CORPORATE ITT DEVELOPMENT PLAN 2007/2008

ANNEX B - SUMMARY OF BIDS

Table of Contents:

07CEX01 - York Card Plus –Technical Appraisal

Directorate	Chief Executives	Directorate priority	3 of 3

Scope:

Tick just one			*Tick all that apply*	
Directorate only		Externals and Partners		x
More than 1 directorate	x	Public		x
Corporate				

Bid Details

Description of the bid

Bid is for time resources to investigate and evaluate technical solutions for a York Card Plus which will 1. Act as a passport for people on low incomes to take discounts at council/private/voluntary services/facilities thereby increasing take-up of services by disadvantaged groups in line with corporate priorities (and in line with draft citywide anti-poverty strategy).
2. Maintain universal aspects of the existing YorkCard.
3. Enable council (and other services) to better target services/activities to individuals and to monitor take-up of services in line with our performance improvement priorities and in order to deliver better public services.

Benefits of undertaking the scheme

The idea of developing a means to improve targeting and take-up of services and being able to monitor and evaluate this, has been around for a number of years (the original York smart card proposal from Lifelong Learning & Leisure was considered in 2003).

The York card plus would provide good management information which the current focus on improving the life chances of the most disadvantaged people in the city through better delivery of our own and other public services will rely on. Service improvement benefits from use of this management information would be measured by the take up of specified services by target groups and customer satisfaction. It will also bring benefits to individuals through offer of discounts at a range of outlets including private businesses.

Please note that as this bid is for a business appraisal, these benefits are dependant upon the outcome of the business appraisal and implementation of recommendations.

Impact of not undertaking the scheme

Without an evaluation of the technical aspects of the proposal it will not be possible to fully understand the potential costs and benefits of a 'York card plus' type solution and progress will not be possible.

Scheme budget

Guide Capital	2007/08	Continuing
£0 (time only)		

Recommendations of the Evaluation Panel

Not recommended.
There needs to be further definition of the objectives of the project and how they might be delivered before a technical appraisal and business case can be worked up. The team could use the existing work appraisal of a Leisure card to inform this.

07CEX02 - Replacement IT Kit for Members

Directorate	Chief Executives	Directorate priority	2

Scope:

Tick just one			*Tick all that apply*	
Directorate only	✓	Externals and Partners		
More than 1 directorate		Public		
Corporate				

Bid Details

Description of the bid

Replacement PC's with flat screen monitors and printers for Members. The existing kit is coming to the end of its natural life and IT are unable to source spares in order to maintain the kit.

Benefits of undertaking the scheme

Will ensure that we continue to meet e-government targets and maintain current level of service internally, externally and with constituents. Undertaking the scheme would contribute to corporate priorities by improving overall organisational effectiveness. The benefits can be measured against the following e-gov. priorities:

- R5- Public access to on-line reports, minutes and agendas from past council meetings, including future meetings diary updated daily.
- R6 – Providing every Councillor with the option to have an easy-to manage set of public web pages (for community leadership purposes) that is either maintained for them or that they can maintain themselves
- R20 – Email and Internet access provided for all Members and staff that establish a need for it

Impact of not undertaking the scheme

Not undertaking the scheme would have serious implications on the Council's working practice in particular the way in which it communicates with Members, who would be left with poor quality kit and in the extreme no working kit at all resulting in a failure to meet our e-government targets and certain corporate priorities.

Scheme budget		
Guide Capital	2007/08	Continuing
£37,750	£13,700	£10,700

Recommendations of the Evaluation Panel

Recommended for Members' approval. Proposal to be funded over 4 years from borrowing so that technology refresh can be undertaken after each election without any further growth bids.

07COR01 - Data Storage Upgrade

Directorate	Chief Executive's	Directorate priority	3 of 3

Scope:				
Tick just one		Tick all that apply		
Directorate only		Externals and Partners		
More than 1 directorate		Public		
Corporate	✓			

Bid Details

Description of the bid

To enable City of York Council to continue to provide high quality services to the people of York the data storage backbone that underpins most of the critical IT systems requires upgrading and expansion.

The storage system currently used is out of date, inflexible and at capacity. A modern solution has already been purchased for the Email upgrade and the Easy programme. Further funding is required to enable us to move existing business data to this platform.

The current storage system has been installed for approx five years. The new system will provide the

Council with a robust solution for the next five years. The modular design enables it to be scaled up if storage requirements exceed expectations.

The new technology will reduce our annual maintenance charges for data storage by £17,000.

The work will also include restructuring the business data areas to improve usability and security.

