CIVICA

Transforming the way you work

Gloucester City Council

Civica ITO Annual Report 2014 - 2015

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Executive Summary

2015 has seen a positive step forward for the provision of IT following transition to a new model delivered from on-site teams in Gloucester and supported by Civica Centres of Excellence. Civica has invested in helping transform a challenging legacy infrastructure, delivered against the agreed KPI, successfully supported key council projects and begun to lay the foundations for IT to become a strategic enabler of change.

The Council have been able to gain increased expert resources from within the Civica business and associated partner networks to meet some of the challenges the year has posed.

Improvement works to both underlying infrastructure and service delivery have led to a sustained reduction in the number of ICT cases raised, following an initial upward trend. This reduction has been sustained through the latter part of the year and plans are in place to further reduce these. The reduction in reactive work has enabled greater focus to be placed on proactive maintenance and service improvements.

The operational risks have been captured in the ICT Risk Register, and where additional mitigation has been required for key events, such as the General Election, this has been put in place.

Investment programmes for the underlying infrastructure have been identified and approved and are now underway, which should introduce improved resilience to the identified operational risks. These investments will put the Council on a stronger footing to achieve its strategic goals in future years.

The commissioning of projects is now managed from within the Business Improvement Team, rather than the ICT delivery team leading to those projects that deliver the greatest business benefit across the Council being prioritized. This has led to some key projects being delivered within the year, such as the technical separation of the Gloucester City Homes business to enable the strategic change around Housing stock.

There have been three major incidents within the year that have led to multiple-day service outages. Civica has mobilized quickly for each of these incidents and the length of the outages has been reduced against prior each time. Each service outage has been reviewed, lessons learned established and improvement plans put in place which will continue into the coming year.

Substantial work remains to be completed in the coming year, and Civica remain committed to delivering these projects in partnership with the Council.

Scope of the ICT Service

The ICT Service provided by Civica covers the City Council (including the main location at HKP and out stations such as the Tourist Information Centre, Guildhall, Crematorium), the Aspire Leisure facilities and until March 2015, Gloucester City Homes.

The ICT Service covers:
- Core infrastructure (servers, storage)
- Data Network
- Desk and Mobile Telephony
- Software applications
- End-user computing devices (Desktop PCs, Laptops, iPads)
- Security Management
- Provision of an ICT Service Desk

During the past year, Civica has had to invest more resources than originally anticipated to ensure all KPIs were met. The primary reasons for this investment need were:
- Ageing computer assets
- Quality of documentation
- Introduction of and alignment with industry good practice
- Non-compliance with code of connection standards
- Removal of single points of failure to introduce resilience

We have also introduced or improved upon, Service Management disciplines including:
- Change control
- Incident and Problem Management
- Risk Management
- Security Management processes

Resilience within the delivery team has been introduced, with services to the Council being delivered from off-site Civica Centres of Excellence for:
- Service Desk
- Software Application Management
- Enterprise Mobility Management
- Security Management

The Council has benefited from the enlarged pool of resources available through the Civica Partnership, particularly for experienced specialized technical disciplines that the Council may have visited the Contractor market for previously.

Work commissioning from within the Council is now managed within the Council's Business Improvement Team rather than within the ICT delivery function. The Business Improvement Team evaluate the requests for ICT resources, consider the strength of the benefits case and prioritise the delivery team.

There are still risks in the infrastructure and these are being mitigated by planned works that are expected to deliver within 15 / 16. As the Council's ICT partner, Civica strongly recommend that the Council continues to invest in ICT to allow it to become a strategic enabler of change.

Performance for this Year (Apr 2014 – March 2015)

Note, performance metrics for prior years and the months of April and May 2014 are not available as the ICT service did not capture performance at that time.

Key Performance Indicators and Metrics that Matter

The ICT service is measured against a suite of 13 Key Performance Indicators each month. In 14 / 15 there were 6 non-conformances to KPI from the 156 compliance measures within the year.

Those non-compliances were related to major service outages that occurred, reflecting the impact of those outages on the Severity 1 incident measure and estate uptime measure. As such, the service is achieving against the Key Performance Indicators identified as contractual measures.

In addition to these KPIs, Civica have been monitoring *Metrics that Matter*. These are an additional set of measurement indicators that are used to monitor trends and inform action within the ICT service.

The table below shows performance against those key measurements.

