

AGENDA MANAGEMENT SHEET

Name of Committee Resources, Performance & Development Overview & Scrutiny

Date of Committee 29 April 2008

Report Title Corporate ICT Development Plan 2007-08 - Year End Report

Summary The ICT Strategy, 2007-12, laid out a more formal process for managing the Corporate ICT Development Plan. This included half-yearly reports to Resources Performance & Development Overview & Scrutiny Committee.

This paper provides a Year End report on the Corporate ICT Development Plan 2007/08, and provides an update on the latest proposed areas for the plan for 2008/09.

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Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers Corporate ICT Development Plan 2007/08 - Half Year Update

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees

Local Member(s) Cllr Booth, Cllr Atkinson, Cllr Haynes,

Other Elected Members Cllr Cockburn

Cabinet Member

Chief Executive

Legal

Finance

- Other Chief Officers David Clarke, Strategic Director of Resources
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee Resources Performance & Development Overview & Scrutiny Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Executive Summary

The ICT Strategy, 2007-12, laid out a more formal process for managing the Corporate ICT Development Plan. This included half-yearly reports to Strategic Directors Leadership Team and to Resources Performance & Development Overview & Scrutiny Committee.

This paper provides a Year End report on the Corporate ICT Development Plan 2007/08, and provides an update on the latest proposed areas for the plan for 2008/09 due to be submitted to the Strategic Directors Leadership Team on the 30th April.

Resources Performance & Development Overview & Scrutiny Committee are asked to note and comment on the progress against the Corporate ICT Development Plan 2007/08.

Resources, Performance & Development Overview & Scrutiny Committee

29th April 2008

Corporate ICT Development Plan 2007/08 Year End Report

Report of the Strategic Director of Resources

Recommendation

Resources Performance & Development Overview & Scrutiny Committee are asked to note and comment on the progress against the Corporate ICT Development Plan 2007/08.

1. Introduction

The Corporate ICT Development Plan 2007/08 focussed on 5 priority areas:-

1. Mobile and Flexible Working
2. Customer Access Initiatives
3. Intranet and Document Management
4. Core Applications Development
5. Other Projects

As agreed in the ICT Strategy published last year, formal biannual reporting has been established to ensure that progress against the plan is visible. The first report was submitted to Resources Performance & Development Overview & Scrutiny Committee in November 2007.

Section 2 of this report highlights the major achievements for the full year, while Appendix A provides further detail for each project.

2. Progress report on the Corporate ICT Development Plan 2007/08

In 2007/08 with the adoption of our new ICT Strategy we formally established a more strategic role for ICT within the organisation. The introduction of the more formal Corporate ICT Development Plan was a key part of establishing a more strategic and corporate framework for ICT, and clarifying the contribution that ICT development resources make to the authority, and in particular the key corporate priorities, and areas such as the Access agenda and New Ways of Working Programme.

The achievements recorded below demonstrate the benefits of the more corporate approach taken as part of the new ICT Strategy. Significant achievements have been delivered in the priority areas of Modern and Flexible Working, Customer Access and Core Applications. The only areas where less progress has been made than anticipated at the start of the year relate to areas associated with the intranet product, and a delay in assessing and developing ICT competency arrangements, however as reported below responsibility for developing ICT user skills has now been revised.

In terms of the budget, for the first time in several years the entire budget has been spent. Some virements were agreed in the half year report to SDLT and Resources Performance & Development Overview & Scrutiny Committee i.e.:-

- £25,000 - Key services for flexible working to wireless networking
- £130,000 - Financial Systems to HRMS Development
- £37,000 - Specific Document Management to HR-ER pilot

However, towards year end as further potential underspends were identified the opportunity was taken to further invest in wireless networks to support future modern & flexible working from the under spend in the modern & flexible pilot budget. The other significant cost in the second half of 2007/08 was the cost of additional resources to ensure that the HRMS team could successfully implement the Job Evaluation Phase 1 changes, the new pay award, and superannuation changes.