Benefits of undertaking the scheme

The new storage solution provide the following benefits not achievable currently:

- Faster restores of data – Less business downtime waiting for restores.
  - Target for data restores to take less than 10 min (currently over 6 hours)
  - Equates to annual business time without access to data: 156 hours (currently 6240 hours)
- Offsite mirroring of critical data – Faster recovery in the event of a disaster
- Higher resilience and fault tolerance – Less downtime, which affects all CYC Staff and Customers
  - Target to increase uptime from 98% to 99%
  - Target to increase backup success from 96% to 98%
- More flexible storage management – Additional storage can be easily added for faster responses to business requests.
  - Target for storage provisioning to take less than 1 Day (currently over 1 week)
- Reduced IT staff time spent running backups and restores. Currently one file restore can involve three different teams and take over a day to complete due to the manual nature. With the new solution restores can be achieve in a matter of minutes.
- Our ability to support extended service delivery times will be improved as less down-time will be required for maintenance.
- £17,000 cashable saving per year from not renewing HP SAN maintenance contract

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Impact of not undertaking the scheme

- As the existing data storage hardware becomes older the costs of maintaining it will increase every year as engineering support and spare parts become ever more difficult to find and the risks of serious business impacts will steadily increase.
- The drive to improve efficiency and to respond to changing customer requirements will be hampered because we will be unable to improve the responsiveness, the security or the capacity of this part of the computing infrastructure.
- The business areas will be unable to expand their use of secure electronic data storage, as the current system is at capacity, forcing them to rely on paper or less secure data storage media.

Scheme budget

Guide Capital	2007/08	Continuing
£117,000	£6,274	£20,548

Recommendations of the Evaluation Panel

Recommended for Members' approval.
Necessary for continuing business operation. Resources will also be required from each directorate to support the restructuring.

07COR02 - Deployment of EDM and Workflow Across CYC

Directorate	Chief Executive's	Directorate priority	2 of 3
Scope:			
	Tick just one		Tick all that apply

Directorate only		Externals and Partners	✓
More than 1 directorate		Public	✓
Corporate	✓		

Bid Details

Description of the bid

In the context of this proposal, Electronic Document Management means the handling of any document or set as an electronic file, e.g. letter, invoice, child care record, engineering drawing, building plan etc.. Workflow refers to the use of software to integrate all the information for a business process, whatever its source, and to automate processes.

This is a large and complex project which is expected to take at least 3 years to complete. There are four elements to the work:

1. Review (a) all our currently identified requirements for electronic document storage and management and for workflow and (b) the current provision of these facilities and from this:
   - Propose an implementation model which will make the most cost-effective use of the technology we have available
   - Build a prioritised plan for implementation in service areas based upon clear business cases.

2. Procure an Electronic Document Management (EDM) and Workflow solution to be deployed across the entire organisation.

3. Propose a business structure to support the roll-out of the solution and to upgrade our current support structures to a corporate level.

4. Develop a costing model to encompass the full costs of scanning existing stores of documents ("back scanning"). Use the model to critically assess all requirements for back scanning and produce a prioritised plan for doing any that are agreed to be essential for achieving either useful cost-savings or improvements to customer service delivery.

Over the last 4 or 5 years more than 16 proposals have been put forward for EDM or workflow tools. Most have been rejected because the initial cost of setting up the infrastructure is so high that they were not seen as cost-effective when viewed individually. This proposal will, after an appropriate review, aggregate all the requirements identified over the last few years and investigate options for a solution which will be cost-effective for the whole.
Previous work has shown that a single solution is unlikely to be cost-effective for a diverse organisation like CYC. This proposal, therefore, is taking the approach of identifying and implementing a default solution which will meet the most common requirements and also of developing a model for the application of EDM/Workflow software which will allow for the use of different solutions in particular areas, social care for example, while ensuring we do not lose the ability to benefit from being able to link processes across different departments.

Costs
The first part of the work will be to flesh-out the requirements and refine the cost estimates. It is also expected that new requirements will appear as the work progresses, which will incur additional costs. Supplemental bids will be put forward in following years for funding to meet any additional costs.

These estimates are based upon the findings of the reviews carried out during the last two years. They exclude the requirements for Electronic Social Care and Asset Management, as these are being met by current projects and of Archives, the future of which is under review.

Hardware
To provide sufficient, robust data storage and processing capacity for the next 5 years - £55,000

Software
For 1850 users of Anite@Work (our most used EDM/Workflow system)
£267,000 once-off
£53,500 annual

Scanning of currently stored documents
A review carried out in 2005 estimated that, across the organisation, we currently store approximately 12 million sheets of paper. Some records, in Education and in Planning for example, we are bound by

regulation to keep for a decade or more or even in perpetuity. For the present bid an amount has been put in to provide for a pilot use, which would enable roughly 250,000 sheets to be scanned.
£15,000

Consultancy and Training
£15,000

Benefits of undertaking the scheme

The scheme will support the corporate objectives to:
- *Improve our focus on the needs of customers and residents in designing and providing services.*
- *Improve the way the Council and its partners work together to deliver better services for the people who live in York.*
- *Improve efficiency and reduce waste to free-up more resources.*

This proposal will contribute to these three objectives in a number of ways:

Overall
Implementation of a corporate EDM/Workflow solution will maximising buying power by contracting with a supplier for a default system. It will also provide standards and cost models to guide areas of the business who wish to investigate the benefits of implementing EDM and/or Workflow.

