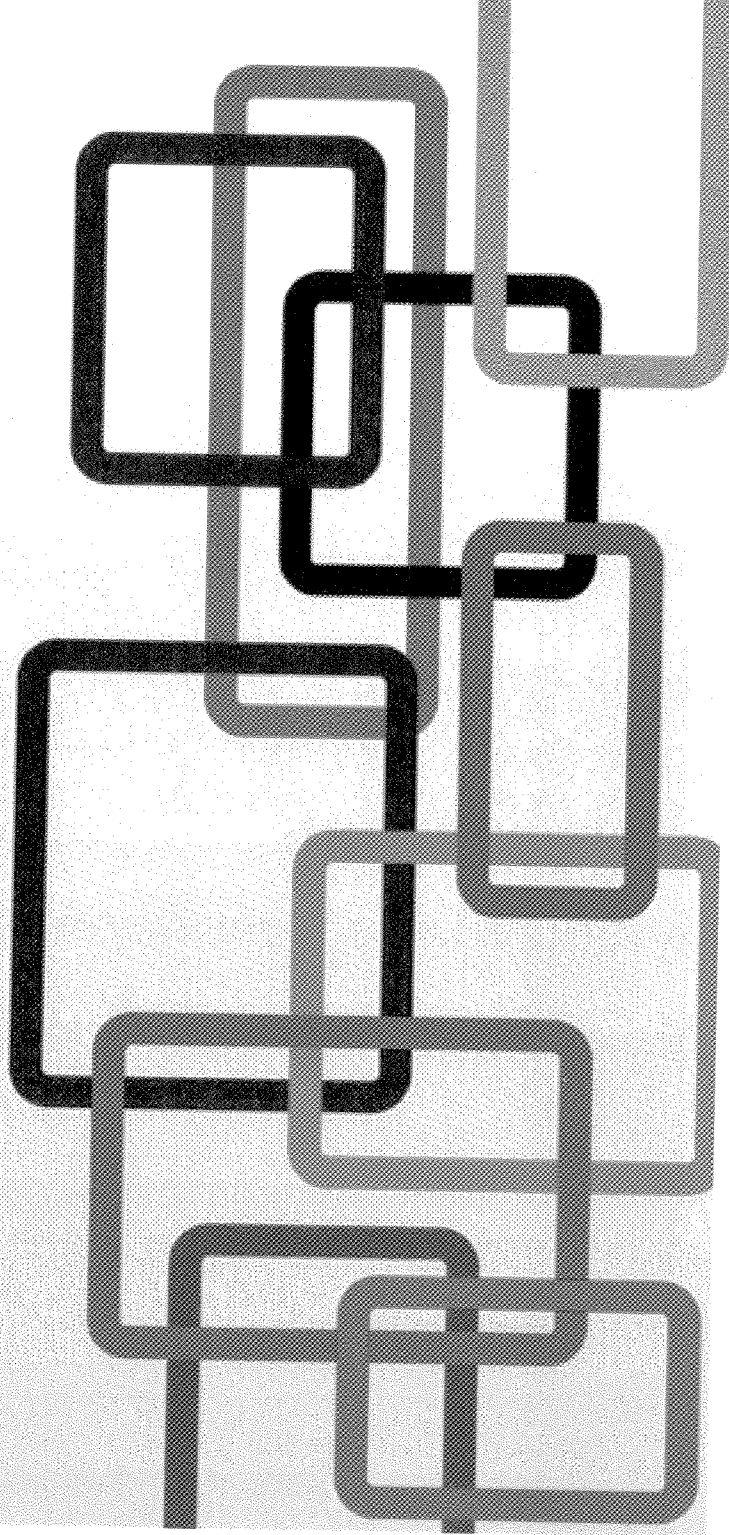


IT Services

Pre Business Plan Review 2007/2008



Pre Business Plan Review 2007 / 2008

Business Unit:	IT Services
Budget Holder:	Lidia Lewis
Directorate:	Chief Executive Services - Access

This Pre-Business Plan Review template has three main sections:

Section A:

Sets out progress against current year's objectives, performance targets and budget

Section B:

Identifies the factors that will affect the work of your business unit in the next four years

Section C:

Sets out proposals for the years ahead

There are 3 appendices which need to be completed in addition to this form:

Appendix 1

Lists business unit relevant performance indicators, floor targets, year to date and end year projected performance against targets and action to be taken to deal with under-performance. (Compiled by Improvement & Performance, completed by Business Unit)

Appendix 2

Value for Money profile – (Compiled by Audit Commission) for reference in completing section 4.

Appendix 3

- a) Analysis of expenditure against budget and Grants
- b) Revenue savings targets– (Compiled by Corporate Finance)

Appendix 4

Capital Programme Application Form and Explanatory & Guidance Notes – (2 additional documents compiled by Strategy Section, Corporate Finance, to be completed if relevant, in conjunction with section 12 of PBPR)

SECTION A – Where is the Business Unit now?

1. Vision

ITS – an agent of business change and service transformation – your partner of choice in delivering quality services to residents of Haringey

2. Objectives (Current Year)

In the following table set out progress against current year objectives and identify any areas of work that will need to be carried forward to the next financial year.

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
To lead and deliver eGovernment initiatives in the context of Haringey's Capital Programme, Infrastructure Architecture and Customer Services Strategies	<p>Develop capital investment programme in line with IS Strategies for 2006/07</p> <ul style="list-style-type: none"> • Complete • Programme covers: <ol style="list-style-type: none"> 1. web channel enablement 2. e-payments 3. SAP – transactional efficiency 4. Access to benefits: mobile working BLT 	<ul style="list-style-type: none"> • Complete 2006/7 Capital Programme • Finalise 2007/8 IT Capital investment Programme 	<ul style="list-style-type: none"> • 2007/8 IT Capital Programme

Pre Business Plan Review Template

Objectives

Progress so far

Anticipated progress at year end

Areas of work to carry forward

- 5. Corporate GIS
- 6. Mobile working
- 7. Customer Services strategy (Siebel)
- 8. Leisure systems replacement
- 9. LLPG
- 10. Enforcement/M3 upgrade
- 11. Authentication

Develop draft access channel strategy for Haringey and supporting applications

- Researching channel technology and priority requirements within Council
- Draft strategy document nearing completion

Extend the Security Infrastructure to support identity management

- Researching identity management technology
- Researching Government Connects functions and availability
- Draft identity management document in progress

Expand on the Web on-line facilities

- Continuing development of e-forms; main focus has been the automation of internal forms

To focus on working together to improve and develop accessibility to services and information, to support local participation and provision of

- Research completed
- Channel Strategy document approved
- Implementation of recommendations

- Research completed
- Identity Management strategy approved
- Roadmap and implementation

- Defined strategy and roadmap for the evolution of the internal and external website
- Implementation of roadmap

Pre Business Plan Review Template

Objectives

	Progress so far	Anticipated progress at year end	Areas of work to carry forward
<p>joined up services to our communities, where people can see who services work and recognise both their rights and their responsibilities</p>	<ul style="list-style-type: none"> • Development of e-forms integration with enforcement application (M3) • Homes for Haringey website and associated email environment implemented • Transition of website from Northgate disaster recovery centre to joint Haringey/Northgate environment providing significantly increased performance and business continuity capability 	<ul style="list-style-type: none"> • Youth website • Location based content for Neighbourhoods, including community calendar • Continuous development of e-forms 	
<p>Further improvements to customer experience through multi-channel access</p> <ul style="list-style-type: none"> • Identification of SMS as an additional channel (internal and external) • Collection of potential demand for SMS channel • Establishment of project to implement a corporate SMS gateway • Identification of opportunities to move high volume customer service transactions to web self service 	<ul style="list-style-type: none"> • Corporate SMS gateway selected and implemented • 2-3 pilots completed 	<ul style="list-style-type: none"> • Extension of SMS channel to other business unit or corporate requirements • Further development of multi-channel access including the extension of customer self service on web 	
<p>Expand on new consultation customer channels/methods</p> <ul style="list-style-type: none"> • People's Poll facility on website 	<ul style="list-style-type: none"> • Consultation calendar on website • Consultation e-form for draft statement of Community 	<ul style="list-style-type: none"> • Implementation of consultation tools 	

Pre Business Plan Review Template

Objectives

Progress so far

Anticipated progress at year end

Areas of work to carry forward

<p>To support Haringey's Change Management Programme by identifying new opportunities for service improvements and efficiency gains</p>	<p>Develop and maintain information sharing protocols in support of the new inter-agency working methods/arrangements</p> <ul style="list-style-type: none"> Children's & Young People ISP re-drafted. Awaiting formal review and sign-off New ISP between the Council and Haringey Association of Voluntary & Community Organisations (HAVCO) being drafted 	<p>Involvement developed</p> <ul style="list-style-type: none"> Technology direction established for consultation, analysis and publication of results, including on-line and use of PDAs 	
<p>Deliver and maintain a flexible infrastructure capable of supporting mobile working and service channels</p> <ul style="list-style-type: none"> Provision of remote access via browser to Citrix desktop and applications technically available: internal pilot to commence <ul style="list-style-type: none"> Digital pen technology being piloted within Social Services for 	<ul style="list-style-type: none"> Remote access pilot completed within IT, including technical availability and impact; opportunities and constraints; support and security policies; end user documentation; deployment policies 	<ul style="list-style-type: none"> Effectiveness of digital pen technology defined. 	<ul style="list-style-type: none"> Define and implement corporate standards for compliance and operation. Develop the Data Exchange strategy.
		<ul style="list-style-type: none"> Extension of remote access pilot to business units in line with agreed and published IT deployment policies and HR guidelines Further deployment across business units following successful completion of pilot 	

Pre Business Plan Review Template

Objectives

Progress so far

Anticipated progress at year end

Areas of work to carry forward

<p>To define, maintain and promote IT Standards in Haringey in accordance with the Council's strategic direction, the security and integrity of data/systems, and the development and implementation of new technology</p>	<p>remote assessments</p> <ul style="list-style-type: none"> Use of tablet PCs with wireless link to I-World being piloted to enable officers to process housing and Council Tax benefit claims in citizens homes <p>Deliver on all projects associated with the Change Management Programme</p> <ul style="list-style-type: none"> See above <p>Support e-Learning staff development facilities/ initiatives</p> <ul style="list-style-type: none"> Tactical e-learning solution based on IdeA knowledge pool in progress <p>Develop and maintain appropriate standards and policies to ensure robust security and integrity of Haringey's networks and applications/systems</p> <ul style="list-style-type: none"> Updated Security standards related to... <ol style="list-style-type: none"> Network Logon Warning Mimesweeper Warning Webmail acceptable 	<p>Opportunities for further application of this technology identified, planned and implemented where appropriate</p> <ul style="list-style-type: none"> Pilot completed and solution deployed Offline solution for PDA and other handheld devices available See above IDEA knowledge pool material available to all staff. Ability to author new material available to OD&L 	
		<ul style="list-style-type: none"> Review of all IT Security policies as part of the migration from BS7799 to ISO 27001 Publication and training following revision of IT Security 	<ul style="list-style-type: none"> Action plan tasks following ISO 27001 external quality assurance audit Ongoing review and amendment of IT Security policies and

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
	usage	<p>policies</p> <ul style="list-style-type: none"> Review of IT standards 	standards
<p>Develop and maintain a service infrastructure platform to support the accommodation strategy and flexible working</p> <ul style="list-style-type: none"> Exploitation of Citrix functionality to support hot desking is increasing across the Council Increase in use of webmail as a flexible working (time and location) tool Provision of remote access via browser to Citrix desktop and applications technically available: internal pilot to commence 	<ul style="list-style-type: none"> Remote access pilot completed, including technical availability and impact; opportunities and constraints; support and security policies; end user documentation; deployment policies Availability of remote access to business units in line with agreed and published IT deployment policies and HR guidelines 		
<p>Maintain BS7799 certification (changing to ISO27001 by December 2006)</p> <ul style="list-style-type: none"> IT Services successfully maintained it's BS 7799 certification status following an external surveillance audit held on 26 June 2006 by Lloyds Register of Quality Assurance (LRQA). 	<ul style="list-style-type: none"> LRQA have deferred IT Services ISO 27001 transition audit dates to 09 & 10 January 2007. It is anticipated that upon completion of an ongoing transition project, IT Services Information Security Management System (ISMS) will be fully compliant with ISO 27001 by year end. 	<ul style="list-style-type: none"> In 2007, the IT Services ISO 27001 compliant ISMS will need to be maintained on an ongoing basis to ensure our certification status is retained. IT Services will be subject to regular 6 monthly ISO 27001 external audits to monitor compliance. 	
<p>To ensure our IT functions efficiently and effectively with a</p>	<p>Build on the role of the business partner to promote IT services</p>		

Pre Business Plan Review Template

Progress so far

Anticipated progress at year end

Areas of work to carry forward

<p>customer orientated manner</p>	<p>and represent the business IT needs</p> <ul style="list-style-type: none"> Continuing to build on the Business Partner role across the Council, with particular emphasis on Council priorities strategic initiatives, and local business unit projects <p>Improve communication methods to ensure customer base is well informed about ITS activities and offerings</p> <ul style="list-style-type: none"> IT Services Performance summary providing business oriented updates on IT operational activities and achievements has been drafted for internal review prior to general publication Weekly briefings to lead Member on key initiatives and their business impact IT Staff survey has reviewed user perception and effectiveness of IT communications Business Partners hold regular meetings with Directorate management and attend Directorate management meetings providing two way 	<ul style="list-style-type: none"> Support improvement of business facing processes in the Insource environment Key SLAs in place and agreed with business 	<ul style="list-style-type: none"> Continue building on this highly successful role and ensure a more strategic focus where Business Units' business plans and IT strategy are aligned SLAs in place for all services provided by IT. Regular service reviews with business users in place
	<ul style="list-style-type: none"> Introduction of a dedicated resource, within the Strategy and Relationship Management team, to focus on business communications Development of a communications strategy Publication of IT Services Performance summary On-line visibility, via Harinet of: <ul style="list-style-type: none"> Incidents and status Change requests and status Self Help for common 		

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
	<p>feedback on key IT activities</p> <ul style="list-style-type: none"> Technical communications to the business are reviewed by Business Partners to ensure they are presented in a way that is relevant to the customer base 	<p>problems</p>	
To maintain appropriate skills, experience and motivation in IT Services	<p>Ensure all new starters receive induction</p> <ul style="list-style-type: none"> Induction pack for IT is available on Harinet Induction process has been implemented 	<ul style="list-style-type: none"> All new staff and contractors to receive an induction to IT services with Executive Support Team 	Regular review of Induction Pack and process
	<p>Ensure all level 3 and 4 staff participate in Leadership Programme</p> <ul style="list-style-type: none"> Names of participants identified and communicated 	<p>Relevant staff will commence courses as per training schedule for OD&L</p>	Following completion of recruitment of senior managers arrange for participation of programme
	<p>Develop individual training programmes for all staff in line with skills assessment</p> <ul style="list-style-type: none"> Individual Development Plans have been prepared (Performance Appraisal process Centralised record of training for all staff is held and monitored/updated by Executive Support Team 	<ul style="list-style-type: none"> Training programmes arranged and attendance monitored 	Outstanding training to be included in future Performance Appraisal development plans
	<p>Encourage secondments to temporary roles</p> <ul style="list-style-type: none"> Staff secondments to projects e.g implementation of new Service Management Tool, SAP 	<ul style="list-style-type: none"> Further secondments will be made available as opportunities arise 	<ul style="list-style-type: none"> Ongoing

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
	<p>project team, Insource programme</p> <p>Encourage participation in corporate initiatives (e.g Aiming High)</p> <ul style="list-style-type: none"> Member of staff supported throughout Aiming High Programme Currently three members of staff engaging in coaching and supporting practitioners in relation to ICS (Institute of Customer Service) Professional Awards Four members of staff nominated for participation in ICS (Institute of Customer Service) training Nominations made for Xtra Mile awards <p>Ensure exit meetings are held when staff leave</p> <ul style="list-style-type: none"> Exit meetings have been undertaken and process in place. Executive Support Team have devised questionnaire and centrally control and monitor exit meetings <p>Ensure all performance appraisals are completed within corporate timescales</p> <ul style="list-style-type: none"> Corporate process followed <p>Review new service development</p>	<ul style="list-style-type: none"> Member of staff completed Aiming High programme Coaching and support of practitioners undertaking the ICS awards underway 	<ul style="list-style-type: none"> Ongoing encouragement to participate in initiatives
		<ul style="list-style-type: none"> Undertake exit meetings as and when required 	<ul style="list-style-type: none"> Ongoing when required
		<ul style="list-style-type: none"> Performance Appraisals completed to corporate timescales 	<p>Ongoing</p>
	To further improve		

Pre Business Plan Review Template

Progress so far

Anticipated progress at year end

Areas of work to carry forward

<p>Objectives</p> <p>effectiveness of our partnership arrangements with suppliers and commercial partners</p>	<p>meeting structure and reporting arrangements</p> <ul style="list-style-type: none"> • Scheduled standard service meeting format in place • Annual meeting format drafted but not implemented • Technical meeting format drafted but not implemented • Reporting arrangements subject to change following Insource project and implementation of new service desk tool <p>Maintain the IT contracts register</p> <ul style="list-style-type: none"> • Ongoing for all new IT contracts. • Ongoing but subject to limitations regarding availability of data for existing IT contracts. <p>Build on contracts and licencing knowledge and seek continuous improvements</p> <ul style="list-style-type: none"> • Ongoing for all new IT contracts in accordance with relevant industry best practice guidance. • Ongoing in accordance with business expectations but subject to limitations regarding contractual obligations for existing IT contracts. <p>Monitor and apply best practice in contractual arrangements with our suppliers</p> <ul style="list-style-type: none"> • Ongoing for all new IT contracts in liaison with Supplier Management for support 	<ul style="list-style-type: none"> • The frequency of meetings will be change • Pilot annual meeting format for full implementation 07/08 • Pilot technical meeting format for full implementation 07/08 • Agree report format and distribution/publication. <ul style="list-style-type: none"> • Ongoing for all new IT contracts. • Ongoing but subject to limitations regarding availability of data for existing IT contracts. <ul style="list-style-type: none"> • Ongoing for all new IT contracts in accordance with relevant industry best practice guidance. • Ongoing in accordance with business expectations but subject to limitations regarding contractual obligations for existing IT contracts. <ul style="list-style-type: none"> • Ongoing for all new IT contracts in liaison with Supplier Management for support 	<ul style="list-style-type: none"> • Implementation of annual meeting format following pilot • Implementation of technical meeting format following pilot <ul style="list-style-type: none"> • Dependant on timeline for deployment of CMS by CPU which will replace the IT contracts register. <ul style="list-style-type: none"> • Ongoing for all new IT contracts in accordance with relevant industry best practice guidance. • Ongoing in accordance with business expectations but subject to limitations regarding contractual obligations for existing IT contracts. <ul style="list-style-type: none"> • Ongoing for all new IT contracts in liaison with Supplier Management for support
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Pre Business Plan Review Template

