
SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 25th January, 2016 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

S Bentley Weetwood;
D Cohen Alwoodley;
C Dobson Killingbeck and Seacroft;
K Groves (Chair) Middleton Park;
H Hayden Temple Newsam;
J Jarosz Pudsey;
J McKenna Armley;
D Nagle Rothwell;
A Sobel Moortown;
T Wilford Farnley and Wortley;
R Wood Calverley and Farsley;

Please note: Certain or all items on this agenda may be recorded

Agenda compiled by:
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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 21 DECEMBER 2015</p> <p>To confirm as a correct record, the minutes of the meeting held on 21 December 2015.</p>	1 - 6
7			<p>SCRUTINY INQUIRY INTO ICT CAPACITY (SESSION 1)</p> <p>To receive a report from the Head of Service Delivery ICT providing the information required to undertake the first session of the Board's Inquiry into ICT capacity.</p>	7 - 94
8			<p>CAREER FAMILIES</p> <p>To discuss with the Chief Officer (Human Resources), the concept of Career Families.</p>	95 - 98
9			<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule for the remainder of the 2015/16 municipal year.</p>	99 - 104

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 22 February 2016 at 10.00am (pre-meeting for all Board Members at 9.30am)</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 21ST DECEMBER, 2015

PRESENT: Councillor K Groves in the Chair

Councillors S Bentley, D Cohen, C Dobson,
H Hayden, J Jarosz, J McKenna, D Nagle,
A Sobel, T Wilford and R Wood

40 Late Items

There were no late items.

41 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests.

42 Apologies for Absence and Notification of Substitutes

There were no apologies for absence.

43 Minutes - 23 November 2015

RESOLVED – That the minutes of the meeting held on 23 November, 2015 be approved as a correct record.

44 Draft Scrutiny Inquiry Report - Fees and Charges

RESOLVED – That the Board's Inquiry report into Fees and Charges be agreed and submitted to the Executive Board for formal consideration.

45 Initial Budget Proposals for 2016/17

In accordance with the Council's Budget and Policy Framework Rules, the Board received and considered the Executive's initial budget proposals as set out in the report of Deputy Chief Executive.

The following were in attendance to respond to members' questions:

- Councillor Judith Blake, Leader of the Council
- Councillor James Lewis, Deputy Leader
- Alan Gay, Deputy Chief Executive
- Doug Meeson, Chief Officer (Financial Services).

Introducing the report, the Deputy Chief Executive advised the Board that the Secretary of State for Communities and Local Government had announced the local government finance settlement on 17 December 2015. The key

Draft minutes to be approved at the meeting
to be held on Monday, 25th January, 2016

message in terms of funding for Leeds was that the settlement figure for 2016/17 was worse than that assumed in the Initial Budget Proposals by almost £6m. In addition to this the grant received for the implementation of the Care Act of £3.5m was now assumed to be within the revenue support grant, making the cut even greater. Therefore overall it was reported that the Council was more than £9m away from planned.

Councillor Judith Blake also described the difficult position the Council now found itself and reiterated that difficult decisions would continue to be taken to meet the additional funding gap and therefore within that context thanked the Scrutiny Board for its work of fees and charges.

Councillor James Lewis also thanked the Board for its work on fees and charges which was both timely and recognised that the Council needed to look beyond its traditional ways of raising revenue.

In summary the main areas of discussion were:

- Strategies to meet the funding shortfall.
- Integrated people commissioning and the importance of looking at different models of social care to ensure the best value for money for 'the Leeds £'.
- The potential advantages of shared services across public services.
- The impact on staff numbers and the requirement to ensure the balance of staff losses between JNC and NJC was managed correctly.
- The importance of ensuring staff are adequately equipped to transfer skills across services.
- The importance of managing the wellbeing of staff.
- The various risks associated with business rates including appeals and reduced reliance on physical buildings.
- The need to make efficiencies with care and to strike the right balance between 'back office' efficiencies and front line staff efficiencies.
- The proposed minimum revenue provision policy for 2016/17 and its ability to generate savings of £21m.
- The general role of asset management to support the Council's budget.
- Reserves and the proposal to increase levels of reserves

Closing the discussion the Chair thanked Councillor Judith Blake and Councillor James Lewis for their attendance and also congratulated the hard work and expertise of the Council's finance teams.

RESOLVED –

- (a) That the Board receive and note the Executive's initial budget proposals
- (b) To note that further amendments will be presented to Executive Board in February to take account of the increased budget pressures arising from the provisional local government finance settlement

- (c) That the Board's Inquiry report on fees and charges form part of Scrutiny's formal response to the consultation of the initial budget proposals.
- (d) That an additional recommendation be submitted to the Executive in relation to charging businesses for using council owned land for ad hoc trading activity.

46 Emerging 2016/17 Best Council Plan priorities, tackling poverty and deprivation

In accordance with the Council's Budget and Policy Framework Rules, the Board received and considered the emerging 2016/17 Best Council Plan priorities, tackling poverty and deprivation, as set out in the joint report of the Deputy Chief Executive and Assistant Chief Executive (Citizens and Communities).

The following were in attendance to respond to members' questions;

- Councillor James Lewis, Deputy Leader of Council.

In summary the main areas of discussion were:

- The clear links between the budget and Best Council Plan.
- The dual role of local decision making and corporate initiatives to drive improvement.
- The role of Community Committees and devolved budgets in driving improvement at a local level.
- The support given to Community Committees to realise their potential.
- The importance of elected members in taking ownership of Community Committee agendas and direction.
- The need to involve other service providers (including the Third Sector) to achieve improvement targets, especially when commissioning services.
- The need to ensure Leeds has the trained workforce to take advantage of the real and good jobs available.

RESOLVED –

- (a) To note the emerging 2016/17 Best Council Plan priorities, tackling poverty and deprivation
- (b) To provide officers with appropriate feedback from the discussions held.

47 Effective Procurement

The Chief Officer PPPU submitted a report providing

- An update on general procurement savings achieved to 31 October 2015

- An update on PPPU's access to council feeder systems following the intervention of the Scrutiny Board
- Improvements to the council's financial management system (FMS) to reduce off contract spend
- An analysis of the use of Waivers of the Contracts Procedure Rules (CPRs) April to September 2015.

The report also detailed on going work to reduce non-contract spend

Josephine McCann, Portfolio Manager, PPPU was in attendance to answer members' questions.

In summary the main areas of discussion were;

- General procurement savings of £4.6m
- Access to FMS Feeder systems to monitor spend
- Improvements to FMS
- Waivers
- Non and off contract spend.

In addition to the above a written response was requested in relation to the type of conditions that can be included within contract specifications including; the use of local employment, requirement for the living wage to be paid, employment of people with disabilities.

A written response was also requested regarding the use of P purchasing cards

Concluding the discussion the Board congratulated officers within PPPU for their work in this area and reiterated the Board's willingness to offer further help and support in this area.

RESOLVED –

- (a) To request further information in relation to contract specifications and purchasing cards
- (b) To record the Board thanks and continuing support in this area of work and to request a further report back in six months to report on the full year procurement savings achieved.

48 Internal Audit update report on contract extensions and Spending Money Wisely Challenge

The Acting Head of Internal Audit submitted a report detailing the outcome of a follow up audit review on contract extensions.

Louise Hornsey, Principal Audit Manager, was in attendance to respond to members' questions.

In summary the main areas of discussion were:

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- The recognition that the findings of the audit review present an improved picture from the previous audit in terms of directorates considering whether to extend a contract sufficiently in advance.
- The recognition that a best value analysis of the options available was not always being completed.
- The outcomes of the Spending Money Wisely Challenge reviews, particularly the low level of compliance with CPRs and the action proposed to understand and address the cause of this non compliance

Concluding the discussion the Board congratulated officers within Audit for their work in this area and reiterated the Board's willingness to offer further help and support in this area.

RESOLVED – That the Board notes the contents of the report and the findings of the two reviews.

49 Work Schedule

The Head of Scrutiny and Member Development submitted a report which provided information regarding the Board's work schedule.

RESOLVED – That the Board's work schedule be noted.

50 Date and Time of Next Meeting

Monday 25 January 2016 at 10.00am. (Pre-meeting for all Board Members at 9.30 am.)

(The meeting concluded at 12.20pm)

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Report of the Head of Service Delivery ICT

Report to Scrutiny Board (Strategy & Resources)

Date: 8 January 2016

Subject: Scrutiny Inquiry into ICT Capacity – Session 1

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

To provide Scrutiny Board (Strategy & Resources) with the information required to undertake the first session of the inquiry into ICT capacity.

The report explores the current capacity within ICT to support both 'Lights on' service and delivery of projects.

Recommendations

Scrutiny Board is requested to:

- a) Note the contents of this report
- b) Make recommendations as deemed appropriate

1 Purpose of this report

- 1.1 To provide Scrutiny Board (Strategy & Resources) with the information required to undertake the first session of the inquiry.
- 1.2 The report provides information relating to the current capacity within ICT to support both 'Lights on' maintenance and to deliver projects.

2 Background information

- 2.1 The Scrutiny Board agreed the terms of reference in October 2015, three enquiry sessions are planned, this being the first.
- 2.2 The key areas of focus for this first session are as follows:
 - Review of the capacity and related costs within ICT Services and departments allocated to maintenance of current IT systems and infrastructure which support the Council, the current service levels achieved/support hours covered and whether these are sufficient.
 - Review of the capacity available in ICT to deliver projects, the use of 3rd party suppliers and contract staff to support project delivery and the number of projects being requested.
 - Review of the effectiveness of governance arrangements within Directorates - are they successful in filtering project demand and in assessing the value of proposed projects?

3 Main issues

- 3.1 Leeds City Council ICT Services supports one of the largest networks and infrastructures in government with a diverse and vast array of business specific applications maintained.
- 3.2 'Keeping the Lights On' is the term used in describing the work undertaken to keep ICT systems (infrastructure and applications) up and running. This is managed through proactive maintenance and reactive fixes when things do fail.
- 3.3 There is a significant volume of change required to ICT systems. This can be instigated for a number of reasons including changing legislation; keeping up with software updates released by vendors; adding additional functionality to existing systems to improve business efficiency or implementing new technology solutions. Typically these requests are classed as 'small projects'.
- 3.4 ICT also support major Council projects that include ICT systems and data.
- 3.5 ICT undertakes an ongoing programme of work (Essential Services Programme) to keep the underlying ICT infrastructure current and fit for purpose. There are a number of major projects each year associated with this programme.
- 3.6 Approximately 70% of ICT effort is focussed on 'Lights on' and 30% available for project work.

- 3.7 Governance arrangements are in place to review project requests which require ICT resource.
- 3.8 The budget for ICT staffing has remained broadly static though not all posts have been filled as a result of budget pressures and recruitment challenges. Contract (agency) staff are used to support projects and in some cases are filling critical 'Lights on' posts.
- 3.9 Service levels around system availability, ICT Service Desk performance and overall customer satisfaction are being achieved.
- 3.10 The official hours of cover by ICT Services are 08:00 – 17:30 Mon – Friday – this is when the Service Desk is open and staff-cover in place to maintain services. Outside of these hours there is a small shift team (max 3 staff) managing the Data Centre who can take calls from users and who callout technical ICT teams in event of a major issue. The only period not covered is Saturday evening and some public holidays.
- 3.11 There is a voluntary 'on-call' arrangement in place for some technical teams. In the event of a major issue, the shift team will instigate the callouts and the technical teams will work out of normal hours to resolve the issue. Not all technical teams are part of the 'on-call' arrangements
- 3.12 Infrastructure and most applications do run 24x7 so are available outside of ICTs 'official' service hours. There are a small number of older applications which have to be shut down for overnight batch processing to take place.
- 3.13 Benchmarking has taken place through SOCITM against other public sector organisations and through Gartner for a wider ICT benchmark.

4 Corporate Considerations

4.1 Equality and Diversity / Cohesion and Integration

- 4.1.1 An equality and impact assessment has not been completed at this stage of the enquiry.
- 4.1.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry. Due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 4.2.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

5 Recommendations

- 5.1 Scrutiny Board is requested to:
- a) note the contents of this report and the attached appendices.
 - b) make recommendations as deemed appropriate

6 Background documents¹

Appendices:

- A ICT Budget
- B Project demand
- C Project Governance
- D Service Level achievement
- E On-call out of hours arrangements
- F Benchmarking – SOCITM
- G Benchmarking – Gartner

ICT High Level Budget

All figures taken from Published Budget Book

Heading	2014/15 £,000	2015/16 £,000	2016/17 £,000	
Direct Staffing Costs	10,565	10,731	10,731	
Contractors	1,052	1,702	1,702	£202K for revenue, remainder is for proejcts and income is received to offset cost - income below re charges to projects
Ongoing Pension Costs	310	225	225	5 year pension costs for staff that have gone on ELI
Training	56	56	56	
Supplies and Services	7,251	6,809	6,519	All telephony budgets and corporate support/maintenance contracts
Transport	51	51	51	
Prudentiall Borrowing Costs	172	110	110	Borrowing costs of for PSN
Contribution from Reserves	-33	0	0	
Income				
Internal (Including Schools)	-1,623	-1,693	-1,693	
Charges to Capital Projects	-2,655	-3,605	-3,605	
External Income	-116	-116	-306	Increase in 2016/17 from WYJS
General Fund	<u>15,030</u>	<u>14,270</u>	<u>13,790</u>	

ICTs staffing Budgets

	2014/15	2015/16	16/17 (proposed)
Budget	10,565	10,731	10,884
FTEs	269.3	280.30	283.90
Movements to 2015/16			
New post		1.00	Creation of Documents Record Manager
New post		1.00	Creation of Head of Public Services
Growth		3.00	Funding from Business Cases for additional support
Growth		7.00	funded via reduction in contractors and increasing project work
Growth		10.00	Developer Trainee Posts
Growth		0.40	Secondment of Finance Officer
Efficiencies		-4.40	Need to make savings
Efficiencies		-1.00	Deletion if one post in IG
Efficiencies		-1.00	Reduce a BRM post
Efficiencies		-4.00	Abort additional work/ELIs
Transfer		7.00	Small Projects Return to ICT
Vacancies		-8.00	Need to have vacant posts
		11.00	Net Movement
Movements to 2016/17			
Transfer			1 Head of service Returns to ICT
Transfer			1 Smart Cities post from BSC
New			1 Print Smart Manager
Growth			2 Support Frameworki
Transfer			1 From Legal to Information Governance
New			0.6 ICT Business Manaer
Transfer			-6 BBM
Transfer			12 Central & Corporate IM&T
Vacancies			-9 Need to hold posts vacant
Total			3.6 Net Movement

ICTs staffing Budgets - excluding IG

	2014/15	2015/16	2016/17 (proposed)
Budget	10,265	10,431	10,304
FTEs	258.3	269.30	272.90
Movements to 2015/16			
New post		1.00	Creation of Documents Record Manager
New post		1.00	Creation of Head of Public Services
Growth		3.00	Funding from Business Cases for additional support
Growth		7.00	funded via reduction in contractors and increasing project work
Growth		10.00	Developer Trainee Posts
Growth		0.40	Secondment of Finance Officer
Efficiencies		-4.40	Need to make savings
Efficiencies		-1.00	Deletion if one post in IG
Efficiencies		-1.00	Reduce a BRM post
Efficiencies		-4.00	Abort additional work/ELIs
Transfer		7.00	Small Projects Return to ICT
Vacancies		-8.00	Need to have vacant posts
		11.00	Net Movement
Movements to 2016/17			
Transfer		1.00	Head of service Returns to ICT
Transfer		1.00	Smart Cities post from BSC
New		1.00	Print Smart Manager
Growth		2.00	Support Frameworki
Transfer		1.00	From Legal to Information Governance
New		0.60	ICT Business Manaer
Transfer		-6.00	BBM
Transfer		12.00	Central & Corporate IM&T
Vacancies		-9.00	Need to hold posts vacant
Total		3.60	Net Movement

2015-2016 Active Major Projects (ICT)

Row Labels	Count of Directorate
Adult Social Care	6
000377 ASCS Data Prep & Migration	
000387 Adults Social Care Systems Programme	
000833 ASCS Case Management System	
000894 ASCS Reporting & BI	
100210 Integrating Health & Social Care	
990006 e-Leeds Developments for CIS	
Children's Services	3
000595 CSCS Reporting & BI Project	
990009 LIS (new Children's Centres Management Syst	
990030 Adel Beck Secure Unit New build	
Citizens & Communities	4
000831 Transactional Web Services	
100059 Individual Electoral Registration EROS	
990007 CCP Component re use	
990027 Transactional Web Services Phase 2	
City Development	1
100177 Community Learning System Review & Implementation	
Civic Enterprise Leeds	1
000349 ESS/MSS (SAP)	
Corporate Cross-Cutting	8
000319 EDRMS	
000482 Merrion Decant	
000644 City Wireless & Super Broadband	
100094 Website Development	
990001 Mgtion Cable & Wireless to Virgin Media BB	
990004 e- Leeds	
990010 CTW 2 Great George Street	
990059 Web	
Environment & Housing	4
000098 Integrated Waste Management System	
001012 Parks System Replacement	
100001 Upgrade of 3Sixty to v4.xx (Win7)	
100537 Housing Systems Procurement	
External	5
100564 Managed ICT Services for West Yorkshire Joint Services	
100570 N3 to YHSPN Alpha	
990041 Shared Desktop (SSAC)	
990042 Data Centre Capabilities (SSAC)	
990057 ICT4Leeds Farsley Westroyd - site	
Internal ICT	34
000706 Essential Data Centre Improvements Project	
000708 Hardware-Novell Migration to Microsoft Tech	
000718 Oracle 11i Upgrade (DEV)	
000744 GlobalscapE Secure File transfer (DEV)	
100048 Migration LCC WAN to Public Sector Network	

100087 Telephony Modernisation Phase 2
 100126 Application Lifecycle & Infrastructure Management
 100145 Workplace Tools & Software Devices
 100419 Lotus Notes Decommission
 980001 Improving Information Security Capabilities
 980002 Unix Virtualisation
 980003 S700-NetApp Vault Project
 980004 Microsoft Technology Strategic Review 2015
 980005 Web Development 2015/16
 980006 InSight Development 2015/16
 980007 End User Computing
 980009 DC Resilience 2015/16
 980011 MS Sharepoint 2013
 980012 PCI Virtualisation
 980013 IPT Phase 2
 980014 Server Optimisation
 980016 PABX Room Power Resilience Upgrade
 980017 PrintSmart Phase 2
 980018 eWorkplace Lite
 980020 Shavlik Patching Tool - 2015
 980021 Microsoft Enterprise Agreement
 980022 GIS Infrastructure Uplift
 980023 Kaspersky Deployment (Forefront Replacement)
 980025 ESP - Leadership Team
 990022 GlobalScape MailExpress and EFT
 990034 Mobile device management
 990036 Windows 2012 server
 990037 Visual Studio 2013 upgrade
 990038 VMWare farm refresh

Strategy & Resources

1

100595 Paris Income Management Upgrade 2015

Grand Total

67

2015-2016 Active Small Projects (ICT)

Row Labels	Count of Directorate
Adult Social Care (ASC)	11
Electronic Care Brokerage and Monitoring	
Health & Social Care Collaboration Site	
Homecare Redesign and Commissioning Project	
Hospital Discharge – Improving the Process using IMT	
Leeds Care Record, consume mechanism	
NHS access to CIS Adult Social Care Management System	
NHS Number	
NMDS-SC Options Appraisal Costs	
Residential Audits Mobile Monitoring	
Shared Lives - New ICT System	
SkILs Team IM&T Requirements	
Children's Services (CSvs)	29
Adel Beck InVentry Installation	
Adel Beck Video Conferencing	
Artemis Replacement	
CCMS Test / Training Environment	
Child Friendly Leeds (CFL) eforms	
ChildView Youth Justice system CACI contract	
E-based system for recording and storing assessment information in the Early Years	
FFI Criteria Upgrade	
Foster Carer 'Membership' Site	
Frameworki Upgrade	
Free Early Education (FEEE) Eligibility Checker & Family Groupings Client	
Front Door SharePoint Solution	
Leeds Parent Partnership Service Database	
Mail Express group mailbox	
Master Data Management	
Paritor replacement	
Public Access image for YOS	
Redaction for CS Subject Access Requests	
Residential WiFi for Young People in Children's Homes	
School Closures Application	
Schools Child protection Database	
Server Consolidation	
Traded Services Online Functionality	
Upgrade of Auto Cad Lite	
upgrades to the public website of SLA Online	
Yeti Upgrade	
YOTs conversion to full ORACLE License	
Closure and decommissioning of InfoBase (the ex-Education Leeds intranet)	
DfE Innovation Fund work with children and families.	
Citizens & Communities (C&C)	21
Academy Upgrades 2015/16	
Access to shared mailgroups from Capita Services	
Appointment solution for Council Tax Personal Support Package Scheme	
Avaya Soft Market Review	
Capita Connect Upgrades	
CCP - 3rd party access on demand	
Dame Waterman Community Centre Wifi and PC Suite	
DHP Claim Form	
Digitising Registrars Records	
IClipse Upgrade to version 4.60	
Interpreting and Translation Team eForm development	

Lettings Database
 Mobile Working Customer Services
 Network Performance Investigation
 New examination software for Hackney Carriage Driver applicants
 Retirement of Local View Fusion for Website mapping Functionality
 Secure File Exchange
 Universal Credit Casework solution for budgeting support
 Upgrade of Total Land Charges System to v8.0.1
 Upgrades to the EROS system for Canvass
 Provision of Face-to-Face customer support using Video Conferencing

City Development (CDev)

17

Access to LCC WIFI for vending machines
 Hardware for CtW within Planning Services
 Insight upgrade
 Local Installation of Key Accident
 Minecraft Server for Libraries
 Morley Leisure Centre Kiosk
 Provide remote access to the Highways reporting PC
 Qube v10 Upgrade
 Regular data transfer to Brief Your Market from XN
 Scan to USB within Libraries
 Sports Website Development
 Tablet Pilot Inclusion for Highways & Transportation
 Timemaster Upgrade Late 2015
 Upgrade Advantage to v.2015 SP1
 Upgrade of AutoCAD & Associated Applications
 Upgrade to Uniform 9.1 and PA\CA 2
 WiFi for Mobile Libraries

