

Appendix 2

Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)

The following table identifies the capital required for 2007/8 based on all business plan bids and IT Services requirements for system maintenance and project support. An explanation of each item can be found on the subsequent pages. Years 2008-11 are estimates based on current expectations for the corporate platforms and do not account for any strategic bids expected in future business plans.

Capital Item (2007/8)	(£,000)
Transactional efficiency	£1,060
e-payments	£176
Support for mobile working	£100
Additional mobile devices	£50
Web development programme	£150
Graphical information systems	£250
Developing general IT platform	£100
Network storage upgrades	£50
IP Telephone Pilot	£250
External Security upgrade	£100
Network Security improvements	£100
Parking Enforcement enhancements	£340
Projects Total	£2,726
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Programme management (staffing)	£350
Total Capital requirement	£3,076
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Total	budget allocated (inc c/f)
	£3,076

Variance against budget allocated.

£0

	Capital item	7/8 (£000)	8/9 (£000)	9/10 (£000)	10/11 (£000)	High level explanation
1.0	<p>Transactional efficiency, including use of SAP (covers project resources, Logica Development but excludes licence costs)</p> <p>Priorities = Organisational Effectiveness, People & Process</p> <p>Category: Service improvement</p>	£1060	£1350	£1000	£1000	<p>The amounts allocated for the SAP project are indicative of the cost of delivering medium to large-scale projects.</p> <p>The justification for this will be based on transaction savings within the back-office and through better project reporting and financial control over the council's major projects including BSF and Better Homes.</p>
1.1	<ul style="list-style-type: none"> • SAP Employee & Manager Self-service • SAP Training and Events – roll-out to business units • SAP review of new HR functionality as a result of the latest upgrade • SAP online Learning module 					<p>In the long term there is a strategy to take further advantage of SAP's high level of functionality and rationalise the number of systems the council is using. Typical candidates for this approach would be Customer relationship management and asset/property management. Costings for these will need to be determined and the business case developed, therefore the future year investment needs are likely to increase.</p>
1.2	<ul style="list-style-type: none"> • Capital Investment Management and Project reporting 					<p>Functionality currently being investigated:</p>
1.3	<ul style="list-style-type: none"> • Benefit fraud investigation and case management • Project mgmt Resources 					<p>Employee self service and Manager Self-Service.</p> <p>These solutions will help improve the quality of services across the council by providing more cost effective and efficient HR services. It empowers employees and management to become self-sufficient, where they are able to carry out transactions and business processes</p>

	<p>Transactional efficiency Cont'd</p>				<p>for them-selves, avoiding reliance on support staff.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Request for pay variations • Recruitment requests • Appraisal Management • Online payslips • Position change requests • Leaver processing • Leave and Sickness absence <p>In addition Managers will have the information they need to perform more complex budget and staffing tasks, quickly and efficiently.</p> <p>Project systems and investment management</p> <p>Will be used to assist in the management of the authorities capital programme and to manage individual projects and streams. This is currently performed using Microsoft Excel spreadsheets without the consistency of a corporate approach.</p> <p>Project risk mitigation E.g.</p> <ul style="list-style-type: none"> • Building Schools for the Future needs: <ul style="list-style-type: none"> – Tools to improve the management of large complex projects – Ability to manage cross cutting work
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	<p>Transactional efficiency Cont'd</p>				<p>streams across the programme</p> <ul style="list-style-type: none"> - Better control of funding - Tools to manage multiple projects - Ability to analyse risk and impact of any unplanned changes on projects within programme. <ul style="list-style-type: none"> • To be able to help the business to support frontline services, through better controlled projects • Corporate PMO needs to ensure that there is consistent quality in project documentation. • To provide better transparency of programme performance • To tighten financial control and enforce PM's financial responsibilities <p>Benefits:</p> <p>non-cashable</p> <ul style="list-style-type: none"> • Corporate licensing allowing all users to access SAP at the lowest possible price. • Reduction in the need for re-keying data • Greater accuracy and reduced time taken & effort for manual processing of HR transactions • Improved visibility and budgeting of councils capital investment programme • Support for the employee development and performance improvement programmes.
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	<p>Transactional efficiency Cont'd</p>					<p>Cashable</p> <p>The outline business case for ESS/MSS has identified potential annual saving of £385k. A large proportion of the areas for savings can be attributed to reduction in overtime due to higher visibility and management control; sickness absence management, due to improved administration of sickness and absence processing and improved accuracy and management control.</p> <p>For Capital Investment Management and Project Reporting, the benchmark indicates benefits of 3%-5% on improvements in funding stream coordination and resourcing. Based on a £60.8m capital expenditure over one financial year and applying the lower end of the scale there is potential benefits of £1.8m, which can be used for further investment.</p>
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2.0	<p>e-payments strategy</p> <p>Priorities = Organisational Effectiveness, Customer Direct</p> <p>Category: Service improvement</p>	£176	£100			<ul style="list-style-type: none"> • Kiosk payment services in customer Service Centres. • Transfer Parking telephone payment system to corporate payment system. • Online Direct Debit forms • Improved web functionality <p>Benefits:</p> <ul style="list-style-type: none"> • improved transaction times and customer service delivery • Support for customer services strategy and performance improvement programme • Lower costs for Telephone payments system, saving £100k per annum. • More places to make card/cash and cheque payment without increasing staffing. • Easier access to direct debit applications and faster processing.
2.1	<ul style="list-style-type: none"> • Further improvements to e-payment services. 					