Objectives

Progress so far

Anticipated progress at year end

Areas of work to carry forward

	<p>requirements.</p> <ul style="list-style-type: none"> Ongoing in accordance with business expectations but subject to limitations regarding contractual obligations for existing IT contracts. 	<p>requirements.</p> <ul style="list-style-type: none"> Ongoing in accordance with business expectations but subject to limitations regarding contractual obligations for existing IT contracts. 	<p>requirements.</p> <ul style="list-style-type: none"> Ongoing in accordance with business expectations but subject to limitations regarding contractual obligations for existing IT contracts.
	<p>Develop (HC) contract terms and conditions</p> <ul style="list-style-type: none"> Legal Services is taking the lead on developing standard T&Cs for licence, support/maintenance agreements etc. with input from IT Services. 	<ul style="list-style-type: none"> To have draft T&Cs ready for distribution and review as part of a wider consultation process. 	<ul style="list-style-type: none"> Final approval of T&Cs and their inclusion in all IT procurements as standard practice.
	<p>Deliver best value on all procurements in line with Haringey's financial regulations and standing orders (Gershon)</p> <ul style="list-style-type: none"> All procurement of goods and services are in line with financial regulations and standing orders 	<ul style="list-style-type: none"> Review of procurement approach completed to ensure BV and VFM are achieved 	<ul style="list-style-type: none"> Ongoing consideration of BV and VFM when procuring goods and services
	<p>Participate in the London Connects, NLSA and other external Forums</p> <ul style="list-style-type: none"> Re-launch of NLSA IT group NLSA IT sub groups formed for SAP and Architecture Participation in various London Connects sub groups, including Data Connects, GIS. 	<ul style="list-style-type: none"> Work programme for NLSA sub groups agreed Feedback from NLSA sub groups to main group Ongoing work with London Connects working groups. 	
	<p>Consider implementing BS1500 (service management)</p> <ul style="list-style-type: none"> There is no current plan to consider accreditation as we do 	<ul style="list-style-type: none"> Excellent progress is being made towards implementing an 	<ul style="list-style-type: none"> It is possible for an organisation to achieve certification after 1-2

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
	not have sufficient maturity in ITIL processes	ITIL based Service Management and Delivery function with a fully compliant tool-set using the Infra Suite of products. At the Same time the recommended organisation structure should be in place by the year end.	years of having a mature set of processes and controls in place. It therefore recommended that any plans should be carried forward to 2008.
To achieve continuous improvement of our service	Review changes to the change management process <ul style="list-style-type: none"> Design complete, implementation planned for Mid September. 	<ul style="list-style-type: none"> A full review and re-design of change management processes has been completed and will be implemented as part of the Service Management Design activity. 	<ul style="list-style-type: none"> Continuous improvement will need to occur, including full implementation of change approval board and SLA monitoring.
	Implement a seamless business case operation <ul style="list-style-type: none"> Significant improvements have been made with the introduction of a simplified, single, electronic procurement request 	<ul style="list-style-type: none"> E-form based procurement request available and reviewed in respect of user feedback and end-to-end process effectiveness 	<ul style="list-style-type: none"> Continued review
	Ensure optimisation of stock management	<ul style="list-style-type: none"> Commence implementation of Stores module 	<ul style="list-style-type: none"> Complete implementation and on-going maintenance processes including min/max stock levels to improve efficiency and service levels
	Maintain quality asset register in respect of all IT assets <ul style="list-style-type: none"> Population and verification of hardware and software assets completed 	<ul style="list-style-type: none"> Asset operational documentation completed and approved Ongoing update of asset 	<ul style="list-style-type: none"> Ongoing maintenance and verification of asset database

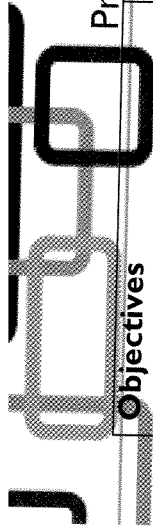
Pre Business Plan Review Template

Objectives

Progress so far	Anticipated progress at year end	Areas of work to carry forward
<p>Develop and maintain effective disposal of hardware</p> <ul style="list-style-type: none"> Initial contract with 3rd party provider for disposal of all hardware 	<p>database</p> <ul style="list-style-type: none"> Review performance of contract and update disposal policy 	<ul style="list-style-type: none"> On-going monitoring of contract
<p>Continuous maintenance of the project management framework</p> <ul style="list-style-type: none"> Major IT PMF completed June, in conjunction with representatives from the Corporate PMO and including: <ul style="list-style-type: none"> Lessons learnt from e-govt projects; Audit Commission recommendations; Practical experience 	<ul style="list-style-type: none"> Development of Haringey's Project Management Framework to accommodate lessons learned from the previous year's projects and integration with the newly launched ITIL based Service Management methodology. This should provide easier access to technical resources, a more scalable approach and a smoother release into production. 	<ul style="list-style-type: none"> Continuous update with lessons learnt
<p>Continue to participate in benchmarking exercises to assess our position</p> <ul style="list-style-type: none"> Participated in SOCITM software and other smaller online benchmarking exercises Completed the National eService Delivery Standards self assessment tool 	<ul style="list-style-type: none"> Commence participation in 2007s SOCITM main benchmarking process (March 07) Analyse report from NeSDS self assessment 	<ul style="list-style-type: none"> Benchmarking exercises – Ongoing to continue to assess our position and be aware of areas for improvement and value for money
<p>Introduce an annual independent customer feedback process</p> <ul style="list-style-type: none"> As part of consultation process for current IT organisational 	<ul style="list-style-type: none"> Following analysis of results action plan put in place to respond to any key issues and 	<ul style="list-style-type: none"> Survey to users sent on annual basis to continue to review and improve service provided

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
To deliver intended outcomes of the key projects fro 2006/07	<p>Review, a Survey was sent to 1500 users across the Council</p> <p>Ensure project management is applied consistently across all IT projects</p> <ul style="list-style-type: none"> IT Project Managers use the standard PMF methodology to manage all IT projects <p>Deliver all IT Service elements within defined timescales</p> <ul style="list-style-type: none"> All service elements fall into two categories (standard and new). Standard services are delivered within defined timescales. The delivery of new services are agreed with the business owner including timescales. <p>Ensure adequate budget management of all IT related projects</p> <ul style="list-style-type: none"> Overall IT capital budget reconciled on a monthly basis with SAP and exceptions reported to the head of Access Services Project budgets are reconciled on a monthly basis with SAP, incorporated into monthly highlight reports and scrutinised by project boards <p>Pro-active support to all Project Board and Project sponsors</p> <ul style="list-style-type: none"> Business Partners and Project Managers meet with key project 	<p>feedback to users.</p> <ul style="list-style-type: none"> Continue use of PMF with monitoring by IT PMO group Ongoing delivery of standard and new services to the user community 	<ul style="list-style-type: none"> Ongoing delivery of standard and new services to the user community On-going On-going On-going



Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
	<p>stakeholders on a regular basis</p> <ul style="list-style-type: none">In addition to the IT project manager, each project board is attended by the supporting Business Partner and/or the Program Development Manager and/or Head of IT Services	<ul style="list-style-type: none">On-going	<ul style="list-style-type: none">On-going

3. Performance

Please complete Appendix I.

For all indicators where performance against target or threshold is at risk set out: details in the table below

Ref	Description	2006/07 target / threshold	2006/07 performance Apr-Aug	2006/07 projection	Proposed remedial action to achieve target
	NIL				

4. Value for Money (Cost, Performance, Perception) –

Heads of Service previously completed a Value for Money pro-forma which includes unit costs, comparative data and/or other value for money information that helps to demonstrate value for money for the service. Also refer to Appendix 2 –the Audit Commission Value for Money profile.

