



Notice of meeting of

Executive

To:	Councillors Waller (Chair), Steve Galloway, Sue Galloway, Moore, Reid, Runciman and Vassie
Date:	Tuesday, 2 December 2008
Time:	2.00 pm
Venue:	The Guildhall, York

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10:00 am on Monday 1 December 2008, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 4 December 2008, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

1. Declarations of Interest

At this point, Members are asked to declare any personal or prejudicial interest they may have in the business on this agenda.

2. Exclusion of Press and Public

To consider the exclusion of the press and public from the meeting during consideration of Annex 1 to Agenda Item 11 (Urgent

Business – Riverbank Repairs: River Ouse, Scarborough Bridge to Clifton Bridge, on the grounds that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information) This information is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. Minutes (Pages 3 - 12)

To approve and sign the minutes of the meeting of the Executive held on 18 November 2008.

4. Public Participation

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Executive's remit can do so. The deadline for registering is **5:00 pm on Monday 1 December 2008**.

5. Executive Forward Plan (Pages 13 - 16)

To receive details of those items that are listed on the Executive Forward Plan for the next two meetings.

6. Lord Mayoralty 2009/2010 (Pages 17 - 20)

This report asks the Executive to consider which of the political groups should be invited to appoint the Lord Mayor for the municipal year 2009/2010.

7. Child Poverty in York (Pages 21 - 40)

This report responds to a motion approved by Full Council in June 2008, calling for an report outlining an action plan to target those geographic areas with the highest levels of child poverty in the City of York.

8. Corporate Strategy Refresh (Pages 41 - 48)

This report outlines a proposed refresh process for the Council's Corporate Strategy and asks Members to endorse the process and agree to participate in a series of medium term planning workshops.

9. IT Strategy 2007-2012 (Pages 49 - 104)

This report presents a draft IT Strategy for the Council for the next five years, designed to link closely to the corporate strategy and the agenda for change over the coming years and to reflect IT's role as an essential enabler of transformation in the future.

10. IT Development Plan 2009/10 (Pages 105 - 164)

This report sets out areas for investment in IT that have been identified and put forward by Directors and asks Members to review these proposals and decide which ones they wish to fund.

Note: A revised version of Annex A to the above report was published with this agenda on 1/12/08.

11. Urgent Business- Riverbank Repairs: River Ouse, Scarborough Bridge to Clifton Bridge (Pages 165 - 182)

Any other business which the Chair considers urgent under the Local Government Act 1972.

The Chair has agreed to consider under this item a report which highlights a recent significant riverbank collapse, with a number of health and safety implications, and seeks direction as to how Members wish to deal with this issue.

This agenda was re-published on-line on 27 November to include the above report and also to include an item asking Members to consider excluding the press and public during consideration of the exempt annex to the report (agenda item 2 refers).

Democracy Officer:

Name: Fiona Young

Contact details:

- Telephone – (01904) 551027
- E-mail – fiona.young@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

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Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.

City of York Council

Committee Minutes

MEETING	EXECUTIVE
DATE	18 NOVEMBER 2008
PRESENT	COUNCILLORS WALLER (CHAIR), STEVE GALLOWAY, SUE GALLOWAY, MOORE, REID AND RUNCIMAN
APOLOGIES	COUNCILLOR VASSIE
IN ATTENDANCE	COUNCILLOR LOOKER (for agenda item 7 – minute 118 refers)

PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS

112. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

The following Members declared personal, non prejudicial interests in agenda item 8 (Final Report of the Education Scrutiny Committee – School Governors), as governors of schools in the City of York area:

- Cllr Waller – York High School
- Cllr Runciman – Joseph Rowntree School and New Earswick Primary School
- Cllr Reid – Woodthorpe Primary School.

113. MINUTES

RESOLVED: That the minutes of the Executive meeting held on 18 November 2008 be approved and signed by the Chair as a correct record, subject to the addition of Cllr Runciman's name to the list of those Members who declared a personal interest in agenda item 7 as members of the York Credit Union.

114. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

115. EXECUTIVE FORWARD PLAN

Members received and noted details of those items that were currently listed on the Forward Plan for the next two Executive meetings.

116. MINUTES OF WORKING GROUPS

Members considered a report which presented draft minutes of the following meetings of Working Groups:

- Social Inclusion Working Group – meeting on 17 September 2008 (Annex A)
- Young People’s Working Group – meeting on 22 October 2008 (Annex B).

The minutes contained no recommendations requiring the specific approval of the Executive at this stage. With reference to Minutes 13 and 14 of the Young People’s Working Group, the Executive Member for Children and Young People’s Services noted that a bid would be submitted in the next round of funding for a MyPlace venue, following careful consideration of the preferences of young people consulted, and that the issue of the UK Youth Parliament would be discussed again at the Group’s next meeting before being brought to the Executive Member and Advisory Panel (EMAP) meeting.

RESOLVED: That the minutes of the Social Inclusion Working Group and the LDF Working Group, attached as Annexes A and B to the report, be noted.

REASON: In accordance with the Constitutional role of Working Groups as advisory bodies to the Executive.

117. LOCAL TRANSPORT PLAN 2006-2011, MID-TERM REPORT

Members considered a report which presented for their comment and approval a draft version of the City of York Local Transport Plan Mid-Term Report, prior to submission of the final Report to the Government Office for Yorkshire and Humber, and subsequently to the Department for Transport (DfT), by the required deadline.

The draft Report had been circulated to Members and made available on the Council’s website. Guidance from the DfT stated that the Mid-Term Report should be ‘*a concise analysis of the progress of an authority in implementing its second Local Transport Plan.*’ Authorities were required to review delivery of their Local Transport Plan (LTP) during the first two years of the LTP2 period (April 2006 to March 2008) and to look forward to the remainder of the period, up to March 2011. The Mid-Term Report therefore provided an opportunity for the Council to review its progress against the aims of LTP2 and to consider the changes that had affected York since its publication and the issues and opportunities for the remainder of the LTP2 period.

Members commented that the Report was generally satisfactory, with trends in the City showing above average improvement. Traffic levels had risen by only 4% in the past ten years, targets for walking and cycling to work had been achieved two years ahead of schedule and there had been a steady reduction in road casualties.

Having noted the comments of the Shadow Executive on this item, it was

RESOLVED: That the draft LTP2 Mid-Term report be approved for submission to the Government Officer for Yorkshire and the Humber (GOYH) in December 2008 and that authority be delegated to the Director of City Strategy and the Executive Member to approve the final report.¹

REASON: To ensure that the report can be submitted by the deadline set by GOYH.

Action Required

1. Submit final report to GOYH, following approval of draft by SS
City Strategy Director and Executive Member

118. FINAL REPORT OF THE BARBICAN AD-HOC SCRUTINY COMMITTEE ON THE SALE OF THE BARBICAN

Members considered a report which presented the conclusions of the Barbican Ad-Hoc Scrutiny Committee on their review of the sale of the Barbican.

The Committee's final report, attached as Annex A, had been considered by the Scrutiny Management Committee (SMC) at their meeting on 15 September 2008. The SMC had agreed the Committee's recommendations subject to some suggested changes to the wording, which had since been made. The agreed recommendations were set out in paragraph 5 of the covering report. Some further amendments, suggested by the Head of Audit & Risk Management in order to strengthen the second recommendation, were set out in paragraph 6. These changes had now been approved by the Chair of the Barbican Ad-Hoc Scrutiny Committee, who was in attendance to respond to any questions on the review and the Committee's report.

Members queried the motives and objectivity of some of the members of the Scrutiny Committee, in view of the comments reported in the local media. The Scrutiny Committee Chair responded that the final report, including the comments in respect of 'best value', represented the unanimous view of the whole Committee.

Having noted the comments of the Shadow Executive on this item, it was

RESOLVED: (i) That the contents of the final report of the Barbican Ad-Hoc Scrutiny Committee on their review of the sale of the Barbican be noted.

(ii) That the following be agreed as a summary of the Executive's response to the recommendations arising from the review, detailed in paragraphs 5 and 6 of the covering report:

Recommendation of Scrutiny Committee	Comment from Executive	Recommendation of Executive
Commission an officer report which sets out a corporate approach for the Council when working with pressure groups. ¹	It is not clear what this would achieve. Where there are protest groups aligned to groups within the Guildhall there is already ample opportunity for comment and input to the democratic process.	Accept recommendation
Ensure that all future projects have a robust system of risk management which is regularly reviewed and updated throughout the period of each project.	Good project management will already include assessment of the risks and regular updating.	Approve the revised wording from the new Head of Audit and Risk Management, as indicated below.
Revised wording of Head of Audit & Risk Management: “Ensure that all future projects have a formal documented system of risk management which details key actions and controls, is regularly reviewed and updated throughout the period of each project.” ²	This recommendation has been improved by the application of the Quality Control Group	Approve the revised wording from the new Head of Audit and Risk Management.

REASON: To enable the introduction of appropriate measures in response the Scrutiny Committee’s findings and recommendations.

Action Required

- | | |
|--|----|
| 1. Commission report, in accordance with this recommendation | GR |
| 2. Make arrangements to implement risk management system, in accordance with this recommendation | SA |

119. FINAL REPORT OF THE EDUCATION SCRUTINY COMMITTEE - SCHOOL GOVERNORS

Members considered a report which presented the conclusions of the Education Scrutiny Committee on their review of School Governors.

The final report of the Education Scrutiny Committee, attached as Annex A, had been considered by the Scrutiny Management Committee (SMC) at their meeting on 15 September 2008. The SMC had endorsed in full the recommendations arising from the review, as set out in paragraph 7 of the covering report.

RESOLVED: (i) That the contents of the final report of the Education Scrutiny Committee on their review of School Governors be noted.

(ii) That the following be agreed as the Executive's response to the recommendations arising from the review:

Recommendation	Comment from Executive
Acknowledge the significant voluntary contribution of school governors and thanks them all for their years of service to York's schools	Agree
Notes the School Governor Support and Development Service Team for their support for the scrutiny review and notes the resulting benefit to the service area as detailed in Annex F.	Thanks the School Governor Support and Development Service Team for their support for the scrutiny review and notes the resulting benefit to the service area as detailed in Annex F.
Continue to develop improved methods of advertising vacancies, to attract a diverse mix of applicants, which will be recorded and monitored (ongoing) ¹	Agree
Create an information guide to aid recruitment and distribute it to all schools ²	Agree action and ask that officers complete within this academic year, to distribute by the end of the summer term
Continue the use of the exit questionnaire as governors leave post to understand better their reasons for so doing	Agree
Regularly maintain, update and develop the database ³	Agree
Share information on best practice with all York's schools ⁴	Agree
Consider the best methods for training governors to maximise	Agree and ask for a report back to

skills both for whole governing bodies or on-line. ⁴	the Executive Member by Easter 2009
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REASON: To enable the introduction of appropriate measures in response the Scrutiny Committee's findings and recommendations.

(iii) That the report be referred to the Social Inclusion Working Group for discussion.⁵

REASON: In the interests of broadening the pool of potential school governors and increasing the number of applicants from minority groups.

Action Required

- | | |
|---|----|
| 1. Develop advertising methods and record and monitor applicants, as per recommendation | CB |
| 2. Create and distribute an information guide to all schools | CB |
| 3. Ensure systems are in place to maintain, update and develop database | CB |
| 4. Ensure systems are in place to share information on best practice | CB |
| 5. Make arrangements to refer report to next meeting of Social Inclusion Working Group | GR |

120. GOLDEN TRIANGLE PARTNERSHIP – MORTGAGE RESCUE SCHEME

Members considered a report which sought their support for the Golden Triangle Mortgage Rescue Scheme, due to be launched in December 2008 by the Golden Triangle Partnership (the Partnership).

The Partnership, created in 2004, had an overall remit to develop initiatives to increase the amount of affordable housing across the high demand areas of York, Harrogate and North Leeds. Funding was provided by the Regional Housing Board (RHB) and in 2008/09 included £450k for new initiatives, including a mortgage rescue scheme. An Executive Board for the Partnership had recently been formed, comprising the Chief Housing Officers and Portfolio Holders of the three authorities, to oversee and direct the work of the Partnership's Officers. In-principle support for the Mortgage Rescue Scheme, together with approval to delegate administration of the Scheme to Leeds City Council, was being sought at this stage from the three authorities, because delaying matters until the formal constitution of the Board could put the RHB funding at risk.

Details of the Mortgage Rescue Scheme, which would involve housing associations taking equity stakes in the homes of eligible applicants at risk of repossession, were set out in paragraphs 9 to 15 of the report, and in Annex A.

RESOLVED: (i) That the development and launch of the Golden Triangle Partnership Mortgage Rescue Scheme be noted.

(ii) That the delegation of the administration of the Mortgage Rescue Scheme to Leeds City Council, which will include LCC acting as banker for the Scheme, be approved.¹

(iii) That authority be delegated to the Head of Civic, Democratic and Legal Services to approve and sign off the delegation arrangements and contract documentation for the Mortgage Rescue Scheme and any further scheme on behalf of the Council, where the scheme has been approved by the Golden Triangle Partnership Board.¹

REASON: In order to give support to a scheme which will assist home owners during a difficult financial time and to ensure that York receives a share of the allocated funding.

Action Required

1. Arrange for the Head of Civic, Legal and Democratic Services to sign the delegation arrangements, contract documentation and future schemes approved by GTP Board SB

121. AMENDMENTS TO OFFICER SCHEME OF DELEGATION TO PROVIDE FOR AN OFFICER TO ACT IN THE ABSENCE OF THE CHIEF EXECUTIVE

[See also under Part B Minutes]

Members considered a report which recommended amendments to the Officer scheme of delegation in the Constitution, to allow one of the Directors to be identified as the Officer who would deputise for the Chief Executive in their absence.

The report asked Members to approve the amendments in so far as they related to Executive functions and to refer the report to Full Council for consideration of the amendments in respect of Council functions.

Members commented that, in future, better co-ordination of holiday leave would be needed at Chief Officer level as August was no longer a 'quiet' month.

Having noted the comments of the Shadow Executive on this item, it was

RESOLVED: (i) That approval be given to amend the officer scheme of delegation, in so far as it relates to Executive functions, to enable a member of the board of Directors of the authority, designated by the Chief Executive to exercise all the powers and functions of the Chief Executive when they are absent from the authority.

(ii) That the Monitoring Officer be authorised to make the necessary amendments to the scheme of delegation to give effect to the above resolution.¹

REASON: To ensure that the Council is not left without a deputy when the Chief Executive is on scheduled leave or other business.

Action Required

1. Amend the scheme of delegation

GR

PART B - MATTERS REFERRED TO COUNCIL

122. AMENDMENTS TO OFFICER SCHEME OF DELEGATION TO PROVIDE FOR AN OFFICER TO ACT IN THE ABSENCE OF THE CHIEF EXECUTIVE

[See also under Part A Minutes]

Members considered a report which recommended amendments to the Officer scheme of delegation in the Constitution, to allow one of the Directors to be identified as the Officer who would deputise for the Chief Executive in their absence.

The report asked Members to approve the amendments in so far as they related to Executive functions and to refer the report to Full Council for consideration of the amendments in respect of Council functions.

Having noted the comments of the Shadow Executive on this item, it was

RECOMMENDED: (i) That Council approve the amendment of the officer scheme of delegation, in so far as it relates to Council functions, to enable a member of the board of Directors of the authority, designated by the Chief Executive when they are absent from the authority.

(ii) That Council authorise the Monitoring Officer to make the necessary amendments to the scheme of delegation to give effect to the above recommendation.

REASON: To ensure that the Council is not left without a deputy when the Chief Executive is on scheduled leave or other business.

Action Required

Refer recommendations and report to Full Council on
27/11/08

GR

A Waller, Chair

[The meeting started at 2.00 pm and finished at 2.45 pm].

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EXECUTIVE FORWARD PLAN

Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 23 December 2008		
Title & Description	Author	Portfolio Holder
<p>The Future of York City Archives</p> <p><i>Purpose of report: To ask the Executive to agree a strategic plan for the future development of the City Archive service.</i></p> <p><i>Members are asked to: Agree a strategic plan for the future development of the City Archive Service.</i></p>	Charlie Croft	Executive Member for Leisure, Culture & Social Inclusion
<p>Siting the York Big Wheel in North Street Gardens</p> <p><i>Purpose of report: The operator of the big wheel wishes to submit a planning application to locate the big wheel in North Street Gardens.</i></p> <p><i>Members are asked to: Approve (subject to planning permission) the siting of the York Big Wheel in North Street Gardens.</i></p>	Charlie Croft	Executive Member for Leisure, Culture & Social Inclusion
<p>Conservative Budget Reviews</p> <p><i>Purpose of report: The Conservative Group requested that reviews be undertaken into specific services/projects: Leisure, Commercial Property, Subsidised Transport, Procurement and Shared Services.</i></p> <p><i>Members are asked to: Note the update on progress with these reviews.</i></p>	Ian Floyd	Executive Member for Corporate Services
<p>Revised Local Development Scheme</p> <p><i>Purpose of report: This report seeks Member approval of a revised Local Development Scheme (LDS), which is the three year project plan for delivery of the Local Development Framework. This is subject to a number of minor changes requested by the Local Development Framework Working Group who considered the LDS at their meeting on 4th November.</i></p>	David Caulfield	Executive Member for City Strategy

<p><i>Members are asked to: Approve, subject to the recommendations of the LDF Working Group, the proposed Local Development Scheme for formal submission to Government Office for Yorkshire and the Humber. Delegate to the Director of City Strategy, in consultation with the Executive Member and Shadow Executive Member for City Strategy, the making of any changes arising from comments made by the Government Office or the Planning Inspectorate following formal submission.</i></p>		
<p>West of York Household Waste Site – Land Option</p> <p><i>Purpose of report: To advise Members on an interim position with the feasibility study into the viability of alternative sites for the Beckfield Lane Household Waste Site.</i></p> <p><i>Members are asked to: Consider the purchase of a field which has come on the market, to secure it for future use if required, as it is one of the two sites being considered for an alternative location for the Beckfield Lane Household Waste Site,</i></p>	Ray Chaplin	Executive Member for City Strategy

Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 20 January 2009		
Title & Description	Author	Portfolio Holder
<p>Meals Provision in Elderly Persons' Homes</p> <p><i>Purpose of report: To inform Members of the proposal to change the meals service within Elderly Persons Homes with effect from 1st April 2009. This will affect residents of elderly persons homes.</i></p> <p><i>Members are asked to: Approve the recommendations in the report to change the provision of and procurement of meals and catering within EPHs.</i></p>	Val Sutton	Executive Member for Housing and Adult Social Services
<p>Second Capital Monitor</p> <p><i>Purpose of report: Provision to Members of the latest forecast of the Council's financial and performance position.</i></p> <p><i>Members are asked to: Agree proposed amendments to the capital</i></p>	Ross Brown	Executive Member for Corporate Services

<i>programme and financial adjustments which are reserved to the Executive.</i>		
<p>Second Corporate Finance and Performance Monitor</p> <p><i>Purpose of report: Provision to Members of the latest forecast of the Council's financial and performance position.</i></p> <p><i>Members are asked to: Agree proposed amendments to plans, mitigation for identified issues and financial adjustments (such as allocations from contingency and virements) which are reserved to the Executive.</i></p>	Peter Lowe/ Janet Lornie	Executive Member for Corporate Services

Table 3: Items slipped on the Forward Plan with the agreement of the Group Leaders					
Title & Description	Author	Portfolio Holder	Original Date	Revised Date	Reason for Slippage
<p>Engagement Strategy</p> <p><i>Purpose of report: The paper presents a draft strategy for consulting the public, partners and other stakeholders.</i></p> <p><i>Members are asked to: Comment on the draft strategy.</i></p>	Matt Beer	Executive Member for Corporate Services	2/12/08	TBC	For more engagement with partners

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Executive**2 December 2008**

Report of the Head of Civic, Democratic & Legal Services

LORD MAYORALTY 2009/2010**Summary**

1. The purpose of this report is to ask the Executive to consider which of the political groups should be invited to appoint the Lord Mayor for the municipal year 2009/2010.

Background

2. Members will be aware that the system for nominating the Lord Mayor is based on an accumulation of points determined by the number of seats held by each particular group on the Council. The party having the largest cumulative total of points on Lord Mayor's Day each year is invited to nominate the Lord Mayor for the following year. A party loses 47 points when nominating the Lord Mayor. It should be noted that a nominee for Lord Mayor requires at least five years' service as a Councillor. Service on the former District or County Councils also count towards the five years.
3. Members agreed an amendment to the 1996 policy to allow a party which loses all its seats on the City Council to have any accumulated points frozen until seats are once again gained by that party on the council.
4. Under this current scheme the points system is as follows :

PARTY	POINTS FOR 2008/2009	LOSS FOR LM	POINTS FOR 2009/2010
Labour	36	-47	$36 + 18 - 47 = 7$
Lib Dem	6		$6 + 20 = 26$
Green	10		$10 + 2 = 12$
Conservatives	29		$29 + 7 = 36$

- 5 The above table shows that the Conservative group with a total of 36 points qualify for the Lord Mayoralty in 2009/2010.

Consultation

- 9 A draft of this report has been circulated to the political groups for their information.

Options

10 **Option 1**

To invite the Conservative group to nominate the Lord Mayor for 2009/2010.

Option 2

To revisit the procedure for nominations.

Analysis

- 11 **Option 1** is in accordance with the agreed procedure.

Option 2 would require implementation of a new process which would represent a change in the Council's agreed procedure.

Corporate Priorities

- 12 The appointment of the Lord Mayor forms part of the Council's civic leadership and assists in the improvement of leadership at all levels to provide clear, consistent direction to the organisation.

13 **Implications**

1 **Financial** – None

2 **Human Resources (HR)** – None

3 **Equalities** – None

4 **Legal** – The function of selecting the Lord Mayor is a function of full council as is the agreement of any change to the system of selecting which Group will make the nomination in any particular year.

5 **Crime and Disorder** – None

6 **Information Technology (IT)** – None

7 **Property** – None

8 **Other** – None

Risk Management

- 14 Failure to properly appoint a Lord Mayor would have a significant impact on the Council's reputation in terms of undertaking its important civic functions.

Recommendations

15. To invite the Conservative group to nominate the Lord Mayor for 2009/2010.

Reason: To ensure that the Council secures the necessary leadership to undertake its civic functions and provides continuity for future selection

Contact Details

Author:

Anne Platt
Civic Services Manager
Civic, Democratic & Legal
Services

Chief Officer Responsible for the report:

Quentin Baker
Head of Civic, Democratic & Legal Services

Report Approved Date 17 November 2008

Specialist Implications Officer(s)

None

All

For further information please contact the author of the report

Background Papers:

None

Annexes

None

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Executive

2 December 2008

Report of the Director of Learning, Culture and Children's Services

CHILD POVERTY IN YORK

Summary

1. At the Full Council meeting in June 2008 an amended motion was approved which included within it the call for "an Action Plan officer report on the geographic areas suffering with the highest levels of child poverty in the City, with suggested measures.....with a view to Council taking its own responsibilities in equal measure to the Government." This report seeks to respond to that call.

Background

2. Concern about child poverty is not a local phenomenon and the issue has been the subject of national and indeed international debate. As background to this paper it may be useful to say a little about three issues:
 - a. Definitional Issues
 - b. Research on the Impact of Child Poverty
 - c. The National Agenda

Definitional Issues

3. 'Child poverty' is primarily defined in terms of income. It is often measured through the number of children living in households below 60 per cent of contemporary median equivalised household income. This is known as the relative low income indicator, which looks at whether the poorest families are keeping pace with the growth of incomes in the economy as a whole. A child is understood as being an individual aged under 16, or an unmarried 16 to 18 year old in full-time education. A consultation exercise carried out in 2002-03, "Measuring Child Poverty", set out a new tiered approach to measuring child poverty in the UK over the long-term. This encompasses the relative low income indicator used to determine progress against the target to eradicate child poverty, together with two associated indicators used by the Government for monitoring purposes:

- absolute low income: this indicator measures whether the poorest families are seeing their income rise in real terms. The level is fixed as equal to the relative low-income threshold for the baseline year of 1998-99 expressed in today's prices; and
 - material deprivation and low income combined: this indicator provides a wider measure of people's living standards. This indicator measures the number of children living in households that are both materially deprived (i.e. lacking certain goods and services) and have an income below 70 per cent of contemporary median equivalised household income
4. Although the main measures are absolute or relative poverty, there are also issues around material poverty (i.e. access to goods and services), fuel poverty and food poverty. In 2007 a wider approach to analysing and comparing child poverty was taken in a report published by UNICEF offering a multi-dimensional picture measured by wellbeing, health and safety, education, family and peer relationships, subjective wellbeing and behaviours and lifestyles.

Research on the Impact

5. *"The disproportionate representation of children living in poverty and its interplay with inadequate nutrition and housing places our children in peril and at risk. The deleterious impact on their growth and development places poor children in a position where they may not be able to achieve their full potential. Even though poverty's adverse effects may be counterbalanced for some children by exposure to protective factors and children's inherent desire to explore, learn, and achieve what life has to offer, the prevalence and persistence of poverty will require a new social will and a renewed commitment to change. Only then, will we realize that caring for our richest natural resource—children—is an investment we can ill afford to neglect".* (Oberg 2003).

The national average risk for a child of being in poverty is 22%, but there are groups with much bigger risks, including:

- workless families – 58% risk
- couple families working part-time – 44% risk
- a third of all ethnic minority families
- one or more disabled adults – 31% risk
- 4 or more children – 40% risk

Children in poverty are at greater risk from a range of issues:

- Poor housing and overcrowding increase the risks of hypothermia and asthma
- Children in poverty are 13 times more likely to die from unintentional injury, 37 times more likely to die from smoke, fire or flames
- They are more likely to be born prematurely, have a low birth weight and to die in the first year of life

- Children from unskilled backgrounds are 3 times as likely to have a mental disorder as those from professional backgrounds
 - They are significantly more likely to be obese
 - Low birth weight some research argues, tends to mean lower IQ, which will affect school and work prospects for the rest of the person's life
 - they are more likely to smoke and misuse alcohol, which are major causes of health inequalities
 - children born to teenage parents are twice as likely to become teenage parents themselves, thus carrying on the cycle
6. Important 2007 research (CA Hooper, S Gorin, C Cabral and C Dyson, Living with hardship 24/7: the diverse experiences of families in poverty in England) warns against viewing low income (or "high risk" or "problem") families as a homogenous group who can be identified and targeted for interventions. Many experiences of hardship were common across the different contexts, but there were also important differences in the challenges families faced. Families in deprived areas had worse housing conditions and greater worries about crime and unsafe neighbourhoods, and some children experienced the stress of a more violent local culture within the community or at school. Families on low incomes in affluent areas, on the other hand, had less access to affordable activities for children and other amenities, and children's experiences of bullying were often clearly related to poverty.
7. In this research the stigma associated with poverty was widespread and contributed to families' isolation. It was particularly associated with poverty for families living in affluent areas. Many parents found it very hard to ask for help, and both parents and professionals did not always know about available local services. Once in poverty, climbing out could seem impossible. More than one in 10 of the families was paying between 60% and 70% of their weekly income in debt repayments. Where available, relatives - especially grandparents - could be an important source of support both financially and emotionally, but nearly half the children had no grandparents in their social networks.
8. There were high levels of stress among parents living on low incomes. Families often faced a range of other problems, including childhood maltreatment, domestic violence, relationship breakdown, bereavement and mental health problems. Poverty made all other forms of adversity more difficult to cope with, by restricting options for help, relief from responsibility or distractions. Parents reported a high level of behaviour problems among children, especially boys, and this could be exacerbated by overcrowded or poor housing. A particularly disturbing finding was the impact of family poverty on children's emotional well-being. Even very young children were shown to worry about the family's financial situation, and to hide their own needs so as not to distress their parents further. Clearly, poverty makes the achievement of a "good childhood" much more difficult.

The National Agenda

9. In the mid to late 1990s the UK experienced higher child poverty than nearly all other industrialised nations. Over a period of 20 years, the proportion of children in relatively low-income households had more than doubled, one in five families had no-one in work, and one in every three children was living in poverty. On 18 March 1999, the Prime Minister Tony Blair made an ambitious and noteworthy commitment to seek to eradicate child poverty 'within a generation'. By the time the Prime Minister made this commitment there were 3.4 million children living in poverty. The Labour Government then set a series of interim targets towards their goal of eradicating child poverty. However, progress towards meeting these targets has been challenging as the following figures show :

- The first target period was 1998-99 to 2004-05, with an interim target to reduce child poverty by a quarter from 3.4 million to 2.55 million. In fact it went down to 2.7 million, so 700,000 children were taken out of poverty rather than 850,000.
- In the second target period (lasting to 2010-11) the number of children living in poverty would need to drop another 1 million to 1.7 million in order to meet the target of halving child poverty. However, in 2005-6 it rose again to 2.8 million, reducing the drop since 1998-99 to 600,000.
- The most recent Households Below Average Income (HBAI) figures were released on 10 June 2008. These figures show that the number of children living in poverty rose by 100,000 in 2006-07 to a total of 2.9 million. Thus, the number of children living in poverty has risen for a second consecutive year to April 2007.

This analysis shows that the Government faces the very ambitious target of reducing the number of children living in poverty by 1.2 million between now and 2010-11 if it is to stay on track with respect to its stated objectives.

10. The main national strategies chosen to address child poverty include increasing employment rates, introducing tax credits, working and child tax credits. The UK government has viewed that a combination of minimum wage plus a tax benefit system is sufficient to bring people up to the 60% level. Other elements such as affordable and good quality childcare are viewed as a means to enable parents to get back to work and to provide children with social and educational skills.

Options

11. This is not a paper for which specific alternative options are available. There is, however, always the option of members requesting additional analysis of proposed activity on this issue.

Analysis

National Analysis and Update:

12. The House of Commons Work and Pensions Select Committee (March 2008) concluded that the 2010 targets could be met, but only with further investment. They stated that government needs to address the fact that public sympathy for the poor is low, and that good quality childcare is instrumental and essential in getting parents into work. In the 2008 budget, the government committed to spend just below £1 billion on child poverty measures such as the disregard of child benefit in calculating income for housing and council tax benefit, increasing child benefit for the first child to £20 per week, and increasing the child element of child tax credit. Ending child poverty by 2020 is projected to cost more than £30 billion.
13. Although there is still a focus on getting parents into work there is now more prominence given to retention in work and progression. There is a recognition that entry to employment does not guarantee freedom from poverty; without addressing retention and progression, many children will live in families experiencing low-pay-no-pay cycles, so may never genuinely escape poverty.
14. More encouragingly, the Organisation for Economic Cooperation and Development (OECD) reported in October 2008 that the UK's growth in wealth equality had been the fastest amongst the world's 30 richest and most developed countries. They reported that a combination of economic growth, which had lifted more people out of unemployment, and redistributive fiscal policies, had been responsible for much of the change.
15. A new report "*Ending child poverty: everybody's business*" was published in March 2008. This set out the next steps, including those announced in the Budget 2008, to make further progress to halve child poverty by 2010. The document also set out the renewed drive on child poverty for the next decade. The main cause of child poverty was again viewed as worklessness and low-paid work, but there was some recognition that the overall picture was more complex. A number of risk features such as larger families, workless families, ethnic minority groups and those families with a disabled member were identified. It was also reiterated that poverty in childhood can lead to reduced life chances and has a key impact on future economic prosperity.
16. On 23 June 2008 the government announced a number of new pilot initiatives to reduce child poverty and increase social mobility. The pilots are part of the reforms announced in the 2008 Budget that will see investment in tackling child poverty increase by £950m by 2010/11. £125million will be used to set up the pilot programmes that will play a crucial part in helping meet the 2020 target to eradicate child poverty.

The pilots include:

- a new Child Development Grant of around £200 will be available to low income parents with children under the age of five in 10 local authorities from early 2009. Parents who take up services such as their free entitlement to childcare places, and work with children's centre staff to take agreed action to support their child's development and improve their families' wellbeing, could be eligible. £12.75m will be available through this pilot;
- children in couple households are 60% less likely to be in poverty when both parents are working than if neither parent works. The current In-Work Credit pilots will be expanded to provide financial incentives for both parents to move into work as well as providing tailored work-related support. Over £5m will be available for this pilot;
- help in children's centres in Preston and Newham for parents to better understand and claim tax credits - to support families with everyday costs and childcare costs;
- £7.6m for 30 Children's Centres across 10 Local Authorities to offer enhanced work-focused services, helping parents with training and work experience to boost their confidence, skills and support them to enter and progress in work;
- funding will be made available to extend the London Childcare Affordability pilots and find new ways of making childcare more affordable for these families so that parents can enter work;
- up to £10m will be invested in incentives to help parents in London, in particular mothers, to overcome constraints to returning to work, for example by helping them to overcome the high childcare and transport costs which act as particular barriers in the capital;
- improved supported accommodation for teenage mothers by providing additional services to improve the health and development of their children, improve their parenting skills and support them with learning. Pilots are expected to begin in early 2009;
- at least £20m will be available through grants to local authorities to develop new and innovative approaches to tackle the causes and consequences of child poverty. The pilot areas will include remote rural areas, pockets of deprivation in otherwise affluent areas, as well as deprived communities in inner cities. They will test out new approaches to support groups at particularly high risk of living in poverty including disabled children, Black and Minority ethnic, and White working class families.

Local Analysis

17. So what do we know about child poverty levels in York? Overall we know that in York the issue is one of pockets of deprivation as shown by the facts.

- The Index of Multiple Deprivations 2007 has 8 Lower Super Output Areas (LSOAs) that fall within the most deprived 20% nationally;
- 1 LSOA (in Westfield Ward) is in the 10% most deprived nationally ;
- 7 other LSOAs (spread across the city) fall within the 20% most deprived nationally;
- Approx 12,000 live in the LSOAs that fall within the 20% most deprived LSOAs in England;
- Approx 5,500 Households in the LSOAs that fall within the 20% most deprived LSOAs in England.

In York, the 20% most deprived LSOAs have the following characteristics on Average:

- Just over a third of people are income deprived
- One in five men and women of working age are employment deprived
- Just under a half of children live in families that are income deprived
- 37.5% of older people are income deprived.

18. To look more specifically at Child Poverty in York. attached at **Annex 1** is a summary of data which evidences that whilst the overall figure (see table 1.2) for York at 14.2% is below the national average of 19.9%, there are 5 wards with figures well in advance of that national average (Guildhall 33%, Westfield 32.6% Hull Rd 25.5%, Clifton 24.6% and Heworth 22.2%).

We also know that children living in these areas are more likely to have poorer academic outcomes (**Annex 2**).

19. We have indicated and described above the significant level of national analysis and strategies which have now been reviewed in an attempt to meet the challenging targets set in 1999. In taking stock of the particular York position we must start from the existing Anti-poverty Strategy of Without Walls, that was developed with the purpose of outlining “an agreed way forward for ensuring that poverty in the city is minimised and the gap between rich and poor narrowed”. The strategy brings together existing initiatives that partners have set up as well as proposing new initiatives and ways of working to be agreed by the local strategic partnership. Clearly the success of that overall strategy will in itself impact on the child poverty agenda. (A copy of the strategy is available at www.yorkwow.org.uk under Inclusive WOW.) The actions in the overall strategy are grouped around 3 strands:

- Maximising incomes of individuals in poverty

- Minimising the cost of living in York and increase take up of available services
- Improving partnership working and organisational responses to poverty

In addition the city recognises the need to “reduce poverty levels and the impact of poverty on the lives of children and young people” in the Local Area Agreement NP1 116 and has committed itself to piloting an area based partnership approach to tackling poverty .

20. We have recognised children live in poverty generally because they live with adults who are in poverty. We also recognised that we needed to look at two aspects – helping those families living in poverty NOW and preventing future poverty by supporting the current generation of children and young people. So what specific actions would we propose which would seek to impact locally on child poverty levels in the context of the overarching anti-poverty strategy?

Action Area 1: The Work of Children’s Centres:

21. The city has established eight children's centres under Phase 2 of the national programme. These centres are managed in three locality clusters, each of which is served by a multi-disciplinary Integrated Services Team. These centres present an important opportunity to make an impact. They will impact upon child poverty by the provision of their core offer of services – childcare, information and advice; parenting/adult education programmes; support groups; individual counseling; home visiting, health services etc. In addition, although we were unsuccessful in one of our bids for the pilot projects mentioned in paragraph 16 above, it may be possible to implement at least some of the proposals in that bid (set out in **Annex 3**) without significant local investment, including actions which build on **Jobcentre Plus's (JCP) involvement** with the children's centre development to date.
22. In addition, City of York Council is a Pathfinder authority for developing **childcare provision for vulnerable 2 year olds** and for the **enhanced free childcare offer for 3 and 4 year olds**. Both projects are on course to meet challenging targets and are making particularly good progress in providing for the most vulnerable children. Work to develop integrated early childhood provision is using the 2 year old pathfinder as an opportunity to address key issues around the quality sustainability and affordability of local childcare provision.
23. **Altogether Better York**, managed by the local PCT, is a Big Lottery funded programme that aims to increase awareness and understanding of the factors that influence health and well-being. The programme will recruit, train and support community health educators, who will deliver interventions to meet the health and well-being needs of targeted communities, including the Hull Road, Clifton and Westfield areas of the city. They will work with specified target groups, including lone parents and teenage parents. There is

significant potential for this programme to link up with the work-focused pilot through the provision of volunteering opportunities to local parents.

24. **Home-Start York** is another successful local scheme linked to the children's centres programme that could provide volunteering opportunities.