Details of the key achievements against the high level plan are reported below, further information on the individual projects are also included in Appendix A.

2.1 Modern and Flexible Working

In 2007/08 the ICT Development plan has not only supported, but driven the Modern and Flexible working initiative within the Authority with the operation of a cross directorate project board to oversee the development plan activity. Specifically :-

- A Modern & Flexible Working Strategy and Policy was developed with assistance from consultants from Impower, and approved by Strategic Directors Leadership Team in October 2007. These documents and further guidance for staff and managers are now published on the Intranet,

and will developed into a full-blown toolkit.

- Support has been provided to a modern & flexible working pilot in Adult Social Care which has achieved significant business benefits. Significantly improved performance on care assessment targets have been identified since the new arrangements were introduced.
- Two further formal pilots were selected, and business cases have been developed for Trading Standards (Food Team) and the Strategic Commissioning & Performance Management Team to demonstrate methods of realising benefits. The equipment to support the pilots has been ordered and they will commence early in 2008/09
- Wireless network and internet access facilities are now live at eight separate sites
- A hot desking facility has been introduced and formally launched at Kings House to allow more mobile staff to access ICT facilities without having to return to their main office. Other hot desk/touch down areas are also being identified in Saltisford and Shire Hall, in the long term these should help reduce our office accommodation requirements.
- The infrastructure for the national Government Connect initiative has been implemented, initially to support secure email. Longer term, secure online customer registration and authentication and secure data transfer will be supported. This facility will eventually reduce issues associated with sharing information with public sector partners. We are one of the first local government adopters of the Government Connect facilities, and the first Authority in the West Midlands to have a live connection.

Although there have been some notable successes in the Modern & Flexible Working arena, the project board is too ICT led at present. A key objective for 2008/09 will be to increase input from areas such as Human Resources and Change Management, and further increase Directorate's ownership of the opportunities.

2.2 Customer Access Initiatives

As in 2006/07 supporting the Corporate Developments in the Access arena, and assisting the Head of Customer Service to meet the dates for introducing new facilities and services has been a high priority for ICT staff.

Achievements in this area include:-

- Additional Joint One Stop Shops with our partners have been opened in Bedworth, Atherstone, Nuneaton, Whitnash and Southam Library. ICT were involved in the design and delivery of services. We have successfully overcome the complications associated with sharing systems and information across partner's boundaries and networks. The OSS project for Shire Hall is also nearing completion, again with significant ICT input.
- The latest version of the Front Office CRM system was successfully

installed in February. This was a major partnership initiative and has delivered a fully integrated CRM system across the Warwickshire Direct partnership. This paves the way for the WCC/WDC joint customer service centre initiative and also delivers a single consolidated customer database that will allow us to deliver more joined up services to citizens.

- Additional Customer Service Centre development has been undertaken by ICT staff in line with the Customer Access Strategy: the Street Lighting service is now fronted by the CSC; a kiosk form was developed to take enquiries from all of the kiosks in Rugby; an Exchange Connector was implemented to allow the Districts to integrate their Outlook mail client into the CRM system. We have also trained new contractors to develop, set up and support services in the CRM system, and been heavily involved in configuring specialised application software, PCs and telephony services for the CSC.
- The ICT Development fund also paid for our contribution to the Warwickshire Direct Partnership, and the programme office which manages the joint CRM contract and supported many of the joint initiatives referred to previously.