Please comment on your assessment and highlight value for money in a way that suits the local service

Central IT participates in SOCITM benchmarking an annual survey along with 17 other London Boroughs. Over the past several years it has been awarded with many indicators of goods practice in purchasing of IT equipment namely PC's, Laptops and voice connectivity.

IT's purchasing department complete a mini tendering process every month for all standard equipment which enables all suppliers to compete to provide the best possible prices. These prices are held by the suppliers for month and all orders raised are for the best price tendered.

Central IT is currently undergoing a restructure of its staff due to the Infrastructure management being in-sourced which should give us better control of how we offer our services. We hope to implement a more robust change management system with the

Pre Business Plan Review Template

possibility of external costs and cheaper costs. This will enable us through development of our staff to retain the knowledge in-house and therefore reduce the number of agency staff.

As part of the relocation of IT Services we are reducing our floor space by being located on one floor rather than various sites. We are also cutting down our dependency on manual files and moving to electronic document management, therefore requiring less floor space.

Central IT was the first London Borough to receive the BS7799 certification for the management of security information and also won an award for ECare (social services software implementation) and being one of the first AAA government websites and also won the IVCA for social inclusion of the Haringey website. The website has shown this year a 400% growth in its usage and can now be used to pay both your council tax and post your planning applications online.

5. Finance

5.1 Spend against Budget

Appendix 3 shows an analysis of the cost of your service. Where there are over-spends or under-spends either as at end of August or at projected year-end, please list reasons and proposed remedial action.

<p>Projected variation of £x – reason – remedial actions being taken / proposed</p>	<p>Current underspends are predominately for agency resource. This is due to delay in invoicing.</p> <p>Projected year end situation is a potential overspend on revenue agency resource due to increase in agency margins with the exception of Insurance where we are assured that shortfall will be met from corporate resource centre savings. Remedial action is in place in the form of recruitment of in-house staff as quickly as possible</p>
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5.2 Impact of Previous Years' Investment (New Table)

(List investment received over past 2 years per area/service and demonstrate how this has led to improved service performance/outputs/outcomes)

Area/Service	2004/05 £'000	2005/06 £'000	Planned impact	Actual impact
Data Administrator		40	Meet increased workload	Forecast workload increases met; however, there has been further increase in demand for data access
Webcasting		100	Webcasting of Council meetings as part of the e-democracy strategy to improve local engagement	Webcasting successfully launched during e-democracy week. Following continued increase in viewing figures the use of webcasting has been extended to all key Council meetings and to include pre-recorded media
Recurring Web Casts		50	Meet operational costs	Budget now passed to Member Services

Pre Business Plan Review Template

5.3 Agreed Cashable Efficiency (Please set out progress on savings already agreed over the next 3 years in addition to Savings & savings 2006/07 to 2008/09 Investments already agreed. Where savings have not been achieved state the reasons.)

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
Council wide change request reduction post refresh	100	50	0	Council wide target based on the benefits of the new corporate infrastructure. Achieved.
Council wide Home computing initiative	15	15	0	Council wide saving. This scheme was abandoned due to changes by the Chancellor in the April '06 budget statement. Hence achieved Councilwide through other efficiency savings
General efficiency gains post Tech refresh		100	0	Now irrelevant due to insource decision
Staffing reduction		66	0	Not achievable
CEMB	18.8			Now irrelevant due to insource strategy
Total	133.8	231	0	Not achievable This is SAP investment to save opportunity achieved by other efficiency savings within 06/07 ITS budget

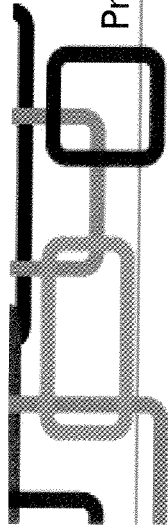
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5.4 Agreed Non-cashable (Please set out progress on savings already agreed over the next 3 years. Where savings have not been efficiency savings 2006/07 to 2008/09 achieved state the reasons.)

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
None				
Total				

5.5 Pre-Agreed Revenue Investment Proposals (Please comment on progress on use of investments previously agreed) (growth bids).

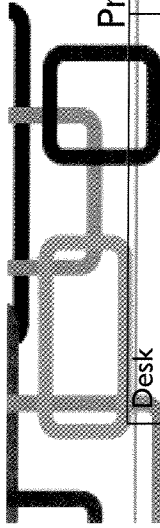
Details of Investment	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
None				



6. Risk Management

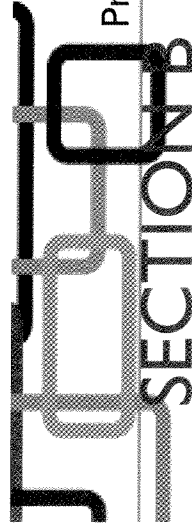
6.1 You will already be monitoring risks through your risk register. Please set out any issues or key risks that might impact on your service in the coming year.

Risks	Mitigation	Further actions required
<p>Inability of business users to properly take on key IT related roles such as project sponsor and application owner</p>	<ul style="list-style-type: none"> Where this is the result of lack of resources, i.e. business users cannot devote enough time to IT related roles in order to carry them out properly, work with the business users and their superiors to help make the time or find alternative business users Where this is the result of lack of understanding or experience on the part of business users, coach business users in their IT related roles via Business Partners 	
<p>Limited implementation of standards due to perception of them as unnecessary overheads</p>	<ul style="list-style-type: none"> Clearly communicate benefits of applying/following standards, e.g. improved quality of deliverables, reduced need for re-work 	
<p>Low take-up of customer self-service offerings leading to extra burden on ITS Service</p>	<ul style="list-style-type: none"> Clearly communicate advantages to customer base Monitor take-up – in the 	



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<p>Desk</p>	<p>event of low take-up, investigate causes, resolve issues and re-launch</p>	
<p>Niche suppliers of specialist local government applications may continue to use non-standard application architectures that conflict with Council's IT architecture roadmap</p>	<ul style="list-style-type: none"> Encourage business users to consider Council's IT architecture when selecting software suppliers by scoring more highly those that comply 	
<p>Managed service providers (MSPs) do not provide an adequate service</p> <ul style="list-style-type: none"> Breach of contract occurs Security of assets is inadequate Providers are financially unstable Partnerships with integrators deteriorate due to lack of development and investment CRM goes down leading to unavailability of process support and inability to record customer contacts Resources not available for re-negotiating contracts 	<ul style="list-style-type: none"> Conduct regular (monthly) service reviews and improved reporting (standardisation) Conduct regular site visits and increased internal audit activity Monitor stock market and press activity Create appropriate Business Continuity Plan (BCP) Create appropriate Disaster Recovery Plan (DR) and conduct annual testing on supplier sites Conduct contract reviews Conduct annual reviews of all MSPs Continue monitoring and management of BS7799 principles 	



SECTION B

What will affect the work of your Business Unit in the next four years?

