Haringey Council

Agenda item:

[No.]

General Purposes Committee	On 11 January 2011

Report Title: **Proposed restructure of IT Services**

Report of: **Julie Parker, Director of Corporate Resources** Signed : J. Parker 23/12/10

Contact Officer : **David Airey, Head of IT Services**

Wards(s) affected: **All**	Report for: **[Key / Non-Key Decision]**

1. Purpose of the report (That is, the decision required)

1.1. The Value for Money review of Corporate IT Services was finalised in December 2009 and the first stage, a new senior management IT structure, was implemented on 1st April 2010.

1.2. This report sets out the proposals for the second stage of the Value for Money review, encompassing a proposed restructure of the teams beneath the new senior management structure.

1.3. The proposed restructure will result in a net reduction of 19 posts within the IT Services establishment and projected annual on-going saving of £882,000 from 1st April 2011.

1.4. Members to agree to the implementation of the proposed restructure under delegated authority to the Director of Corporate Resources and the Chair of General Purposes Committee, up to a limit of 19 posts net reduction in the IT Services establishment.

2. Introduction by Cabinet Member (if necessary)

2.1. [click here to type]

3. **State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. The Value for Money review of IT Services contributes to the Council Plan priority of **'Delivering high quality, efficient services'** by ensuring that Information Technology functions are provided in the most cost effective way.

4. **Recommendations**

   That Members:

   4.1 Consider and agree the proposed restructure of IT Services and the associated efficiencies.

   4.2 Delegate authority to the Director of Corporate Resources and the Chair of General Purposes Committee to sign off amendments following formal consultation up to a limit of 19 posts net reduction in the IT Services establishment.

   4.3 Note the timetable for delivery.

5. **Reason for recommendation(s)**

   5.1. The proposed restructure will be key to meeting the required savings required from IT Services in the Haringey Efficiency and Savings Programme 2011/12, whilst ensuring the delivery of the IT Strategy 2010-13 as approved by Cabinet on 13th July 2010.

6. **Other options considered**

   6.1. Not applicable

7. **Summary**

   7.1. The Value for Money review of Corporate IT Services was finalised in December 2009 and the first stage, a new senior management IT structure, was implemented on 1st April 2010. In the delegated authority for that restructure it was noted that proposals for the rest of the service (contained in this report) would follow.

   7.2. The proposed revised organisation structure for IT Services seeks to complete the implementation of the recommendations from Corporate IT Board, in discussion with the Lead Member for Finance and Sustainability, and align the department with the findings from the Value for Money review, the need to deliver the IT Strategy 2010-13 (as approved by Cabinet on the 13th July 2010) and in the light of the constrained economic climate the Council is now facing.

   7.3. The attached paper (Appendix 3) sets out in more detail the proposed restructure of IT Services. Appendices 1 and 2 show the current and proposed organisation structures respectively.

8. Chief Financial Officer Comments

8.1 The Chief Financial Officer has reviewed the proposals in this report with the author. The proposed changes to the IT Services establishment will result in an annual on-going saving against LBH cash-limited budgets of £0.882m which will meet the required savings from IT Services in the Haringey Efficiency and Savings Programme in 2011/12. This saving has been calculated by subtracting the budget required for new posts and assimilated posts from the total budget for deleted posts.

9. Head of Legal Services Comments

9.1. The Head of Legal Services has been consulted on the content of this report. As noted in the report the proposals should be carried out in compliance with the Council's policies concerning restructuring, redeployment and redundancy. Meaningful consultation has commenced on the proposals and should be completed before any final decision is made concerning whether it is necessary to issue notice of termination of employment in respect of any employee.

10. Head of Procurement Comments

10.1. Not applicable

11. Equalities &Community Cohesion Comments

11.1 An Equalities Impact Assessment has been completed and the application of this process will be monitored for consistency and will ensure that there can be no claims of different treatment based on race, gender, disability, sexuality, religion/belief or age.

12. Consultation

12.1. Formal consultation is being conducted with affected employees and Trade Unions according to the following timetable:

2nd December 2010
- Formal consultation begins on roles and ring fences.

Week beginning 17th January 2011
- Formal consultation ends.
- Roles finalised.
- Expressions of interest requested for ring fenced and vacant positions.

Week beginning 31st January 2011
- Expressions of interest received for ring fenced and vacant positions.
- Selection process finalised.