2.3 Intranet and Document Management

Further development of the Intranet, and the introduction of electronic document management facilities were key priorities for 2007/08, and while we have been able to move forward in these areas, in both cases progress has not been as advanced as we would have hoped. The primary reason has been related to issues with the new product that we have adopted, and we are currently reviewing options for integrating the product with additional products in these areas to provide improved facilities for staff. However, in 2007/08 the development activities have:-

- Ensured that the Communications Intranet team has been funded to manage the overall intranet and develop additional Intranet content. This activity has now been mainstreamed for 2008/09.
- The Intranet People Finder has been significantly enhanced. Also elements of personalisation have been added to the Intranet, providing the basis for more targeted information provision in future. A members' area was developed on the Intranet and rolled-out to elected members.
- Significant progress has been made implementing document management facilities for the new HR Service Centre. This provides access to electronic personnel records for Service Centre and Directorate HR professionals alike. All 8,500 central personnel files have been sorted, sifted and scanned, along with 6,000 out of 11,800 school personnel files. 120 users have been trained to log on and retrieve records from the records management system. An HR Personal Records Policy has been agreed and implemented. The business requirements for phase 2 have been identified, and solutions are being identified (mainly relating to electronic

check-in of documents and on-going scanning).

- An information classification model has been developed to support document libraries and integration of document management with the Intranet.
- The supporting infrastructure has been, and is being made more resilient to reflect the more strategic nature of these facilities in the future.

2.4 Core Applications Development

As in previous years, maintenance and development of our key corporate applications represented a significant element of the plan, and in particular the external equipment and resource budget. Activity in this area clearly demonstrates the more strategic approach that we are looking to take, as in 2007/08 we have completed the major upgrade to our LOTUS Notes, infrastructure (email, document libraries and applications), and seen the joint HRMS systems start to deliver in the HR arena. We have also made progress in the initial stages of the overdue replacement of financial and property systems, and establishment of a more corporate approach to management and use of Geographic Information. Specifically:-

- Work on financial systems replacement has progressed to the Pre-Qualification Questionnaire stage. Responses are in the process of being evaluated. Significant work on system requirements was carried out in advance of the PQQ.
- Property business processes have been analysed in preparation for replacing the existing property systems.
- The Notes upgrade project has been successfully completed, with over 4000 PCs upgraded to Notes 7 and new Instant Messaging facilities introduced. The total cost of ownership has been reduced as a result of server consolidation and the removal of redundant user licences.
- A corporate GIS co-ordinator and corporate GIS data administrator have been appointed. The GI user group has been reconvened and work is underway to move from OS Landline data to Mastermap. Proposals have been drawn up for improving the spatial data store infrastructure and addressing GIS applications on the web site and the intranet.
- The HRMS team changed over 8,500 staff records to reflect phase 1 of the Pay and Conditions Review. Also the 2007 pay award was successfully implemented despite complications caused by the timing of the settlement, and the most significant changes to the Local Government Pension scheme for many years were also implemented.
- A centralised recruitment facility has been implemented to support the new HR Service Centre, including improved online job application facilities. The pilot of manager and employee self-service facilities has been extended

from the HRMS project team to the whole of ICT.

2.5 Other Projects

We successfully repeated the PCs to good causes initiative, enabling the Areas Committees to once again deliver 100 used PCs to selected, deserving community groups. However, perhaps more importantly in this area, our work investigating the issues behind a perceived 'WCC Digital Divide' within staff in the Authority identified ICT training and awareness as the largest single factor associated with this. As a result, we have agreed late in 2007/08 that ICT would take over responsibility for promoting staff ICT training from the HR section, and would make this a priority activity in 2008/09.

Also in this area, the Government IT Profession job role documentation has been implemented in one group within ICT to support the adoption of a formal ICT skills framework within ICT. This was another objective of the ICT Strategy; other ICT groups will follow suit shortly.

3. Proposed Corporate ICT Development Plan 2008/09

The proposed Corporate ICT Development plan for 2008/09 is due to be presented to the Strategic Directors Leadership Team on the 30th April. A total budget of £1,835,000 is once again to be allocated to corporate ICT projects, although once again this is in addition to the internal ICT development staff that will be supporting the plan. Additional internal resources are being allocated to the corporate projects this year, in response to resource bottlenecks identified during 2007/8.

