

REPORT TO PORTFOLIO HOLDER FOR SERVICE DEVELOPMENT, IMPROVEMENT AND PERFORMANCE MANAGEMENT

REPORT FROM HEAD OF INFORMATION AND CUSTOMER SERVICES

SUBJECT: ICT STRATEGY 2007-2011: 2010/11 UPDATE

1 DECISION BEING RECOMMENDED

- 1.1 To approve the updated Information Communication Technology (ICT) Strategy Action Plan for 2010/11.

2 FORWARD PLAN REFERENCE No: 19/10

3 REASON/S FOR RECOMMENDATION

- 3.1 The former Executive Board adopted the ICT Strategy for 2007-2011 (and the action plan for 2007/08) on 26 September 2007. The Board agreed to receive the ICT action plan on an annual basis. This is now a decision for the Portfolio holder.
- 3.2 The updated ICT Strategy and Action Plan for 2010/11 are attached at Appendix A.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 No alternatives were considered. It is necessary to have an approved ICT Strategy and Action Plan to ensure that the technology meets the business needs of the organisation.

5 RISK IMPLICATIONS

- 5.1 There are implications for our ability to deliver services and the Council's reputation if we do not ensure that our ICT infrastructure and software is fit for purpose. A risk assessment has been carried out and the key risks and controls are summarised in the ICT Strategy.

6 RESOURCE IMPLICATIONS

- 6.1 ICT is key for service delivery and the future development of the Authority, and the budget for 2010/11 and the medium term financial strategy contains provision to fund the ICT Strategy.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

SMT Lead Officer Signature: Ms S Fowler

Date: 24 September 2010

Background Papers:

ICT Strategy 2007-2011

ICT Strategy 2007-2011

*An Information Communication Technology Strategy
for Rochford District Council
Updated September 2010*

Setting the Context – the Council’s Vision, Values and Corporate Aims

Our Vision

The Council’s vision is shared with that of the Local Strategic Partnership (LSP), “To make Rochford District a place which provides opportunities for the best possible quality of life for all who live, work and visit here”.

Our Values

In achieving this vision we will carry out our work in accordance with a set of values which we think are important. We will:

- Be an open, accountable, listening, responsive Council;
- Put the customer and citizen at the heart of everything that we do, delivering services in a caring and sensitive manner;
- Coordinate the management of resources with an emphasis on sustainability;
- Value the contribution of partners, employees and citizens, trusting each other and working collaboratively.

Sustainable Community Strategy

The Sustainable Community Strategy for 2009-2011 has been produced by the Local Strategic Partnership – a partnership of key Public, Private and Voluntary sector organisations who have a duty to develop a long term vision and strategy for the area that contributes to and influences the Essex wide Local Area Agreement and the Local Development Framework for the District.

It has the following priorities:

- Supporting the Ageing Population;
- Fostering Greater Community Cohesion;
- Strengthening the Third Sector;
- Increasing Accessibility to Services;
- Keeping Rochford Safe;
- Encouraging Economic Development: Skills, Employment and Enterprise;
- Promoting a Greener District.

Corporate Objectives

To support this, the Council has 4 main objectives for 2009-2013. These are:

- Making a difference for our people;
- Making a difference to our community;
- Making a difference to our environment;
- Making a difference to our local economy.

How Information Communication Technology (ICT) supports the Council to achieve its objectives

Achieving the Council's objectives requires efficient and effective ICT to be available to ensure services are provided in a timely manner for our residents and that staff have the information and equipment to carry out their work.

Over the period 2001-2006, the Council's ICT strategy was defined in the "Implementing Electronic Government" Statements 1-6 that were required in order to receive central government funding. We used this, along with our own resources, to make significant investment in ICT, both to meet the E-Government priority targets, but more importantly, to improve access to services that the Council provides to its citizens and other parties with an interest in the District.

The Council now has ICT systems underpinning all of the Council's core activities and the investment that has been made needs to be built upon and taken forward. The majority of Council services are now available on line. The more traditional methods of accessing services, such as by phones and in person, are still available and these are also facilitated by the investment made in ICT.

