



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE & RESOURCES

TOPIC – INFORMATION MANAGEMENT & TECHNOLOGY BUSINESS PLAN

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 City Secretary and Solicitor, the Chief Executive and the Director of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (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.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on Monday 26 March 2007.

Contact Officers:

Case Officer: Sheila Davidge, Tel: 01962 848 262, sdavidge@winchester.gov.uk

Committee Administrator:

Frances Maloney, Tel 01962 848 155, Email: 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:

- Implement VM/SAN infrastructure
- Establish a Disaster Recovery Plan including testing of the plan
- Implementing Electronic Document and Records Management system
- Continue to undertake Business Process Re-engineering working alongside EDRM and mobile working solutions

- Continue implementation of Service Centre including back office integration
- Provide mobile solutions for the Council
- Continuing development of the web site to include spatial information, community and business information.
- Consider re-tender of the IT contract

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 2007-12 or otherwise ensure that the Council meets the statutory obligations place 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.

PROPOSED DECISION

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

REASON FOR THE PROPOSED 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 will be consulted on this Business Plan.

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 2007 - 2012

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

<i>Strategic priority</i>	<i>Divisional responsibility</i>
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.
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 2006/2007

Key Service Priorities

	Corporate Priority	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?	Progress update
1.	Efficiency programme	Support the corporate project for flexible and mobile working	Proof of concept: Jan 06 – Apr 06. Further implementation to be determined	As defined in project	£60k cap 06/07 £183k cap 07/08	Head of IM&T	Carried out proof of concept and supplier approved by Cabinet. Work under way in implementing mobile solution for Building Control and Housing Repairs. Discussions with other divisions under way. Investigating integration between Lagan and back office systems.
2.	Efficiency programme/ Customer Service	Customer Service Centre Phase II	Commence Apr 06	As defined in project	£5k cap 06/07 £75k cap 07/08	Head of IM&T	Only partially completed due to technical difficulties plus back office systems not being upgraded in timescale.
3.	Efficiency programme	Further development of a fully transactional website	Continuing from new web site being live Apr 06	Increased use of site Customer surveys	£82k cap 06/07 £10k 07/08 eforms £35k 06/07 £65k 07/08	Head of IM&T	Transactional forms on the web site and new website implemented.

	Corporate Priority	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?	Progress update
4.	Efficiency programme	EDRMS further procurement	Sep – Dec 06. Further implementation to be determined	As defined in project	£80k cap 06/07 £370k cap 07/08 £50k cap 08/09	Head of IM&T	Preferred supplier agreed by Cabinet, producing project plan in agreement with divisions and supplier.

Other Tasks and Proposed Developments and Improvements of the Service

	Corporate Priority	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?	Progress update
1.	Efficiency programme	Undertake Business Process Re-engineering in service areas.	Commence Jan 06	As defined in projects	In house resources	Head of IM&T	Car Parks completed, IM&T completed. Council Tax and NNDR, Design and Print, Complaints underway.
2.	Efficiency programme	Support the project to replace HR system and upgrade Payroll system	Jan - Jun 06	As defined in project	£42k cap 06/07	Head of IM&T	New system implemented further improvements ongoing.
3.	Efficiency programme & E-government	Implement upgrade to Orchard (Housing) system	Jan – Sep 06	As defined in the project	£87k cap 07/08 £30k cap 07/08 - asbestos	Head of IM&T	Decision taken not to upgrade – planned for 2007/08.
4.	Efficiency programme	Implement upgrade to Car Park system	Jan – Oct 06	As defined in the project	£23k cap 06/07	Head of IM&T	Due to lack of resources within Parking new computer system behind schedule.
5.	Efficiency programme	Printer and copier review	Commence Jan 06	Reduced no of printers Cost savings	£10k cap 06/07	Head of IM&T	Tender documentation sent out in Jan 2007 and tenders being evaluated.

	Corporate Priority	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?	Progress update
6.	Efficiency programme	E procurement	Commence Jan 06	Savings in procurement and improved management of expenditure	£115k cap 08/09	Head of IM&T	Office supplies on line – full e-procurement to be scheduled for 08/09 alongside new financial system.
7.	Efficiency programme & e-government	CAPS – Implement Public Access for Building Control and Environmental Health	Jul – Dec 06	Improved access to information for staff, members and the public	£28k cap 06/07 £28k cap 07/08 – Public access	Head of IM&T	Delayed due to software issues with DMS. Major upgrades completed on time and within schedule.
8.	Efficiency programme	Audit all data and software on all servers and rationalise where possible	Feb – Jun 06	Reduced number of servers	Audit – in house resources Rationalisation – to be identified	Head of IM&T	Rationalised from 47 to 37 servers.
9.	Efficiency programme & E-government	Implement Land Charges system to National Land Information Service Level 3, including scanning historic files	Commence Feb 06	As defined in the project and NLIS Level 3 attained	£45k cap 06/07 £120k rev 06/07 £220k rev 07/08	Head of IM&T	Live in December 06 but issues with data quality. Quotations received and historic files about to be scanned.
10.	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	£161 cap 06/07 £62k cap 07/08	Head of IM&T	Local view live on website.

