

POLICY FINANCE & ADMINISTRATION COMMITTEE

3 JULY 2012

REPORT OF STRATEGIC DIRECTOR (KA)

DEVELOPMENT PLAN

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to consider the Strategic Business Case for a Transformational Change Programme as well as other individual projects, all arising from the Council's ICT Strategy, and to seek Member approval to move forward.
- 1.2 A development plan has been produced in accordance with the new ICT Strategy. A number of projects within the plan are now ready to proceed.

2.0 RECOMMENDATIONS

- 2.1 **The Strategic Business Case for a Transformational Change Programme at Appendix A is approved with an initial capital funding allocation of £60K for the programme generally to be funded from capital receipts.**
- 2.2 **The Project Mandates attached at Appendices C and D and the Business Case attached at Appendix E are approved.**
- 2.3 **A supplementary estimate from the Corporate Priorities Reserve is approved to fund an evaluation study for the Parkside Shared Services project at a cost of £3,000.**
- 2.4 **A supplementary estimate from the Corporate Priorities Reserve is approved to fund temporary resource to aid the ICT Systems Documentation project at a cost of £3,000.**
- 2.5 **A withdrawal from the ICT Repairs and Renewals fund is approved to fund the replacement of network equipment at The Cove at a cost of £5,000.**
- 2.6 **A withdrawal from the ICT Repairs and Renewals fund is approved to fund the Windows 7 & Laptop Replacement project of £36,000.**

3.0 KEY ISSUES

- 3.1 A development plan, following wide ranging consultation and workshop sessions with management team and services, has been produced with the assistance of consultants from SOCITM in accordance with new ICT Strategy.
- 3.2 Projects within the development plan consist of business change projects. These projects fall within 4 areas, 'Changing how the Council does things', 'Making best use of ICT', 'Ensuring a robust, resilient, reliable, infrastructure', 'Using ICT as a strategic enabler'.
- 3.3 Fundamental within the development plan are a number of inter-related projects that all aim to improve customer experiences and a Strategic Business Case for the associated transformational change required to implement these is attached at Appendix A. The intention will be for this fundamental programme to be sponsored by me at the strategic level and it will be a major focus for the Council over the next few years.
- 3.4 ICT Infrastructure projects are also undertaken to maintain the technology and systems that support the Council. An ICT Repairs and Renewal fund has been created to fund upgrades and maintenance to key parts of the Council's ICT Infrastructure.

- 3.5 Projects go through many stages before they are complete. Most projects typically go through a feasibility stage and an implementation phase.
- 3.6 The Windows 7 and laptop replacement ICT infrastructure project is ready to proceed and Members are requested to approve funding from the ICT Repairs and Renewal fund to enable this to happen. This project will replace the aging Toshiba laptops and upgrade all devices to Windows 7.
- 3.7 The Cove WAN project is currently in progress and requires new network equipment at the Cove. Members are requested to approve funding from the ICT Repairs and Renewal fund to allow the network equipment to be replaced.
- 3.8 The Parkside shared service project will allow staff from shared Council services to work more efficiently in the Parkside office. The ICT documentation project will allow ICT Services to function more efficiently. Both of these projects require small amounts of funding to allow them to progress. Members are requested to approve this funding.
- 3.9 A large number of projects within the development plan, including those linked to the Transformational Change Programme, are currently in the feasibility stage. This will determine the scope of the project and determine the resource requirements for its implementation. When the feasibility stage has been completed those projects requiring additional funds will be presented to members for their consideration. It is anticipated that this will be at the September Policy, Finance and Administration committee meeting.
- 3.10 In order to gain momentum with the Transformational Change Programme and to get projects to full business case submission stage it is suggested that a capital sum of £60K is allocated for use against the programme generally. This will enable the Council to ensure it has the necessary technology and other support and advice to both take advantage of existing technology and to build the business case for further investment. This will be particularly the case for the website and Electronic Document Records Management.
- 3.11 Members have indicated that the website is a key priority and an action plan has been developed for this. In order to implement that action plan additional resources and investment are needed now to drive things forward. Initially this will be utilising existing website software but there will also be a need to upgrade the software sometime within the next 12 months, the funding allocation for which has already been earmarked as part of the 2012/13 capital programme. Members need to be clear that the action plan will allow significant changes to be made to the existing website over the next 6 – 9 months and whilst it would be advantageous to have the new software as soon as possible it is not considered to be essential. This should enable us to align our procurement of new software with the procurement process being carried out by Leicestershire County Council.
- 3.12 Linked to the longer term development of the website SOCITM have consistently expressed the importance of developing our internal approach and culture for managing documents electronically. Whilst we have made some progress since the fire we are still behind where many other local authorities are in terms of the use of this kind of technology, which if properly implemented will play a significant part in helping people to self serve and developing the integration between front and back office systems (See Appendix B). Similarly to the website there is some work we can do now over the next 6-9 months using our existing software and we would like some resources to get on with this. Beyond this there may well need to be a business case put together for a new procurement of software and we would also like to move forward with this over the same 6-9 month period.
- 3.13 It is therefore currently anticipated that the following projects may require funding following the completion of the feasibility stage:-
 - Oracle Financials upgrade to Release 12
 - Parkside Shared Services