The development of our Access to Services strategy has ensured that we consider the needs and preferences of all sections of our community when designing and delivering services. We are committed to using new technologies where they improve access to services and provide the best use of resources. However, we recognise the potential divide caused by ICT inequalities and so will ensure those in our community who require personal contact continue to receive the services they need. Our ICT strategy in future years will be shaped by the results of the consultation with service users and non-users, and hard to reach groups that has been part of the development of our Access to Services strategy.

ICT Strategy and Programme Development

The ICT strategy and programme have been developed taking account of the Council's vision, values and corporate objectives, and translating these into specific objectives for ICT.

The programme of work has been prioritised according to these specific objectives through an assessment process carried out by the members of the Senior Management Team.

As part of the Council's performance management framework all Divisions have been required to submit bids for ICT developments as part of the 2010/11 Divisional planning process so the projects can be prioritised as part of the overall priority and budget setting process. These are set out in the ICT Action Plan.

ICT Objectives

In order to ensure that our ICT strategy delivers the Council's priorities, we will focus our work in the following areas:

Improving overall corporate capacity and achieving value for money

We must exploit our ICT systems to their full potential and ensure that they are linked and work together where appropriate. The Council has invested in core software packages that provide the main business systems comprising:

- Comino electronic document management system (EDMS);
- Idox Uniform corporate property database;
- Academy revenues and benefits system, which now includes housing allocations

These are interlinked and also connect to other systems. The IT Systems Administrators Forum co-ordinates this process. This is a new group which combines the former Data Management Group and IT User Forums to give a more focused and representative group.

The ten year ICT facilities management contract with SunGard PS was due to expire in March 2011. An extension for two years to March 2013 has been approved by the Executive. This has resulted in savings in excess of £300,000 for the contract extension for RDC.

Four District/Boroughs in Essex with outsourced ICT contracts, including RDC, are now working together to identify if a future joint procurement for ICT would realise benefits.

Improving customer access to services

Implementing the Access to Services Strategy continues to be a key part of our work in this area. In April 2009 we re-launched our website and as a result of the improvements made our website is classified as '3 star' by the Society of Information Technology Managers (SOCITM) in the 2010 survey, meaning that the website is still in the top 26% of Council websites.

To develop our website we have upgraded the online geographical information systems (GIS). This allows users of our web site to find all geographical information in one place and to report incidents such as fly tipping, responses to consultation etc using the same system. This replaced the previous range of disparate systems used for this purpose.

We are continuing to extend the use of our online consultation software to provide more opportunities for residents to give us feedback.

Ensuring that information is stored, processed and retrieved efficiently and effectively

The information stored in our business systems is essential to the efficient and effective organisation of our services. We need to ensure compliance with the Data

Protection Act and Freedom of Information Act and have developed a range of policies with regard to the accuracy, handling, storage and retention of data.

A key element of our work is the implementation of the CorVu software system to enable the management of performance information, improving reporting arrangements and assisting in the embedding of performance management in the organisation.

Ensuring the ICT infrastructure is robust and secure

It is vitally important that our ICT systems are secure and this is a constant focus of our work. The Department of Work and Pensions (DWP) announced that from 31st March 2009 they will no longer accept encrypted emails via a secure web site from local authorities. This decision in effect forced all local authorities to link to the central government secure network (GCSX). In order to connect to the GCSX, the Council has to complete a Code of Connection (CoCo) that contains a list of stringent criteria around ICT security. This was completed and passed for the first time in 2009. We are currently in the 2010 assessment process and have just been advised that our submission has been approved, subject to supplying some additional assurances and complying with some outstanding items. In order to achieve compliance in 2009/10 the amount spent on the CoCo was £49,827. So far in 2010/11 it has been £20,965.

We have also updated and revised our Corporate Information Security Policy and procedures to ensure that these remain CoCo compliant.