EDM
- Reduce the amount of paper storage prior to the move to the new Town Hall in 2009
- Enable linking and sharing of documents between different business processes/.services
- By reducing paper handling and introducing appropriate levels of automation, business processes will be speeded up leading to improved efficiencies internally and aiding faster service delivery to customers
- Fast search and retrieval of stored documents
- Reduction of staff time in managing paper documents
- Better document retrieval for Freedom of Information and Data Protection requests
- Enabling better archiving procedures
- Capability to back scan documents stored off site – more efficient
- Enable more flexible working practices, such as mobile working, hot-desking and home working where current reliance upon paper documents prevents this.
- Ability to process white mail (i.e. paper) on one Customer Contact Centre
- Enable tracking of white mail
- Improve information sharing with partners
- Secure storage of archived material
- Provide a single, indexed location for storage of all images – digital photos etc to prevent duplication

Workflow:
- Provide automation facilities to improve the management and accuracy of internal and customer facing business processes
- e-Enable processes which will then take less time – potential saving
- Better tracking of transactions and processes
- Better delivery of transactions to defined service level agreements
- Business processes will be more defined which will reduce the overhead of induction and training for new staff
- We will be able to standardise common processes which are carried out in different business areas leading to more efficient use of time and resources
- Corporate approach, rather than departmental, will be easier and cheaper to support and maintain

It will also support the objective to:
- *Decrease the tonnage of biodegradable waste and recyclable products going to landfill.*

By providing the EDM facilities and promoting a move towards wholly electronic ways of working it will help the organisation to reduce the amount of paper generated and so make its contribution to this city-wide objective.

Impact of not undertaking the scheme

- The Council will need additional office space in Hungate – significant cost.
- Continue to have manual paper processes:
  - severely restricting the opportunities for improving business efficiencies
  - preventing the sharing of data within business areas, with partners and with the public
  - preventing the adoption of new working practices
  - severely limiting the capability of taking the service to the customer through the use of internet and mobile technologies
- Continued development of different EDM and workflow solutions in service silos:
  - greater support overhead on council staff in ITT and the business areas
  - more difficult to integrate business process and share information
  - higher training costs and reduced flexibility in staff deployment
  - duplication of hardware
  - additional maintenance costs for hardware and software
  - loss of the benefit of corporate buying-power
- Ever increasing cost of off site storage as the volume of physical documents we have to store increases.
- Deterioration of paper documents held in long-term storage
- Difficulty in applying any archive/information management policy
- Continuing with paper-based records will prevent us reducing the effort involved in servicing Freedom of Information or Data Protection Act requests and also of reducing the risk of being in default from being late in responding.
- Duplication of information
  - inaccurate information
  - inefficient processes

Scheme budget

Guide Capital	2007/08	Continuing
£352,000	£96,444	£139,388

Recommendations of the Evaluation Panel

Recommended for Members' approval.
Necessary to support integrated delivery of services to a customer and as a pre-requisite for moving to Hungate.
Requirements for back scanning must be explored further.

07COR03 - Corporate Mobile Working Framework

Directorate	Chief Executive's	**Directorate priority**	3 of 3

Scope:

Tick just one			*Tick all that apply*	
Directorate only		Externals and Partners		
More than 1 directorate		Public		✓
Corporate	✓			

Bid Details

Description of the bid

Mobile technology is a complex area, both technically and commercially. It is a relatively new area for the council and for local government generally, so we have limited experience of it and there are not many examples of actual use within the public sector that we can learn from. It is also a rapidly developing area without the clear set of technical standards that there is for the "normal" computing arena.

To illustrate just some of the complexities:

- "Mobile working" ranges from plugging a laptop into the network, through text messages sent to a mobile phone from email, right up to, say, a tablet PC with handwriting recognition running a full business application that synchronises with the database back at base over a mobile phone network in real-time.
- There are different options for a mobile "workstation": mobile phone, smart phone or PDA with a web browser or installed business application, advanced PDA (i.e. a full PC in a small format), laptops of various sizes and capabilities, tablet PCs. Each device has its own issues around usability, purchase cost, running costs, lifespan, robustness, supportability.
- There are different ways that mobile devices can be connected to the network: a "WiFi" connection point, public or private; mobile phone network. Each of these has different wireless protocols or services that can be used, each with its own issues of cost and capability and geographical coverage.
- There are different mobile network tariffs offered, some will include discounted mobile devices, but these may be tied to particular software platforms.
- Because it is a new area, software prices are high and few suppliers have a good depth of experience in it, so the solutions they offer can be problematic.
- The trend is for all our back-office applications to move to being deliverable over a web browser which will make them easier, and hence cheaper, to access remotely. Business areas need to take the development of their current applications into account when making decisions about mobile working.

There are also many issues around working practices and designing business processes to make best use of mobile options.

This proposal is to use requirements already identified to investigate mobile working options and issues to identify
- support issues & costs
- infrastructure issues & costs
- network capabilities & costs
- working issues for mobile staff.

From this, develop a cost model and guidance to help business units investigating the benefits of mobile working.