	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15
Contacts	914	920	1280	1217	1036	895	537	733	678	615	574	554
Cases Raised	627	645	765	781	739	608	429	519	550	453	399	394
Incidents Raised	259	265	339	387	369	311	197	283	310	207	215	225
Incidents Raised %	41%	41%	44%	50%	50%	51%	46%	55%	56%	46%	54%	57%
Service Requests Raised	368	380	426	394	370	297	232	236	240	246	184	169
SR % Raised	59%	59%	56%	50%	50%	49%	54%	45%	44%	54%	46%	43%
Contact per Case Raised	1.5	1.4	1.7	1.6	1.4	1.5	1.3	1.4	1.2	1.4	1.4	1.4
First Time Fix		22.94%	32.42%	23.48	17.19	16.12%	26.59%	18.88%	12.18%	14.51%	13.78%	14.47%
First Time Fix Volume		145	248	182	127	98	113	98	67	65	55	57
Cases per User	1.0	1.1	1.3	1.3	1.2	1.0	0.7	0.9	0.9	1.0	0.9	0.9
Closed Cases	570	639	717	742	720	624	443	517	538	476	404	361
Active Cases	57	63	111	150	169	153	139	141	153	129	120	126
Deficit	57	6	48	39	19	-16	-14	2	12	-23	-5	33
Deficit as %-age Raised	9%	1%	6%	5%	3%	-3%	-3%	0%	2%	-5%	-1%	8%

Contacts are email or phone calls to the service desk, which is either raising a case, responding to a request for further information or requesting an update. They do not include any direct contact to the on-site team.

Cases are incidents or service requests recorded in W2 and provided with a case reference number. An incident is "break-fix" and a service request is "can I have…?".

First Time Fix is where the service desk resolves the incident or service request at the first point of contact.

Active Cases is the number of cases that were open at the end of the calendar month.

Deficit is the difference between the cases raised and the cases closed; a positive deficit means that more cases were raised than were closed.

Cases Raised

GCC Case Volumes Raised, Closed and Active by Month
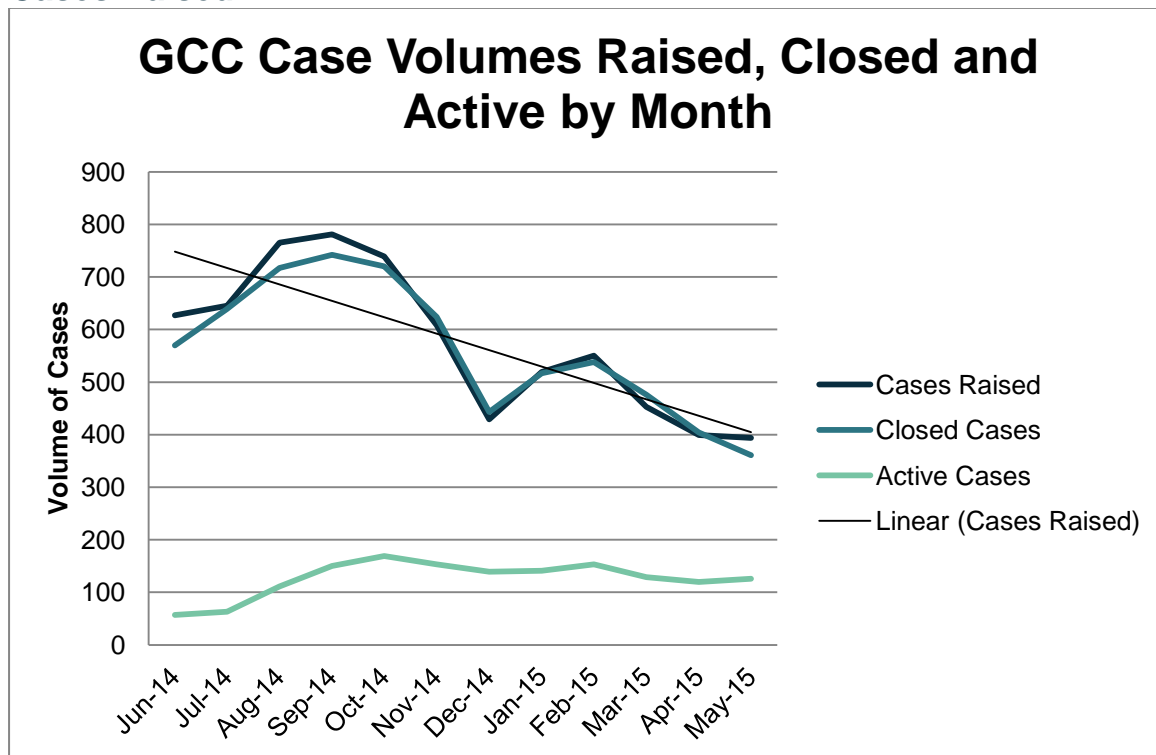
The chart above demonstrates the trend of cases by month across this reporting period. There is an increase at the commencement of the service as the service is published and users take advantage of the improved availability of the service desk.

After the initial peak, there is a continuing decline of cases raised that indicates an improving ICT estate that generates a reduced volume of incidents occurring month on month. The number of cases closed closely follows the number of cases raised, indicating that on-hand work is being addressed within the same month.