ICT Action Plan

ICT systems are continually improving and developing and a detailed long-term action plan is impractical. Therefore, working within the parameters of the Council's strategic objectives and to maximise our return on expenditure, our action plan is a rolling programme approved by Members year on year. Our plan for 2010/11 is attached at Appendix 1 and contains all the initiatives we intend to work on in 2010/11. Budgets and costs where applicable and already known are identified.

Progress in implementing the plan is monitored by the Senior Management Team.

ICT Performance Management Structure

Because it affects the delivery of all services, ICT is the concern of every manager. However, the Head of Information and Customer Services (HICS) is the officer with overall responsibility for ICT supported by a Member Champion for IT/Web and the Portfolio Holder for Service Development, Improvement and Performance Management. Sungard Public Sector (PS), overseen by the IT Client Officer, provide a facilities management service that covers on-site support for the IT hardware and software systems, with specialist back-up services provided when needed. The company reports monthly on the operation of the IT contract to HICS.

The SMT receives regular reports on the ICT service. Sungard PS and the IT Client Officer report on a quarterly basis to the IT Systems Administrators Forum.

Appendix A

Reports on ICT Performance

Report from	to	Frequency
Sungard PS	IT Client Officer	Weekly
Sungard PS	HICS	Monthly
HICS	SMT	Monthly
Sungard PS/ IT Client Officer	IT Systems Administrators Forum and then SMT	Quarterly as appropriate
HICS	Portfolio holder for Service Development Improvement and Performance / The Executive / Member Champion for IT/Web	As necessary with regard to specific issues, annually with regard to Strategy and Action Plan

Performance Measurements

The Service Level Agreement (SLA) with Sungard PS contains a number of performance measures together with statistical data.

In the current system of quarterly performance reports the following data relating to the IT service is monitored:

No.	Definition	2009/10 Performance	2010/11 First Quarter Performance
RDC 1.7	Percentage availability of IT systems	99.62%	99.81%
Statistical Data	Number of unique visitors to the Council's website	214,226	54,073
Statistical Data	Number of external incoming emails	602,776	150,625
Statistical Data	Number of outgoing emails	221,526	46,812

ICT Procurement

Our approach to ICT procurement is to achieve best value, whether the purchase is made on our behalf by Sungard PS or directly by the Council.

A two year contract extension has been agreed with SunGard PS that will run until 2013. A key part of this agreement has enabled RDC to take ICT procurement back in house from January 2010, and from April 2011, all annual licences and fees will be paid directly by RDC and not through SunGard PS, once again avoiding Sungard charges. (Following further negotiation, the date of this transfer was brought forward to June 2010).

As part of the EOLP we participated in an e-auction for IT equipment such as PCs, laptops and thin client terminals. This arrangement has now been renegotiated by the EOLP. Even greater savings on a wider range of items has been achieved. As a result RDC are now purchasing IT equipment through this contract and we are achieving savings of around 40% on our procurement.

In terms of software procurement, we aim to achieve best value by ensuring that software purchases co-ordinate and build on our core systems. We also take advantage of collaborative procurement to achieve cost reductions.

ICT Assets

The ICT assets available to the Council are as follows:

Hardware

240 PCs/thin client terminals
17 laptops
10 thin client terminals in the training room
28 servers
50 printers / copiers

Software

Comino - electronic document management system / contact management system
Academy - revenues and benefits and housing allocations
Idox Uniform - planning, environmental health, land charges, asset register, property maintenance, geographical information system, street naming and numbering
Xpress - elections/electoral registration
Langdales - car parking
Diamond Licensing - taxi licensing
Astec - committee management information system (CMIS)
Team Spirit - HR/payroll
Dimensions - financial management
Immediacy - website software
AchieveForms - online forms
Astun Ishare – Online maps and reporting
NDL Metascybe – Data sharing package
CorVu – Performance Management Software
Epilog – Cemeteries Management System
Albany – BACs system
FareDeal – Concessionary Fares Software

Data

Our Local Land and Property Gazetteer (LLPG) records every property and piece of land; we have carried out a data matching exercise to ensure that the records in our property based systems all feed into and are consistent with this corporate database.