Civic Enterprise Leeds (CEL)

9

AP Forensics Fraud Checker Software v7
 BSC Leeds websites –site search results
 BSC Membership site and eForm developments
 Expansion of Total Mobile to Catering Leeds
 Review of Tranman
 Review of Trapeze
 SAP GUI Upgrade
 Trapeze Upgrade
 Web Printing Implementation for Corporate Print Unit

Corporate Cross Council (CORP)

9

BSL Video Interpreting solution for installation on Corporate laptop
 Committee Room Audio Visual Provision
 Enterprise Mobility Solution Procurement
 FileSharing Sites
 GCSX Replacement
 Google Hangouts enablement
 High-level Data Modelling
 ICP Recommendation re saving data to C: drive
 Introduce Personal Message Manager (PMM)

Environment & Housing (E&H)

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Amendments Leeds Homes Website
 Amendments to Housing e-file Sharepoint site
 Beeston Hill PFI File Transfer
 BITMO Gas File Transfers
 Climate Vulnerability Mapping
 Empty Homes Team System Re-Development
 Fire Safety System Interface with Keystone
 Gas Contract Procurement

Google Earth Pro for Forestry
 Housing Leeds EDRM's
 Housing Systems Procurement
 Keystone Upgrade V6.10
 Leeds Housing Total Mobile Proposal
 Managed Stores New System Interface
 Online Tenant Insurance Form
 Orchard Self Service Live Server
 Parks Adoption of Tranman application.
 PFI Incinerator
 Provision and Distribution of Applications on Windows 8.1 Tablet devices.
 Psi2000 AMS Migration to Supplier Hosting
 Self-Build Register
 Tablet Devices and Uniform
 The Compliance Workbook Procurement
 Webway Security Monitoring
 Whinmoor Nursery: Data connection and an Environmental Management System.
 Fuel Management System
 Booking and payment facility for the new Tropical World Website
 Gully Cleansing Management System

Public Health (PubH)

3

Additional Technical Support to the Public Health Resource Centre
 Interactive Voting solution for Public Health training sessions
 Leeds Observatory contract renewal and market test

Strategy & Resources (S&R)

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Access to QA distance learning technology
 Assessment of meeting room technology (CTW)
 Broadband line Sharing within Civic Hall
 Cheque Printing Software Replacement
 City Collaboration Pilot
 Civica Financials Upgrades to v16 and v17
 Desktop Refresh Digital
 Newsroom Email
 Personal Archive
 Harvesting and Automation of Datasets
 I2 Visual analysis and investigative tool
 ICT Official Presence on Staff Forums ICT
 Support for Webcast Trial Information
 Asset Register
 Installation of WAP & Tablet for Public i
 LACHS Extra Module
 Lotus Notes Decommission
 Microsoft Enterprise Agreement
 Package SIMS FMS
 Paris Income Management Upgrade
 PARIS Resilience
 Procurement of an online engagement service
 Procurement of Online Media Monitoring System
 Procurement of SAP Basis Support
 PSN Connected WiFi
 Sequencing of Adobe Creative Cloud(Photoshop
 Software Framework
 Supplier Information Database search function in FMS Leeds
 Survey Software
 Upgrade of Galileo / Magique Software
 Visual Display of Meeting Room Bookings
 Business Capability Modelling as part or S&R core systems review

Roles of ICT governance and management forums

IM & IT Directorate Steering Group assesses priority and the fit with agreed ICT approaches

Review overall status of the portfolio
 Review proposals – support or reject
 Ensure project management and procurement support
 Maintain accurate forward plan (pipeline information)
 Review 3 year ICT portfolio (annually)
 Review ICT category plan (annually)

ICT Services reviews technical and resourcing needs, options and solutions at weekly and monthly ICT Portfolio Forum

Fast track small requests
 Quality assure mandates, business cases & variations
 Confirm solutions and costings – flag resource needs
 Recommend support or reject
 Quality assure tender evaluation documentation
 Review overall status of the portfolio

Heads of IM&T meeting considers priorities, the fit with agreed ICT approaches, and opportunities to simplify, standardise, share

Review overall status of the portfolio
 Review mandates & business cases
 Identifies opportunity to simplify, standardise and share

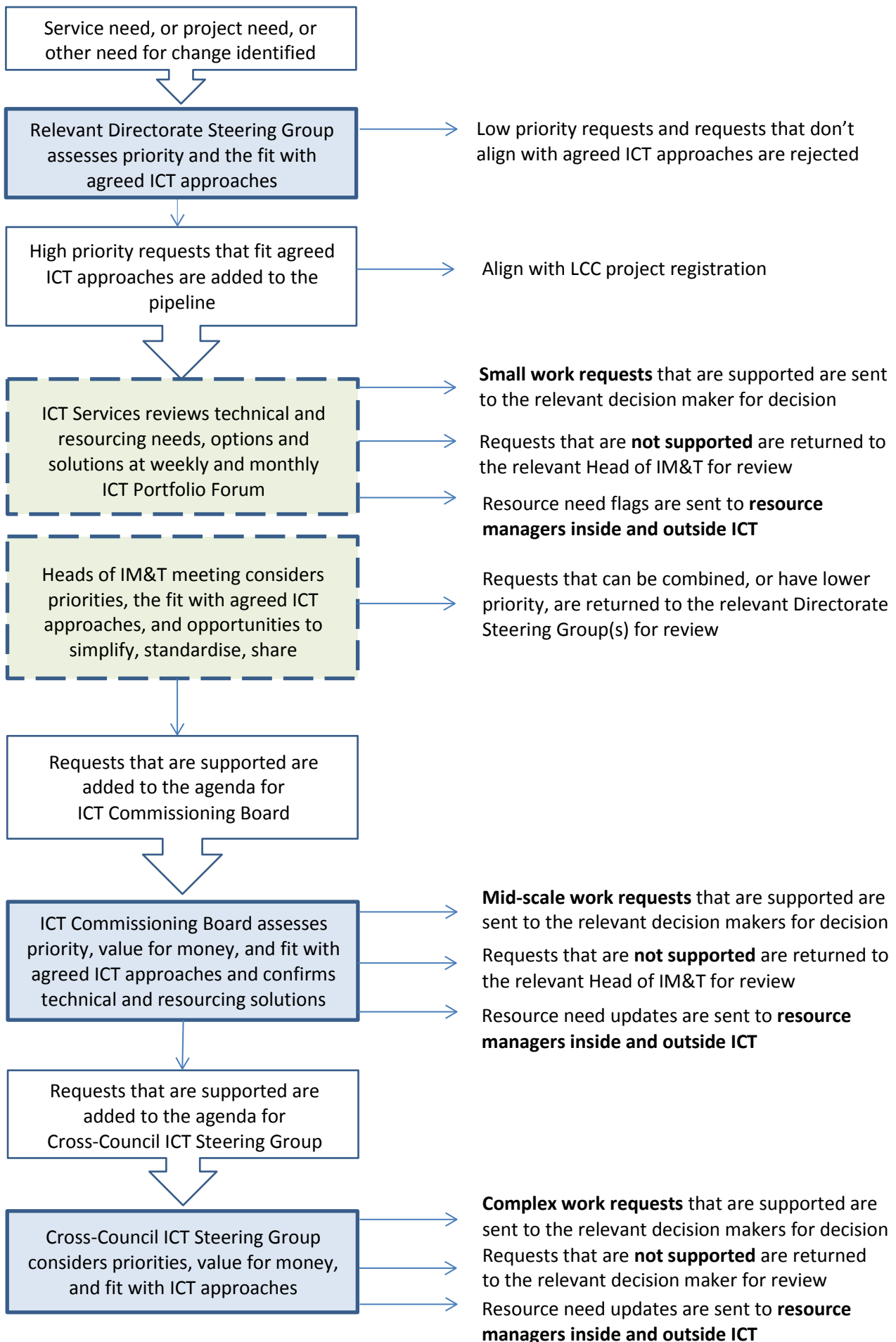
ICT Commissioning Board assesses priority, value for money, and fit with agreed ICT approaches and confirms technical and resourcing solutions

Ensure a balanced and resourced portfolio
 Recommend to decision maker, medium , support / reject
 Recommend to Cross Council, complex, support / reject
 Review overall portfolio status, flag resource needs
 Receive mandates, business cases medium and complex
 Receive gateway reports, tender evaluation qa reports,
 Review 3 year ICT portfolio (annually)
 Review ICT category plan (annually)

Cross-Council ICT Steering Group considers priorities, value for money, and fit with ICT approaches

Recommend decisions to decision maker, complex projects
 Review decisions medium schemes
 Review overall portfolio status, risks & resource needs
 Receive gateway reports
 Receive end of project / lessons learnt reports
 Recommend 3 year ICT portfolio (annually)
 Review ICT category plan (annually)

Decision Making Flow for ICT investments





LEEDS CITY COUNCIL

ICT SERVICES - 6 MONTHLY PERFORMANCE REVIEW REPORT

Pam Malthouse
Performance Reporting
Q1 April to June 2015
Q2 July to September 2015





Summary

This report updates the work of ICT Services, the delivery of services by the Council's strategic ICT providers and the progress made against the Council's ICT Service Plan & Transformation Programmes.

Introduction

The information contained within this report serves to inform SLT, IM&T, Business Partners, ICT Steering Group, Members, Customers, Users and other stakeholders about the performance of ICT Services in relation to the services we provide.

This report provides information on the performance of the ICT Service from April to September 2015 in the following areas:-

Service Management
Financial Management
Management of ICT
Continual Service Improvement
ICT4Leeds
Service Achievements



To help put the following report into context, below are some statistics about ICT within Leeds City Council.

Service users are defined as those staff who use a workstation/device to do their job e.g.
 Individual Contractors doing work that would normally be done by an employee
 Council Members
 All ICT staff (in-house, outsourced and Shared Services)

Users	2013-14	2014-15
The number of Service users supported by ICT Services that are employed by Leeds CC and that receive ICT services from Leeds City Council	12034	12371
The number of Service users supported by ICT Services that are NOT employed by Leeds City Council	1328	1698
The total number of users supported	13362	14069

DEVICES

	2013-14	2014-15	% +/-
Desktop PCs	6720	6912	3%
Laptops	5137	5235	2%
Tablets	233	310	3%
Smartphones	1556	1646	6%
IP Desk Phones	2843	5340	88%
Printers	1271	856	-33%
Mobile Phones	10190	12895	26%
Desk Telephones	8715	14843	60%
Totals number of devices	36665	46581	27%

KPI 15 Availability Management

Availability Management (AM) ensures the levels of Availability of all ICT Services meets the agreed availability needs of customers in a cost effective and timely manner. This information contains the Availability, Maintainability and Reliability scores. We have 22 Key services which are listed here.

Ref	Description	2014-15 target	2014-15	2015-16 Q1	2015-16 Q2	Narrative
KPI15 Page 26 AM1	Service/System Availability	Greater than 98%	99.88	99.90	99.37	GREEN Average is 99.72
KPI15 AM2	Service/System Reliability	More than 300 hours (31.5 days)	588hrs	577hrs	575hrs	GREEN
KPI15 AM3	Service/System Maintainability average time taken to restore service (hours) average per service	Less than 4 hours	00:11 minutes	00:10 minutes	00:42 minutes	GREEN

ASC Client Information System (CIS)
 Children's Framework-i
 ICT4Leeds
 Income Management
 Insite
 Landline Phone Network
 Mobile Phone Network
 NetApp File and Data Access
 Network Data - Communications
 SLA 13 - Contact Leeds
 SLA 15 - DIP/IClipse
 SLA 16 - e-Mail Service
 SLA 17 - ESCR
 SLA 18 - FMS
 SLA 19 - Internet Access
 SLA 20 - Intranet
 SLA 21 - Leeds City Council Website
 SLA 22 - Network Security PDMZ (Partial demilitarised zone)
 SLA 24 - Orchard housing services
 SLA 26 - SAP/HR Payroll
 Unix Virtualisation
 User's Desktop Environment

Incident Management

First Point of Contact -

This metric calculates the % of Operational Incidents resolved at First point of Contact and includes password changes.

A metric taken at the same time last year shows a 26% increase in volume this year and 11% were handled at First Point of Contact.

	Apr-June 14/15	Jul- Sept 14-15	Apr – June 15-16	Jul- Sept 15-16
	Q1	Q2	Q1	Q2
Number of none-SRM incidents resolved calls in Quarter 1	12015	12664	15459	15532
Number of Operational Incidents resolved at First Point of Contract (FPOC) 2	8309	9058	11778	11481
Variance (difference between Box 1 and Box 2 above)	3706	3606	3681	4051

Incident Management First Point of Contact -



Incident Management

% of incidents within

This metric is based on the % of Service Desk incidents met within SLA targets. We can see a 23% increase in the number of incidents from this time last year.

Q/Month breached the SLA	Q1 Apr-Jun 14/15	Q1 Jul – Sep 14/15	Q2 Apr – Jun 15/16	Q2 Jul – Sep 15/16	Average
Number of Incidents Reported this Quarter	13,015	13,420	16,239	16,269	14,735
Number of Incidents Resolved this Quarter	13,008	13,436	16,045	16,388	14,719
Number of Incidents outstanding at this Quarter end	413	384	535	402	433
Incidents resolved within SLA	11,569	10,891	14,006	13,825	12,572
Incidents which have breached SLA	1,065	2,069	1,077	1,214	1,356
Total incidents Under SLA	12,634	12,960	15,083	15,039	13,929
% of incidents resolved within SLA	92%	84%	93%	92%	90%

Benchmarking

ICT Service

The details below are the measureable KPI's for SLA's.

SLA KPI's Metrics Key:-

K2.1 - This is the percentage of operational incidents when a service is restored within the agreed service levels

K2.2 - The percentage of all operational incidents when a service is restored within the following hours

K2.3 - The percentage of operational Incidents resolved at first point of contact (FPOC) 15 minutes

K2.4 - The average number of incidents reported per week

K2.5 - The number of hours that the service desk/help desk is available and supported

KPI's	2012/13	2013/14	2014/15	Average
KPI K2.1	88%	89%	88%	88.33%
KPI K2.2				
a) 0-4 hours	72%	72%	72%	72%
b) 4-8 hours	3%	3%	3%	3%
c) 8-16 hours	2%	3%	3%	2.66%
*d) Over 16 hours	23%	22%	22%	22.33%
* This is a catch all and is not a SOCITM result				
KPI K2.3	60%	54%	51%	55%
KPI K2.4	1081	838	1603	1174
KPI K2.5	47.5 hrs	47.5 hrs	47.5 hrs	47.5 hrs

ICT Out of Hours On-Call Arrangements

Arrangements were put in place in 2013 for a limited 'out of hours' service with a number of key technical teams providing cover via an on-call arrangement overnight and during weekends. The scheme is voluntary (i.e not part of terms and conditions) but generally staff members manage to cover the on-call shifts.

Staff are paid a standby payment plus overtime for any callouts they deal with.

There are five ICT teams providing support covering the periods:

Day	Shift	Hours of cover
Monday	Night	17:30 – 07:59
Tuesday	Night	17:30 – 07:59
Wednesday	Night	17:30 – 07:59
Thursday	Night	17:30 – 07:59
Friday	Night	17:30 – 07:59
Saturday	Day	07:59 – 19:15
Sunday	Day	08:30 – 18:59
Sunday	Night	19:00 – 07:59

Note : This can change for bank holidays

The ICT teams currently on call are:

- UNIX team
- Storage team
- Security team
- Datacomms team
- Microsoft team

In the last three years (since 13/1/2013) there have been 276 call outs. This has covered everything from remote access being down to line of business applications such as Orchard being unavailable. As these issues are resolved out of hours it means the business areas have full working systems when they start their working day minimising disruption.



Corporate ICT Services

SOCITM EXECUTIVE SUMMARY

Benchmarking the ICT Service 2015

Benchmarking the ICT Service

- In April 2015 Leeds City Council's ICT Services participated in the Socitm Benchmarking exercise.
- Leeds City Council were 1 of 9 participants, 3 of which were Metropolitan Councils

At the start of the process each participant is given a reference number.

Leeds City Council is referenced as **M1522**.

Participants were:

1. Birmingham
2. Barnsley
3. Leeds City Council
4. Kent County Council,
5. Isle of Wight
6. Denbighshire
7. Barnados,
8. Bracknell Forrest
9. Xentrall Shared Services

Contents

All participants are measured against the following criteria :

- Administrative Data
- ICT estate and delivery model
- Staffing resources
- Financial resources
- Governance processes

..... using the following Key Performance Indicators

PROFILING THE SERVICE - KEY PERFORMANCE INDICATORS

- KPI 1 User satisfaction
- KPI 2 Resolution of reported incidents
- KPI 3 Project governance and delivery
- KPI 15 Service availability
- KPI 4 Acquisition costs of devices
- KPI 7 Device support costs
- KPI 17 Network costs per end-user device
- KPI 18 Total cost of ownership
- KPI 19 Flexible working

Aims and Objectives of SOCITM Benchmarking

- How we compare with our peers (including Core Cities)
- How we compare with ourselves
- Are we improving, staying the same or getting worse?
- What needs to be done to improve – i.e. the Service Improvement plan and priorities

Number of workstations per user

Number of workstations per user

Leeds scores 0.8 workstations per user. This should be lower as there are over 2500 users with multiple devices

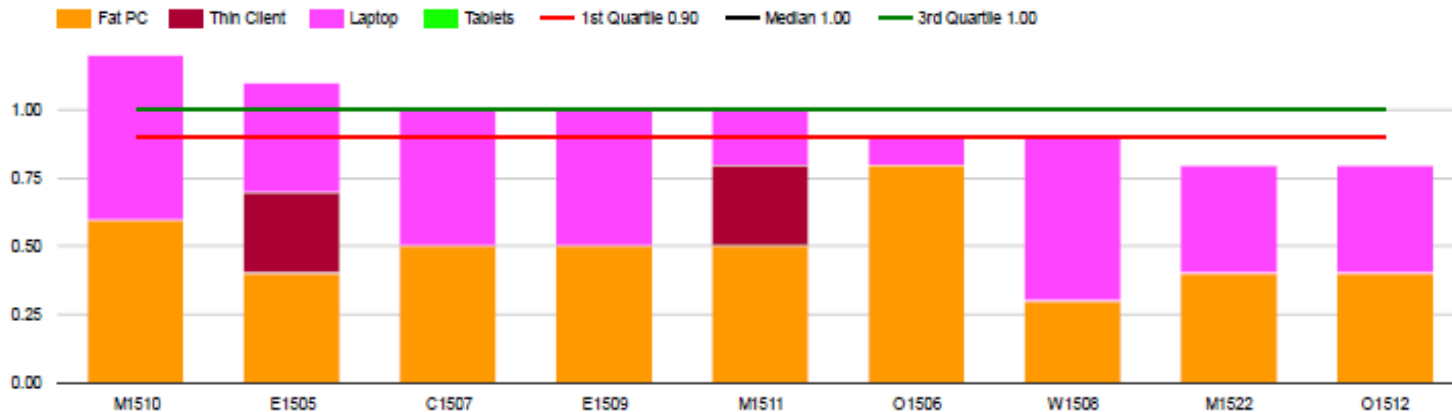
B: Number of 'workstations' per user

This chart shows how many 'workstations' the average service user has in each participant's ICT estate. 'Workstations' include desk PCs, thin clients, laptops and tablets.

Participants in the 1st quartile range are the best performers.

UK-wide results: 1st Quartile = 0.9, Median = 1.1, 3rd Quartile = 1.33, from 68 datasets

[Fig. 5-1728]



Ref	M1510	E1505	C1507	E1509	M1511	O1506	W1508	M1522	O1512
Fat PC	0.6	0.4	0.5	0.5	0.5	0.8	0.3	0.4	0.4
Thin Client	0	0.3	0	0	0.3	0	0	0	0
Laptop	0.6	0.4	0.5	0.5	0.2	0.1	0.6	0.4	0.4
Tablets	0	0	0	0	0	0	0	0	0

Average cost (£K) per FTE

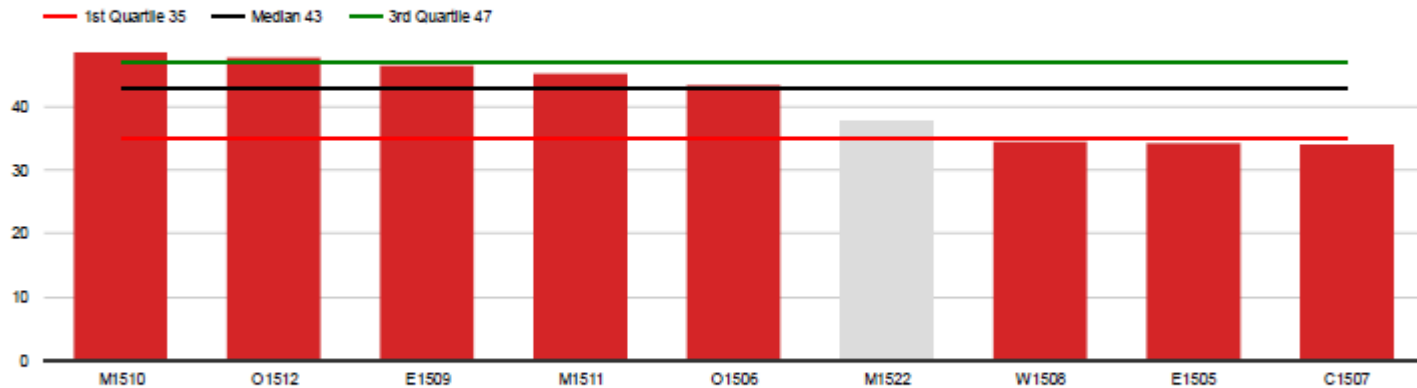
Leeds are doing well on this KPI, spending much less than the other Met Councils per FTE and achieving better value for money and better results on relating quality based KPI's.

