	Agenda Item	**14(b)**
THE HIGHLAND COUNCIL **Resources Committee – 23 November 2016** **ICT Services Performance Report** **April to September 2016** **Report by the Depute Chief Executive/Director of Corporate Development**	Report No	**RES/ 83/16**

THE HIGHLAND COUNCIL

Resources Committee – 23 November 2016

ICT Services Performance Report
April to September 2016
Report by the Depute Chief Executive/Director of Corporate Development

Summary

This report updates Members on the key achievements of the ICT Services Team and the delivery of services by the Council's ICT providers, principally Fujitsu Services, Vodafone and Capita for the period from April to September 2016.

1 Background

1.1 The report provides Members with information about the work of the ICT Services Team and the delivery of services by the Council's Information and Communications Technology (ICT) providers, principally Fujitsu Services, Vodafone and Capita and an increasing input from external applications providers as well.

1.2 Robust contractual governance arrangements have been established for both the Core Services contract with Fujitsu and the Scottish Wide Area Networking Contract (SWAN) transitioning from Vodafone to Capita. The arrangements for SWAN comprise a Pathfinder North Partnership Board chaired by the Highland Council Depute Chief Executive, including five other Councils and the Scottish Government.

1.3 The arrangements with Fujitsu Services comprise of an ICT Partnership Board, chaired by the Highland Council's Depute Chief Executive, and an ICT Executive Board, chaired by the Council's Chief Executive. In addition, the Council ICT Development Board is chaired by the Depute Chief Executive.

2 ICT Services

2.1 The ICT Services team manages Information and Communications Technology (ICT) within the Council, including the management of all its ICT contracts. During this reporting period, a Service restructuring took place whereby the overall size of the ICT team was reduced by 30% but with a strengthening of the technical expertise in the team. The majority of the officers in the new structure have been recruited and are now in post.

2.2 This period has seen some significant and resource intensive initiatives coming to successful conclusion. The key areas to highlight are:

- **New Telephony Roll out** – successful roll out of new telephony to 13 sites mainly schools (Portree Primary, Noss Primary, Craighill Primary, Bridgend Primary, Inverness Royal Academy, Caol Primary, Elgin Hostel, Dalneigh

> Resource Centre, Kinmylies Social Work, Kyle Primary, Gairloch High, Aviemore Primary, Lochardil Primary, Farr High School)

- **ICT Election Support** – ICT Support to the postal voting and count for the May Scottish Parliamentary election and the June European Referendum.

- **Voluntary Redundancy Moves and Changes** – as a result of the voluntary redundancy exercise, there has been a large number of moves and changes within the estate which involve ICT which has been coordinated by the ICT Services Team.

- **Service Management and Integration** – our current service management model is no longer effective in a multi-supplier environment. Following consultations with services as part of Re-provision, a new model on service management and integration was devised following industry best practice with presentation and endorsement to the senior management team. Work is in progress to implement this model as part of the transition period with the new supplier and Highland Council Services

3   ICT Transition and Transformation into the new Contractual Arrangement with Wipro, Ltd

3.1   The ICT Transition and Transformation activities are going to plan and a separate report is presented to this Committee covering those activities and other major change projects relating to ICT networks.

4   Fujitsu Services – Contract

4.1   The contract for the provision of managed ICT Services was awarded to Fujitsu in 2010, for a period of 5 years. In December 2013 a service continuation was agreed with Fujitsu until September 2016. This service continuation covers all elements of the current contract with the exception of network support services relating to Local Area Network and Telephony, and also contains an agreed exit provision termination agreement which gives the Council contractual cover (at current cost) until 31 of March 2017 in line with the ICT Re-Provision requirements.

5   Fujitsu Services – Core Service Delivery

5.1   Fujitsu Services are responsible for the operation of most of the Council's ICT systems and services including Service Desk, incident & problem management, routine changes and operational management of third parties.

To monitor performance, two measures are deployed; these are Key Performance Indicators (KPI) and Performance Indicators (PI). The KPIs are the measures which attract Service Credits when targets are not met. Service delivery during the period

has consistently achieved Service Level Agreement (SLA) targets. The performance table is illustrated in Appendix A.

