

SCRUTINY BOARD (STRATEGY AND RESOURCES)

ICT RESOURCING

TERMS OF REFERENCE

1.0 Introduction

- 1.1 Information and Technology and therefore ICT Services critically underpin the running of the majority of the operational services of the Council. Further resource from ICT Services is required to deliver the technology components of projects that deliver the Best Council Plan.
- 1.2 Scrutiny Board (Strategy and Resources) agreed at its June meeting to examine the resources available to ICT and the capacity pressures being faced by the service and ask whether ICT has the ability to support both 'lights on' maintenance and to deliver the projects.

2.0 Scope of the inquiry

- 2.1 The purpose of the inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:

(i) Capacity in ICT to support both 'Lights On' maintenance and to deliver projects

- 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?

(ii) Recruitment & retention issues

- Review of current market salaries and pressures being faced in the IT sector in Leeds
- Review of the progress made on the ICT Workforce & Sourcing strategy
- Consider whether there is a case for IT recruitment/renumeration being excluded from some of the general processes/restrictions that the

Council has had to put in place to address current financial situation and whether use of supplements, retention bonuses or other financial incentives would improve our recruitment and retention rates and better support the Council in transforming.

- Review of how some of the current blanket Council recruitment restrictions, timescales and processes affect ICT recruitment and the associated impact in being able to support services and deliver projects.

(iii) Expectation in Council of hours of service, reliability and availability

- Review of current ICT service level agreement (hours of cover, availability) and whether this is appropriate given an increasing demand and expectation from services for extended or even 24 hrs x 7 days x 365 days a year services.
- Review previous investment decisions in relation to system resilience/support and whether further investment may be required to support increased demand for extended or even 24x7x365 services.
- Review of systems that have to be shut down for overnight processing (or other reasons) and the impact this causes.
- Review whether business continuity arrangements in service areas (to deal with unexpected or planned system downtime) are sufficient and effective.

3.0 Desired Outcomes and Measures of Success

3.1 It is important to consider how the Scrutiny Board will deem if its inquiry has been successful in making a difference to local people. Some measures of success may be obvious and others may become apparent as the inquiry progresses and discussions take place. Success measures might include:

- ICT increase the proportion of key posts filled with permanent rather than contract staff or covered by third party suppliers thus achieving overall cost reductions
- In the current financial and resource context ensure that only essential priority projects are agreed at both directorate and cross Council level
- That the Council gain a better understanding of the cost, risk and benefits associated with extending ICT Service hours in order to inform a policy decision on extended service hours
- The requirements for availability and resilience of key system is determined in line with citizen and service needs.
- Adequate staff and support arrangements are in place to meet the agreed availability requirements and project demand.

4.0 Comments of the relevant Director and Executive Member

4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

5.0 Timetable for the inquiry

5.1 The Inquiry will take place over a number of sessions.

5.2 The length of the Inquiry is subject to change. However it is anticipated that any recommendations made will be sent to the Deputy Chief Executive by February 2016

7.0 Witnesses

7.1 The following have been identified as possible contributors to the inquiry; however others may be identified during the course of the inquiry:

- Councillor James Lewis, Deputy Leader and Executive Member for Resources and Strategy
- Chief Information Officer and support officers
- Deputy Chief Executive
- Directorate representatives
- External providers/experts
- Recruitment agencies

8.0 Equality and Diversity / Cohesion and Integration

8.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve its ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.

8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.

8.4 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.

9.0 Post inquiry report monitoring arrangements

- 9.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.