Action Area 2: A Preventative Approach with Targeted Groups

25. The authority has also bid, and has now been shortlisted, to be one of the other pilots (described at bullet point 7 of Para 16) to impact in the lives of the **teenage homeless**, and as a result break the pattern that can then escalate into the potential negative outcomes for the individuals and their children.
26. Unlike traditional 'rough sleepers' hostels found elsewhere, in York the focus of statutory homeless hostels is accommodation based with relatively few 'extra-curricular' provision. A small number of sessions are provided in the hostels by York's Young People's Services (weekly 2 hour young persons drop-in session) and Mum and baby sessions (facilitated by Health Visitor). These sessions are excellent but do not provide an intensive programme offering a wide range of developmental opportunities to assist young people / teenage parents to make positive changes to their lifestyles – thus achieving long term goals to break the cycle of poverty / reduce teenage pregnancy / prevent repeat homelessness. The intention in future is to replicate the 'resettlement model' and this pilot offers the ideal opportunity to develop a specific service for young people / teenage parents.
27. The project will target a specific customer group, many of whom are difficult to reach with complex needs by introducing an intensive support and developmental programme to enable young parents to progress through a resettlement process from temporary or hostel accommodation to sustainable and positive independent living. Staff would provide a training programme to help the young parents and future parents to develop skills to sustain independent living so that when they moved into permanent accommodation, their support needs could be met by floating support. This stability would enable the young parents to make positive decisions in the life and raise their aspirations around Education, Employment or Training (EET). The pilot would be focussed on young people / teenage parents living in temporary accommodation hostels.
28. Young people who live in hostel accommodation tend to form friendship groups and develop sexual relationships with other young people. It is often difficult to encourage them to engage with outside agencies. It is therefore imperative that during this transitional, often chaotic stage of their life, the specialised support goes to them rather than expecting them to go to the agencies. We anticipate hearing the outcome of this bid in December but again even if unsuccessful, it is a model that we would wish to see developed and implemented through existing resources.

Action Area 3 : Narrowing the gap

29. Most would agree that **improved educational outcomes** for all is an important contributor to reducing the likely prospects for individuals and their future families. Narrowing the gap (in outcomes) is a two year Department for Children, Schools and Families (DCSF) funded project that started in June 2007. Hosted by the Local Government Association and supported by IDeA, it aims to make a significant difference, on a national scale, to the performance of Children's Trust arrangements in 'narrowing the gap' in outcomes between vulnerable children and the rest, against a context of improving outcomes for all children.

30. The initiative seeks to ensure that within-school variations which relate to the differences in pupil achievement between similar groups, classes or subjects in a school, rather than comparisons between schools, is tackled. This best achieved where there is:

- a system of coaching and peer support for teachers
- a strong theory of teaching and learning underpinning your practice
- a clear specification of varied teaching strategies that teachers can use
- a solid body of data about teacher and pupil performance, carefully analysed and used to improve practice
- arrangements for pupils to contribute their views about teaching methods and their effectiveness
- a school culture of support, trust and challenge
- time for teachers to undertake developmental work on issues of this kind.

31. The "Narrowing the gap" research also found that when looking to improve outcomes specifically for vulnerable groups:

- strategies promoting children's health, safety and economic stability all help to provide the necessary conditions to support effective and enjoyable learning and raise achievement;
- interventions to remediate disadvantage and narrow the gap in outcomes for vulnerable groups need a long-term focus;
- interventions which adopt an holistic and joined-up approach dealing with the range of obstacles and negative influences holding children back are the most effective;
- interventions that focus on the whole family and involve children learning and working with their parents/carers are some of the most effective; and
- interventions need to build upon the positive elements and experiences of children's and family lives and take account of value and belief systems.

Overall progress will be made in improving outcomes for all where we have strong, inclusive and shared vision and leadership; a whole-school approach to pastoral care; an effective behaviour management strategy that rewards good behaviour, ensures that children feel safe and does not tolerate bullying and bad

behaviour; and strategies that promote social and community cohesion and tackle negative cultural influences.

32. These narrowing the gap strategies are familiar to York and a language that is regularly revisited with our head teachers. The issue has been prioritised in the Children and Young Peoples Plan 2007-10 and detailed strategies to achieve progress on this agenda are firmly embedded in Service Plans. There is also real evidence of our progress in narrowing the gap in the city between the performance of children in more disadvantaged communities and the rest of the population (see **Annex 4**). As we move into an era of curriculum reform and wider choices to engage previously disaffected young people, up until aged 18 (by 2015), we can anticipate further success within this agenda.

Corporate Priorities

33. The contents of this paper contribute to the following corporate priorities:

- Increase people's skills and knowledge to improve future employment prospects
- Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest
- Improve leadership at all levels to provide clear, consistent direction to the organisation
- Improve the way the Council and its partners work together to deliver better services for the people who live in York

Implications

34. The report has the following implications:

- Financial : this report carries no specific financial implications. Clearly the actions described at Paragraphs 19 were based on additional national resources which were not forthcoming. Similarly progress on actions described at Paragraphs 21-24 will be more limited if funding is not achieved through the bidding process described.
- Human Resources (HR) – there are no specific HR implications of this report
- There are no specific equalities/ legal/IT/ property or crime and disorder implications arising from this report.

Risk Management

35. The contents of this report given its analytic and descriptive nature do not carry specific risks. A failure to harness all energies to address child poverty

does in itself carry considerable community, organisational and individual risks

Recommendations

36. The Executive is recommended to:

- Note and comment upon the content and analysis contained in this report
- Seek further discussion of this paper at key partnership forums, Inclusive York and YorOK Board in particular, with the aim of creating opportunities to access collective support and resources to support action areas described above.

Reason: In order to respond to a decision of a full council meeting.

Contact Details

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Chief Officer Responsible for the report:
Peter Dwyer
Director of Learning, Culture and Children's Services

Report Approved **Date** *23rd August 2008*

Specialist Implications Officer(s)

Financial Implications.
Name: Richard Hartle
Title: Head of Finance (LCCS)
Tel No. Ext 4225

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Annexes

Annex 1: Child Poverty in York

Annex 2: Link between Poverty and Educational Outcomes

Annex 3: Future Work with Job Centre Plus in York's Children's Centres

Annex 4: Narrowing the Gap: Key Stage 2 Results Maths and English

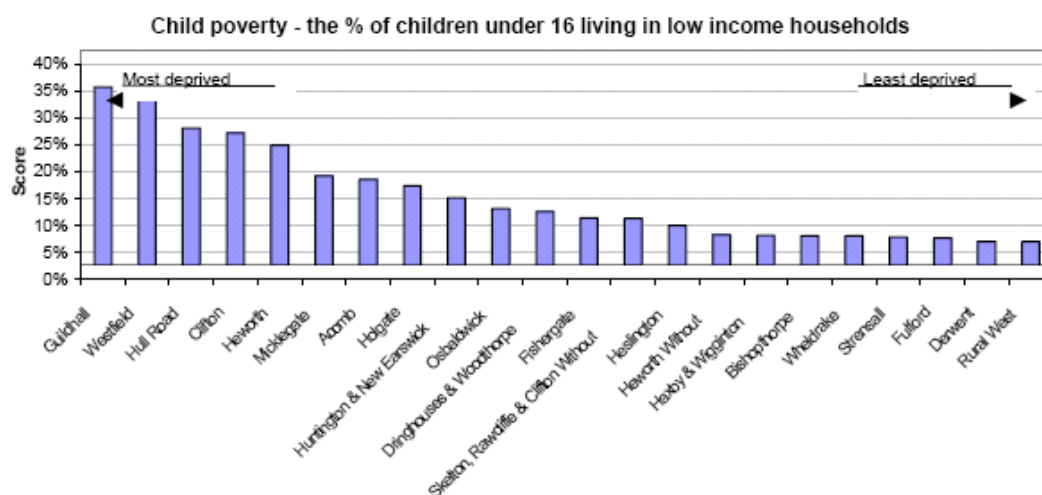
Child Poverty

The Indices of Deprivation 2004 also has a supplementary Income Deprivation Affecting Children Index (IDAC). This is a subset of the Income Deprivation Domain. It shows the percentage of children under 16 who were living in families in receipt of Income support and Job Seekers Allowance (Income Based) or in families in receipt of Working Families Tax Credit/Disabled Persons Tax Credit whose equivalised income is below 60% of median before housing costs

Wards	% of children under 16 living in low income households ¹	York Ranking (where 1 is the most deprived)	No of children under 16 living in low income households ²
Acomb	15.8%	7	249
Bishopthorpe	5.5%	17	35
Clifton	24.6%	4	543
Derwent	4.4%	21	24
Dringhouses & Woodthorpe	9.9%	11	186
Fishergate	8.8%	12	96
Fulford	5.0%	20	20
Guildhall	33.0%	1	190
Haxby & Wigginton	5.5%	16	115
Heslington	7.4%	14	15
Heworth	22.2%	5	533
Heworth Without	5.6%	15	30
Holgate	14.7%	8	296
Hull Road	25.5%	3	373
Huntington & New Earswick	12.5%	9	278
Micklegate	16.5%	6	224
Osbalwick	10.5%	10	53
Rural West	4.3%	22	84
Skelton, Rawcliffe & Clifton Without	8.6%	13	219
Strensall	5.2%	19	88
Westfield	32.6%	2	1003
Wheldrake	5.4%	18	44
York	14.7%	-	4655
England	19.9%	-	-

1 The percentage of each ward has been calculated by averaging the percentages for all of the super output areas in each ward.

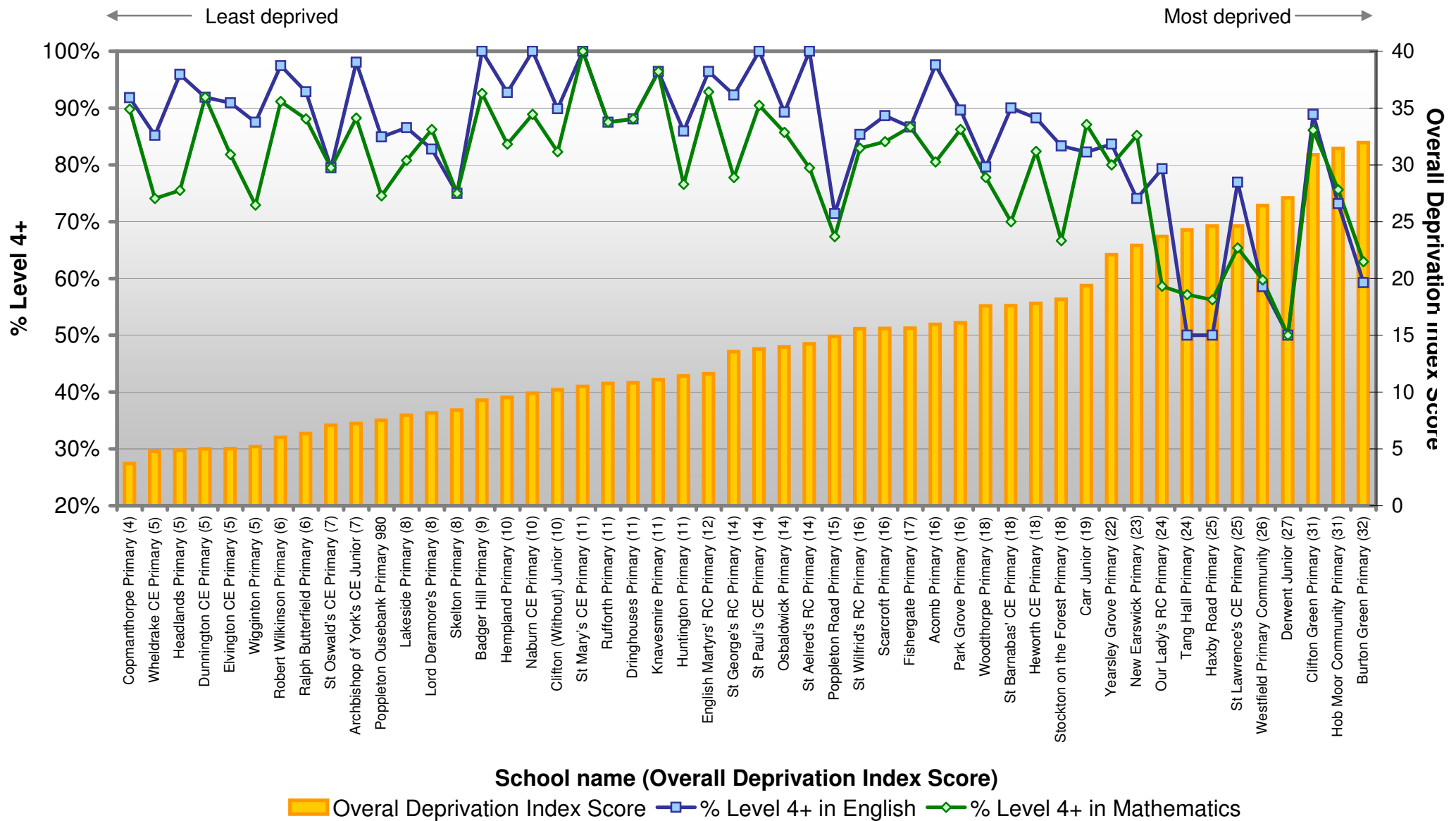
2 This has been calculated using 2001 census population figures (population of children under 16 * % living in low income households)



Within the ward information, there are 4 super output areas in York where More than 50% of children live in families that are income deprived. These are found in areas of the Clifton, Guildhall, Heworth and Hull Road wards.

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Graph showing the % Level 4+ in English and Mathematics in 2007/08 ordered by the Overall Deprivation Index score



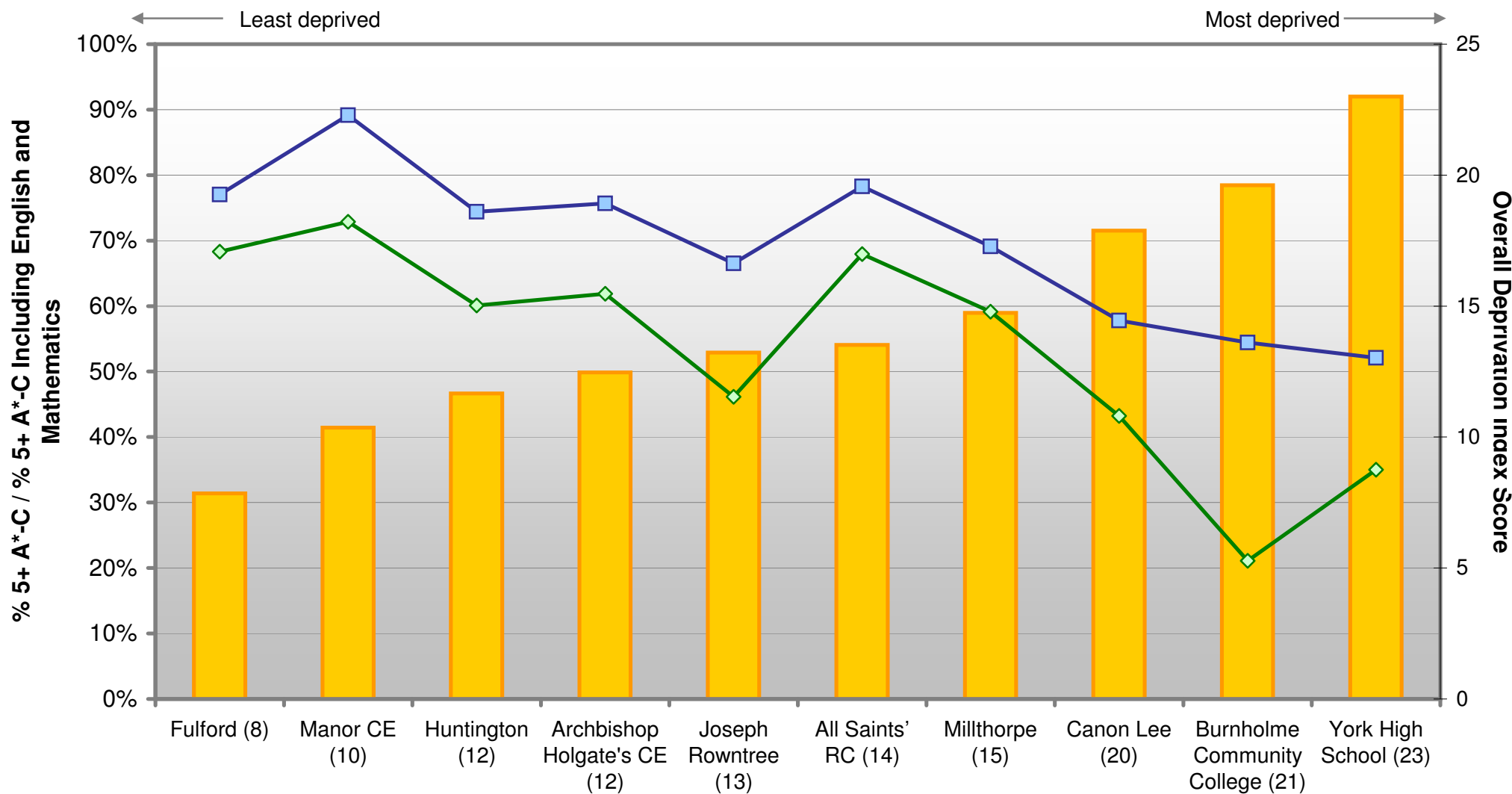
Notes:

- This score is calculated using the Index of Deprivation 2007 which measures deprivation in England
- Each pupil is given a deprivation score based on the area they reside in, then the school score is determined by taking an average of the pupil scores

Source:

- Pupils on Roll at the start of May 2008
- Index of Multiple Deprivation 2007

Graph showing the % 5+ A*-C and % 5+ A*-C (Including English and Mathematics) in 2007/08 ordered by the Overall Deprivation Index score



School name (Overall Deprivation Index Score)

Overall Deprivation Index Score 5+ A*-C 5+ A*-C Including English and Mathematics

- Notes:**
- This score is calculated using the Index of Deprivation 2007 which measures deprivation in England
 - Each pupil is given a deprivation score based on the area they reside in, then the school score is determined by taking an average of the pupil scores

- Source:**
- Pupils on Roll at the start of May 2008
 - Index of Multiple Deprivation 2007

Future Work with Job Centre Plus in York's Children's Centres

Information - about JCP, Future Prospects (York's free employment and learning advice service) and family and adult learning services to be included in children's centre "welcome packs"; free "warm phone" access in children's centres to JCP advice and services.

Advice sessions – regular weekly drop-in advice sessions delivered at each site by the JCP adviser; JCP adviser involvement in community drop-in groups and other more structured activities, becoming known and valued by parents as a regular member of the multi-agency team.

Outreach and home visiting services – actively encouraging and supporting parents to engage with JCP services and a range of opportunities for adult learning and training in employment related skills.

Access to a wide range of courses offered by the Family Learning & Skills for Life Service – these courses are already well-established in the three children's centres, enabling parents to develop the knowledge, basic skills and confidence to access further education and training.

Accredited (e.g. The Open College Network) **courses on job-search skills** – one course per centre, running two hours per week for 32 weeks, including access to free childcare.

Volunteering in schools – building on successful experience to date, support for up to nine learners each year who have achieved a Level 2 qualification in literacy and numeracy to become volunteers in schools and then to offer them funded access to Support Work in Schools vocational qualifications).

Volunteer co-ordinator – to develop opportunities for local parents on benefits to serve as volunteers in a range of community settings, including children's centres, supporting them in gaining the skills and the confidence necessary to progress to work-related training and employment.

ESOL teaching – opportunities to learn or improve skills in spoken and written English and, for students who gain Level 2 qualifications, progression to other opportunities as described above.

Access to apprenticeships (via York Training Centre) - basic apprenticeships for people who have already gained Level 1 literacy and numeracy and can be found a work placement

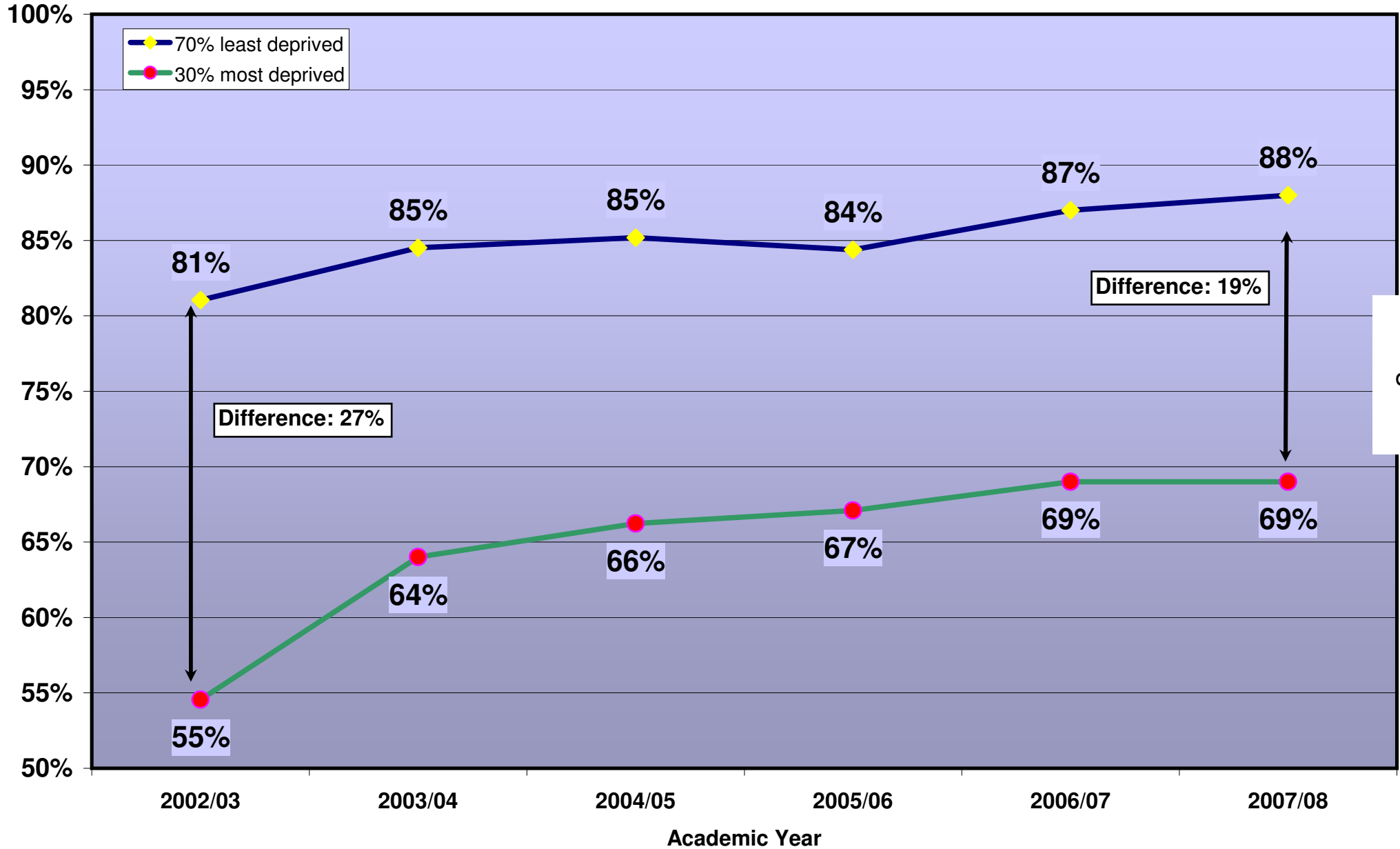
Debt counselling and budget management advice – providing training and additional capacity for Children's Centre Development Workers to undertake

targeted work with vulnerable families in financial difficulties, working closely with the JCP adviser and Future Prospects.

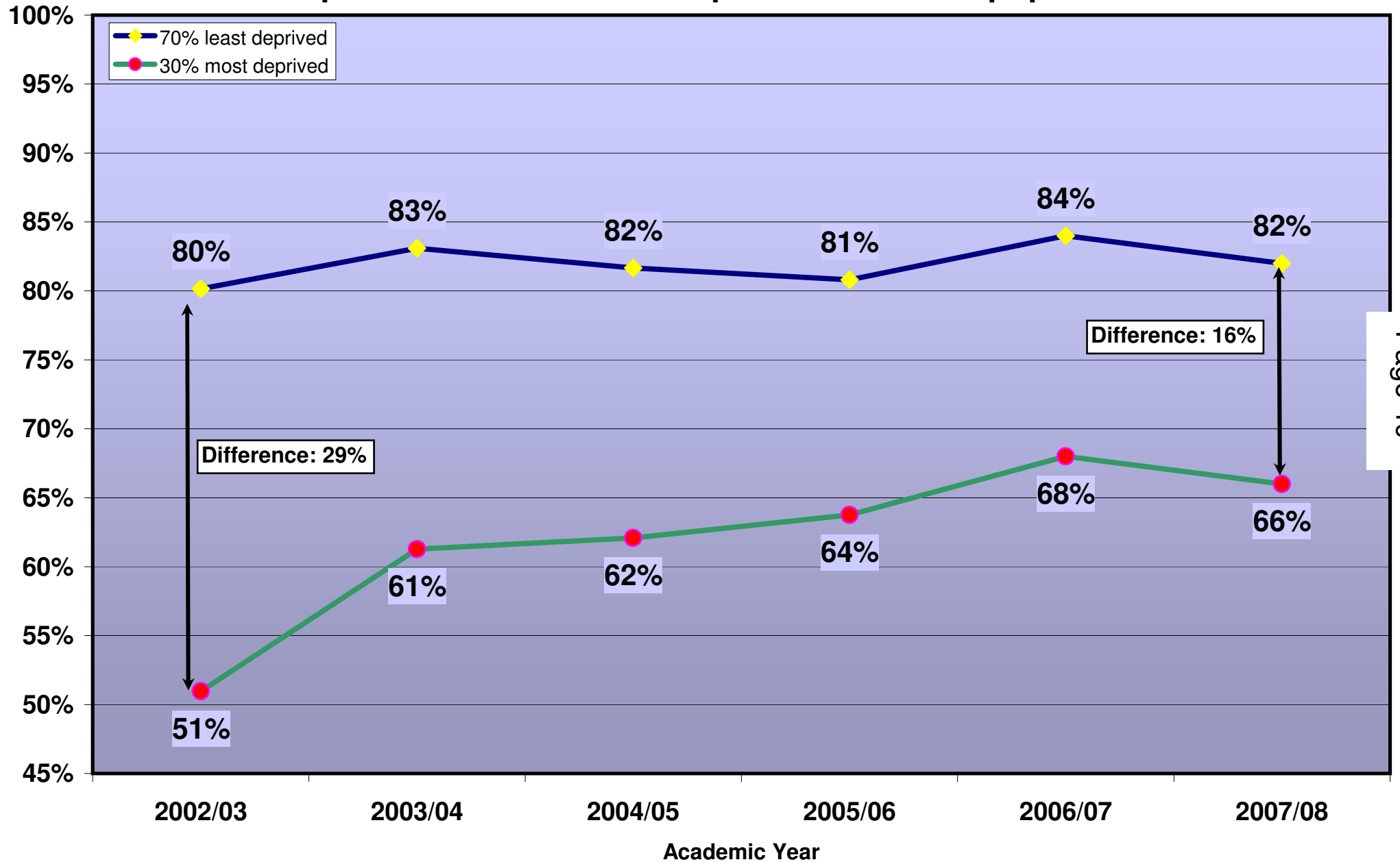
Training for early years practitioners - a rolling programme of poverty awareness training to ensure that all practitioners understand the importance of work to alleviate poverty and the impact of poverty on children's outcomes (three sessions per year for up to 150 practitioners, £3,000 per annum).

Access to childcare – flexible provision that will meet the needs of parents engaged in sessional courses or full-time training, as described above, including: maximising access to childcare and early education through the local Pathfinder schemes (see below); sessional childcare provided by children's centre staff; block-booking of one full-time place in each of the three neighbourhood nurseries; financial support for parents accessing childcare in other settings.

Key Stage 2 level 4 and above results in English for pupils living in the most deprived areas in York compared to all other pupils in York



Key Stage 2 level 4 and above results in Maths for pupils living in the most deprived areas in York compared to all other pupils in York





Executive

2nd December

Report of the Director of Resources

Corporate Strategy Refresh

Summary

1. This report provides information on the corporate strategy refresh process. It gives details of the initial stages, future stages and communication plans.

Background

2. Corporate Management Team (CMT) decided to refresh the Corporate Strategy to ensure greater alignment with the Sustainable Community Strategy (SCS) and the Local Area Agreement (LAA). The Local Government and Public Involvement in Health Act 2007 placed upon local authorities the duty to co-operate with partners, and the subsequent revisions to the local government performance framework have made it a statutory duty for local authorities to demonstrate how they are working with their partners to deliver local services (via the LAA).
3. Additional influences to this decision were strong views from the Corporate Leadership Group that there were too many strategic elements within the original strategy, which made it difficult to monitor. CMT also highlighted the need for the strategy to be measurable and achievable, to allow for an objective measure of the progress that is being made in delivering priorities during the year. The strategy also needs to include the major project/improvement activity in which the Council is involved, in particular major investment areas. One of the problems we face with the current strategy is producing evidence of change for our residents, and performance managing not only the priorities, but also the other elements of the strategy.
4. Completing this work is also a priority within the Single Improvement Plan.
5. A series of workshops have been and are planned to identify priority areas for **improvement** under the seven themes of the Sustainable Community Strategy (our 20-year blueprint for partnership working). These themes are: the Sustainable City, the Learning City, the Thriving City, the Inclusive City, the Healthy City, the City of Culture and the Safer City. In addition, there is an 8th theme, the Effective Organisation, that looks at our internal processes and how they enable us to deliver on the seven citizen-focused themes.

6. The format of the Corporate Strategy will therefore change from April 2009. The vision for the city from the SCS will be recognised as an overarching element of the strategy. Instead of the existing ten priorities, there will be eight themes, and under each theme there will be medium term (three year) improvements, as well as one year actions, that can be completed and measured within that year. During the year, and at the end of the year, quantifiable measures of overall progress made on the Council's priorities will be produced. This performance monitoring will be a key element of the Finance and Performance reports that come to the Executive. The existing Corporate Values remain unchanged, while the Direction Statements will no longer be shown as a strategic element in their own right.
7. Please see Annex A for a demonstration of the elements of the strategy.
8. Under each of these themes, Members and officers have already met for the first round of workshops to discuss one-year actions for 2009-10. Further work is continuing on these actions to consider delivery arrangements and measurements. The second round of workshops, which will consider the medium term planning, will take place in January. Invitations to Members to participate in the second round of workshops will follow shortly.
9. The one year actions have been considered at this point in time to ensure that Assistant Directors and Service Managers take them into account within the Council's service planning process. The medium term planning has been postponed until the results of partnership action planning against the LAA has been completed.
10. In future years, the one-year actions will be considered using the medium term planning for focus, in time for inclusion within the budget cycle. This will ensure that our corporate strategy and budget cycle are fully aligned. Our aim is to show a clear golden thread running from strategic long-term priorities to annual service plans, with budget processes supporting priorities.

Next steps

Content and structure

11. The next step with regard to the content of the strategy is to confirm the medium term element of the strategy (next three years) in workshops planned for January.
12. In conjunction with this we will have the results from the partnership boards' LAA action planning sessions. It is crucial that the council's medium term planning considers the decisions made at a partnership level, to ensure that we have integrated the outcomes into our delivery mechanisms. We will also identify Key Performance Indicators (KPI's) at this stage.
13. A report detailing the whole strategy will be brought to Executive for consideration when the second round of workshops are complete.

Alignment of resources

14. It is important the Strategy sets out the Councils priorities and contributes to the investment decisions the Council makes. The Strategy will incorporate major existing programmes which are already planned to deliver a significant contribution to Council priorities, and will also serve as a basis for future decisions on investment. The development of the Financial Strategy will seek to ensure that capacity is created to ensure investment in key priorities.
15. The corporate strategy proposals were outlined in the budget consultation event held in mid November 2008.

Communication

16. There is a major piece of work to be undertaken with regard to the internal and external communication and 'marketing' of the strategy. The strategy is due to be launched in April 2009, and time has been allocated with the Communications Team after the Christmas break to focus on this important stage.

Follow up work

17. When the strategy is launched, there will be an important facilitation role for the Performance and Improvement Team to ensure that progress is being made against the targets set, that monitoring arrangements are working well and that reporting mechanisms are fit for purpose.
18. As indicated there is an important piece of work that will be needed to make further improvements the alignment between the refreshed strategy and the evolving budget setting arrangements, in time for the next budget round.

Consultation

19. The process of the refresh the corporate strategy has been discussed at Corporate Leadership Group, and Corporate Management Team. The first round of workshops involved a combination on Members, Officers and partners.

Options

20. Option 1) The current corporate strategy remains unchanged.

Option 2) The corporate strategy refresh process described in this report is endorsed.

Analysis

21. Option 1)
Advantages – Continuity is maintained with the strategy of previous years.

Disadvantages – The current strategy makes it difficult to demonstrate progress. Its focus is on the Council's work alone, and in the future we will be judged on how the Council's work contributes to the city wide agenda.

22. Option 2)

Advantages – The new strategy will enable progress to be reported, and improvements to be focused on priorities. It will be clear how the Council is contributing to the LAA and the SCS, and the golden thread will be improved from a strategic planning level down to individual workplans. The budget process will be able to be aligned to the corporate strategy process in future years. The Council will also be demonstrating its leadership role within the city by endorsing the partnership agenda.

Disadvantages – There will be changes made to the strategy that will need to be communicated effectively if staff are to accept them as positive changes.

Corporate Objectives

23. The refreshed corporate strategy will improve the Council's position with regard to the new assessment framework, the Comprehensive Area Assessment (CAA).

Implications

24.

- **Financial** If Option 2 is endorsed then the further work with regard to budget alignment will have implications in future years, with resources supporting the strategy.
- **Human Resources (HR)** There are no HR implications
- **Equalities** If Option 2 is considered, action regarding the Council's internal processes will be identified at a corporate level through the organisations effectiveness theme. Outward facing equalities actions will be prioritised within the Inclusive City theme. The refreshed strategy will be considered by the Social Inclusion Working Group during its development.
- **Legal** There are no legal implications
- **Crime and Disorder** Crime and Disorder issues will be prioritised under the Safer City Theme
- **Information Technology (IT)** There are no IT implications

Risk Management

25. If the corporate strategy does not align to the Sustainable Community Strategy and the Local Area Agreement, the council will have great difficulty demonstrating how we are working towards the vision of the city. This forms a fundamental element of the CAA inspection regime, and therefore future positive inspection judgements will be put at risk.

Recommendations

26. Members are asked to approve:

Option 2) The refresh process described in this report is endorsed.

and Members are requested to participate in the relevant second-round workshops.

Reason: To give the corporate strategic planning of the council greater coherence, and improve the council's position under future inspection frameworks.

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Report Approved



Date 18th November
2008

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Report Approved



Date 19th November
2008

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Annexes

Annex A – Example format of the refreshed corporate strategy

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The City
York: a city making history

worded

- Words that represent the vision for the city and our commitment to the SCS and LAA

The Council

Delivering what our customers want
 Providing strong leadership
 Supporting and developing people
 Encouraging improvement in everything we do

OUR VALUES

The focus of CYC improvements over the next 3 years

York – The Sustainable City

-
-
-

York – The Thriving City

-
-
-

York – The Learning City

-
-
-

York – A City of Culture

-
-
-

York – The Safer City

-
-
-

York – The Healthy City

-
-
-

York – The Inclusive City

-
-
-

City of York Council –

an effective organisation

-
-
-

Key actions for the next year

The Sustainable City

- 1)
- 2)
- 3)
- 4)

The Thriving City

The Learning City

A City of Culture

The Safer City

- 1)
- 2)
- 3)
- 4)

The Healthy City

The Inclusive City

An Effective Organisation

1 year

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Executive

2nd December 2008

Report of the Assistant Director of Resources – Transformation and Efficiency

ITT Strategy 2008-2012

Summary

1. This report sets out the draft ITT Strategy for the Council for the next five years. Its key themes are designed to link closely to the corporate strategy and the agenda for change over the coming years. IT will be an essential enabler of transformation in the future.
2. The strategy seeks to establish an attainable yet challenging vision, supported and illustrated by measurable, clearly defined deliverables.
3. In order for the organisation to deliver this strategy there will be significant human effort to transform the way the Council does business, from Business Process Re-engineering through to changes in the way it plans, manages and delivers its services. This is not just a technology plan, but an essential plank in our transformational approach. .

Background

2. The ITT Strategy 2002-2007 was reviewed in October 2006 to assess how successful we had been in delivering it. The strategy had 129 objectives, and of these 63% had been fully achieved with further 26% partly achieved.
3. The old Strategy had 4 key themes and in summary we have been extremely effective in delivering Nos 1 and 2, have made good progress on No 3 but have made little progress on No 4.
 1. **Provide a secure, resilient, high performance ICT Infrastructure**
 2. **Create the environment to deliver E-government**
 3. **Use technology to improve business efficiency**
 4. **Establish effective links with Partners**
4. We now have
 - A strong and flexible platform on which to base future improvement
 - Our core business relies upon stable, secure systems
 - Improved IT Project and Programme management
 - Less ad hoc development
 - Better control and prioritisation of investment
 - Increased use of IT systems to deliver front line services

- Move to web based services
 - Better use of performance data and IT to make us more efficient
 - Innovative approach to e-government
 - We use technology to improve customer services
 - Good basis to deliver efficiencies from the use of technology
 - An implementation approach that combines technology and process change
5. The organisation now has a stable platform on which to undertake its business. We lose very little productive time due to IT failure or poor performance which is a significant enabler for the delivery of high quality services to our customers. Having invested heavily in this area in the last 5 years and having achieved an acceptable standard of service it may be that this is not a priority for the future of strategy. However it is not an area where we can become complacent or disinvest entirely without putting ourselves at serious risk of future IT failure.
6. Following the review of our old strategy, and to reflect the drivers set out below, in 2007 CMT and Executive agreed 5 themes around which the new IT strategy would be structured. These were much more business focussed, with a clear alignment to the corporate strategy. It was then expected that the fuller strategy would be written and brought back for agreement. However, with the departure of the Chief Executive, the Director of Resources and the Head of Public Services, the Strategic Head of ITT has been redeployed to cover vacancies/acting up arrangements and it is only now that we have had the resources to develop the strategy in full. The draft strategy has been used to drive and shape the IT Development plan for 2009/10.

Drivers for the Future Strategy

7. Gartner, the IT industry think tank, predict that in future, the IT function will fulfil 3 major functions,
- Technology Management – operate the technology and support users with a focus on availability and cost per user
 - Strategic Change – enabling service improvement through the use of technology and process change - not just aligned to the business but becoming part of it
 - Innovation – using technology to drive radical new approaches to local service delivery, to change the paradigm rather than adapt the existing models of activity
8. Central Government has set out its expectations that Technology will play an essential part in the Transformation of Public Services in the Varney review (Service transformation - a better service for citizens and businesses, a better deal for taxpayers) and then more explicitly in **The White Paper on Strong and Prosperous Communities**, particularly the themes of: -
- **Responsive Services and empowered communities** - Technology can be used to improve consultation and communication with Citizens and to assist with the planning and delivery of services at a neighbourhood level. The use of the Internet and phone to deliver services in the way customers demand them is also key to this theme.

- **Efficiency – Transforming Local Services** – Requirements for ambitious continuing improvements in efficiency are being built into the Comprehensive Spending Review. There is a drive to use business process improvement techniques including new technology to deliver these service transformations. This reflects the move from electronic government (e-government) to transformational government (t-government). Greater collaboration between public sector bodies is also expected. The efficiency improvements also incorporate carbon efficiency and a drive for each Local Authority to reduce its own carbon emissions. The use of technology is essential to these objectives.
- **Local Government as a strategic leader and place-shaper** - Put partnership working at the heart of local service delivery – Use information technology to facilitate partnership working for service planning and delivery, enabled by information sharing and shared service delivery.

9. Other key issues that we need to consider in the IT Strategy are :-

- **The Sustainable Community Strategy** – ensuring that partners can work together to deliver outcomes for the city will require us to share information and facilitate partnership working using shared IT systems and infrastructure.
- **The new HQ** – the migration of the majority of our administrative accommodation to one central site will require the replacement of much of our network infrastructure. This gives us opportunities to use new technologies to transform the way we work in the new space, firstly enabling us to occupy the building effectively (flexible use of space based on wireless networks) and secondly bringing about service improvements as a result (flexible working, co-location of staff encouraging cross directorate working, single point of customer contact for all services etc).
- **Governance** - we do not have a clear mechanism for reviewing progress in delivering either the IT Development Plan or the IT strategy
- Inconsistent and sometimes inefficient split of responsibilities between central ITT and Directorate IT teams
- Client relationships between Departments and Central IT are not as responsive and productive as they could be. In light of the forthcoming move to a new HQ when departmental support will be significantly impacted by the co-location of staff, we commissioned an independent review of our current arrangements and of the future IT support needs of the organisation.
- We do not embed the delivery of IT strategy into departmental service plans in a systematic way
- Customer demands are becoming more complex as their business continues to change at an ever increasing rate. The IT support service needs to be able to flex to accommodate the speed of change

The Strategy

10. The new IT strategy has five themes. They are the main drivers for further IT development.
 1. Use technology to improve the efficiency and effectiveness of Council Services and the internal working of the Council
 2. Use technology to make services easy to access, high quality and efficient, effectively managed, and responsive to the particular needs of individuals and/or Customer groups.
 3. Develop our IT Infrastructure to support the move to a new headquarters
 4. Use technology to make CYC a more sustainable organisation
 5. Use technology to forge stronger working relationships with our partners, to enable the sharing of information and improve joint service planning commissioning and delivery
11. Each theme is then broken down into the technology blocks which will enable us to achieve the vision statement. Each technology block sets out the current state of play, any (inter)national trends and the particular issues for CYC. It then sets out a series of objectives. Some of these are hard and fast actions (implement x or y) whereas some are more exploratory or set a principle for future development. The full Strategy is attached at Annex A
12. An Executive Summary has been developed to bring to life the strategy and visualise how this will affect the Council in the future. This is attached as Annex C.

Delivering the Strategy and Reviewing Progress

13. The IT strategy is a five year strategy. Many of the outcomes we seek to achieve will take this amount of time to deliver, so the strategy needs to be relatively fixed for the Council to realise benefits and maximise investment in technology. We should not be changing direction every year or two. However, there will undoubtedly be major technical innovation over the next five years, the objectives of the Council may change and we will clarify our objectives in some areas. It is therefore crucial that the Strategy remains a live document and that we review our objectives on a regular basis. We also need to review our progress in delivering the strategy to ensure success. It is proposed that CMT delegate this review work to the Corporate IT Strategy Group with an escalation to CMT if significant change is required.
14. The delivery of the IT Strategy will form the primary focus of the IT Development Plan and will drive investment in IT. The delivery of some of the softer issues in the strategy (compliance with policy etc) will also be built into Service Plans and ongoing working practices.
15. The delivery of the Strategy is not solely the domain of the IT department. It will require cross directorate buy in to the ideas and principles from Members, CMT and departmental management teams it will require significant input from Directorate IT and Business staff. Directorate DMT's will need to incorporate elements into their directorate plans and service plans. To get the key messages understood and embedded, and keep them fresh over the duration of the

strategy, we will need to develop a communication plan. Again, the CITSG will play an essential role in this activity.

16. In the past, Members have agreed the initial strategy but have had no role in monitoring progress. Corporate Services EMAP have had a view of the financial impact of the IT Development Plan but no formal reports on achievement of the outcomes of the strategy. Directorate EMAPs have occasionally received reports on individual projects. A broader reporting mechanism needs to be developed so that Members receive reports on the progress of key business led projects within their portfolio or across the whole organisation.

Corporate Objectives

17. These themes align to the refreshed Corporate Strategy, mainly around the Organisational Effectiveness theme.
18. The theme of Partnership Working (theme 5) will be particularly important to deliver the outcomes set out in the Sustainable Community Strategy (SCS). The theme of sustainability (theme 3) will also support the objectives set out in the SCS in reducing the carbon footprint of the organisation.

Consultation

19. This draft document has been considered by the Corporate IT Strategy Group and by CMT who :-
 - Supported the 5 themes set out above.
 - Believed the strategy provides a desirable road map for the use of technology within CYC.
 - The mixture of vision and hard, measurable objectives will make it possible to develop delivery plans and monitor progress on delivery.
 - That Directorates currently struggle to deliver IT projects on time as there is limited Project Management capacity in house and retaining staff on a project by project basis is an ongoing problem. The capacity to deliver an ongoing programme of IT development needs to be developed and retained in house. Proposals to achieve this need to be developed.
 - This Strategy is part of a broader organisational transformation agenda and will require a large amount of human effort to achieve the objectives (it is not just a technology implementation plan) It will also require effective co-ordination with other transformation agendas (new HQ, Efficiency Programme, Easy@york, HR workforce and policy development, Performance management etc).

Financial Implications

20. The investment required to deliver this strategy is made available through the IT Development Plan. Historically this has been an annual allocation and this has created problems both in delivering a longer term strategy and in making the resources available in time and for the full duration of the projects (which are often multi year). The Strategy proposes that in future years the IT Development Plan will be developed as a three year rolling investment plan to match the development of 3 year budget setting process.

21. An IT Strategy delivery plan will be developed which will enable us to identify the basis for each future IT dev plan round and to estimate the required level of future investment. If this funding is not allocated to the delivery of the strategy then there will be a need to amend the strategy to reflect this and to reduce the ambitions set out in the strategy.
22. The allocation of time to deliver this plan has historically been a problem for the organisation. Freeing up resources within the business and creating and funding the project management capacity have led to delays in implementation and concomitant underspends in the IT Development Plan.
23. In order to create capacity to deliver the strategy on time, we will explore the establishment of a central pool of Project Managers and Business Analysts that can be deployed wherever they are needed to support major projects. This will create a source of additional expertise that Directorates can call on when needed. This will offer more continuity of contract and prevent staff from leaving towards the end of projects and ensure that we can develop and retain skills in house. This will ultimately mean that we do not have to recruit expensive consultancy support or agency staff.

Implications

24. The implications of adopting this strategy are

- **Financial** - None at this stage
- **Human Resources (HR)** - None at this stage
- **Equalities** – assessment will take place in November.
- **Legal** – No implications
- **Crime and Disorder** – no implications
- **Information Technology (IT)** – Incorporated into the report
- **Risk Management** – The strategy sets out a direction of travel for the use of technology and as such has implications for management of change across the whole organisation. If a broad range of IT and non IT activities are not coordinated then the objectives of this strategy cannot be met. It is proposed that the CITSG take a primary role in coordinating this activity and managing this risk.

Recommendations

25. That Executive comment on the suitability of the 5 themes set out in paragraph 10
26. That Executive agree the IT Strategy attached at Annexes A and B
27. That Executive comment on how they would like to review progress in delivering the IT Strategy
28. That Executive agree to the development of proposals for a 3 year IT Development Plan as set out in paragraph 20.
29. That Executive agree to the development of proposals for a central pool of Project Managers and Business Analysts as set out in paragraph 23.

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Wards Affected: *List wards or tick box to indicate all*

All

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Background Papers:

Annex A – IT Strategy 2008-2012 and glossary of terms
Annex B – Executive Summary of IT Strategy 2008-2012

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Information and Communication Technology Strategy 2008 – 2012

A five-year vision for the use of Technology in the City of York Council

1 What is an IT Strategy?

The IT Strategy for City of York Council explains how we intend to use technology to support the organisation in the delivery of its strategic objectives. Five years is a long time in IT so this strategy will need to be regularly reviewed to ensure that it continues to be relevant and responds to changes in both technology and organisational priority. It sets out:

- The Vision we want to achieve, set out in 5 core objectives
- An explanation of how CYC intends to develop and introduce blocks of technology. Each block has been grouped under one of the 5 themes. Some technologies will deliver against more than one of these themes
- The technical architecture we will build to deliver this
- The governance structures that we will put in place to manage this
- The organisational model we will develop to support and implement this

2 Vision

The new IT strategy has five simple themes. They are the main drivers for further IT development.

1. Use technology to improve the efficiency and effectiveness of Council Services and the internal working of the Council
2. Use technology to make services easy to access, high quality and efficient, effectively managed, and responsive to the particular needs of individuals and/or Customer groups.
3. Develop our IT Infrastructure to support the move to a new headquarters
4. Use technology to make CYC a more sustainable organisation
5. Use technology to forge stronger working relationships with our partners, to enable the sharing of information and improve joint service planning commissioning and delivery.

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1 Use technology to improve the efficiency and effectiveness of Council Services and the internal working of the Council

3 System Replacement and consolidation

Issues

IT Systems deliver the specific business functionality required to support and sustain effective customer and business service delivery.

The upgrade or replacement of these key IT Systems can be driven by legislative changes, system support being discontinued, changes in business requirements that cannot be met by the old system, inability to integrate the system with other key IT Systems or components or an opportunity has been realised for System consolidation.

Objectives

- Develop a forward looking IT System replacement programme.
- Deliver the approved and funded replacement projects to replace key internal IT Systems such as Financial (FMS) HR and Payroll (Delphi) Management Systems, Social Care (Frameworki) System and Home Care monitoring.
- Migrate and consolidate ageing IT Systems onto new corporate platforms where applicable as they become redundant.

4 Business Process Re-engineering

Issues

Easy@york has made significant progress in transforming our customer contact and the York Customer Centre now provides a single point of customer contact for 16 services with more services coming on stream as part of the second phase of the programme. However we still have a large number of services that are delivered in silos and face to face contact remains largely unchanged. We are increasingly reliant upon IT systems for all aspects of our contact with customers and yet these systems are often implemented without due regard to the process changes that are needed to make the most of the new technology. This can result in poorly optimised processes giving rise to post implementation service problems. Internal and external facing business processes have evolved over time, often to feed a performance measurement framework which distorts the actual objective of the system and process.

Objectives

- Undertake BPR alongside the introduction of major transactional IT systems to ensure we deliver efficient transactions and make the most of the investment in IT systems.
- Establish an approach to developing Business Intelligence within the organisation.

5 Business Intelligence

Business intelligence (BI) is a broad category of applications and technologies for gathering, storing, analyzing, and providing access to data to help make better business decisions.

Issues

Local Government has a long established need to provide accurate timely and meaningful reports on performance and outcomes achieved. It also has a growing need to understand the varying needs of its customer groups and use this intelligence to plan and personalise service delivery and shape the place in which we live. The Council holds vast amounts of data; some of it structured, in hundreds of databases, much of it unstructured in word documents and spreadsheets. We need to be able to ensure the quality of the data we hold, interrogate this information to report on our performance, and mine this data to provide a view of our communities and our locality that will enable better decision making, better use of our resources and improved service planning and delivery.

The activity of Performance Management within the council is time consuming and not all service areas have sufficient access to timely, meaningful, accurate performance data. It is hard to combine data from different sources.

Objective

- Implement a Business Intelligence platform to enable us to warehouse performance data and interrogate the data to provide accurate and meaningful overview of performance. This should involve the ability to combine related data, to model the impacts of changes on the performance of services, create dashboards, set thresholds and targets, drill down into supporting data where further investigation is required.
- Take a phased approach to rolling out a Business Intelligence platform, starting with improvements to the quarterly corporate performance monitor and the monthly performance dashboard.
- Develop Business Intelligence skills within the authority to apply across different data sets.
- Develop an informal community of performance management experts who can promote the use of Business Intelligence within every service area.
- Use Business Intelligence as part of the service planning regime to identify areas for improvement/disinvestment.

6 Geographical Information System (GIS)

Issues

Geographical Information Systems use spatial data and plot data onto maps so that it can be graphically represented. We currently use GIS in many areas of the Council for diverse purposes from mapping flood plains, displaying planning applications through to logging the location of an abandoned car or mapping the most direct route for a home to school taxi ride.

The Current CYC GIS strategy identifies the need to build a single corporate GIS system based upon the Arc GIS suite, migrating away from number of other GIS systems we operate. This

would enable us to build a single repository for map layers and to develop the capability to share GIS data layers. This would ensure the accuracy of spatial data and mean that we could share and compare different data sets so that we can exploit the volume of spatial information that we now capture. We have made good progress in establishing an accurate corporate system which sits at the heart of the Planning and Building Control System and feeds the Customer Relationship Management (CRM) system. We use maps on the web site to display location information and capture co-ordinates of service requests.

However, we have still to decommission other GIS systems and we have not established a single repository for spatial data that is easily accessible when needed. Developments in GIS technology have also provided new challenges such as the development of 3D modelling techniques provides opportunities for technical design teams.

Objectives

- Undertake a review of the Current GIS Strategy and explore 3D modelling tools.
- Decommission non Corporate standard GIS solutions and replace with corporate standard.
- Develop a repository for GIS data layers with internal web based view access, controlled by appropriate permissions.
- Develop the GIS used on the internet to be more functionally rich.
- Develop method of sharing spatial data with partners.

7 Integration

Issues

The Integration of information between different IT Systems is now essential for effective delivery of local government services. This is driven by a need to join up services to customers, understand their specific needs, deliver more efficient business processes and better value for money. We are capturing information once and using it many times. Technology plays a vital part in this by enabling automated transfer of information from one IT system to another, with the application of workflow and business rules to make sense of that data when it is imported into another system. This enables us to create a better customer experience (more effective) and more efficient (reducing duplication on data entry and automating stages within a transactional process).

Traditionally, integration technologies were applied system by system through a series of point to point interfaces or data extracts/imports. This is unwieldy and unresponsive because the data flows are not in real time and cannot be programmed to apply any business logic. More recently, the use of middleware solutions has enabled a hub and spoke architecture to develop, which has vastly increased the flexibility of the solutions and reduced the number of individual interfaces which need to be procured and maintained. It also enables business rules and workflow to be applied which increase the effectiveness of the integration. CYC have been using Middleware (Biztalk) for the last two years to link the CRM to back office systems and to the web. We have now developed a dedicated team to develop the integration platform, as this is by far the cheapest way of developing and supporting our integration requirements. This platform will be important to the delivery of more efficient business processes and for the development of improved customer insight data.

Given the complexity of the technical environment we have, it is not possible to mandate a single integration method. This could be very expensive and constraining. Our strategy therefore needs to be based upon a business case appraisal of potential integration methods and the application of the guidelines below.

Objectives

- Continue to develop our hub and spoke architecture and wherever this is cost effective and technically possible.
- Use 3rd party adapters where possible.
- Develop bespoke integration requirements where this is the most cost effective delivery method.
- Only use point to point integration where other options are too expensive or not technically viable.
- Explore the use of “light” integration tools that will provide simple data handling functionality for systems where a full blown adapter based solution would be too expensive.
- As we procure new systems replace old data extracts/imports with new integration solutions.
- Continue to develop internal the skills to maintain and develop the environment.

8 Internal Processes

Issues

CYC have concentrated significant energies to redesign many customer facing business processes. Internal business processes are however largely paper based and outmoded. From paper based recruitment, invoice processing, leave authorisation and sickness absence forms through to paper based requisition forms for new IT equipment, the internal transactions of the Council are ripe for modernisation and improvement. The use of electronic forms, document management and workflow accompanied by major system replacement will improve efficiency reduce time spent on administration and reduce costs. There are however links between these changes and the organisation will need to manage internal change across directorates to ensure continuity of service and achievement of the broader benefits.

Objectives

- Replace key internal systems, Financial Management System, HR & Payroll system.
- Introduce an e-recruitment system.
- Implement corporate Electronic Document and Records Management System (EDRMS) system to scan paper and workflow to the appropriate staff.
- Re-engineer business processes around these systems to rationalise activity, increase speed of processing, improve management information and reduce cost

- Develop appropriate cross project controls to ensure that the organisation has the resources to implement change in a controlled manner

9 Intranet

Issues

The Council was an early adopter of intranet technology back in the 90's. However despite a number of re-launches, the current CouncilNet no longer meets the needs of the organisation. The user experience is poor (design, navigation, searching, functionality, usability) and it does not support modern functionality like e-forms, personalisation, video, chat forums. The support burden is also large as it has no managed content management functionality and is running on an unsupported platform.

There is also a tendency to view the current intranet as little more than a document repository. With the move towards true Document and Records Management under the EDRMS project, it is vital that the intranet is repositioned as:

- The primary communication and information-sharing channel for CYC
- A thin, narrative layer above the EDRMS and similar systems, allowing contextual and value-added access to information and applications.
- Enable a search engine to locate documents on both the corporate file store and on the intranet
- The portal through which to launch corporate applications such as e-recruitment, HR processes and procure to pay solutions

This will greatly assist the drive towards better inter-directorate working and provide the platform for new, business-facing self-service applications and corporate information-sharing processes delivered by future easy@york and IT development streams.

Objectives

- Build and deploy a CMS-based, visually engaging and narrative-driven core corporate intranet.
- Redevelop the Phone Directory and Bulletin Board facilities with enhanced interfaces and functionality.
- Deliver a new enterprise-wide search facility capable of permissions-sensitive, cross-system indexing.
- Deliver new tools (for example alerts, updates, blogs and so on) to stimulate inter-team communications.
- Develop a logical, robust and flexible intranet content taxonomy, navigation structure and publishing workflow/policy.
- Drive uptake of the resource and migration/population of content through both off- and on-line awareness activities.
- Provide an extensible platform for future intranet-facing content and application development.

2 Use technology to make services easy to access, high quality and efficient, effectively managed, and responsive to the particular needs of individuals and/or Customer groups

10 Customer Relationship Management

Issues

Customer contact occurs in many places across the Council, using many different channels, e.g. face to face, phone, internet and white mail. With the inception of the easy@york programme and the establishment of the York Customer Centre (YCC) this contact is increasingly focussed through one single point of customer contact. In order to manage this contact, a CRM is used to record customer contacts and then to workflow customer transactions throughout the organisation to effectively deliver services to customers. The CRM captures a full trail of activity so that progress can be reported.

The CRM acts as a single repository for Customer data and provides extensive management information to tell us who our customers are, where they live, what services they are requesting, where. This information is partial as only certain services are currently delivered through this route and the links needed to automatically flow changes of address from one system to another need further development.

The CRM is integrated with other customer facing technical components, such as the web site, a payment engine and a booking engine, and with existing back office systems that hold more comprehensive records for a range of Council Services (Planning system, Council Tax and Benefits System). It uses e-forms to capture customer information, apply business rules and flow the request for service through to the most appropriate member of staff to handle the request. The E-forms can be used both internally by customer facing staff or externally by customers themselves via the web site. This self-service functionality is growing rapidly and is both convenient for customers and highly cost effective. The integration with back office systems enables us to automate certain business transactions so that following the initial customer contact, if all the information has been captured and business rules can be applied, no further intervention is needed from a member of staff and a transaction can be completed automatically (e.g. a change of address for Council tax).

This solution was developed with private sector providers but is now being developed internally which is much cheaper and more responsive.

Objectives

- To exploit the integrated CRM architecture as part of easy@york Phase 2 to include more services.
- To further expand the self service channel to enable customers to use the web for more services.
- To use our integration solution to dynamically link data held in back office systems with a single customer record in the CRM so that we can deliver joined up services (e.g. change of address) and interrogate our management information to plan service delivery more effectively.

- To expand the range of our customer data so that we can develop better customer insight, understand the different requirements of our customers and understand their equalities profile.
- Where desirable and feasible, make more use of our integration capability to increase the amount of automated transactions.
- To become self sufficient in the development and support of the systems in order to constantly develop and maintain this infrastructure in an affordable way.
- Develop a comprehensive Performance Management framework for customer services to enable effective measurement of customer metrics.

11 Accessibility

Issues

The CYC Customer Strategy sets out our objectives to increase accessibility of services for customers by increasing the range of access channels, increasing the hours of possible access and making these channels easier to use. This is brought about largely by effectively designed services, technology can play a part in improving this but in turn can be a barrier to access in itself. If not well designed, the web presence can be hard to use e.g. for people with a visual impairment.

Technology can provide more information and access to services 24/7 through the web, it can ensure that all channels of access are captured and handled effectively (e.g.CRM, telephony and Document Management). In order for the organisation to offer services over an extended time window, ITT services need to be available. This means that the opportunity for taking back ups of data and undertaking out of hours maintenance and upgrade work will be much shorter.

Objectives

- Use the customer facing telephony solution to increase the volume of customers who get through to the correct person/service.
- Use CRM/Electronic Document Records Management System (EDRMS)/Web site to capture all types of customer contact and ensure that we are able to handle all channels of access effectively.
- Provide 24 hour a day web services.
- Explore the feasibility and cost of extending the availability of IT systems to support extended hours of customer service.
- Ensure the web Site complies with best practice accessibility standards W3C and AA and where possible meets the higher AAA standard.
- The web site should be accessible to people with visual impairment through the use of text reading tools such as Browsealoud and should offer translation and interpretation services.

12 Customer Consultation & Engagement

Issues

The Council is developing a Consultation and Engagement strategy as part of its Single Improvement Plan. Part of this plan will be to join up and simplify our consultation activities to make them more consistent and more useful. Surveys such as the new Place Survey will form a core data set that other consultations will need to link to this then add levels of detail ???. We will seek to reuse important opinion data from customers. We will also seek to capture customer views across a range of channels and then make this electronically accessible.

Objectives

- Increase the use of the online consultation system.
- Increase the use of the internet to feedback on the results of consultation.
- Use the EDRMS to scan and interpret paper questionnaires.
- Develop an easily accessible indexed repository for any customer consultation that we undertake so that we can reuse and cross correlate customer data and customer views.
- Build a core Customer data set that can be used to cross correlate with particular consultation exercises to increase customer insight.
- Consider using the YCC/CRM to instigate out bound phone based consultation exercises.

13 Web 2.0

Issues

The CYC web site was redesigned in 2007. It has a strong Content Management System (CMS) that enables departments to keep content refreshed and up to date. It is structured using the Local Government Services List (LGSL), a formal taxonomy that structures the information on the web site. The web site hosts a significant amount of transactional capability and is well used.

The next generation of the WWW is Web 2.0. This is not a piece of software but an approach to the use of the web that moves away from a focus on information provision towards facilitation of collaboration and informal networking. Our strong transactional focus reflects this trend however, after only 2 years, the design of the site is already looking slightly old fashioned, the search engine is inadequate, key content is missing and we do not carry multimedia content or enable informal social networking.

Though Local Government has been slow to adopt Web 2.0, it presents one way in which a local council could become more transparent, accountable and possibly increase citizen/customer perceptions of trust, by utilising Web 2.0 technologies to enable the voice of the community to be heard. This promotes the ideals of citizen empowerment, as endorsed by the recent CLG White Paper 'Communities in control: real people, real power'. One emerging trend is where councils are using Web 2.0 to engage with a wider demographic. By using social networking and social media sites such as Facebook and YouTube, they can engage with a

younger, harder-to-reach audience who would not normally read council publications, and it is a lot cheaper than other alternatives.

There is also a move away from a formally structured taxonomy towards a “folksonomy”. This allows the users of the site to tag the content using words that are familiar and appropriate to them. This helps with finding content but would also give is a clear idea of what customers are actually looking for. These tags can be displayed in tag clouds like the one below which create maps of the web site structured according to the frequency of content use.



Objectives

- Undertake a redesign of the web site to keep pace with changing styles and technology possibilities.
- Implement an off the shelf search engine to give better search capability across the web site.
- Increase the amount of online transactional capability alongside the roll out of easy@york phase 2.
- Directorates to review their content, consult with focus groups about what customers want to access and then improve the quality and volume of information available.
- Use Web 2.0 to enhance the user experience by making it more customer focused, usable and interesting.
- Consider how Web 2.0 might be used to improve the appropriateness and searchability of content.
- Trial the use of commercial social media websites such as Facebook and YouTube to reach out to a younger demographic.
- Trial the use of social networking or online community techniques within councils' own web services to directly engage with citizens.
- Consider use of third-party websites which use interactive or peer-to-peer techniques to try and improve public services, such as Google Pinpoint map functionality.
- Consider allowing employee access to social media websites for learning, sharing and facilitating connections with similar domains of interest. The impact that this would have on the corporate network must be considered, as would any policy required to control this.

14 Telecare

Issues

Telecare is the continuous, automatic and remote monitoring of real time emergencies and lifestyle changes over time in order to manage the risks associated with independent living. There are a range of devices which can be used in the home to predict problems, prevent problems or mitigate harm in the event of an emergency. Devices include movement and fall sensors, lighting sensors and exit sensors. Combined with telehealth which is the remote exchange of physiological data between a patient at home and medical staff to assist in diagnosis and monitoring, it is expected that technology will revolutionise social care in the future. CYC are currently piloting telecare in the homes of over 200 older people and this has already reduced clients' anxieties and helped people stay independent.

Telecare devices are monitored through our Warden Call system which provides a manual alarm service for almost 3,000 vulnerable customers.

Objectives

- Expand the pilot of telecare by 100 customers per year over 5 years.
- Expand the central Warden Call system to incorporate extended telecare and ensure it is robust and future proofed to enable real time monitoring and response.
- Explore links with the Primary Care Trust (PCT) to share infrastructure to enable the delivery of joined up telecare and telehealth arrangements.
- Explore the provision of telecare functionality in our own sheltered accommodation and in that of other housing providers, using wireless technology as well as the wired technology used for Warden Call.

3 Develop our IT Infrastructure to support the move to a new headquarters

15 Network.

Issues

The corporate data network is made up of three interconnected networks. The Corporate Network, delivering voice and data services for the Council, is delivered by an outsourced managed service, the second delivering broadband services for Schools and Libraries is delivered by a separate outsourced contract. The third network, delivering our Urban Traffic Management and CCTV services, is managed internally by the City Strategy and is separate and independent of the CYC IT department.

In preparation for our move to a new Headquarters and the rationalisation of the network that this will entail, we are re-tendering for a combined managed service for all three networks. This will entail a technology refresh to ensure that the new network is rationalised, remains resilient and secure and is fit for purpose for the next 7 years when higher bandwidths will be needed to

deliver faster speeds of delivery for bandwidth hungry applications such as streaming of multi media web traffic, video conferencing and IP CCTV.

The delivery of a secure, high availability, fully integrated, converged and high performing network is a key requirement across all the business areas within CYC. A strong network backbone ranks alongside the Citrix Server Farm as probably the two most important elements of CYC's IT Infrastructure and ICT service delivery.

Nationally Central Government is driving authorities to connect to its own Government Secure Intranet (GSI) through the Gov Connect Portal. This requires Public Sector bodies to comply with security standards to enable us to share electronic information and services with central government and other partners. In the future it will also make it easier to share information securely with other public sector partners such as the NHS and Police. This means that our network needs to be more secure than it has ever been.

Objectives

- Rationalise the number of different managed and unmanaged service contracts and optimise the network provision under a single managed service contract, with a single Supplier, to realise a number of benefits including:
 - Enable economies of scale to be achieved by rationalising and optimising on network infrastructure, thereby improving more effective utilization and delivery of services.
 - Provision and support of a new WAN infrastructure capable of meeting the Council's short, medium and longer term needs.
 - Provision and support on the new infrastructure required within the new HQ capable of facilitating flexible ways of working.
 - Provide an expanded converged network as the core telecommunications infrastructure that is flexible and capable of transporting different services across the same medium to enable core bandwidth to be optimised and connectivity improved.
 - Provide the network infrastructure to implement and deliver new technologies and services for the benefit of citizens, staff, elected members, partners and visitors to the City.
 - Deliver a network performance that exceeds the day-to-day needs of CYC and does not restrict or inhibit the performance of individuals or departments.
- Establish a network to support technologies which are currently available but which the existing network cannot support such as the streaming of multi-media traffic or video conferencing and new evolving technology such as IP CCTV and UTMC technology.
- Develop a more advanced network topology to provide a more resilient network.
- Where possible aggregate the bandwidth requirements of our partners to deliver a Value for Money proposition
- Establishing secure connections to relevant networks such as Government Connect.

- Continually review and enhance network security to ensure the integrity and availability of CYC information and Business applications.

16 Telephony

Issue

CYC already have a strategic telephony solution which uses Voice over IP (VOIP) to carry both voice and data signals on the same physical network infrastructure. We have over 2,700 handsets over a converged network that enables zero cost internal calls even when across the many different sites we have within CYC.

In addition we have implemented a specialist Contact centre telephony solution which includes Interactive Voice recognition, speech recognition solutions. This is the core platform for our customer facing telephony services

Objective

- Continue to develop, expand and enhance the capabilities of the strategic telephony infrastructure (Voip) to support the business needs and facilitate new ways of working linked to the move into the new HQ. This will include,
 - Audio conference calls - handsets allow additional callers to be brought in to a call.
 - Tele Worker – the ability to have a CYC handset at home communicating over the home broadband connection providing the end user with the same telephony features as the office based work force.
 - Voice Mail – electronic answering phone facilities.
 - Follow you/follow me - the ability for users to inform the telephony solution that they are working from a different location so that they can still receive calls to their desk based extension number.
- Continue to expand the use of IVR?? and speech server telephony within the York Customer Centre (YCC)
- To develop automated and integrated processes to improve the management of user changes (e.g.: starters, leavers) to help provide a platform to enable more effective communication channels for the organisation and to enable effective and efficient control of telephone based information.

17 Unified Communications

Unified Communications (UC) – a system to manage communications channels and facilitate collaborative working.

Issues

The art of communication in the workplace is changing as staff now have a diverse range of communications tools and applications at their disposal, such as IP telephony, mobile phone, voice-mail, e-mail, and instant messaging (IM). Managing all these voice and data

communications types can be a complex and time consuming task for staff and the organisation.

The emergence of different worker styles like mobile, home based and flexible working is increasing the reliance of effective and productive communication through the many different forms of contact we now have available.

This mixture of worker styles and varied communication channels is also creating the need to increase collaborative working between colleagues, departmental and across the high number of business areas within CYC.

Objectives

- Implement a Unified Communication system integrating with existing CYC technologies that can increase productivity and business effectiveness and deliver real-time collaboration across the organisation by providing:
 - Collaboration tools including on line file and application sharing.
 - Enhanced telephony presence and control that will enable users to manage their communication channels more effectively.
 - Presence awareness - Enabling users to 'see' when individuals are available over the network. Such presence technology provides the power to reach people, almost anywhere when they are available - importantly it gives the individual user the flexibility to control how they want to be reached.
 - Instant messaging – Less formal than email but still auditable and can be tagged to help satisfy Freedom of Information (FoI) requests.
- Deploy the fuller UC software to those users who will benefit from the broader capabilities of the software e.g. Video conferencing to provide front line service or conduct meetings with diverse team/audience.

18 Flexible Working

Issues

As business practices evolve staff need to work in different ways. Most staff are no longer predominantly desk based, spending time in meetings, informal and formal discussions, on site or working from home. As part of the move to the new HQ this natural trend will become a necessity, as we will reduce the number of desks we provide to make the most effective use of our property assets. Different support models, tailored services and tools will be needed to sustain new ways of working and facilitate the move away from a traditional desk based working environment, allowing the user base to work effectively independent of their location.

The changes in working methodologies, patterns and locations will require collaboration and presence tools to facilitate effective communication. Access to information and core business applications from their location of choice or remotely are key requirements for Elected Members and staff.

CYC has already piloted homeworking but only small numbers of staff regularly work from home. More prevalent is informal homeworking where over 800 staff regularly log on from home either for an odd day or on top of their normal working week. CYC has procured a corporate

Mobile working solution that enables the deployment of back office IT systems to a range of mobile devices and it has deployed email and calendars to phones and PDAs for some years.

Objectives

- Use Citrix technology to enable formal and informal homeworking.
- Develop a full range of user profiles to support full flexible working in the new headquarters.
- Expand the hours and cover of ITT support services to meet the changing needs of the user base.
- Reduce the time taken to back up systems at night in order to enable longer operating hours.
- Provide the infrastructure and support within the new HQ to facilitate different working styles – touch down, hot desking and fixed desk working. This will need to be accompanied by the development of HR policies to support flexible working.
- Implement the corporate mobile system (Kirona) to deliver a secure and reliable remote access solution.
- Identify and provide suitable end user devices enabling mobile access to information and business applications.
- Expand the use of council integrated telephony services to sustain and improve the collaboration with the home-based work force.
- Develop video conferencing facilities where benefits could be realised including reducing the need to travel in/out or across the City.
- Develop a range of workforce management tools that will enable collaboration, ensure that staff are able to engage with their office-based colleagues, provide managers with a range of tools for managing a dispersed workforce.

19 Electronic Document and Records Management Systems (EDRMS)

Issues

CYC currently has 7 different EDRMS systems in use, some of which are embedded within back office applications and use workflow functionality to structure business processes and some of which are standalone document repositories.

There is no way of sharing scanned documents across systems or searching these repositories to reliably find documents based on their content. There are 5 million pages of paper documents stored across the Council which require scanning. There is no structured taxonomy of document types which would help us to classify documents and the document retention policy is not adhered to, or understood, preventing staff from deciding which documents we need to keep and which we need to destroy.

When we move to the new and reduced accommodation estate we have made assumptions that there will significantly less storage space than we currently have and we will therefore need

to reduce paper storage to an absolute minimum. This will require the implementation of a corporate wide EDRMS.

CYC is currently partly compliant with both its own Information Governance strategy and the Local Government Records Management Code of Practice which both represent good practice in this area. To achieve this compliance requires better management of all incoming business critical documents and electronic documents generated internally within the council.

Objectives

- Implement a Corporate EDRMS system that has electronic document storage and retrieval, workflow capability, integrates to existing EDRMS and business systems providing a search and retrieval function across all EDRMS systems.
- Update and communicate the document retention policy to identify which documents we need to keep and in what format.
- Develop a corporate taxonomy based on the Local Government Classification Scheme of document types to classify scanned and electronic documents, ensuring appropriate security and retention policies are implemented.
- Establish a centralised scanning service to undertake both back scanning and white mail scanning activities ahead of the move to a reduced accommodation estate.
- Back scan existing paper documents that are in use within the council, prioritising areas where we have large volumes of business critical paper records.
- Use workflow tools to pass documents through to the right staff at the right time as part of improved business process.
- Gradually migrate old EDRMS systems onto the corporate platform as they become redundant.
- Link the EDRMS to the Internet CMS so that we can automatically push appropriate documents from the EDRMS straight onto the website rather than duplicating documents in the CMS.
- Gradually increase the scanning of white mail so that by the time we occupy the new and reduced accommodation estate there will only be a small residual postal service.
- Store documents produced within the council in their native electronic form so that they too are subject to appropriate security, sharing and retention policies.

20 Server based Computing (Citrix)

Issues

CYC are now reliant upon the Citrix Server Farm environment to deliver over 90% of the corporate application portfolio. It is a fundamental part of our technical Architecture and it has saved us millions of pounds since it was implemented in reduced desktop hardware and software costs and reduced effort to deploy applications. As desktop equipment has no moving parts it is also a sustainable solution which ensures that we both reduce energy consumption and expand the lifecycle of our desktop equipment. Through Citrix we have been able to use desktop equipment dating back to 1994.

It is also a key enabler to facilitate remote and flexible working within CYC as this a very easy mechanism by which users can gain access to corporate applications and information from any device on the CYC network or remotely across the internet.

The Citrix Server Farm is currently based upon a Windows Server 2000 and Presentation Server 4 platform, and both these technology versions will become unsupported in the near future. Windows Server 2000 Operating System is scheduled to become unsupported by Microsoft in June 2010, however, many software vendors are no longer supporting this operating system, making it difficult to install their software on the platform and this is starting to cause issues and will become more problematic as time goes on.

Any significant failure of Citrix has substantial impact upon users and hence the availability, resiliency and security of this environment is paramount.

Objectives

- Replace the existing server hardware within the Citrix Server Farm and install Windows Server 2008 to provide additional resilience, capacity and functionality.
- Upgrade the Citrix Server Farm from Presentation Server 4 to Xenapp 5 (New name for Presentation Server).
- Enable effective management of the hardware and software being deployed to significantly reduce the risk of failure of the corporate IT infrastructure.
- Proactively manage the capacity of the Citrix Server Farm.
- Ensure all new applications are Citrix compatible. Without this compatibility the applications would need to be installed on Desktop Computers (Type B), increasing the costs and effort associated with every rollout as well as ongoing support and upgrade costs.
- Speed up the deployment of applications across our Citrix Farm and manage interoperability and stability between existing and emerging applications.
- Explore expansion of the server farm to accommodate public access PCs in libraries etc.

21 Desktop Hardware & Software

Issues

Hardware

Due to the adoption of Citrix, over the last five years we have replaced traditional fat client PC's which have an operating system loaded locally with thin client devices. Our desktop is made up

- 54% thin client devices. These are simple devices that have a cut down operating system with a Citrix client built in. They have no hard disk and use only 5% of the electricity of a PC. They can only be used to connect to applications delivered via Citrix.
- 46% Desktop PC's also known as full Fat Clients or Type B devices. They are fully featured desktop computers that can have applications installed on them as well as

accessing Citrix delivered applications. They are more expensive to purchase and support than thin client devices and they also use more power.

There is another device known as the Flexible Client, which is a hybrid solution that has the benefit of the Thin Client device such as low power consumption, lower overall purchase costs and low support costs yet they offer a full operating system that enables them to have IT Systems installed locally where required as well as accessing the majority of IT Systems via Citrix. The Flexible Client approach allows users to maintain access to their application regardless of whether it is delivered via Citrix or installed on the device and brings the ability for the applications to follow the users enabling them to become location independent.

The use of Citrix has significantly extended the life of our existing desktop hardware and many of the devices still in use date back to the last century. This has reduced the cost of replacement. However many of these older devices can no longer deliver the screen resolution required by modern applications and are approaching end of life. CYC's Desktop hardware still varies greatly and this creates a support burden to maintain and extend the life of the hardware any further. Older PCs, printers and monitors have a higher energy consumption and heat output than newer PC's (55-90% greater efficiency than their predecessors) or Thin Client devices (95% more efficient) and are also smaller which means less raw materials are consumed in their manufacture, there is less to go wrong which increases their lifespan, they are cheaper to transport and at the end of their lives there are more recyclable components to process.

We also need to ensure that the hardware that we move into the new HQ is capable of supporting flexible working i.e. users can use any device (with limitations only where they need access to a locally loaded application), with a smaller desktop footprint (thin client devices). At the moment the responsibility for replacing obsolete desktop hardware rests with each Directorate. When we start to work flexibly there will not be a Directorate "owner" of each device therefore we need to explore alternative approaches to ongoing hardware replacement.

Software

We have also reduced the number of operating systems in use but we still have two desktop operating systems and need to migrate off Windows 2000 before it becomes desupported next year. We still have a significant number of Type B users who do not use locally loaded applications and therefore do not need a Type B device.

As part of the establishing the Desktop architecture, CYC need to replace or upgrade its aging desktop Microsoft Office 2000 suite, this includes Word, Excel, PowerPoint and Access that become unsupported in July 2009, after this date no fixes or security updates will be available from Microsoft. Because of the age of Office 2000, compatibility issues are now starting to present themselves. Many software vendors will no longer integrate into Microsoft Office 2000, which limits our choice of suppliers or requires that the application is not installed on our corporate Citrix delivery environment.

Office 2000 has been superseded by Office XP, Office 2003 and now Office 2007. The next version of Office is due to be released 2009/10. Being this far behind in versions can cause issues with usability due to new staff being used to a newer version, additional features not being available, and being unable to open documents saved in Office 2007 native format.

Office 2000 will need to be replaced in the next 2 years. This will be an expensive and disruptive process as the new MS Office products differ significantly and extensive user training will be required. At this point CYC need to consider the option of migrating away from the Microsoft Office suite to an alternative Desktop application set based upon an Open source solution.

Open source software is software where the source code is freely available and as such there is no requirement to pay a license fee for using the software. It is now being considered by a number of organisations. The most well known open source software for use in the corporate environment are Linux, an open source operating system used instead of Windows XP/Vista desktops, and Open Office, an office suite used instead of Microsoft Office.

The main concern when evaluating open source software as a replacement for either Microsoft Windows or Microsoft Office is compatibility and support. IT will ensure that any decisions to use open source software will focus on maintaining the existing interoperability and compatibility that is required with existing applications.

Objectives

- Deliver a desktop experience that is fast, secure, stable, homogenous and meets the needs of customers regardless of location. This will offer a consistent interface and will fully integrate the delivery of applications whilst providing ITT with a complete centralised application deployment and management infrastructure.
- Reduce and consolidate the number of locally installed applications and maximise the centralised delivery of applications through Citrix.
- Ensure the Citrix farm is capable of supporting web technologies such as flash multimedia and streaming video.
- Reduce the requirement for Desktop PCs so that the ratio of Thin-client to Desktop PCs is 70:30 in sites subject to the Accommodation Review and 60:40 across the rest of the estate.
- Explore the potential use of Flexible Client devices to reduce PC usage.
- Remove and replace obsolete hardware and operating systems from the CYC estate.
- To actively support CYC's carbon reduction programme and sustainability goals by procuring sustainable desktop hardware.
- Seek to introduce a centrally funded hardware and software refresh programme.
- Investigate the costs, benefits, risks and impacts of adopting open source desktop software.
- Upgrade from the Current version of Office 2000 before it is de-supported.

22 Data Storage

Issues

CYC have migrated off its old Storage Area Network (SAN) and now use Network Attached Storage (NAS) to store all documents, emails and the vast majority of our system data. We have two instances of the data store for Business continuity (at different sites) and all data is written to both data stores dynamically. We will be extending out NAS capacity as part of the EDRMS project and based upon current usage patterns, we should then have enough capacity for the next 5 years. This is dependent upon some housekeeping and de-duplication.

Due to the previous SAN storage capacity limits, data storage limits were imposed to reduce and prevent the impacts of unrestricted growth that put the availability of the corporate storage service at risk. These enforced limits are causing problems for users and can lead to information being moved off the central storage system to less efficient and less secure forms of storage, an example is the use of email PST files. Storing emails in this format dramatically increases the amount of storage required and information is difficult to locate when responding to business or FoI requests.

Information stored on the central storage system is contained within a folder structure that reflects the different directorates and their multiple departments, and these folders often contains duplicate files and out of date unused documents. Permissions are granted based on out-moded organisational structures (the documents do not move when we restructure) so staff then have to have quite complex access rights to use the documents they need and retrieving documents becomes difficult. The need to share documents between directorates has necessitated a commonly accessible drive (the Z Drive) which can be used to share data but is open to all users. This clearly presents a security risk if this is used inappropriately.

Objectives

- Over time (and in conjunction with the roll out of the EDRMS system) migrate away from the current directory structure towards a subject-based taxonomy, in order to make information easier to find and improve security. This should be used as the opportunity to housekeep unnecessary files.
- Remove the existing storage limits imposed on the users and utilise the inherent storage management technology within the corporate storage system to improve storage efficiency.
- Introduce storage technologies such as single instance storage and de-duplication to remove storage inefficiencies and decrease the amount of wasted storage. These would be transparent to the users and will extend the use of the existing information storage infrastructure.
- Review and migrate the business essential information currently held in email PST files back into the central storage system.
- Provide the robust and agile platform to support and sustain the programme of work so CYC can become compliant with both its own Information Governance strategy and the Local Government Records Management Code of Practice through the EDRMS project.

4 Use technology to make CYC a more sustainable organisation

23 Reduce Power consumption

Issues

We need to become more ecologically aware and reduce our organisational carbon footprint and as ICT contributes 2% of the global CO2 emissions (as stated by Gartner) technology has a part to play in this reduction process.

Objectives

- Undertake Environmental impact assessments before making IT investment and decisions as part of the IT Development Plan and build in Sustainability criteria in to technical specifications and procurement models to ensure that wherever possible we design solutions that are sustainable (cutting down on travel/paper/energy consumption) and procure goods that are as green as can be based upon both their power consumption, their production process and their disposal.
- Implement a phased reduction of printers ahead of the move into the new Headquarters where we will drastically reduce the number of small printers and move to a smaller number of large Multi-Functional Devices (MFDs) which can print photocopy and scan.
- Expand the use of server virtualisation within the IT Data Centre. (see section 6).
- Rationalise the number of desktop devices and consolidate onto more energy efficient thin client terminals.
- Deliver more business applications through Citrix.
- Establish consolidated specialist environments within the new accommodation estate for IT, Urban Traffic Management Control (UTMC) and CCTV services.
- Ensure that the correct disposal of all IT equipment is undertaken and monitored.
- Expand the use of power management tools to reduce energy consumption.
- Encourage staff to turn off devices at the wall/ unplug them when they leave the office.

24 Reduce Paper usage

Issues

CYC are still heavily dependent upon paper-based communication. Customer contact still has a significant element of paper correspondence and many business processes are based upon paper forms. Though we have reduced the volume of paper disseminated internally there is still a lot of paper moving around the organisation, we still employ paper in the fulfilment of most of our internal process (HR, finance and even IT requisitions).

Objectives

- Developing managed centralised printing solutions to incentivise reduced paper usage, energy consumption and support effort.
- Charge for printing based upon the number of pages and the quality of print used.
- Implement corporate EDRMS to reduce copying of documents across the organisation.
- Implement mobile working technologies to remove the need to print out information for people working in the field.
- Implement electronic collaboration tools that will enable staff to share access to documents without printing them out.

- Migrate customer contact from white mail channel to self service and phone channels.
- Make internal processes paper free through the use of electronic forms e.g. expenses claims.
- Establish an electronic library of journals and publications to reduce the number of copies needed.
- Increase the amount of information available on the web and thus reduce the need for printed leaflets.

25 Reduce staff and customer travel

Issues

Thousands of customers visit a range of CYC sites every year. The majority of CYC staff travel to work every day and many staff then travel from a central base to other locations to actually undertake their work. The majority of these visits/journeys will produce a carbon emission. Technology can radically reduce the amount of travelling required by removing the need for the face to face customer contact, enabling staff to work from home (homeworking) or from convenient touch down points (flexible working) or by enabling staff to access systems and information from wherever they need to be (mobile working).

Objectives

- Increase the availability and quality of the phone and internet channels for customers to prevent unnecessary customer visits (though this needs to be balanced with the need to provide customer choice and the effectiveness of the face to face channel for some transaction types).
- Use Citrix technology to enable formal and informal homeworking and reduce the number of staff journeys to work.
- Develop Mobile working solution to deploy information to staff wherever they are to prevent having to come back to the office to be given jobs.
- Enable staff to work from wherever they need to be thus reducing travel (see section 3 on Flexible Working).

26 Procure sustainable hardware

Issues

In addition to operational based actions to reduce our carbon footprint, we can also reduce the environmental impacts through our IT procurement activities.

We need to ensure that all our procurement documentation specifies our environmental criteria for IT in line with advice being developed by the OGC Centre of Expertise in Sustainable Procurement. It should be noted that procuring environmental friendly hardware could attract higher costs.

Objectives

- In conjunction with the Corporate Procurement Team develop pre-procurement evaluation criteria that incorporates sustainability impacts.
- Ensure that all our procurement documentation specify environmental criteria for IT in line with advice being developed by the OGC Centre of Expertise in Sustainable Procurement.

5 Establish the infrastructure to enable and develop working relationships with our partners to enable the sharing of information and improve joint service planning commissioning and delivery.

27 GovConnect

Issues

The need to ensure maximum security of data has always been critically important to CYC. Following several high profile data losses within Central Government this issue is now of concern to the general public. Central Government are pushing strongly to get local authorities connected to the Government Connect Extranet (GCSx) as a trusted partner. This will allow each authority to upload and download data securely and to make use of other capability such as

- Safer, more secure transfer of information.
- Secure email.
- Secure browser access to central government applications and databases, e.g. Housing and Council Tax benefit administration data.
- Joint Working e.g.
 - Trading Standards - Ability to securely access Joint Asset Recovery Database and Moneyweb from a local authority desktop will enable financial claims against the criminal asset database.
 - Youth Justice - Establishment of secure connectivity between Youth Justice Board (YJB) and local authority based Youth Offending Teams (YOTs) for secure access to and exchange of data.
 - Crime, Community Safety and Child Protection - More secure, reliable and timely exchange of data between the Police and local authorities via email across GCSx.
 - Health, Children's Services and Adult Services - Ability to securely share information with anyone on NHS.net such as GPs via email over GCSx and replace existing paper based methods of information exchange.

In order to become a trusted partner, each authority must sign up to a Code of Connection and ensure that it meets a broad range of stringent security measures. This covers the whole network and any homeworker connections to that network. The implications for CYC are not huge as we have a relatively secure network infrastructure and the use of Citrix means that our homeworking arrangements are already compliant. We do however need to tie down our email auto forwarding (this affects Schools and Members) and we need to remove access to

removable media (USB sticks and CD writers) for some groups of staff and be able to encrypt data copied to these media for all others.

Many service areas are

Objectives

- Ensure compliance with the GovConnect Code of Connections and subsequently establish the connection.
- Maximise use of the facilities available over GovConnect.
- Implement the capability to encrypt data that is taken off site on any media.

28 Information Sharing

Issue

There is a growing need to share information with external agencies, with LSP partners with Central Government and with the NHS and PCT. CYC currently has a series of information sharing protocols that set a framework around each partnership but we do not have a joined up approach to the information management of the relationships with partners nor do we have particularly well developed arrangements for actively using shared information to develop better services or better understanding of our customers, though there are pockets of excellence. The use of GovConnect will help improve the security surrounding information sharing and ensure that the infrastructure exists to support future data sharing. CYC need to:

Objectives

- Ensure that data security protocols and technical solutions have are in place before any data sharing takes place
- Ensure that all staff are trained and aware of the Information Governance/Security policies and that compliance reviews are undertaken at a service level.
- Identify a governance mechanism to oversee the development, implementation and review of any interagency information sharing protocols.
- Develop the infrastructure to Support the Care Assessment Framework /Single Assessment Process by enabling Voluntary sector, health and housing providers to share appropriate customer information.
- Personalise social care - create the capability to establish secure, shared information repositories that can hold information from many agencies on the services that are available to customers.

29 Sharing Systems

Issues

As we develop partnership working and Shared service delivery, there is a need to access systems hosted by our partners and to enable access to our own systems to non-CYC personnel. The solutions in each area are dependent on the needs of the partnership and the

set up of both partners, therefore we need to develop information protocols, access methods and support arrangements on a case by case basis. Examples of current system sharing are: -

- Schools – who will come across the shared Broadband network with Citrix Secure Gateway to access financial and HR systems and corporate email and intranet.
- NHS Trust – Hard wired network connection and access through Citrix Secure Gateway so that staff can access both CYC and NHS systems.
- Audit Shared Service – access across the Internet using Citrix Secure Gateway to a full Citrix desktop, the Risk Management System, and file storage.

Objectives

- Establish delivery mechanisms and protocols for partnerships as the need arises.
- Ensure that all users accessing CYC systems are signed up to our CYC policies and there is an agreed escalation route deal with any failure to comply.

30 Shared Services

Issues

Shared service arrangements will bring a range of challenges for IT. They may mean that:

- CYC need to deliver IT systems and support to other agencies.
- That CYC may no longer need an IT system to support a particular service if this is delivered by another agency.
- That CYC may use the IT system of another agency to deliver its own services therefore we would need to deploy an application over our infrastructure that is hosted elsewhere.

CYC are not currently active in many shared service arrangements but is likely that this will change in future.

Objectives

- To ensure that our IT infrastructure is capable of expanding/contracting to meet the needs of any future shared services arrangements.
- To deliver the IT needs of the current Audit Shared service.
- To prepare a business case for a potential future Integrated Transport Shared Contact Centre.
- To explore the possibility of offering CYC IT services as a shared service or taking IT services from other agencies
- To explore the possibility of shared service delivery of a new HR/Payroll system as part of an open system replacement tender.

6 Technical Architecture

31 Architecture

It is important for CYC to have a clear vision of the technical and information architecture that it is developing in order to ensure that it is able to deliver the diverse requirements of its customer base. This is the overall design of the IT infrastructure that should set out the key building blocks of our infrastructure and the approaches we will and won't take to future developments. It should provide a map of the enterprise wide technical environment to deliver and sustain business and technological change. IT being an industry of change, this architecture will have to flex and change to reflect new developments.

The Current Technical Architecture is set out both in the section below or in the 5 sections setting out our Strategic Objectives.

The focus of the architecture should be to develop and implement a coherent and consistent set of technologies that will provide CYC with a robust but agile foundation that will be the base upon which projects and development activities can be implemented to achieve the key service transformation and organisational change agenda's.

Our architecture needs to be

- Agile.
- Flexible enough to embrace change and development.
- Secure
- Vendor independent.
- Component based with re-usable or expandable core elements to reduce complexity and support.
- Robust enough to deliver business critical services but with sufficient agility to respond to the changing demands.
- Components and solutions that are sustainable in terms of their deliverables and support implications within resource limitations.
- Based upon industry standard technologies where necessary.
- Built upon modular and interoperable components.

32 Security

Issue

ITT have made good progress within its security provision through the previous ITT Strategy and its continual service improvement regime. This has increased the levels of protection to

the integrity of the Council's IT Systems, information and hardware and has been achieved by implementing a range of solutions including:

- An automated anti virus and operating system patching regime to protect servers and workstations from malicious attack that would prevent or restrict user access to essential information or IT Systems.
- A secure email system that enables confidential information to be sent from CYC users to agencies or other recipients without risk of interception. This is especially important for the transmission of, for example, Child Protection and financial data where the content of the e-mail is of critical strategic or legal importance and must be sent with highest possible security.
- The use of Citrix which delivers applications without needing to store data on the device.
- Key network infrastructure components have been upgraded and added to help provide a platform to facilitate the effective control of the data traffic between external partners/3rd party providers and CYC.

In addition to technical security solutions, there is a requirement to implement clear auditable usage policies in place to help support provide IT security governance.

CYC have a number of different policies covering IT security governance issues that require a review, update and consolidation exercise supported by a training and communication process to raise the profile and awareness of IT based security within CYC.

The requirements of remote, mobile and flexible working practices increases the use of portable media devices, such as memory sticks, DVDs and CDs etc. This creates a higher security risk of data/information loss but the balance between security and with the requirements for 'agile working' must be retained when implementing IT based security solutions and reflected within the revised IT security governance policies and technical solutions.

Objectives

- Introduce an encryption solution to ensure that all removable media (memory sticks, DVDs, CDs, memory cards, mobile devices such as laptops, PDAs) is encrypted and can only be read using a password. The solution will integrate to Active Directory to apply security controls and will be flexible, robust and be as transparent to the user as possible. This will ensure that if any device were lost, the data on the device would still be secure.
- Review all associated policies to incorporate into one Information and technology usage policy. This will incorporate the Electronic Communications Policy, the IT Security Policy and the IT User Guidelines. This will be supported by a communications plan and a training plan. Compliance will need to be audited.
- Revise the Laptop password regime. The passwords on laptops are set to allow sharing of the devices amongst teams. Password integrity needs firming up and bringing into line with Domain password policy.
- Increase complexity of password. The minimum complexity of user passwords will be increased to 7 alphanumeric characters; this will further reduce the chance of network access being compromised.

33 Enterprise Application Integration to Service Oriented Architecture

Issue

Enterprise application integration (EAI) is the process of linking such applications within a single organization together in order to simplify and automate business processes to the greatest extent possible, while at the same time avoiding having to make sweeping changes to the existing applications or data structures. In the words of the Gartner Group, EAI is the “unrestricted sharing of data and business processes among any connected application or data sources in the enterprise”.

The majority of Public Sector applications from enterprise wide CRM systems to back office single line of business systems, typically cannot communicate with one another in order to share data or business rules. For this reason, such applications are sometimes referred to as information silos. This lack of communication leads to inefficiencies, wherein identical data are stored in multiple locations, or straightforward processes are unable to be automated. If integration is applied without following a structured EAI approach, point-to-point connections grow across an organization. Dependencies are added on an impromptu basis, resulting in a tangled mess that is difficult to maintain.

CYC have already developed an EAI approach as set out in section 7. This has many advantages: -

- Real time information access among systems.
- Streamlines business processes and helps raise organizational efficiency.
- Maintains information integrity across multiple systems.
- Ease of development and maintenance.

However it also has potential disadvantages

- Potentially high development costs.
- EAI implementations are very time consuming, and need a lot of resources.
- Require a fair amount of up front design, which many managers are not able to envision or not willing to invest in.
- Many EAI projects can become unmanageable as the number of applications increase.

Future software development will be dominated by the web and what is called Service Oriented Architecture (SOA) which is the modularization of business functions for greater flexibility and reusability. Instead of building monolithic applications for each department, an SOA organizes business software in a granular fashion so that common functions can be used interchangeably by different departments internally and by external business partners as well. The more granular the components (the more pieces), the more they can be reused. SOA is a way of thinking about IT assets as service components. When functions in a large application are made into stand-alone services that can be accessed separately, they are beneficial to several parties. These services communicate with each other by passing data from one service to another, or by coordinating an activity between two or more services.

The benefits of this approach are reduced cost and increasing reuse of software. This is not at the moment so well developed that we can start to replace our back office systems with SOA based architecture but it is already becoming a feature of our architecture and will continue to do so.

Objectives

- Develop a small range of xml based services such as payment and booking engines that can be used across a range of different back office systems.
- Review the ongoing viability of our Enterprise Application Integration and assess the potential for future development of SOA modules.

34 Server Virtualisation.

Issue

Traditionally we have hosted each IT system on its own server(s). This costs a lot to buy, takes up a lot of space, uses a lot of energy and does not make the most of the processing power we have. Virtualisation of servers (the ability to load more than one system onto a server and run them in virtual environments) has been introduced over the last three years and we now run 85 systems on 4 servers. This has successfully reduced our carbon footprint and reduced the cost of procuring hardware. It has also enabled ITT to be more responsive to the business needs by decreasing the time taken to provision and recover systems from weeks to minutes.

Objective

- Maximise the use of the existing virtual server environment and grow its capabilities.
- Deliver better value for money by implementing new systems on virtual servers unless there is a compelling business or technical justification to be implemented on a physical server.
- Develop Business continuity plans around virtual servers.

35 Consolidation and standardisation.

Issue

ITT have made good progress in standardising server hardware components and operating systems and will continue to develop plans to continue the migration and consolidation onto the new standard components and platforms. This includes the migration from a Unix server environment to a Microsoft Server environment. This maximises the use of in house technical resources which are predominantly Microsoft, helps to reduce system recovery times and ensures that other supporting technologies such as backup and storage systems are compatible and standardised further.

However, the current Desktop estate (see 20 above) varies greatly in terms of the hardware and operating system in use. The lack of a centrally funded equipment refresh programme has led to a lack of standardisation and technically obsolete hardware and software still being in use.

Objectives

- Further consolidate storage onto the central Network Attached Storage (NAS) platform and to continue to standardise on this technology as our primary storage technology.
- Undertake the previously mentioned actions to address the fragmented Desktop estate.
- Explore other opportunities of reducing the current IT Systems that are not delivered through a Microsoft server and database platform to further expand the benefits highlighted above.

36 Web delivery/access and presentation.

Issue

The delivery of services and access to information through a web browser are key elements in providing access for flexible and remote workers as this removed the need for locally loaded and maintained software.

With the appropriate levels of security and encryption supported by an effective governance regime, web based applications are a secure and relatively straightforward method of extending business functionality out to the mobile and remote workforce.

The increasing use of vendors to use Java as the method of delivering their IT Systems has increased the demands upon the Citrix Server Farm that could slow down the user response and has led to complicated deployment methods with potential for applications being incompatible and conflicting with each other.

Objectives

- To maximise the use of web based delivery for access to business applications and information where this is secure and complies with other IT Strategy objectives.
- Establish an application deployment architecture that enables the management of multiple versions of Java whilst preventing conflicts from occurring.

37 Change Management

Issues

The introduction and continued development of integrated business processes and systems on a corporate infrastructure has increased the reliance upon the many different components to remain robust and stable, ensuring effective and predictable interoperability with each other.

Unplanned and/or uncoordinated changes made to any one of these components in isolation without the appropriate levels of risk assessment and testing could lead to significant disruption of front line services within CYC. As the architecture becomes more integrated the risk of unmanaged change increases and extends deep into the business. Changes to policy can now have an impact upon the technical infrastructure.

Changes are made to resolve IT faults and also in response to the implementation of new services, processes or policies. Although changes are made by teams with the relevant technical skill sets, there is a lack of formal change management processes which increases the inherent risk associated with change and this could lead to a failure of the infrastructure that enables access to essential information and business systems for the user base.

Objectives

- Establish formal change control processes for managing programme, development, business and IT Infrastructure driven change requests.
- Establish a Change Authority Group to become the formal decision making body for any change requests.
- IT to adopt and implement the service support disciplines of the ITIL Service Management Framework. This is an industry best practise framework developed by the Office of Government Commerce (OGC). The framework breaks down the IT support function into multiple disciplines and provides modular methodologies with which to manage these. It is flexible framework that allows IT to apply those parts that can help sustain structured change control environment whilst not being over prescriptive and restricting.

38 Development

Issues

CYC has historically pursued a policy of purchasing off the shelf (OTS) software solutions and has avoided bespoke development and internal development on the grounds that we did not have the in house skill set to undertake this and did not want to bear the risk of having to support either bespoke developments or in house generated software. Since easy@york went live we have however developed significant in house development capability in the CRM, integration and .net areas and are growing this skills set to be able to deliver phase 2 in house. This has proved both more responsive to our needs and much cheaper. Our strategy needs to reflect this change in a niche area and yet contain the uncontrolled growth of in house development across the piece

Objectives

- Establish a robust in house capability to develop our CRM web and integration architecture.
- Maintain a policy for major system procurements to buy best of breed off the shelf systems and to avoid bespoke development wherever possible.

39 Business Continuity/Disaster Recovery

Issues

ITT provide a disaster recovery capability to key elements of the business. This is limited to business critical elements of infrastructure and systems due to the costs of having additional equipment and network infrastructure on permanent standby to continue working in the event of an unexpected catastrophic situation.

There are two levels of recovery capabilities,

- A major incident that prevents the delivery of IT services from the data centre from Museum Street for a significant period of time. This would require invoking our external disaster recovery contract to replace IT equipment and then establish a data centre at an alternative location.

- A smaller scale event affecting one or more systems where we would invoke our external disaster recovery contract but host interim solutions in our main data centre.

ITT have made significant progress in recent years and have improved its recovery capabilities for both these scenarios by:

- Introducing the use of server virtualisation technologies (see section 33).
- Automated the replication of storage of key business information on the corporate data storage system that is located in two physical locations. This has enabled ITT to reduce recovery times as information is copied using disk to disk technologies rather than relying on tape which has longer recovery times and is more susceptible to failure.
- Reducing the different number of server types in use has expanded the number of IT Business Systems that is included within the externally provided DR contract.
- Developing and testing its Departmental and Team recovery plans.
- The use of Citrix is a key enabler to facilitate effective and robust alternative working options as this a very easy mechanism by which users can gain access to corporate applications and information from any device on the CYC network or remotely in the event of a disaster. Only locally installed applications would not be available which ties back into the strategy of maximising the use of Citrix as our primary delivery mechanism (See section 19).

The main issue is the completeness of the Corporate Business Continuity Plan (BCP) that both ITT and Property Services require to help plan and invoke their recovery plans. Both underpin the Corporate BCP being two of the key elements that would provide the environment for continued CYC Service delivery in the event of major disaster.

Objectives.

- Maximise the use of the existing virtual server environment and grow its capabilities.
- Further consolidate storage onto the Corporate Data Storage platform and to continue to standardise on this technology as our primary storage technology.
- Continue to develop and test ITT Departmental and Team based recovery plans to ensure completeness and consistency.
- Support and work with Corporate BCP group as part of the Council wide response to the 2004 Civil Act.
- Since BCP and recovery is potentially a large investment area and of high importance, ITT will continue to evaluate recovery options including the use of shared recovery or externally provided recovery facilities.

40 User Administration

Issues

User administration is the collective group of processes where the Users network login account , contact and access details are established and managed.

Many of these collective processes are currently undertaken within Directorate business/IT support teams and this leads to duplication of work and the potential for incorrect or out of date information to be retained and used as contact points. Accurate and consistent information regarding User's contact details will be a key requirement as we develop and adopt the anticipated new ways of working.

ITT have started a programme of work to identify the most effective and efficient methodology to consolidate the current fragmented management of User based information and create a single entry point that will then automatically update other information stores if required.

Objectives

- Consolidate the current number of IT Systems and processes required to manage and maintain User based information.
- Develop automated and integrated processes to improve the management of user information base changes (e.g.: starters, leavers, staff transfers) to help provide a platform to enable more effective communication channels for the organisation and to enable effective and efficient control of User based information.
- Improve the stability and consistency of User base information by ensuring all changes are made in a uniform way through a structured change process using the automation tool that be audited, ensuring licensing compliance and will facilitate more effective disaster recovery.

7 Governance

IT governance is the mechanism to direct and control the existing and future use of IT within the organisation. Its purpose is to manage the allocation, deployment and use of IT to ensure resources match user needs, whilst ensuring delivery of best value for money and protecting the integrity and availability of information.

41 Policy Framework

Issues

CYC has a range of policies which seek to govern the use of technology and information by its users. The Electronic Communications Policy was drafted in 2005 and largely prescribes the use of the Internet and email. This is embedded within the Constitution.

The Information Security policy sets out how we should ensure that data is not lost or corrupted and is only accessed by those with a need to know. IT Disaster recovery plans/Business Continuity plans are well developed and tested.

There is an IT User Handbook on the intranet, which sets out a broad range of advice guidance and policy on all areas of IT usage. There is however no single document that sets out all aspects of our policy guidelines.

There is no consistent method of raising awareness and ensuring compliance with these policies. The Corporate IT Strategy Group (CITSG) have not been engaged with the

development of these policies, instead the Corporate IT Operational Group (CITOG) have provided input on Directorates behalf.

Objectives

- Review/update consolidate policy into one IT policy which incorporates electronic communications and Information security and good practice guidelines.
- Ensure this is part of staff induction and is regularly communicated to staff.
- Involve CITSG in drafting IT policy and use this group to ensure compliance.

42 Stakeholder Management

Issues

We currently have two groups who oversee the use of technology in CYC. CITSG which is formed from Business Assistant Directors in each Directorate and CITOG which is formed from Operational IT representatives/managers from each Directorate.

In 2007/8 we commissioned The Society of IT Management (SOCITM) to undertake an external review to assess the effectiveness of our arrangements. The report concluded that the CITSG was not sufficiently and effectively involved in ITT governance issues and though the framework was in place, meetings of the group were restricted to investment recommendations. The report concluded that the CITSG needed a new remit.

Objectives

- Redefine the remit of CITSG to undertake the following functions:
 - Portfolio management of IT Development Plan.
 - Make in year decisions to reprioritise IT development project activity.
 - Ensure all the Directorate based business benefits are realised.
 - Set IT Strategy.
 - Ensuring that all the IT resources are compliant with the strategies, policies and standards.
 - Ensuring that Directorates are planning their IT needs.

43 Investment

Issues

CYC has a successful track record of IT project implementations with success rates higher than average for the public sector. We have developed significant IT Procurement skills and capacity within CYC. However, we have not managed the IT Development plan as a programme of work and year on year we have faced significant under spends on the IT Development Plan largely due to the delay in commencement of a range of projects. This is often the result of a failure to resource the project activity within the business and/or a very high level commitment to work

planning as part of the IT Development plan i.e. work is agreed for the year but the timing of the work and the likely investment profile is not defined in detail when the budget allocation is made. Many IT projects also take more than one year to deliver.

The IT Development Plan enables CYC to make investment decisions based upon Corporate strategic priorities. All bids for investment are evaluated based upon risk and strategic outcomes. A business and technical appraisal is undertaken before investment decisions are made and all bids are then prioritised by the Corporate IT Strategy Group who make recommendations to Members. This is currently done on an annual cycle which makes it both unresponsive to developing priorities and difficult to plan for large-scale work where investment may be needed over several years.

Perhaps because this investment process is fairly inflexible it is not uncommon for Directorates to make IT investment decisions outside the IT Development Plan and it is then difficult to ensure that these are properly resourced. Given the limited resources available to CYC it is essential that all work is prioritised to ensure that we spend our time as well as our money on those IT projects that will deliver the most value to the organisation.

Objectives

- Manage the IT Development Plan as a Programme of work with the CITSG managing variations to the portfolio of projects in year.
- Develop a 3 year investment plan for IT, alongside the 3 year Budget setting process
- Develop more a more detailed timetable for projects and more granular spend profiles to reduce underspends
- Ensure Directorates have adequate resources to deliver IT Development Plan projects before the investment is agreed
- Make the CITSG responsible for agreeing IT development work outside the IT development plan

44 Service Level Agreements and Recharges

Issues

The current Recharge model costs out the services that the ITT Department provide. For the majority of costs this is calculated on a per user basis but for provision of applications, the cost of purchase and maintenance is calculated and then charged to the user directorate(s). There are some areas where a more sophisticated cost model is used (PDAs and remote access points). Though this is a reasonably effective way of allocating costs to the consumer, it also has the effect of ironing out any differences in consumption. If one department has desk based staff who use thin client terminals and predominantly use one system and email they will pay the same per workstation as a department with more sophisticated needs, which has a mixture of device types and applications which will inevitably generate a much higher proportion of support calls. We do not charge more for a PC than we do for a thin client terminal so we are not incentivising low support/lower cost options.

When we move to a new Headquarters we will need to revise the whole recharge model as flexible working will mean that devices could be in use by any member of staff from any Directorate. Mobile working will be more prevalent and we will be forced to introduce a more granular recharge model. Extended hours of opening will also necessitate some restructuring of

the IT support services to provide support over a longer window. This may necessitate increased costs or lower service levels.

Objectives

- Identify alternative ITT support delivery arrangements for the new Headquarters to enable flexible working particularly extended hours of service
- Identify alternative recharge models which reflect actual activity, drive out value for money and can operate in a flexible working environment.

45 Performance Management

Issues

The ITT service currently capture significant amounts of performance data across the whole infrastructure which shows the number of users, devices supported, service availability, incident reports, response times for faults and customer satisfaction levels. These are embedded within Service Level Agreements with each Directorate but the information is not routinely publicised and is only reviewed by the Operational User group. ITT operate automated alarm system that gives real time performance information on each system and sends warnings and alarms if a system fails or is performing outside set tolerances.

Objectives

- Regularly review the current Service Level Agreement with the CITSG to ensure it remains fit for purpose
- Report performance against this SLA to customers and review this at CITSG regularly

46 Project and Programme Management

Issues

CYC has successfully embraced Prince 2 Project Management and OGC Managing Successful Programmes (MSP) as the standard methodologies for implementation of IT projects and Programmes. 266 staff have been trained in Prince 2 and 19 in MSP. However there is still a lack of understanding of the difference between a Project and a Programme, not all projects use Prince 2 and not all Project managers are trained to do the job. Corporately there is a plan within the Single Improvement Plan to improve Project Management though this is initially focussing on capital building projects.

It is often difficult to resource large IT projects. The PM needs to be a dedicated role, IT project Managers are oversubscribed and business staff are either not trained Project Managers or cannot be released from their substantive role. This leads to us buying in Project Managers on contract which is very expensive or recruiting and training staff for 1 –2 years only for them to leave towards the end of the project when their contract is due to run out. This is extremely risky.

Objectives

- To develop templates and guidelines for the appropriate use of Prince 2 Project Management approaches for large, medium and small IT projects.

- Mandate that all project managers must be trained and supported to deliver their role.
- Continue to roll out Prince and MSP training to all staff who are actively engaged in Project or Programme management activity.
- Consider the development of a corporate Project management team that can be called off to resource up major CYC projects.
- Where a group of projects are producing deliverables that contribute to a clear strategic outcome we will build them into a Programme and adopt MSP.

Organisational Model

47 Client Management

Issues

The external governance review referred to at Para 41 also looked at the client management arrangements between central ITT and the Directorates. It concluded that there was an inconsistent model of client arrangements with some Directorates employing their own IT Manager who performed many of the client side functions (developing local strategy, managing development resources, developing business cases for investment) to departments that had no IT staff and were reliant upon a Central IT Business Development Consultant to identify their IT needs and provide a view of their needs into the IT service and sometimes to manage their IT projects.

The IT Business Development Team (BDT) has only nine staff who possess a great breadth of experience and skill. They are expected to meet a huge demand for a broad range of services and this inevitably means that they are overstretched and pulled too wide to be effective.

The report concluded with a recommendation to rationalise the role of the IT Business Development Team to split out their work into Project Management, Business Analysis and Client Managers.

Objectives

- Restructure the IT BDT to split out their roles into Project Management, Business Analysis and Client Managers.
- Ensure that Client Managers have an appropriate feed in and out of Directorate DMT's.
- Ensure that Client Managers are positioned to be able to articulate and resolve business issues and concerns within ITT.
- Establish a method of supplementing the resources of the BDT where Directorates need and are able to fund supplementary resources e.g. a Project Manager.

48 Centralisation & Devolution of ICT services

Issues

The same external governance review also looked at how IT Services were being delivered centrally and by directorate based IT teams. The ITT service at CYC has operated within the boundaries of best practice advice but it is experiencing considerable pressure to deliver more with less and handle an ever increasing demand for new IT systems to transform services and deliver efficiencies.

There is no common IT structure in directorates. Some directorates have a significant in-house IT function and rely on central ITT only for support of the corporate systems. Others have only a small IT staff and, therefore, look to ITT for more support.

The directorate IT structures have evolved due to demand for IT in different services. Although it is important that the IT service reflects business need, there are indications in some areas that this is not optimum, as the pace of change has led to some IT structures being created without considering their wider impact on operating efficiency and on delivering a joined up service to citizens. The variety of structures has led to different levels of service provision, wasteful duplication of services and poor levels of support, as users may need to make a number of calls to different service desks to resolve their problem or query.

With various help desks there is no standard method of reporting, monitoring and fault resolution. This means fault analysis cannot take place to identify common problems and does not allow proactive action to ensure the fault does not reoccur. This is beginning to put strain on the current arrangements, generating the need to review the IT organisation structures to deliver an effective change management programme and IT service delivery.

Objectives

- Consolidate the fragmented service desks into a single Customer Service Desk function within central ITT as soon as possible in order to improve system reliability and customer satisfaction.
 - Upgrade and expand the Customer Support Services Desk solution so it can be used as a Corporate IT support system.
 - Define, collect monitor and report corporate performance standards for all IT service desks.
 - Use the results from the corporate IT performance monitoring system to determine the correct levels of resources for the revised functions of service desk, applications administrators and desktop support.
- Application administrators should be moved into central ITT as benefits can be realised without diluting the need for local directorate knowledge. However, any that remain in directorates should release low-level tasks (such as password resets) to the central service desk.
- Continue with the project to introduce ITIL as the method by which the ITT Customer Support Service desk and other IT teams handle incidents, problems, change and resolve faults.

- Promote the benefits of the upgraded service desk software corporately, and mandate the use of formal problem management and change management processes council wide.

49 Sourcing and Supplier Management

Issues

ITT procurement in CYC has transferred from a specialist team in ITT to the central procurement team. There is significant amount of procurement activity to implement the IT Development Plan and to undertake strategic procurement of IT support services (e.g. network management) and transformation projects (easy@york). We have used a range of procurement channels to ensure timely and value for money procurement, whilst ensuring we comply with CYC procurement strategy and policy. We have exploited the OGC Catalyst pre-tendered supplier list and we are now embarking upon a tender exercise for a new system where we seek to assess shared service options alongside traditional system procurement offerings.

Our policy to procure best of breed applications means that we have a large number of suppliers to manage. Supplier management of these relationships is currently handled by a range of staff within CYC, in both central IT and in Directorates, who call on staff in procurement and legal teams when there is a contractual issue. Though centralisation of this function might bring about some efficiencies, the balance between this and keeping control of the relationship close to the business in fact means that a mixed economy is most effective at this time. The situation does however need to be made more transparent and consistent.

Objectives

- Establish a clear framework of accountability for Supplier management for each system.
- Work with the procurement team to explore a range of procurement methods that deliver VFM outcomes.
- Centralise the storage of all IT system or service contracts as part of the EDRMS implementation.

50 Skills Management

Issues

The lack of consistency and importance attributed to IT skills based training within CYC fails to provide staff with the necessary skills to maximise the full potential and benefits of IT investment.

There are a number of recent examples where major replacement or new IT System implementation projects have suffered as a result of poor or inadequate levels of training.

The inconsistent approach to staff recruitment and induction process with CYC is another contributing factor that fails to ensure new staff joining CYC have the correct training programme required to equip them with the required IT skills for their role within the organisation.

Objectives

- Ensure all IT projects have a comprehensive and robust training plan with checkpoints to validate the required level of skills has been realised.
- Ensure recruitment processes have the base IT skill sets relevant for the post as essential criteria as part of the selection process.
- Induction processes must include general IT skills such as ECDL and IT System specific where required.
- The internal staff transfer process must identify and deliver the correct levels of training in line with the specific skill set requirements of the post.

51 Professionalisation

Issues

The fragmentation of IT Support staff between the centrally based teams and those that have evolved within the directorates has led to an inconsistent approach to job roles and their associated professional skills.

There is confusion over the naming of some job roles, for example a Systems Administrator within a directorate and a System Administrator within in central ITT are two completely different roles. This will lead to confusion over job grading and potentially confuse applicants that would reduce the benefits of recruiting the quality of staff required.

CYC has no formal staff development structure nor anyone accountable for IT professional practice across the authority. This means that different IT functions are operating to different standards and depending on which directorate staff are based in, they may or may not be given professional development.

IT Support staff development is an essential element of an effective IT support service that ensures its staff are correctly qualified to sustain and enhance its delivery of customer service.

Objectives

- The Head of Operational ITT to take on the role of the head of the IT profession and take responsibility for the professional development of IT staff across the authority.
- Establish a uniform structure for all IT support posts including standard job roles defined with clear competences preferable drawn from the Skills for the Information Age framework (SFIA) sponsored by the Cabinet office.
- Develop clear and unambiguous job specifications and professional development to ensure staff are correctly qualified and assured that the organisation is concerned for their development.
- Review job descriptions against the SFIA framework with a view to standardising roles and instigate a professional development programme as part of their performance appraisal staff are correctly qualified and assured that the organisation is concerned for their development.

Annex A - Glossary of Terms

Business intelligence (BI) is a broad category of applications and technologies for gathering, storing, analyzing, and providing access to data to help make better business decisions. BI applications include the activities of decision support systems, query and reporting, online analytical processing (OLAP), statistical analysis, forecasting, and data mining

Enterprise Application Integration (EAI) –the process of linking applications within a single organization together in order to simplify and automate business processes to the greatest extent possible, while at the same time avoiding having to make sweeping changes to the existing applications or data structures

Folksonomy - (from folk + taxonomy) is a user-generated taxonomy. It is the practice and method of collaboratively creating and managing tags to annotate and categorize content. In contrast to traditional subject indexing, metadata is generated not only by experts but also by creators and consumers of the content. Usually, freely chosen keywords are used instead of a controlled vocabulary.[

Internet Protocol (IP) – the data transmission standard used by the Internet, which has now become a common base level standard for networked computing. This describes the way that data is cut up into packets and distributed.

Local Area Network (LAN) – All sites that are hard wired together in reasonably close proximity to each other. The Central CYC LAN covers St Leonard's, Museum St, De Gray House, Swinegate, the Guildhall, George Hudson St and North St

Open Source/Open System/Open Platform – Terms used to refer to programmes where the user has the legal right and the technical tools to amend and add computer code in order to change what the application does. This is unlike Microsoft programmes where the source code is copywrited.

Service Oriented Architecture - the modularization of IT system components/business functions for greater flexibility and reusability. (e.g a booking or payment engine that can be used from any other application)

Thin Client/Server Based Computing/Citrix - Terms used interchangeably to refer to the method of delivering applications from large centralised servers without using the processing power of the local PC.

Wide Area Network (WAN) - All sites that are connected together to form a network, irrespective of whether they are near each other or not. The CYC WAN includes the main central sites, all remote sites such as libraries and even Members houses that are temporarily connected.

Web 2.0 - is a term describing changing trends in the use of World Wide Web technology and web design that aims to enhance creativity, secure information sharing, collaboration and functionality of the web. Web 2.0 concepts have led to the development and evolution of web-based communities and its hosted services, such as social-networking sites, video sharing sites, wikis, blogs, and folksonomies

Virtual Server – using a single hardware platform to run/host multiple applications which reside in “virtually” separate environments this behaving as if they were running on a unique server

Unified Communications (UC) – a system to manage multiple communications channels and facilitate collaborative working.

IT Strategy 2008–2012

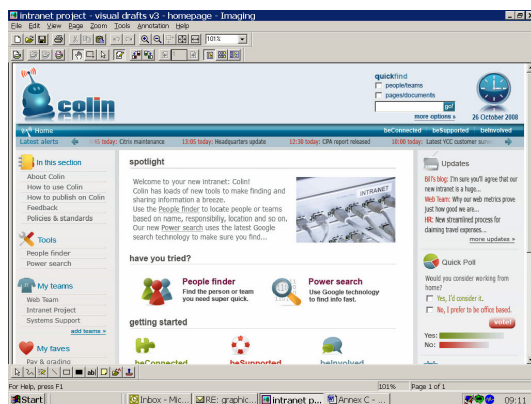
An Executive Summary

The IT Strategy for City of York Council explains how the organisation intends to use technology to support the delivery of its strategic objectives. This Executive Summary shows how the organisation will look in 5 years time when the strategy has been delivered. The Strategy has 5 strategic themes and a sixth section, explaining how the Council will deliver the Strategy.

1 Use technology to improve the efficiency and effectiveness of Council Services and the internal working of the Council

The Council will utilise modern, reliable, secure, highly available IT systems to support and deliver its full range of services. When a new IT system is introduced, business processes will be redesigned to drive out inefficient working practices and realise the potential of the new system. Where appropriate, information held in IT systems will be integrated together to make services more effective. The organisation will develop better business intelligence, using performance information and customer profiles to design and shape future service delivery and improvement. Geographical information will be exploited to understand our localities which will enable the delivery of better services.

As a result of using good IT systems, customers will experience more efficient, high quality, value for money services.



The internal workings of the Council will receive a thorough overhaul, with the introduction of new finance, HR/Payroll and Electronic Document and Records Management Systems. These will all be delivered internally through a new Intranet which will also give the capacity to effectively share and retrieve corporate information. This will make it easier for staff to perform their jobs, reduce time spent on administration and low value tasks and ultimately increase the internal cohesion and effectiveness of the organisation.

2 Use technology to make services easy to access, high quality and efficient, effectively managed, and responsive to the particular needs of individuals and/or Customer groups

CYC will use technology to increase the accessibility, quality and consistency of the services it delivers to customers. It will use a Customer Relationship Management System (CRM) to manage the majority of its direct contact with customers, providing and collecting accurate and comprehensive information on the contact it has with customers and the services it delivers. CYC will use this information to deliver the best outcomes for customers, tailoring this where necessary to the particular needs of a customer/customer group.

The Council will use the self-service capability of the web to deliver information and enable customers to request services at their convenience. The web site will be content and functionally rich, with comprehensive, comprehensible and accessible information available on all services.

Customers will be able to shape the web site by identifying what they need to know and how they commonly search for it. This will become embedded in the design of the web site. This will help make the web site a useful portal into the council, particularly for young people for whom this is one of their primary communication tools.



The Council will exploit the potential of the Internet to engage and consult customers.

Technology will help to maintain the independence and quality of life of vulnerable people living within their own homes through the use of “telecare” and “telehealth” technologies which will provide remote monitoring of real time emergencies, lifestyle changes and physiological data over time in order to manage the risks associated with independent living.

3 Develop our IT Infrastructure to support the move to a new headquarters

In the new headquarters, technology will be an essential tool to use the new building flexibly and effectively. The data and voice network and computer desktop will enable users to work throughout the building, from home, from a drop down point, a partner’s site, from a customer’s home or on the street. The Citrix server farm and corporate

Annex B – Executive Summary

mobile infrastructure will securely deploy applications to any device wherever the user needs to be.



Unified communications tools will allow us to manage a range of inward and outward communication channels, telephone, email, text message or voicemail and be able to publish a users preferred communication channel so that they can be contacted when they are available and take messages when they are busy. Collaboration tools will enable users who are working from different locations to share systems, documents and video images.

All incoming mail will be scanned into an Electronic Document and Records Management System (EDRMS) which will flow the document to the right person at the right point in the relevant business process. The organisation will no longer need to store vast volumes of paper records.

Data will be stored on a corporate data store and will be easy to search and retrieve irrespective of whether it originated on paper, email, or an electronic document from any Directorate.

4. Use technology to make CYC a more sustainable organisation

We will rationalise the number of desktop devices in use and consolidate onto more energy efficient thin client terminals, reduce the number of printers, run multiple applications on one server all of which will significantly reduce the amount of power we consume.

The use of a corporate EDRMS and electronic collaboration tools, the re-engineering of internal processes to reduce the reliance upon paper forms, the development of electronic communication tools with customers and the reduction in the number of printers will reduce the amount of paper we use.



Technology enabled flexible working will reduce the amount of travel undertaken by staff. The use of the Internet and phone to deliver services to customers will reduce the amount of customer travel.

We will seek to procure IT hardware that has been manufactured using techniques and materials that are as sustainable as possible.

5 Establish the infrastructure to enable and develop working relationships with our partners to enable the sharing of information and improve joint service planning commissioning and delivery.

We will be able to share data securely with Central Government departments and other partners through connection to the Gov Connect portal.



We will be able to work more effectively with partners if we are able to share information and processes. Technology will play its part and we will develop information sharing and security protocols to govern these arrangements and achieve the outcomes of the Sustainable Community Strategy.

Where we choose to enter into a shared service arrangement, access to appropriate information systems will be an essential part of the arrangements to deliver value for money services

6. Delivering the Strategy

The Corporate IT Strategy Group will be responsible for the delivery of the IT strategy and the IT Development Plan as a programme of work to ensure that resources are well managed and project outcomes are realised. This will involve the development of more effective methods of developing, deploying and retaining project management and business analysis skills. IT development activity will be integrated into service plans. We will develop a 3-year investment plan for IT, alongside the 3-year Budget setting process.

We will develop a single policy framework that covers the use of IT. IT systems will be available and supported for a longer working day, enabling the organisation to deliver services and operate flexibly in a longer window of time. We will develop the skills of staff to operate the essential technologies that they use to do their job.

We will centralise IT support where there are duplications of tasks and a need to share skills and resources. We will standardise technical roles across the organisation and promote the professional development of all support and development staff.

The technical architecture of the Council will continue to focus on flexibility, security, standardisation and reliability. We will develop change management protocols to ensure we control the environments we operate. In addition we will develop the integration between systems and components and we will develop in-house capability to develop and maintain this integration infrastructure to ensure that this remains cost effective.



Executive

2 December 2008

Report of the Assistant Director of Resources - Transformation and Efficiency

IT Development Plan 2009/10**Summary**

1. The annual Corporate Information Technology Development Plan (ITDP) sets out areas for investment in IT that have been identified and put forward by Directors. Members are asked to review these proposals and decide which ones they wish to fund.

Background

2. All of the bids have been through a rigorous, 3 stage, appraisal process that has been undertaken at departmental, directorate and corporate levels. This approach assesses the bids against both corporate and directorate strategies and reviews both the benefits and risks of the proposals using a matrix developed with collaboration from colleagues in Audit and Risk Management. This provides a comparative assessment of the bids. The Corporate IT Strategy Group (CITSG) has evaluated the bids and they are presented in priority order in Annex A with 3 options for investment, for Members consideration.
3. During the appraisal process undertaken by CITSG, 14 bids totalling £223,000 were rejected because they would not deliver priority improvements for the Council. For 5 of the bids being put forward for your approval the guide capital was reduced by a total of £147,000.
4. A summary of each bid providing a breakdown of costs has been identified in Annex B. A Summary of the main benefits and efficiencies which will be delivered by each bid is set out in Annex C.
5. A summary of the bids rejected by CITSG can be found in Annex D.

IT Strategy

6. A new IT Strategy 2008-2012 came to CMT last week and will accompany the IT Development Plan report to Exec on 3rd December. Members have already agreed the 5 Strategic Objectives around which the new strategy is based and these have been used to prioritise this Plan.
7. The new IT Strategy has five themes. They are the main drivers for further IT development.

1. Use technology to improve the efficiency and effectiveness of Council Services and the internal working of the Council.
 2. Use technology to make services easy to access, high quality and efficient, effectively managed, and responsive to the particular needs of individuals and/or Customer groups.
 3. Develop our IT Infrastructure to support the move to a new headquarters.
 4. Use technology to make CYC a more sustainable organisation.
 5. Use technology to forge stronger working relationships with our partners, to enable the sharing of information and improve joint service planning commissioning and delivery.
8. The strategy also sets out the core platform for our IT infrastructure which must be resilient, flexible and dependable.
9. The delivery of the IT strategy requires annual investment through the IT Development plan. The strategy will strongly influence future IT development but there will remain a need to allocate resource to the replacement and support of IT systems that underpin service delivery.
10. The bids received for consideration fall under the themes of the draft corporate IT Strategy.

Theme 1	Use technology to improve the efficiency and effectiveness of Council Services and the internal working of the Council.
09CEX01	Legal Case Management System
09COR02	Corporate EDMS Extension
09COR03	Model Office
09COR04	Citrix Upgrade
09COR05	Desktop Replacement Programme
09CSTR01	Mobile working in Building Control
09CSTR02	York Transport Multi Modal Model
09CSTR03	York Natural Environment Record
09NS01	Automated Housing Repairs Appointments
09LCCS01	Replacement of Primary School MIS
09NS02	Mobile Data Capture for Regulatory Services

09NS03	Taxi Licensing Software
09RES01	Payments Kiosk
09LCCS04	RFID at Acomb Library Learning Centre
09NS01	Automated Housing Repairs Appointments
09NS02.	Mobile Data Capture for Regulatory Services
Theme 2	Use technology to make services easy to access, high quality and efficient, effectively managed, and responsive to the particular needs of individuals and/or Customer groups.
09HASS01	Choice Based Lettings
09CEX02	Connecting Electoral Registration to the LLPG
09LCCS01	Replacement of Primary School MIS
09LCCS03	Maintenance Of The Family Information Service System
09NS01	Automated Housing Repairs Appointments
09RES01	Payments Kiosk
Theme 3	Develop our IT Infrastructure to support the move to a new headquarters.
09CEX01	Legal Case Management System
09COR01	Encryption Software
09COR02	Corporate EDMS Extension
09COR03	Model Office
09COR04	Citrix Upgrade
09COR05	Desktop Replacement Programme
09CSTR01	Mobile working in Building Control
09CSTR03	York Natural Environment Record
09NS02.	Mobile Data Capture for Regulatory Services
09NS03	Taxi Licensing Software
09RES01	Payments Kiosk
Theme 4	Use technology to make CYC a more sustainable organisation.
09CEX01	Legal Case Management System

09COR02	Corporate EDMS Extension
09COR03	Model Office
09COR04	Citrix Upgrade
09COR05	Desktop Replacement Programme
09CSTR01	Mobile working in Building Control
09NS02	Mobile Data Capture for Regulatory Services
09NS03	Taxi Licensing Software
	Stable and secure ITT infrastructure
09COR01	Encryption Software
09COR02	Corporate EDMS Extension
09COR04	Citrix Upgrade
09COR05	Desktop Replacement Programme
09COR06	Update of Charting and Project Planning Tools
09HASS04	iWorld Server Upgrade

Financial Implications

11. It is now Council practice to finance IT Development Plan expenditure by borrowing over a five or seven year period depending upon the likely life expectancy of the purchase. Budget sums allocated to the plan are revenue and not capital as is often assumed.

The columns in **Annex A** show: -

- **Guide Capital** – This is the gross expenditure for each bid, what the project would cost if it were funded from capital. This is not the budget allocated to the project.
- **Lifetime Cost** - What the project will finally cost over the repayment period, including loan repayments and maintenance costs.
- **Annual Ongoing Cost** – the revenue sum paid each year in loan payments and maintenance. This is the full annual budget that will be allocated to the project and included in recharges in future years.
- **First Year Costs** – a proportion of the Annual revenue costs that will be incurred in the first year. This has been calculated based on an estimate of when during 2009/10 the costs will be incurred and therefore when we will start to incur both support costs and loan repayments. This is often difficult to accurately predict.

- **Efficiencies** – the expected financial efficiencies which each project could deliver.

Budget provision in 2009/10

12. Not all IT Development Plan costs fall on the General Fund. Where applicable expenditure has been allocated to the General Fund and the Housing Revenue Account (HRA), which is ring-fenced. Where a corporate project affects all funds, costs have generally been split on the basis of the number of PCs in each area. This has been applied to all the corporate projects in this round of bids.

General Fund - Within the 2009/10 projected revenue budgets, provision has been made in the Medium Term Financial Forecast for up to £500,000 to fund the IT Development Plan. The full-year effects of the 2008/9 IT Development Plan have already been committed. The table below shows the overall position.

Housing Revenue Account (HRA) - Housing Revenue Account has allocated funds to meet their share of corporate projects.

2009/10	General Fund	HRA	Total
Allocation for 2009/10	£500,000	£31,201	£531,201
Committed 2008/9 full year	£183,401	£0	£183,401
Available Funding for 09/10 Part Year	£316,599	£31,201	£347,800

13. As the Council continues to face significant budget pressures this year, the CITSG has applied strict prioritisation so that only essential bids are recommended for funding.

Consultation

14. The Corporate IT Strategy Group have thoroughly evaluated all bids and have already rejected 14 bids because they did not align with the corporate or IT strategy or did not deliver significant business benefits. These are listed at Annex D.
15. Three bids are for a business assessment, which request time only and no investment. They are listed separately. It is recommended that these are agreed. A further bid will be funded by the business (Taxi Licensing system will be funded from the Taxi Trading account.)

Options

16. An extensive and rigorous evaluation process has been undertaken. Each bid has been assessed first by Departmental Management Teams, then short listed by the Corporate IT Strategy Group. The bids were then refined and evaluated once more by the CITSG who then subsequently identified the following 3 options for Members, each with a differing level of investment. A summary of the efficiencies, performance and service improvements for each option are set out in Annex C.

Option 1 - To fund all bids evaluated by the CITSG, set out in Annex A . This could deliver efficiencies of £703k pa. This would mean spending £3k less than has been allocated from the General Fund for 2009/10, with a total commitment of:

Option 1	General Fund	HRA	Total
Available funding for 2009/10	316,599	26,445	343,044
Recommended Bids Part year 2009/10	313,223	26,445	339,668
Unspent Balance	3,376	0	3,376
Commitment for 2010/11	132,215	4,757	136,972

Option 2 — To fund only bids with a Risk and Opportunity score of over 50, set out in Annex A. This could deliver efficiencies of £687k pa This would mean spending £41k less than allocated for 2009/10, with a total commitment of:

Option 2	General Fund	HRA	Total
Available funding for 2009/10	316,599	26066	342,665
Recommended Bids Part year 2009/10	275,039	26,066	301,105
Unspent Balance	41,560	0	41,560
Commitment for 2010/11	116,190	4,757	120,947

Option 3 - To fund only bids with a Risk and Opportunity score of over 80 set out in Annex A. This could deliver efficiencies of £651k pa. This would mean spending £58k less than allocated for 2009/10, with a total commitment of :

Option 3	General Fund	HRA	Total
Available funding for 2009/10	316,599	25915	342,514
Recommended Bids Part year 2009/10	257,931	25,915	283,846
Unspent Balance	58,668	0	58,668
Commitment for 2010/11	113,534	4,733	118,267

In Year Management of the IT Development Plan

17. Although Directorates have identified that they have the available resources to deliver this plan, it is inevitable that situations change and new priorities emerge that may mean require changes to this plan. The Corporate IT Strategy Group will be managing the overall delivery of this plan in year and will need to make decisions to reprioritise resources accordingly. If any projects are delivered ahead of schedule or under budget or if any projects need to be cancelled then depending upon the Option selected above, additional projects may be

undertaken. Members will be informed of any significant variances through the appropriate channels.

Spending Pressures in Future Years

18. The financial commitments recommended in this report are less than has been set aside to fund the IT Development Plan in 2008/9. However, in the next 2 years we will need to upgrade or replace some key elements of our infrastructure and this will create a pressure for investment in IT. To help future planning, the report contains an informative bid that highlights a demand on financial and staff resources for 2010/11.
19. By 2010 we will have been using the 2000 version of MS Office for 10 years. This is a long time to remain on any version of software; during the 10 years Microsoft have released three new versions. Over the coming year, Microsoft and suppliers with applications which link to it, will withdraw support for the 2000 version. Unless we move to a later version we will experience an escalating series of difficulties with integrating systems and with sharing documents.
20. Upgrading the Office suite will be costly. Estimates suggest that the first year costs will be upwards of £100k with a full year commitment of £106k. The project will also involve a significant resource commitment, as every IT user will be affected. Use of Open Source alternatives has increased a great deal in the last few years. Before we commit to moving to another version of the Microsoft office suite we will assess the viability of replacing it with an open source alternative. Though an open source suite will cost less, the resource demand of moving to it and the cost of training staff will be greater. The potential of phasing this bid will form part of the appraisal process.

Release of funds from IT Development Plan for 2008/9

21. Last year Members deferred a decision on 6 IT Development Plan bids until Summer 2008. At the July 29th Executive meeting they then subsequently agreed "That £18.8k be released from the 2008/09 contingency to fund the four schemes proposed to commence through the IT Development Plan and that the ongoing costs of £47.9k per annum be funded through the IT Development Plan from 2009/10 onwards, subject to a business case for the QPR/PMS system and home care monitoring system coming back to the Executive to detail the cost savings which will be generated from the investment."
22. A business case has been completed for the **Electronic Homecare Monitoring system** and is attached as Annex E. This identifies annual savings of £70k pa. This will require release of funds of £26,596 pa from 2009/10. These ongoing costs have been included in the ongoing commitments identified in the financial implications section of this report. Members are asked to release these funds so that work can begin on the project.
23. With regard to the **Performance Management System** CMT have already reviewed the requirements for a Performance Management system (PMS) at a meeting on 16th July 2008 and agreed:

- “A system with the capability to interrogate key systems and produce management reports would most appropriately meet the Council’s needs in the longer term and should be pursued;
- Preparations should be undertaken for a procurement process to identify the best performance management system for the Council“

24. CMT have agreed a need to replace the existing PMS system with a system that has a far greater capacity to analyse and present data. This will clearly lead to better understanding and use of performance information to design and improve services but the savings that can accrue from doing this cannot be identified at this stage.

25. Improvements to our Performance Management regime are crucial to the delivery of the Single Improvement Plan. This will in turn impact upon future inspection scores - Direction of Travel (DoT) for the current CPA and the future Use of Resources score for the CAA. A responsive and accessible PMS will provide timely information that will enable us to respond to developing trends much faster.

26. Understanding current performance will also be an essential tool to drive out future efficiencies as part of the forthcoming efficiency programme. Sharing performance across the LSP to achieve LAA targets will also require a new PMS.

27. CMT request that Executive release the funds so that a replacement system can be procured. This will require release of funds of £12,820 pa in 2008/9 with a full year cost of £18,320pa. The annual ongoing costs for future years have been included in the ongoing commitments identified in the financial implications section of this report. Members are asked to release these funds so that work can begin on the project.

Implications

28.

- **Financial** identified in report. Consulted with Debbie Mitchell, Nigel Oates and Susan Goodhall.
- **Human Resources (HR), Equalities, Legal, Crime and Disorder Property - None**
- **Information Technology (IT)** IT implications are set out in the report.
- **Risk Management** All bids have been assessed on their risk rating and are presented in priority order to Members for decision

Recommendations

29. That Executive agree one of the options set out in para 16 to identify which IT development plan projects they wish to fund.

30. That Executive agree to release funds set aside to implement a replacement Home Care Monitoring System as set out in para 22 and Annex D.

31. That Executive agree to release funds set aside to implement a replacement PMS as set out in paras 23.-4.

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Report Approved **Date** 20/11/08

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

- Annex A - List of bids in priority order with associated financial impacts.
- Annex B - Summary of bids in alphabetical order.
- Annex C – Summary of Benefits and Efficiencies
- Annex D - Summary of initial bids that were not put forward following an early assessment by the CITSG.
- Annex E – Business case for release of funds for Electronic Home Care Monitoring System

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CORPORATE IT DEVELOPMENT PLAN 2009/10

ANNEX A - FINANCIAL SUMMARY

New Bids Submitted For 2009/10																					
Option	Ref.	Description	Scheme Type	Risk Score	Res Wks	Guide Capital	Lifetime Cost	Annual Efficiencies	Annual Ongoing Costs (£)			First Year Costs (£)			Cumulative Costs (£)						
									Total	Gen. Fund	HRA	Total	Gen. Fund	HRA	All Funds Ongoing	HRA Ongoing	Gen. Fund Ongoing	All Funds Fst Year	HRA First Year	Gen Fund First Year	
Projects Needing Funding																					
	09COR04	Citrix Upgrade	Upgrade	143	52.0	475,600	860,830	0	172,166	165,279	6,887	139,572	133,989	5,583	172,166	6,887	165,279	139,572	5,583	133,989	
	09HASS04	iWorld Server Upgrade	Upgrade	135	1.5	60,270	87,527	0	17,505	8,403	9,103	17,505	8,403	9,103	189,671	15,989	173,682	157,077	14,686	142,391	
	09LCCS01	Replacement of Primary School MIS	Procurement	122	4.0	59,000	69,325	0	13,865	13,865	0	11,008	11,008	0	203,536	15,989	187,547	168,085	14,686	153,400	
	09NS01	Automated Housing Repairs Appointments	Extension	111	19.0	71,434	133,720	480,000	26,744	26,744	0	20,563	20,563	0	230,280	15,989	214,291	188,648	14,686	173,963	
	09COR05	Desktop Replacement Programme	Procurement	110	0.0	44,000	65,408	6,000	9,344	8,970	374	6,440	6,182	258	239,624	16,363	223,261	195,088	14,943	180,145	
	09CEX02	Connecting Electoral Registration to the LLPG	Extension	100	9.0	6,545	13,315	500	2,663	2,663	0	2,209	2,209	0	242,288	16,363	225,924	197,297	14,943	182,354	
	09CEX01	Legal Case Management System	New System	93	9.5	55,170	99,575	47,000	19,915	19,915	0	10,493	10,493	0	262,202	16,363	245,839	207,790	14,943	192,847	
	09COR02	Corporate EDMS Extension	Extension	92	156.0	182,000	395,850	110,000	79,170	76,003	3,167	21,308	20,455	852	341,372	19,530	321,842	229,098	15,796	213,302	
	09HASS01	Choice Based Lettings	Other	89	3.0	30,000	60,250	0	12,050	2,410	9,640	11,051	2,210	8,841	353,422	29,170	324,252	240,149	24,637	215,513	
	09LCCS02	Maintenance Of The Family Information Service System	Funding	86	0.5	0	42,500	0	8,500	8,500	0	8,500	8,500	0	361,922	29,170	332,752	248,649	24,637	224,013	
	09COR01	Encryption Software	Procurement	83	9.0	85,000	184,875	0	36,975	35,496	1,479	31,981	30,702	1,279	398,897	30,649	368,248	280,630	25,916	254,715	
3	09CSTR02	York Transport Multi Modal Model	New System	82	4.0	0	16,080	8,000	3,216	3,216	0	3,216	3,216	0	402,113	30,649	371,464	283,846	25,916	257,931	
Option Total								651,500	402,113											257,931	
	09COR03	Model Office	Pilot	70	0.0	10,000	21,750	0	4,350	4,176	174	3,763	3,612	151	406,463	30,823	375,640	287,609	26,066	261,543	
	09CSTR01	Mobile Working in Building Control	Extension	67	5.5	25,080	37,969	24,000	7,594	7,594	0	5,502	5,502	0	414,057	30,823	383,234	293,110	26,066	267,044	
2	09NS02	Mobile Data Capture for Regulatory Services.	New System	52	2.0	17,000	39,975	12,000	7,995	7,995	0	7,995	7,995	0	422,052	30,823	391,229	301,105	26,066	275,039	
Option Total								687,500	422,052											275,039	
	09CSTR03	York Natural Environment Record	New System	47	9.0	36,850	75,049	0	15,010	15,010	0	11,244	11,244	0	437,062	30,823	406,239	312,350	26,066	286,283	
	09CEX03	Webcasting of Council Meetings	New System	45	6.5	21,722	77,493	0	15,499	15,499	0	8,555	8,555	0	452,561	30,823	421,738	320,905	26,066	294,838	
	09RES01	Payments Kiosk - 1 kiosk purchased	New System	43	6.5	41,614	73,086	16,000	14,617	14,617	0	9,302	9,302	0	467,178	30,823	436,355	330,206	26,066	304,140	
1	09COR06	Update of Charting and Project Planning Tools	Purchase	14	1.0	40,262	47,308	0	9,462	9,083	378	9,462	9,083	378	476,640	31,201	445,438	339,668	26,445	313,223	
Option Total								703,500	476,640												
Grand Totals				298	1,261,547	2,401,886	703,500	476,640	445,438	31,201	339,668	313,223	26,445	476,640	31,201	445,438	339,668	26,445	313,223		
Time Only Projects																					
	09COR07	Update of Corporate GIS Strategy	BA	50	6.0	0	0	0	0	0	0	0	0	0							
	09HASS02	Complaints System	BA	108	3.0	0	0	0	0	0	0	0	0	0							
	09HASS03	Older People Information Repository	BA	91	4.5	0	0	0	0	0	0	0	0	0							
	09LCCS03	Self Service (RFID) at Acomb Library Learning Centre	Procurement	30	3.0	0	0	0	0	0	0	0	0	0							
	09NS03	Taxi Licensing System	New System	46	7.0	0	0	0	0	0	0	0	0	0							
Total				23.5																	
Grand Total				321.5																	

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CORPORATE IT DEVELOPMENT PLAN

2009/2010

ANNEX B

SUMMARIES OF ALL THE BIDS

CORPORATE IT DEVELOPMENT PLAN

2009/2010

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ITT Reference - Title of bid	
09CEX01 - Legal Case Management System	
Directorate	Chief Executive's
Bid Details	
Description of the proposed scheme	
<p>For the modern legal service an integrated case management system is a business critical part of the necessary infrastructure required to support an organised and cost efficient Legal service. The regulatory body for lawyers, the Law Society, regards such systems as a basic requirement for a legal practice and they are found in the majority of local authority legal teams.</p> <p>At CYC the legal team is without a case management system, and is currently trying to make do with a makeshift arrangement involving several different applications, one of which, (Access), is not internally supported by the organisation. The current arrangement causes inefficiency due to its lack of functionality which in turn leads to officer time being expended which could be avoided with an integrated system.</p> <p>It is standard in the legal industry to have an integrated case management system, and the Law Society's inspectors have recommended that we obtain one. In addition, a recent overview of the legal service conducted by an independent consultant noted that there was a pressing need for a case management system. A case management system will enable virtual files, dramatically reducing paper usage and storage, which is essential for the move to a new HQ. Such a system will release officer time which can be spent on more legal work, thus reducing the amount of work we currently put out to external lawyers. The system is fully compatible with EDRMS</p> <p>Approaching £250k each year is spent by CYC departments on procuring legal advice from external lawyers. Some of this work is outside our area of in-house expertise, but approximately half of this work could be done by in-house lawyers, if they had the capacity. We have negotiated discounted rates for external solicitors which vary between £100 and £170 per hour, whereas rates for in-house work are significantly cheaper, between £28 and £49 per hour.</p> <p>Implementing a case management system will lead to savings of 650 hours per year, within 2 years, which could potentially save £47k - £79k per year by reducing the amount of work which is procured externally, if the savings are redirected back into more casework. This saving would be reflected across CYC department budgets.</p> <p>In addition, administrative staff will also save at least 200 hours per year, by not duplicating and reconciling information across different systems. This time will be used to support the in-house lawyers, releasing them to do more casework, potentially further reducing the expenditure on external lawyers.</p>	
Links To Corporate Strategy:	
Strategy References	Element Descriptions
IM7	Our new office accommodation
P6	Increase people's skills and knowledge to improve future employment prospects
DS1	Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford
DS4	We want services to be provided by whoever can best meet the needs of our customers
V1	Delivering what our customers want
V2	Providing strong leadership
V3	Supporting and developing people
V4	Encouraging improvement in everything we do
Benefits and opportunities from undertaking the scheme and support of corporate strategy	
<p>Improved robustness of business critical information 'Paperless' office, enabling move to new HQ, and working away from the office Productivity, translating into savings on procuring external legal advice Will free up staff time and give the team more time to enable them to develop the expertise to handle internally more complex cases or those needing specialist knowledge (e.g. Social Care cases) which</p>	

attract a premium charge externally Staff morale/motivation/organisation, e.g., reduced staff turnover, reduced stress levels Risk reduction e.g. no longer need to take physical files out of the office when home working, reducing the risk of sensitive data being lost Improved efficiency e.g., increased number of cases handled; improved management information reporting		
Risks from not undertaking the scheme		
Failure of business critical systems. Difficulty of moving to new HQ due to space requirements Increased expenditure on purchasing external legal advice Without an effective IT system we limit the extent to which business process efficiencies and service improvement can be achieved in the future.		
Scheme budget		
Guide Capital	First Year Cost	Annual Continuing
£55,170	£10,493	£19,915
Resource Requirements	Low ✓ Medium	High
Recommendations of the Corporate IT Strategy Group		
Recommended. Reduce the costs to £55k (the bottom range of quotes plus contingency and costs for an interface with EDRMS). Need to quantify the benefit.		

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <b>09CEX02 - Connecting Electoral Registration To The LLPG</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                             |
| <b>Directorate</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Corporate, lead by Chief Executive's</b> |
| <b>Bid Details</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                             |
| <b>Description of the proposed scheme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                             |
| <p>In 2003, the DCLG established the Local Land &amp; Property Gazetteer (LLPG) to drive local authorities to take responsibility for address and property information within their boundaries to BS 7666 standards. However there has been no drive to capitalise on this initiative and for other services to use this single source of maintained data.</p> <p>Early in 2008, the Ministry of Justice (MoJ) issued a directive under powers granted to the Secretary of State by sc 52(1) of the Representation of the People Act 1983, by which electoral registers should be compliant with BS7666 for address data by December 2009. Due to ongoing electoral canvassing, the window of opportunity to undertake IT development is narrow and a decision paper outlining the various options was submitted, seeking IT approval for a preferred approach.</p> <p>This bid is asking for funding to procure a interface licence for the existing LLPG tool to enable address data to be linked with the Electoral Registration system.<br/>The bid is also asking for business devotement time to implement a change to existing processes to enable best use an the automated link to the LLPG.</p> |                                             |
| <b>Links To Corporate Strategy:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                             |
| <b>Strategy References</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Element Descriptions</b>                 |
| V4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Encouraging improvement in everything we do |
| <b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                             |
| <p>The only direct benefit to the local authority will be to encourage improvement in everything we do (V4).</p> <p>There are no time or efficiency savings available through this scheme, however it will ensure consistency amongst council services when using local address data from a reliable source.</p> <p>Although there are no other drivers from government office to use the LLPG as yet, this could change in the future and other CYC services have already been identified as needing a link to LLPG. Therefore an opportunity is presented through the drive instigated by MoJ where the framework and actions needed to link Electoral Registration can be repeated for at least 2 other services. This will ensure CYC will not be at a disadvantage when additional drivers are raised by other Government Offices to utilise the LLPG as</p>                                                                                                                                                                                                                                                                                                                                         |                                             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------|
| we will have already proven the concept and have a working framework to utilise.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                             |
| <b>Risks from not undertaking the scheme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                             |
| <p>Intelligent Addressing (IA) oversee the National Land And Property Gazetteer (NLPG) and act as the driving force within local authorities to deliver a high standard of accuracy and CYC are amongst the top performing authorities, with a greater than 99% accuracy.</p> <p>In the 5 years since it's conception, CYC has made 2 attempts to link LLPG data with other services, which were unsuccessful due to lack of drive and sponsorship. The MoJ have recognised the need to use a centrally controlled address data source and are the first service to issue a directive, forcing councils to make use of the LLPG, making them accountable should this not be achieved within the timeframe stipulated.</p> <p>The first risk for not undertaking this scheme will be the loss of MoJ funding and opening both the council and Chief Executive, in his role of Electoral Registration Officer, to liability and legal sanctions.</p> <p>The second risk will be with the potential inconstancies that exist amongst the various council services, each holding their own versions of address data. This will lead to confusion when trying to accurately reflect the populous of York unless the council correctly sponsor the LLPG and drive service change to migrate to this managed address data source, where feasible.</p> |                 |                             |
| <b>Scheme budget</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                             |
| Guide Capital                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | First Year Cost | Annual Continuing           |
| £6,545                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | £2,663          | £2,209                      |
| <b>Resource Requirements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Low</b> ✓    | <b>Medium</b>   <b>High</b> |
| <b>Recommendations of the Corporate IT Strategy Group</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                             |
| Recommended                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                             |

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09CEX03 - Web Casting Of Council Meetings	
Directorate	Chief Executive's
Bid Details	
Description of the proposed scheme	
<p>Members are currently aware that Council meetings are not accessible for everyone, they often take place at irregular times and the venue of the meetings is not always suitable for those with accessibility issues. This initiative is about promoting inclusion in the democratic process. This will be achieved by putting in place web casting technology to allow Council meetings to be broadcast over the internet/intranet. This will enable members of the public and other interested parties unable to attend Council meetings to view those meetings via a PC in their own home/office. Evidence that this is something that the public are keen to participate in is clear from other Local Authorities who have introduced similar arrangements.</p> <p>Web cameras may be fixed or portable but either way the operational requirements remain the same. Cameras capture the proceedings under the control of an operator from a control station. Audio will be captured from the existing audio system in the Council Chamber (or, with the portable version, from its own audio system). Audio is synchronised to the video and both are encoded and sent over the internet for transmission. Viewing is achieved by a link from the Council website and the use of commonly available media players.</p> <p>The system will provide archiving facilities such that all recorded meetings are freely available for subsequent viewing, for an agreed period of time. In addition, the system also allows for a council session to be sub-divided according to the agenda items being discussed, thus preventing the viewer having to view the entire meeting. The full system is provided as a managed service from a specialist web casting and hosting company, already providing the same service to other local authorities.</p>	
Links To Corporate Strategy:	
Strategy References	Element Descriptions
IM3	Responding to York's changing population
DS3	We will listen to communities and ensure that people have a greater say in deciding local priorities.

DS6	We will be an outward looking Council, working across boundaries to benefit the people of York		
DS7	We will promote cohesive and inclusive communities		
V1	Delivering what our customers want		
V4	Encouraging improvement in everything we do		
Benefits and opportunities from undertaking the scheme and support of corporate strategy			
<p>The scheme is intended to increase public involvement in the democratic process by encouraging engagement and promoting equality.</p> <p>The introduction of web casting will contribute to e-government expectations on local authorities to introduce these types of web technologies which make effective use of the internet to widen the potential for public participation. This would be another means of contributing to NI4 (% of people who feel they can influence decisions in their locality). One way for this to be measured would be against actual viewing figures i.e. hits on the web casting pages and feedback received in customer surveys and on the Council website..</p> <p>Increased access to electronic forms of information and services via the internet is something which different customer groups are coming to expect as life-styles change and social media web sites become more popular.</p> <p>Evidence of take up of similar services already offered by other local authorities shows that the public are genuinely interested in viewing Council Meetings using this technology.</p> <p>Investing in this technology and making it publicly available indicates that York is a forward thinking authority willing to embrace new technologies to communicate more effectively with customers and to make the decision-making process transparent to a wider audience.</p>			
Risks from not undertaking the scheme			
Our CPA rating may be affected if the Council is not able to demonstrate it is able to offer these facilities to increase opportunities for customers to participate electronically in the democratic process.			
Scheme budget			
Guide Capital	First Year Cost		Annual Continuing
£21,722	£8,555		£15,499
Resource Requirements	Low	Medium	High
	✓		
Recommendations of the Corporate IT Strategy Group			
Recommended			

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>09COR01 - Encryption Software</b>                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                          |
| Directorate                                                                                                                                                                                                                                                                                                                                                                                                         | Resources                                                                                                                                                |
| <b>Bid Details</b>                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                          |
| <b>Description of the proposed scheme</b>                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                          |
| Procurement and implementation of a software solution to enable us to Encrypt the data held on removable and transportable devices such as Laptops, PDAs, Smart phones and memory sticks. This software will enforce encryption policies ensuring that all data taken outside the security of the authority's central systems is held in a secure state and is only accessible by authorised people.                |                                                                                                                                                          |
| <b>Links To Corporate Strategy:</b>                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                          |
| <b>Strategy References</b>                                                                                                                                                                                                                                                                                                                                                                                          | <b>Element Descriptions</b>                                                                                                                              |
| IM7                                                                                                                                                                                                                                                                                                                                                                                                                 | Our new office accommodation                                                                                                                             |
| DS1                                                                                                                                                                                                                                                                                                                                                                                                                 | Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford |
| DS2                                                                                                                                                                                                                                                                                                                                                                                                                 | The Council will provide strong leadership for the city using partnerships to shape and deliver the Community Strategy for the City                      |
| V1                                                                                                                                                                                                                                                                                                                                                                                                                  | Delivering what our customers want                                                                                                                       |
| <b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                          |
| The scheme will put in place measures that will help staff manage data in a secure way without them having to understand the underlying technical requirements. This will instil confidence in CYC as an organisation that takes data security seriously. By creating a security software solution that actively enforces the CYC data security policy, the onus of non-technical business staff to ensure they are |                                                                                                                                                          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |                        |                      |                          |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------|----------------------|--------------------------|--------------------|
| <p>complying with government legislation and best practise will be reduced.</p> <p>New flexible ways of working will increase the amount of mobility staff have when accessing the IT systems. It is important to ensure data security without compromising mobility.</p>                                                                                                                                                                                                                                                                                                      |  |                        |                      |                          |                    |
| <p><b>Risks from not undertaking the scheme</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |                        |                      |                          |                    |
| <p>By not implementing this scheme the Council will be exposed to the risk of sensitive and extremely confidential data getting into the wrong hands and to the resulting reputational and possible legal consequences. Many government departments have already experienced the negative publicity associated with not securing data.</p> <p>As working practices change to reduce costs and enable more immediate delivery of services closer to the customer, the demand for mobile devices will increase; the risk of breaches of security will, therefore, also grow.</p> |  |                        |                      |                          |                    |
| <p><b>Scheme budget</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |                        |                      |                          |                    |
| <p>Guide Capital</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | <p>First Year Cost</p> |                      | <p>Annual Continuing</p> |                    |
| <p>£85, 000</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  | <p>£31,981</p>         |                      | <p>£36.975</p>           |                    |
| <p><b>Resource Requirements</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | <p><b>Low</b></p>      | <p><b>Medium</b></p> | <p><b>X</b></p>          | <p><b>High</b></p> |
| <p><b>Recommendations of the Corporate IT Strategy Group</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                        |                      |                          |                    |
| <p>Recommended</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                        |                      |                          |                    |

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CORPORATE IT DEVELOPMENT PLAN 2009/2010 Annex B

09COR02 - Extension To The Corporate EDMS	
Directorate	Corporate
Bid Details	
Description of the proposed scheme	
<p>The Corporate Electronic Document Management scheme was proposed and approved as a multi-stage project expected to take at least 3 years 07COR02. The project is running to plan and budget. The hardware and software has been installed and a new corporate scanning facility is being commissioned and will be ready for operation during December.</p> <p>The budget approved in 2007 has been just sufficient for the first stage. Further funding is needed to allow us to expand the use of the system to other service areas and to extend the scope of handling white mail to the whole organisation. The funding is required for software and maintenance to enable integration between the EDMS and operational systems.</p> <p>The plan for the next phase which will run through to 2011 involves extending the use of the system to the following areas:</p> <ul style="list-style-type: none"> • Housing - replacing the current Anite system, this will require integration to Northgate iWorld • Special Educational Needs - no system at present, this will involve integration into the SEN system • Parking - will require interfacing to the Langdale system • Planning - will involve integration with Uniform and also the facility for automatically publishing planning information to the Internet • Democratic Services - the forms will be scanned by the corporate service but stored in the Electoral system • Procurement - integration to the SCMS system • Marketing and Communications • Adult Social Care <p>It is also expected that there will be a significant amount of work which has not yet been planned. There are 33 other business systems which have not so far been looked at in any detail by the project. Of these others it is expected that at least 22 will need a link to Documentum of some form.</p> <p>As the use of the corporate system extends across the organisation, it will provide opportunities for improving business processes. We also anticipate that many small scale, departmental requirements will surface.</p>	
Links To Corporate Strategy:	
Strategy References	Element Descriptions
M7	Our new office accommodation
P1	Decrease the tonnage of biodegradable waste and recyclable products going to landfill
P2	Reduce the environmental impact of council activities and encourage, empower and promote others to do the same
DS5	We will seek to place environmental sustainability at the heart of everything we do
V1	Delivering what our customers want
V4	Encouraging improvement in everything we do
Benefits and opportunities from undertaking the scheme and support of corporate strategy	
<p>IM7</p> <p>The corporate document management system provides the facility to scan paper documents and thereafter handle them electronically. We need this capability in order to reduce the volume of paper documents that we will need to take into the new, smaller accommodation.</p> <p>Having documents in electronic format makes them mobile and shareable so gives more opportunity for changing working patterns and processes, making it more possible for people to work away from the office and closer to their clients.</p> <p>P1 P2 DS5 V1 and V4</p> <p>The document management system does a lot more than store images of paper documents, it will hold "documents" of all types, for example photographs and other images, any MS Office document, faxes, emails. This gives us the ability to bring together into one place all the documents concerned with a case, project or topic and make them immediately available to everyone who needs access to them. Having a</p>	

single document repository and management system will:			
<ul style="list-style-type: none"> • Reduce the need to print things - the technology in itself will not alter our paper-oriented culture, of course; but it will provide the facilities we must have to make that culture change happen • Facilitate process improvements throughout the council by enabling different operational systems to share records and by making it possible to use workflow technology to control and track the flow of jobs through the organisation • Support the implementation of the records management policy - e.g. automatic archiving, document and version tracking, document destruction • Will improve the security of our information and our ability to search it and so respond to Freedom of Information requests. 			
Risks from not undertaking the scheme			
We will need to maintain multiple document management systems, involving additional maintenance costs, support effort and hardware.			
There will be additional complexity in our computing environment which will increase the cost and difficulty of integrating systems which need to be linked to provide joined-up business processes.			
Scheme budget			
Guide Capital	First Year Cost		Annual Continuing
£182,000	£21,308		£79,170
Resource Requirements	Low	Medium	High
		✓	
Recommendations of the Corporate IT Strategy Group			
Recommended.			

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| <b>09COR03 - Future Model Office Project</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                |
| <b>Directorate</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Corporate</b>                                                                                               |
| <b>Bid Details</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                |
| <b>Description of the proposed scheme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                |
| Identification and procurement of ITT hardware and software solutions to support future work styles including mobile working, remote working and hot desking as part of the Administrative Accommodation Project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                |
| <b>Links To Corporate Strategy:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                |
| <b>Strategy References</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Element Descriptions</b>                                                                                    |
| <b>IM7</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Our new office accommodation                                                                                   |
| <b>P1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Decrease the tonnage of biodegradable waste and recyclable products going to landfill                          |
| <b>P2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Reduce the environmental impact of council activities and encourage, empower and promote others to do the same |
| <b>DS4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | We want services to be provided by whoever can best meet the needs of our customers                            |
| <b>DS5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | We will seek to place environmental sustainability at the heart of everything we do                            |
| <b>V1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Delivering what our customers want                                                                             |
| <b>V4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Encouraging improvement in everything we do                                                                    |
| <b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                |
| <ol style="list-style-type: none"> <li>1. The technological aspects of the Administrative Accommodation Project Boards plan for a programme of work to support and enable both the new accommodation and flexible-working initiatives will be supported through approval of this bid. Failure to approve will result in ITT being unable to inform the board of the necessary technical considerations required to deliver the flexible working requirements identified which is key to the delivery of the Councils transformational agenda.</li> <li>2. ITT will be able to advise the business regarding technical strategies for flexible working as we move towards a new Headquarters. This may help identify increased savings in building costs as the</li> </ol> |                                                                                                                |



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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|---------|--------|--------|--|
| number of desks and workstations can be rationalised depending upon the technology and work style used.                                                                                                                                                |                                                                                                                  |                   |                   |         |        |        |  |
| 3. More efficient and targeted use of mobile devices and remote connectivity will reduce the time users need to spend between offices and therefore increase overall productivity.                                                                     |                                                                                                                  |                   |                   |         |        |        |  |
| <b>Risks from not undertaking the scheme</b>                                                                                                                                                                                                           |                                                                                                                  |                   |                   |         |        |        |  |
| 1. The potential efficiency and sustainability gains anticipated from both the accommodation project and flexible working strategy will not be maximised without investment in terms of investigating how technology can support these corporate aims. |                                                                                                                  |                   |                   |         |        |        |  |
| 2. This bid supports the Council's Carbon Management Programme which has set a carbon reduction target of 25% by 2013.                                                                                                                                 |                                                                                                                  |                   |                   |         |        |        |  |
| <b>Scheme budget</b>                                                                                                                                                                                                                                   |                                                                                                                  |                   |                   |         |        |        |  |
| <table border="1"> <tr> <td>Guide Capital</td> <td>First Year Cost</td> <td>Annual Continuing</td> </tr> <tr> <td>£10,000</td> <td>£3,763</td> <td>£4,350</td> </tr> </table>                                                                          | Guide Capital                                                                                                    | First Year Cost   | Annual Continuing | £10,000 | £3,763 | £4,350 |  |
| Guide Capital                                                                                                                                                                                                                                          | First Year Cost                                                                                                  | Annual Continuing |                   |         |        |        |  |
| £10,000                                                                                                                                                                                                                                                | £3,763                                                                                                           | £4,350            |                   |         |        |        |  |
| <b>Resource Requirements</b>                                                                                                                                                                                                                           | <table border="1"> <tr> <td>Low</td> <td></td> <td>Medium</td> <td>√</td> <td>High</td> <td></td> </tr> </table> | Low               |                   | Medium  | √      | High   |  |
| Low                                                                                                                                                                                                                                                    |                                                                                                                  | Medium            | √                 | High    |        |        |  |
| <b>Recommendations of the Corporate IT Strategy Group</b>                                                                                                                                                                                              |                                                                                                                  |                   |                   |         |        |        |  |
| Recommended                                                                                                                                                                                                                                            |                                                                                                                  |                   |                   |         |        |        |  |

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09COR04 - Citrix Farm Upgrade	
Directorate	Resources
Bid Details	
Description of the proposed scheme	
Upgrade of the Council's Citrix application delivery system. This system is used to deliver 95% of all council applications to officers and members. The system currently in use will cease to be supported by the vendors at end of 2009. Because the system is running outdated software it is becoming more difficult to deliver applications using it.	
Links To Corporate Strategy:	
Strategy References	Element Descriptions
IM7	Our New office accommodation
DS1	Our ambition is to be clear about what we will do to meet the needs of our communities and then to deliver the best quality services that we can afford.
DS6	We will seek to place environmental sustainability at the heart of everything we do.
V4	Encouraging improvement in everything we do
Benefits and opportunities from undertaking the scheme and support of corporate strategy	
<p>M7 and DS6 The use of Citrix technology enables staff to access their applications from anywhere, which is important for any new accommodation plans. Citrix enables the use of low powered desktop devices, these enable us to honour our environmental commitments by reducing our carbon footprint.</p> <p>DS1 By undertaking this upgrade the council will ensure it has a stable, reliable and supported system for delivering its business applications which are critical to the efficient delivery of services.</p> <p>V4 The scheme will improve the current solution by implementing technology to speed up the deployment of applications whilst minimising the risk associated with large-scale software rollouts.</p>	
Risks from not undertaking the scheme	
The ability of the council to deliver its services will be at risk; over 95% of the corporate business applications are run on Citrix.	
Scheme budget	

Guide Capital £475,600	First Year Cost £139,572	Annual Continuing £172,166
Resource Requirements	Low	Medium
		High
Recommendations of the Corporate IT Strategy Group		
Recommended		

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>09COR05 - Desktop Replacement Programme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                          |                             |
| Directorate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Corporate                                                                                                                                                |                             |
| <b>Bid Details</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                          |                             |
| <b>Description of the proposed scheme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                          |                             |
| Replacement of obsolete ITT hardware that is no longer supportable.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                          |                             |
| <b>Links To Corporate Strategy:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                          |                             |
| <b>Strategy References</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Element Descriptions</b>                                                                                                                              |                             |
| IM7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Our new office accommodation                                                                                                                             |                             |
| P1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Decrease the tonnage of biodegradable waste and recyclable products going to landfill                                                                    |                             |
| P2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Reduce the environmental impact of council activities and encourage, empower and promote others to do the same                                           |                             |
| DS1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford |                             |
| DS5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | We will seek to place environmental sustainability at the heart of everything we do                                                                      |                             |
| V3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Supporting and developing people                                                                                                                         |                             |
| V4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Encouraging improvement in everything we do                                                                                                              |                             |
| <b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                          |                             |
| <ol style="list-style-type: none"> <li>The user desktop experience will become more standardised across the estate due to the reduction in the number of full type B PCs in use and the increased delivery of applications through Citrix which will support flexible working and the Administrative Accommodation project.</li> <li>IT will identify equipment that is currently vendor unsupported or will become will become unsupported prior within the next two years. This will protect against security vulnerabilities and also ensure compliance with the basic requirements of our submission for membership of the Government Connect secure information-sharing scheme.</li> <li>The Council's Carbon Management Programme has set a carbon reduction target of 25% by 2013. The replacement and reduction of Type B PCs with the more energy efficient thin terminals will contribute to achieving this target. The energy saved by converting 200 PCs to energy efficient thin terminals would be £6k per annum based upon an 8 hour working day over a standard working year of 220 days after taking account of holidays, training and absence. This equates to a reduction in CO2 emissions of 26 tonnes per annum.</li> </ol> |                                                                                                                                                          |                             |
| <b>Risks from not undertaking the scheme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                          |                             |
| <ol style="list-style-type: none"> <li>Equipment failures will impact on business efficiency and services to the public.</li> <li>The replacement equipment and application delivery methods support the Administrative Accommodation Project and the new ways of flexible work styles envisaged and a failure to re equip will impact on these aims.</li> <li>This bid supports the Council's Carbon Management Programme as the new equipment is much more energy efficient, incorporates sustainable design features and allows for the investigation into and adoption of different work styles.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                          |                             |
| <b>Scheme budget</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                          |                             |
| Guide Capital<br>£44,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | First Year Cost<br>£6,440                                                                                                                                | Annual Continuing<br>£9,344 |
| <b>Resource Requirements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Low</b>                                                                                                                                               | <b>Medium</b>               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                          | <b>High</b>                 |
| <b>Recommendations of the Corporate IT Strategy Group</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                          |                             |
| √                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                          |                             |

Recommended

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09COR06 - Update Of Charting And Project Planning Tools				
Directorate		Corporate		
Bid Details				
Description of the proposed scheme				
<p>We have two corporate applications from Microsoft, "Project" and "Visio", which are used by staff in all directorates. Project is used for creating and maintaining programme and project plans. Visio is used by business analysts for drawing process maps and flowcharts, it is a multi-purpose drawing tool so is also used for creating such things as presentation material and floor plans.</p> <p>We are on version 2000 of these applications and Microsoft stopped support for them over 3 years ago. The industry has generally moved on to later versions. Visio and Project are not part of the standard desktop toolset, i.e. Microsoft Office, so will not be upgraded when Office is upgraded.</p> <p>The proposal is for time and money to:</p> <ul style="list-style-type: none"> • upgrade all licences of Visio and Project to version 2007 • install and deploy the selected versions to current active users • create support materials to be made available on the Intranet. 				
Links To Corporate Strategy:				
Strategy References	Element Descriptions			
DS2	The Council will provide strong leadership for the city using partnerships to shape and deliver Community Strategy for the City.			
V1	Delivering what our customers want			
V4	Encouraging improvement in everything we do			
Benefits and opportunities from undertaking the scheme and support of corporate strategy				
<p>V1 and V4</p> <p>The benefits of moving to version 2007 are:</p> <ul style="list-style-type: none"> • we will be on a release which will supported by the supplier until 2014 • compatibility with the MS Office set when it is upgraded in 2010/11 • reduce costs through better management of the licences and purchase of versions appropriate to the individual need • enhanced functionality, particularly in reporting and in the ability to export data from plans to other Office applications. <p>DS2</p> <ul style="list-style-type: none"> • easier working with partners and suppliers 				
Risks from not undertaking the scheme				
Our partners and suppliers will not be able to use our project and process documents and we could be unable to access them from within the standard Office applications after these are upgraded.				
Scheme budget				
Guide Capital		First Year Cost		Annual Continuing
£40,262		£9,462		£9,462
Resource Requirements	Low	✓	Medium	High
Recommendations of the Corporate IT Strategy Group				
Recommended.				

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| <b>09COR07 - Update Of The Corporate GIS Strategy</b> |                                         |
|-------------------------------------------------------|-----------------------------------------|
| <b>Directorate</b>                                    | <b>Corporate, lead by City Strategy</b> |

| <b>Bid Details</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                 |                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>Description of the proposed scheme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                 |                             |
| <p>CYC introduced a corporate approach to Geographical Information System (GIS), to help manage the various repositories of data and how these are presented on a map. The necessary ArcGIS tools have been purchased and last years bid (08COR04) has started to migrate existing users of other GIS methods to this new way of working.</p> <p>As the original strategy was devised over 3 years ago, there is a need to revisit the requirements to ensure the original proposal is still achievable while recognising the changes in the industry and how these can be incorporated, such as 3D elements which planning or engineering services can use to predict the impact of new developments within York.</p> <p>This bid is asking to undertake a Business Appraisal of all GIS user requirements and how these can be incorporated into the longer-term GIS strategy.</p> |                                                                                                                                 |                             |
| <b>Links To Corporate Strategy:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                 |                             |
| <b>Strategy References</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Element Descriptions</b>                                                                                                     |                             |
| P4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces |                             |
| DS3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | We will listen to communities and ensure that people have a greater say in deciding local priorities                            |                             |
| DS4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | We want services to be provided by whoever can best meet the needs of our customers                                             |                             |
| DS5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | We will seek to place environmental sustainability at the heart of everything we do                                             |                             |
| V1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Delivering what our customers want                                                                                              |                             |
| V4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Encouraging improvement in everything we do                                                                                     |                             |
| <b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                 |                             |
| <p>Due to emerging technologies an enhanced range of tools are now affordable for engineering and planning services, allowing the council to undertake engagement and consultation in a more effective manner with the local public by providing more effective representation of the changes that are proposed within the city (P4, DS3, DS4)</p> <p>These services will be able to undertake more effective planning and have a greater understanding of the long-term impact of the changes they wish to introduce, either by providing a greater range of options or greater visibility of any proposals (V1, V4, DS5)</p>                                                                                                                                                                                                                                                       |                                                                                                                                 |                             |
| <b>Risks from not undertaking the scheme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                 |                             |
| The council services are competing within a professional and competitive environment to be able to provide a consultation services. Without a review of the industry tools, the council cannot maintain the same standards as other competitors who provide a similar service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                 |                             |
| <b>Scheme budget</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                 |                             |
| Guide Capital                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | First Year Cost                                                                                                                 | Annual Continuing           |
| N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | N/A                                                                                                                             | N/A                         |
| <b>Resource Requirements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Low</b>                                                                                                                      | <b>Medium</b> ✓ <b>High</b> |
| <b>Recommendations of the Corporate IT Strategy Group</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                 |                             |
| Recommended                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                 |                             |

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| 09CSTR01 - Mobile Working In Building Control | |
|--|----------------------|
| Directorate | City Strategy |
| Bid Details | |
| Description of the proposed scheme | |
| <p>1) For Business Development to support the Building Control service when implementing a mobile solution to their existing processes.</p> <p>2) To fund the Kirona/ Idox based technologies required to deliver a suitable mobile solution</p> | |

New working practices are emerging such as Government Office online application submission, aiming to simplify the building/ planning application process, and CYC's Admin & Accom., projects, aiming to offer flexible approach to working and maximise productivity for council employees.

The Building Control service realise the impact of these changes and the need to adapt immediately while time is available to do so in a controlled manner. As the drive to submit applications online grows and the industry introduces additional constraints, there is an increased pressure on the inspecting officer make timely and informed decisions while on-site. Using mobile technology to provide access to building applications and supporting documents therefore reduce the need to return to their office. This will also help reduce the lead-time from submitting to approving applications.

Idox currently provide CYC with a Building & Development application and are developing their mobile platform in conjunction with Kirona, who are providing CYC's with their corporate mobile solution. As the need exists for Building control mobile working now, a unique opportunity is available allowing the service to utilise the corporate solution and goodwill of Kirona to implement a mobile solution that conforms to the CYC standards

Links To Corporate Strategy:

| Strategy References | Element Descriptions |
|---------------------|---|
| IM7 | Our new office accommodation |
| DS4 | We want services to be provided by whoever can best meet the needs of our customers |
| V1 | Delivering what our customers want |
| V4 | Encouraging improvement in everything we do. |

Benefits and opportunities from undertaking the scheme and support of corporate strategy

A majority of the benefits will focus on encouraging improvement and adapting to new working practices (IM7, V4)

- This provides an opportunity to develop the mobile solution within the remit of the corporate solution without the need to encroach on the existing mobile projects pre-arranged schedule
- Estimates indicate a potential for overheads to increase by £2k due to the council having to print out any applications that were submitted electronically

Further benefits will be realised by offering an improved service to the customer (DS4, V1)

- There is potential to reduce response time by providing the inspecting officer with access to information while on-site, allowing them to make correct informed decision without the need to return to the office for further clarification
- This can help reduce any liability as the service is also liable for any incorrect decisions made during building inspections, ranging from low £thousands at start of build, to high £thousands at site completed stage

Risks from not undertaking the scheme

The business are used to will work directly with Idox to implement mobile working solutions outside of IT development, leading to a potential conflict of technologies. BDT would be unable to provide the necessary guidance to the business to ensure maximum

Scheme budget

| Guide Capital | First Year Cost | | | Annual Continuing | | |
|-----------------------|-----------------|---|--------|-------------------|------|--|
| £25,080 | £5,502 | | | £7,594 | | |
| Resource Requirements | Low | √ | Medium | | High | |

Recommendations of the Corporate IT Strategy Group

Recommended. Will need the processes to be redesigned in order to gain the benefit. Must have a commitment from the business to do this before continuing with the bid. There will be no resource available from Easy to support them doing this. As Kirona is the corporate tool, the work should include an assessment of it as the first option, and only go with Uniform if Kirona can't do the job.

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<b>09CSTR02 - Multi-Modal Transport Model</b>	
<b>Directorate</b>	<b>CITY STRATEGY</b>
<b>Bid Details</b>	
<b>Description of the proposed scheme</b>	
<p>The Transport Planning Unit (TPU), located within the City Strategy Directorate, currently 'out sources' the running and maintenance of its transport 'multi modal model'. This out sourcing occurred when a considerable number of TPU staff left at around the same time – one of the leavers being the main user of the SATURN system that is involved in running the multi -modal model.</p> <p>There are two areas of concern with this outsourcing:-</p> <ol style="list-style-type: none"> <li>i) We are paying Halcrow every time they do some of this modelling work for us, this cost forms part of the fees they charge us for each project we out source to them. So far in 2008/09 TPU have spent some £19,000 with Halcrow from revenue budgets alone. Other costs will have been capitalised. In 2007/08 overall we spent upwards of £40,000 with Halcrow. How much of this covers modelling work is quite difficult to gauge.</li> <li>ii) control of the model – not only are Halcrow running the model for various individual projects, they are validating the whole use of it. There is no auditing. There has been some query over the potential for a conflict of interest as the consultant may work for developers as well as the council.</li> </ol> <p>Over and above those concerns there is a requirement for the TPU to offer as robust and professional service as we can. Now that the unit is fully staffed in general and in particular with a Principal Transport Modeller and another qualified Transport Modeller we have the staffing capacity to take back this work.</p> <p>We are asking for IT resources to help in bringing in-house the modelling capability in terms of software procurement, hardware and training.</p> <p>We are also asking for money for the annual revenue costs of new hardware and specialist software. The directorate believes it can fund the purchase costs of the hardware and software plus the training costs.</p> <p>SATURN and EMME2 are the software packages currently in use (EMME2 is only available to the council through the framework consultancy – which is the out-sourcing agreement we have with Halcrow the private sector consultancy). We already have a 5 user SATURN licence, which is currently being used by Halcrow. We do not own any EMME licences (pronounced M ) so we hope to procure 2 licences for 500 zones. We would buy the latest version which is EMME 3. The second licence would be discounted by 50%.</p> <p>EMME is crucial for multi-modal work. SATURN doesn't do multi-modal very well, it is heavily based on cars. York needs to model on Park'n Ride, general bus network and other modes so Halcrow takes data from SATURN and processes it via EMME in order for truly multi-modal modelling.</p> <p>Halcrow have developed their own FORTRAN based software to migrate data between SATURN and EMME. We are seeking to acquire a licensed copy of the program and a support agreement.</p>	
<b>Links To Corporate Strategy:</b>	
<b>Strategy References</b>	<b>Element Descriptions</b>
P3	<u>Increase the use of public and other environmentally friendly modes of transport</u> The ability to model a number of transport modes as well as cars allows modelling of Park'n Ride and other bus modes. This in turn can lead to more efficient routing and scheduling thus making public transport options more attractive and viable as a choice.
DS5	<u>We will seek to place environmental sustainability at the heart of everything we do</u> Effective modelling of the transport network allows us to maximise the efficient use of the existing highway . This in turn should minimize the building of new road. One of the aims of highway modelling is to make the existing infrastructure work as hard as possible. When new road is required the operational need is validated by the modelling.
<b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>	
<ul style="list-style-type: none"> <li>• The council will over time save on costs. The capital cost of the software annualised over 5 years</li> </ul>	

<p>plus the annual support cost comes to £7045 pa for 5 years; setting that against 2007/08's TPU spend with Halcrow of around £40,000 we need to make an annual saving of 17.6% to cover the software investment.</p> <ul style="list-style-type: none"> <li>• The transport planning unit will be able to provide a service to outside bodies requiring changes to the model. This service may be chargeable. It will certainly help to re-establish TPU's reputation as a centre of excellence that provides robust and professional services.</li> <li>• The model will return under the council's direct control which will remove concerns about transparency. Regaining control of the model is an important service priority for TPU.</li> </ul>				
<b>Risks from not undertaking the scheme</b>				
<ul style="list-style-type: none"> <li>• An important part of a robust and professional transport planning service will remain outside our control.</li> <li>• Questions will remain as to the transparency of the modelling outcomes</li> <li>• Savings over time will not be achieved.</li> </ul>				
<b>Scheme budget</b>				
Guide Capital		First Year Cost		Annual Continuing
Funded by Directorate		£3,216		£3,216
<b>Resource Requirements</b>	<b>Low</b>	<b>Medium</b>	<b>X</b>	<b>High</b>
<b>Recommendations of the Corporate IT Strategy Group</b>				
Recommended. CSTR will pay the £42,919 capital, just bidding for the £3,217 maintenance.				

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| 09CSTR03 - Natural Environment Records | |
| Directorate | CITY STRATEGY |
| Bid Details | |
| Description of the proposed scheme | |
| <p>This bid is for the procurement of software to manage and make more widely available natural environment data held by Design Conservation and Sustainable Development (DCSD).</p> <p>The Natural Environment Records (NER) issue should have been addressed through the Historic & Natural Environment Records (HANER) project . Unfortunately the supplier initially appointed to deliver HANER went into administration taking £30k. of the £50k awarded to the project.</p> <p>CYC were therefore unable to procure a holistic solution to management of the historic and natural environment data-sets. The purchase of Historic Buildings, Sites & Monuments Record (HBSMR) from Exegesis resolved the historic environment data. However, it was not possible within the remaining HANER budget to provide a solution for the NER data-sets. This bid therefore rectifies this outstanding business need.</p> <p>The need is for an electronic storage, analysis and retrieval system for the data created and used by the Countryside Officer, Arboriculture Officer, Landscape Architect and the Natural Environment Technician within DCSD. Much of this data is currently held in paper format or within the head of the various officers. Within their separate disciplines each of them is a single point of failure – there is a pressing need to capture, geo-reference and index this information into a database from which it can be retrieved by many people at any time. The unit is consulted by both planning and highway staff, once the information is captured in a geo-database it will help speed up consultation significantly. Publishing the data internally via York Maps will alert planning and highways staff to a need to consult which otherwise might be missed.</p> <p>There will be some scanning of paper documents which will contribute towards the unit's readiness for moving to whatever new accommodation is provided by the Admin Accom.. project but the real gains will be in capturing detailed descriptions and maps of the authority's natural environment for the first time. This will enable us to produce management plans for all our land-holdings. This is increasingly important due to legislation such as the Natural Environment & Rural Communities Act 2006 and the authority's duty to manage biodiversity areas such as Sites of Special Scientific Interest (SSSI) and Sites of Importance for Nature Conservation (SINC). The NERC Act imposes a duty to take account of nature conservation across all our services. So the Council needs to be looking at the management of all its landholdings including Schools and EPHs and that means establishing land management plans. We are</p> | |

due to report to DEFRA on how we are achieving the Duty in 2009.

National Indicator 197 measures how well we perform this duty to manage. The Council has adopted NI 197 as an internal indicator. We should be reporting on this on a quarterly basis but the lack of an electronic system is severely hampering that achievement.

To properly discharge the duty under the NERC Act we need to assess all SINCs, advising on management and helping initiate management of SINCs to bring them into favourable condition, similar to the regime Natural England carry out for SSSIs. This means we have to be able to help set up management plans for SINKs, persuade landowners, including ourselves, to take on this management and monitor the success or otherwise of our actions to check it is working.

We have at the moment 42 SINC sites, but that will rise as the data from surveys comes in and we amend qualifying criteria in line with recent DEFRA guidance. However, as mentioned above it isn't just the SINC's its all the land parcels that we own. So there is a considerable amount of work to do and we need to make that available across the council. Clearly an electronic system is the most efficient and economical way to proceed.

There is a similar statutory framework to the work on Tree Preservation Orders. Part VIII Special Controls, Chapter 1 Trees, of the Town & Country Planning Act 1990 deals with TPOs. It is essential that a Local Planning Authority has an appropriate and adequate system to manage the data generated by discharging the statutory duties. Also, as a consequence of the Gershon Review, Local Planning Authorities are required to have e-enabled channels for the provision of information and delivery of services to the public. At the moment in the area of data relating to Trees, this Authority does not have an appropriate and adequate data management system and cannot meet the requirement to deliver this service through e-enabled channels.

There is considerable knowledge about trees, both private and public, within the DCSD unit. Information on public trees is held in an Access database that is geo-referenced already. Public trees cover those on land owned by CYC such as highway verges that are part of the adopted highway e.g. Bootham, trees in urban pedestrianised areas such as Parliament Street, trees in school grounds and also trees in parks such as Museum Gardens. Unfortunately this database is unsupported and maintained on a standalone PC. Information about private trees is held mainly on paper records and consequently there is an opportunity to reduce paper records in advance of the move to new office accommodation, in line with the corporate need for document management. This also presents an opportunity to facilitate the introduction and development of coherent and robust principles on record management, which is an area that DCSD are currently attempting to address. The acquired system will be closely integrated to the council's new corporate ERDMS system – this is an essential requirement given that DCSD currently have for natural environment data alone 25 m of shelving and 10 m² of floor space.

Links To Corporate Strategy:

| Strategy References | Element Descriptions |
|----------------------------|--|
| IM7 | <p><u>Our New Office Accommodation</u>
 This bid will provide a system that acts as a specialised Natural Environment front-end to the corporate ERDMS solution thus allowing easy accessibility to the proposed scanning of 25 metres of shelved storage and 10 m² of floor storage. This will also avoid the creation of even more paper records.</p> |
| P2 | <p><u>Reduce the environmental impact of council activities and encourage, empower and promote others to do the same</u></p> <p>This bid provides the mechanism to produce and disseminate land management plans so that not only can we reduce the negative impact of council activities but we can start to plan positive environmental impacts from council activities.</p> |
| P4 | <p><u>Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces</u></p> <p>As owners of the verges alongside many highways and of parts of housing estates and publicly accessible land these are exactly the areas that this system will be addressing alongside school and EPH land. The plans to manage improvements in nature conservation on all such land parcels will be held in this system.</p> |

Benefits and opportunities from undertaking the scheme and support of corporate strategy

The benefits include easier retrieval, analysis and reporting of data, including information for Performance

Indicator reports. Also it will facilitate a smooth transfer to the new office accommodation by reducing the need for paper records and introducing policies to manage the data.

Significantly, this solution will allow this data to be made available to users across CYC, either as mapping layers placed on the corporate GIS store or by allowing direct access to the system. We will move from a position of having information stuck in one room to it being available right across the council to anyone who might want it.

Known potential users for the system currently include:

- Planning
- Leisure
- Highways
- Housing

There are potentially wider benefits and uses, including allowing external public access to certain non-sensitive data layers via the Localview map viewers. However, the key point of this bid is to provide the spine of an electronic system that will allow the development of land management plans and their availability across the authority so that we can effectively discharge our duty to manage land with a concern for nature conservation.

Risks from not undertaking the scheme

- We will not effectively discharge our duty under the Natural Environment & Rural Communities Act 2006
- We will fail to achieve our target performance against National Indicator 197

Scheme budget

| Guide Capital | First Year Cost | Annual Continuing |
|------------------------------|-----------------|----------------------|
| £36,850 | £11,244 | £15,010 |
| Resource Requirements | Low | Medium X High |

Recommendations of the Corporate IT Strategy Group

Recommended. Providing public access to records is important but there is no statutory requirement that we do it nor that it has to be electronic.

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## 09HASS01 - Choice Based Lettings Interface

**Directorate** Housing and Adult Social Services

### Bid Details

#### Description of the proposed scheme

The Choice Based Lettings (CBL) scheme is a sub-regional scheme between City of York, Scarborough Borough Council, Yorkshire Coast Homes, Hambleton District Council and Broadacres Housing Association to deliver a CBL scheme for the allocations of social rented homes.

This scheme is to interface between the Housing iWorld system and the Choice Based Lettings web system. The scheme will also fund the initial transfer of City of York Council data to the CBL website.

#### Links To Corporate Strategy:

Strategy References	Element Descriptions
IM3	Responding to York's changing population.
P10	Improve the quality and availability of decent affordable homes in the city.
DS1	Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford.
DS2	The Council will provide strong leadership for the city using partnerships to shape and deliver the Community Strategy for the City.
DS4	We want services to be provided by whoever can best meet the needs of our customers.
DS5	We will seek to place environmental sustainability at the heart of everything we do.
DS6	We will be an outward looking council, working across boundaries to benefit the people of York.

DS7	We will promote cohesive and inclusive communities.		
V1	Delivering what our customers want.		
V4	Encouraging improvement in everything we do.		
<b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>			
<p>Customers/ tenants across the sub region will be the main beneficiaries of the project. Choice Based Letting is designed give tenants more control and choice over where they live. This scheme supports the following items in the strategy:</p> <ul style="list-style-type: none"> <li>• IM3 P10 DS7 V1 by ensuring increased housing availability to customers.</li> <li>• DS1 V4 by ensuring quality of data is maintained.</li> <li>• DS2 DS4 DS6 by supporting the partnership within Choice Based Letting.</li> </ul> <p>Work will need to be done as part of the interface specification to ensure it is a cost-effective solution.</p>			
<b>Risks from not undertaking the scheme</b>			
Failure to deliver an interface would mean duplicate data entry; if volumes are high, this would require increased staffing as well as risking higher levels of data error and slowing down the service to customers.			
<b>Scheme budget</b>			
Guide Capital	First Year Cost		Annual Continuing
£30,000	£11,051		£12,050
<b>Resource Requirements</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
		✓	
<b>Recommendations of the Corporate IT Strategy Group</b>			
Recommended. Only asking for the costs of integration and maintenance, the capital costs will be met by the partnership. Explore the possibility of doing the integration internally, but keep the costs in for now in case we can't.			