Risk Assessment

A risk assessment of the IT Strategy had been carried out.

The key risks and control measures have been summarised below:

KEY RISKS	CONTROLS
ICT is not fit for purpose	<ul style="list-style-type: none"> • IT team and systems administrators keep up to date on systems developments • Divisional planning process to identify required system enhancements • SunGard PS provide advice on new technologies
Insufficient funding to keep ICT fit for purpose	<ul style="list-style-type: none"> • 2010/11 budget • Medium Term Financial Strategy
Reliance on key members of staff for systems administration knowledge	<ul style="list-style-type: none"> • IT Systems Administrators Forum provides a corporate approach to share knowledge and learning • IT Team now co-ordinating administration of corporate systems
ICT Security	<ul style="list-style-type: none"> • Annual review of systems and software required by Government Connect Code of Connection (CoCo) • ICT Corporate Information Security Policies and Procedures
Staff skills to exploit IT fully	<ul style="list-style-type: none"> • MPRs identify training and development requirements • IT Systems Administrators Forum enable shared learning
Failure of IT contractor to deliver a satisfactory on-site service	<ul style="list-style-type: none"> • Weekly IT Client Officer and Contract Manager meeting • Monthly Contract meetings with HICS • SLA
Re-tender of ICT Contract	<ul style="list-style-type: none"> • Meetings with other interested authorities to assess options for joint procurement • Project plan

Review

ICT is an ever-changing environment and the strategy and action plan must reflect the Council's corporate vision and priorities. The validity of the strategy will be monitored and reviewed on an annual basis and the action plan amended as necessary to include new projects arising from changing Council priorities, innovation or legislation, and also to remove any projects that no longer fit with corporate priorities.

ICT Strategy Action Plan 2010/11

1 Improving overall corporate capacity and achieving value for money							
Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
Comino Electronic Document Management System	Continued development and extension of the corporate document management system.	Corporate Business Support Officer/ Information and Support Services Manager	£30,000	IT Strategy Reserve	N/A	N/A	An action plan is in place for the development and extension of Comino to optimise back office efficiency.
ICT Contract Procurement	Working with 3 other Districts in Essex to assess whether a joint approach to the re-tender of the ICT contract is feasible.	Head of Information and Customer Services	£20,000 for technical advice	IT Strategy Reserve	N/A	N/A	A soft market test with incumbent ICT contractors across Essex on a joint high level specification took place in late 2009 from which it appeared that savings could be made on IT costs if we joined together on IT procurement. RDC is part of a group which includes Castle Point BC, Colchester BC and Braintree DC to investigate the potential of joint tendering of ICT contracts. This is covered in a report to the Executive in September 2010.
Home working	Implementation of IT to enable home working to the security standards required in the Code of Connection	IT Client Officer	Dependent on take up of home working	Departmental budgets	Dependent on take up of home working	Departmental budgets	Appropriate IT to be implemented to enable home working approved in accordance with the policy. The IT required is dependent on the impact level of the information being accessed and the regularity of home working. The IT solution will be dual factor authentication and bootable media for most, but some will require Council provided equipment.

2. Improving customer access to services							
Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
Choice Based Letting Scheme	Development of a Choice Based Lettings (CBL) Scheme	Strategic Housing Manager	£10,700	IT Strategy Reserve	To be negotiated	Housing Strategy budget	A system has been identified.
Web Site Development	Continue to develop the website in accordance with the Web Strategy.	IT and Corporate Communications Manager	£36,000	IT Strategy Reserve	£5,000	IT Contract	This includes provision for a single sign on solution which allows the customer to log on once to access all services on the web site. It also covers upgrading the content management system.
Corporate Scanning Service	Ensure the corporate scanning and indexing information management service remains fit for purpose. Purchase additional scanner to optimise service delivery at the front line reception at the Civic Suite.	Information and Support Services Manager	£7,000	Capital Programme	£1,000	IT Contract	A scanner has been installed at the Civic Suite.
GIS (Geographical Information System) Enhancements	This replaces the LocalView and PublicAccess systems on the RDC Web Site with a single portal to view all information on a property in one place.	IT Client Officer	This was ordered in 2009/10. An additional £500 has been spent this year.	IT Strategy Reserve	Savings of approximately £6,000 as a result of decommissioning the previous systems.	IT Contract	The previous systems allowed access to map based information such as Planning Applications, Licence Applications and Points of interest. They also allowed comments to be made on Planning Applications. However they were difficult to use and did not show all aspects of a property in one place. A new system called Ishare has been installed to act as a new one stop portal for property and map based information on the web site. It is now completed.