The rise of active cases in June and July 2014 is due to the new cases being added to the Civica Service Management system that replaced the old BT&T system previously used.

To support a continuing reduction in the volume of incidents raised, a Problem Management process has been introduced to identify and resolve recurring issues that point towards an underlying symptom.

This has been in place from January 2015 and has identified 14 individual Problems that have caused multiple incidents to arise. Of these Problems, 12 have been closed with agreement of the Problem owner. These 14 Problems are drawn only from the issues that immediately effect end-users.

Cases Per User
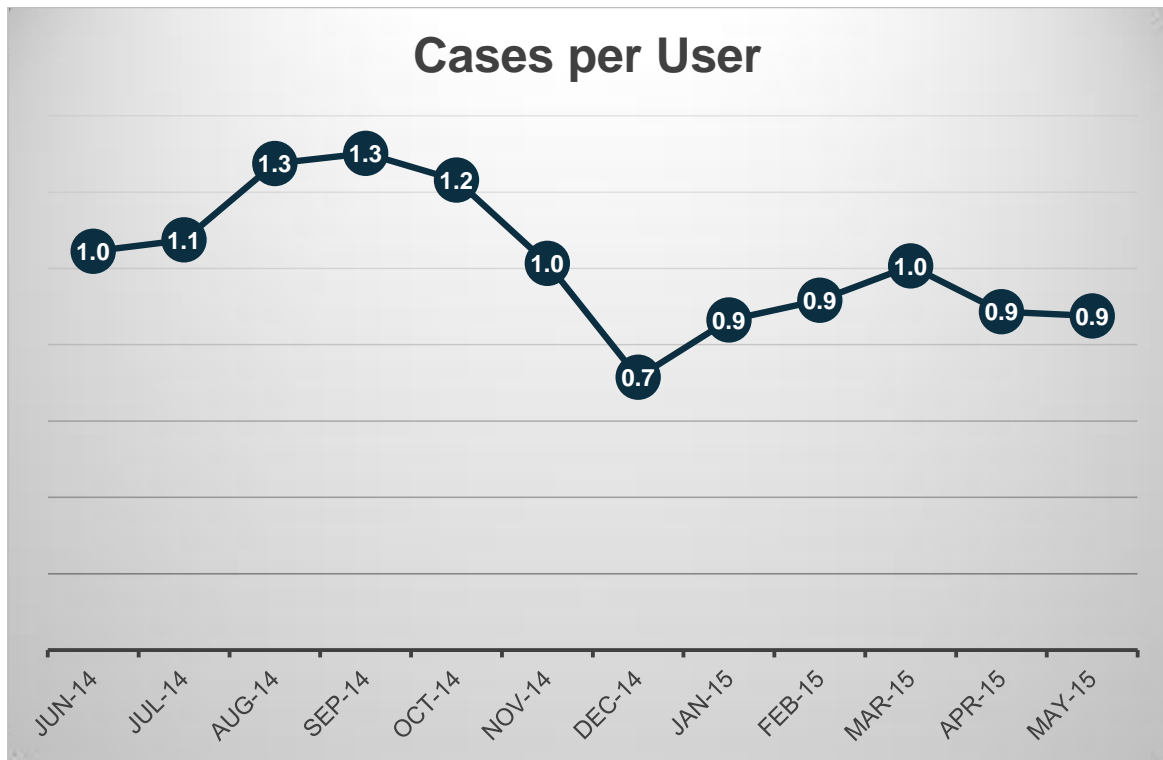
Cases per User

The number of cases per user mirrors the number of cases raised, and is within the industry standards for a service of this nature. Given the reported challenges with the infrastructure, a higher volume of failure would not be unexpected.

That the volume of reported cases are within industry standards demonstrates that the ICT service resources are substantially assigned to "fire-fighting" to maintain the system availability rather than undertaking longer-term remedial work that will deliver persistent and ongoing benefits and provide a stable platform for the Council to deliver on its strategic goals.

Major Incidents

There have been three major incidents leading to periods of service outage within the reporting period.

These occurred in July 2014, September 2014, and January 2014. Of these service outages two relate to power incidents that caused unplanned and catastrophic power outages to the core computing infrastructure, for which a period of recovery and ongoing stabilisation was required.

In each of these incidents, Civica has mobilized quickly, bringing in additional resources, often at Civica cost, and working around-the-clock to bring services back online. The service restoration team work closely with colleagues within the Council to prioritise systems to be restored based upon the circumstances of the failure. For instance, prioritizing benefit payment systems if the incident has occurred just prior to them being made.

During these incidents, there is a balancing act to achieve between delivering the service restoration and keeping user groups and other stakeholders informed of progress. This balancing act also needs to accommodate for a changing landscape as issues that may appear trivial on initial scanning become more deep-rooted and time consuming when detailed work is undertaken.