	Corporate Priority	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?	Progress update
11.	Efficiency Programme	Infrastructure – SAN and Wireless technology	Commence March 06	Hot desking achieved Fewer network connections required. Improved data storage	£240 cap 06/07	Head of IM&T	Report to Cabinet in December and hardware and software purchased. Hardware installed in January – software was installed in February – first servers implemented with an ongoing transfer programme for six months.
12.	Efficiency programme	Submission of IEG6	Apr 06	Acceptable submission on time	Internal staff resources	Head of IM&T	Completed
13.	Efficiency & E-government	Produce an Access Channel Strategy	Apr 06	Strategy produced	In house resources	Head of IM&T	Draft strategy produced
14.	Efficiency programme & e-government	Procure Middleware and other software to enable processes to be linked and information to be shared	Commence Apr 06	Seamless data sharing between systems	£100k cap 07/08	Head of IM&T	Cabinet report and procured NDLMetascybe. First integration Lagan – Orchard (Housing)
15.	Efficiency programme	Expand the use of Uniform (CAPS) in outstanding areas (Estates and Trees)	May – Dec 06	As defined in the project	£20k cap 06/07	Head of IM&T	Starting to update TPO data using third party software as part of the trees risk project. Estates implementation started in February 2007.
16.	Efficiency programme	Performance, risk and project management	May – Sep 06	Improved access to information	£50k cap 06/07	Head of IM&T	Covalent being implemented due to go live April 2007.

	Corporate Priority	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?	Progress update
17.	e-government & Efficiency programme	e-billing: Housing Revenues	Oct – Mar 2007 2007/08	Number of users accessing their information	£160k cap 08/09	Head of IM&T	Projects scheduled for 08/09 – business cases to be prepared.
18.	e-government	e-democracy	Commence Oct 06 2007/08	Council meetings can be viewed on web site	£40k cap 06/07	Head of IM&T	Project re-scheduled for 08/09
19.	e-government & Efficiency Programme	EDRMS – Workflow implementation	2007/08	As defined in project	£100k cap 07/08	Head of IM&T	Preferred supplier approved. Proof of concept started March 2007.
20.	e-government	Implement electronic link from Sx3 system to LLPG	2007/08	As defined in project	Resources identified in project plan	Head of IM&T	Not completed due to lack of resources and sickness within section and ongoing workloads

4. Service Priorities 2007/12

A) Key Service Priorities

	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?
1.	Efficient & Effective Council	Implement VM/SAN infrastructure	Mar 07 – Dec 07	Fewer servers in use, faster access to systems	Funding used 06/07 for hardware - Will take approx. six months. Staff resources – 20 days	Head of IM&T
2.	Efficient & Effective Council	Establish a Disaster Recovery Plan including testing of the plan	July 07 – Mar 08	DR plan documented and tested	In-house resources including Digica staff. Further costs to be identified. Staff resources - 40 days	Head of IM&T
3.	Efficient & Effective Council	Implementing Electronic Document and Records Management system Starting with Corporate, HR, Housing, IM&T & Planning in Year 1	Mar 07 – Mar 10	Less paper within offices and improved sharing of information. Against project plan milestone	£248k Cap – software 07/08 £50k Cap – workflow 07/08 £50k Cap- integration 07/08 £80k Rev – Back scanning 07/08 £72k Cap – software 08/09 50k Cap – workflow 08/09 £50k Cap- integration 08/09 £50k Rev – Back scanning 08/09 £40k Rev – Back scanning 09/10 2 extra resources within IM&T – funded from workflow budget 60 days per section. Full time Project Manager from IM&T	Head of IM&T
4.	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 – still to quantified Staff resources – 400 days (2 staff)	Project Manager

