff | £ 158,892 |
| Two G7 graded staff | £ 55,610 |
| Total Staffing | £ 262,735 |
| Miscellaneous Mileage / Materials / Phones / Network | |
| Mileage / Materials / Phones / Data Networking | £ 63,050 |
| Total Miscellaneous | £ 63,050 |
| Supplies & Services Budget | |
| Schools Data Switch Lease / Websense Content Management / CA eTrust Anti-Virus / CA Desktop Management | £ 90,301 |
| Total Supplies & Services | £ 90,301 |
| <u>Total Budget to Transfer</u> | <u>£ 416,086</u> |

5.4 An Action Plan based upon the aforementioned Recommendations arising from the Review is attached as Appendix A of this Report

6. CONSULTATION WITH TRADES UNIONS

6.1 The staffing implications, as outlined within Section 5 of this Report, are subject to consultation with the relevant Trades Unions.

7. FINANCIAL IMPLICATIONS

7.1 Other than the anticipated savings generated directly from the Review as outlined within Section 4.2 of this Report, and the identified Revenue Budget to transfer to the Council's Information Technology & Asset Management Service as outlined within Section 5.3 of this Report, there are no additional financial implications associated with this Review.

7.2 This Review provides a sound basis for the generation of further savings which have already been identified within the ESS Business Review of Administration and Support Structures, and it is anticipated will be generated by future ITS Reviews once the ESS

IT Support Group and the services they provide have been fully integrated into the IT & Asset Management Service.

8. COMMUNITY PLANNING IMPLICATIONS

- 8.1** The proposals contained within the Review are designed to facilitate and support delivery of the Community Plan.

9. RISK MANAGEMENT IMPLICATIONS

- 10.1** These proposals are intended to significantly reduce the risk to the Council associated with Business Continuity and ICT disaster recovery.

11. LEGAL AUTHORITY / PLANNING IMPLICATIONS

- 11.1** None.

12. RECOMMENDATIONS

It is recommended that Cabinet:

- a)** Note the outcome of the Review of ICT and Technical Support to Schools.
- b)** Endorse the Actions outlined within the Action Plan attached as Appendix A of this Report.

Alex McPhee

Executive Director of Finance & Corporate Support

31st March 2010

BACKGROUND PAPERS

Shared Services Diagnostic Review - Review Of ICT And Technical Support Provision For Schools - January 2010.

Implementation Officer: Malcolm Roulston, Head of IT & Asset Management

AMR / HofIT&AM

31st March 2010

APPENDIX A

REVIEW OF ICT AND TECHNICAL SUPPORT TO SCHOOLS

ACTION PLAN

| <u>No.</u> | <u>Recommendation</u> | <u>Responsibility</u> | <u>Target Timescale</u> | <u>Status at 1st April 2010</u> | <u>Comments</u> |
|------------|---|--|-------------------------|--|---|
| 1 | Head of IT&AM to monitor Schools bandwidth requirements, and allocate available capital and revenue funding to ensure requirements are met. | Head of IT&AM | Continuous commitment. | On-going | Planning through ICT Capital Programme. |
| 2 | Head of IT&AM to further develop Virtualisation of Servers as the preferred Model for service delivery. | Head of IT&AM | April 2011 | Approx. 50% complete | Subject to availability of new Data Centre. |
| 3 | Dispose of redundant Caching Servers through existing corporate ICT secure disposal procedure. | Head of IT&AM | June 2010 | Approx. 50% complete | Disposal through secure disposal arrangements. |
| 4 | Head of IT&AM to ensure that at least 2 members of staff are fully trained and skilled to deliver each key aspect of service delivery. | Head of IT&AM | October 2010 | Skills assessment on-going | Subject to full integration of ESS ICT Support Group into IT & Asset Management Service |
| 5 | Head of Schools develops a training plan in respect of the Schools Based Technicians to ensure that skillsets are maximised to enable Schools to benefit from the resource. | Head of Schools supported by Head of IT&AM | December 2010 | Skills assessment on-going | Subject to skills based assessment. |
| 6 | Head of Schools to arrange for Schools Based Technicians to be trained in specific tasks associated with the roll-out of the National Entitlement Card. | Head of Schools | August 2009 | Completed | Schools Technicians now supporting the roll-out of the NEC. |
| 7 | Conduct a Review of Portable Appliance (PAT) Testing arrangements with the objective of establishing single corporate provision for this activity. | Head of Resources and Head of IT&AM | December 2010 | Underway | Liaison across all appropriate Council Services |