1st April 2011
- New organisation structure implemented

13. Service Financial Comments
    13.1. not applicable

14. Use of appendices /Tables and photographs

Appendix 1: Current organisation structure for IT Services

Appendix 2: Proposed revised organisation structure for IT Services

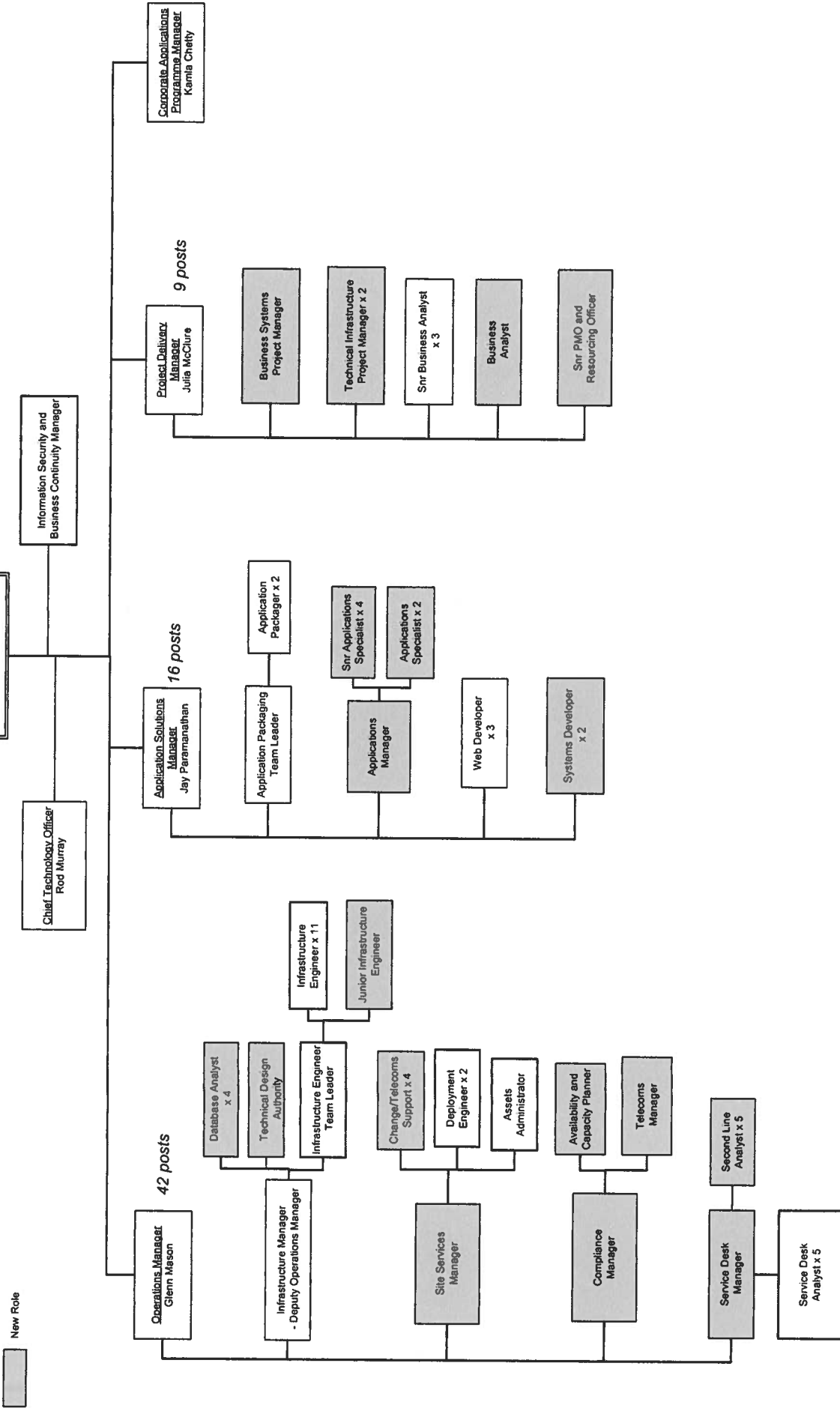Appendix 3: Proposed restructure of IT Services

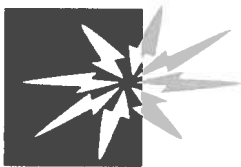## 15.Local Government (Access to Information) Act 1985
    15.1.   Not applicable

Appendix 1
IT Services – Current Structure
November 2010

Head of IT Services
David Airey
1 post

Chief Technology Officer
Rod Murray
1 post

IT Operations Manager
Glenn Mason
55 posts

Project Delivery Manager
Julia McClure
15 posts

Corporate Applications Programme Manager
Kamla Chetty
1 post

Applications Solutions Group Manager
Jay Paramanathan
12 posts

ITS Business Support Manager
Karen Brannon
3 posts

ITS Business Support Manager branch
- Senior Business Support Officer
- Business Support Officer