Appendix 1

Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
Voice Recognition Payment System	This allows direct payment of invoices for parking and Council Tax via the telephone using credit or debit cards. It will bring savings in staff time and resources when taking payments.	Head of Community Services	This was ordered in 2009/10.	N/A	No additional on costs as the first five years were paid in advance at time of purchase.	N/A	Completed.
Upgrades to Revenues and Benefits Software System	These upgrades cover provision to notify change of address and set up direct debit online for Council Tax and NDR. There is also an online benefit claim form (BECS).	Revenues And Benefits Manager	These were ordered in 2009/10	None required this year	£10,000	IT Contract	Direct Debit over the web and the change of address modules are now completed and implemented. The BECS project will be implemented by October 2010.
Scores on the doors	Implement the Food Standard Agency's (FSA) "Scores on the doors" scheme. This provides the public with information about the hygiene of food premises.	Commercial Regulation Manager	None at present. There may be some costs to promote but these are not yet identified	Existing contractor budget if there are costs.	The FSA scheme is free. It will cost £3,000 PA if the FSA do not deliver and a 3 rd party scheme is needed.	N/A	RDC intends to use the FSA's scheme which they plan to launch in the next couple of months. The FSA are developing the IT platform to support the national food hygiene rating scheme.
Snap Survey Software	This is software for generating consultation surveys.	IT and Corporate Communications Manager/Community Planning Officer	This was ordered in 2009/10. £500 expenditure in 2010/11.	IT Strategy Reserve	None	N/A	The software has been installed. A consultation database is in the process of being developed to run alongside this.
E-petition software	To meet legal requirements, all Councils need to be able to accept online petitions by 15 December 2010	Member Services Manager	£4,000 for e-petition software and £2,000 for upgrade to latest version of CMIS	It has been indicated that grant funding will be included	None	N/A	It will be achieved by implementing an upgrade to the existing Committee Management Information Software (CMIS).

Appendix 1

Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
			software.	in the area based grants due to be announced in October.			

3. Ensuring that information is stored, processed and retrieved efficiently and effectively

Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
Cemeteries System	Electronic system for cemeteries registers and management to give increased functionality and public accessibility.	Customer Services Supervisor	This was purchased in 08/09 and 09/10.	None required this year	No additional on costs beyond those in the original order.	IT Contract	The main software has been installed. The system is operational, but there are some issues still to be resolved. Scanning of paper registers is currently underway.
Performance Management Software (Corvu)	This allows performance indicators to be managed efficiently with less need for re-keying of data by staff. Management information will be readily available to all staff that need it.	Senior Performance Management Officer	This was ordered in 09/10. Additional expenditure of £500 in 2010/11.	IT Strategy Reserve	No additional on costs beyond those in the original order.	IT Contract	A system called CorVu was purchased and has now been installed.
Review of CorVu Licences	Review of licences and training required for the CorVu Performance Management System.	Senior Performance Management Officer	£2,900 in 2010/11	IT Strategy Reserve	No additional on costs	N/A	The needs for additional licences and other costs will be as follows: <ul style="list-style-type: none"> In 2010/11 £2,900 will be required for additional licences, training and consultancy In 2011/12: £1,650 will be required for Business Admin courses and reports. Also £575 will potentially be required for further set up consultancy to assist with potential product upgrades

