HAMBLETON DISTRICT COUNCIL

Report To: Cabinet

11 June 2013

Subject: ICT SERVICE SEPARATION AND 2013/14 CAPITAL PROGRAMME

All Wards

Portfolio Holder for Support Services and Economic Development: Councillor P R Wilkinson

1.0 PURPOSE AND BACKGROUND:

1.1 The purpose of this report is to update Cabinet on the separation of the ICT Shared Service arrangement with Richmondshire District Council and to seek approval for the detailed 2013/14 ICT Capital Programme.

2.0 **SEPARATION OF ICT SERVICES:**

- 2.1 In November 2012 as part of the review of shared service arrangements with Richmondshire District Council the decision was made to separate ICT Services and not deliver the Service via a Service Level Agreement. The reasons for this decision were two-fold; firstly a separate ICT Service will enable the Council to invest in ICT services at its own desired rate to meet the business priorities of the organisation. Secondly, a separate ICT Service will allow the Council to have its own identity rather than a shared or mixed identity.
- 2.2 Following negotiations between both organisations, agreement was reached to separate most applications and infrastructure. The only applications and infrastructure that will remain shared are those which belong to services that are operating under a Service Level Agreement and access to the same system is required by both organisations; an example of this would be the Revenues and Benefits System.
- 2.3 The project is being managed using the Council's Project Management Methodology. A project board was established at the outset, membership of the project board is detailed below:

ICT Separation Board

Chair: Justin Ives, Director of Resources - HDC

Sian Moore, Director of Resources - RDC
Jane Alder, Project Manager - HDC
Helen Kemp, ICT Manager - HDC
Andrew Whittaker, Interim ICT Manager - RDC

Andrew Metcalfe, Internal Auditor - Veritau NY Ltd

2.4 The project board meets monthly to ensure that the project is on target to meet its objectives within the agreed timeframe. The board will also ensure the project is on budget once a budget is formally approved.

- 2.5 The project has been steadily progressing and is now at the end of its design phase. The ICT capital programme for 2013/14, presented at paragraph 3.0, is the culmination of this phase of the project. The proposed solution involves a number of elements, both hardware and software, which underpin the Council's work in every area. The changes will ensure that the Council's information is accessible to those that need it whilst being secure and protected, bringing the network and servers back under Hambleton's control. It will also ensure that there is a full disaster recovery solution in place that will allow seamless recovery in the event of system failure.
- 2.6 Initially it was envisaged that the project would take approximately 18 months to deliver from December 2012. The project timetable sets out a 12 month schedule that will be finalised by December 2013.

3.0 ICT CAPITAL PROGRAMME 2013/14:

- 3.1 In March 2013 Cabinet approved the Capital Programme for 2013/14; in this an indicative figure for ICT of £694,000 was included. However, because of the ICT Separation Project Cabinet agreed to defer setting the ICT Capital Programme 2013/14 until the full implications and costs were confirmed.
- 3.2 The proposed ICT Capital Programme for 2013/14 consists of several projects which are scheduled in Annex A. The total value of this is £604,165, £89,835 below the indicative figure presented to Cabinet in March 2013. Annex A1 to Annex A5 details the following information in respect of each project.
 - ➤ the title of the project
 - a description of the project
 - how the project will benefit the Council
 - the capital cost of the project
 - > ongoing revenue costs or savings associated with the project
 - a risk assessment
 - an estimated start and completion date
- 3.3 This information allows a considered and informed judgement to be made in respect of the Value for Money of each project. It is believed that each project does represent Value for Money. The reasons for this judgement are detailed below.
 - ➤ Each project contributes towards the attainment of a particular business objective.
 - Although the cost of each project is indicative, prior to implementation each project will follow the Council's procurement process to ensure best value is achieved.
 - Each project has a clear completion date.

4.0 <u>LINK TO COUNCIL PRIORIT</u>IES:

4.1 This report links to the efficient use of Council resources and demonstrates value for money in the implementation of individual schemes.