C: Average cost (£k) per FTE

Participants in the 1st quartile range are the best performers.

UK-wide results: 1st Quartile = 36.95, Median = 45, 3rd Quartile = 53.2, from 59 datasets

[Fig. 6-1670]



M1510	O1512	E1509	M1511	O1506	M1522	W1508	E1505	C1507
48.6	47.9	46.6	45.4	43.4	37.9	34.5	34.4	34.1

Percentage total expenditure spent on ICT (includes Revenue and Capital)

Leeds City Council scored the lowest range here. i.e. Leeds City Council expenditure is less than 6 of the other participants.

Leeds City Council falls into first quartile with a total spend, a very conservative 1.195%. Out of all our peers (the Metropolitan councils) compared with Birmingham, the highest, who came in at 2.67%, virtually a further 1.5% more on expenditure over the reporting period of the financial year 2014.

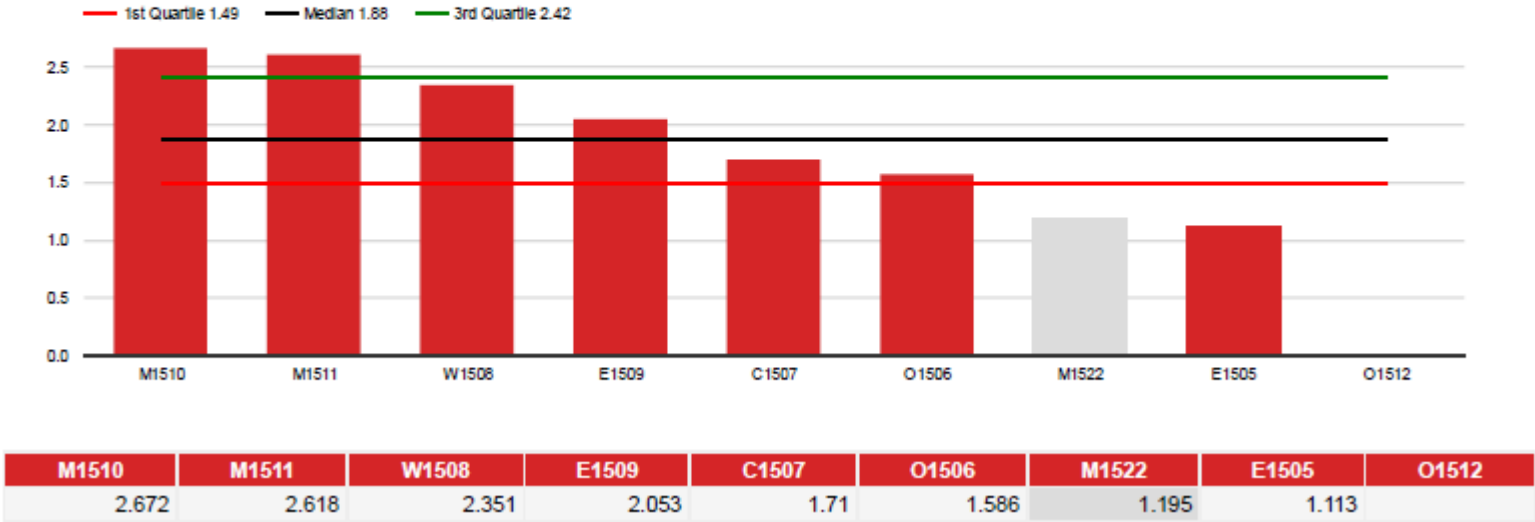
D: Percentage total expenditure spent on ICT

This chart shows the percentage of the organisation's total expenditure that is attributable to ICT services (ie. both capital and revenue).

Participants in the 1st quartile range are the best performers.

UK-wide results: 1st Quartile = 1.39, Median = 1.87, 3rd Quartile = 2.59, from 60 datasets

[Fig. 7-1073]



KPI 4: Spend on user Devices per User

Whilst Leeds are in the 3rd quartile for this KPI, we are still in the best performing quartile range. The setting of the quartile ranges on this KPI are compromised by participant O1506.

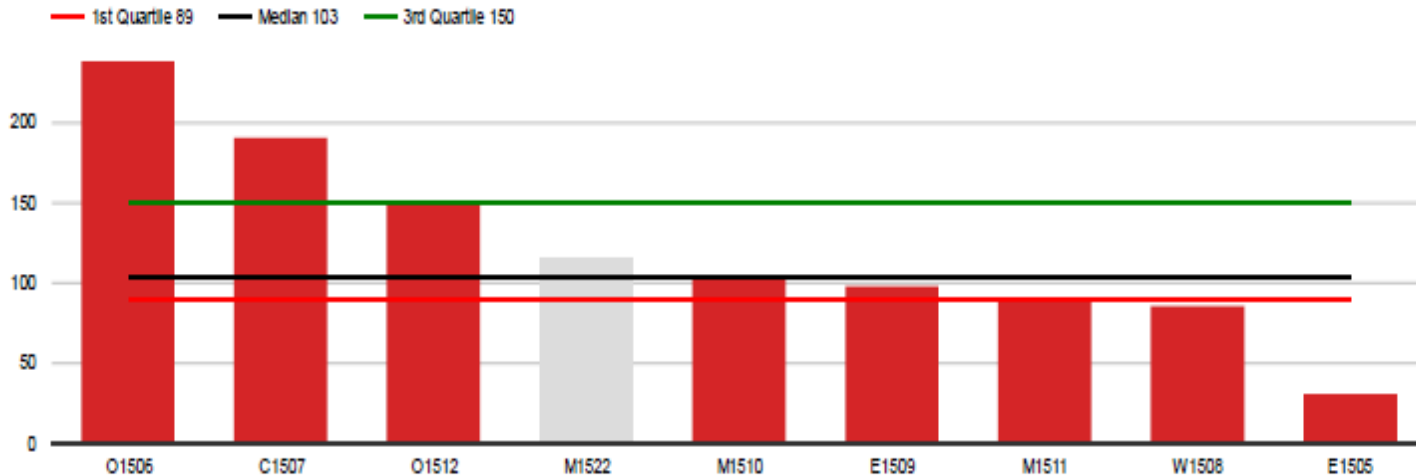
KPI 4: Spend on end-user devices per user

Participants in the 1st quartile range are the best performers.

UK-wide results: 1st Quartile = 31.18, Median = 76.27, 3rd Quartile = 115.75, from 41 datasets

[Fig. 9-1681]

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O1506	C1507	O1512	M1522	M1510	E1509	M1511	W1508	E1505
238.37	191.53	149.99	115.75	103.05	98.6	88.68	85.84	31.18

KPI 7 –Average support costs per user

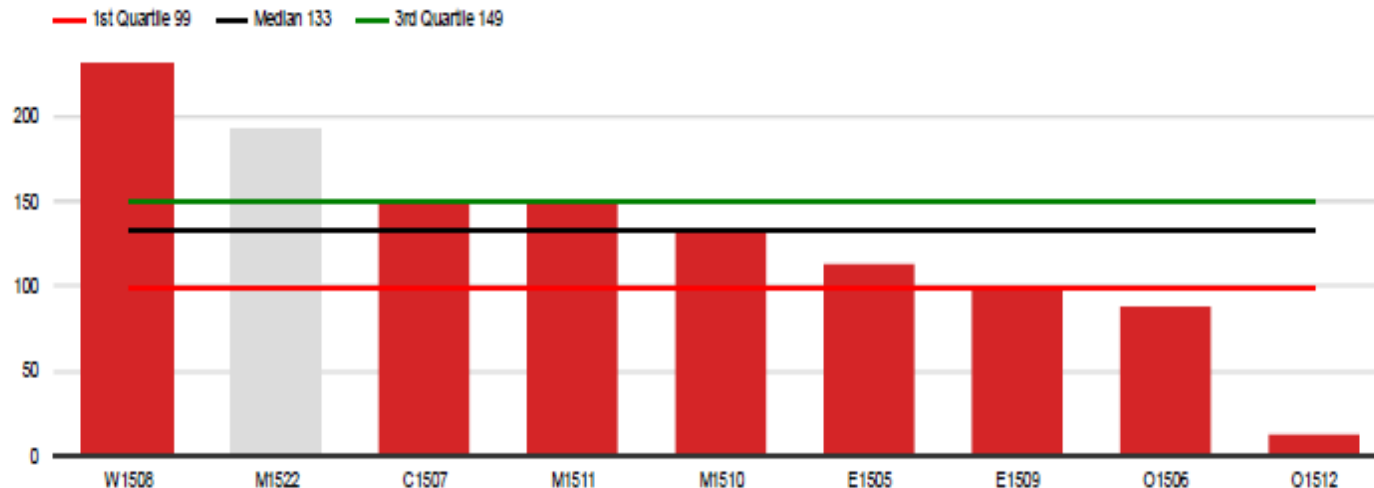
Leeds' support costs are in the 3rd quartile and are seen as being at a higher cost than most of the other participants. This level of support though enables the service to score well in other KPI's.

KPI 7: Average support costs per user

Participants in the 1st quartile range are the best performers.

UK-wide results: 1st Quartile = 29.55, Median = 98.95, 3rd Quartile = 143.65, from 42 datasets

(Fig 9-1674)



W1508	M1522	C1507	M1511	M1510	E1505	E1509	O1506	O1512
231	192.1	149.4	149.4	133	113.4	99	88.3	12.8

KPI 17: Percentage network costs (of total ICT Expenditure)

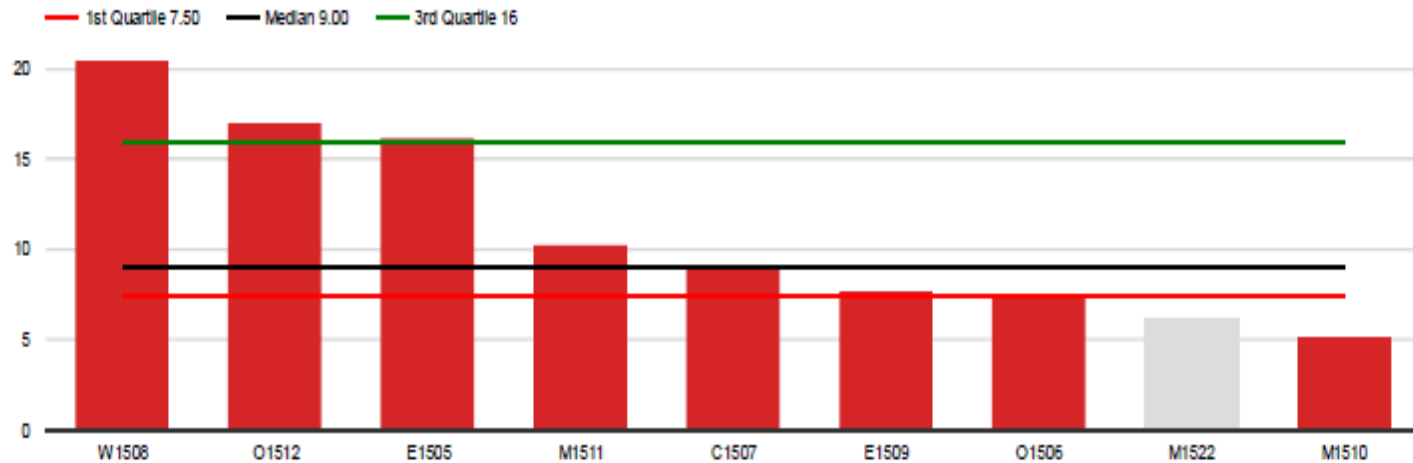
For this KPI the range for the first quartile is 7.50, Leeds once again perform in the 1st quartile with a score of 6.2 (2nd to Birmingham at a scale of 5.2)

KPI 17: Percentage network costs of total ICT expenditure

Participants in the 1st quartile range are the best performers.

UK-wide results: Not available

[Fig. 10-1666]



W1508	O1512	E1505	M1511	C1507	E1509	O1506	M1522	M1510
20.5	17.1	16.2	10.3	9	7.7	7.5	6.2	5.2

Number of users supported per ICT staff member

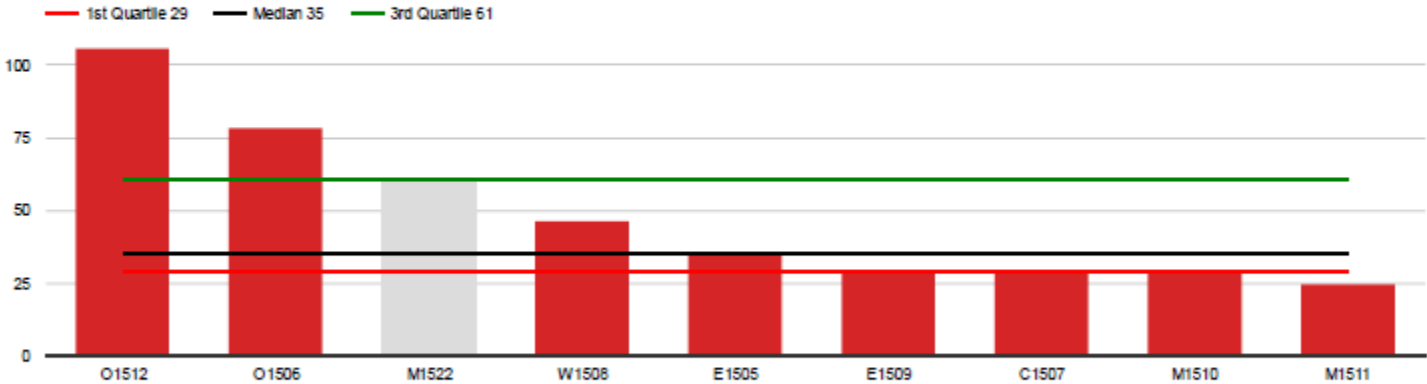
Leeds is in the 3rd Quartile range here. The emphasis here is that one ICT staff member supports a lower number of users. However our customer perception scores are high so our ratio of 1:61 is not hindering customer satisfaction and other KPI's.

C: Number of users supported per ICT staff member

This chart is based upon the total number of ICT staff and not just those who are 'support specialists'. Participants in the 3rd quartile range are the best performers.

UK-wide results: 1st Quartile = 34.02, Median = 46.65, 3rd Quartile = 65.43, from 68 datasets

(Fig. 11-1069)



O1512	O1506	M1522	W1508	E1505	E1509	C1507	M1510	M1511
105.8	78.8	61.1	46.7	35.2	29.5	29.3	28.9	24.7

The Governance Index

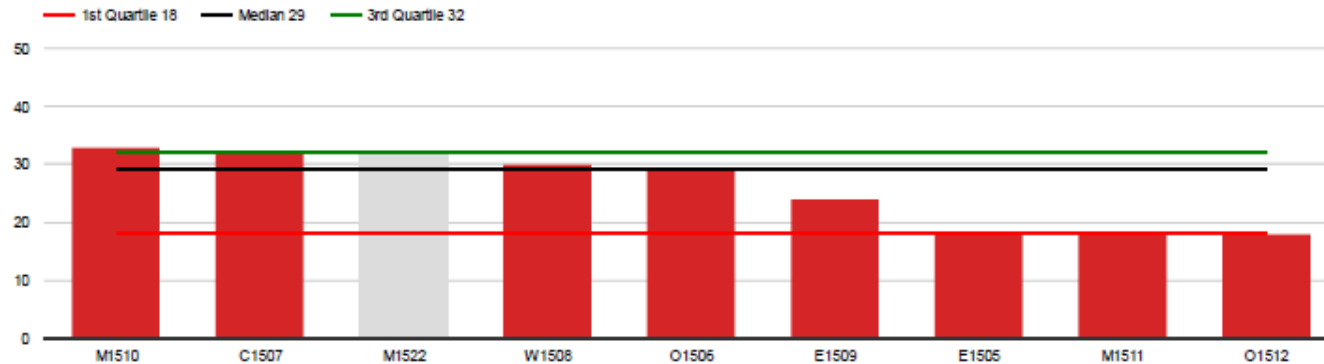
- The 3rd Quartile are the best performers here and Leeds are in this Quartile. This index measures compliance to ICT best practice and therefore quality managed services.
- Leeds scored 32 which is excellent.

E: Governance index

Participants in the 3rd quartile range are the best performers.

UK-wide results: 1st Quartile = 18, Median = 22, 3rd Quartile = 30, from 32 datasets

(Fig. 12-1633)



M1510	C1507	M1522	W1508	O1506	E1509	E1505	M1511	O1512
33	32	32	30	29	24	18	18	18

Question	Weighting
Degree of commitment to the ISO/IEC 38500 Corporate Governance of IT standard	1
Degree of commitment to the ISO/IEC 9001 Quality Management standard	1
Degree of commitment to the Customer Services Excellence standard (CSE) (must cover the ICT service)	1
Degree of commitment to IT Infrastructure Library (ITIL) practices for IT service management	1
Degree of commitment to the ISO/IEC 20000 IT Service Management standard	1
Degree of commitment to the ISO/IEC 27001/27002 Information Security Management system standard	1
Degree of commitment to the ISO 22031 (previously BS 25999) Business Continuity Management standard	1
Degree of commitment to the ISO 27031:2011 (formerly BS 25777) Information and communications technology continuity management standard	1
Degree of commitment to the ISO 14001 Environmental Management standard	1
Degree of commitment to the EU Data Centre Code of Conduct	1

KPI 1: User satisfaction

Based on a full survey of all users (max. score = 7)

Leeds City Council is in the 3rd Quartile and the highest and best performer gaining a score of 6.5 out of 7. The 3rd Quartile are the best performers in this KPI, the starting score being 5.25. The lowest performer in this KPI was Birmingham, their score being 4.65.

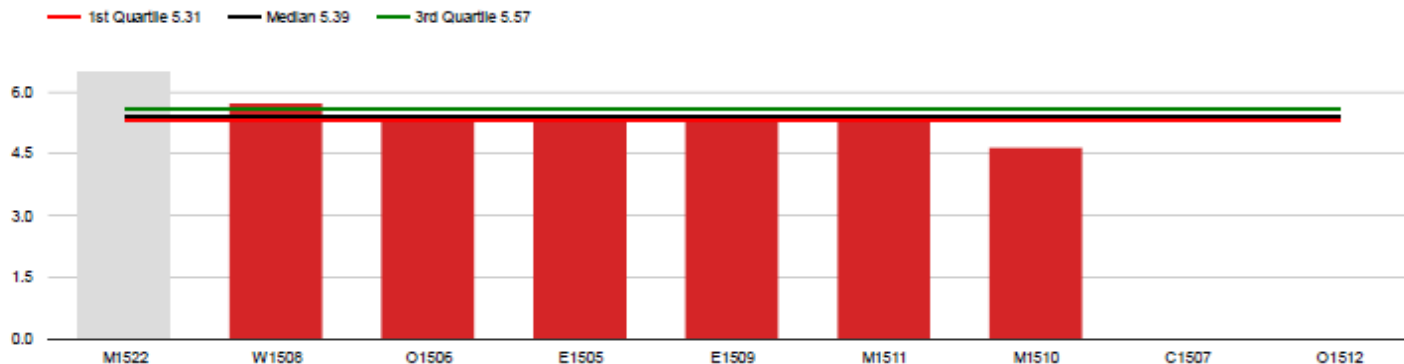
KPI 1: User satisfaction - based upon a full survey of all users (max. score = 7)

Based upon end user responses to 'Give your overall opinion of the quality of service offered by your ICT unit,' this chart shows the user satisfaction score for a survey (both external and internal surveys are included) conducted within the last 24 months - on a scale of 1 [poor] to 7 [excellent]. The survey must have been carried out in an anonymous manner to a broad cross section of all users, have obtained at least 100 responses and have covered all aspects of the ICT services not just the specific request above.

Participants in the 3rd quartile range are the best performers.

UK-wide results: 1st Quartile = 4.65, Median = 4.98, 3rd Quartile = 5.25, from 54 datasets

(Fig. 13-77)



M1522	W1508	O1506	E1505	E1509	M1511	M1510	C1507	O1512
6.5	5.73	5.41	5.39	5.32	5.31	4.65		

KPI 2: Percentage operational incidents resolved within 0-4 hours

On this KPI we are just on the outside of this range with a score of 72%. The 3rd (best) quartile is from 73.5. This is a good score for Leeds and matches the score from last year and is better than Birmingham (outsourced)

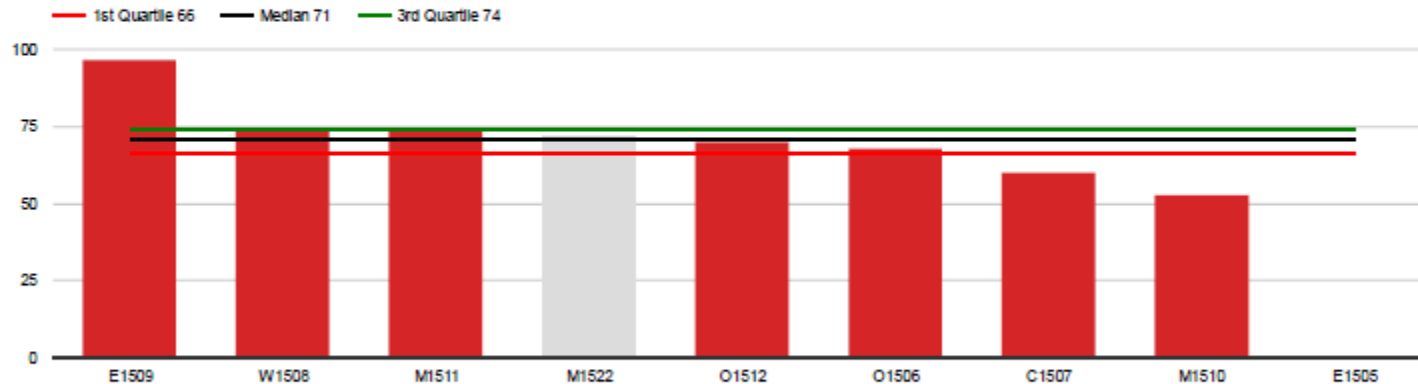
KPI 2: Percentage operational incidents resolved within 0-4 hours

This table shows resolution of operational incidents within 0-4 hours, regardless of what is stated in the SLA.