The work will include testing and piloting devices and network services for a (limited) range of mobile working scenarios:

Benefits of undertaking the scheme

This proposal will support the objectives to:
Improve efficiency and reduce waste to free-up more resources.
- By preventing the proliferation of technologies - minimise support, infrastructure and maintenance costs (i.e. avoid previous mistakes of letting people do their own thing)
- Maximise our buying power for network capacity and mobile devices by agreeing corporate contracts for these areas.
- Promote beneficial use of mobile working - better support will available from IT Development for business areas investigating the benefits of mobile technologies.
- Avoid duplicating work on investigations of mobile working options by introducing approved assessment models which IT consultants will be educated in applying.
- Increase awareness of the full range of technical, cost, process and HR issues involved in "going mobile".

Reduce the actual and perceived impact of violent aggressive and nuisance behaviours on people in York.
- Through ensuring "mobile" introductions are sound, enable council staff to spend more time in the field and hence be more visible and reactive.

Improve our focus on the needs of customers and residents in designing and providing services.
Improve the way the Council and its partners work together to deliver better services for the people who live in York.
- Improve our ability to take our services out to the customers where they are: at home and at gathering places (e.g. job fairs, shopping areas, school events.)

- Greater flexibility of where and when we work - with customers & partners.
- Quicker deliver of services from ability to answer questions & conclude jobs whilst in the field.

Impact of not undertaking the scheme

- Proliferation of technologies & fragmenting buying power. - higher cost for solutions, higher support costs, greater technical complexity.
- Incoherent working practices in the field leading to confusion and reduced ability to join up services.
- Increased potential for white elephants.
- Lost opportunities to benefit from mobile technologies.
- Duplication of effort.

Scheme budget

Guide Capital	2007/08	Continuing
£65,000	£28,860	£30,860

Recommendations of the Evaluation Panel

Recommended for Members' approval.
Must have a corporate board and active input from all directorates to ensure that all requirements are captured adequately and prioritised. Gaining the benefits will require a significant level of change to business processes.

07CSTR01 - Mapping Positional Accuracy Improvement 2

Directorate	CITY STRATEGY		**Directorate priority**	1 OF 4

Scope:

Tick just one		Tick all that apply	
Directorate only		Externals and Partners	X
More than 1 directorate		Public	X
Corporate	X		

Bid Details

Description of the bid

The problem is that Ordnance Survey have made significant changes to all their 1:2500 map tiles. This is because the original maps incorrectly modelled the real world. Any data layers that CYC have created based upon the map details will now be incorrect when mapped over the changed base maps.
There already is an ITDP project for Positional Accuracy Improvement of CYC GIS data. When the original project was conceived PAI was a very new issue and there was only limited software available. The market has matured quickly and there are now more sophisticated products that can offer us far more functionality and save us time and therefore money.

One important functionality now available is the ability to work within Oracle databases. This is particularly relevant to the Highways data held within the EXOR system. Another important functionality is the ability to set parameters, for instance with the Listed Buildings layer we can set a parameter that says if the polygon follows the building extent on the old map it should do so on the new one.

Benefits of undertaking the scheme

- GIS data layers will be re-aligned onto the updated maps, providing accurate information.
- This particular software can correct data layers held in Oracle Spatial tables as well as proprietary GIS tables such as ArcView .shp or MapInfo .tab files
- This software has functionality that allows the user to set conversion rules and parameters which means that the software will flag areas where straight conversion seems to have introduced anomalies. This means that manual checking is greatly reduced – other councils have achieved over 50% time reductions. While this is very beneficial in staffing cost terms, given the tight timescale imposed by the EASY project just the speed of turn around is important.

Impact of not undertaking the scheme
• Data published using GIS will not be accurate at the EASY go live date. • Some layers (such as those held in EXOR) will pose a serious problem to convert at all, resulting in permanent inaccuracy or extensive manual correction.

Scheme budget

Guide Capital	2007/08	Continuing
£13,000	£3,172	£3,672

Recommendations of the Evaluation Panel

Recommended for Members' approval.

07CSTR02 - Planning Expert System

Directorate	NEIGHBOURHOOD SERVICES	**Directorate priority**	2 OF 4

Scope:

	Tick just one			*Tick all that apply*	
Directorate only			Externals and Partners		
More than 1 directorate			Public		✓
Corporate	✓				

Bid Details

Description of the bid

To purchase and implement a Planning Expert System to provide online functionality to answer the question "Do I need planning permission?". This is a script-based system which asks the user a series of questions to determine whether their potential development will require planning permission, listed buildings consent etc.

Part of the e-Gov 2005 National Projects work was to develop an online expert system using the PARSOL (Planning & Regulatory Services Online) Toolkit. Subsequent to that project the use of an electronic tool to determine site specific enquiries on the need for planning permission has been incorporated into the Success Measures for the Planning part of the CPA. This has also become relevant to determining how much Planning Delivery Grant (PDG) councils are entitled to. The Success Measure 2.2 was not known at the time of the business process work shops undertaken with Planning for the EASY project.