Applications Solutions Group Manager branch
- Application Development Manager
  - Web Developers — 3 posts
  - Senior Application Developers — 3 posts
  - Application Developers — 4 posts

Project Delivery Manager branch
- Project Managers — 4 posts
- Business & Systems Analysts — 2 posts
- Business Partners — 5 posts
- PMO Support — 2 posts
- QA and Data Manager

Chief Technology Officer branch
- Service Delivery Manager — Steve Cornell (Seconded) — 13 posts
  - Information Security and Business Continuity Manager
  - IT Finance Manager
    - Finance Technician
    - Finance Support Officer
    - IT Buyer
  - Senior Supplier Manager
    - Supplier Manager
    - Supplier Support
    - Procurement Manager
  - Technical Project Manager — 3 posts

IT Operations Manager branch
- Service Desk Manager
  - Service Desk Team Leader — 2 posts
    - Service Desk Analyst — 8 posts
  - Member & Exec Support — 2 posts
- Deployment Engineer Team Leader
  - Deployment Engineers — 3 posts
- Problem and Release Manager
- Change and Configuration Manager
  - Configuration and Change Support — 2 posts
  - Assets Administrator
- Application Packaging Team Leader
  - Application Packagers — 2 posts
- Infrastructure Manager
  - Infrastructure Engineer Team Leader
    - Infrastructure Engineers and DBAs — 11 posts — 3 posts
  - Senior Telecoms Support Advisors — 2 posts
    - Telecoms Support Advisors — 2 posts
  - Applications Support — 9 posts

Appendix 2

Proposed IT Services Structure
November 2010

Legend: New Role (shaded)

Head of IT Services — David Airey

- Chief Technology Officer — Rod Murray
- Information Security and Business Continuity Manager

Operations Manager — Glenn Mason (42 posts)

- Infrastructure Manager – Deputy Operations Manager
  - Infrastructure Engineer Team Leader
    - Database Analyst x 4
    - Technical Design Authority
    - Infrastructure Engineer x 11
    - Junior Infrastructure Engineer
- Site Services Manager
  - Change/Telecoms Support x 4
  - Deployment Engineer x 2
  - Assets Administrator
- Compliance Manager
  - Availability and Capacity Planner
  - Telecoms Manager
- Service Desk Manager
  - Second Line Analyst x 5
  - Service Desk Analyst x 5

Application Solutions Manager — Jay Paramanathan (16 posts)

- Application Packaging Team Leader
  - Application Packager x 2
- Applications Manager
  - Snr Applications Specialist x 4
  - Applications Specialist x 2
- Web Developer x 3
- Systems Developer x 2

Project Delivery Manager — Julia McClure (9 posts)

- Business Systems Project Manager
- Technical Infrastructure Project Manager x 2
- Snr Business Analyst x 3
- Business Analyst
- Snr PMO and Resourcing Officer

Corporate Applications Programme Manager — Kamla Chetty

Appendix 3: Proposed restructure of IT Services

1. Introduction

The Value for Money (VFM) review of Corporate IT Services was completed in November 2009 and the outcomes reported to the Corporate IT Board (CITB) on 30th November 2009 in consultation with the Lead Member for Finance and Sustainability.

The approach taken to the IT VFM review was to engage Socitm (Society of IT Management) to provide an independent view of:
- Customer satisfaction with the service provided by IT (via a user survey).
- IT Services performance benchmark vs other London Local Authorities.
- The IT service offering required by Business Units (via business workshops and interviews with CITB and Corporate SMT members).