Participants in the 3rd quartile range are the best performers.

UK-wide results: 1st Quartile = 50.5, Median = 65, 3rd Quartile = 73.5, from 63 datasets

[Fig. 14-372]



E1509	W1508	M1511	M1522	O1512	O1506	C1507	M1510	E1505
97	75	74	72	70	68	60	53	73

KPI 2: Percentage operational incidents resolved at point of contact

Leeds scores well on this KPI with over 50% of calls reported to the Service Desk resolved at first line.

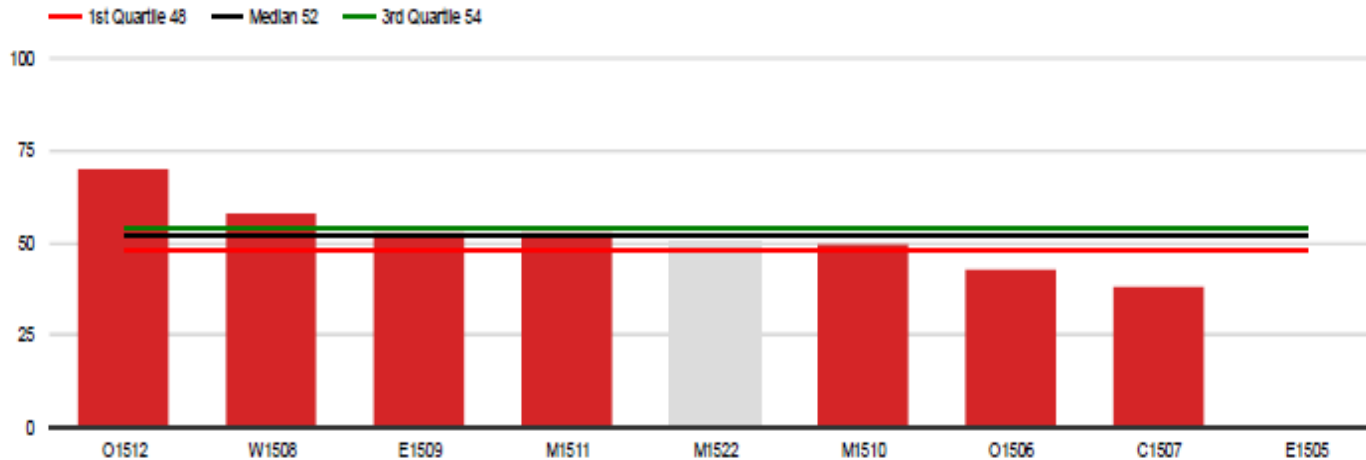
KPI 2: Percentage operational incidents resolved at point of contact

This chart shows the percentage of operational incidents that are resolved at the first point of contact (this includes calls which are passed on but resolved within 15 minutes).

Participants in the 3rd quartile range are the best performers.

UK-wide results: 1st Quartile = 31, Median = 47, 3rd Quartile = 55.25, from 60 datasets

(Fig. 15-83)



O1512	W1508	E1509	M1511	M1522	M1510	O1506	C1507	E1505
70	58	53	53	51	50	43	38	55

KPI 3: Percentage index of quality in ICT Small Projects

Leeds performs excellently on this KPI. The base score is 93 and Leeds City Councils score is 96

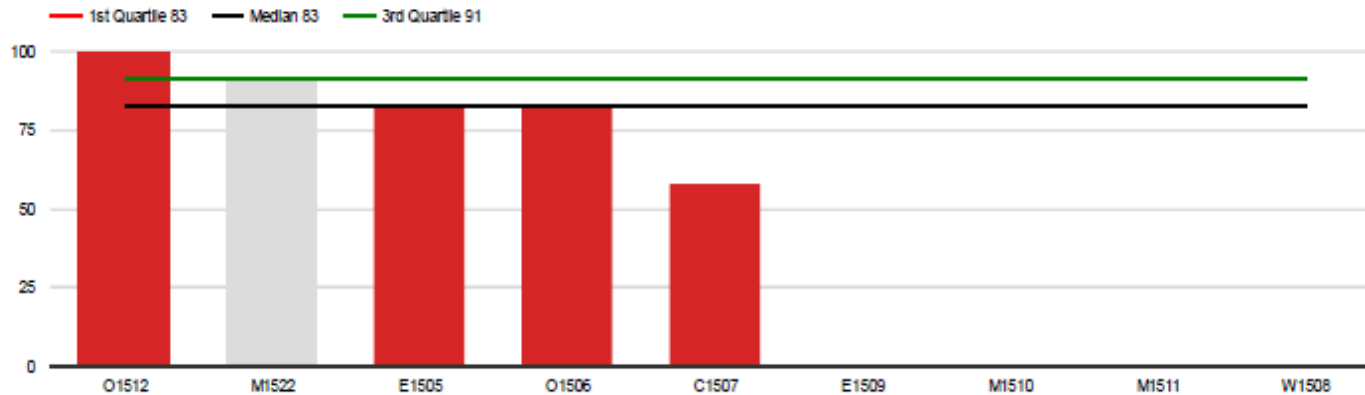
KPI 3: Composite percentage index of quality in small projects

This index is based on responses to KPI 3.6 to 3.9. These percentage values are weighted, combined, and then normalised to a maximum score of 1.0. The questions and their weightings are described in the table below.

Participants in the 3rd quartile range are the best performers.

UK-wide results: 1st Quartile = 64, Median = 79, 3rd Quartile = 91.25, from 44 datasets

[Fig 17-404]



O1512	M1522	E1505	O1506	C1507	E1509	M1510	M1511	W1508
100	91	83	83	58				

Question	Weighting
What percentage of projects were delivered within agreed timescales?	100
What percentage of projects were completed within budget?	100
What percentage of projects achieved the anticipated business benefits?	100
What percentage of projects achieved the anticipated business benefits?	100

KPI 15: Networks and key applications availability index (max=100)

Leeds suffered from some prolonged periods of downtime on key systems/applications during 2014/15 and this has affected the availability index score.

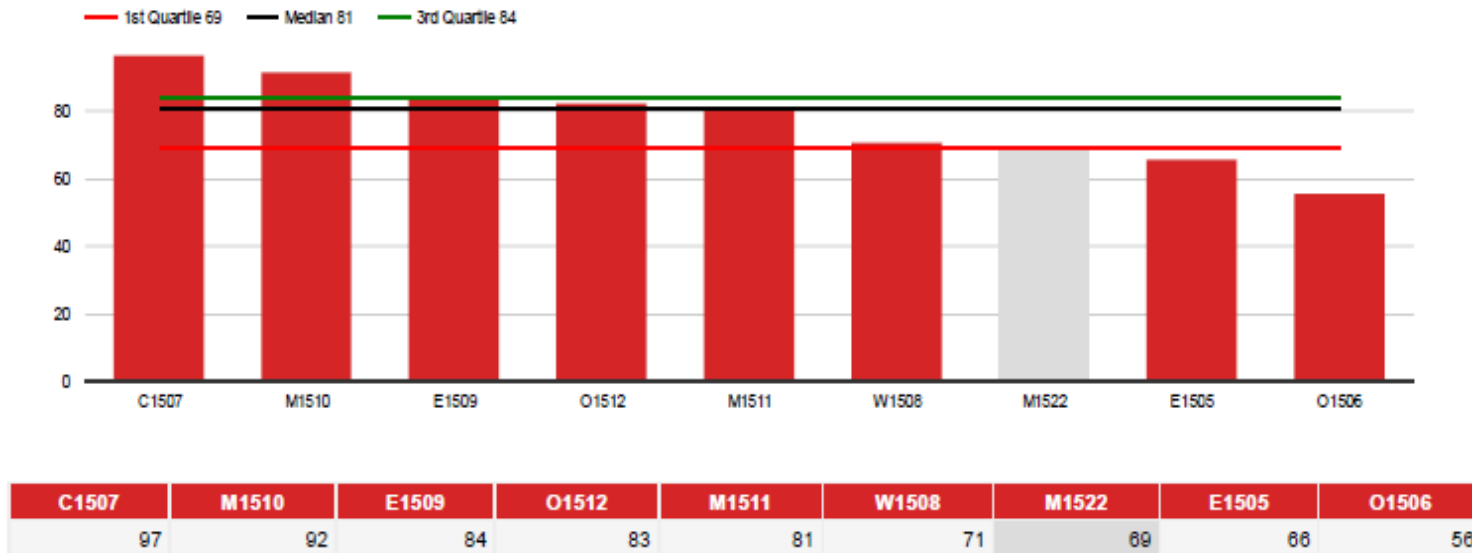
KPI 15: Networks and key applications availability index (max = 100)

This chart shows an 'index of availability' relating to networks and key applications. Availability is measured over core hours when the system is supported by the individual organisation. Index points are allocated for (i) the availability of the network (in whole and in part), (ii) the number of hours per week the network is supported, and (iii) for the availability of key business applications for e-mail, internet access, the finance system, the personnel/payroll system and the organisation's website.

Participants in the 3rd quartile range are the best performers.

UK-wide results: 1st Quartile = 63.5, Median = 75.5, 3rd Quartile = 86, from 56 datasets

[Fig. 18-059]



KPI 19: Number of agile workers as a % of all ICT users

Leeds (at 40%) has some way to go to match Birmingham (at 64%) on this KPI but this is still a good score based on the size of the authority and the high number of users.

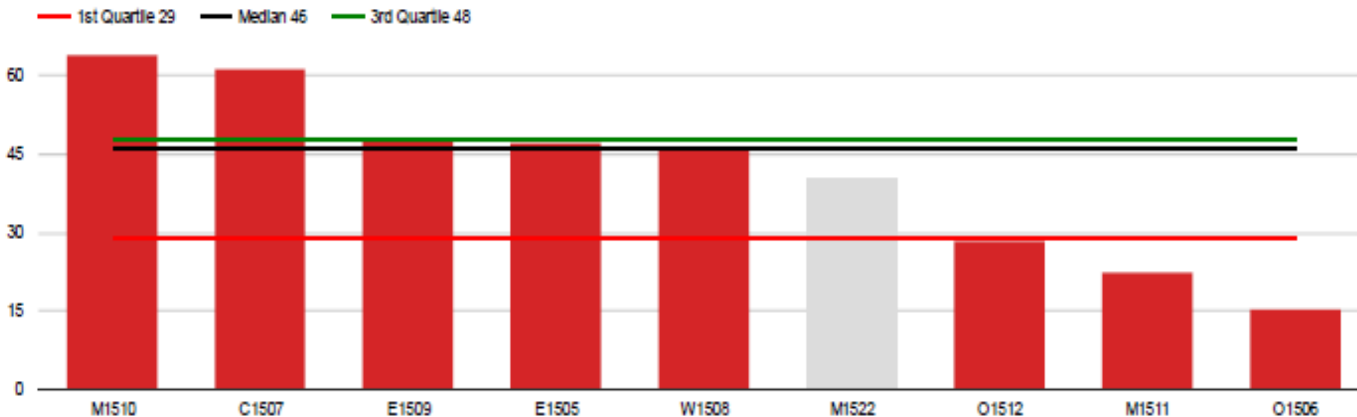
KPI 19: Number of agile workers as a % of all ICT service users

This chart shows the percentage of all users who are working remotely.

Participants in the 3rd quartile range are the best performers.

UK-wide results: 1st Quartile = 15.6, Median = 28.6, 3rd Quartile = 44.6, from 59 datasets

[Fig. 19-1383]



M1510	C1507	E1509	E1505	W1508	M1522	O1512	M1511	O1506
64.1	61.3	47.9	47.3	46.2	40.3	28.6	22.4	15.4

Summary of all KPI's (Leeds- M1522)

Key metrics relative performance summary

This table summarises which participants fall into which quartile range on a selection of Key Metrics.

Whether being in, say, the first quartile range rather than the fourth indicates relatively better or worse performance must be a considered judgment. Indeed it may be the case that "Is that better or worse?" is an entirely subjective assessment in some cases. For example, relatively high spending on X may be the result

of a positive desire to invest to obtain better or new service capability rather than an outcome of inefficiency. Similarly, a relatively low rating of Y may indicate either an efficient, lean operating model or it may be the result of simply not being able to afford more.

The participants' context statements at the beginning of this report are intended to shed some light upon how to view individual participants results.

[Fig. 20-1716]

	Best performing quartile range			Worst performing quartile range
			E1509	E1505,M1510
			E1509,M1511	M1510,O1512
			E1509,W1508	M1510,M1511
			E1509,W1508	M1510,M1511
			C1507,M1511	M1522,W1508
			E1505,M1511	O1512,W1508
			E1505,E1509	C1507,M1510,M1511
		C1507,M1522,W1508	E1509,O1508	E1505,M1511,O1512
			E1505	E1509,M1510,M1511
			O1508,O1512	C1507,M1510
			M1510,M1522	C1507,O1508
			C1507,E1505	E1509,O1512
				C1507,E1505,O1508
			M1511,W1508	E1505,M1522,O1508
			M1522,W1508	M1511,O1508,O1512

Appraisal of KPI's

- Highlights and Lowlights - Summary

Best Quartile	Median	Not so Good	Worst performing Quartile
Number of workstations per user	Average cost (£K) per FTE	% Operational Incidents resolved at Point of Contact	Average support costs per user
% Total Expenditure spent on ICT	Number of users supported per ICT Staff Member	Number of Agile workers as a % of all ICT Service Users	Networks and Key Applications Availability Index (Max = 100)
Spend on end user devices per user	Governance Index		
% Network costs of total ICT expenditure	% Operational Incidents resolved within 40.4 hours		
User satisfaction – based upon a full survey score of all users (max score=7)	Composite % index of quality on Small Projects		
Composite % index of quality on Large Projects			

Highlights from the SOCITM Report

So to summarise our best attributes,

Leeds City Council is best at :

- Its Customer Satisfaction in comparison with the other 8 participants of the SOCITM Survey
- Keeping costs low on expenditure
- Best feedback on small projects
- Percentage of total ICT expenditure
- Out of 15 KPI's we score highly on 11 areas

Page 52

Service Improvement - 4 areas needing further work,

- % Operational Incidents resolved at Point of Contact
- Average support costs per user
- Number of Agile workers as a % of all ICT Service Users
- Networks and Key Applications Availability Index (Max = 100)

Service Availability

It is fair to say that some systems/services have had outages and this has had a knock on effect on our availability scores.

Executive Programs & IT Key Metrics Data Executive Assessment

Prepared for: Leeds City Council Corporate ICT Services

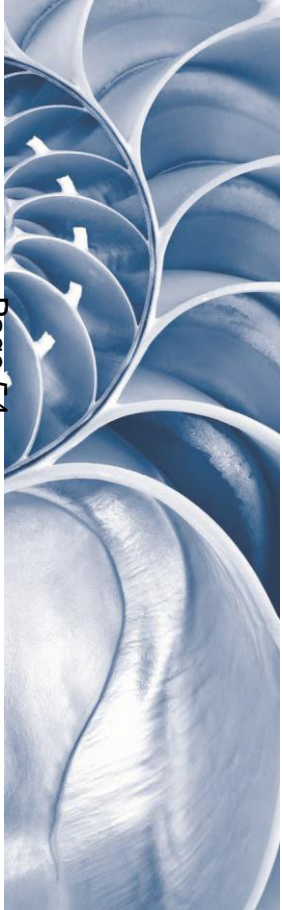
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25th September 2015

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Version #1

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Assessment Overview & Description of Comparison Groups

Key Data Input

IT Spending Metrics Comparison

- IT Spending as a % of Operating Expenses

- IT Spending per Company Employee

- Capital vs. Operational IT Spending

- IT Spending Distribution (HW, SW, Personnel, Outsourcing)

- IT Spending Distribution (Run, Grow, Transform)

- IT Cost Distribution by IT Functional Area

IT Staffing Metrics Comparison

- IT Employees as a % of Company Employees

- In House vs. Contract IT Employees

- IT Staffing Distribution by IT Functional Area

IT Security Metrics Comparison

IT Outsourcing Metrics Comparison

Applications Metrics Comparison

Assessment Overview

The purpose of this executive assessment is to provide a high level overview of investment and staffing levels and distribution against industry averages as well as insight into technology-specific cost, staffing and performance levels.

The metrics contained in this report are based on averages sourced from the Gartner IT Key Metrics Data 2015 publication series, and provide you with a vehicle to easily compare your organization's key IT metrics against the Gartner averages in a structured environment.

Page 55
Published content represents a mix of organizations of different sizes and vertical industry segmentations.

As with any data, many potential interpretations and analyses exist, so these measures should be considered in the context of your organization's future state objectives and your niche competitive landscape.

Your organization should assess its own situation carefully, and should not, arbitrarily, change to conform to published data (which do not necessarily represent best practices).

Description of Comparison Groups

Industry analysis:

For measures by industry this analysis explores an organization’s total IT capital and operational (excluding depreciation and amortization) spending and staffing levels. Your organization has been compared to organizations within the State/Local Government sector.

Page 56

Number of Observations	140
Average 2013 Operating Expenses (Billions USD)	2.9
Average 2014 Employees (Thousands)	7.3

Non-industry analysis:

For the Security Metrics Comparison, Outsourcing Metrics Comparison and Applications Metrics Comparison sections your organization has been compared to the full database for each of the IT functional areas analyzed.

Industry Comparison Definition

The State and Local Government sector includes organizations from the State/Province and Local Government, as well as Government Affiliated Organizations.

Key Data Input

Survey respondent metrics in this comparison report are not validated by Gartner and are based on the following client submitted data:

Leeds City Council

Operating Expenses	939,000,000
Company Employees	13,415
IT Spending (CapEx + OpEx)	36,426,770
IT FTEs	320

All monetary figures on this page are in GBP

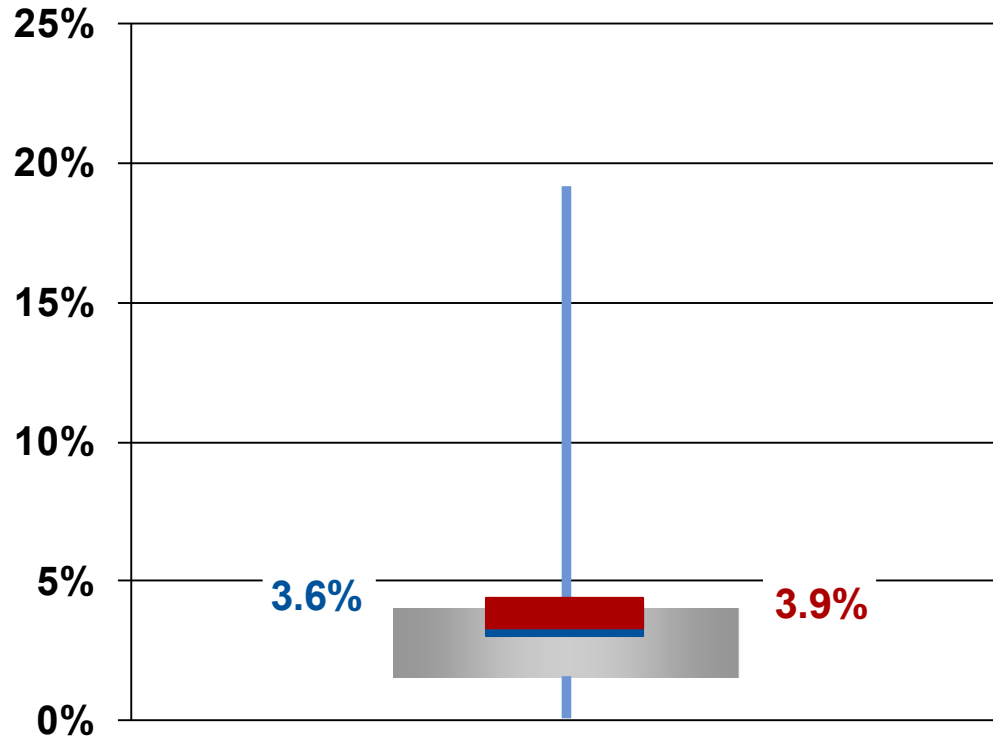
All other Charts are in US\$



Industry Comparison Analysis

IT Spending as % of Operating Expenses

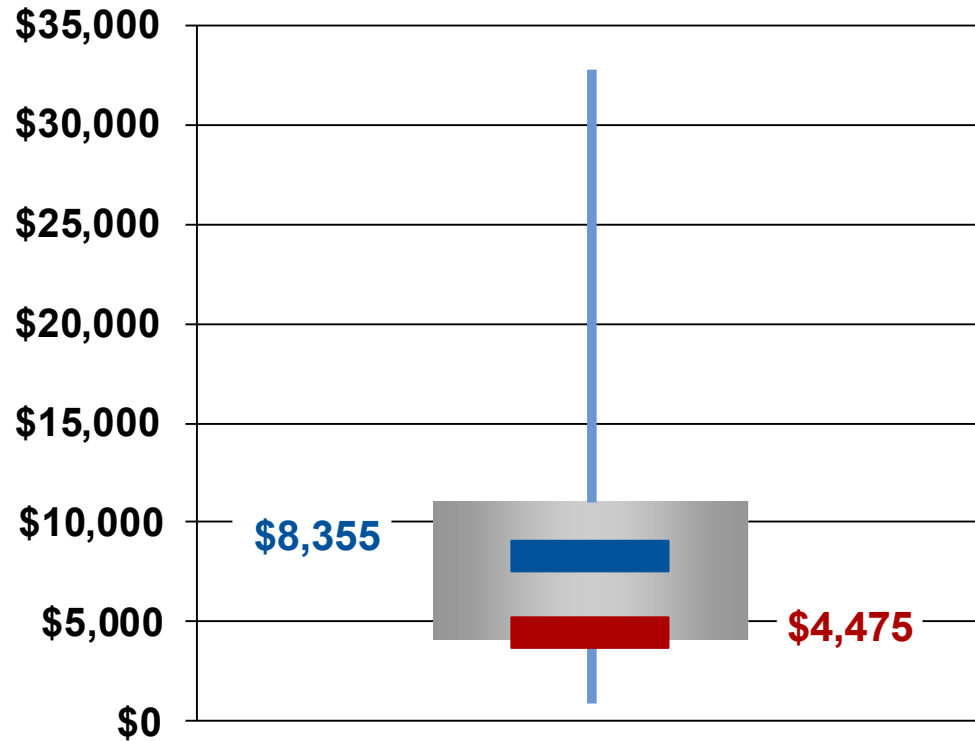
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| = Range — = State/Local Government Average ■ = Middle Quartiles — = Leeds City Council