5.2   Although all major incidents raised during the period involving several key system outages were all dealt with and resolved quickly by Fujitsu with assistance from ICT Services there has been a number of issues:

- Following an upgrade on payroll system Resourcelink, issues of slow performance and functionality were experienced with so far no resolution found. The ResourceLink escalation continues to be at the forefront for the Fujitsu account with their support teams working with the supplier Northgate and Highland Council, to determine route cause and implement permanent fixes. At the same time an independent Health Check has been instigated by ICT Services to determine the cause of these ongoing issues.

- Slow performance issues were identified with the Planning system and the CRM system which are both cloud based. To understand the root cause, a Taskforce was set up with technical specialists from ICT Services, Fujitsu and business representatives. The taskforce was able to identify the issues and enhancements were applied by either Fujitsu or the third party supplier to eliminate the performance issues.

5.3   As service delivery during this period has been consistently achieved, no Fujitsu Service Credits have been generated due to failures in meeting KPIs.

6   Fujitsu Services – Community Benefits

6.1   Schedule 39 of the ICT Service Delivery contract sets out how the Community Benefit Programme comprises three work-stream initiatives:
- Part "A" relating to Targeted Recruitment and Training;
- Part "B" relating to Environmental Considerations; and
- Part "C" relating to Community Engagement.

6.2   This has proven to be an extremely successful element of the current contract. The Community benefits programme has now been formally closed and this is the last time it will be reported on. Of the 42 commitments in the Community Benefits Plan – all are now complete. The highlights for the last period are:

- Safe Highlander Inverness survey analysis was successfully completed and returned to High Life Highland.

- Summer Placement was fulfilled in early July to assist with the engineering work at the new Inverness Royal Academy.

- 5th Graduate Placement was fulfilled in June.

- Fujitsu participated in Skills Development Scotland evaluation panel to award funds to organisations for extracurricular STEM projects.

- Business in the Community engagement is picking up with school partnerships now formed in the Borders, Glasgow, Falkirk, Dundee and Aberdeenshire. Working with Lifescan and Johnston Carmichael to commence work in the Highlands.

- Work has been completed to create Corporate Videos for The Council.

- Contact has been made with Community Council's to start planning IT Twilight sessions with sessions anticipated to commence in September.

A detailed list of all the deliverables is given in Appendix B.

7   Vodafone (Pathfinder North) - Contract Performance

7.1   During this reporting period, the Vodafone contract is in the exit period as we continue working towards migrating the circuits for the Pathfinder North Partners onto SWAN.

7.2   During this period Vodafone have continued to provide a good level of service in regard to both business as usual and migration activities. In addition an extension to the exit period has been successfully negotiated to cover the possible the contingency period required to complete the migration to SWAN.

7.3   As part of the call off contract for SWAN, Capita have been a managing agent for all aspects of BAU and migrations related to the Vodafone contract and this process has worked well for all three organisations.

7.4   The service has met the SLA targets for average availability, over the Highland Council sites that remain connected to the Pathfinder Network.   There were 5 severity 1 incidents logged across the region during the reporting period.

7.5   Monthly Service Site Availability SLA – Highland Council

Apr	May	Jun	Jul	Aug	Sept
99.99%	99.99%	99.99%	99.98%	99.99%	99.99%

7.6   The number of sites remaining on the Vodafone network at the end of September is down to 194.

7.7   Service Credits accrued by Highland Council as a result of the failure of Vodafone to achieve the SLAs up to the end of the contracted period of the 20th March has been confirmed as being £21,075.28. Vodafone have agreed that this amount can be taken as Investment credits with a value of £31,612.92 to be set against the charges due for the period from the 20th September 2016 to 20th December 2016.

7.8 The Pathfinder North contract with Vodafone came to an end on 20th March 2016. We are now in the extension to the exit/ transition phase of the contract with commercial agreement in place to continue provision of service until the 20th Sept 2017, if required.

8 Implications

8.1 Resource Implications: The provision of operational ICT services within the Council is currently being provided through Business as Usual (BAU) activities and a range of work to undertake the transition to the new contractual arrangements. The cost implications of the transition to new contractual arrangements are covered in a separate report on this agenda.

8.2 Legal Implications: The Council continues to apply robust contract management and as such payments are only made to Fujitsu and Vodafone when the criteria agreed in the contractual milestones are met. Achieving 2 year re-accreditation for PSN compliance has been key to enabling the continued provision of a number of services that the Council is legally obliged to provide.