The way in which the infrastructure has been modified and enhanced over the years combined with a lack of documentation relating to these changes, has meant that there is very little confidence that the usual types of restoration activities and timescales to complete them. Civica has tried to provide accurate timescales for these fixes but acknowledge that they have at times taken longer than first estimated.

There has been an improving return to operation achievement, evidencing the lessons learned from each incident being taken forward into future incidents, and the ongoing remedial work being delivered to improve the estate in the meantime.

Work is underway to deliver step-change improvements through the provision of an off-site Civica-managed data centre, approved at full Council. This, along with other substantial remedial works, will mitigate against these incidents occurring again.

Service Improvement and Development

In the last twelve months, the primary focus has been on taking up the service, transitioning to the Civica operating model and then identifying and addressing the remedial work required within the legacy estate, to improve performance, resilience and reliability.

The reduction in the number of incidents reported has led to increased capacity within the team to deliver on the change projects that the Council's service areas requite to meet their own challenges.

Working in combination with the Council's Client team, a new process has been established to capture, evaluate and prioritise the requests made to deliver those work items that will realise the greatest benefit for the Council and Citizens. Whilst work remains to bed this process in, the principle of business cases being evaluated within the business areas rather than the ICT function will focus the available investment in the areas that best match the Council's strategic goals.

Projects / Initiatives Completed in 2014 / 2015:

We have supported the following key projects that were strategically important to the Council.

Elections
- ICT support of the Elections process, which included implementing a change of line of business system to Xpress, identification, supply, configuration and support of new hardware for the Elections team to support a revised Elections process.
- On the night support of the European and local Elections that occurred in May 2014 and General Election that occurred in May 2015
- For the General Election in May 2015, increased resilience for the core infrastructure should a service outage occur on the day of the Election was in place. This included senior Civica management presence throughout the vote counting.

Separation of Gloucester City Homes
- Migration of Gloucester Homes from the legacy infrastructure to their new provider infrastructure. Failure to deliver the ICT element of this would have held up the stock transfer that could not slip the due date.
- Completed on-time and to budget
- Full de-commissioning of the GCH legacy environment without impact on the GCC-systems running in combination

Shared Service Initiatives
- Supported the migration of the Legal services to the One Legal shared service centre. This required migrating the appropriate data securely and providing ICT facilities for members of the Shared Service to work remotely and locally on the Council's business.
- Supporting the initial works required for the Building Control shared service. This work remains in-flight into 15 / 16

Change of Banking Provider
- Technical migration of the Council's banking supplier following the ceasing of the banking facilities provided by the Co-Op bank.

- This occurred on time, to budget and to quality with no payment or collection interruptions experienced.
- Civica supported this change project from the initial kick off through to final delivery with no additional charge to the Council.

Regulatory Compliance

- Following review of the Public Sector Network "secure enclave" design, reporting to and liaison with the PSNA to manage remedial action required. This has included representing the Council's position to the PSNA so that the government agency was aware of the programme of works planned to support avoidance of further action from them
- Management of the mandatory IT Health Check for the PSN Code of Connection, including support of a multi-day audit and initial submission of findings to the PSNA
- Review of the Payment Card Institute (PCI) requirements to ensure adherence to that standard. Failure to adhere can lead to card payment facilities being withdrawn.

In addition we have completed the following Service Transformation projects.

Civica Centres of Excellence

- Migration of single point of contact to the Civica Service Desk, and provision industry-leading speed of answer metrics for telephony queries. This allows users to obtain support immediately upon an incident occurring.

Enriched ICT Expertise

- Retention of senior technical resource at Civica's ongoing cost to investigate and remedy technical infrastructure issues that emerged through the early part of the year and to provide a design that would take the Council forward with a scalable and resilient infrastructure. This will ensure a reduction in the number of calls relating to infrastructure failure
- Support through the wider Civica and associated partnership network for specialized skills and experiences required to investigate and remedy specific ICT issues. These partners are directly managed by Civica during their service to the Council.
- Civica have subsequently provided ongoing advice to the Council related to the questions arising from the Council's partner organizations related to these services.

Service Management Disciplines / Consolidation of ICT Delivery

- Introduction of Service Management disciplines, such as Change Advisory Board, Risk Register, Issues Register, Projects Tracker, Problem Management and Issue and Service Management processes. These provide industry standard methods of managing ICT delivery in line with the ITIL framework.
- Implementation of a software monitoring tool to support diagnostic of server performance issues and fault finding, allowing emerging problems to be proactively resolved before they effect the end-user experience, or a speedier return to operation time if the service is interrupted.
- Consolidation and improvement within the onsite DC; physical and virtual infrastructure – cost and resilience improvements
- Implementation of automatic Software and Hardware Asset information, enabling ongoing savings on licence payments for the Council