The Corporate ICT Development Plan 2008/09 has once again been developed to support the WCC Vision, the Corporate Business Plan, New Ways of Working Programme, and other relevant plans and documents. This year, directorate views on these priorities have also been identified by the ICT Business Liaison Manager in the course of regular meetings with senior directorate staff. The Business Liaison post was created in 2007/8 to ensure close alignment between ICT plans and directorate priorities.

Following this consultation we are proposing to concentrate on the same five priority areas as in 2007/08, reflecting the fact that the areas were seen as wider strategic areas when they were developed in 2007/08.

David Clarke,
Strategic Director, Resources

Appendix A – Progress Report on Corporate ICT Development Plan 2007/08

The budgets relate to external costs associated with the project area, and do not include the ICT staff costs associated with the project areas as post the ICT Strategy they are no longer charged as business units. The revised budgets are those agreed in the half-year report.

Project Area	Revised Budget	Outturn	Achievements and products delivered
Total budget	£2,163,000	£2,163,000	
Modern & Flexible working	£455,000	£437,442	
Complete Consultancy Review	£60,000	£41,789	Consultants Review has been completed and the primary product was a new Modern & Flexible Working Strategy that was approved at SDLT on the 3rd October. Toolkit that was also identified is being developed on the Intranet.
Equipment and activities to support pilots	£70,000	£30,869	Business cases developed for pilots in Trading Standards (Food Team) and AHC (Strategic Commissioning Unit). Equipment and software purchased. Hot-desking facilities launched at Kings House and other locations identified. M&FW intranet pages set up. Significant business improvements realised in Adult Social Care since M&FW arrangements introduced
Implement Key services for Flexible Working & Mobile Applications Delivery	£275,000	£258,197	Intranet personalisation introduced. R&D for simplified remote log in completed; pilot to be launched. This will complement Citrix and allow additional services to be delivered. A test infrastructure has been installed to manage mobile hand-held devices, deliver mobile applications, and to evaluate push email on those devices. A pilot application has been identified to record cleaning audit information remotely and to replace time-consuming paper-based processes. Work underway with the system supplier to implement. GovConnect link established and Code of Connection accepted by Government. Network auditing introduced to support this. Work on secure email connections started, including Youth Justice link.
Wireless Network extension	£50,000	£106,588	Wireless networking infrastructure is now in place and is a supported element of the ICT infrastructure. The service is live at Shire Hall (Ante Chamber, Committee Rooms, ICT Production Services, OSS, Emergency Plans), Saltisford buildings 1 & 2, King's House, Coleshill library, Warwick Library, Orion House, and Lancaster House. Additional equipment has been purchased to complete phase 2 of the roll out (Fire & Rescue HQ, Budbroke County Highways and Mat Lab, Integrated Disability Service at Faraday Hall, Saltisford 3, Law & Governance meeting room (Shire Hall), Budbroke Trading Standards and the Shortwood Education Centre in Dordon)