8.3 Equality Implications: There are no equality implications arising from this report.

8.4 Climate Change/Carbon Clever Implications: New ICT equipment continues to provide carbon reductions and cost savings through reduced energy use.

8.5 Risk Implications: There are no new risk implications arising from this report.

8.6 Gaelic Implications: There are no Gaelic implications arising from this report.

8.7 Rural Implications: There are no rural implications arising from this report.

9 RECOMMENDATIONS

Members are asked to:-

1 Note the content of the report and the positive outcomes being delivered from the contracts with Fujitsu, Vodafone and Capita.

2 Note that robust contract management and governance arrangements continue to be applied and pursued by the Council to the Fujitsu, Vodafone and Capita contracts.

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Designation: Depute Chief Executive
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Date: 31 October 2016

Appendix A

The table below provides an overview of Fujitsu's performance from April until September 2016. The table illustrates the Key Performance Indicators. These attract Service Credits if targets are not met.

Fujitsu's Key Performance Indicators April - September 2016

Measure	SLA	APR	MAY	JUN	JUL	AUG	SEP
Service Desk							
Overall - Calls Answered Within 60 Seconds	>70%	75.45%	78.13%	92.68%	94.33%	89.42%	81.00%
Overall - Calls Abandoned After IVR Message	< 3%	2.64%	2.41%	0.44%	0.72%	0.74%	1.66%
Managed Desktop							
Severity 1 Service Failure (Time to fix 4 Hours)	>95%	100.00%	95.45%	100.00%	95.83%	100.00%	100.00%
Severity 2 Service Failure (Time to fix 6 Hours)	>95%	100.00%	100.00%	100.00%	95.00%	100.00%	100.00%
Severity 3 Service Failure (Time to fix 8 Hours)	>95%	99.46%	99.29%	99.24%	95.00%	95.18%	95.89%
Overall - First Call Resolution Rate (First time Fix)	>70%	71.02%	70.06%	70.54%	70.32%	87.30%	76.30%
Follow on Service Failures	< 5%	2.38%	0.89%	0.00%	0.00%	0.00%	0.00%
Service Management							
Change Request Response	>90%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Automated Password Reset	>99%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT Service Catalogue Item Implementation	100%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Defined Managed Service Response Times							
Defined Managed Service Availability	>99%	99.99%	99.99%	99.99%	99.90%	99.90%	99.99%
Defined Managed Service Availability 4 Star Service	>99.50%	99.91%	N/A	N/A	N/A	100.00%	100.00%
Defined Managed Service Availability 5 Star Service	>99.80%	99.91%	99.87%	99.87%	N/A	N/A	100.00%
Defined Manage Service Interruptions	< 4	2.00	2.00	1.00	3.00	. 400	2.00
Defined Manage Service Interruptions 4 Star Service	< 3	N/A	N/A	N/A	N/A	0.00	0.00
Defined Manage Service Interruptions 5 Star Service	< 2	1.00	N/A	N/A	N/A	N/A	0.00
Asset Register Accuracy	>99%	100.00%	100.00%	100.00%	99.94%	100.00%	100.00%

Appendix B – Community Benefits Status

RAG Status Key
Red – Commitment has not been delivered to schedule and is at risk
Amber – Commitment is behind schedule but within tolerance
Green – Commitment is on schedule
Blue – Commitment is complete

COMMUNITY BENEFITS PROGRAMME PRODUCTS	RAG STATUS	COMMENT	TARGET DATES
PART A TRAINING AND RECRUITMENT			
A1 TRAINEES			
A1.1 20 (7 week) work placement places for 16-17 yr olds	Complete	20 placements provided.	March 2017
A1.2 5 Fujitsu trainee places	Complete	5 local graduate placements provided	March 2017
A1.3 30 SDS 'Getting Ready for Work' through Reboot	Complete	GRFW was removed by SDS. ReBoot completed the following: • 3 GRFW placements • 9 Compulsory Work Placement • 9 Community Jobs Scotland placement • 1 Barnardo's Work Trainee Placement Noted in CCN 275	March 2017
A2 DEVELOP TRAINEES			
A2.1 Development pathways for trainees	Complete	All graduates were provided permanent positions and professional development training.	Annual
A2.2 Conduct an annual Organisation Management Review	Completed		March 2015