Benefits of undertaking the scheme

- We will fulfil success measure 2.2 of the CPA
- Satisfies required PARSOL standards set by the DCLG
- We will provide information and advice on planning matters to our residents 24/7 thus forestalling some unnecessary applications and improving the quality of those submitted
- This information will relieve pressure on both the back office and the York Customer/Contact Centre

Impact of not undertaking the scheme

- Success measure 2.2 of CPA not met so CYC's CPA rating could be threatened
- Customer service is not improved, officer time is taken up answering queries in the back office
- Online functionality is not used to full potential

Scheme budget

Guide Capital	2007/08	Continuing
£5,500	£1,342	£1,342

Recommendations of the Evaluation Panel
Not recommended. The business case does not adequately justify approval.

07CSTR03 - Bridge Register

Directorate	NEIGHBOURHOOD SERVICES	Directorate priority	3 OF 4

Scope:				

	Tick just one			*Tick all that apply*	
Directorate only		✓	Externals and Partners		✓
More than 1 directorate			Public		
Corporate					

Bid Details

Description of the bid

The Structures Team within Engineering Consultancy has a statutory duty to inspect and maintain bridges on the highway network. A register exists of all these bridges and includes engineering drawings, records of visits and inspections, schedules of works done etc. This register exits partly in MS Access database format, partly in MS Excel and partly on paper records.

Within the existing EXOR Highways Management System we already have a Structures Module that does contain some information about the 79 structures we are responsible for. However, both the Structures team and the EXOR system administrator feel that it is overly complicated and would be easy to use and easy to load data into if the structure was simplified.

The proposal is to
- reorganise the Structures module within EXOR
- migrate the electronic records kept either within Access or Excel onto the EXOR Highways Management System.
- Paper documents would then be scanned and attached to the relevant EXOR record.

This will require:
- IT Development Team time to support this project, including drawing up detailed specification and contract negotiations with EXOR.
- IT Database Services Team time to support changes to the database structure within the Structures Module of EXOR.
- Consultancy days from EXOR to make the changes to the database structure.
- Migration of data by EXOR with help from CYC staff
- Purchase of 3 additional EXOR licences

Benefits of undertaking the scheme

- All the records would be in one place
- The register would be available to a much wider audience
- Some of the paper records, particularly the original engineering drawings, date back to the 1800s and need to be electronically saved before they deteriorate
- Would improve the relevance of the EXOR HMS
- Would be a contribution to the corporate GIS
- With the formation of the Asset Register and Asset Management System, electronic access to these documents would provide a complete, efficient and easy accessible record.
- The provision of Highways Engineering is to be restructured. We don't know yet whether it will be through a PFI agreement or through external procurement, but either way an integrated, computerised system needs to be in place before this service is handed on.

Impact of not undertaking the scheme

- Continuing with a number of different systems and paper records has a potential for misfiling or destroying data and a lack of consistency in providing information
- Potential loss of unique record as no back up exists for the paper records
- A public safety issue and a statutory duty.
- Excess staff time would be required to retrieve information in a usable form from the existing system. Delay in providing information when required.
- Loss of reputation with outside funding agencies if we can not provide adequate information within bids for funds.

Scheme budget

Guide Capital	2007/08	Continuing
£13,500	£3,294	£3,294

Recommendations of the Evaluation Panel

Not recommended.
The business case does not adequately justify approval.

07CSTR04 - TRL Junction Design Programmes

Directorate	CITY STRATEGY	Directorate priority	4 OF 4

Scope:

	Tick just one			Tick all that apply	
Directorate only		X	Externals and Partners		X
More than 1 directorate			Public		
Corporate					

Bid Details

Description of the bid

This scheme is designed to give staff in the Transport Planning Unit and the Network Management Unit access to the standard professional software for analysing proposed new highway junctions, or proposed changes to existing junctions.

We have no in-house facility for doing this work. For schemes generated by us we are putting this work out to Halcrow, a private sector consultancy. For junction schemes proposed by developers we cannot challenge their proposals independently - we have to ask them to change parameters in their model and submit the changed solution.

This is both costly and time-consuming. To provide a robust and professional highway and transport service we need to do this ourselves in a timely manner.

The required software programs are PICADY, ARCADY, OSCADY, TRANSYT and S-PARAMICS. All these programs rely on inputs about junction layout, highway widths and traffic flow.

ARCADY has been developed over the last 20 years by TRL and is used for predicting capacities, queue lengths, delays and accident risk at roundabouts. It aids the traffic engineer in both designing new roundabouts and assessing the effects of modifying existing designs.

Mini roundabouts can be modelled as well as normal ones. Single island roundabouts with up to 7 arms can be modelled. A pedestrian crossing model allows both signalised-crossings (UK Pelican) and un-signalised crossings (UK Zebra) to be modelled. The safety of a design can be tested using ARCADY's accident predictions. A report designer allows clear concise professional-looking reports to be created. A graph designer allows user-defined graphs to be plotted.

PICADY incorporates TRL's research into junction design issues and predicts capacities, queue lengths and delays at non-signalised major/minor priority junctions. It can also predict accident frequencies.