Project Area	Revised Budget	Outturn	Achievements and products delivered
Customer & Access Projects	£95,000	£46,600	
Single Customer Database Model & Gov Connects	£50,000	£1,600	This project was delayed by the later than anticipated implementation of Front Office v3, the CRM system. Recently awaiting the outcome of WDP agreement on data sharing, now resolved. Will be carried forward to 2008/9.
WDP Subscription & Customer Access work	£45,000	£45,000	Subscription paid as part of our Customer Access work with the partnership. Key achievements include new joint access strategy, implementation of new One Stop Shops in Atherstone, Bedworth, Nuneaton, Whitnash and Southam Library. Work largely complete on Shire Hall OSS. CRM system upgraded and a single system introduced for all WDP partners. Work underway to co-locate the WDC Customer Service Centre at Shire Hall and to ultimately merge the two. Additional development work carried out by ICT staff includes: Street Lighting - WDC developed the integration with the Mayrise System while Systems Centre developed the integration into the CRM through SMS and email; Kiosk Form - The ability to handle calls from all of the Kiosks at Rugby. Systems Centre assisted in training in the form and provided formal specifications; Exchange Connector was developed for Districts to use to integrate Outlook mail into the CRM; training new contractors in all aspects of CRM development, set up and support. This has increased capacity to deliver new service in the CSC. We have also been heavily involved in specific specialised application software in the CSC, unique PC configs, and telephony projects.
Intranet & Document Management	£456,000	£463,914	
Content Development - Comms Team	£60,000	£45,000	Funding supported the Communication Sections Intranet Team for 2007/08. Team in post. Intranet content regularly refreshed.
Technical Support	£76,000	£76,000	Contractors appointed. "How to" guide introduced, proof of concept work complete for linking to Notes databases and to pilot Business Process Management environment.
Infrastructure development - new facilities/resilience	£45,000	£63,034	Design signed off and equipment purchased. Implementation underway.
Document Management HR Service Centre Facilities (HR-ER)	£212,000	£232,000	All 8,500 central personnel records sorted, sifted and scanned; 6000 out of 11,800 school personnel files also scanned. 120 HR users trained to log on to the new system and retrieve records. HR Personnel Records Policy implemented. Business requirements for phase 2 identified and solutions definition started
Document management - Specific solutions	£63,000	£47,880	Advice on electronic document and records management has been provided to WCC projects. A model office infrastructure has been set up to demonstrate possibilities. Information classification model developed to support document libraries and integration with the intranet. Work delayed by additional HR ER effort.

Project Area	Revised Budget	Outturn	Achievements and products delivered
Applications Strategy & core applications	£1,037,000	£1,163,206	
Financial Systems – project to replace existing financial systems	£20,000	£15,501	Research phase into products on the market place has been successfully delivered. Products completed: <ul style="list-style-type: none"> • Report on systems as presented by suppliers • Report on the experience of other authorities which have recently implemented new financial systems • Business case for the replacement of the current systems Pre-Qualification Questionnaires issues and returned. Currently being evaluated.
Property Systems – development and replacement	£100,000	£105,070	Significant work on business process review, including analysis of strengths and weaknesses of existing systems. Development of ATLAS system to support Asbestos work.
Complete Notes 7/ Domino upgrade	£137,000	£170,126	Notes 7 upgrade project completed (over 5000 users over 4000 PCs.) Notes 7 training materials, user guides and computer-based training modules released. All Notes applications migrated. Servers rationalised, & surplus user licences removed, generating savings. Service Desk staff trained and all of the Districts connected to Notes upgraded. Instant Messaging introduced.
GIS Management - Corporate Approach	£100,000	£30,313	Corporate GIS co-ordinator and corporate GIS data administrator appointed. Cross-directorate GI group reconvened. OS Landline data is being moved to MasterMap. Proposals drawn up to improve the way spatial data is stored and how internet and intranet applications should be built. Licence for Snowflake Translator renewed. Maintenance renewal for ARCSDE renewed.
HRMS Payroll & Phase 2	£680,000	£680,571	Centralised recruitment facility implemented to support the HR Service Centre. Pilot of Manager and Employee Self-Service facilities extended to the whole of ICT. Pay award 2007/08 implemented with additional Job Evaluation complications due to timing of late agreement. Most complex changes to superannuation scheme in years implemented
HRMS Job Evaluation Phase 1 Additional Work	£0	£161,625	8,500 staff records changed in response to phase 1 of the Pay and Conditions review.
Other	£120,000	£51,838	
PCs to Good Causes	£20,000	£20,000	All 100 PCs allocated (20 each in North Warwickshire, Nuneaton & Bedworth and Warwick districts; 25 in Stratford District and 15 in Rugby district).
Supporting Staff ICT Skills Development - including possible Video facilities in partnership with schools team	£100,000	£31,838	Notes 7 training material developed. ICT Induction course developed but yet to be launched (delayed by the withdrawal of Assessrite). New job role documentation has been introduced into ICT following the Government IT Profession scheme and the Skills for the Information Age (SFIA) framework. Currently being rolled out further.