COMMUNITY BENEFITS PROGRAMME PRODUCTS	RAG STATUS	COMMENT	TARGET DATES
A3 HIGHLAND COUNCIL ICT TRAINING			
A3.1 5 Secondment opportunities for Highland Council staff	Complete	CCN 92 now signed off.	March 2015
A3.2 15 ICT clinics for HC staff	Complete	Being delivered as part of training programme for Transformation Programme. Waiting for confirmation on the number of floor walking clinics held during rollout project.	June 2012
A3.3 60 videocasts on different ICT topics to HC staff	Completed	27 videos created. £10,000 provided to Corporate Development for Highland Council priority videos created by DP Digital. Noted in CCN 275	March 2017
A3.4 A dedicated online library of training courses for all teaching staff	Complete	In Place. Complete. My Online Learning and Refresh Toolkit provided.	June 2012
A3.5 Online learning for corporate HC staff	Complete	Platform in place awaiting content from Highland Council on Information management.	June 2012
A4 HIGHLAND RECRUITMENT			
A4.1 Fujitsu Service Centre in Alness to become part of the Fujitsu UK Delivery Network	Complete	Delivered.	March 2011
A4.2 A 'Centre of Excellence' in Lagan CRM in the new	Complete	In progress following completion of CRM project. To agree completion date for this.	Dec 2013

Northern Regional Headquarters in Inverness		Removed from scope	
A4.3 Target recruitment opportunities through the use of Highland based media channels	Complete	In place and already being used for job adverts.	Sept 2010
A4.4 Support Highland Council arranged events in raising awareness of job and training opportunities	Completed	Continuous support to local initiatives to boost employment in the Highlands and to raise awareness of STEM jobs.	Annual
A4.5 Fujitsu will fund the recruitment of 2 new jobs through ReBOOT	Complete	ReBOOT contract commenced in December 2011. ReBOOT have confirmed jobs in place in March 2012.	March 2012
A5 PLACEMENTS FOR TARGET GROUPS			
A5.1 100 training places for Highland Young Carers through ReBOOT	Completed	55 Young Carer Placements provided. ReBoot will continue to strive to meet the 100 target prior to March 2017. Noted in CCN 275	March 2017
A5.2 45 'DWP Work Scheme' training places through Job Centre Plus through ReBOOT	Complete	8 DWP placements completed prior to government changes. 2 x 6 month placements through Community Jobs Scotland were then completed as these were considered more valuable. Noted in CCN 275.	March 2017
COMMUNITY BENEFITS PROGRAMME PRODUCTS	**RAG STATUS**	**COMMENT**	**TARGET DATES**
A6 HIGHLAND SCHOOLS			
A6.1 Support the Highland 'Eco-Schools' Initiative through our Curriculum engineers	Complete	In place.	March 2011
A6.2 Sponsor the Junior MOD in Highlands each year with technology prize	Completed	Sponsored until 2015. All prizes now claimed.	March 2015
A6.3 12 work experience places for School Leavers through ReBOOT and Fujitsu.	Completed	12 places completed.	March 2017
A6.4 20 Innovation Sessions to Highland Schools	Complete	Over 20 sessions complete and work ongoing.	Annual
A6.5 The Fujitsu Highland Account employees providing 468 hours towards teaching & learning in schools	Complete	Year 1 and Year 2 Complete. To be removed as part of CCN 0062 and replaced with A6.8 Drummond School 0.5 FTE post. This post is continuing.	Annual
A6.6 Safe Highlanders 2011 – Internet Safety Training to 2,000 School Pupils	Complete	Delivered. 100 hours of effort by 9 Fujitsu Staff. Added as a commitment through change control CCN 0059.	Sept 2011
A6.7 Safe Highlanders 2012 – 2014 Internet Safety Training to 2,000 School Pupils	Completed	Safe Highlander Completed from 2012 to 2016.	March 2015
A6.8 Drummond ICT Learning	Complete	New initiative, 0.5 FTE post funded through this programme from March 2012 through Change Control CCN 0062. Post in place.	March 2015