5.0 RISK ASSESSMENT:

5.1 There are no significant risks associated with this report. However, Annexes A1 - A5 contain a risk assessment for each individual capital scheme.

6.0 **FINANCIAL IMPLICATIONS**:

6.1 A summary of the financial implications associated with this report are set out below:

£

Total 2013/14 Capital Cost approved in March	961,500
Total ICT Capital Programme	604,165

Total Capital Programme 2013/14 1,565,665

Estimated Capital Resources available at 7,096,066

01/04/2013

- 6.2 These projects are affordable within the current capital resources held by the Council.
- 6.3 The 2013/14 ICT Capital Programme will generate an additional £37,455 of revenue costs per annum in future years; these costs have been budgeted for and are contained within existing resources.

7.0 **RECOMMENDATIONS**:

- 7.1 It is recommended that:-
 - (1) the progress of the ICT Separation Project with Richmondshire District Council is noted;
 - (2) the ICT capital schemes for 2013/14 detailed in Annex A be approved for implementation.

JUSTIN IVES

Background papers: Financial Strategy 2013/14 to 2022/23

Capital Programme Schemes 2013/14

Author ref: JI

Contact: Justin Ives

Director of Resources Direct Line No: 767022

110612 ICT ServiceSeparation

Capital Programme Schemes ICT 2013/14

				2013/14		2014/15	Ongoing		
	Scheme						Revenue		
		Scheme identified in current 10 year Capital	Indicative Value £	Third Party Contribution £	Cost to the Council £	Cost to the Council	(Savings) / Costs per year	Responsible Officer / Cabinet Member	Estimated completion date
Ref:	Title:	Programme					£		
	Resources Services								
	Committee Admin		17,900		17,900		7,670	7,670 Justin Ives/Cllr Peter Wilkinson	November
	Telephony improvements		11,265		11,265		785	785 Justin Ives/Cllr Peter Wilkinson	ylut
	Separation from Shared Services ICT improvements		500,000		500,000		5,000	24,000 Justin Ives/Cllr Peter Wilkinson 5,000 Justin Ives/Cllr Peter Wilkinson	October September
	Desktop Replacement		25,000		25,000		0	0 Justin Ives/Cllr Peter Wilkinson	September
	Total Scheme Value Resources Services		604,165	0	604,165	0	37,455		
	Total Capital Approvals 2013/14		604,165	0	604,165	0	37,455		

Note All revenue implications of the 2013/14 Capital Programme have been budgeted for within existing resources.

Scheme: Committee Admin

Description:

To modernise the Committee Management service – enabling secure and fast distribution of committee papers, simplify access and searching of committee papers and automate the process of preparing papers.

1. How does the scheme contribute to the Councils business plan targets?

The project contributes to the Council Plan aim of providing excellent and effective service to customers by enabling automation of all aspects of committee management and document administration so that resource usage is minimised whilst improving the service to members of the council as well as the public.

2. How does the scheme address customer needs?

A database will contain all the records such as forward plans, agenda items, decisions, reports and call-ins. This will enable document packs for meetings to be quickly assembled and distributed and minutes to be reviewed and distributed. It will enable sensitive and confidential documents to be handled and published securely so that they are only accessible to authorised persons. Additional benefits include automatic progress chasing for reports and approvals and also actions arising from formal meetings. There are also optional tools for access from mobile devices and integration with Outlook calendars, Councillor blogs, webcasts, e petitions and support Parish Councils.

3. Does the scheme generate any on-going revenue savings? If so provide a description of these savings...

This scheme modernises services in anticipation of the changes in 2015. Paperless meetings and a reduction in resources needed to deliver the service will save revenue.