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Spending per Company Employee



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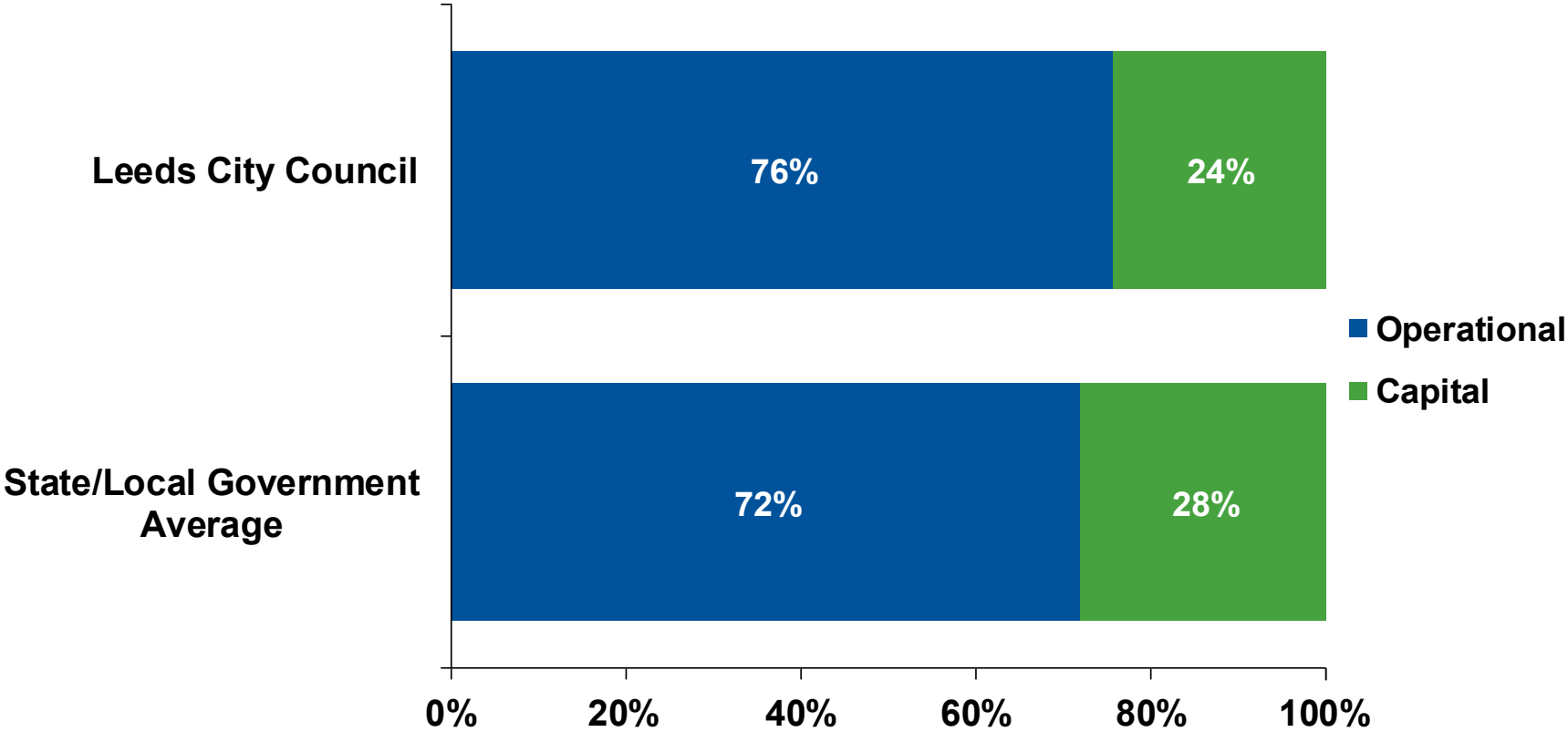
| = Range — = State/Local Government Average ■ = Middle Quartiles — = Leeds City Council

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Spending Distribution

Capital & Operational Spending

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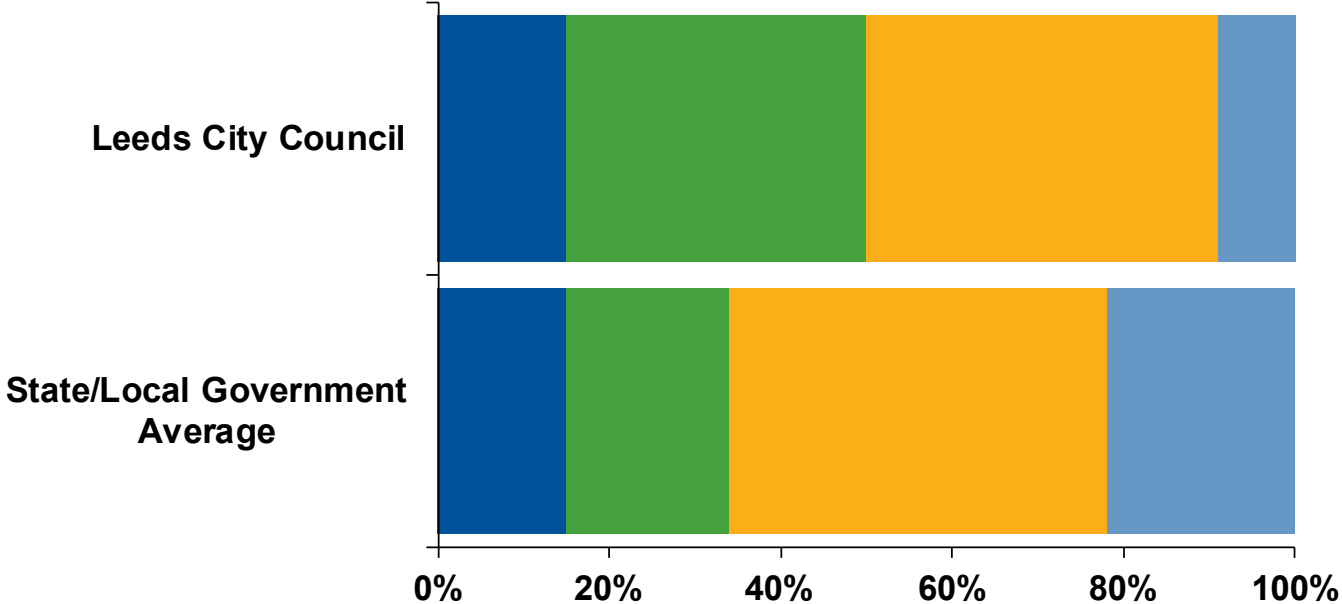


Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Spending Distribution

Hardware, Software, Personnel, Outsourcing

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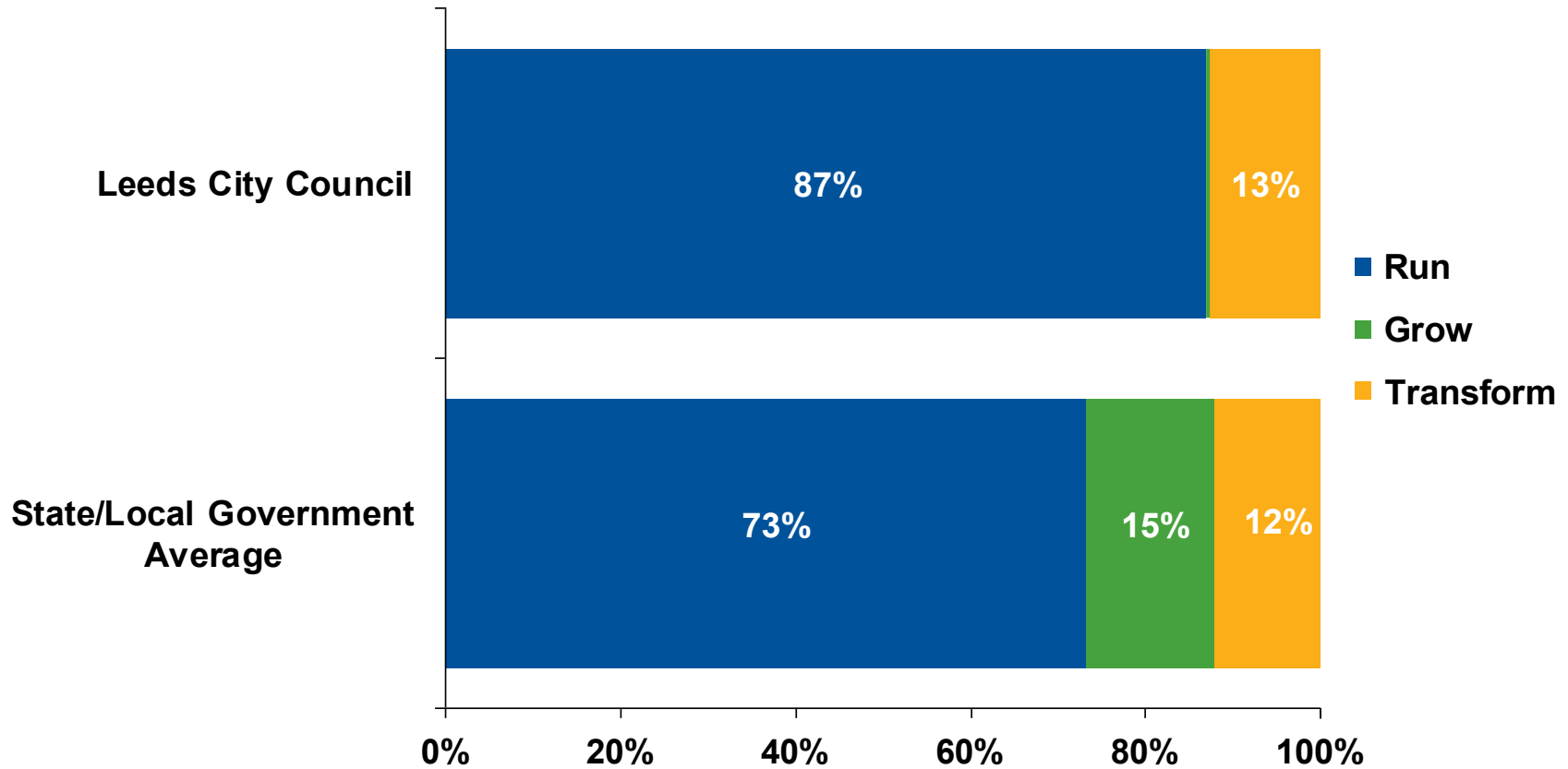
	State/Local Government Average	Leeds City Council
■ Hardware	15%	15%
■ Software	19%	35%
■ Personnel (including Occupancy)	44%	41%
■ Outsourcing (including Public Cloud & Transmission)	22%	9%

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Spending Distribution

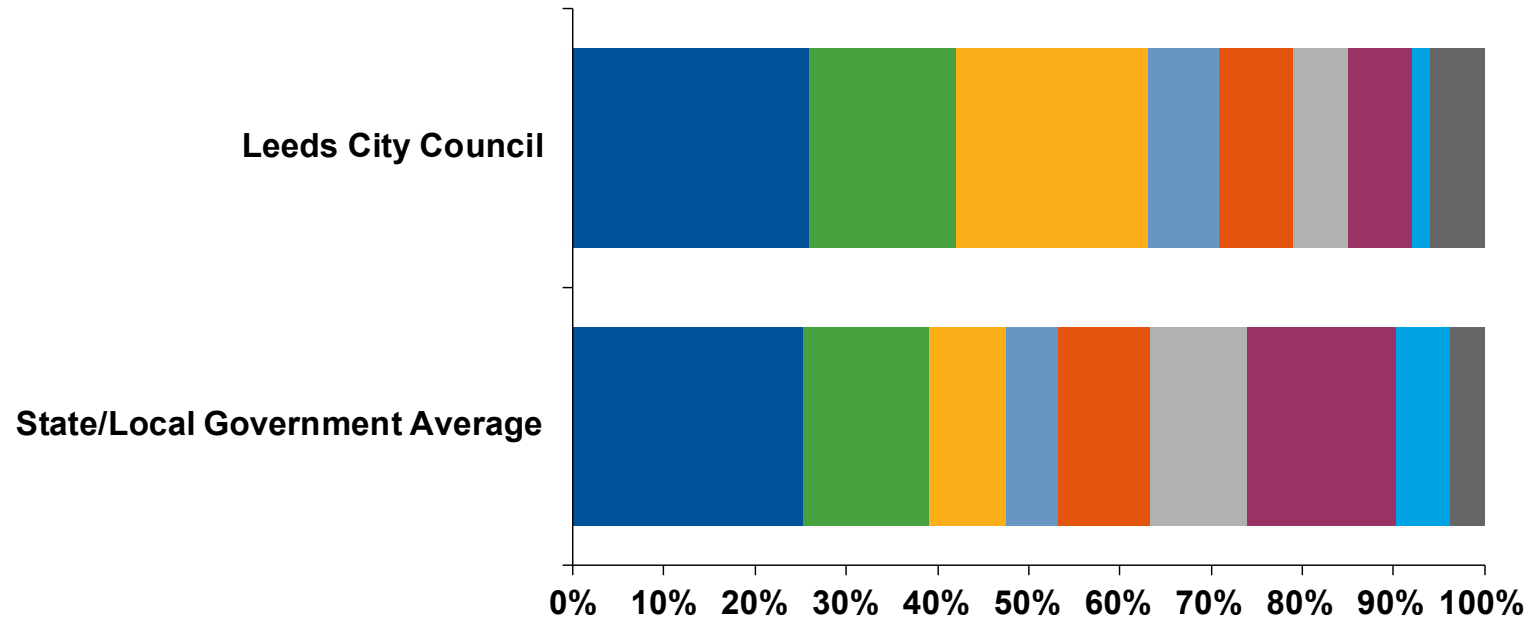
Run, Grow, Transform

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Source: Gartner Benchmark Analytics - IT Key Metrics Data

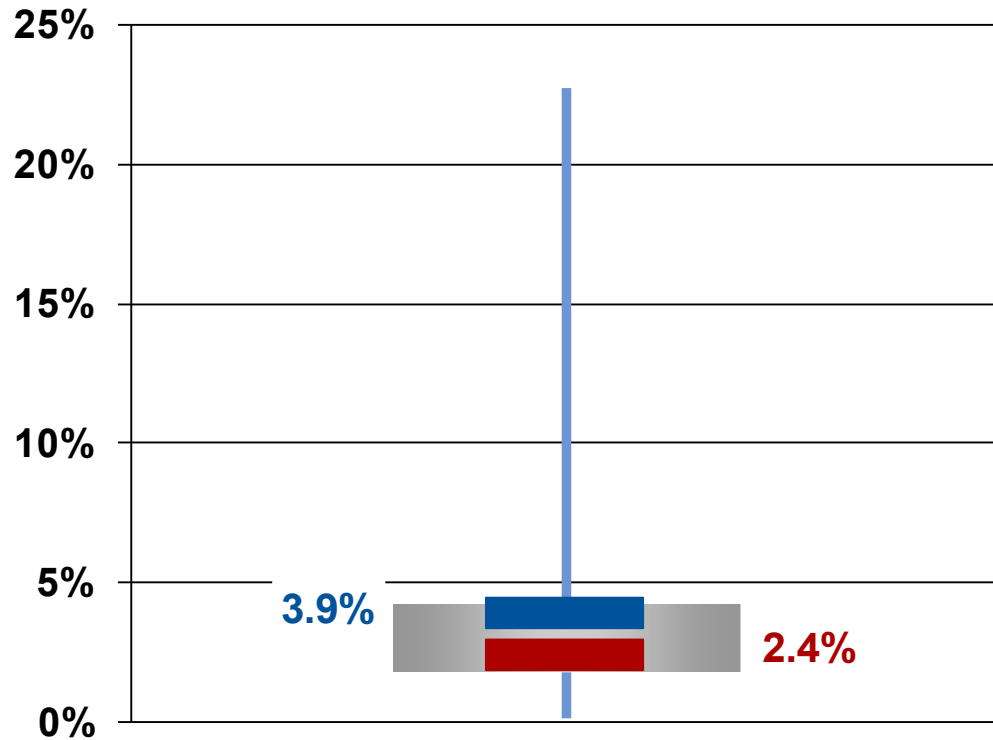
IT Cost Distribution By IT Functional Area



	State/Local Government Average	Leeds City Council
■ Data Center	25%	26%
■ End-User Computing	14%	16%
■ IT Service Desk	9%	21%
■ Voice Network	6%	8%
■ Data Network	10%	8%
■ Application Development	10%	6%
■ Application Support	16%	7%
■ IT Management	6%	2%
■ Finance & Administration	4%	6%

IT Employees as % of Total Employees

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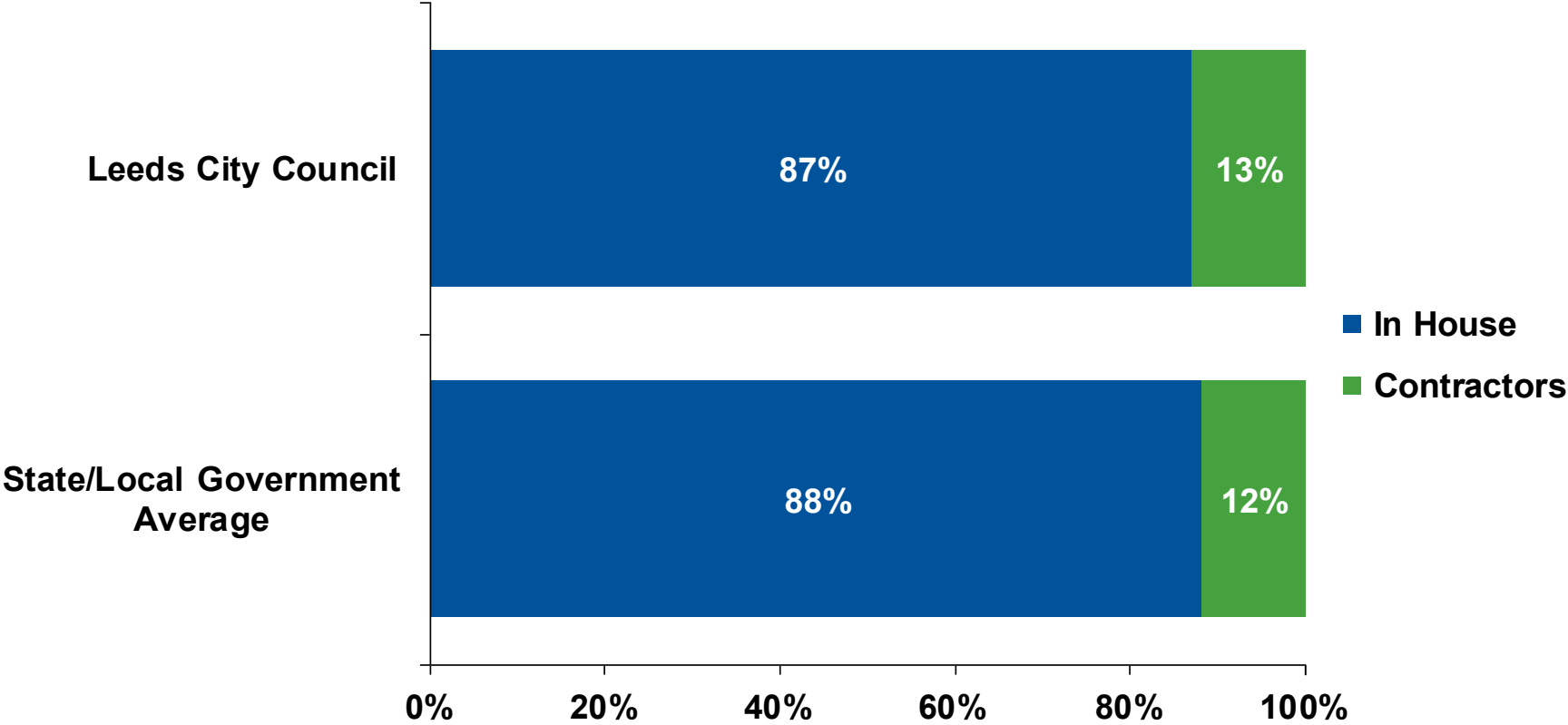


| = Range — = State/Local Government Average ■ = Middle Quartiles — = Leeds City Council

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Staffing Distribution In House vs. Contract Employees