	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	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 – software 07/08 £40k Cap – integration 07/08 £20k Cap – integration 08/09 In-house resources (still to quantify) Staff resources - 200 days Staff resources in sections – to be quantified	Head of IM&T (with Head of Customer Service)
6.	Efficient & Effective Council	Provide mobile solutions for a number of sections starting with Building Control and Housing	April 07 – Dec 12	Easier access to data when working at off site locations. More efficient provision of information for staff and public	£50k Cap – software 07/08 £50k Cap – hardware 07/08 £40 Cap – integration 07/08 £43k software Sx3 – 07/08 £50k cap – software 08/09 Staff resources – 10 days per solution from departments, 200 days from IM&T	Head of IM&T (with Heads of Landlord Services and Building Control)
7.	Efficient & Effective Council	Continuing development of the web site to include spatial information, community and business information. Access to Council Tax and Housing balances. Further e-payments through the payment portal. Provide assistance on Evidence Base to support Corporate and Community Planning.	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.	£5k Cap – software 07/08 £5k Cap – software 07/08 £10k Cap – software members website 06/07 £5k Cap – software Community portal 07/08 £45K Cap – Eforms 07/08 £50k Cap – integration 07/08 Webmaster – 60 days Communications team and staff within departments	Webmaster
8	Efficient & Effective Council	Consider re-tender of the IT contract	Apr 09	Analyse performance and costs and consider options	Staff resources - 40 days	Head of IM&T

B) Other Service Priorities

	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?
1.	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
2.	Efficient & Effective Council	Implement email archiving solution	July 07 – Dec 07	Time savings in managing email	Digica staff – still to be quantified Staff resources – 10 days	IM&T Client Officer
3.	Efficient & Effective Council	Complete the implementation of the HR system and upgrade Payroll system	April 07 – Jun 07	As defined in project	£42k cap 06/07 Staff resources – 5 days	Project Manager
4.	Efficient & Effective Council	Implement upgrade to Orchard (Housing) system from Unix to VM	June 07 – Oct 07	As defined in the project	Unknown at this stage	Heads of IM&T (with Head of Landlord Services)
5.	Efficient & Effective Council	Complete implementation of upgrade to Car Park system	April 07 – Aug 07	Improved access to information and linked to Service Centre project	£23k cap 06/2007 Staff resources – 10 days	Heads of IM&T (with Access & Infrastructure)
6.	Efficiency programme	Continued implementation of printer and copier review	Mar 07 – Sept 07	Efficiencies in paper and maintenance costs of printers	Revenue Staff resources – 20 days	Head of IM&T & (with Design and Print Manager)
7.	Efficient & Effective Council and efficiencies	Payment portal	April 07 – Jun 07	Online payments increase	£6k Cap Staff resources – 20 days	Business Analyst (with Webmaster)
8.	Efficient & Effective Council	Food Safety advice on website	April 07 – Sept 07	Website statistics	Staff resources – 5 days	Webmaster (with Team Leader – Commercial)
9.	Efficient & Effective Council	Transformation strategy	Aug 07	Meet government guidelines	Staff resources – 20 days	Head of IM&T

	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?
10.	Efficient & Effective Council	Land Charges – fully integrated to NLIS 3 and with back office system – improved data quality	April 07 – Mar 08	Feedback from departments	Revenue budget Staff resources – 50 days	Systems Officer
11.	Efficient & Effective Council	Choice Based Letting	April 07 – Mar 08	Shared housing letting system	Staff resources - 20 days	Webmaster (with Head of Strategic Landlord Services)
12.	Efficient & Effective Council	Implement Community Master	April 07 – Mar 08	Communities developing web sites	Staff resources – 20 days	Webmaster
13.	Efficient & Effective Council	Implement upgrade to Orchard (Housing) system – ArcHouse+	Apr 07 – Mar 08	Improved access to information and linked to mobile working project	£87k Cap – software 2007/08 Digica staff plus Housing staff	Head of IM&T (with Head of Landlord Services)
14.	Legislative requirement	Carry out Equality Impact Assessments – Stage 1	07/08	Completed on target	Staff resources – 10 days for initial assessment	Head of IM&T
15.	Efficient & Effective Council	Contribute to IIP re-assessment	07/08	Successful re-assessment	Staff resources 20 days	Head of IM&T
16.	Efficient & Effective Council	Support the development and maintenance of the Performance Management System	07/08	Project objectives achieved	Staff resources 30 days	IM&T Client Officer
17.	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)
18.	Efficient & Effective Council	Monitor any possibility of shared services (HIOWA Project)	07/10	Significant efficiencies identified	Staff resources - 20 days	Head of IM&T