Support Post			
A7 HIGHLAND COMMUNITY LEARNING			
A7.1 The Fujitsu Highland Account employees providing 234 hours towards learning in the community	Complete	Year 1 and. Year 2 complete. To be removed as part of CCN 0062 and replaced with A6.8 Drummond School 0.5 FTE post.	Annual
A7.2 3,500 PC's to the Highland Community through ReBOOT	Complete	ReBoot completed this activity in March 2015 – all 3,500 devices were refurbished for The Highland Council's project to distribute these to the community. Approximately 1,800 devices have gone to community organisations via this project. In total 11,073 devices have been issued to ReBoot, beyond the 3,500 for refurbishment, all have been recycled.	March 2017
COMMUNITY BENEFITS PROGRAMME PRODUCTS	**RAG STATUS**	**COMMENT**	**TARGET DATES**
PART B ENVIRONMENT			
B1 MINIMISE WASTE			
B1.1 Fujitsu will refurbish and reuse 50% of the equipment taken back by Fujitsu	Complete	Started in line with Rollout and Managed Print Service projects	Annual
B2 LANDFILL REDUCTION			
B2.1 Fujitsu will deliver less than 5% of waste to landfill by weight in this contract.	Complete	Started in line with Rollout and Managed Print Service Projects Achieved 2014 3.83%. 2015 was 0.01%	Annual
B3 CARBON REDUCTION			
B3.1 Invest in a Carbon Mgt online software tool to monitor and report on the energy and carbon emissions generated through ICT.	Complete	Delivered.	Sept 2010
B3.2 Provide an auditable report of the reduction of carbon through the ICT Transformation Programme.	Complete	2010 to 2015 reports are complete and signed off.	March 2015
B3.3 Support the Council with their 'Carbon Reduction Commitment' through the Community Benefits Programme Manager role.	Completed	In place, have presented to CCWG and met with Highland Council's Sustainability Officer. 'Green champions' within the Fujitsu Engineer based at Schools.	March 2015
B4 ENERGY REDUCTION			
B4.1 Reduce energy usage of ICT equipment resulting in savings for The Highland Council	Complete	Carbon savings up to March 2015 stood at an 8,954,672 reduction in Kwh/y and cost savings of £1,074,560	Annual
B5 MAJOR SUPPLIER AUDIT			
B5.1 Ensure that 'major suppliers' will go through our supplier mgt programme	Complete	In place with Supplier Audits of major suppliers complete or in progress.	Annual
B6 TRAVEL REDUCTION			
B6.1 Deliver a localised Service Delivery structure ensuring that our staff are close to the point of the service	Complete	Delivered. ASG model in place across the Highlands by June 2010	June 2010

B6.2 Deploy remote management and support tools to ensure that Fujitsu staff can deliver support without having to travel	Complete	In progress, being delivered as part of the Transformation Programme. Rollout completed and remote support training being provided to engineering staff. Remote tools are in place	June 2012
B7 RECYCLING			
B7.1 Set targets and report on our recycling of all of our locations in the Highlands	Complete	Targets in place and regular reporting from Fujitsu Offices.	Annual
B7.2 Ensure that 70% of all packaging material used for the delivery of ICT equipment will be from recycled materials.	Complete	In place and being delivered as part of the Transformation Programme.	Annual

COMMUNITY BENEFITS PROGRAMME PRODUCTS	RAG STATUS	COMMENT	TARGET DATES
PART C COMMUNITY			
C1 BUSINESS GATEWAY			
C1.1 50 man-days of ICT advice and training to the SME Community through the 'Business Gateway' in the Highlands	Complete	50 Man Days have been utilised. Noted in CCN 275	Annual
C2 COMMUNITY ENGAGEMENT			
C2.1 Work with the Council's Procurement team to use Public Contracts Scotland to advertise sub-contracting opportunities.	Complete	Advice received from Highland Council procurement Manager on how this can be implemented. Fujitsu to be set up as a contracting authority on PCS.	Dec 2011
C2.2 15 Volunteer places with ReBOOT through SCVO	Complete	Interest in volunteer placements registered with various organisation e.g. Job Centre. At the end of ReBoots time in Walker Place, they had had 42 volunteers.	March 2015
C3 COMMUNITY ICT			
C3.1 Annual Report on Community Benefits Programme	Complete	Complete 2011 to 2016	Annual