Year 1

Capital Resources:

Cost 17,900

Grant contribution

Other contribution

Amount required from capital receipts 17,900

Revenue costs:

Cost 7,660 Possible savings in Reprographics and Com

Financial year costs commence: 2014-15

Ongoing costs Y

Risk Assessment:-

Risk	Implication	P	1	T	Preventative Action
Software is not fully implemented and business processes not adjusted to gain full potential benefits	Loss of potential benefits of full implementation	5	4	20	Full project management and regular assessment of objectives achieved
Technical difficulties mean that the system does not work well with iPads	Customer dissatisfaction	3	4	12	Choose a product with a proven interface with iPad and other tablet technology
P = Probability	(1-5) $I = Impact (1-5) T = Total$	l Ris	sk S	cor	e(PxI)

Theme Board:	Resources
Sponsor:	Justin Ives
Author/s:	Jane Allder
Date:	06-May-13
Version:	1

Potential P	rogi	ram	me:	-	С	.=0	om	plet	ted			
2013-2014	Α	М	J	J	Α	s	0	z	D	J	F	М
								С				

Scheme: Telephony Improvements

Description:

This project will supplement the existing Hambleton DC telephone system by implemented call recording to enable the Revs and Bens and other services to provide evidence of how customers' cases are dealt with by telephone when dealing with complaints and to enhance staff training and development.

1. How does the scheme contribute to the Councils business plan targets?

The project contributes to the objective of providing excellent and efficient services to our customers by improving customer interactions by telephone, both for complaint handling and Data Protection queries. The existence of a recording system will also often deter members of the public from abusing staff. Exposing staff to abuse can affect their performance and health in the long term.

The system will also be used to enhance staff training and development by using recorded calls as a training tool.

2. How does the scheme address customer needs?

The authority and its service are vulnerable, in that when dealing with customer enquiries by telephone, the calls are not recorded and evidence of how the call was handled is not available if complaints are raised. This would greatly improve the service's ability to deal with complaints and prove what was actually said by both parties.

3. Does the scheme generate any on-going revenue savings? If so provide a description of these savings...

There are no direct revenue savings.

Year 1

Capital Resources:

Cost 11,265 For purchase of the software

Grant contribution

Other contribution

Amount required from capital receipts 11,265

Revenue costs:

Cost 785 For maintenance of the software

Financial year costs commence: 2014-15

Ongoing costs Y

Risk Assessment:-

Risk	Implication	Ρ	1	T	Preventative Action
Council fails to meet its responsibility under Payment Card Industry Data Security Standards	Council is no longer authorised to accept payments by credit and debit cards	3	5		Implement software that meets PCIDSS standard
P = Probability	(1-5) I = Impact (1-5) T = Total	l Ri	sk S	Scor	re(PxI)

Theme Board:	Resources
Sponsor:	Justin Ives
Author/s:	Jane Allder
Date:	20-May-13
Version:	1

Potential P	rogi	ram	me.	-	C	.=0	om	plet	:ed			
2013-2014	Α	М	J	J	Α	S	0	Ν	D	J	F	М
Commission												
Go Live				С								

Scheme:

ICT Shared Service Separation

Description:

This project follows the decision to end the shared service arrangement which was taken in September 2012. A new, secure network for Hambleton has been designed and plans put in place to separate various systems . The project entails modernising the servers, buying another storage device and locating the current device at the Springboard site as a backup. Any changes made to the live systems will be instantly replicated to Springboard giving true resilience.

1. How does the scheme contribute to the Councils business plan targets?

The objective of improving services whilst reducing costs is underpinned in every area by having secure, controllable and effective ICT systems. Hambleton's information will be accessible to those that need it whilst being secure and protected from damage. Bringing the network and servers entirely back under Hambleton's control will mean that the system cannot be affected by third parties changes or differing priorities. Recovery after any system failure will be almost instantaneous.

Customer access to information whether via the web or via an officer will be faster and new tools will enable better officer collaboration on projects by co-ordinating documents and tasks.

2. How does the scheme address customer needs?

This project will ensure not only separation – excepting service covered by SLAs – but will update the network and servers to a level whereby they can properly support the work of the council with fast access to the internet, support for mobile and home working, almost instant recovery of data allowing the council to recover any systems and work seamlessly in the event of any major disaster, enhanced security to ensure that integrity and resilience of the information held by the council.