	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?
19.	Efficient & Effective Council	Audit all data and software on all servers	April 2007 – Mar 09	Ensure adequate licences procured	Staff resources - 30 days	IM&T Client Officer
20.	Efficient and Effective Council	Review and procure new Financial systems including e-procurement	Aug 07 – Mar 09	Provide improved financial and budgetary information	Funding £150k - Cap Staff resources – 40 days	Head of IM&T (with Assistant Director of Finance)
21.	Efficient & Effective Council	GIS – Increase the use within departments. Local view on the Internet, various other spatial projects	April 07 – Mar 12	Providing accurate spatial information to staff and the public	£60k Cap – software £93k Cap – various ESRI modules Staff resources – 200 days	GIS Manager
22.	Efficient & Effective Council	Upgrades to Core systems CAPS, ESRI (GIS) Orchard Powersolve Selima	April 07 – Mar 12	Feedback from customers and system working	Staff resources and costs – to be quantified	IMT Systems Officer (with Systems Administrators)
23.	Efficient & Effective Council	Information Security Policy reviews	Apr 08 – Dec 12	Meet security guidelines	Staff resources – 20 days	Head of IM&T
24.	Efficient and Effective Council	Interfaces between Local Land and Property Gazetteer and back office systems	Apr 08 – Mar 10	Correct address information used on all communication	£84 Cap – 08/10 Staff resources – to be quantified	GIS Manager
25.	E-government programme	e-Billing for Council Tax and Housing users	Apr 09 – Mar 10	Improve payment and billing process	£160k Cap – 08/09 Staff resources – to be quantified	Head of IM&T (with Revenues and Landlord Services)
26.	Efficiency programme	Implementation of e-procurement	2008/09	Savings in procurement and improved management of expenditure	£115k cap 08/09 Staff resources – to be quantified	Head of IM&T (with Assistant Director of Finance)

	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?
27.	Efficient & Effective Council	Review Engineers and Traffic systems /data bases for Ordering/financial recording/recharging processes, storage of information	Review in 07/08 Implement in 08/09	Enhanced system	To be determined	Head of Access and Infrastructure with Heads of IMT/ Financial Services
28.	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/IMT/ Parking team

5. Resource Implications

A) Financial

2006/2007 Revised			Service Activity	2007/08 Estimate			FTEs	Notes
Exp. £000	Income £000	Net £000		Exp. £000	Income £000	Net £000		
1,910	(1,910)	0	Information and Management Technology	2,263	(2,143)	120	10.6	Net is growth approved after budget completed
80	(80)	0	Telephones	78	(78)	0	1	
1,990	(1,990)	0		2,341	(2,221)	120	11.6	

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>E-Government Continued focus on and drive e-government programme</p> <p>Government Requirements Current structures in place to respond</p> <p>Partnerships Discussions with others as opportunities arise</p> <p>Corporate Initiatives Limited number of staff available; more central support required</p> <p>Customer Service Involvement for staff</p> <p>Performance Indicators Ensuring targets are met</p> <p>Sickness and absence High levels in some areas impacting upon performance and other staff</p> <p>Technology Keeping abreast of technological changes and development planned for mobile working and integration</p> <p>Transforming Government Limited staff and financial resources for project management and BPR</p>	

6. Key Performance Indicators

Ref. No.	What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/2007	Target 2007/08	Target 2008/09	Target 2011/12
1.	% projects completed on time and to budget	Head of IM&T	NA	NA	85%	90%	95%	95%
2.	Web site classification	Head of IM&T	NA	NA	Content	Content plus	Content plus	Transactional
3.	Web site availability	Head of IM&T	NA	NA	99%	99%	99%	99%
4.	Web site download time	Head of IM&T	NA	NA	10 seconds	6 seconds	6 seconds	6 seconds
5.	Customer Satisfaction – IIM&T Client	Head of IM&T	NA	NA	85%	90%	92%	95%
6.	Customer Satisfaction – contractor	Head of IM&T	NA	NA	85%	95%	95%	95%
7.	Customer Satisfaction - projects	Head of IM&T	NA	NA	NA	90%	92%	95%
8.	Telephone – satisfaction on new installs and moves	Head of IM&T	NA	NA	NA	85%	90%	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 – IM&T Client	Questionnaire	December 2007	Identify areas for improvement
Customer Satisfaction - contractor	Questionnaire	May 2007	Identify areas for improvement
Customer Satisfaction - projects	Questionnaire	After each project	Identify areas for improvement
Customer Satisfaction – Address Management	Questionnaire	Ongoing	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	B2	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