| No. | Recommendation | Responsibility | Target Timescale | Status at 1st April 2010 | Comments |
|------------|---|-------------------------------------|---|--|--|
| 8 | Head of Schools to review the use of Apple Macintoshes within schools. | Head of Schools | December 2009 | Completed | Reported through Lifelong Learning Strategic Review Group. |
| 9 | Head of Resources to arrange for new PCs to be purchased through the new corporate procurement contract. | Head of Resources | December 2009 | Completed | All purchases now through new contract. |
| 10 | Head of Resources to develop a process of central co-ordination and prioritisation of ICT requirements and procurement across all Schools. | Head of Resources | Continuous commitment. | On-going | Subject to liaison with Schools. |
| 11 | Head of IT&AM to implement CA Desktop Management across the Schools based ICT infrastructure. | Head of IT&AM | December 2010 | Approx. 50% complete | Anticipated future savings through remote management. |
| 12 | Head of IT&AM to evaluate "Bloxx" as an Internet Monitoring System for use across both the Schools and non-Schools ICT infrastructures. | Head of IT&AM | December 2009 | Completed | All Internet traffic now monitored through "Bloxx". |
| 13 | Adjustment to be made to the Corporate IT Services Revenue Budget to accommodate recurring costs associated with the ESS e.Trust Anti-Virus Control, and CA Desktop Management products. | Head of IT&AM | Effective from 1 st April 2010 | Proposal to 21 st April 2010 Cabinet. | Subject to Cabinet approval. |
| 14 | The responsibility for all ICT support to Schools should be consolidated within Corporate ICT Services with all staff within the ESS IT Support Group, and all relevant Staffing and Supplies and Services budget provision, identified within this Review, similarly transferred to Corporate IT Services. | Head of IT&AM | Effective from 1 st April 2010 | Proposal to 21 st April 2010 Cabinet. | Subject to Cabinet approval. |
| 15 | Undertake a Training Needs Analysis which addresses the current and future workloads and establish a Training Programme for JATS staff. | Head of IT&AM and Head of Resources | October 2010 | Skills assessment on-going | Subject to skills based assessment. |

| <u>No.</u> | <u>Recommendation</u> | <u>Responsibility</u> | <u>Target Timescale</u> | <u>Status at 1st April 2010</u> | <u>Comments</u> |
|------------|--|---|-------------------------|--|--|
| 16 | Undertake a Review of all Support and Maintenance contracts currently in place for the provision of technical support to Schools and thereby identify which, if any, related services could be provided by the JATS. | Head of Resources | December 2010 | On-going | Subject to liaison with Schools. |
| 17 | EAC Head of Resources to review current methods for recovering costs through recharging for work undertaken by JATS. | Head of Resources | December 2010 | On-going | Subject to liaison with EDofF&CS. |
| 18 | Benchmarking and Performance Monitoring of JATS services to be undertaken within North and South Ayrshire Schools. | Subject to on-going consultation with NAC and SAC | | | |
| 19 | Establish "signposting" of JATS services. | Head of IT&AM and Head of Resources | October 2010 | On-going | Subject to on-going consultation with NAC and SAC. |
| 20 | EAC Head of Resources to investigate all critical feedback arising from the Customer Survey. | Head of Resources | January 2010 | Completed | Subject to liaison with Schools. |
| 21 | The JATS should be maintained as a shared service serving the three Ayrshire Councils with consideration given to extending the operations and customer base of the Service to focus on core activities of the hardware maintenance of IT equipment. | Head of Resources | April 2010 | Proposal to 21 st April 2010 Cabinet. | Subject to Cabinet approval. |
| 22 | The current vacant post of JATS Manager (G10) should be deleted from the staffing structure. Furthermore, one Technician Post (G8) should be deleted from the staffing structure. | Head of Resources | April 2010 | Proposal to 21 st April 2010 Cabinet. | Subject to Cabinet approval. |