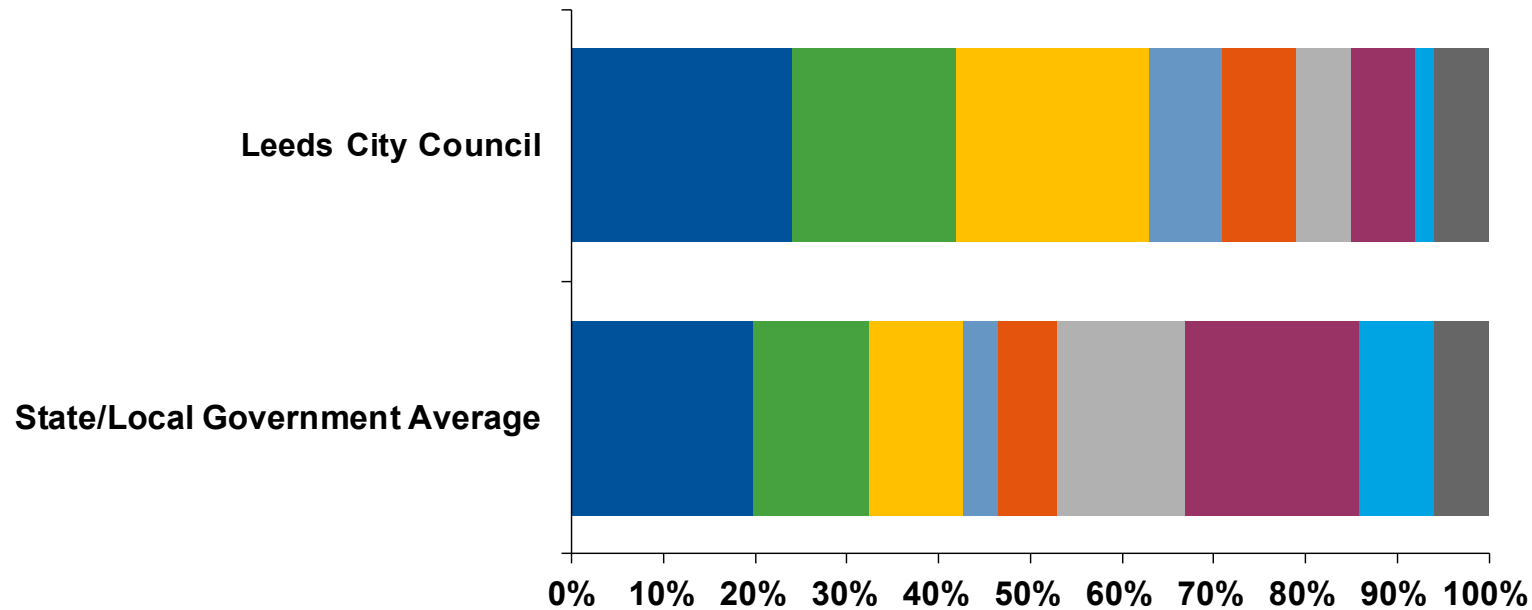
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Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Staffing Distribution By IT Functional Area

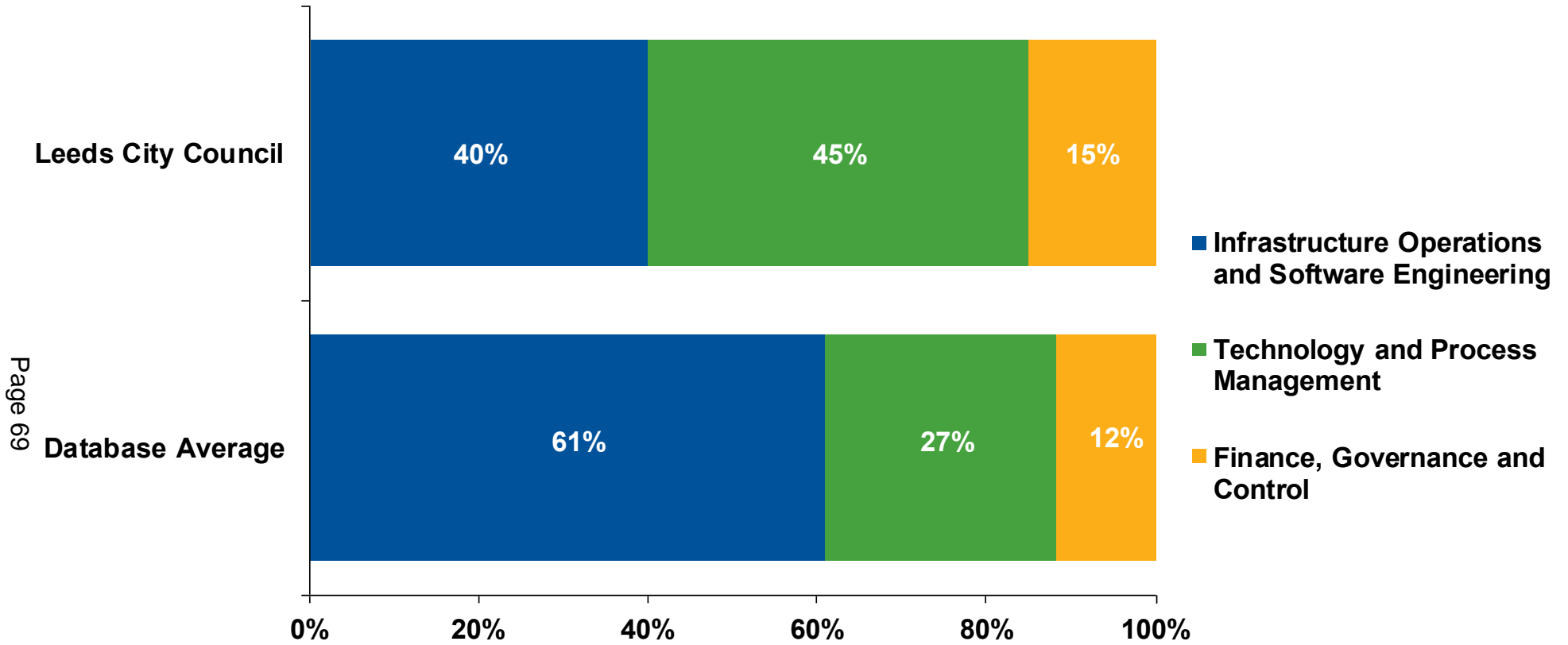
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	State/Local Government Average	Leeds City Council
■ Data Center	20%	24%
■ End-User Computing	13%	18%
■ IT Service Desk	10%	21%
■ Voice Network	4%	8%
■ Data Network	6%	8%
■ Application Development	14%	6%
■ Application Support	19%	7%
■ IT Management	8%	2%
■ Finance & Administration	6%	6%

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Staffing Distribution By Role



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Based on Full Database

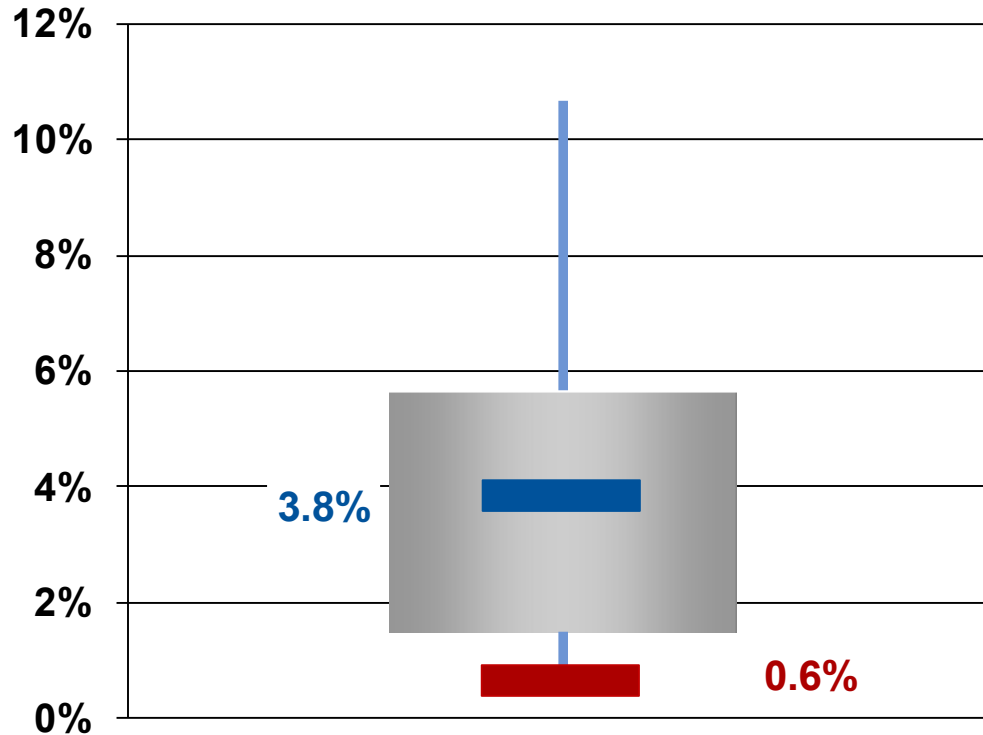
Source: Gartner Benchmark Analytics - IT Key Metrics Data



IT Security Comparison Analysis

Comparison group based on full security database
(across all industries)

IT Infrastructure Security Spending as a % of IT Spending



| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

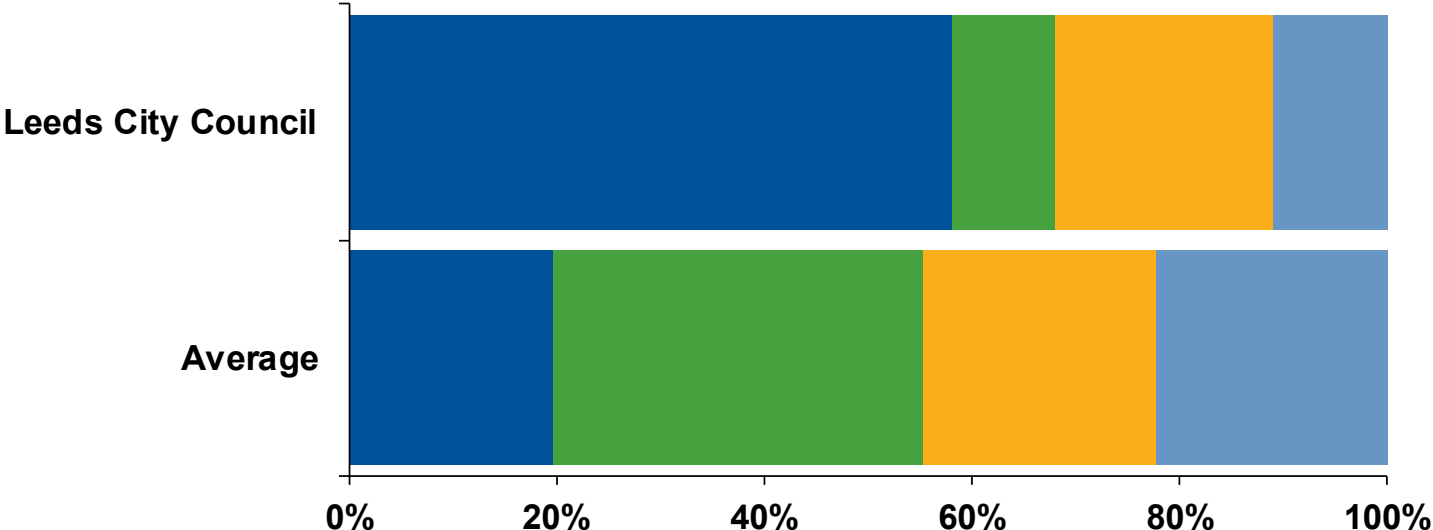
Based on Full Security Database

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Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Infrastructure Security Spending Distribution

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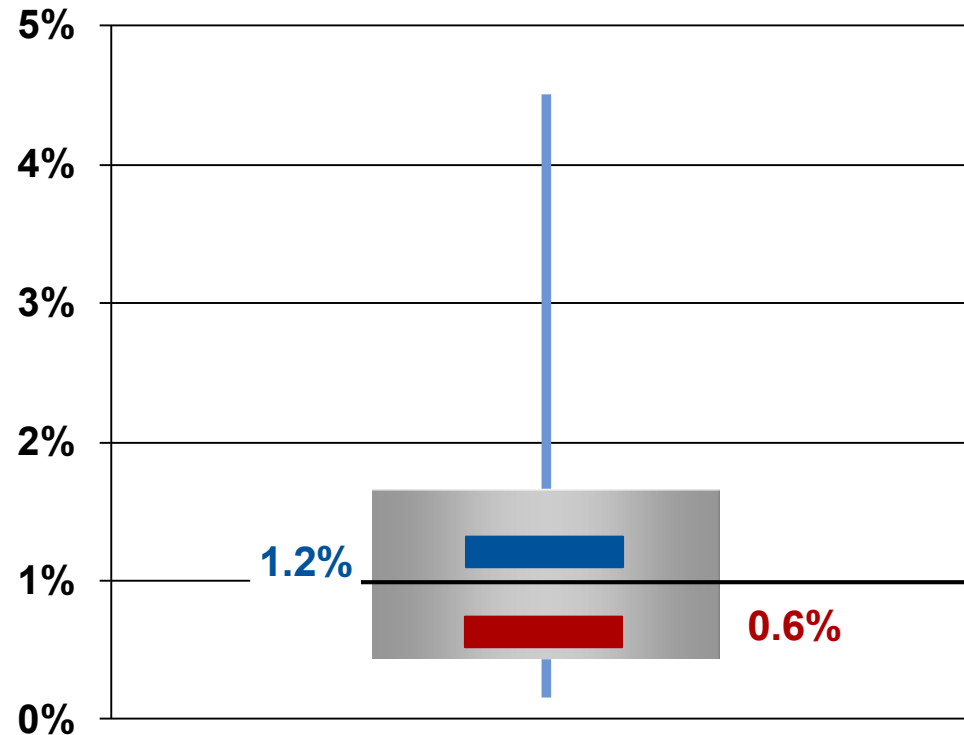
	Average	Leeds City Council
■ Identity and Access Management	20%	58%
■ Network Security	36%	10%
■ Endpoint Security	22%	21%
■ Data Security	22%	11%

Based on Full Security Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Applications Security Spending as a % of IT Spending

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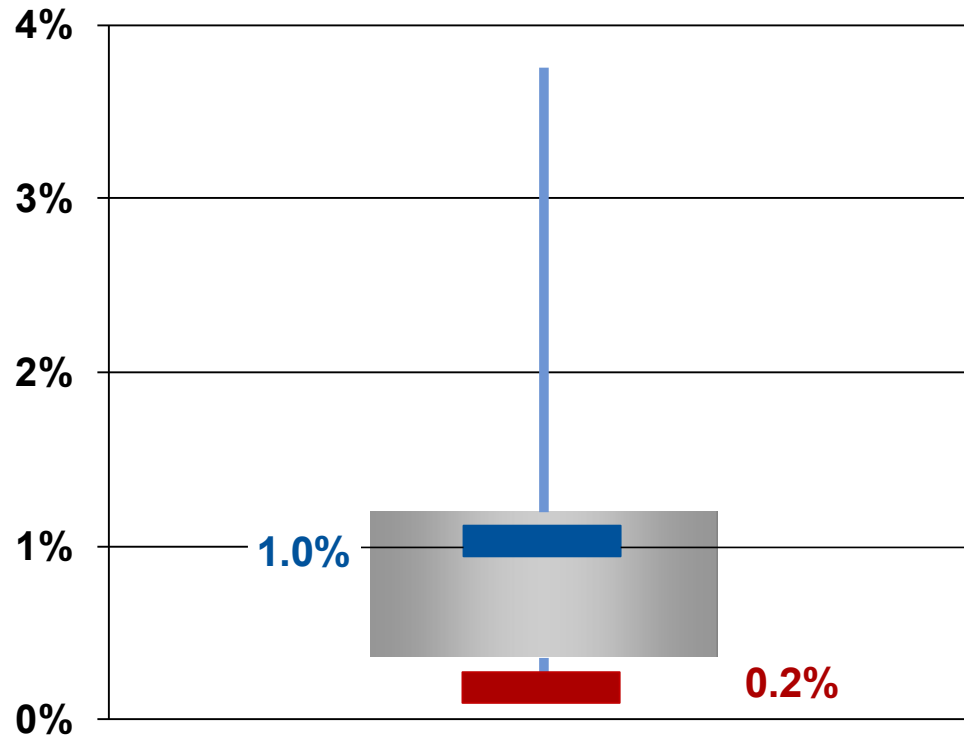
| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

Based on Full Security Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Risk Management Spending as a % of IT Spending

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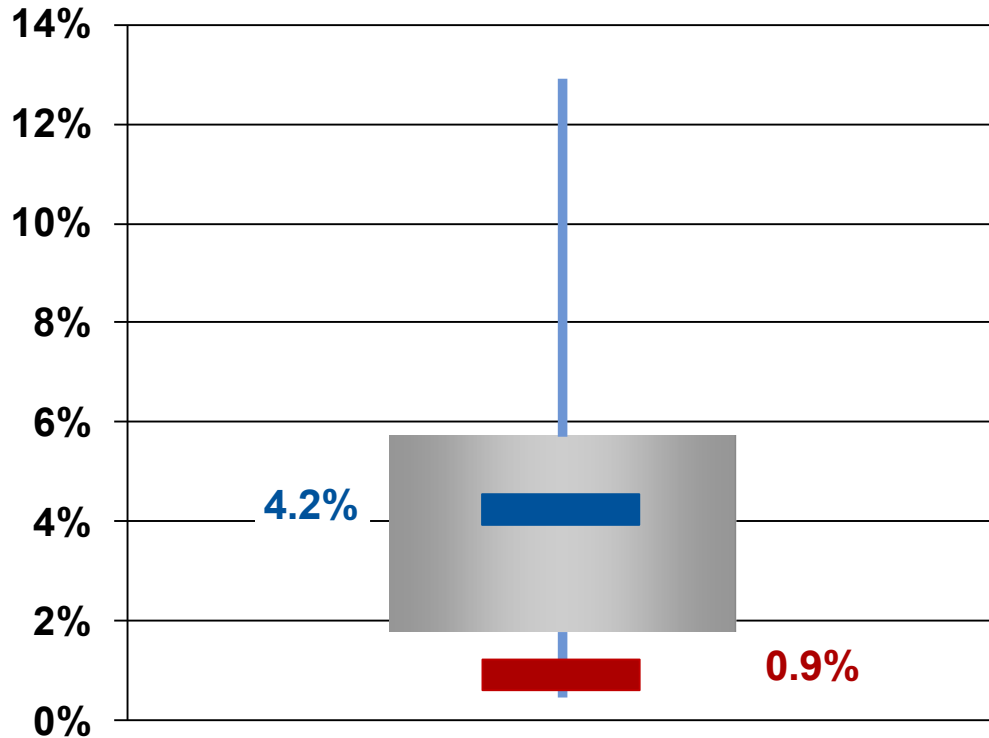


| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

Based on Full Security Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Infrastructure Security FTEs as a % of IT FTEs

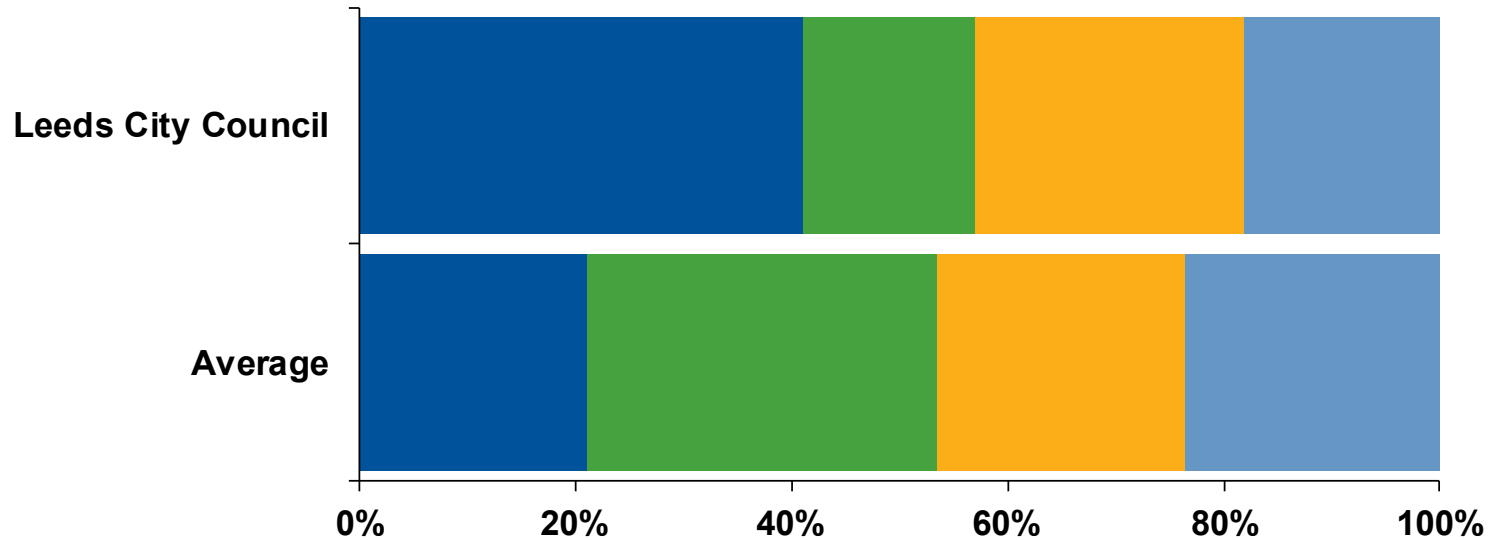


| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

Based on Full Security Database

IT Infrastructure Security FTEs Distribution

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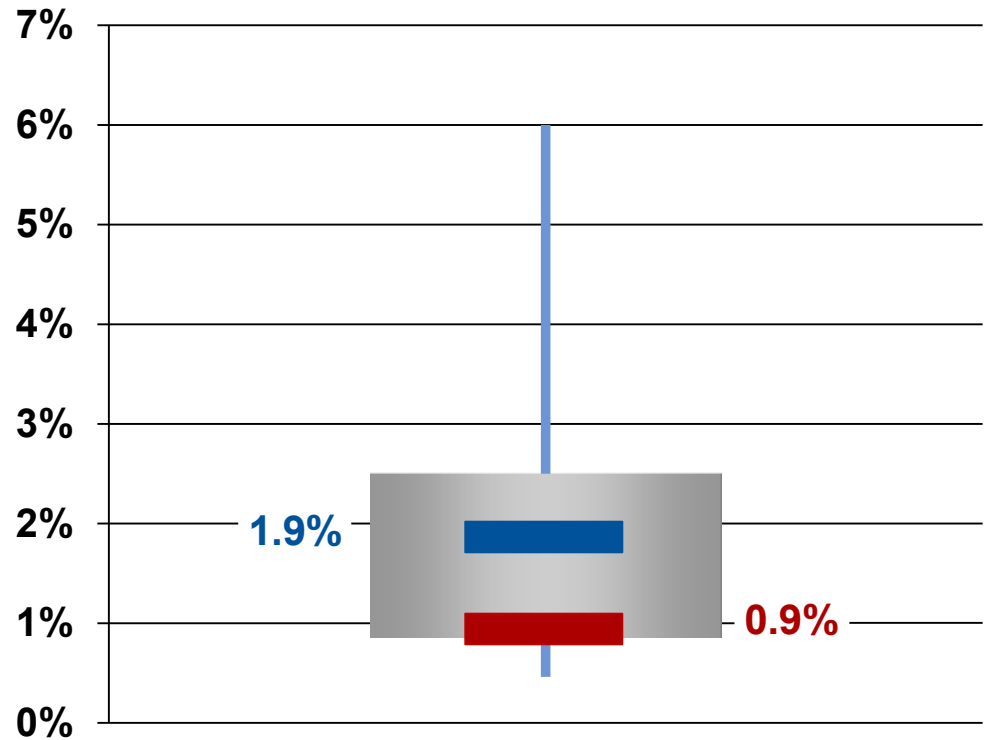