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| 09HASS02 - Complaints & Feedback Business Analysis | |
| Directorate | Housing and Adult Social Services |
| Bid Details | |
| Description of the proposed scheme | |
| <p>The HASS Complaints team deals with a wide range of customer communications for Adults Social Services, Children's Social Services and Housing Services: complaints, feedback, compliments, requests for information (FOI requests) or subject access to records (SAR Requests) and Councillor Enquiries.</p> <p>The Complaints Team needs to understand the future provision for managing their work in terms of:</p> <ol style="list-style-type: none"> 1. what software can be provided with full CYC IT support to meet all HASS and Children's Social Services requirements in this area; 2. the relationship to the corporate complaints system; 3. how other communications (those which are not complaints) will be handled. <p>A business appraisal is required to understand fully the options and timescales involved in establishing a solution to:</p> <ul style="list-style-type: none"> • reduce risk of systems or compliance failure • improve customer service • improve management reporting • meet corporate standards • recommend the way forward in time for a new IT Bid if appropriate | |
| Links To Corporate Strategy: | |
| Strategy References | Element Descriptions |
| DS1 | Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford. |
| DS4 | We want services to be provided by whoever can best meet the needs of our customers. |

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| V1 | Delivering what our customers want. | | |
| V4 | Encouraging improvement in everything we do. | | |
| Benefits and opportunities from undertaking the scheme and support of corporate strategy | | | |
| The review of the current system needs to be undertaken in order to ensure the right solution is available to HASS Complaints team so that they can deliver the required service effectively, either through a corporate system or through a fully supported local system meeting the particular needs of the Social Services sector in conjunction with Housing. | | | |
| The following items of the corporate strategy will be supported by this scheme: | | | |
| <ul style="list-style-type: none"> • DS1 DS4 V1 by ensuring that complaints and requests for information are managed efficiently. • V4 by ensuring that feedback is managed effectively to ensure continuous improvement of council activity. | | | |
| Risks from not undertaking the scheme | | | |
| The current software has been in place for a number of years and may not support the changes that will occur when the Easy programme addresses complaints. | | | |
| Scheme budget | | | |
| Guide Capital | First Year Cost | | Annual Continuing |
| £0 | £0 | | £0 |
| Resource Requirements | Low | ✓ | Medium |
| | | | High |
| Recommendations of the Corporate IT Strategy Group | | | |
| Recommended.
Easy will develop a system and procedures for handling generic complaints but will not be able to include the complexity required by Social Care. | | | |

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<b>09HASS03 - Older People's Information Repository</b>	
<b>Directorate</b>	<b>Housing and Adult Social Services</b>
<b>Bid Details</b>	
<b>Description of the proposed scheme</b>	
To undertake the business appraisal for an older peoples information repository that would be an effective system for maintaining an accurate and up-to-date source of information that is available to older people and to the organisations and staff that support them.	
The information repository would be used to avoid duplication and ensure effective delivery, and to avoid potential confusion with partners and other stakeholders.	
This would be a project in partnership with other organisations working with Older People, enabling information sharing and a single source of material to signpost customers effectively and quickly to the most appropriate service available. It would: <ul style="list-style-type: none"> <li>• Develop a system for gathering, storing and making accessible up-to-date and accurate information that is relevant to older people and the services they need.</li> <li>• Hold information related to national policies organisations and support as well as regional, citywide and local/area specific information on services.</li> <li>• Enable older people to make more informed choice about the services they wish to access</li> </ul>	
<b>Links To Corporate Strategy:</b>	
<b>Strategy References</b>	<b>Element Descriptions</b>
DS1	Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford.
DS2	The Council will provide strong leadership for the city using partnerships to shape and deliver the Community Strategy for the City.
DS4	We want services to be provided by whoever can best meet the needs of our customers.
V1	Delivering what our customers want.

V3	Supporting and developing people.		
V4	Encouraging improvement in everything we do.		
<b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>			
A business appraisal would need to be completed between April and Jun2009 in order to inform any potential future IT Bid to enable project delivery by September 2010. The timescale will depend on IT requirements and funding. A CYC sponsored system would need to fit with Corporate IT planning timetable.			
An Older People's Information Repository would support the corporate strategy as follows: <ul style="list-style-type: none"> <li>• DS1 DS2 by ensuring that there is a single repository for CYC and partner information.</li> <li>• DS4 by signposting customers to appropriate information and services.</li> <li>• V1 V3 by ensuring that good information is available to customers.</li> <li>• V4 by having processes in place that ensure that information is maintained and approved by robust and effective procedures.</li> </ul>			
<b>Risks from not undertaking the scheme</b>			
Failure to undertake the business appraisal would result in a scheme for delivery of such a service not being delivered before end 2010 at the earliest. There is an ambition to achieve an information repository during 2009.			
<b>Scheme budget</b>			
Guide Capital	First Year Cost		Annual Continuing
£0	£0		£0
<b>Resource Requirements</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
		✓	
<b>Recommendations of the Corporate IT Strategy Group</b>			
Recommended			

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| 09HASS04 - iWorld Server Upgrade | |
| Directorate | Housing and Adult Social Services |
| Bid Details | |
| Description of the proposed scheme | |
| The server supporting the iWorld application used for housing benefits, revenue and housing stock management is being replaced by this scheme. | |
| Links To Corporate Strategy: | |
| Strategy References | Element Descriptions |
| DS1 | Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford. |
| V1 | Delivering what our customers want. |
| V4 | Encouraging improvement in everything we do. |
| Benefits and opportunities from undertaking the scheme and support of corporate strategy | |
| The present server will not support version 6 of iWorld. The current version will no longer be updated for housing benefits and revenue changes after 31 st March 2009. A new server needs to be in place by June 2009 to enable CYC to run on the current supported version of the application. | |
| The lack of test environments has constrained the ability of HASS, Easy and Resources to make business driven changes. The new server will allow more testing environments to be maintained for support and development. The testing will no longer impact production environment performance. | |
| This scheme will support the corporate strategy as follows: <ul style="list-style-type: none"> • DS1 V1 by ensuring that a key business application for HASS continues to be available and maintained in a way that enables the delivery of key services to our customers. • V4 by ensuring that the IT technology supports the business in making the changes required in a | |

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| timely and efficient way. | | | | | |
| Risks from not undertaking the scheme | | | | | |
| The processing of housing benefits would be compromised and require considerable manual effort to maintain a service.
The existing environment suffers from performance problems that limit the productivity of HASS and Resources teams.
Required business change will continue to be constrained by a lack of test environments. | | | | | |
| Scheme budget | | | | | |
| Guide Capital | | First Year Cost | | Annual Continuing | |
| £60,270 | | £17,505 | | £17,505 | |
| Resource Requirements | | Low | | Medium | ✓ |
| Recommendations of the Corporate IT Strategy Group | | | | | |
| Recommended | | | | | |

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<b>09LSSC01 - Replacement of Primary School Management Information System</b>	
<b>Directorate</b>	LCCS
<b>Bid Details</b>	
<b>Description of the proposed scheme</b>	
<p>A school's management information system (MIS) is at the centre of school management and performs a number of key tasks for schools and York Council including school administration, the tracking of pupil performance, providing special educational needs and attendance information, reports for parents and the facility to transfer details about individual children to the Local Authority (LA) and to other schools.</p> <p>It also allows schools and LCCS to complete a number of statutory government data returns including the termly school census, assessment data collection and SEN register.</p> <p>Furthermore, the Council is reliant on the MIS data for service planning and delivery:</p> <ul style="list-style-type: none"> <li>▪ Pupil numbers are used by finance for funding purposes·</li> <li>▪ Assessment information is used by the school improvement team to raise standards in literacy and numeracy</li> <li>▪ Special education needs data is used by the SEN Service to target resources</li> <li>▪ Mode of transport to school information is used by the Transport Planning Unit in City Strategy.</li> <li>▪ Ethnic minority and traveller children details are used to support the council's priority on equality and diversity</li> <li>▪ Weekly attendance details for individual children are collected from each schools' system and stored in LCCS's central pupil database in order to inform the work of Education Welfare Officers</li> <li>▪ A number of performance indicators including indicators in the Local Area Agreement (LAA) are calculated using the pupil data from schools·</li> </ul> <p>The school system is therefore key to intelligence based service delivery within LCCS and also the wider Council. It supports the drive to improve performance management information which is an important council priority following the CPA inspection.</p> <p>In York, all the Primary, Infant, Junior and Special schools use the RM Integris Classic MIS software, a total of 58 schools. Following current development trends, RM have developed a web-based upgrade to their current system called IntegrisG2 and plan to withdraw support for Integris Classic within the next couple of years necessitating schools to move to the upgraded system.</p> <p>The aim of this bid is to assist schools, Management Information Service and LCCS with the up-front costs of implementation to the value of £59,000.The on-going annual costs will be funded by schools and the LA.</p>	

A phased upgrade is planned to commence in the spring 2009, lead and managed by LCCS Management Information Service. The implementation will require a one-off upgrade licence fee per school and additional supplier service costs. The installation of this web upgrade will be expensive for schools and LCCS; due to the importance and wide use of the information held within the school's system, it has been common practice for councils to assist with the initial upgrade licence costs either fully or partially during similar implementations across other Authorities. E.g. Bury, Barking and Dagenham.

When schools were first required to purchase a management information system in 2000, funding was given to councils by the government to help schools to purchase the system. The money was spent on the initial Integris licence and software training costs, with schools paying the annual support and maintenance costs in the following years. This funding helped to ensure that all the primary schools purchased the same system.

The funding from this bid will guarantee that all schools continue to stay with the same system. Without funding, a few schools may unwisely choose to move to a different system which will have major repercussions for LCCS. Collecting, processing and analysing information can take a good deal of time and effort. There are currently effective dynamic processes in place to transfer pupil data between Integris and LCCS. If another school system was introduced into the picture, additional resources would be needed by Management Information to become familiar with the system and to also link the system with the central pupil database.

#### Links To Corporate Strategy:

Strategy References	Element Descriptions
IM3	Responding to York's changing population
P6	Increase people's skills and knowledge to improve future employment prospects
P9	Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city
DS1	Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford
V3	Supporting and developing people
V4	Encouraging improvement in everything we do

#### Benefits and opportunities from undertaking the scheme and support of corporate strategy

This bid links to the following key objectives:

- (P9, P6) Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city (through improved quality, timeliness and sharing of data for vulnerable and disaffected pupils and better service provision)
- (DS1, IM3, V3, V4) Improve the way the Council and its partners work together to deliver better services for the people who live in York (Sharing of data significantly improved through web based system), MIS data used for effective planning of services
- Corporate priorities following the CPA inspection:
  - Improve performance management information: Improve data quality
- And the following themes in the IT strategy:
  - Use of technology to improve business efficiency
  - Innovative uses of technology to drive forward performance improvement.
- Department of Children, School and Families (DCSF) Information management strategy
- Service improvements, with improved outcomes for children and young people.
- Improved collation and analysis of pupil data within a school and the Council leading to service improvement - results from assessments, when analysed, can identify how a school measures up against their targets and importantly, where improvements need to be made so that a clear map for future development is created.
- A web based system will give teachers and teaching assistants improved accessibility to their current system.
- LCCS school improvement officers would be able to support vulnerable schools more effectively as they would be able to directly access detailed assessment data on children.
- Improved data management and data collection support given to schools by LCCS MIS.

#### Risks from not undertaking the scheme

- Risk of schools failing to upgrade on time before de-support of the current system
- Risk of schools choosing different systems and the resulting difficulties for the LA's ability to obtain collate and use school data needed for statutory returns and service delivery

Scheme budget				
Guide Capital	First Year Cost		Annual Continuing	
£59,000	£11,008		£13,865	
Resource Requirements	Low	Medium	x	High
Recommendations of the Corporate IT Strategy Group				
Recommended.				

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| 09LCCS02 - Maintenance Of The Family Information Service System | |
|---|--|
| Directorate | LCCS |
| Bid Details | |
| Description of the proposed scheme | |
| <p>The Family Information Service in the Early Years and Extended School's Service have used the Tribal Early Years system since 2003. The database was purchased through an IT bid which only requested staff time to implement the database. The original IT bid did not include costs for support and maintenance. Since 2003 these ongoing costs have been met through the Early Years and Extended Schools budget. The Family Information Service has had its remit vastly widened as part of the Childcare Act (2006), however no additional funding has been made available to meet this expanded statutory duty.</p> <p>In 2007, due to pressures on the Early Years Budget and a need for functionality not available with the Tribal system, a decision was taken to move to the iChis system, an alternative free database provided by Central government (Department for Children, Schools and Families). In 2008 the DCSF made the decision to bring the free database support of iChis to an end in September 2009. This is part of a new government strategy for how data from Family Information Services is held and shared. Meeting this new strategy is a Statutory Duty. To support local authorities with the transition the DCSF has made a one off grant available in 2008/09, however on-going revenue funding for support and maintenance of the system has not been provided beyond the end of the 2008/09 financial year. The request is therefore for funding to cover the ongoing support and maintenance of this system, in line with other applications purchased through the IT Development plan.</p> | |
| Links To Corporate Strategy: | |
| Strategy References | Element Descriptions |
| IM3 | Responding to York's changing population |
| P6 | Increase people's skills and knowledge to improve future employment prospects |
| P7 | Improve the economic prosperity of the people of York with a focus on minimising income differentials |
| P8 | Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest |
| P9 | Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city |
| DS1 | Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford |
| DS4 | We want services to be provided by whoever can best meet the needs of our customers |
| V1 | Delivering what our customers want |
| V3 | Supporting and developing people |
| Benefits and opportunities from undertaking the scheme and support of corporate strategy | |
| <p>The proposal will:</p> <ul style="list-style-type: none"> allow the continued use of the Tribal Early Years system and integration of this data with the Management Information Service. This will allow important information to be shared about children across the directorate and reduce duplication. The integration of the systems is due to take place in January 2009. This work directly supports the corporate IT objective "Use technology to forge stronger working relationships with our partners, to enable the sharing of information and improve joint service planning commissioning and delivery." | |

- free up resources to allow the Family Information Service to meet it's statutory duties (duty 12) of the Childcare Act (2006). As mentioned earlier the FIS has been given a range of new duties but no additional funding to meet them-
 - allow the Service to continue contributing to the corporate objectives:
 - IM3 - The birth rate in York is increasing meaning there are more parents and carers in York. The Family Information Service is a universal free and impartial information service for families with children aged 0-19. By reducing the bid and effectively reducing the Family Information Service budget runs counter to the increased demand on the service.
- P6 - One of the key aims of the Family Information Service is to enable families to make informed choices and to return to work. The service supports families find childcare to enable them to return to work. We also directly support families wanting to work in childcare and work in partnership with Future Prospects, Jobcentre Plus and local training providers to support families make the transition to work.
- P7 - By supporting families in returning to work we are working to ensure the ongoing economic prosperity of families. We also talk families through different ways they can reduce their childcare bill. This can result in families saving hundreds or thousands of pounds each year.
- P8 - The Family Information Service publicise to families positive activities for young people, play areas, schools out activities and are in the process of adding sports information to the information set.
- DS1, DS4 - Family Information Services are an integral hub in the provision of information to families with Children aged 0-19 in the city of York area. The Family Information Service directly supports the work detailed in the Children and Young People's Plan and is a statutory responsibility of the local authority under Duty 12 of the Childcare Act (2006)
- V1, V3 - The Family Information Service is a statutory duty and is very highly rated by families that make use of the service. By providing free and impartial information for families we are developing them to make informed choices that are appropriate for the parents, carers, children and young people of York.
- bring the Early Years System in line with other Tribal databases used within Learning, Culture and Children's Services

Risks from not undertaking the scheme

- If the support costs cannot be met centrally it will put significant pressure on the Family Information Service's ability to meet their statutory duty 12 of the Childcare Act 2006.
- Risk of reduction in the quality and awareness for the Family Information Service due to cut-backs in the Family information scheme and advertising budget.

Scheme budget

| Guide Capital | First Year Cost | Annual Continuing |
|------------------------------|----------------------------|-------------------|
| N/A | £8,500 | £8,500 |
| Resource Requirements | Low x Medium | High |

Recommendations of the Corporate IT Strategy Group

Recommended.

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**09LCCS03 - RFID Pilot At Explore Acomb Library Learning Centre**

**Directorate** LCCS

**Bid Details**

**Description of the proposed scheme**

Explore: Acomb Library Learning Centre opened in February 2008 and since then there has been a 3 fold increase in business, from 200 to 600 visitors a day. We expect this number to further increase once a full



adult education curriculum starts in September 2008 with perhaps as many as 1000 visitors a day. With the increase in business it is becoming apparent that the number of staff at the centre will not be sufficient. This proposal will enable us to continue to improve the service we offer to the public without increasing the number of staff. We will be able to use staff time more effectively to engage with people promoting reading, supporting learning and providing information and advice.

The proposal is to put in self issue and return terminals to Explore Acomb library learning centre using RFID technology and link them to our library management system - Unicorn. The technology offers the opportunity to undertake stock management in innovative ways – saving staff time and increasing efficiency. It offers the chance to take a major step forward in how we deliver the library services. It is becoming standard technology across the country and allows services the opportunity to free up staff time and remove large, unwieldy counters. We would be able to deliver a modern service that engages with its communities in a real way. It will also help to solve the very real problem of not enough staff with increasing use of libraries – the old traditional way is no longer viable.

This would act as a pilot for 5 other explore centres across the city. The request is for ITT staff time only, the project will be funded by the Libraries Service. The request is for technical consultancy for choosing the appropriate solution and implementation support including integration to the Libraries Management software, Unicorn.

#### Links To Corporate Strategy:

Strategy References	Element Descriptions
P6	Increase people's skills and knowledge to improve future employment prospects
P7	Improve the economic prosperity of the people of York with a focus on minimising income differentials
P9	Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city
DS1	Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford
DS3	We will listen to communities and ensure that people have a greater say in deciding local priorities
V1	Delivering what our customers want
V3	Supporting and developing people
V4	Encouraging improvement in everything we do

#### Benefits and opportunities from undertaking the scheme and support of corporate strategy

- Problem / Opportunity 1 – Use of staff time. The current system of having staff issuing and discharging books is very labour intensive. If staff are freed up from working behind the counter, they will have time to work more proactively with the public, contributing to Corporate objectives
  - Promoting reading, which ties into the corporate priority of “increasing people’s skills and knowledge to improve future employment prospects”.(P6)
  - Supporting learning. This supports the council priority to improve the range of opportunities for formal and informal adult and lifelong learning, and support residents to develop skills for life. (P6, P7, P9, V3)
  - Engaging with the local community. This supports the priority of the council strategy to improve our focus on the needs of customers and residents in designing and providing services (DS1, DS3, V1).
  - Work more with children and young people. The latest Residents Opinion Survey shows that York’s population see ‘improved activities for teenagers’ as the single most important area for improvement in York.
- Problem / Opportunity 2 – Opening hours. The current system means that we can only open the library when we have a certain number of staff. Self-issue would mean that libraries could remain open with fewer staff, which would relieve the problem we have seen recently where libraries have suffered closures due to lack of staff, extend the explore centre’s hours to all day Saturday and Sunday and increase the café opening hours and with them the profitability of the café. Success will be measured by an increase in opening hours of the centre. (DS1, V1)
- Problem / Opportunity 3 – Public image & customer satisfaction. York libraries have an out of date image among some sections of the community, particularly amongst young people. The Talk about survey no 25 (June 2006) showed that 22% of 17 to 34 year olds saw the library as ‘an old fashioned place with little to offer me’. Self issue technology would modernise the library

<p>service in a very visible way. The survey also showed that 71% of respondents believed that self issue and return was a 'very' or 'fairly' good idea, and this figure rose to 81% in the key 17-34 age range, so it is clear that this technology is desirable to the York public. Other authorities who have implemented self issue, such as Leeds libraries, have seen over 80% of the public choosing to use the technology. Success will be measured by increased satisfaction and increased use by 17 to 34 year olds and overall increase in visitor numbers and issues (DS3, V1, V4)</p> <ul style="list-style-type: none"> <li>Problem / Opportunity 4 – use of space. A self issue system would mean that the library counter would be significantly smaller or not there at all, which would create a more spacious and welcoming environment for the public. Success would be measured by increase in customer satisfaction.</li> </ul>			
<b>Risks from not undertaking the scheme</b>			
<ul style="list-style-type: none"> <li>Difficulty of the staff to cope effectively with the increased business at the centre</li> <li>Risk of periodic Library closures due to insufficient staff levels</li> <li>Poor customer opinion</li> </ul>			
<b>Scheme budget</b>			
Guide Capital	First Year Cost		Annual Continuing
N/A	N/A		N/A
<b>Resource Requirements</b>	<b>Low</b>	<b>x</b>	<b>Medium</b>
<b>Recommendations of the Corporate IT Strategy Group</b>			
Recommended.			

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|---|--|
| 09NS01 - Joint Bid for Automated Repairs Appointment Management System | |
| Directorate | Neighbourhood Services & HASS |
| Bid Details | |
| Description of the proposed scheme | |
| <p>For Business Development to support the Housing Repairs service when implementing mobile solution to their existing processes.
To fund the Optitime based technologies required to deliver a suitable mobile solution.</p> <p>To introduce real time integration between HASS iWorld housing system and NS Servitor and then role out of mobile working within the Direct Labour Organisation.</p> | |
| Links To Corporate Strategy: | |
| Strategy References | Element Descriptions |
| P2 | Reduce the environmental impact of council activities and encourage, empower and promote others to do the same |
| P4 | Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces |
| P10 | Improve the quality and availability of decent affordable homes in the city |
| DS1 | Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford |
| DS4 | We want services to be provided by whoever can best meet the needs of our customers |
| V1 | Delivering what our customers want |
| V4 | Encouraging improvement in everything we do |
| Benefits and opportunities from undertaking the scheme and support of corporate strategy | |
| <p>The Partnership's primary aim is to reduce overheads and maximise efficiencies by utilising time management tools to effectively co-ordinate their repairs engineers (V1)</p> <ul style="list-style-type: none"> - P2, This will reduce travel time, fuel costs, materials, etc, - P4, P10, while reducing lead time for repairs, ensuring the correct engineer is dispatched. - DS1, DS4, V1, this will aim to improve the public's perception and confidence of housing and repairs | |

| | | | | |
|--|------------|-----------------|---|-------------------|
| service. | | | | |
| Risks from not undertaking the scheme | | | | |
| The Building Repairs service would have the respective impact: | | | | |
| <ul style="list-style-type: none"> - Unable to meet the GO target for "Right To Repair" target - Unable to realise the efficiencies, putting the service at a cost-disadvantage with competitors | | | | |
| Scheme budget | | | | |
| Guide Capital | | First Year Cost | | Annual Continuing |
| £71,432 | | £20,563 | | £26,744 |
| Resource Requirements | Low | Medium | ✓ | High |
| Recommendations of the Corporate IT Strategy Group | | | | |
| Recommended. The effectiveness of the corporate Vodafone/ Kirona solution which has been recently introduced should be compared with the Servitor/ Optitime solution before the procurement is begun. | | | | |

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<b>09NS02 - Enabling Electronic Mobile Data Capture For Regulatory Services</b>	
<b>Directorate</b>	<b>Neighbourhood Services</b>
<b>Bid Details</b>	
<b>Description of the proposed scheme</b>	
<p>At present officers from Neighbourhood Services Environmental Health &amp; Trading Standards units undertake a range of visits and inspections that are recorded using pen and paper. This way of working presents a number of issues, such as double recording, providing access to information while out of the office and adapting to new ways of working in readiness for the planned office move.</p> <p>The bid is requesting to utilise the corporate mobile solution that will provide officers with the technology to capture information and data when working in the field and IT development time to introduce a mobile working solution.</p> <p>The business will fund any hardware costs.</p>	
<b>Links To Corporate Strategy:</b>	
<b>Strategy References</b>	<b>Element Descriptions</b>
IM7	Our new office accommodation
P2	Reduce the environmental impact of council activities and encourage, empower and promote others to do the same
P4	Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces
P5	Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York
DS4	Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York
DS7	We will promote cohesive and inclusive communities
V1	Delivering what our customers want
V4	Encouraging improvement in everything we do
<b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>	
<p>The services recognise the need to adapt to a new work environment (IM7, P2) while continuing to offer a value led service for the public when undertaking inspections within York (V1, V4)</p> <p>At present there is a national Retail Enforcement Pilot (REP), which is aimed at improving the delivery of regulatory enforcement services. REP provides a framework for better collaboration between local authorities making local authority regulatory services more efficient through joint local working. By introducing mobile working we will be able to share intelligence with other regulators. This information helps assess how well different businesses manage risk. Regulators can then distinguish between well-run organisations and those most at risk, performing poorly or trading illegally and so target efforts where they are needed most (P4, P5, DS4)</p>	

Risks from not undertaking the scheme		
The business would be unable to realise the efficiencies, such as		
<ul style="list-style-type: none"> <li>- Reducing clerical work, saving £6k per annum</li> <li>- Removing double handling of data, saving 200 hrs per annum</li> <li>- Reducing out-sourced inspection, saving £6k per annum</li> </ul>		
Scheme budget		
Guide Capital	First Year Cost	Annual Continuing
£17,000	£7,995	£7,995
Resource Requirements	Low ✓	Medium High
Recommendations of the Corporate IT Strategy Group		
Recommended.		

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| 09NS03 - Taxi Licensing System | |
|--|---|
| Directorate | Neighbourhood Services |
| Bid Details | |
| Description of the proposed scheme | |
| <p>The council issues some 1,700 taxi licences each year. The taxi licensing process is complex and convoluted using legislation that is 150 years old which has been tweaked and modified over the years. The bid is requesting Business Development time to support the Taxi Licensing service undertake a business appraisal of software to help modernise their processes then procure and implement this solution.</p> <p>The service generates revenue, and would look to fund this process internally. The cost is approximately £18,000 per annum.</p> | |
| Links To Corporate Strategy: | |
| Strategy References | Element Descriptions |
| DS4 | We want services to be provided by whoever can best meet the needs of our customers |
| V1 | Delivering what our customers want |
| V4 | Encouraging improvement in everything we do |

| Benefits and opportunities from undertaking the scheme and support of corporate strategy | | |
|---|-----------------|-------------------|
| Benefits lie in 2 areas, customer satisfaction and increased efficiencies. | | |
| <ul style="list-style-type: none"> • Customer Satisfaction- improved licensing processing times, greater flexibility in obtaining the service at more convenient times for themselves and clear service standards can be set. (DS4) • Increased Efficiencies- Reduction in paper shuffling will enable staff to put more time to enforcement duties, to service improvements and to customer advice and support. (V1, V4) | | |
| Risks from not undertaking the scheme | | |
| Taxi Licenses are issued twice a year therefore a great deal of time and resources are dedicated to these two single periods. The business realise this is not sustainable in the long term and changes are needed to ensure licenses are issued in a timely and correctly manner. | | |
| Scheme budget | | |
| Guide Capital | First Year Cost | Annual Continuing |
| £0 | £0 | £0 |
| Resource Requirements | Low ✓ | Medium High |
| Recommendations of the Corporate IT Strategy Group | | |
| Recommended | | |

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<b>09RES01 - Payment Kiosk For CYC Banking Hall</b>			
<b>Directorate</b>		<b>Resources</b>	
<b>Bid Details</b>			
<b>Description of the proposed scheme</b>			
<p>It is the express wish of the authority to move towards an income collection policy that does not include the taking of cash payments. In order to facilitate this whilst not excessively limiting the choices available to CYC customers the use of an automated payment kiosk has been identified as a potential solution for those customers who have traditionally paid in cash and are reluctant to move to other forms of payment e.g. Direct Debit or to alternative locations e.g. payments at Post Offices.</p> <p>The annual cost of the scheme if approved will be a little under £15k that will be offset by a reduction in cashiering staff of 0.7 full time equivalent. A small further saving of around £1k per annum by the removal of maintenance on an elderly obsolete automated cashier.</p> <p>There will be further advantages resulting from the kiosks ability to provide balance enquiries. This, if promoted properly, will reduce simple enquiries of this nature being directed to reception staff in the City Finance Centre.</p> <p>The proposal requires a suitable location within the City Finance Centre, connection to the Council network, software to link it to the Cash Receipting system and software to facilitate the use of Chip and Pin technology.</p>			
<b>Links To Corporate Strategy:</b>			
<b>Strategy References</b>	<b>Element Descriptions</b>		
IM7	Our new office accommodation		
V1	Delivering what our customers want		
V4	Encouraging improvement in everything we do		
<b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>			
<p>Supports the objectives of the Income Collection Policy by enabling a phased removal of cashiering facilities, whilst maintaining a diversity of payment methods.</p> <p>Provides opportunities for further savings by reducing footfall and face-to-face contacts for balance enquiries.</p> <p>Promotes the intended policy to encourage take up of alternative and more modern payment methods.</p>			
<b>Risks from not undertaking the scheme</b>			
<p>The Council will be required to continue to retain and support traditional cash over the counter methods of payment.</p> <p>The migration of customers to alternative payment methods will be further delayed and cashless cashiering will come as a "big bang" change for customers when the accommodation move takes place.</p> <p>Lack of a planned and phased approach may lead to negative customer feedback.</p>			
<b>Scheme budget</b>			
Guide Capital	First Year Cost		Annual Continuing
41,615	£9,302		£14,617
<b>Resource Requirements</b>	<b>Low</b>	<b>✓</b>	<b>Medium</b>
<b>Recommendations of the Corporate IT Strategy Group</b>			
Recommended			

## CORPORATE IT DEVELOPMENT PLAN 2009/2010 Annex B

<b>ITT Reference - Title of bid</b>	
<b>Upgrade of Microsoft Office (For Information Only)</b>	
<b>Directorate</b>	<b>Corporate</b>
<b>Bid Details</b>	
<b>Description of the proposed scheme</b>	
<p>CYC Currently use Office 2000 as their Microsoft Office application. This includes Word, Excel, PowerPoint and Access. Support for this version of office expires in July 2009, after this date no fixes or security updates will be available from Microsoft.</p> <p>Because of the age of Office 2000, compatibility issues are now starting to present themselves. Many software vendors will no longer integrate into Microsoft Office 2000, which limits our choice of suppliers or requires that the application is not installed on our corporate Citrix delivery environment.</p> <p>Office 2000 is no longer the standard office product used by organisations having been superseded by Office XP, Office 2003 and now Office 2007. The next version of Office is due to be released 2009/10. Being this far behind in versions can cause issues with usability because new staff being used to a newer version and also issues with sharing documents with partner organisations who are on later versions.</p> <p>Funding will be required in 2010 to upgrade Office to version 2007 or later. The majority of the cost will be licensing however due to the change in user interface there will be a need to provide some user training.</p>	
<b>Links To Corporate Strategy:</b>	
<b>Strategy References</b>	<b>Element Descriptions</b>
DS1	Our ambition is top be clear about what we will do to meet the needs of our communities and then deliver the best quality services we can afford.
<b>Benefits and opportunities from undertaking the scheme and support of corporate strategy</b>	
<p>By upgrading to the latest version of Office all the issues detailed above will be mitigated. Security updates and new feature updates will be available, reducing the risk of problems with the software and increasing functionality.</p> <p>Tighter integration into business systems and, in particular, the new Corporate Document Management system will make the system easier to use for all staff as well as making it easier to link document production into "work flowed" business processes.</p> <p>Users will be able to share documents with partners, other authorities and companies without compatibility problems.</p>	
<b>Risks from not undertaking the scheme</b>	
<p>There will be security vulnerabilities in our desktop applications that we will be unable to resolve. It will become increasingly difficult to link Word and Excel documents with business applications which will limit our options when purchasing new applications and our opportunities for improving business processes through systems integration.</p> <p>As software suppliers develop their products they withdraw support for older versions of other software. So, over time, we will lose the integration with Word and Excel that we currently rely on.</p> <p>We will be unable to benefit from the new functionality and improved ergonomics of the later versions of Office and will experience increasing difficulty sharing documents with other organisations.</p>	
<b>Scheme budget</b>	

Guide Capital	First Year Cost		Annual Continuing	
£437,500	£106,750		£106,750	
<b>Resource Requirements</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>	✓
<b>Recommendations of the Corporate IT Strategy Group</b>				

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## ANNEX C SUMMARY OF BENEFITS AND EFFICIENCIES

### OPTION 3

#### **09COR04 Citrix Upgrade**

##### **Performance Targets**

Meet COLI71 -IT infrastructure availability 99.4% of time

##### **Service Improvements**

Unavoidable – current version will not be supported by 2010. The next version of four systems, Adult Education, Children’s Care, Leisure Management and Anite Document Management, will not run on the current Win 2000 platform.

#### **09HASS04 iWorld Server Upgrade**

##### **Performance Targets**

The iWorld application is used for Revenue collection, Housing Benefits and Housing Stock Management. As such it is fundamental to meeting many performance targets.

##### **Service Improvements**

Without this work the system will become inoperable after the next upgrade (2009).

The removal of testing bottlenecks will improve the availability of the production system to ensure service to the customers is maintained. In addition it will ensure that business change programmes such as [Easy@York](#) are fully supported. The performance of this key council system will be increased by at least 20%, improving response time to customers and staff.

#### **09LCCS01 Replacement of Primary School MIS**

##### **Performance Targets**

Will result in improved data quality and gathering efficiency for statutory government data returns including the termly school census, assessment data collection, Special Education Needs (SEN) register and school performance measurement.

##### **Service Improvements**

Improved data for planning of services, for use of practitioners and improved outcomes for children.

#### **09NS01 Automated Housing Repairs Appointments**

##### **Efficiencies**

Based on increased productivity per operative a saving of 10% is expected, this is equivalent to approx £480,000 per annum or 8660 labour hours which can be directed to work on repairs.

##### **Performance Targets**

Improve the performance measure for undertaking urgent repairs. Currently measured at 91.9%, the bid aims to improve this measure to 98% thus reducing the lead time for appointments, resulting in an improved service to housing tenants.

##### **Service Improvements**

The system will enable the service to reduce overheads and maximise efficiencies by utilising the time management tools to effectively co-ordinate housing repairs. This will reduce travel time, fuel costs, materials and reduce lead time for repairs which will provide a quicker and more responsive service to customers.

#### **09COR05 Desktop Replacement Programme**

##### **Efficiencies**

£6k per annum will be saved from electricity costs across CYC owing to reduced power consumption.

The annual Total Cost of Ownership for a thin client terminal is estimated to be 40% less than that for a full PC; 200 PCs will be replaced in this phase of the programme.

##### **Service Improvements**

The programme will increase the number of thin client devices which are more reliable. This will mean fewer failures with subsequent increased availability of computing resource which will feed through into other service areas performance targets and better customer service.

#### **09CEX02 – Connecting Electoral Registration to the LLPG**

##### **Efficiencies**

Estimate an average £500 saving per linked application through reduced need for PAF/ QAS licences.

**Service Improvements**

Will introduce a consistent source of address data as a reference for all service areas. This will eliminate errors due to services having different addresses for the same person and so improve the service we deliver. Allow joined up working and all services to start contributing towards identifying customers in the same way. The proposal will enable us to meet the Ministry of Justice requirement which is a statutory deadline, a breach is an offence carrying a £15000 fine. £4,632 Gov. funding will be provided to support the objectives, on condition that the Dec09 deadline is achieved. This is a one-off.

**09CEX01 - Legal Case Management****Efficiencies**

Electronic case files will dramatically reduce paper usage and storage requirements and free-up staff time. Administrative staff will save approximately 200 hours per year through not duplicating and reconciling information across different systems. Approximately £250k each year is spent by CYC departments on procuring legal advice from external lawyers, a significant percentage of which could be done in-house if solicitors' time was freed-up by having access to a more efficient, integrated system. Savings of 650 hours per year, within 2 years, are estimated which could potentially save £47k - £79k per year by reducing the amount of work that is procured externally. On average internal professional costs are £40 an hour compared to external costs of £100 per hour. More capacity would allow additional casework to be undertaken in house.

**Service Improvements**

Compliance - It is standard in the legal industry to have an integrated case management system, and the Law Society's inspectors have recommended that we obtain one, to ensure legal compliance to case law and to promote efficiency. Improved robustness of business critical information. A 'paperless' office, enabling move to new HQ, and working away from the office. Improved productivity, translating into savings on procuring external legal advice. Risk reduction e.g. no longer need to take physical files out of the office when home working, reducing the risk of sensitive data being lost. Improved efficiency e.g., increased number of cases handled and facilitating improved management information reporting.

**09COR02 Corporate EDRMS Extension****Efficiencies**

We have an estimated 4 million sheets of paper records that have built up over time and that we have to retain for ready access. The EDMS will mean that we don't continue to build up these paper records. Future storage costs will be avoided – approx £50k pa. Rationalisation of post room and scanning functions corporately could ultimately save £110kpa (6.5ftes)

**Service Improvements**

Holding documents in an electronic store will lead to:

- reduced staff time spent physically managing the paper documents
- much faster access so improving efficiency of operation and the service to the customer
- reduced storage costs
- no degradation of records which have to be kept for a very long time (e.g. children's case files)
- a much reduced risk of documents being lost or getting into the wrong hands
- environmental gains from not using paper and having to transport and store.

Such a system is a necessary pre-requisite for:

- mobile and flexible working
- the ability to share working documents and link them into workflows
- electronic searching in response to Freedom of Information requests thus avoiding the significant staff time that could be involved in searching through paper records

**09HASS01 Choice Based Lettings****Efficiencies**

This proposal will be cost neutral. The annual cost of £12,320 will remove the requirement for extra resource to update the Choice Based Letting system manually.

**Service Improvements**

Removal of the risk of data inconsistency between the Housing Management System (iWorld) and Choice Based Lettings ensuring quality of data is maintained and that an effective service is delivered.

**09LCCS02 Maintenance Of The Family Information Service System****Performance Targets**

The Family Information Service directly supports the work detailed in the Children and Young People's Plan and is a statutory responsibility of the local authority under Duty 12 of the Childcare Act (2006). This

bid will enable the service to maintain performance in an expanded remit by removing the need to fund IT system maintenance from the service budget.