7. Legislative regulatory, national policy changes or other external pressures including demographic changes

Please identify and explain how these will impact on your business unit here.

To enable partnership working

- Children Act 2004 – ISA (Information Sharing and Assessment, formerly IRT) index, when Government define requirements
- Crime and Disorder Act – information sharing
- The Common Law duty of confidentiality – in respect of information sharing and DPA

To ensure security of information

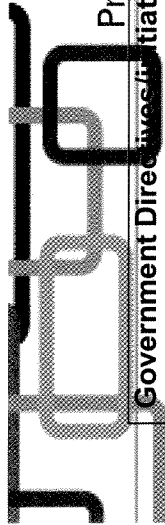
- Data Protection Act (DPA) 1998
- Human Rights Act 1998 – Article 6/8 in respect of DPA
- Children Act 1989 – in respect of DPA especially section 47
- Telecommunications Act – monitoring standards
- Health and Social Care Act 2001 – information sharing and DPA
- Connecting for Health – connectivity with NHS, implementation in Social Services
- Regularity Investigatory Powers Act 1998 – information sharing and audits/investigations

To ensure accessibility to all

- Disability Discrimination Act (DDA) – web design/computer facilities for disabled staff

To ensure efficient and effective contract arrangements

- Gershon – support other business units in exploiting IT to drive out efficiencies.



Government Directives/Initiatives
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- Transformational Government Strategy – supporting business units throughout five-year programme, focussing on developing shared services, citizen centric services and maintaining professional project management standards.

8. Customer Focus

Customer type	Current assessment of perceptions	Proposed actions to improve perceptions to an acceptable level
Internal	<p><u>Surveys</u></p> <p>An externally managed survey, to help assess customer perception of the service provided by ITS, was sent to 1500 ad hoc members of the Council. In June 2006. The survey results were analysed and results used to see where improvements were required to feed into the IT Review.</p> <p>276 responses were received, which is a response rate of over 18%. This is excellent compared to the typical response rates of around 10%.</p> <p>Perception was better than anticipated, for example:</p> <ul style="list-style-type: none"> • Around 80% of responses praised IT support staff as generally 	<p>An Action Plan is being produced in relation to the key areas requiring improvement.</p> <p>The survey will continue to be produced on an annual basis to a section of the Council's IT users, to establish performance of ITS in relation to quality of service to our customers and identify areas for improvement.</p> <p>Liaison will also be taking place with SOCITM (Society of IT Management) with a view to eventually undertaking their externally managed survey which will be sent to all users.</p> <p>Within the new IT structure, a new team has been developed "Business Unit Information Centre" who be the central point of contact for all communications from ITS to the key stakeholders, promoting the key successes and performance measures of ITS.</p> <p>The success of the Business Partner team, who are responsible for relationships between ITS and the business, is being built upon within the new structure to ensure a more strategic focus with business units.</p>

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helpful and knowledgeable:

- 69% of users agree that their issues were resolved within an acceptable time
- 80% of users with multiple technology problems were positive regarding resolution
- Over two thirds of users indicated that IT Services proactively seek to improve the quality of technology that it provides to the business.

Key areas requiring improvement, for example:

- Communication of the service levels
- Obtaining progress updates from IT support staff
- Improvement of communication
- Improvements in the change request process

9. SMART Working

<p>People Set out progress against your People Plan objectives and identify 3 key areas of work for 07/08.</p>	<p>Progress against People Plan and the key challenges recognised for 2006/07:</p> <ul style="list-style-type: none"> IT Review: <p>IT re-organisation structure was approved at Council Executive on 25th July 2005. The new structure will, for example, help to build upon the successful introduction of Business Partner role to ensure a more strategic focus with business units, ensure a robust change management process is in place, allow for potential improvements in Service Level Agreements (SLAs).</p> <p>Regular communication/consultation has been undertaken with staff to help minimise the uncertainty of what the changes will be. There is also an area on Harinet for IT staff in relation to the IT Review. HR and the union have been involved with the consultations, which will continue to take place until the review is complete.</p> <p>As part of the review, an externally managed survey was sent to 1500 ad hoc users within the Council to assess the perception of IT and to help analyse where improvements are to be made (see bullet point below "Benchmarking/surveying the IT service " for more information).</p> <p>Recruitment of four of the five senior management roles has occurred (Service Delivery Manager, Strategic Planning and Relationship Manager, Operations Manager and Development Programme Manager) and the successful candidates are already in post.</p> <p>Interviews have also taken place for other roles within the new structure with successful placement of candidates.</p> <p>The recruitment process, including ring-fence interviews, will continue over the next couple of months.</p> ALMO: <p>Initial SLAs are now in place following consultation with the business. These will need to be revised following the Insource project.</p>
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- **Sickness**

Focus has been put on reducing absence levels and where required referral has been made to OHU.

A report is sent to the Managers each month highlighting the sickness levels within their team and issues are addressed at an early stage and sickness monitoring is applied where necessary.

Under the current recruitment process all those new to management/ new managers to Haringey will be undertaking the "Absence Management" course run by OD&L.

- **Development of Staff and Management**

A central record is kept of all IT staff training and a contract has been undertaken, following tender process, with an external training company for the more technical skills required. SMT regularly monitor IT training plan/budget to ensure there is equal opportunity for all staff/managers to develop.

A member of staff recently completed the Aiming High initiative and managers who did not undertake the Leadership Programme in 2005/06 are taking part in the programme in 2006/07.

Secondments have taken place within IT to help with development of staff e.g project team work within IT and also within other directorates e.g eCare Project Team.

Personal development training has been organised for staff and training has been given to IT support staff who applied to become trainers themselves in relation to the new Service Management Desk tool. These support staff are now training staff from across the Council who will be using this new application. Altogether 110 staff will be trained.

Those new to management within Haringey will be undertaking "Induction for Managers new to Haringey" course run by OD&L.

- **Benchmarking/surveying the IT service**

ITS have worked with SOCITM and 16 other London Boroughs for several years to establish performance of Haringey within the London group.

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Unfortunately we had to seek agreement from the Assistant Chief Executive (Access) to pull out of this year's process due to other priorities within the Service e.g transition/Insource programme. We will be taking part in 2007/08.

As mentioned above, in bullet point re IT Review, a survey was sent to 1500 members of the Council, managed and analysed by an external company. 276 responses were received, which is a response rate of over 18%. This is excellent compared to the typical response rates of around 10%. An action plan has been put together in relation to key issues for improvement recognised within the analysis.

This survey will be carried out on an annual basis for the next couple of years covering a similar number of users. During this time, liaison will also take place with SOCITM (Society of IT Management) with a view to eventually covering all users. This will be managed externally by SOCITM and will link to the yearly benchmarking process.

- Projects

IEG Capital Projects underway for 2006/07 and on schedule/budget. Project Management Framework (PMF) has been updated and the latest version issued incorporating lessons learnt from the Post Implementation Reviews (PIRs) of last year's eGovernment projects.

Three key areas of work for 2007/08:

- Identify gap in skills post Insource Programme. This needs to be prioritised and controlled on an individual basis e.g technical skills, shadowing to learn new skills, cross-skilling new recruits in systems and applications developed by managers and also looking at the mandatory courses that are required and provided by OD&L. Customer Service training mainly within the Service Desk Team, to improve our interactions with the customers of that service, is important for as part of the transformation of our current Helpdesk into an ITIL Service Desk. ITIL training of various levels for all staff in ITS, so that they understand the framework we are operating and their part in it.
- Development of Haringey's Project Management Framework - to accommodate lessons learned from the previous year's projects and integration with the newly launched ITIL based Service Management methodology. This should provide easier access to technical resources, a more scalable approach and a smoother release into production.

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	<ul style="list-style-type: none"> • <u>Increase understanding of general service issues</u> e.g HR/recruitment process to allow for service improvement.
<p>Work methods and Technology Identify any key IT projects for the coming year so that the impact of these projects can be assessed.</p> <p><i>Impact includes any requirement for IT resource such as new or changes to existing software, any systems requiring upgrades, accommodation moves, changes to operating hours. Your IT Business Partner will work with you to assess this impact and provide budgetary estimates</i></p>	<ul style="list-style-type: none"> • <u>Development of the Service management tool and processes</u> – During 2006 IT Services have been developing a set of process and policies to follow the ITIL Service management recommendations. To support this an ITIL tool-set has been procured and introduced to replace the existing tool. Going forward these all will need to be institutionalised across IT services and continuously developed to improve performance. • <u>IP Telephony</u> – The existing telephone switch at River Park House is nearing the end of it's planned lifespan (10 years). It would be wise to look to replace this equipment with an IP based telephony solution. The implementation of such a solution would allow the Borough to migrate all of its voice services onto the newly deployed network infrastructure which is capable of being used to transport voice as well as the current data traffic. This should lead to efficiencies in the management of telephony services and lower inter-site call costs. IP telephony switches can be configured to offer higher levels of resilience than is currently provided with the single telephone switch.
<p>Workplace Identify any accommodation issues.</p>	<ul style="list-style-type: none"> • <u>Decommissioning and making good of Comms Rooms, including Alex House, to meet Health and Safety requirements</u> • <u>The current physical layout of equipment within the data centre at RPH is limiting the amount of equipment that can be located in the facility. A reorganisation of racks in to a more industry standard "hot aisle, cold aisle" configuration would improve temperature control within the facility and allow for greater growth. There maybe some need to reconfigure ducting to channel hot and cold air more effectively inside the data centre.</u>

SECTION C

Proposals for the year ahead

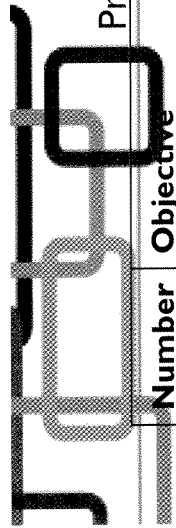
10. New objectives for the next financial year- these need to be specific and relate to service improvements.

(Please also refer to Section A, Box 2 for areas to be carried forward and section B in completing this table.)

Number	Objective	Why is this important	Key activities	Dependencies and joint working
1	Consolidate and evolve the post-insource IT organisation	Provide and maintain strong and skilled organisational base to support the evolution of IT within Haringey Council	<ul style="list-style-type: none"> • Identify and rectify gaps in skills post Insource • Build understanding of HR related processes • Identify and implement opportunities for staff and management development • Manage the integration of new staff into the organisation • Develop a greater customer focus culture: <ul style="list-style-type: none"> ○ Give better feedback on progress of service requests ○ Provide more accurate estimates on timings ○ Develop a more flexible approach to solving business problems whilst maintaining IT policies and standards 	In conjunction with Organisational Development and external providers as appropriate

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Number	Objective	Why is this important	Key activities	Dependencies and joint working
2	Improve the perception of IT across the customer base	Increase IT awareness across the Council and facilitate the customer base to make better use of technology to improve service delivery and efficiency	<ul style="list-style-type: none"> • Develop and implement customer communication strategy including the promotion of achievements and availability of performance metrics • Ensure all policy documents are published in a customer oriented manner • Extend communication strategy to encompass promotion of IT to Members • Publish IT Services Catalogue • Complete agreement of SLAs with customers • Introduce regular service reviews with business users • Work with business users to improve understanding of key IT related roles such as project sponsor and application owner • Introduce and implement methods for measuring and assessing customer perception 	<p>In conjunction with Communications Unit</p> <p>Requires new BU Information Centre post to be filled</p>
3	Provide strategic leadership on IT related governance and standards	Ensure consistency and visibility of all IT projects	<ul style="list-style-type: none"> • Build role of IT PMO to evolve and apply project standards in line with corporate standards and to provide a quality assurance function 	<p>In conjunction with Improvement and Performance and OD&L (Change team)</p>



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Number	Objective	Why is this important	Key activities	Dependencies and joint working
			<ul style="list-style-type: none"> • Review demand and internal capacity management processes to improve alignment of IT delivery capability with business needs • Work with Corporate PMO to ensure all project business cases are fully costed and have benefits realisation plan to enable realistic assessment of proposals • Ensure adequate budget management of all IT related projects • Work with corporate change management team to ensure all projects contain adequate change management plans • Develop and maintain appropriate standards and policies to ensure robust security and integrity of Haringey's networks and applications/systems • Define and implement corporate standards for compliance and operation of information sharing protocols; develop the Data Exchange strategy. 	
4	Lead on opportunities for delivery of the "T-Gov" agenda	Ensure LBoH meets Government direction	<ul style="list-style-type: none"> • Develop capital investment programme in line with business and IT Strategies • Build and maintain knowledge of government direction and trends on "T-Gov" ensuring BU management have appropriate awareness 	London Connects SOCITM CIO Council Neighbouring Boroughs (NLSA)

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Number	Objective	Why is this important	Key activities	Dependencies and joint working
			<ul style="list-style-type: none"> • Work with BU management to identify and plan responses to T Gov: <ul style="list-style-type: none"> ○ Citizen centric services ○ Efficiency ○ Improve delivery of IT enabled change • Maintain and promote a technical and service infrastructure platform to support the accommodation strategy and flexible working 	
5	Develop business aligned IT strategy and plans		<ul style="list-style-type: none"> • Identify key areas of business demand and develop supporting IT strategies, policies and plans: <ul style="list-style-type: none"> ○ Identity management ○ Knowledge and information management ○ Performance management ○ Applications integration ○ Data warehousing • Develop IT roadmaps for key functional and/or business areas • Create IT applications architecture encompassing a business view of an applications roadmap with technical standards and principles 	Service heads Market research – SOCITM; Gartner and other best practice monitors