The outcome from the discussions with the CITB has informed the proposed amendment to the organisational structure of IT Services, the first stage of which, the reshaping of the Senior Management structure (as detailed below), was completed on 1st April 2010. In the delegated authority for that restructure it was noted that proposals for the rest of service would follow.
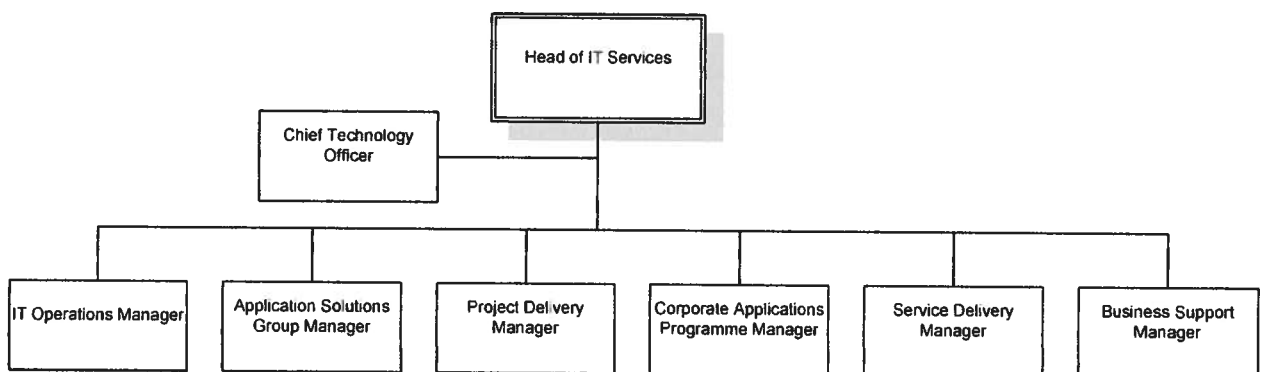
The new senior management IT structure was introduced on 1st April 2010 and implemented the recommendations from CITB discussions and the IT VFM exercise by:

- Maintaining and improving the current high levels of operational service:
  - creating an Application Solutions Group (ASG) function responsible for the development/maintenance (upgrades) of existing applications in line with Business priorities.
  - focusing the IT Operations Manager role on the day to day activities of effectively running the IT infrastructure

- Creating a Chief Technology Officer role responsible for maintaining a business aligned IT Strategy, sponsoring/designing the on-going infrastructure renewal programme and working with Business Units to assist them in making innovative use of technology to improve their service delivery.

- Creating a Project Delivery function (incorporating the project management office) to focus on managing the delivery of approved new business and IT infrastructure projects to time, budget and expectation.

- Creating a Corporate Applications Programme Manager role to focus on maximising the return on the investment made in the Council's corporate applications, particularly SAP, and determining the strategic direction for SAP and other corporate applications in the light of the Council's future customer focus strategy and operating model.

- Subsuming relationship management responsibilities within individual Directorates and IT project and programme management roles as appropriate.

The current detailed organisation structure for IT Services, effective since 1st April 2010, is detailed in Appendix 1.

2.   Proposed revised organisation structure

The proposed revised organisation structure for IT Services is detailed in Appendix 2 and seeks to complete the implementation of the recommendations from CITB discussions and align the department with the findings from the VFM review, the need to deliver the IT Strategy 2010-13 (as approved by Cabinet on the 13th July 2010) and in the light of the constrained economic climate the Council is now facing.

This has involved a significant realignment of roles and Job Descriptions and resulted in 54 current posts being deleted, 35 new posts being created with 30 current posts remaining unchanged. This is a net reduction of 19 posts within the IT Services establishment.

The main changes proposed in the revised organisation structure are summarised below:

IT Operations

- A streamlined Service Desk with the addition of a proactive 2nd line function incorporating Member Support.

- 2nd line and other operational teams assist Service Desk during peak call periods to maintain customer response times.

- All change activity, including telecoms and deployment, consolidated under a single Site Services function.

- A Compliance function created to proactively manage audit, availability/capacity management and network topology.

Project Delivery

- A reduction in the number of Project Managers following consultation with both Directorates (via CITB) and the Haringey Efficiency and Savings Programme (HESP), who foresee a significant reduction in new business IT project implementations given the current economic climate.

- The creation of Technical Infrastructure Project Managers to manage projects under the on-going Infrastructure Renewal Programme, where a strong technical capability is required.

- An increase in IT business analysis capability in order to support strategic programmes already underway (e.g. Infrastructure Renewal, Intelligent Budgeting (SAP)), and in response to requests from Directorates for IT business analysis skills to support them identify business cases where IT can enable greater efficiencies within their Business Units.

- The removal of the Business Partner role as proposed during the senior management restructure when a different relationship management model was introduced.

Application Solutions Group

- The creation of a new team of Application Specialists focused on the maintenance, development and support of all business applications across the Council.

- The transfer of Application Packaging from Operations given the close alignment this team has with application upgrades.

- The creation of System Development roles responsible for, amongst other system development activities, enterprise reporting and data sharing solutions based on the data within applications;

It should be noted that the teams covering Supplier Management, Procurement, Finance and Business Support are part of the Haringey Efficiency and Savings Programme Support Functions Review and therefore currently excluded from this proposed re-organisation.

The reorganisation will be undertaken in compliance with the Council's policies and procedures to ensure that role profile matching and selection to posts in the new structure is fair and unbiased.