OSCADY 5 is a software package for predicting capacities, queue lengths and delays (both queuing and geometric) at isolated signal controlled junctions. It can optimise signal timings to minimise delay or maximise capacity.

TRANSYT is a computer program for determining and studying optimum fixed-time co-ordinated traffic signal timings in any network of roads for which the average traffic flows are known. The program can be used to produce timings which give priority to buses or emergency vehicles.

PARAMICS a micro simulation traffic-modelling program.

Benefits of undertaking the scheme

- The scheme is needed because we cannot provide a professional service in this area that robustly challenges and assesses junction designs. If a private sector property developer has won planning permission to build a 500 home estate and they come to us with a proposed junction design to link our Highway network to the estate access road, we cannot test it under different parameters.
- Junctions would be designed to optimum network efficiency for known traffic flows and highway layouts
- Officer time would be saved
- Costs paid to private sector contractors e.g. Halcrow would be reduced – it is anticipated that all analysis and design work for junctions could be carried out in house.

Impact of not undertaking the scheme

- Junction designs may not produce the most efficient traffic flows through junctions. This will lead to congestion on the network, which in turn will lead to delays to residents, commuters and visitors. Increased congestion means increased air pollution.
- We continue to spend money with private sector contractors to buy in this service; this is also wasteful of officers' time.
- Our national reputation for excellence in transport planning may be damaged.

Scheme budget		
Guide Capital	2007/08	Continuing
£11,000	£1,342	£2,684

Recommendations of the Evaluation Panel

Recommended for Members' approval.
Due to funding from long term plan it cannot be paid for from savings but it will release resources to allow more local transport schemes to be undertaken.

ITT Reference	Title of bid		
07HASS01 - Single Assessment Process (SAP)			
Directorate	**Housing & Adults Social Services**	**Directorate priority**	**1**

Scope:				
Tick just one			Tick all that apply	
Directorate only	✓	Externals and Partners		✓
More than 1 directorate		Public		✓
Corporate				

Bid Details

Description of the bid

The SAP Project is part of the larger Social Care Programme and is required to ensure that the authority

meets the requirements of the National Health Service Framework for a Single Assessment Process for Older People. Local authorities and their NHS partners are required to work together to establish joint processes and procedures, which enable them to gather and share information using a common tool. This will allow for professional workers to undertake a single assessment of a customer's needs and be able to share this information within and across their respective agencies. The tool agreed for use in this region is Easycare, provided in the electronic version, by Liquid Logic.

Benefits of undertaking the scheme

Effective use of IT is key, and SAP has a high level of similarities to other key e-Government Priority Service Outcomes and Electronic Social Care Record (ESCR). The use of a standard assessment tool across health and social care with core data shared electronically underpins the basis of ESCR, and delivers real benefits to customers.

The aim is to make sure older people's needs are assessed thoroughly and accurately, by health and social care agencies. Ultimately the aim is to remove the need for people to provide the same information several times to different agencies who consequently duplicate each other's assessments.

The Single Assessment Process should reduce complexity across systems, use one set of tools, one referral approach, unify paperwork, improve standards and information sharing, making service delivery more lean and efficient. It is anticipated that this methodology will soon be rolled out to all working age adults.

Impact of not undertaking the scheme

The Department of Health requires local authorities and health agencies to implement common needs assessment approaches, tools and scales. Current Housing and Social Services processes do not fully meet these requirements.

Adult Social Services has to be ready for the redeployment of SAP as part of the CfH programme. Failure to meet the requirement would increase the chance of our losing our star rating under the performance system for Adults Social Services.

Customer service delivery would be delayed by the lack of information sharing under SAP. This could result in wrongly targeted services to the customer.

Partnership working requires effective information sharing and using an electronic record for this purpose would be negated without a shared repository for core data. A paper based system of information sharing would be inefficient, resulting in duplication, paper wastage, increased storage and administration costs and auditing would be difficult.

Not undertaking this scheme would impact on the delivery of the Social Care Programme as a whole. The results of not implementing an integrated system would be higher costs and less efficiencies. For the customer, the lack of access to up to date records could result in inappropriate solutions to meeting their needs.

Scheme budget

Guide Capital	2007/08	Continuing
£208,600	£50,898	£50,898

Recommendations of the Evaluation Panel

Recommended for Members' approval.

ITT Reference	Title of bid

07HASS02 - SX3 Mobile Working (Housing)

Directorate	HASS		Directorate priority	2

Scope:

	Tick just one			Tick all that apply	
Directorate only		✓	Externals and Partners		
More than 1 directorate			Public		✓
Corporate					

Bid Details

Description of the bid

The scheme is intended to complete the roll out of mobile working to all field officers in the Housing

Services division following the initial work that has been introduced in 2006/07.

The purpose of this scheme overall is to make more effective use of investment in existing systems by providing field officers with mobile devices. These devices will be linked remotely to SX3, giving staff immediate access to the information they need to carry out their duties.