- Other Partners in Parkside
- Unix Printing
- Website Development
- Electronic Document Records Management
- Single View of Vulnerability

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 The projects within the development plan have been designed to support the Council's priorities and goals. The projects are designed to support people, places, a well run Council and customer access.

4.2 The Strategic Business Case at Appendix A highlights the importance of that programme to meeting the key objectives of the Council.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 Funding is required to allow projects within the development plan to continue as detailed below.

5.2 Windows 7 & Laptop replacement costs

Item	Cost
Laptops (105)	£58,800
Rollout resource	£5,300
Training	£5,000
	£69,100

To be funded - £33,000 from ICT Revenue budget, £36,000 from the ICT Repairs and Renewal Fund. A mandate and business case are attached at Appendices ??????

5.3 The Cove Network Equipment

Item	Cost
Cisco network switch	£5,000

To be funded - £5,000 from the ICT Repairs and Renewal Fund

5.4 ICT Systems Documentation

Item	Cost
Typing resource	£3,000

To be funded - £3,000 Corporate Priorities Reserve

5.5 Parkside Shared Services

Item	Cost
Evaluation of technology infrastructure	£3,000

To be funded - £3,000 Corporate Priorities Reserve. A mandate is attached at Appendix C A business case will be prepared for a later meeting when more details are known if more funding is required.

5.6 Transformational Change Programme

An initial capital allocation of £60K to this programme to ensure that momentum is maintained over the next 3-6 months, particularly in relation to the issues outlined in paragraphs 3.11 and 3.12 above. Any additional funding will be built into individual business cases with a view to incorporating into annual budget processes.

6.0 **LEGAL IMPLICATIONS/POWERS**

- 6.1 The Legal implications of specific projects are assessed when those projects are being considered.
- 6.2 The projects contained within this report have no legal implications.

7.0 **COMMUNITY SAFETY**

- 7.1 The projects which improve service access for vulnerable people are likely to have a positive impact on community safety and the single view of vulnerability project will have significant roles for the People Manager and the Community Safety Manager. .

8.0 **EQUALITIES**

- 8.1 An equalities impact assessment was completed for the ICT Strategy. This identified that staff with visual impairments and other disabilities may require non standard IT devices. These staff will be consulted during the procurement of new laptops to ensure that suitable devices are provided for them.

9.0 **RISKS**

- 9.1 The ability of the Council to implement the development plan is limited by the availability of resources both financial and people. The Council is reliant upon a number of key suppliers for software and the availability of their staff to make changes and to implement new functionality. The Council also has limited internal ICT resources both in terms of numbers and skill levels. This impacts the amount of business change that can be implemented.

10.0 **CLIMATE CHANGE**

- 10.1 The ICT industry as a whole takes the issue of climate change seriously and constantly seeks to reduce ICT's carbon footprint. New ICT devices are designed to be more energy efficient and have a lower carbon footprint than the older devices wish they replace.

11.0 **CONSULTATION**

- 11.1 Management Team all Heads of Service have been involved in producing the development plan.

12.0 **WARDS AFFECTED**

- 12.1 Wards are not directly affected by these projects.

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Date: 3 July 2012

Appendices: Appendix A – Strategic Business Case for a Transformational Change Programme
Appendix B – SOCITM Paper
Appendix C - MBC- Parkside Shared Services Mandate
Appendix D - MBC- Windows 7Mandate
Appendix E - MBC- Windows 7 Business Case

Background Papers:

Reference: