



## **PORTFOLIO HOLDER DECISION NOTICE**

### **INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND RESOURCES**

#### **TOPIC – IM&T BUSINESS PLAN 2008/09 ONWARDS**

#### **PROCEDURAL INFORMATION**

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel(s) (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

#### **Contact Officers:**

**Case Officer:** Sheila Davidge, Tel: 01962 848 262, Email: [sdavidge@winchester.gov.uk](mailto:sdavidge@winchester.gov.uk)

#### **Committee Administrator:**

Frances Maloney, Tel: 01962 848 155, Email: [fmaloney@winchester.gov.uk](mailto:fmaloney@winchester.gov.uk)

#### **SUMMARY**

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

1. Implement and test joint Disaster Recovery with East Hampshire District Council
2. Continue implementation of Electronic Document Records Management
3. Continue with Business Process Reviews
4. Partnership with other authorities for the procurement of a replacement Hampshire Public Services Network.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2008-13 or otherwise ensure that the Council meets the statutory obligations placed on it by central Government. Other than where indicated, these actions can be achieved within the

resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescale shown.

### **DECISION**

That the Business Plan for the IM&T Division be approved as attached at Appendix A.

### **REASON FOR THE DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

### **FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE**

The Resources Scrutiny Panel has been consulted on this Business Plan and raised the following issues:

None.

### **DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED**

None

### **DISPENSATION GRANTED BY THE STANDARDS COMMITTEE**

N/A

**Approved by: (signature)**

**Date of Decision**

**Councillor Frederick Allgood – Portfolio Holder for Finance Resources**

# IMT Business Plan 2008 - 2013

## 1. Brief Description of the Service and its Purpose

- Providing advice and support on Information Management and Technology
- Provide help and advice on the transformational agenda
- Managing the Council's IT Managed Service provider
- Provide telecommunications for both office and mobile technology
- Provide a user friendly address management system
- Provide efficiency to the Council on Business Process reviews
- Provide Project Management

## 2. Links between Council strategic priorities and services

<b><i>Strategic priority</i></b>	<b><i>Divisional responsibility</i></b>
Economic Prosperity	Providing information and signposting to information on local businesses via web site
High Quality Environment	Reducing the need for travel by enabling home working and mobile working. Implementing EDRMS to encourage a paper free environment and to reduce paper by providing information on the website.
Safe and Strong Communities	Providing access to Parish and Town Councils for citizens. Providing the tools to enable community partnership.

<b>Strategic priority</b>	<b>Divisional responsibility</b>
Efficient & Effective Council	Ensuring Value for Money is achieved on all projects and procurement. Providing the 'tools' to enable mobile and home working.

### 3. Summary of Progress in 2007-2008

#### Key Service Priorities

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
1.	Efficiency programme	Support the corporate project for flexible and mobile working	06-09	As defined in project	£57k cap 06/07 £52k cap 07/08 £106k cap 08/09 £78k cap 09./10  Expenditure to date £106k	Head of IM&T	Mobile solution being used in Building Control on tablets and Neighbourhood Wardens using smart phones for their mobile solution. Working with Property Services to develop a solution for them.
2.	Efficiency programme/ Customer Service	Customer Service Centre Phase II	Commence Apr 06	As defined in project	£2k cap 06/07 £15k cap 08/09  Expenditure to date  £10k	Head of IM&T	Limited progress, due to a need to check all processes already completed. Work on back office integration has proven to work between Electoral Registration and Housing. Interaction with CAPS has been successful for the mobile solution. Waiting to implement a major upgrade to software.

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
3.	Efficiency programme	Further development of a fully transactional website	Continuing	Increased use of site Customer surveys	£58k cap 06/07 £12k 07/08 £22k cap 08/09  eforms £40k 07/08  Expenditure to date  £68k & £16k Eforms	Head of IM&T	Further transactional forms on the web site further e-payments. This is ongoing.
4.	Efficiency programme	EDRMS	07-10	As defined in project	£291k cap 07/08 £135k cap 08/09 £172k cap 09/10  Expenditure to date £226k	Head of IM&T	Housing and HR files scanned, considering back scanning of S106 and Article 4's for use within planning, land charges and legal. Housing live, with HR and Corporate planned live date in January.

**Other Tasks and Proposed Developments and Improvements of the Service**

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
1.	Efficiency programme	Undertake Business Process Re-engineering in service areas.	Ongoing	As defined in projects	In house resources	Head of IM&T	Parking, Council Tax and NNDR, Design and Print, Office Support, Complaints completed. Working mainly on EDRMs project. Designed further e-payment areas. New plan agreed for start in January 2008
2.	Efficiency programme & E-government	Implement upgrade to Orchard (Housing) system	May 08	As defined in the project	£87k cap 08/09  Expenditure to date £0k	Head of IM&T	Decision taken not to upgrade – planned for 2008/09 – New Windows server built all staff using new Windows environment – once tested satisfactorily will be moved to virtual environment. Utilised server from virtualisation program and used project days therefore no cost.
3.	Efficiency programme	Implement upgrade to Car Park system	Jan 06 – Oct 07	As defined in the project	£23k cap 06/07  Expenditure to date  £12k	Head of IM&T	Planned Live date October 2007 update live January 17 <sup>th</sup> 08
4.	Efficiency programme	Printer and copier review	Commence Jan 06	Reduced no of printers Cost savings	£10k cap 06/07  Expenditure to date £5k	Head of IM&T	Printer's installed and new equipment for print room.

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
5.	Efficiency programme	E procurement	08/09	Savings in procurement and improved management of expenditure	£115k cap 08/09  Expenditure to date £0k	Head of IM&T	Will be reviewed as part of new financial system
6.	Efficiency programme & e-government	iDox (CAPS – UNIFORM) – Implement Public Access for Building Control and Environmental Health	08/09	Improved access to information for staff, members and the public	£49k cap 07/08 – Public access  Expenditure to date £8k	Head of IM&T	Delayed due to software issues with current DMS. Major upgrades completed on time and within schedule. Will review with new EDRM.
7.	Efficiency programme	Audit all data and software on all servers and rationalise where possible	Ongoing	Reduced number of servers	Audit – in house resources Rationalisation – to be identified	Head of IM&T	Rationalised from 47 to 25 servers. Audit underway on software
8.	Efficiency Programme & E-government	GIS – Local view on Internet/Intranet, Ordnance Survey Point X data, aerial photography etc	Feb – Dec 06	Providing access to spatial information to public and staff	£50k cap 07/08 £69k cap 08/09  Expenditure to date £23k	Head of IM&T	Local view live on website.
9.	Efficient & Effective Council	Choice Based Letting – Project Manage the joint procurement and installation of a CBL system	July 07 – Mar 09	System implemented in partnership with two LA's	£100k grant plus £15k per authority	Head of Strategic Housing and Project Manager	Cabinet report agreed – will be implementing system based on Northern Housing contract - Arbritas

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
10.	Efficiency Programme	Infrastructure – SAN and Wireless technology	Commence March 06	Hot desking achieved Fewer network connections required. Improved data storage	£240 cap 06/07  Expenditure to date  £240k	Head of IM&T	Implemented – reduced number of servers
11.	Efficiency programme	Performance, risk and project management	May 06 – Mar 07	Improved access to information	£25k cap 06/07  Expenditure to date £15k	Head of IM&T	Covalent live
12.	e-government & Efficiency programme	e-billing:  Housing  Revenues	2008/09	Number of users accessing their information	£160k cap 08/09  Expenditure to date £0	Head of IM&T	Projects scheduled for 08/09 – business cases to be prepared.
13.	e-government	e-democracy	08/09	Council meetings can be viewed on web site	£65k cap 08/09  Expenditure to date £0	Head of IM&T	Project re-scheduled for 08/09
14.	e-government	Implement electronic link from Sx3 – IWORLD (Northgate) system to LLPG	2007/08	As defined in project	Resources identified in project plan	Head of IM&T	Project re-scheduled for 08/09
15.	Efficient & Effective Council	Re-tender for telephone services and Internet services	April 07 – Dec 07	Reduction in costs	Revenue budget Staff resources - 20 days	Head of IM&T	Completed – savings achieved



	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
16.	Efficient & Effective Council	Implement email archiving solution	July 07 – April 08	Time savings in managing email	Digica staff – still to be quantified Staff resources – 10 days	IM&T Client Officer	Underway – reviewing email accounts
17.	Efficient & Effective Council	Food Safety advice on website	April 07 – Sept 07	Website statistics	Staff resources – 5 days	Webmaster (with Team Leader – Commercial)	Completed
18.	Efficient & Effective Council	Implement Community Master	April 07 – Mar 08	Communities developing web sites	Staff resources – 20 days	Webmaster	Completed

**4. Service Priorities 2008/11**

**A) Key Service Priorities**

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>
1.	Efficient & Effective Council	Test Disaster Recovery Plan in partnership with East Hampshire District Council	July 07 – Sept 08	Successful DR testing	In-house resources including Digica staff. Further costs to be identified. Staff resources - 60 days including Digica staff and EHDC	Head of IM&T
2.	Efficient & Effective Council	Continue implementation of Electronic Document and Records Management system	Mar 07 – Mar 10	Less paper within offices and improved sharing of information. Against project plan milestone	Three year project £291k cap 07/08 £135k cap 08/09 £172k cap 09/10  60 days per section.  Full time Project Manager from IM&T	Project Manager
3.	Efficient & Effective Council	Continue to undertake Business Process Re-engineering working alongside EDRM and mobile working solutions	Feb 07 – Mar 12	Improved business processes, more efficient way to work.	Section resources Staff resources – 400 days (2 staff)	Project Manager
4.	Efficient & Effective Council	Continue implementation of Service Centre including back office integration	April 07 – Dec 09	Further one stop shop calls and more efficient access to information for the public.	£15k cap 08/09  In-house resources Staff resources - 200 days p.a. Staff resources in sections – to be quantified	Head of IM&T (with Head of Customer Service)

	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?
5.	Efficient & Effective Council	Provide mobile solutions for a number of sections once a Business Case has been agreed. Next areas – Housing Repairs and Benefits Home Visits	April 07 – Dec 12	Easier access to data when working at off site locations. More efficient provision of information for staff and public	£106k cap 08/09 £78k cap 09./10  Staff resources – 40 days per solution from departments, 200 days from IM&T including Project Manager	Head of IM&T with Heads of Division
6.	Efficient & Effective Council	Continuing development of the web site to include spatial information, community and business information.	Jun 07 – Mar 12	Increased visits to the web site and fewer calls to the Service Centre and back office staff. Fewer visits to the cash office.	£22k cap 08/09  eforms £40k 07/08  Webmaster – 60 days Communications team and staff within departments	Webmaster
8	Efficient & Effective Council	Consider re-tender of the IT contract	Sept 08 – Nov 10	Analyse performance and costs and consider options	Staff resources - 40 days	Head of IM&T
9	Efficient & Effective Council	Further work on flexible working including Business Process Reviews	April 09	A large proportion of staff able to either work from home or other locations within the District.	Will need to consider further terminal servers and possible increase Internet pipe. Will also need to consider Enterprise licences	
10	Efficient & Effective Council	Partner with HCC & other Hampshire Districts on procurement and implementation of new Hampshire Wide Area Network	Jan 08 – April 09	Improved secure network access including secure data transmission	Staff resources – 60 days – initial cost for procurement £5k. Will mainly be Network expert from Digica	Head of IM&T

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>
11	Efficient & Effective Council	Implement Government Connect – Part of new Hampshire Network and could be mandatory as part of DWP processing.	Mar 08 – Dec 08	Improved security of data transmission	Initial costs free if sign up before March 08 – costs after that still to be agreed.	Head of IM&T
12	Efficient & Effective Council	Upgrade Revenues server	Mar 08 – July 08	Improved system accessibility	Hardware costs - £25k from Capital Hardware budget and Project Days for installation	IM&T Client Officer & Revenues Systems Manager

**B) Other Service Priorities**

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>
1.	Efficient & Effective Council	Choice Based Letting – implementation in partnership with Havant BC and East Hants DC	Aug 07 – Mar 09	Shared housing letting system with two other LAs	Staff resources - 40 days External Funding. Project Manager provided by IM&T	Project Manager & Head of Strategic Housing
2.	Legislative requirement	Carry out Equality Impact Assessments – Stage 1	08/09	Completed on target	Staff resources – 10 days for initial assessment	Head of IM&T
3.	Efficient & Effective Council	Contribute to IIP re-assessment	08./09	Successful re-assessment	Staff resources 20 days	Head of IM&T

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>
4.	Efficient & Effective Council	Improvements to access to information on Building Control, Local Development Framework and Licensing	Sept 2007 – Dec 2009	Providing access to information for the citizen and business	£28k Cap  Staff resources – to be quantified	Head of IM&T (with Strategic Planning, Building Control and Webmaster)
5.	Efficient & Effective Council	Monitor any possibility of shared services (HIOWA Project)	07/10	Significant efficiencies identified	Staff resources - 40 days	Head of IM&T
6.	Efficient and Effective Council	Review and procure new Financial systems including e-procurement	Aug 08 – Mar 09	Provide improved financial and budgetary information	Funding £150k - Cap Staff resources – 40 days	Head of Finance
7.	Efficient & Effective Council	Information Security Policy reviews	Apr 08 – Dec 12	Meet security guidelines	Staff resources – 20 days	Head of IM&T
8.	Efficient & Effective Council	Plan for new car park office and alignment with Parking Attendants office and CCTV operations to ensure that systems tie up and appropriate time is allowed for the changes so as not to effect service delivery	During 2007/08. Start April 08	Smooth transition Effective solutions	To be determined	Head of Access and Infrastructure with Heads of IMT & Parking team
9.	Efficient & Effective Council	Review mobile contract and start tendering process	Start in June 08 for new contract to start in June 09	Reduction in cost and improved service for mobiles	Telecommunications Administrator and IMT Client Officer will be mainly involved – no costs	Head of IM&T

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take?</b>	<b>Who's accountable?</b>
10.	Efficient & Effective Council	Review Telephone maintenance contract for the switchboard	Start December 08 for new contract December 09	Reduction in maintenance costs	Telecommunications Administrator and IMT Client Officer will be mainly involved – no costs	Head of IM&T
11.	Efficient & Effective Council	Consider implementation of Thin Client or Virtual Desktop	April 08 – Mar 10	Reduction in PC renewal costs	Capital budget	Head of IM&T

5. Resource Implications

A) Financial

2007/2008 Revised			Service Activity	2008/09 Estimate			FTEs	Notes
Exp. £000	Income £000	Net £000		Exp. £000	Income £000	Net £000		
2,292	(2,291)	1	Information and Management Technology	2,403	(2,401)	2	10.6	Net total is contribution to self Insurance reserve
138	(138)	0	Telephones	143	(143)	0	1	
47	(47)	0	Printers/Photocopiers	103	(103)	0	0.4	
<b>2,477</b>	<b>(2,476)</b>	<b>1</b>		<b>2,649</b>	<b>(2,647)</b>	<b>2</b>	<b>12</b>	

**Workforce**

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
E-Government Partnerships Transformation agenda	Corporate initiatives & projects (health and safety; equality and diversity; risk) Customer service Performance indicators Sickness and absence, including maternity
WORKFORCE IMPLICATIONS	
<p><b>Government Requirements</b> Current structures in place to respond</p> <p><b>Partnerships</b> Discussions with others as opportunities arise</p> <p><b>Corporate Initiatives</b> 2010 agenda</p> <p><b>Customer Service</b> Involvement for staff</p> <p><b>Performance Indicators</b> Ensuring targets are met</p> <p><b>Sickness and absence</b> Improved levels of sickness – back on target</p> <p><b>Technology</b> Keeping abreast of technological changes and development planned for mobile working and integration</p> <p><b>Transforming Government</b> Staff resources for completing BPR</p>	



**6. Key Performance Indicators**

Ref. No.	What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Achieved 2006/2007	Estimate20 07/08	Target 2008/09	Target 2011/12
1.	<u>Web site classification</u>	<u>Head of IM&amp;T</u>	NA	NA	Content	Standard	Standard	Transactional
2.	<u>Web site availability</u>	<u>Head of IM&amp;T</u>	NA	NA	99%	99%	99%	99%
3.	<u>Customer Satisfaction – contractor</u>	Head of IM&T	NA	NA	85%	95%	95%	95%

**7. Proposals for Consultation**

What research or consultation do we intend to carry out?	How will we be doing it?	When will we be doing it?	How will we use the results?
Customer Satisfaction - contractor	Questionnaire	January 2009	Identify areas for improvement

**8. Key elements of risk management**

Area	Risk Number	Rating	Cluster & MAP link	Short Name	Risk ownership	Cause	Consequence	Notes
Information Technology	4750	Probable likelihood and major impact	Contractual	Loss of IT, Data and Telecommunications including backup	Sheila Davidge	Failure of IT Contract, Hardware Failure, Software licensing, Virus or Software crash	Officer time, Failure to meet project deadlines loss of revenue	Link to Strategic Risk 2