3.0	<p>Support for mobile working</p> <p>Priorities = People & Process</p> <p>Category: Service improvement</p>	£100		£100	£100	<p>There are currently 2 mobile working solutions in operation within street scene and Libraries and 3 projects in the pilot stage.</p> <p>The Benefits and Local taxation team have been working on a project to provide visiting officers with the ability to complete benefit claims and risk based assessments from resident's homes. This would significantly reduce the time taken to process a claim as there should be no follow-up delays if the team can get the claim right first time.</p> <p>Similarly the Adults Services team have been piloting a digital Pen solution for assessment visits. Planning officers are currently evaluating a solution for completing on-site surveys, which would allow them more productive time out of the office and speed up the process.</p> <p>Approval for an SMS text messaging pilot has been given. This could be used in many diverse areas of the council and would particularly contribute to reducing the cost of communicating with citizens and engaging with traditionally hard to reach groups such as young people.</p> <p>If these pilots are successful and display a strong business case with both cashable and non-cashable savings, then further investment will be required to support the implementation.</p>
3.1	<ul style="list-style-type: none"> Flexible working – home working; mobile working 					
3.2	<ul style="list-style-type: none"> Mobile working and SMS texting 					
3.3	<ul style="list-style-type: none"> Additional mobile devices for environment. 	£50	£350			

	Support for mobile working cont'd					The council together with the smart working programme and the accommodation strategy is also looking at options for providing remote working capability for officers and members. This will support the reduction in office accommodation costs.
4.0	Parking Enforcement Service enhancements and upgrades. <i>Category: Service improvement/upgrades</i>					The Civica Parking Enforcement system is overdue for upgrading to the current version and cannot be enhanced any further. In addition Legislation related to the Traffic Management Act is driving the need for improvements to the Confirm asset management application. A requirement has also been identified for moving to Paperless Parking permits, which will require a replacement of the existing permit solution.
4.1	Civica Upgrade	£60				
4.2	Confirm development (TMA)	£150				
4.3	Paperless permits	£130				
5.0	Additional funding Support for e-care Phase 2		£152			£103k has been identified though business unit Capital, however to complete all of these activities will require a further £330k.

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6.0	<p>Development and evolution of external and internal websites</p> <p>Priorities = Organisational Effectiveness, Customer Direct, People and process</p> <p>Category: Service improvement</p>	£150	£150	£150	£250	<p>Both the Internal web-site (Harinet) and the external site are due for a design review. Since the launch 3 years ago, functionality and usage has increased dramatically. At the same time, the expectation of users has also increased as the public become more familiar with the capabilities of the internet. More increasingly, people are using the internet as a primary source of communication and engagement with individuals and organisations. As part of this review, we will need to consider the suitability of these new practices to the council.</p> <p>Benefits: Cashable and non-cashable savings to be defined.</p> <ul style="list-style-type: none"> • Greater effectiveness of internal web-site, enabling employee access to systems and information directly from the web. • Improved service delivery to citizens, providing a wider set of functionality with improved ease of use. • Further opportunities for channel migration of existing services.
6.1	<ul style="list-style-type: none"> • Implementation of strategy for Haringey and Harinet Web sites. • Project Mgmt resources. 					

7.0	<p>Graphical representation of service and demographic information.</p> <p>Priorities = Organisational Effectiveness, Customer Direct, People and process</p> <p><i>Category: Service improvement</i></p>	£250	£100		<p>The corporate GIS programme will extend across all directorates and will therefore interact with a number of projects and technological areas including; Internet, Intranet and mobile working.</p> <p>The programme is currently being scoped which will; gather the internal user requirements, usage trends, suitable options for implementing and maintaining corporate GIS, best practices, standards and regulations. The ability to share map based information is an exciting proposition backed up by a number of cashable and non-cashable benefits which other councils have already started reaping.</p> <p>The corporate GIS roadmap was agreed by CEMB in April and a number of projects will need central support for it to get started over the next few months.</p> <p>Benefits: Cashable and non-cashable TBD</p> <ul style="list-style-type: none"> • Improved service delivery by sharing graphical information across departments empowering employees to make strategic decisions in targeting current and future services. • Efficiency savings, a central accurate repository of graphical information. • Long term cost savings for licensing, training, support and maintenance.
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						pilot implementations to be performed.
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	Operations Costs	7/8 (£000)	8/9 (£000)	9/10 (£000)	10/11 (£000)	
9.0	SAN Replacement (Storage Area Network) <i>Category: Maintenance</i>	£50		£400		<p>The tape drives used to backup Council wide data need updating to continue to allow the growing volume of data to be backed up within non-operational hours. This upgrade will also necessitate the refreshing of a portion of the tape stock as well.</p> <p>The SANs (network based file storage) at this point will be beyond 5 years old and will need replacing. The disks will become unstable and spare parts will be difficult to purchase, as the units are already end of life now, Also the current capacity of the SANs will have been reached based on current projections of data growth.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Ensures that sufficient capacity is in place to support the Council's growing data needs. • Provides appropriate back-up technology to make sure that the council does not lose important data. • Significant reduction in potential failure rate of the council's network and systems.
9.1	Data backup needs					
9.2	Storage device replacement and capacity growth					

10.0	<p>IP Telephony Deployment</p> <p><i>Category:</i> <i>Service improvement/Upgrade</i></p> <ul style="list-style-type: none"> • Replacement of existing telephone system 	£250	£1,000			<p>During 2008 the council's telephone system will need to be replaced as this has reached the end of its expected life. The initial sum is allocated to undertake a replacement pilot and build the basic infrastructure as well as train staff in advance of wider deployment.</p> <p>For wider deployment the total is based on 5000 units at average cost of £250 per unit which includes all underlying infrastructure as well as handsets.</p> <p>Benefits: Cashable and non-cashable savings to be defined.</p> <p>Ensures continuity of telephone services to the council and reduces overall cost of telephone usage by using the most appropriate method for handling calls e.g.</p> <ul style="list-style-type: none"> • Moving some users to free wireless calls rather than expensive mobile phone costs. • Routing calls between buildings over the data network. • Transferring work telephone functionality to home/mobile workers computers. <p>Enables faster and cheaper handling of accommodation moves.</p>
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11.0	<p>Extranet Maintenance (equipment for providing externally facing services to citizens and business)</p> <p><i>Category: Maintenance</i></p>	£100	£100			<p>The Security Firewalls and other external facing network equipment will be 5 years old and in need of updating to meet growing deployment of external facing services. In addition the updates will provide increased security against ever advancing security threats.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Reduced risk of security breaches by malicious attack • Ensure that external facing network remains reliable and supportable.

12.0	Desktop Maintenance <i>Category: Maintenance</i>		£500	£500	£500	<p>To ensure that the council's desktop machines remain stable and capable, the plan will be to incrementally replace machines over a rolling 5 year cycle. This amount assumes 5000 machines, with an average replacement cost of £500 at an annual cost of £500k. Current desktop equipment is approximately 3.5 years old due to the length of the replacement programme.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • A planned replacement cycle will ensure that desktop equipment is regularly updated to meet the needs of the systems and services deployed.
13.0	Server Maintenance <i>Category: Maintenance</i>		£100	£100	£100	<p>This allocation is an annual requirement to continually cycle server equipment to ensure appropriate performance and stability, but at the same time gain cost effective use of asset life.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Enables most effective management of the servers used to support the council's systems. • By re-cycling servers, the longest possible asset life is achieved, reducing investment

						costs.
14.0	Network security enhancements <i>Category: Service improvement</i>	£100			£100	A recent audit highlighted the need for an Intruder Detection System (IDS) to be implemented to look for security breaches into the network. The second sum in Year 4 is required for updating the solution. Benefits: <ul style="list-style-type: none"> To ensure that the council maintains audit compliance. Provides greater protection to the council against potential security threats.
		7/8 (£000)	8/9 (£000)	9/10 (£000)	10/11 (£000)	
	Total ITS Project cost	£2,726	£4,002	£2,350	£2,050	
	Programme Management	£350	£350	£350	£350	The capital programme currently supports funding for the project management personnel employed to deliver against the programme that are not dedicated to one project. These would otherwise need to be funded by revenue.
	Total cost	£3,076	£4,352	£2,700	£2,400	

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	Budget allocated	£2,300	£2,300	£1,500	£1,000	
	Carry forward 2006/7	£776				
	Total Funding Available	£3076	£2,300	£1,500	£1,000	
	Total Capital shortfall	£0	-£2,052	-£1,200	-£1,400	