 ${\it 3. Does the scheme generate any on-going revenue savings? If so provide a description of these savings...}$

No

rear 1

Capital Resources:

Cost 500,000

Grant contribution

Other contribution

Amount required from capital receipts 500,000

Revenue costs:

Cost 24,000 Maximum - components where costs have previously been shared with Richmondshire

Financial year costs commence: 2014-15

Ongoing costs Y

Risk Assessment:-

			•	Preventative Action
Project is too complex - no one perspective is accurate Dependencies are not fully understood				Formal Project Management
Ownership of hardware and software not fully Either RDC or HDC is left with Jentified unexpected costs	4	3		identify using three reference points, licensing, customer and ICT.

Notes:

There was a history of underinvestment in ICT. The ICT shared service consisted of hardware, software and network links as well as staff resources and initial capital costs for separation were considered to be in the order of £550,000 to £825,000.

Theme Board:	Resources
Sponsor:	Justin Ives
Author/s:	Jane Allder
Date:	13-May-13
Version:	1

Potential P	rog	ram	me	:-	U	.=c	om	plet	ed			
2013-2014	Α	М	٦	٦	Α	Ø	0	Z	D	J	F	М
Design												
Tender												
Implement												
Go live							С					

Scheme:	ICT Improvements

Description: The project will expand and strengthen the core network in the Civic Centre by recabling parts of the network and updating the equipment.

1. How does the scheme contribute to the Councils business plan targets?

The project will enable efficient service to all customers by improving the network speed and allowing the Council's investment into Geographic Information Systems to be fully used by services such as Planning and Environmental Health.

2. How does the scheme address customer needs?

The project will improve not only network speed and efficiency but also improve resilience and minimise service delays and failures.

3. Does the scheme generate any on-going revenue savings? If so provide a description of these savings... None

 $\label{eq:capital} \begin{array}{c} \text{Year 1} \\ \textbf{£} \\ \end{array}$ Capital Resources:

Cost 50,000

Grant contribution

Other contribution

Amount required from capital receipts 50,000

Revenue costs:

Cost 5,000 Ongoing maintenance costs

Financial year costs commence: 2013-14

Ongoing costs 5,000 Ongoing maintenance costs

Risk Assessment:-

Risk	Implication	P	1	T	Preventative Action			
The existing network problems become more widespread	Network slows and becomes unusable - no longer able to deliver services	5	3	15	Replace network points now			
Implementation causes service downtime Services unable to access their applications during implementation				15	Plan the work for out of hours			
P = Probability (1-5) I = Impact (1-5) T = Total Risk Score (PxI)								

Theme Board:	Resources
Sponsor:	Justin Ives
Author/s:	Jane Allder
Version:	1

Potential Programme:-					С	.=0	om	plet				
2013-2014	Α	Μ	7	7	Α	Ø	0	z	D	7	F	М
Report												
Order												
Implementation	n					O						

Description: The project will contribute towards a rolling replacement programme for PCs and other desktop devices.

1. How does the scheme contribute to the Councils business plan targets?

The project will enable efficient service to all customers by ensuring that every desktop is modern and capable of running the latest systems such as Office 2012

2. How does the scheme address customer needs?

The scheme will ensure that all officers have access to reliable and modern desktops thus reducing the risk of service interruption.

3. Does the scheme generate any on-going revenue savings? If so provide a description of these savings...

None

Year 1

Capital Resources:

25,000 Cost

Grant contribution

Other contribution

25,000 Amount required from capital receipts

Revenue costs:

Cost None

Financial year costs commence: 2013-14

Ongoing costs None

Risk Assessment:-

Risk	Implication	P	1	T	Preventative Action			
Desktop purchases interrupt business as usual or are unduly delayed.	Staff will not be able to work effectively	2	4	8	Planning of roll out under technical guidance			
P = Probability (1-5) $I = Impact (1-5)$ $T = Total Risk Score (P x I)$								

Theme Board:	Resources
Sponsor:	Justin Ives
Author/s:	Jane Allder
Version:	1

Potential Programme:-					С	.=0	.=completed							
2013-2014	Α	М	٦	J	Α	S	0	Ν	D	J	F	М		
Report														
Order														
Implementatio	n					С								