	Average	Leeds City Council
■ Identity and Access Management	21%	41%
■ Network Security	32%	16%
■ Endpoint Security	23%	25%
■ Data Security	24%	18%

Based on Full Security Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Applications Security FTEs as a % of IT FTEs

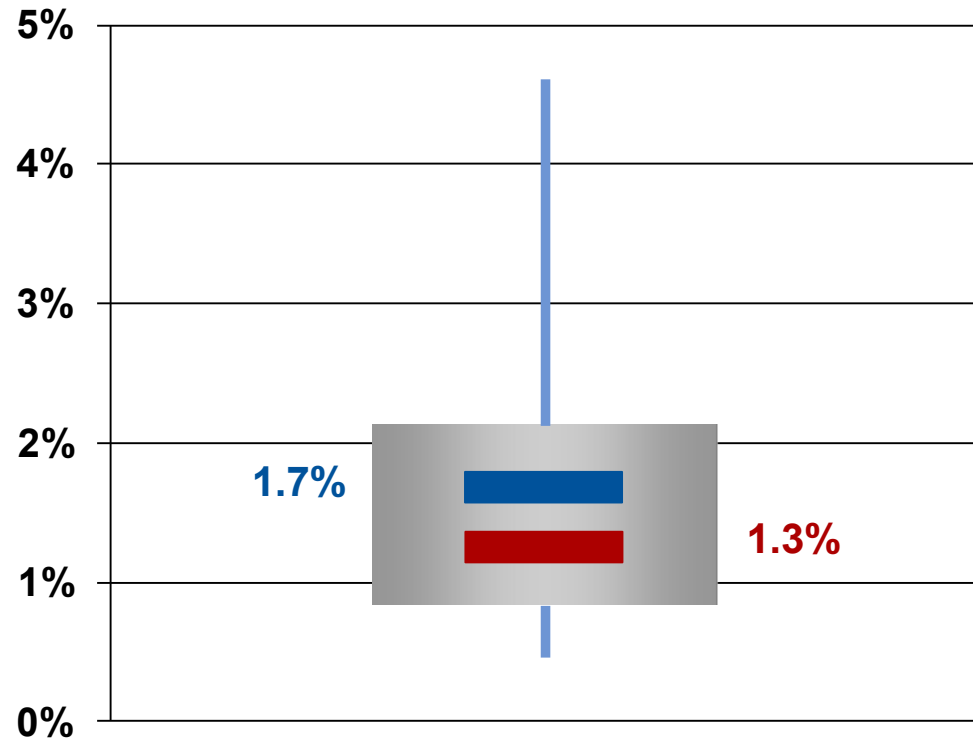


| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

Based on Full Security Database

IT Risk Management Security FTEs as a % of IT FTEs

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| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

Based on Full Security Database

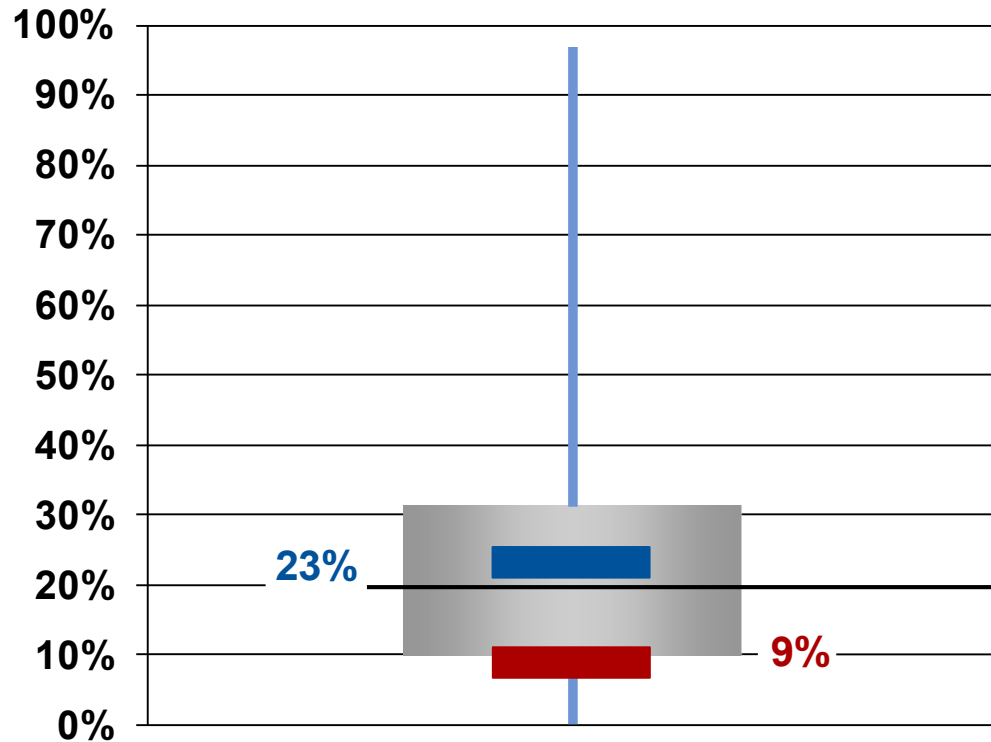
Source: Gartner Benchmark Analytics - IT Key Metrics Data



IT Outsourcing Comparison Analysis

Comparison group based on full outsourcing database
(across all industries)

IT Outsourcing Spending as a % of IT Spending

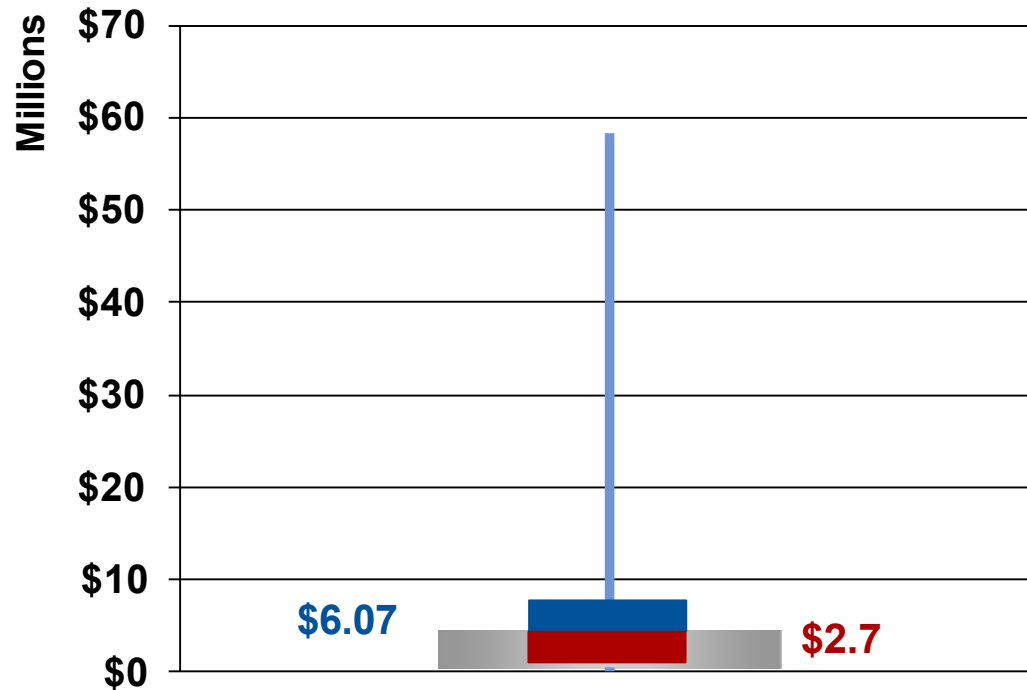


| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

Based on Full Outsourcing Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

IT Outsourcing Dollars Managed per FTE



| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

Based on Full Outsourcing Database

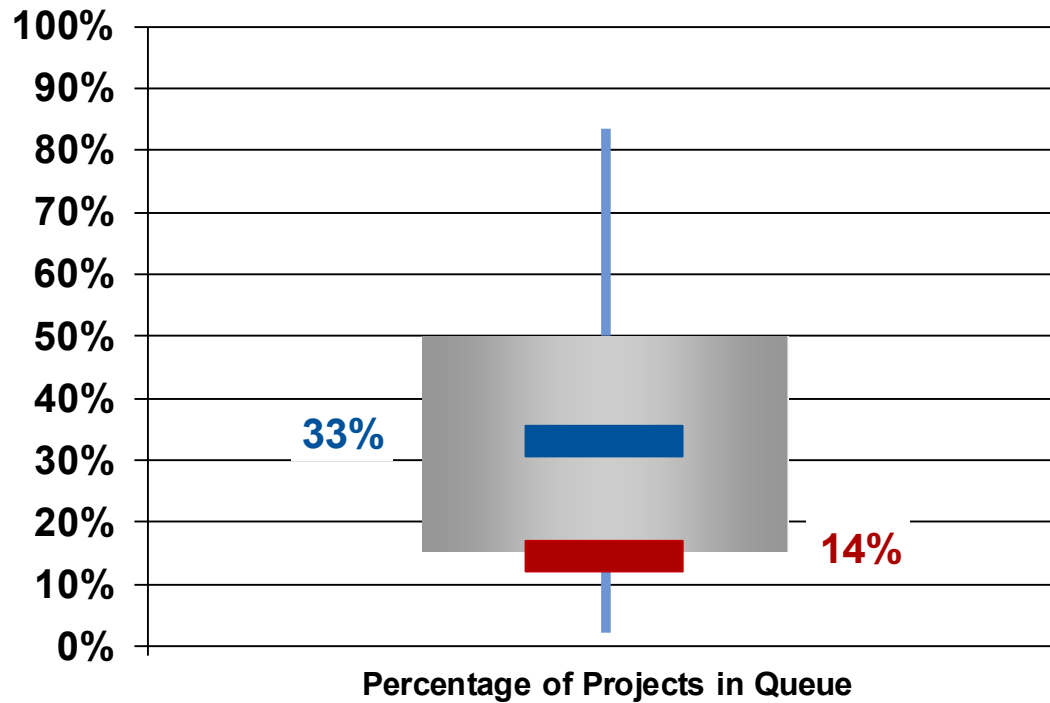
Source: Gartner Benchmark Analytics - IT Key Metrics Data



Applications Comparison Analysis

Comparison group based on full applications database
(across all industries)

Applications Project Measures



| = Range — = Average ■ = Middle Quartiles — = Leeds City Council

Based on Full Applications Database

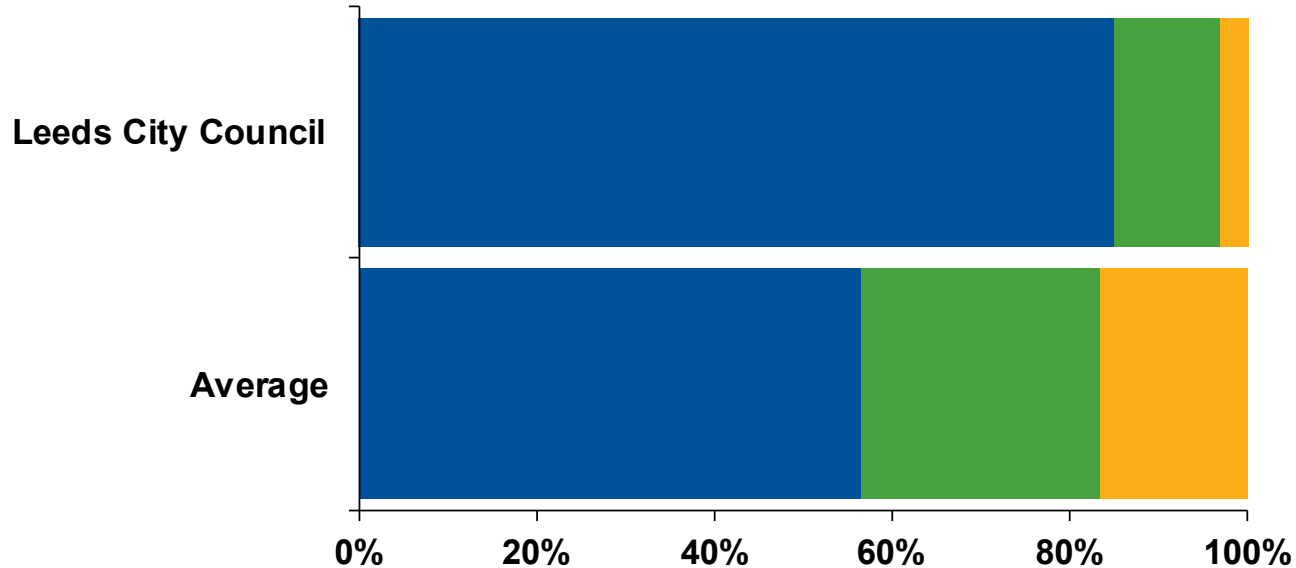
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Source: Gartner Benchmark Analytics - IT Key Metrics Data

Applications Project Measures

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Project Value Distribution in USD

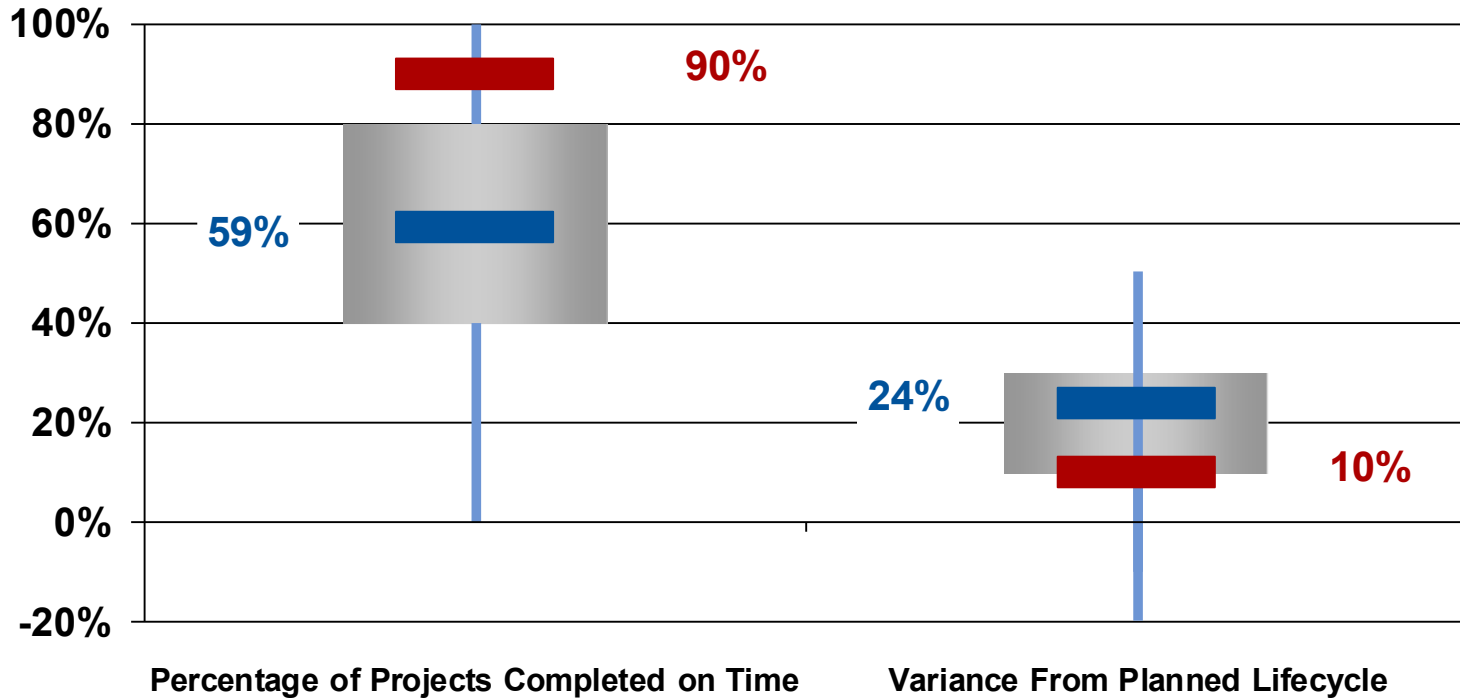


	Average	Leeds City Council
■ Less than \$350K	56%	85%
■ \$350K to \$1M	27%	12%
■ Greater than \$1M	17%	3%

Based on Full Applications Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Applications Project Measures



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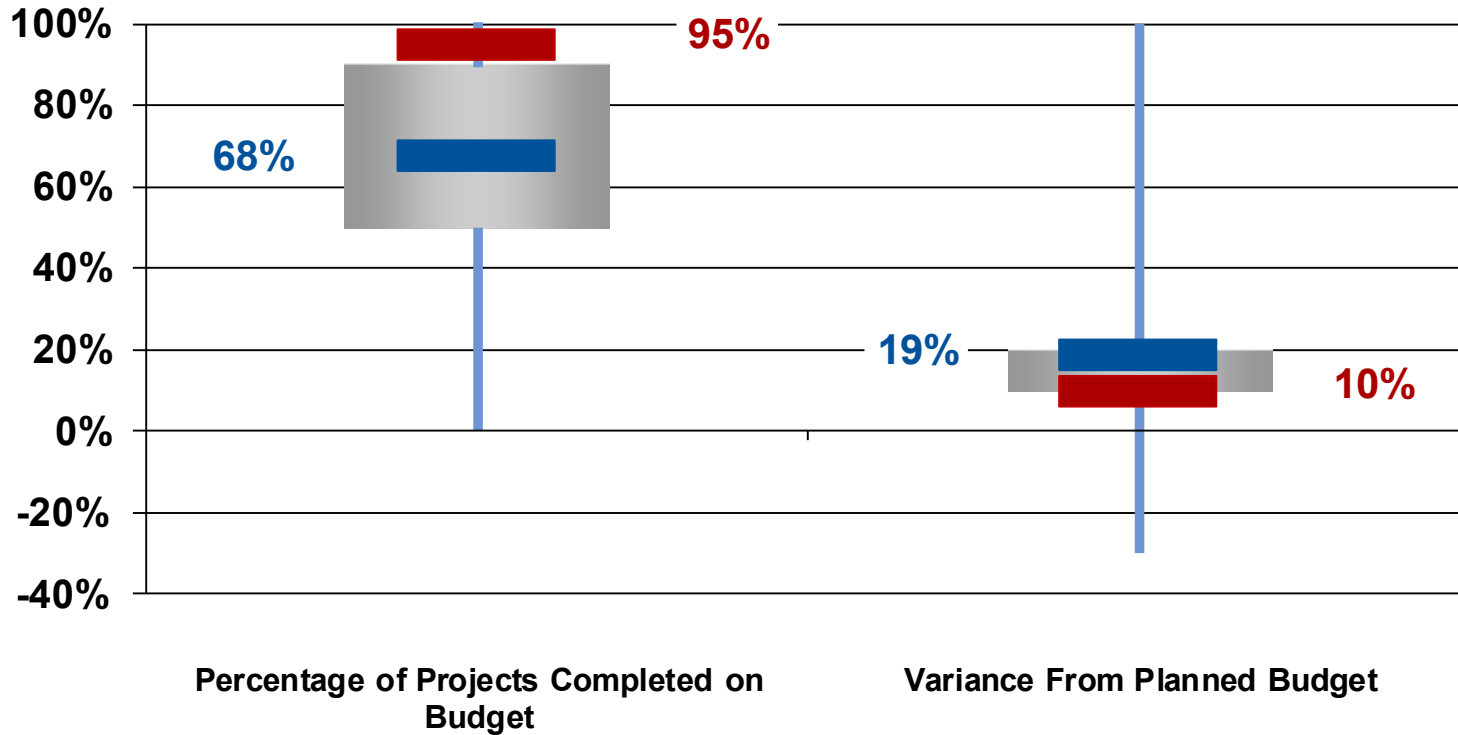
= Range
 = Average
 = Middle Quartiles
 = Leeds City Council

Based on Full Applications Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Applications Project Measures