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Number	Objective	Why is this important	Key activities	Dependencies and joint working
6	Reduce IT operational costs and achieve continuous improvement of our service		<ul style="list-style-type: none"> • Establishing agreed performance levels with internal suppliers and customers and continuously monitor and improve overall service delivery. • Continue to develop service management practices using ITIL recommended policies and processes together with complimentary technology to provide a more robust operations environment. • Identify and implement opportunities to reduce the applications portfolio • Continue participation on benchmarking against best practice • Complete introduction of IT stock management optimisation processes • Identify and implement opportunities for internal customer self service 	Business demand and supplier costs
7	Delivery intended outcomes of 2007/8 projects		<ul style="list-style-type: none"> • Corporate Projects: <ul style="list-style-type: none"> ○ Transactional efficiency ○ Customer Services strategy and re-rendering for support ○ Mobile working ○ Website evolution (internal and external) ○ Graphical representation of service and demographic information 	

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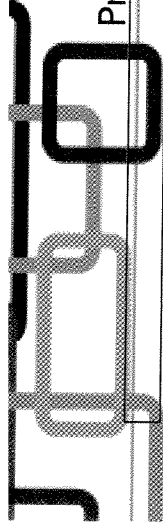
Number	Objective	Why is this important	Key activities	Dependencies and joint working
8	Identify opportunities for reuse of resources	Support Haringey Council's commitment to sustainability	<ul style="list-style-type: none"> • Business unit driven Projects • Investigate and introduce opportunities for reduction in energy usage within IT environment 	

Pre Business Plan Review Template

Capital Investment Proposals

Please list all capital proposals that have been submitted in the capital appraisal process.

Proposed investment (description of scheme/ programme line)	Capital sought from Council resources			Council contribution as a % of overall capital cost
	2007/08 £'000	2008/09 £'000	2009/10 £	
IEG/T-Gov Capital Programme: <ul style="list-style-type: none"> • Transactional efficiency, including SAP (employee/management self-service; project mgt; shared services etc) • Customer Services strategy and refendering for support • Support for mobile working • Development and evolution of external and internal websites • Graphical representation of service and demographic information • Programme Management • Planning and testing of the Corporate Applications platform including: <ul style="list-style-type: none"> ○ Applications integration ○ Applications architecture ○ Data Management and underlying technologies eg. - identify management and authentication; data warehousing; knowledge and information management 				
Total	2.75M	2.5M	3.0M	
IP Telephony (IPT) IPT Pilot	0.25M	1.4M		
Evolving ICT Infrastructure	0.5M	0.5M	0.5M	
Regular Upgrades to Bus. Applications	0.5M	0.5M	0.5M	
TOTAL	4.0M	4.9M	4.0M	

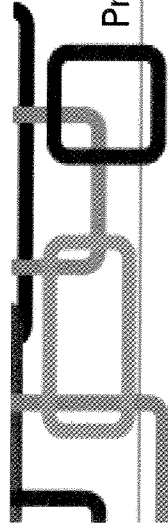


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12. New Revenue Investment Proposals (growth bids).

This proposal must include any additional revenue implications arising from any capital proposals in Table 11.

Proposed investment	How does this support Council Priority	Justification (linked to PBPR Section A & B)	07/08 over 06/07 £'000	08/09 over 07/08 £'000	09/10 over 08/09 £'000	10/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
(a) Key service priority investments									
(b) Unavoidable cost pressure (price above inflation, demand above plans—evidence required)									
(c) Revenue Implications of capital bids (table 12)									

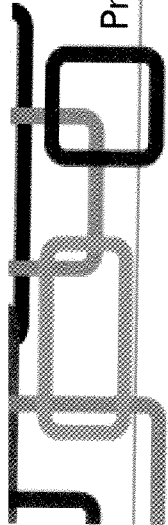


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13. New cashable efficiency savings

Insert proposed efficiency savings, giving an outline of the proposed saving, the impact that this saving will have on performance (if any), the value of the saving in 2007/08 to 2010/11, the number of staff who would be made redundant and the number of posts which would be deleted. This is additional to the already agreed efficiency savings set out in the table 5.3. The total across the four years should agree to the total target savings.

Proposed efficiency saving	Impact on performance	2007/08 over 06/07 £'000	2008/09 over 07/08 £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
a) Cashable Efficiency savings								
Review of support and development arrangements for core applications	Potential reduction in managed service costs through retendering and/or insource of relevant contracts	nil	nil	150 TBC	100 TBC	tbd	tbd	Availability of IT resources and infrastructure capacity
General efficiencies			166					
Staff reduction post self service introduction				50				
Application rationalisation			50		50			
Review of licence profile for Infrastructure apps		TBC	Nil	Nil	Nil	Nil	Nil	Discussions with Microsoft
b) Service Reductions								
Considering insource strategy – none are recommended								
Total								



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14. New non-cashable savings

Non-cashable savings are achieved by (1) Higher output or increased quality (extra service, extra productivity, etc) for the same inputs or (2) Proportionately more outputs or improved quality in return for an increase in resources.
 An example of a non-cashable efficiency is a review of business processes which results in more transactions being processed with the same number of staff whilst maintaining quality of service.

Proposed service improvement/ different way working or	Impact on performance (for LBH & Partners)	07/08 over and above 06/07 £'000	08/09 over and above 07/08 £'000	09/10 over and above 08/09 £'000	10/11 over and above 09/10 £'000	Dependencies/ impact
TBC						
Total						

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Area	Contact	Extension
Finance/ Budget information	Service Finance Manager or Kevin Bartle	3743
PBPR / Business Planning	Eve Pelekanos or Margaret Gallagher	2508 or 2553
CPA	Eve Pelekanos or Christine Piscina	2508 or 2516
Programme / Project Management	James Davis	2510
Smart Working	Philippa Morris	1088
Performance Indicators	Margaret Gallagher or Richard Hutton	2553 or 2549
Risk Management	Anne Woods	5973
Workforce Planning	Stuart Young	3174
People Plans	Philippa Morris/Stuart Young	1088/3174
Procurement	Michael Wood	2120
Equalities & Diversity	Eve Featherstone/Helen Choudhry/ Inno Amadi	2583/2580
Consultation	Janette Gedge	2914
Community Strategy	Janice Robinson	2613
IT	Sheila Mair CES	4672
	Julia McClure Social Services/Finance	4675
	George Liveras Children's Services	3417
	Aslam Osman Housing/Finance	4677
	Jill Hellier Environment	4687