The bid would support all officers in carrying out their current duties and working practices, where they already work out in the field or in customers' homes. An example of this would be the work of an Estate Manager, who would have immediate access to customer details and information. This facility would reduce the administrative burden they currently experience in having to print data in the office to take out, reduce administrative support time spent inputting on field officers behalf eg logging repairs, and would also enable them to deal with customer queries immediately instead of taking notes back to the office to follow up later. This would improve customer service significantly, both in terms of quality of service through access to up-to-date information and in speed of response. It will also support new initiatives and ways of working, one of these being to take the 'office' to the customer.

Benefits of undertaking the scheme

- The authority would achieve one of its Priority Service Outcomes for IEG5.
- Customer service would be improved as customer would advised of appointment at the time of inspection. Currently requires call-back 1-3 days later.
- Instant access to systems out in the field that will result in efficiencies due to faster processing, reduced administration prior to visiting customers in their homes (target to double number of visits achieved as a result). Will also reduce hand written reports being re-keyed later.
- Up to date record keeping and sharing of information.
- Speed of access giving customer a comprehensive service on their doorstep.
- Free up valuable and expensive office accommodation.
- Make the best use of the integrated housing management system.
- Increase staff productivity. There would be saving in non-productive time and travelling costs. Staff will be able to leave the customer' home with the job completed.
- Consistent service to all customers
- It would be completing the rollout of mobile working pilot on which to build future rollout

Impact of not undertaking the scheme

- **Failure to achieve a Council corporate objective**
  - o Failure to meet IEG5 commitment
  - o Could have a negative impact on any housing inspection by the Audit Commission
- **Failure to achieve a corporate/directorate IT strategy objective**
  - o The council would fail to realise the full benefits of the pilot scheme.
  - o HASS would not meet its commitments
- **Failure to provide key services**
  - o There will be inconsistent practice with the teams
  - o Customer service will be inconsistent

Scheme budget

Guide Capital	2007/08	Continuing
£74,375	£28,276	£28,276

Recommendations of the Evaluation Panel

Recommended as this would deliver real improvements to customers.
However the solution proposed is expensive, will only cover for the SX3 system and will be redundant within 2 or 3 years as the next upgrade to the iWorld system will include a web-based interface. Housing need to specify their requirement more accurately and then we will assess whether a corporate mobile-solution can delivering the required functionality. Only of this is not possible will we procure an SX3 specific solution.
.

ITT Reference	Title of bid		
07HASS03 - Secure eMail			
Directorate	HASS and LCCS	**Directorate priority**	3 HASS

Scope:			

	Tick just one				*Tick all that apply*	
Directorate only			Externals and Partners			✓
More than 1 directorate			Public			✓
Corporate		✓				

Bid Details

Description of the bid

CYC sends (and receives) confidential material by email on a daily basis. Under the requirements of the Data Protection Act, and in the case of Adults and Children's Social Services, additionally the Caldicott requirements, CYC is expected to take reasonable precautions to ensure that confidential personal data is securely held and transmitted. In addition commercially sensitive data, such as contracts, should be managed in a secure fashion.

This bid is designed to implement secure email facilities across the Council, in a seamless manner, in order to comply with legislative requirements and manage our information in a responsible fashion. The solution will need to be accessible to many partners, both in national institutions such as Health, the police, probation services etc, and smaller organisations such as Youth Offending Team, Social Housing landlords, Housing Associations and smaller voluntary sector bodies contracted to provide customer services on the behalf of CYC.

Benefits of undertaking the scheme

Information sharing is currently happening outside a secure environment. The introduction of Electronic Social Care Recording, the growth of shared data repositories egg for Single Assessment Process, and of mobile working, and the increasing use of Integrated teams, means that Social Care staff will be sending more and more sensitive data electronically to partner organisations. Some NHS Trusts are already starting to insist that secure email systems are in place before they will commit to partnership arrangements, in order to meet Information Governance requirements. Equally in Housing staff need to share data with a number of agencies in order to deliver services. Finally, contract negotiations and agreements are also increasingly based on the electronic exchange of data, some of which is commercially sensitive and in any case may include contract data with legal implications.

At the same time risks in such data exchange have increased with more sophisticated and massive attacks by hackers and criminal elements. These need not be directed specifically at CYC; they may simply be automated systems that seek out weaknesses and exploit them when found.

Because some partners are small local agencies with basic IT systems, it would not be possible to implement a system which would only work in the large-scale environment, hence the two-tier approach.

Data not shared electronically will need inputting into systems manually, reducing staff productivity. Without a secure data exchange environment, it will not be possible to deliver services efficiently or effectively, building in delays for customers and increasing risks where staff use out-of-date information.

Impact of not undertaking the scheme

- **Failure to achieve statutory obligation/comply with legislative requirement**
  The Data Protection Act 1998, Access to Health Records, Crime and Disorder Act 1998, Human Rights Act 1998, Public Interest Disclosure Act 1998, Common Law – "Duty of Confidence" and Caldicott all require care is taken in transmitting personal data in secure form. There is a reasonable expectation that such a system would be in place and failure to provide one would be derelict. The penalties for such breaches are significant and the public loss of confidence potentially highly damaging.