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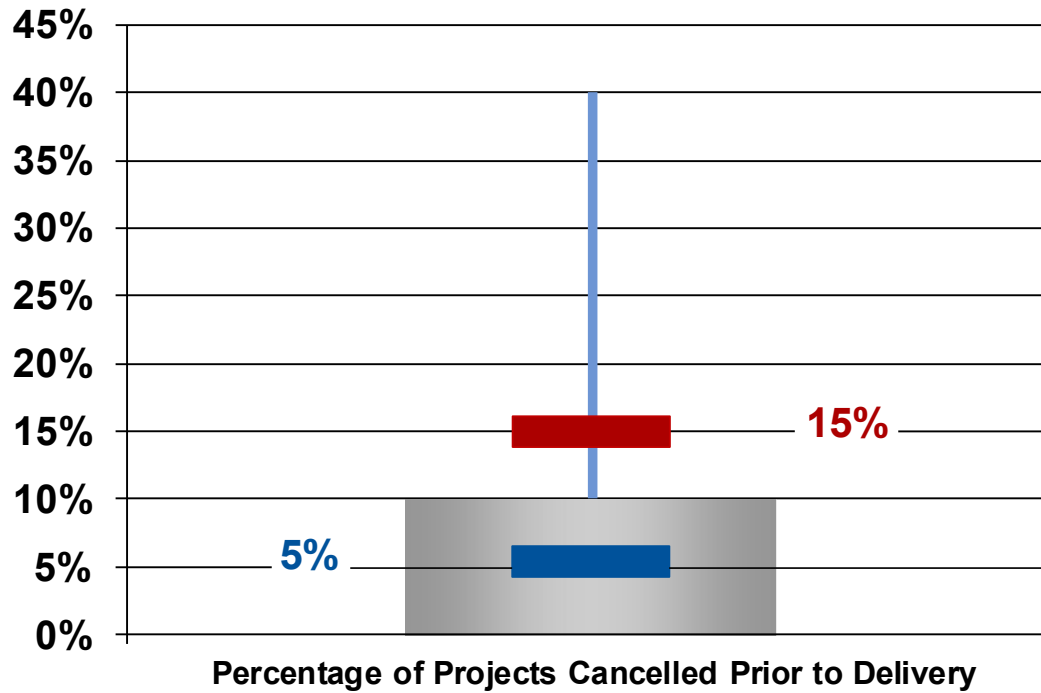


| = Range
 — = Average
 ■ = Middle Quartiles
 — = Leeds City Council

Based on Full Applications Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Applications Project Measures



= Range
 = Average
 = Middle Quartiles
 = Leeds City Council

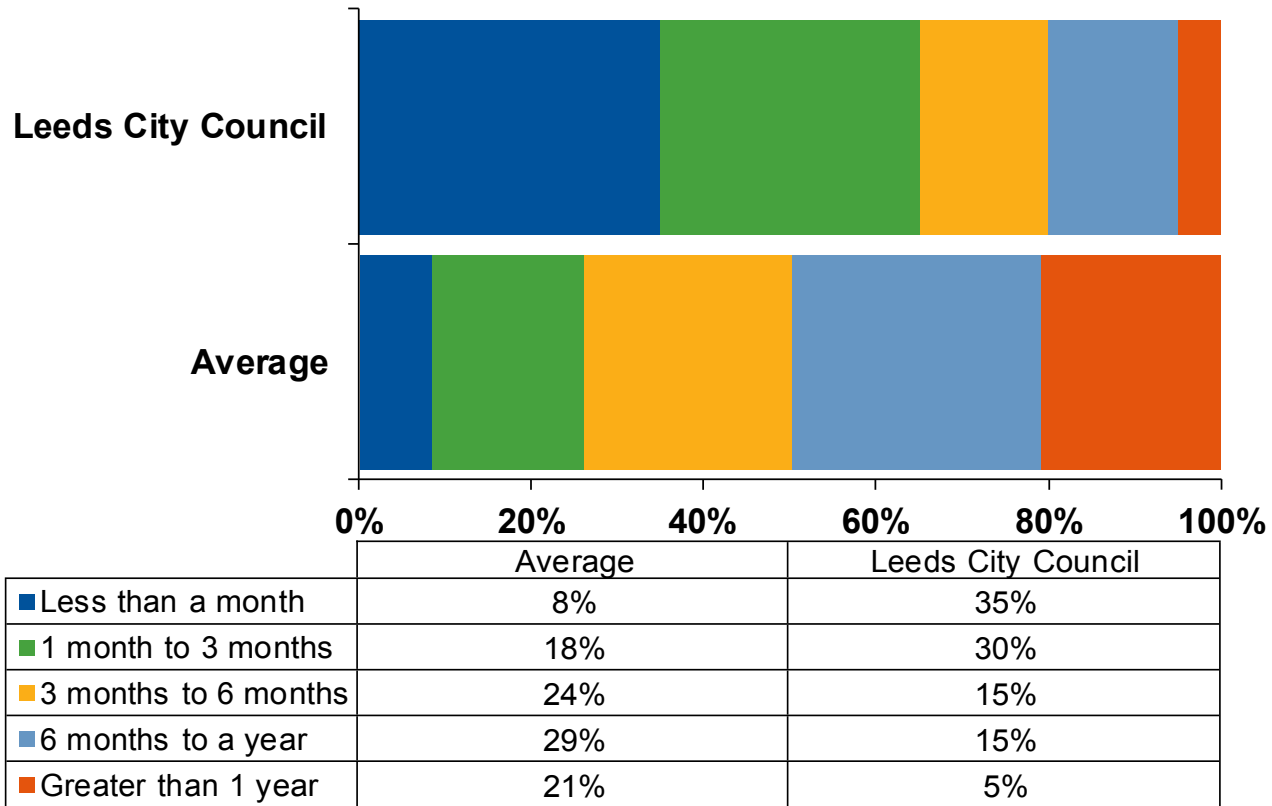
Based on Full Applications Database

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Source: Gartner Benchmark Analytics - IT Key Metrics Data

Applications Project Measures

Percentage of projects completed within:

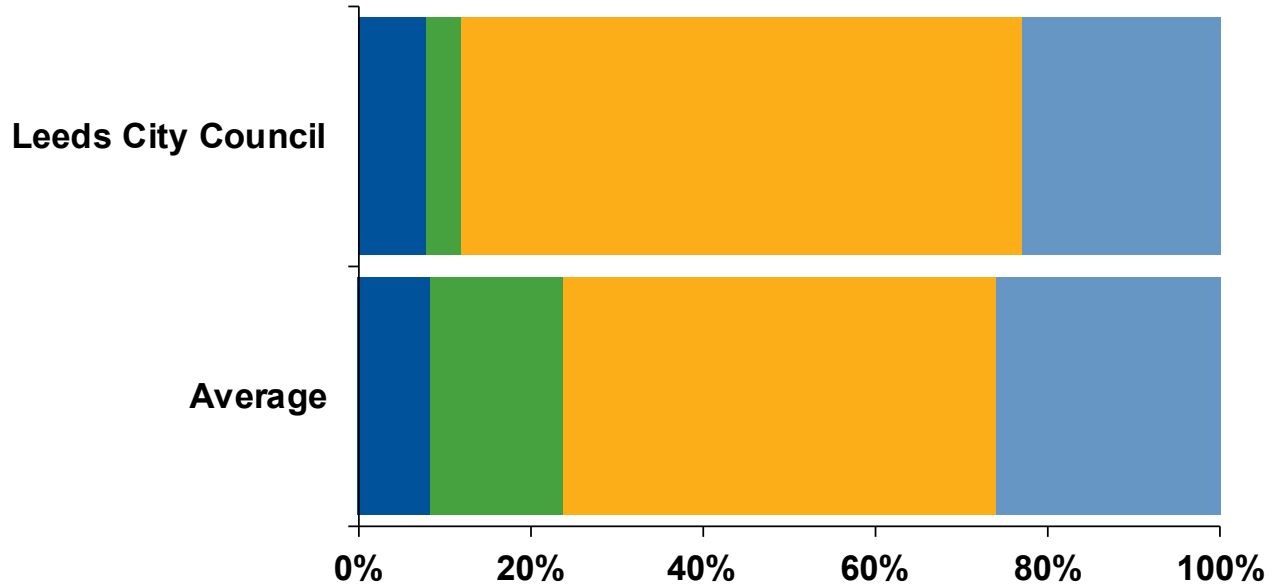


Based on Full Applications Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Applications Project Measures

Percentage of Projects Perceived by Customers as:



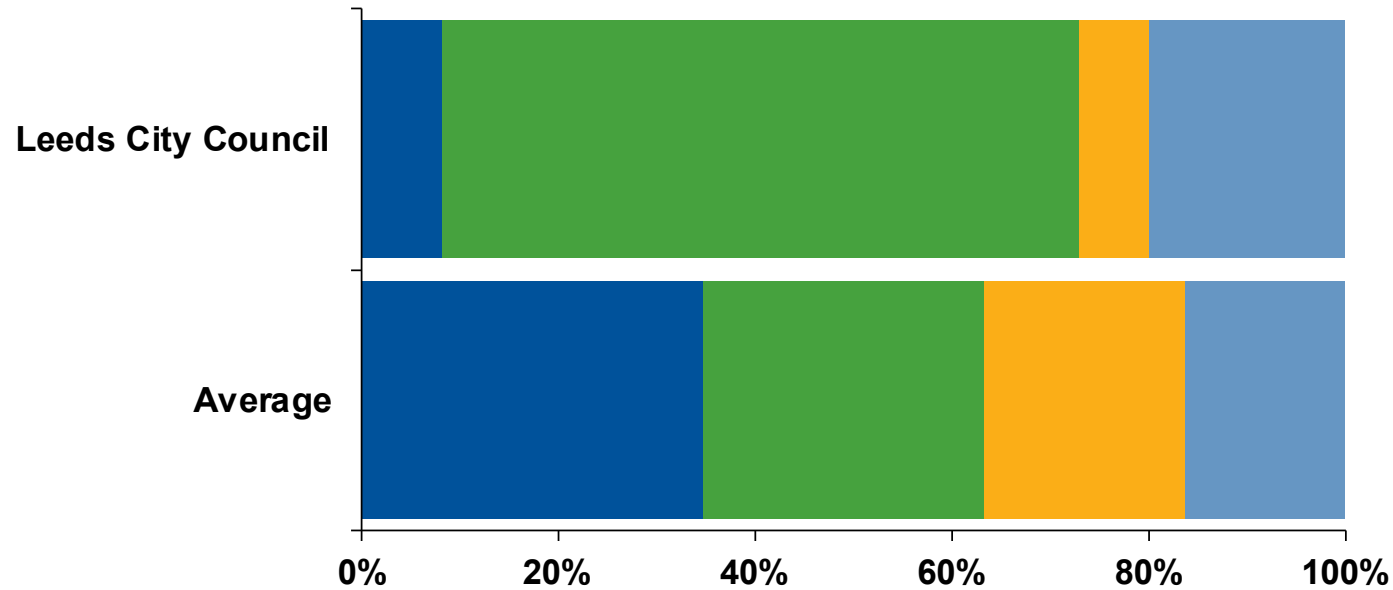
	Average	Leeds City Council
■ % Did not meet expectations	8%	8%
■ % Somewhat disappointing	16%	4%
■ % Somewhat successful	50%	65%
■ % Outstanding success	26%	23%

Based on Full Applications Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Applications Project Measures

For projects that were rated as 'Did not meet expectations' or 'Somewhat disappointing', Percentage related that way because of:



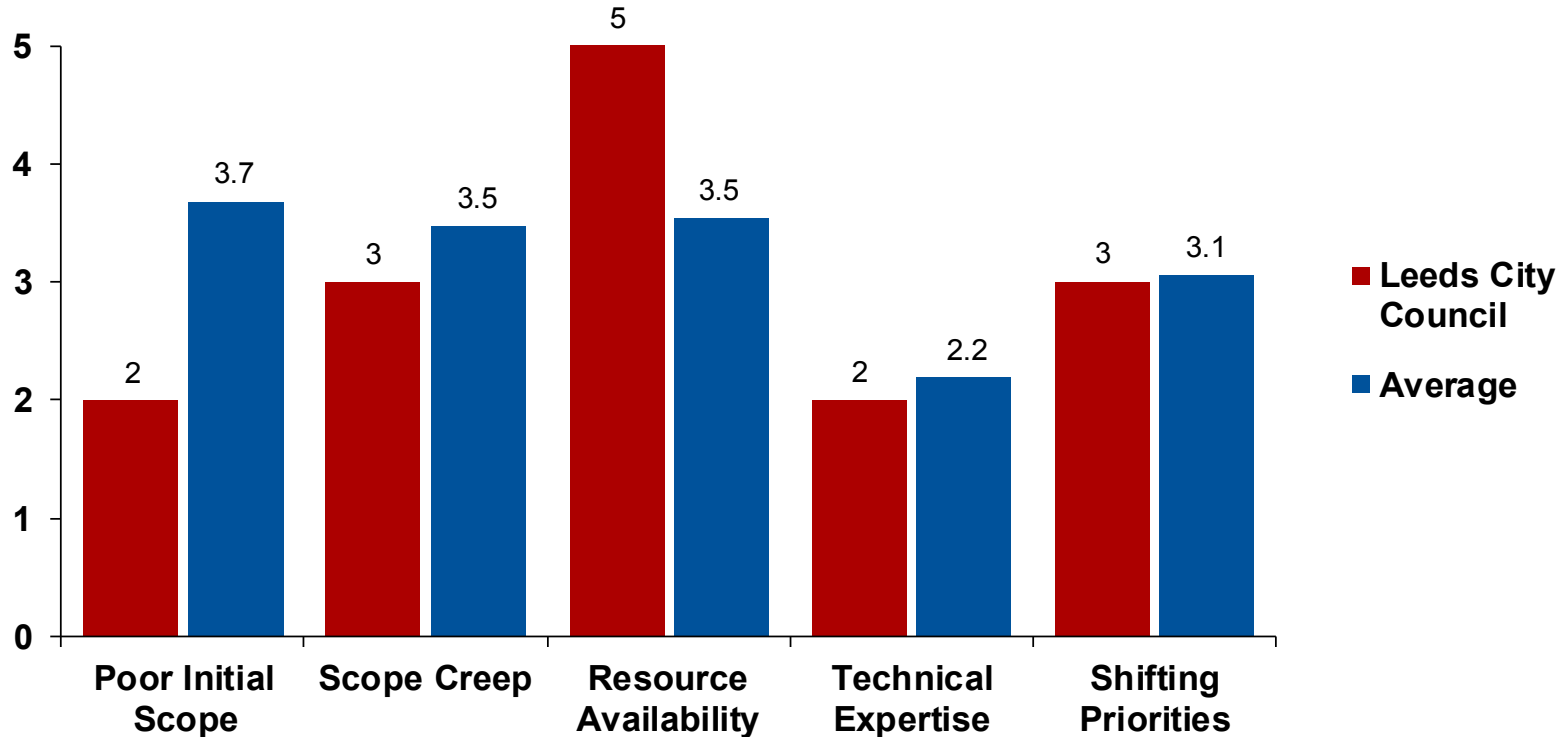
	Average	Leeds City Council
■ % Functionality	35%	8%
■ % Missed Schedule	29%	65%
■ % Quality	20%	7%
■ % Cost	16%	20%

Based on Full Applications Database

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Applications Project Measures

Significant Cause of Projects Being Late/Overbudget



Scale of 1 - 5. 1 = Not Significant, 5 = Highly Significant

Based on Full Applications Database

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Source: Gartner Benchmark Analytics - IT Key Metrics Data

We can help you better understand where you are today, where you can improve, and how to position for the future



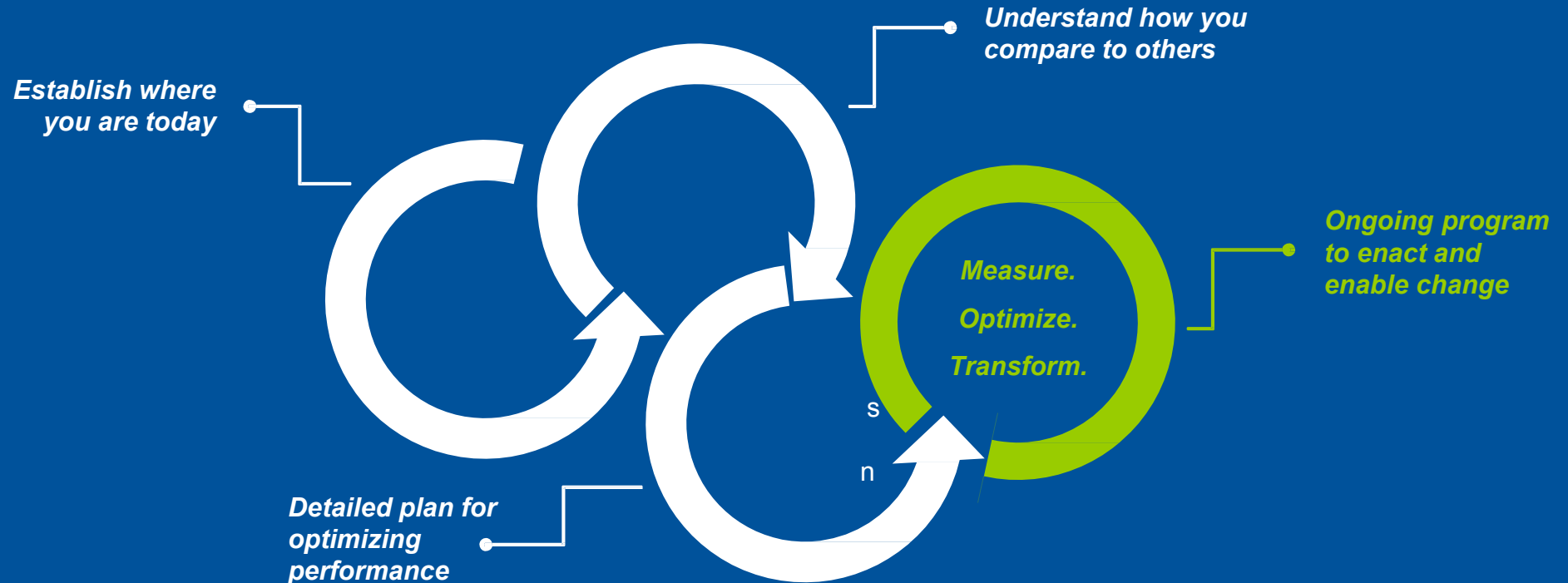
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• For information regarding Gartner Benchmark Analytics, email benchmarkinginfo@gartner.com or visit gartner.com/benchmarking

• For more information regarding Gartner IT Key Metrics Data reports visit gartner.com/ITKMD

Gartner's proven approach to comparative measurement will embed continuous improvement within your organization



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Ongoing benchmark programs optimize investment and drive improved service and satisfaction levels

Gartner delivers the technology-related insight necessary for our clients to make the right decisions, every day.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 25th January 2016

Subject: Career Families

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. At its July meeting the Board discussed the role of contract managers in delivering the Council's procurement strategy. During these discussions contract management and the organisation of contract management in the Council, including levels of training and scope to improve contract management within directorates through the encouragement of professional standards and 'career families' for contract managers was considered.
2. The Board subsequently requested that the Chief Officer (Human Resources), Lorraine Hallam, attend today's meeting to discuss the concept of Career Families.

Recommendations

3. Members are to discuss with attending officers the concept of Career Families and make any appropriate observations and recommendations.

Background documents¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Career families

What are career families?

Career families are a way of grouping together jobs that have similar characteristics. Jobs in the same family may do similar types of work even though the tasks, processes, systems and tools used may be different. Taking a career family approach will help us to modernise and change the way we'll work in the future. Through our changing culture it will enable us to become a more agile and flexible workforce and help the council to meet and respond to changing service needs more quickly.

Will it be better for me as an employee?

Career families and identified career pathways will help us to support the development of our workforce. Each family will have a number of different levels (grades) and these will reflect the degree of knowledge, skills and responsibilities needed to work at that level. These will be described in simplified and standardised **role profiles** and each level will be clearly set out so that everyone can see what's needed at the next level or even in another career family.

Role profiles are a modern way of describing jobs. They're not as detailed as the job descriptions we use currently as they're written to cover many different jobs; eventually they'll replace job descriptions and will summarise and outline the core requirements at each level (grade). This will help you to:

- see how common features are shared by lots of different roles
- recognise the transferable skills you have
- identify any development and training needs you might have
- determine any gaps for other roles you're interested in

When will this happen?

Creating career families in an organisation as big as Leeds City Council with over 15,000 employees and such a wide variety of jobs will take some time. It needs to cover all jobs from litter pickers to locality managers and lawyers. Currently there are over 2,800 different job titles being used across the council; some of these may be unique and others may be very similar but use a different title.

This is why we're testing and consulting with managers, employees and the trade unions on the approach beginning on a small scale with the Better Business Management programme and Customer Access.

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Report author: Peter Marrington
Tel: 39 51151

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 21st December 2015

Subject: Work Schedule

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. The Board's work schedule is attached as appendix 1. The work schedule reflects discussions at the Board's meeting in November. It will be subject to change throughout the municipal year.

Recommendations

3. Members are asked to note the work schedule and make amendments as

Background documents¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Scrutiny Board (Strategy and Resources) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	June	July	August
Non contract spend		Initial evidence gathering	
Budget/Service Categorisation and income generation		Agree terms of reference	
Commissioning			
ICT			
Devolution			
Briefings	Terms of Reference/work programming discussion		
Recommendation Tracking			
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	September	October	November
Non contract spend			
Budget/Service Categorisation and income generation	Session 1 – evidence gathering	Session 2 –evidence gathering	Session 3 –evidence gathering
Commissioning			
ICT		To agree terms of reference	
Devolution			
Briefings			
Recommendation Tracking			
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	December	January	February
Non contract spend	Update		
Budget/Service Categorisation and income generation	To agree final report		
Commissioning			Commissioning
ICT		Session 1 evidence gathering	Session 2
Devolution			
Briefings		Career families	Devolution
Budget	To receive Executive Board's initial budget proposals		
Recommendation Tracking			
Performance Monitoring			
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	March	April	May
Non contract spend			
Budget/Service Categorisation and income generation			
Commissioning			
ICT	Session 3	Session 4 – drafting recommendations	
Devolution			
Briefings			
Recommendation Tracking			
Performance Monitoring			
Performance Monitoring			