#### **Service Improvements**

Improved information and family support to parents, children, young people and service providers resulting in enhanced welfare, employment, education, care and improved outcomes for children and young people.

### **09COR01 Encryption Software**

#### **Service Improvements**

The proposed solution will ensure that data taken off our network is automatically encrypted and will therefore reduce the risk of data loss.

### **09CSTR02 York Transport Multi Modal Model**

#### **Efficiencies**

At least £8k per annum will be saved on external consultancy costs with the expectation of further savings in the future once we are familiar with the software.

#### **Service Improvements**

Ability to undertake internal quality audit and verify the accuracy of the data thereby reducing the risk or liability of incorrect data.

## **OPTION 2**

### **09COR03 Model Office**

#### **Service Improvements**

The flexible working concept that we are investigating may lead to a reduced need for Accommodation space and its associated costs. The introduction of mobile working will enable improvements in service delivery from the ability to push information and new appointments out to staff regardless of their location. This will also reduce time wasted travelling backwards and forwards to the office. Experience in other industries has shown that flexible working can help to improve staff attendance and turnover.

### **09CSTR01 Mobile Working in Building Control**

#### **Efficiencies**

The proposal will mean we can avoid the estimated £24k per annum in increased overheads and printing costs which will result from Central Government's introduction of online / paperless submissions.

#### **Performance Targets**

Maintain the 8-10 daily quota for site visits; CYC currently is above the national quota of 5-7 per day.

#### **Service Improvements**

There will be a 2 to 3 day reduction on turn-around time per site visit.

It will reduce the liability risk of inspectors making incorrect decisions by enabling them to access records remotely during site visits.

### **09NS02 Mobile Data Capture for Regulatory Services.**

#### **Efficiencies**

Remove duplication of data saving 200 officer hours. As a result officers are anticipated to complete 100 extra inspections per year. At current costs this will save in the region of £6k p.a.. The proposal will provide a paperless office, as a result make an additional saving of £6k p.a. by removing the role of part time filing clerk.

#### **Service Improvements**

Will reduce current issues with inaccurate data and the associated risk of not meeting our legal obligations under food legislation. As a result will improve the quality of service provided to our customers.

## **OPTION 1**

### **09CSTR03 York Natural Environment Record**

#### **Service Improvements**

Easier retrieval, analysis and reporting of data, including information for Performance Indicator reports. Reduce the need for paper records. Data will be made available to users across CYC therefore moving

from a position of having information stuck in one room to it being available right across the council. Potentially wider benefits and uses, including allowing external public access to non-sensitive data.

### **09CEX03 - Web Casting of Council Meetings**

#### **Service Improvements**

This will provide an easier route into the democratic process to increase awareness of decisions taken that affect individuals or groups.

### **09RES01 - Payment Kiosks for CYC Banking Hall**

#### **Efficiencies**

The introduction of 1 Kiosk will result in a reduction of 0.7fte cashiers, saving £15k p.a..

There is a further £1k ongoing saving achievable through the termination of a support contract for an existing and obsolete automated payment facility. Further ongoing savings and reductions in cashiering staff (currently 11 staff) will follow if more Kiosks are introduced or customers are transferred to alternative payment methods

#### **Service Improvements**

This scheme will involve the introduction of a Kiosk that customers can use to pay their bills. By introducing this at an early opportunity the council can take a planned and phased approach to achieving its aim of withdrawing the Cashiering facilities at the Banking Hall. Supports the Council's Income Collection Policy which aims to increase customer choice in the way they pay their bills. Additional facilities can be provided to allow them to check their account details and balance.

### **09LCCS03 RFID at Acomb Library Learning Centre**

#### **Performance Targets**

Efficiency improvements -will enable service to continue to improve customer service without increasing the number of staff following a 3-5 fold increase in customer numbers.

#### **Service Improvements**

Improved customer service by allowing staff to work more effectively and engage more with people promoting reading, supporting learning and providing information and advice. Increased opening hours, enhanced customer satisfaction.

### **09COR06 Update of Charting and Project Planning Tools**

#### **Service Improvements**

The ability to jointly work on documents with partners and suppliers will reduce the time spent in developing and maintaining both for the Council's and the external staff. It will also reduce the possibility of errors from different groups working from different versions of a document.

Using current, supported products to create plans and drawing will make it easier to integrate them into other documents, into applications and to make them available in web format.

**PROPOSALS REJECTED BY THE CORPORATE IT STRATEGY GROUP**

Title of proposal	<b>09CEX-B - Additional Delphi Funding</b>		
Directorate	Chief Exec's / Corporate		
<b>About the Proposal</b>			
Funds to develop and exploit the functionality of the new HR and Payroll system.			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	not known at this stage	Annual ongoing cost:	
<b>Comments And Recommendations Of CITSG</b>			
Not required as the analysis and process re-design will be done by the Easy team.			

Title of proposal	<b>09COR-C - Data Centre Improvements</b>		
Directorate	Corporate		
<b>About the Proposal</b>			
Funds to improve the data centre and replace some equipment			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£40,000	Annual ongoing cost:	£9,760
<b>Comments And Recommendations Of CITSG</b> These are no development issues so should be funded from operational budgets.			

Title of proposal	<b>09CSTR-C - Data warehousing, mining and management project:</b>		
Directorate	City Strategy		
<b>About the Proposal</b>			
IT resources to assist in setting up of a directorate (or cross-directorate) 'data warehouse' and the development of data mining tools to assist in making better use of this data.			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£100,000	Annual ongoing cost:	
<b>Comments And Recommendations Of CITSG</b> Examine whether the new corporate EDMS will be able to meet the needs.			

Title of proposal	<b>09CSTR-D - Incident Management and Business Continuity Software Application</b>		
Directorate	City Strategy		
<b>About the Proposal</b>			
Funding for the procurement of an Incident Management and Business Continuity Software Application to be managed by Environmental Protection Unit but accessible by all those within service units who have responsibility for reviewing and updating their unit's Business Continuity Plan or their unit's contribution to an Emergency Plan.			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:		Annual ongoing cost:	£8 - £15k
<b>Comments And Recommendations Of CITSG</b> A bid is not required. The needs can be met using technology that we already have.			

## CORPORATE IT DEVELOPMENT P\_\_\_\_\_ – Annex D

Title of proposal	<b>09CSTR-E - Engineering Consultancy IT review</b>		
Directorate	City Strategy		
<b>About the Proposal</b>			
We are asking for approximately 8 weeks of IT support time, to assess and review the complexity of IT systems and requirements in the department and make recommendations for rationalisation and costing of a simpler environment capable of meeting the department's requirements and the demands of the new accommodation.			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£0	Annual ongoing cost:	£0
<b>Comments And Recommendations Of CITSG</b> A bid is not required. Once the corporate EDMS is implemented we will have the technology necessary to resolve the problems. ITT have already started the review of the department's technology and needs.			

Title of proposal	<b>09CSTR-F - Consultation &amp; Publication</b>		
Directorate	City Strategy		
<b>About the Proposal</b>			
The problem is with work on strategic plans, such as the Local Development Framework, that require the publication of a draft or consultative plan followed by an extensive cycle of gathering responses and issuing new versions of the plan. Required is a Business Appraisal of the process, a review of the market for dedicated software systems and an implementation of such a system.			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£50,000	Annual ongoing cost:	£7,000
<b>Comments And Recommendations Of CITSG</b> The proposal is not very clear. The functionality requested should be already available.			

Title of proposal	<b>09CSTR-I - Sc. 106 Town &amp; Country Planning Act 1990</b>		
Directorate	City Strategy		
<b>About the Proposal</b>			
Sc. 106 Agreements are the means of getting developers to contribute to the infrastructure costs of developing land. Currently at least 3 different databases store information about Sc. 106: Legal, Planning and City Strategy Finance We are asking for a Business Appraisal of the process, a review of the market for a possible dedicated system and the implementation of such a system.			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£2,500	Annual ongoing cost:	unknown
<b>Comments And Recommendations Of CITSG</b> To be funded by the directorate.			

Title of proposal	<b>09CSTR-J - Group working, Collaboration and Project Management 'WiKi':</b>		
Directorate	City Strategy		
<b>About the Proposal</b>			
Group working, collaboration and project management are not well facilitated by the current IT packages available. The move to Hungate and the increased reliance on distributed teams makes the need for some software platform to facilitate this mode of working. IT resources are requested to assist in setting up of a directorate WiKi based software sites.			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£10,000	Annual ongoing cost:	unknown
<b>Comments And Recommendations Of CITSG</b> The corporate EDMS will provide collaborative working facilities and document management.			

Title of proposal	<b>09CSTR-K - Street Naming &amp; Numbering Module</b>		
Directorate	City Strategy		
<b>About the Proposal</b>			
<p>There are legislative changes being brought in that require a much changed consultation process when naming and numbering streets. This new module to Uniform has been designed with input from the Street Naming &amp; Numbering officers.</p> <p>Money and IT time is requested for the procurement and implementation of software, external IT related consultancy and services including on site training for 4 people.</p>			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£5,296	Annual ongoing cost:	£2,450
<b>Comments And Recommendations Of CITSG</b>			
To be funded by the directorate.			

Title of proposal	<b>09CSTR-L - 'YTC Go Mobile'</b>		
Directorate	City Strategy (York Training Centre)		
<b>About the Proposal</b>			
<p>York Training Centre trainer/assessor staff work predominantly in the field visiting learners and employers across a wide geographical area within North Yorkshire.</p> <p>We would like to provide our trainer/assessors with laptops, digital cameras, other related hardware and appropriate software.</p>			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£10,000	Annual ongoing cost:	covered by YTC
<b>Comments And Recommendations Of CITSG</b>			
Not accepted as YTC is self-funding.			

Title of proposal	<b>09LCCS-A - Web Based Front End For The Pupil Database And Contact Point</b>		
Directorate	LCCS		
<b>About the Proposal</b>			
<p>Tribal the suppliers of the pupil database have developed a web based front end for the existing pupil database. Moving to this system will help address a number of current issues, particularly in relation to accessing the Contact Point database.</p> <p>This bid is to purchase and implement the new web based front end and to meet the costs of any work required for the pupil database or children's care system to pass the DCSF instance accreditation requirements for connection to contact point.</p>			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	unknown	Annual ongoing cost:	unknown
<b>Comments And Recommendations Of CITSG</b> Deferred on the view that the resources and solution will probably not be available in 2009/10.			

Title of proposal	<b>09LCCS-D - Libraries Windows Upgrade</b>		
Directorate	LCCS		
<b>About the Proposal</b>			
With Windows 2000 coming out of Microsoft Support in 2009, CYC ITT are planning to stop supporting			

## CORPORATE IT DEVELOPMENT P..... – Annex D

Windows 2000 desktops by the start of 2010. This proposal will take the form of a request for finance for hardware and software costs as well as ITT staff time to upgrade the libraries' IT equipment.

**Estimated costs (if available at this stage)**

Guide capital:	unknown	Annual ongoing cost:	unknown
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**Comments And Recommendations Of CITSG** Incorporate into the Office upgrade in 2010/11

Title of proposal	<b>09LCCS-F - Reinvigorate Yortime As A Community Cultural Information Website</b>		
Directorate	LCCS		
<b>About the Proposal</b>			
<p>Yortime has now been operating for about 4 years. It has recently undergone an upgrade to enable groups to update their own information – this is still being implemented.</p> <p>It is now time to consider the future of how we provide community and cultural information and this is a major action in Lifelong Learning and Culture's service plan for 2008/09. This would take the form of a feasibility study of different possible options for the improvement of the website using new technology.</p>			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£0	Annual ongoing cost:	£0
<b>Comments And Recommendations Of CITSG</b> A bid is not required. Request support from the Web team.			

Title of proposal	<b>09LCCS- - Disabled Children's Database</b>		
Directorate	LCCS		
<b>About the Proposal</b>			
<p>The aim of the Disabled Database project is to identify and collect data on Disabled Children and Young People (aged 0-19) living in the York area. This will enable the production and dissemination of information to assist in the planning and commissioning of services across all relevant agencies. The database is not intended to be a case management tool. In the interest of data systems integration and since required functionality is present, the Core Pupil Database from Tribal has been chosen as the most appropriate place to house the data, requiring an additional module to be purchased.</p>			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£4,150	Annual ongoing cost:	£1,000
<b>Comments And Recommendations Of CITSG</b> Recommended <i>The bid was later withdrawn when an alternative approach was found that did not require new software.</i>			

Title of proposal	<b>09RES-A - Training Centre Funding</b>		
Directorate	Chief Executive's		
<b>About the Proposal</b>			
<p>The current budget does not cover the cost of running the York Training Centre and HR may be forced to look for an alternative venue which would leave ECDL with no room as HR currently fund the Minster room in which ECDL is located.</p> <p>Financial support is requested to promote the corporate programme for individual IT development, primarily through the ECDL programme.</p>			
<b>Estimated costs (if available at this stage)</b>			
Guide capital:	£5,600	Annual ongoing cost:	£5,600
<b>Comments And Recommendations Of CITSG</b> The costs of the ECDL training should be raised to pay for the use of the room.			



Business case for release of funds  
CORPORATE IT DEVELOPMENT PLAN 2008/9

ITT Reference

**08HASS01****Part A: General information**

To be completed by Directorates

<b>A1</b>	<b>Title of Bid</b>		
	<b>Electronic Monitoring for Home Care</b>		
<b>A2</b>	<b>Directorate</b>		
	<i>Which directorate is the Bid from</i>	<b>HASS</b>	
<b>A3</b>	<b>Bid Priority</b>		
	<i>What priority has your DMT given this Bid?</i>	1/2	
	<i>When was this priority agreed?</i>	9/8/07	
<b>A4</b>	<b>Type of bid</b>		
	<i>What type of scheme is proposed?</i>	Business Appraisal; New system;	
	<i>Delete as appropriate</i>		
<b>A5</b>	<b>New Bid or Review</b>		
	<i>Is this a new bid or a review of a previous bid?</i>	New	Ref of previous Bid:
	<i>Delete as appropriate</i>		Title of previous Bid:
<b>A6</b>	<b>Business Appraisal Details</b>		
	<i>Has a Business Appraisal been prepared prior to this Bid?</i>	No	By whom:
	<i>Delete as appropriate</i>		Reference no:
			Copy included: Yes / No
<b>A7</b>	<b>Timing of the scheme</b>		
	<i>When would the scheme need to be in place by?</i>	November 2009	
	<i>Is this date critical?</i>	No	
	<i>If so, please explain why below.</i>		
	<i>When can the directorate provide the relevant staff resource to start work on the proposal?</i>	April 2008	
	<i>If the scheme is phased over more than a year, which years is this bid covering, e.g. 1 - 3?</i>	This bid covers activity over two financial years	
	<i>What is the total time for which the scheme expected to run, in years?</i>	18 months	
<b>A8</b>	<b>Scope Of The Proposal</b>		
	<i>To what extent does it affect the Council?</i>	Directorate only	<input checked="" type="checkbox"/>
		More than one Directorate	<input type="checkbox"/>
		Corporate	<input type="checkbox"/>
		<i>Tick just one</i>	
	<i>Does it affect?</i>	Externals & Partners	<input checked="" type="checkbox"/>
		Public	<input checked="" type="checkbox"/>
		<i>Tick all that apply</i>	
<b>A9</b>	<b>Contact Details</b>		
	<b>Bid Author</b>	Name:	Gary Brittain/Kathy Clark
		Job Title:	Commissioning and Contract Manager/Corporate Strategy Manager
		Contact number:	Xt 4099 / xt 4143
	<b>Business Sponsor</b>	Name:	Keith Martin
		Job Title:	Head of Adult Services
		Contact number:	Xt 4003

**Part B: About The Proposal**

To be completed by Directorates

**B1 Details of the Business Problem or Opportunity**  
*(What's the problem? Why do we need to do something?)***1. Core Efficiency Measure**

- a. Electronic home care monitoring has been identified as a core efficiency measure for councils by CSED (Care Services Efficiency Delivery), an initiative funded by the Department of Health.

**2. Project Drivers**

- a. Changed contractual arrangements for the delivery of home care to Block Contracts and in-house SLAs. This purchasing model delivers better capacity and cost benefits than the previous spot-purchasing model. However, it requires regular monitoring of hours of care delivered, instead of invoices from providers, as previously. Currently providers need to transfer details from handwritten timesheets to spreadsheets, and forward these to the Council. These actual hours of care then have to be reconciled against planned delivery of care. The system is cumbersome and does not always reflect the actual care delivered.
- b. Charges to customers are calculated on the basis of actual care delivered. The current system relies on manual input from the returns submitted by providers and is labour intensive. Because of the difficulties of the manual system, it is possible some customers may be charged inappropriately.
- c. Data quality issues exist with the current information mechanisms. There are varying interpretations by home care workers and providers about how to log their work. Care is often not delivered as originally planned, but care plans are not updated correspondingly. Information on needs therefore does not reflect actual needs so that in some cases customers may not receive the best care for their situation.
- d. There are performance issues for in-house services related to rota management. Face-to-face contact time between carers and customers is low with in-house services. There is a target to improve it to 75% of paid care time but this will require improved rota management to be achievable.

**3. Opportunities**

- a. *Enhanced partnership working with external providers.* Having moved to block contracts we now have only 4 main external providers to link to the system, representing a reduction in external providers. This simplification of partnership arrangements allows us to develop new ways of working.
- b. *Better integration of finance and activity information* The implementation of Frameworki means that systems can provide, and so support, the improvement of MI through the electronic transfer of information on actual care delivered
- c. *Improved customer service and financial control,* By enabling care workers not only to register the time they arrive and depart from a customer's home electronically, but also for this information to be transferred electronically to CYC care management systems and thence to Finance systems. As a result, an electronic system will significantly improve processes around planning and management of home care worker rotas.
- d. *Improved lone worker security*

**4. Contribution to Corporate Priorities**

- a. Improvement of the health and lifestyles of the people who live in York, in particular among groups whose level of health are the poorest
- b. Improvement of our focus on the needs of customers and residents in designing and providing services
- c. Improvement of the way the council and its partners work together to deliver better services for the people who live in York
- d. Improved efficiency and reduced waste to free up more resources

**5. Contribution to Directorate Objectives**

- a. Helping more people to live at home for longer

B2

**Description of the Proposed Resolution/Scheme****(What is it that you're proposing we do?)***What is the proposed course of action that will result from approval of this Bid?**Here you should:*

1. *include a description of areas to be reviewed or investigated*
2. *highlight corresponding business or process changes that would be necessary*
3. *list the specifics of any equipment / systems to be implemented or services required*
4. *give details of what is required from ITT and the IT Development Fund to facilitate this.*

***In all cases** you should include details of how the proposed scheme will address each of the current problems / opportunities listed in section B1.***1. Business Appraisal by 28 February 2009**

A business appraisal will identify the best option for delivery by:

- Including BPR for home care rota management, for charging, and for contract management; this includes defining standard recording practices for all providers
- Potentially evaluating other options eg routing software for planning visits efficiently or paying travel costs
- Defining appropriate interfaces between new capability and Financial management systems and Frameworki
- Identifying the functional requirements to meet the business needs in home care monitoring.
- Exploring the market place for solution options
- Identifying any procurement related issues of the various options
- Assessing integration options linking into other major applications
- Estimating associated costs of the various options
- Making recommendations on solutions and scoping system requirements which will also include:
  - Data cleansing requirements
  - Management information requirements
  - Possible business efficiency gains and service improvements.
- Reviewing implications for Partnerships

**2. Procurement by 31 May 2009**

An appropriate system for home care monitoring and associated equipment, infrastructure, support/maintenance and licences will be procured.

**3. Implementation by November 2009**

The Implementation Phase will cover:-

- implementation of the new system
- delivery of the defined interfaces between new capability and financial management systems and Frameworki
- communication with customers to explain changes
- negotiation with staff and unions, and development of a communication plan for staff
- some reconfiguration of Frameworki
- training for staff to utilise the new system, and where necessary will provide basic IT training plus additional technical training for IT support staff
- support/funding for external providers to develop their current IT systems to enable them to interface with CYC systems – providers already work in this way with other agencies so this is not considered a major issue for them

**Support**

ITT support is required to develop the business appraisal, and to procure and implement the new systems and interfaces.

HASS is committed to providing a dedicated project officer and manage the project using a Prince2-based methodology. Staff resources will be available for project management, process definition, testing and training. The HASS Project Portfolio Management Board will oversee appropriate resourcing form the business to meet key objectives supported by this project.

B3

**Benefits & Impacts*****(What are we going to get out of doing it?)***

*Give details of the Benefits to be realised as a result of undertaking this scheme. These should be linked to the Problems / Opportunities identified in section B1.*

**3.1. Productivity/efficiency, improvement**

Access to information on an immediate basis enables Commissioners to monitor services more effectively and manage home care contracts to the value of approx £6m.

Measure: Improved confidence in information.

Baseline: High numbers of queries regarding inaccurate information

Target: 100% accuracy i.e. reduction of the number of queries/time to resolve

**3.2. Business results/improvement, financial**

Improved Management Information to Commissioners and Providers (enables more efficient service delivery from Providers) and improved performance monitoring to support service planning at strategic level.

Measure: Improved budget projections.

Baseline: Currently, budget figures do not promptly reflect activity and unable to accurately match capacity to demand at present

Target: Improved service commissioning matching capacity to demand 100% Accuracy.

**3.3. Service quality, financial**

The generation of electronic timesheets in place of manual timesheets completed by care workers. This allows greater transparency of the services delivered and can be used to calculate the billing, where users are charged for the service, and to generate invoices for external domiciliary care services. The use of electronic timesheets would reduce the requirement for providers to invoice the department and the need to manually input customer timesheets for charging on a four-weekly basis. This would enable efficiencies to be realised within staffing areas associated with this role. Approximately 4500 timesheets are submitted each four weekly cycle for manually checking and entering onto the system.

A recent CSED (Care Services Efficiency Delivery) report stated that savings of between 2 and 10% have been realised from the introduction of monitoring systems. The higher levels would include savings realised from changes to guaranteed hours and locality provision which the Council has already adopted but Buckinghamshire state that they have saved £64,182 in administration costs as a result of the changes alongside an additional £70,000 efficiency from increased care delivery. Within York there is the potential to increase capacity further alongside delivering and sustaining the efficiencies detailed above but administration savings as a result of the introduction of electronic monitoring are estimated at 1% of the home care budget. Further examples of efficiencies realised can be seen at Lewisham where they saved 1.25FTE staff posts.

The savings identified should be seen alongside the significant non-cashable benefits such as improved health and safety for customers and staff, improved monitoring and management information and continued efficient management of services.

Measure: Charges will be more accurate with fewer queries from customers and fewer discrepancies on invoices, minimal invoices to process and reduction of time spent on inputting data for customer charges,

Baseline: unknown but identifiable administrative **savings of £60k p.a.**

Target: 100% accuracy

**3.4. Service quality**

Compliance with National Care Standards in relation to the keeping of accurate records for services provided.

Measure: CSCI inspections of providers rate this section (standard 23 and 24) as 3 (met)

Baseline: 3 providers (of 10) assessed, 2 meet level 3.

Target 100% meet level 3 by April 2010

**3.5. Financial, risk reduction**

Potential to reduce service costs and eliminate any potential for fraud in timesheets etc.

Measure: Reduced discrepancies and processing time.

Baseline: Manual spot checks

Target: Full audit trail

**3.6. Productivity, business results**

Capacity for Providers to utilise system to manage staff rotas, timesheets, allocation of calls etc. The introduction of electronic monitoring will ensure that savings from efficiencies agreed as part of the 2007/8-budget process (£900K p.a.) can be sustained within CYC In-House provision.

Measure: Increased face to face contact time within the in house services and continued efficient delivery of in-house services

Baseline: 33%

Target: 75% by April 2010

**3.7. Risk reduction, quality of service**

Procedures to safeguard the health and safety of home care workers and Customers. Real time alerts and alarms reduce health and safety risks for both staff and customers. Measure: New procedures produced by February 2009; Alerts/alarms defined and implemented by April 2010

**3.8. Stationery, scanning overheads**

Reduced cost of printing timesheets and scanning of hard copy. **Saving £10k p.a.**

Measure: Staff & printing cost saving

Baseline: Printing cost £12K

Target: Negligible

**C2 Project Risk Assessment Summary**

*The detailed assessment is documented separately*

Overall score for acquired risk

Overall score for inherent risk

**Part D: Staff & Financial Resources required**

To be completed by IT  
assisted by Directorates

**D1 Estimated staff resources (dedicated time in weeks)**

Directorate staff time committed		ITT staff time requested		Other	
Directorate reps		Business Development	8	Partner organisations	0.5
Service managers		Customer Support			
Other Service Staff	20	Networks	0.5		
		Systems	0.5		
		Procurement Contracts	0.5		

**D2 Will your Directorate be submitting a growth bid related to this bid? Yes / No**

*If Yes please give brief details*

**D3 Is any part of this proposed scheme externally funded?**

*If Yes, please give brief details - how much, when it's available, special conditions or constraints*

**D4 Costs Requested from the ITDP as part of the Bid**

To be completed by IT

*A breakdown of the costs is included in the accompanying document.*

	Total gross costs £	Year 1 Cost £	Ongoing Cost £
<b>Total Costs</b>	109,000	26,596	26,596

**Part E: Supporting Assessments**

To be completed by Directorates  
assisted by IT

**E1 Risk & Impact Scores**

*The detailed assessment is included in the accompanying document.*

	Score
Likelihood	10
Impact	8
<b>Overall Score</b>	<b>27</b>

**Part F: Document History**

To be completed if required

**F1 Please complete to avoid confusion or the wrong version being submitted.**

	Updated by <i>person making the changes</i>	"X" <i>to indicate the current status</i>
In progress		X
Finished by Service Manager and submitted to IT Representative	Bid Author	X

Reviewed and prioritised by the Directorate Management Team	Dir IT Rep	X
Finished by IT Rep and submitted to IT Business Dev Consultant	Dir IT Rep	X
Finished by SBDC and submitted to Business Dev Manager	Bus Dev Cons	X
Ready for submission to the IT Strategy Group	Bus Dev Mgr	X
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Executive

2 December 2008

Report of the Corporate Landlord

## **Riverbank Repairs: River Ouse, Scarborough Bridge to Clifton Bridge**

### **Summary**

1. This Report highlights to Members that there has been a significant riverbank collapse recently, which has a number of health and safety implications. Direction is sought on how Members want to deal with this issue.

### **Background**

2. The stretch of the north-eastern riverbank of the River Ouse between Scarborough and Clifton Bridges, as shown on the attached plan, is not shown on the Council's terrier system as within Council ownership. However it is assumed that the Council built the river wall, which it has maintained over the years, and the pedestrian/cycle path runs along the riverbank at this point.
3. A significant recent collapse has occurred. A 40 metre length of concrete capping beam has become dislodged and tipped into the river. While it is difficult to assess the extent of other damage due to high river levels it is likely that there are now cavities behind the river wall within the bank and that the riverbank will slip, particularly with the constant saturation from flooding. There is potential for a sudden failure to occur as the riverbank has a considerable overburden above the pile cap at this location.
4. Officers were aware there were potential structural problems along this stretch of the riverbank, which were highlighted by the Riverbanks Survey undertaken by the Engineers in 2002, as works to be undertaken 5 years hence. Recently large holes have appeared which have been fenced off. A bid for funding has been submitted as part of the CRAM process for 2009/10, however this was prior to the more recent collapse (Annex 1).
5. Members need to be aware that there are no specific budgets for riverbank repairs on the River Ouse and no funding is available from

any current directorate budgets. Hence the need to submit a CRAM bid for new funding.

6. There are a number of obvious health and safety implications for both river users and the general public. However a major consideration is the potential risk to the structural integrity of the pedestrian/cycle path and the impact this would have on the city wide cycle route network. Hence the need to bring this to Members attention.
7. There is further urgency if the riverbank suddenly collapses as the danger implications for any individual in the vicinity would be inconceivable and any collapse could potentially take out the pedestrian/cycle path at the same time.
8. Members should also be aware that there are two other stretches of riverbank, which were highlighted in the 2002 Engineers Survey and are now giving cause for concern. These include parts of the Foss Basin and a stretch on the eastern riverbank between Lendal Mooring and Marygate Landing. Both areas have been included in the CRAM bid (Annex 1).

## **Consultation**

9. This Report has been written as a joint report with Structural Engineers from City Strategy. The Director of City Strategy is aware of the threat to the pedestrian/cycle network and the Assistant Director of LCCS is aware of the implications from a Leisure perspective.

## **Options**

10. The options available are as detailed below:

### Option 1

The Council do not repair the collapse and allow the river to continue to naturally scour the riverbank along this stretch.

### Option 2

The Council undertake a survey, carry out repair and future proofing work as a matter of urgency. This would be included in the capital programme in the year 08/09 but would need approval from Full Council as recommended by Executive

### Option 3

The Council address this repair issue as part of the CRAM process, which has already been initiated in the 09/10 capital budget cycle to be approved by Full Council in February 2009.

## Analysis

### Option 1

11. This would not solve the problem of compromising the structural integrity of the pedestrian/cycle path, as there is no additional land alongside within Council ownership to allow relocation of the path. Also it would not address the risk of sudden failure of the riverbank and the risk to individuals in the vicinity at the time.
12. In addition, the future risk to the erosion of adjacent private land may place the Council in a litigious position from private landowners.
13. The affected area would require fencing off from the general public for safety reasons and would look unsightly.
14. There is an argument to allow the river to naturally scour the riverbank, however manmade intervention has already taken place in the past at this point and it is in part this element which has collapsed having come to the end of its life.
15. The financial implications of doing nothing now will mean that any future intervention the Council may make will cost more due to both price increases over time and a much higher degree of repair work required.

### Option 2

16. Further survey work is required from the riverside but this has not yet been possible due to raised water levels. Accordingly, it has not been possible to provide an estimate of the cost of the work at this stage. However a survey to establish the failure mechanism of the affected length when conditions are suitable will cost an estimated £2,000. With this information it will be possible to design suitable repair or replacement works. As work would have to be done from the river the cost may well be in the order of £5,000 - £10,000 per metre of river bank.
17. This will ensure the current pedestrian/cycle path route is maintained and remove the hazard from river users and the general public immediately. Depending on the nature of the repair work (repair or complete replacement) it could have a life span of between 25 and 100 years and will safeguard against any future liabilities.

### Option 3

18. The CRAM bid was submitted prior to any knowledge of this significant collapse and therefore the requested funds are likely to be insufficient.

19. There is a risk that funding will not be allocated for this issue from the CRAM process as other matters take precedent.
20. In addition the CRAM bid was staged over 3 years with the proposal to repair this stretch of the river commencing in year 2 (2010/2011). This would have to be brought forward in the programme to address the risk to life implications.

### **Corporate Priorities**

21. Increase the use of public and other environmentally friendly modes of transport – The integrity of the riverbank is required to maintain the pedestrian/cycle path network around the City, if the stability issues are left any longer there will be no option but to close the area of public access.
22. Improve the actual and perceived condition and appearance of the City's streets, housing estates and publicly accessible spaces – The repairs will enhance the existing river frontage providing its continued use for the future by residents and visitors alike. The river is a highly visible amenity for the City and any measures requiring its partial closure will detract from this Corporate Priority.
23. Improve the health and lifestyle of the people who live in York, in particular among groups whose levels of health are the poorest - Not only will the work ensure the future of the riverbanks for leisure activities, but it also will add to the visual amenity of open green spaces in the City which has proven to provide health benefits.

### **Implications**

#### **24. Financial**

25. In order to finance option 2 and 3 there are different funding options available:

A – Review current approved schemes in the Capital Programme and see if resources can be redirected from those schemes to this issue.

B – Use prudential borrowing to cover the cost of the scheme. To borrow £400k (40 metres at £10,000) for 5 years at an interest rate of 4.5% would result in an average revenue cost of £91k pa. This would be dealt with as part of the corporate financing of the capital programme. Members should be aware that there is no income obtained from this stretch of the riverbank.

C – Available capital receipts could be allocated as part of the CRAM process to be approved by Full Council in February 2009. There are limited capital receipts going forward and it is difficult to assume that capital receipts would be available for such a scheme.

D – Revenue budgets could be utilised to fund the £400k required for the scheme whether by diverting revenue funding from current budgets in 08/09 or allocated revenue funding from 09/10 budget.

26. The cost of the riverbank repairs is likely to be between £5,000 and £10,000 per metre though this must be regarded as guidance only as it is not based on any feasibility study or design.
27. There is no provision within current directorate budgets to fund any of this repair work and the capital receipts position for 09/10 is tight and is unlikely to be able to support this scheme.
28. The preferred option would be to undertake prudential borrowing for the riverbank works and fund the scheme over a period of 5 years. The funding for the prudential borrowing will come from the corporate financing of the capital programme and therefore would spread the cost making the repairs more affordable.
29. **Human Resources** – There are no Human Resources implications.
30. **Equalities** – There are no Equalities implications.
31. **Legal** – The Council has a general duty of care to protect the public from foreseeable dangers in its role as landowner. If the condition of the river bank is assessed to be dangerous the Council should take appropriate action, e.g. repairs or exclusion of public from dangerous areas.
32. **Crime and Disorder** – There are no Crime and Disorder implications.
33. **Information Technology** – There are no Information Technology implications.

## **Risk Management**

34. The risks associated with not undertaking the said repairs as a matter of urgency would be:
  - a sudden failure of the riverbank which could result in risk of injury or loss of life to any individual in the vicinity as well as damage to surrounding property
  - further erosion of the riverbank which may increase the amount and cost of repair work in the future
  - a continued threat to the structural integrity of the pedestrian/cycle path network
  - a requirement on health and safety grounds to exclude the public from the affected area

## Recommendations

35. Members are asked to consider the options detailed below and give direction as to which option Members wish to take and funding strategy to use:

**Option 1** – The Council do not repair the collapse and allow the river to continue to naturally scour the riverbank along this stretch.

**Option 2** - The Council undertake a survey, carry out repair and future proofing work as a matter of urgency. This would be included in the capital programme in the year 08/09 but would need approval from Full Council as recommended by Executive.

**Option 3** – The Council address this repair issue as part of the CRAM process, which has already been initiated in the 09/10 capital budget cycle to be approved by Full Council in February 2009.

36. It is recommended to Members that if either option 2 or 3 is adopted then:

**Funding Strategy** - The funding mechanism for this would be through prudential borrowing and will come from the corporate financing of the capital programme.

## Contact Details

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Wards Affected: Clifton

All  *tick*

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**Background Papers:**

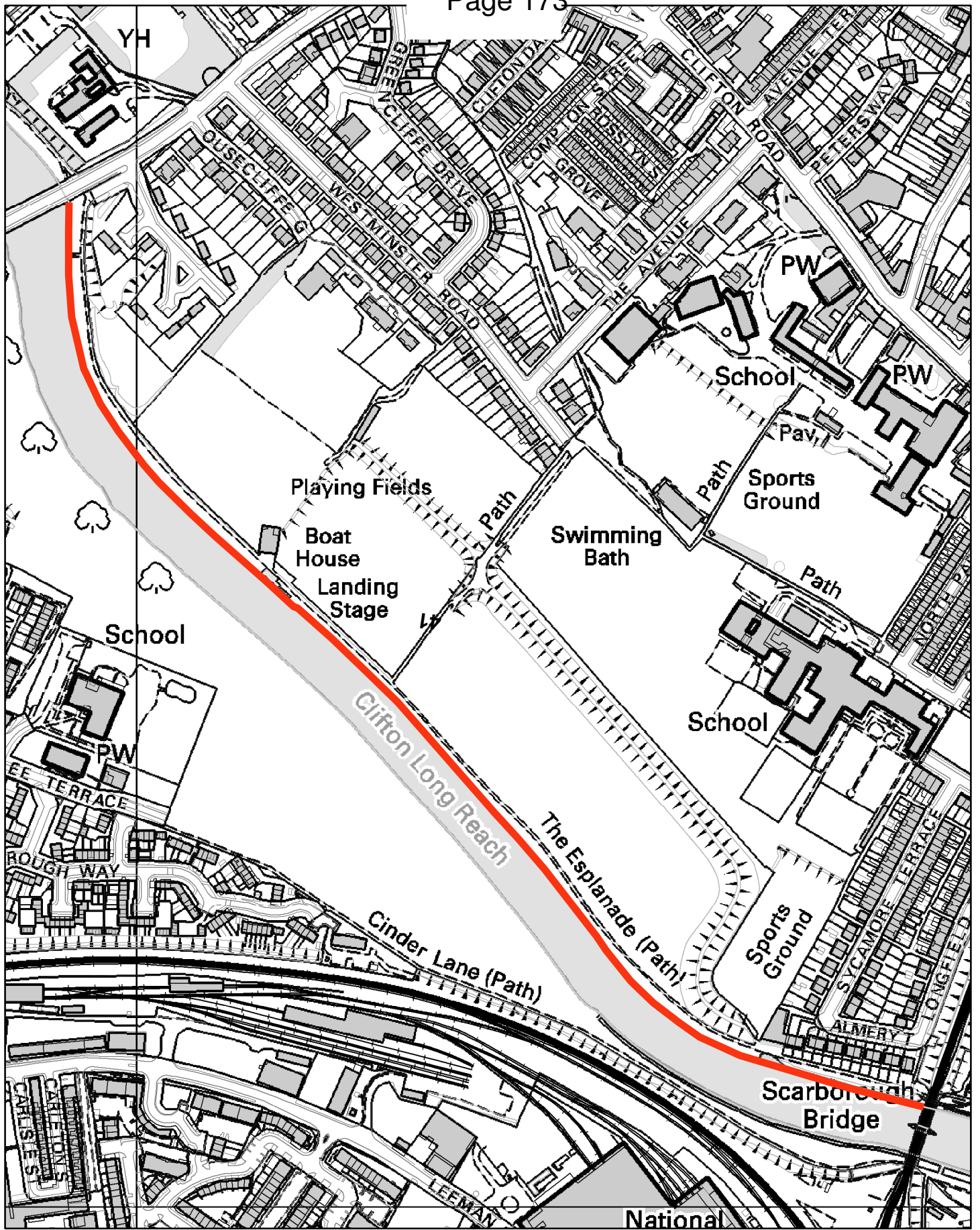
None

**Annexes**

Annex 1 - Current CRAM bid – Exempt Item

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Resources  
Property Services

### River Ouse, Scarborough Bridge to Clifton Bridge



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DRAWN BY: GR

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Originating Group:

Property Services

Drawing No.

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