Appendix 1

Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
							<ul style="list-style-type: none"> Overall the total for the project over these two years is £5,125.
Fixed Asset Register	Implement a solution for a fixed asset register to act as a database for RDC assets & store the associated asset costs and accounting transactions. It also generates the required figures for each financial year & associated journals for processing in the finance system.	Financial Services Manager/Chief Accountant	£10,000	IT Strategy Reserve	To be identified.	Financial Services	Systems are being investigated by the Financial Services Manager.
E-invoicing	Implement e-invoicing.	Payments & Income Manager	£5,000	IT Strategy Reserve	To be identified.	To be identified.	Systems are being investigated by the Payments and Income Manager.
Geographical Information System Enhancements	Rationalising the ESRI Geographical Information System for more efficient use.	IT and Corporate Communications Manager	£5,000	IT Strategy Reserve	None	N/A	A customer care day carried out on 01/09/2010 provided a programme of work to rationalise and optimise use of the existing system.
Legal Case Management System	Procurement of a common legal case management system across all Essex Partnership Authorities to support and develop partnership working.	Head of Legal, Estates & Member Services	£10,000	Grant funding	To be negotiated	To be identified	The Head of Legal, Estates and Member Services is currently in negotiation with the Essex Legal Partnership on the development of this system.
Council Chamber Audio Visual Equipment Refresh	Following a review of these systems last year where indicative costs were obtained, it was necessary to go out to tender on this	IT Client Officer	Estimate of £45,000	Capital Programme	Estimate £4,000 per annum	Existing budget provision	The tender deadline has just closed and the submissions are being assessed. The Executive will make the decision on whether to proceed with the work.

Appendix 1

Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
	project that includes options for installing audio visual equipment in Committee Rooms 4 and 5 which can be used for meetings and also to show video and audio of proceedings in the Chamber if required.						
Building Control Site Visit appointments	Improve the arrangements for booking site visit appointments in Building Control.	Building Control Manager	To be identified	To be identified	To be identified	To be identified	The existing software supplier Idox is developing software that would allow the officers' diary within Uniform to carry across to Outlook.

4. Ensuring the ICT infrastructure is robust and secure

Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
Server Virtualisation	Implementing server virtualisation and resilience project.	IT and Corporate Communications Manager/ IT Client Officer	£100,000	IT Strategy Reserve	£10,000	IT Contract	This project is necessary to ensure that the Council's underlying operating infrastructure remains fit for purpose. It covers the virtualisation of RDC's third party software and also the upgrade of the operating systems on the servers at the same time. There is an initial estimate of £50,000 for hardware and software. Consultancy from third parties such as Civica, Capita, Idox etc and installation costs are estimated at £50,000. Options to have RDC's servers hosted by a secure third party are also being investigated. This will be the subject of a full assessment and separate approval process once the necessary feasibility work has been concluded.

Appendix 1

Title of Project	Description	Responsibility	Cost	Budget	On cost (p.a.)	Budget	Comments
Telephone Business Continuity	Ensure continuation of telephone service in the event of a power failure.	Customer Services Manager	£3,115	Capital Programme	None	N/A	Completed - New Uninterrupted Power Supply back up batteries were purchased for the two switches.
Code of Connection (CoCo)	Undertake Code of Connection annual security assessment.	IT Client Officer	£20,965 so far in 2010/11. There may be additional costs to complete any outstanding actions.	IT Capital Budget	£150	IT Contract Code	The 2010 CoCo assessment has taken place and we have been advised that our submission has been approved, subject to supplying some additional assurances and complying with some outstanding actions.
IT Corporate Information Security Policies	The revision and updating of the IT Corporate Information Security Policies	IT Client Officer	N/A	N/A	N/A	N/A	The IT Corporate Information Security Policy has been updated to ensure CoCo compliance and has been agreed by the Portfolio Holder for Service Development, Improvement and Performance Management.
Ensure the online payment system is PCI (Payment Card Industry) compliant	The online payments system software needs to be upgraded to ensure it remains PCI compliant	Payments and Income Manager	£3,995	IT Strategy Fund	N/A	N/A	New legislation has been introduced to ensure that card data is secured to specified standards. If we are not compliant with this legislation we would not be able to continue to accept card payments.