  The implementation of SAP and requirements for joined up working are driving the need for secure sources. PCT's are starting to specify the need for all information to originate from 'trusted'/ secure sources otherwise the information will not be acknowledged. In this instance the council will fail in it's commitment to joined up working.

Alternative solutions are discussed in previous sections. The proposed solution is demonstrably the most cost-effective.

- **Failure achieve Council corporate objectives**
  Service provision is put at risk through the use of an insecure system. Personal and commercially sensitive data can be intercepted and misused either deliberately or through random malicious attacks. This puts vulnerable customers at risk and with the introduction of the new Information Governance Toolkit may be a barrier to partnership working as the requirement for secure email transmission is put into effect within the NHS.

- **Failure to achieve a corporate/directorate IT strategy objective**
  Corporate IT has a commitment to information security in its strategy which it cannot deliver the lack of secure email.

  HASS IT Strategy is committed to meeting requirements for electronic social care recording and partnership working which cannot be implemented fully without a secure transmission medium.

- **Failure of information security**
  The email system is currently not encrypting personal and confidential information sent outside CYC.

- **Failure to provide key services**
  The new Information Governance Toolkit places emphasis on the security of information. Failure to comply with the Information Governance Toolkit requirement 308 will impact partnership working and therefore the delivery of customer services. Where data cannot be exchanged electronically it is at risk from the need to manually re-key it with impacts on productivity, quality and responsiveness to the customer. In the case of our most vulnerable customers this could represent a significant risk.

Scheme budget

Guide Capital	2007/08	Continuing
£19,000	£11,836	£4,636

Recommendations of the Evaluation Panel

Recommended for Members' approval.

ITT Reference	Title of bid			

07HASS04 - Warden Call System Replacement

Directorate	HASS		**Directorate priority**	4

Scope:

	Tick just one			Tick all that apply	
Directorate only		✓	Externals and Partners		✓
More than 1 directorate			Public		✓
Corporate					

Bid Details

Description of the bid

A business appraisal has been conducted which has identified shortfalls in the current system:
- Lack of disaster recovery solution
- Lack of integration with internal systems
- Lack of remote access for flexible working
- Lack of CLI (caller line identification) for scheme fault management
- Lack of future support –the product is no longer developed and will cease to be supported in five years time.

Option 1
A new solution involves the move away from fat client onto smart client technology, allowing flexibility of

access and disaster recovery. It is technologically flexible –allowing multi-channel communication and full integration with our Corporate PABX.

The users and management would benefit from a wealth of new features and functionality in the areas of call handling as well as record, history and reporting management resulting in a more efficient and better managed operation. Finally, this would be a future-proof solution –the product would be developed and maintained for an adequate period, allowing investment in hardware, services and interface development to be realised effectively.

The appraisal identifies Jontek Answerlink 3G and Tunstall PNC4 as suitable solutions, the system would be selected as part of the standard tender process.

Option 2
The appraisal did explore an alternative option of putting a disaster recovery solution on top of the existing system. This is the minimum solution which could fulfil the critical requirement of providing a disaster recovery solution. However, it would have a lifespan of only 2 or 3 years, would carry a higher level of risk of failure than the proposed solution, and would not allow the service to be improved or made more efficient and would prevent technical links with partners. For these reasons the appraisal did not recommend this as a good solution.
The costs for this option are:
Guide capital   £21,775
2007/8   £5,313
Continuing   £10,038

Benefits of undertaking the scheme

- **Preventive Technology** HASS will be able to take full advantage of the Preventive Technology Grant and ensure it is being used effectively to benefit York citizens. People with high levels of dependency in traditional care environments will be enabled to regain independence within new community settings. It will be possible to use Assistive Technologies to promote independent living as part of the new models of care. These new models, supported by multi-disciplinary teams, should offer opportunities for skills development and new career paths not available in more traditional operational models.
- **Patient-centred models of care** can deliver more effective services and also reduce costs.
- **Support of IT developments** A new system will support future technical developments not only for Warden Call services but also for Specialist Home Support Services in general e.g. implementation of mobile technology
- **Partnership working and integrated service delivery.** It will be easier for HASS to partner local health trusts, housing organisations and other organisations in meeting the demands created by an increasing number of older people requiring support in their own homes. It is expected that new models of care built around the patient or client as the focus of service provision will offer a successful response to changing demographic profiles and pressure on professional disciplines. Joint facilities can be created that use the different disciplines and regulatory bases of different organisations in flexible ways. Shared information provides a significant resource for planning purposes as well as underpinning more effective service delivery.
- **Health, housing and social care policy.** It will contribute to the delivery of a wider health, housing and social care policy agenda including the National Service Frameworks, NHS system reform agenda and the new 'Vision for Adult Social Care".
- **Disaster recovery** The approval of this bid will facilitate more robust disaster recovery and will therefore better protect the vulnerable clients from the risk of misadventure, injury or even death that could arise from an unexpected disruption in service.
- **Adherence to standards**. Implementation of a new system should enable that any new system will be able to integrate with other corporate systems and should not present barriers to any incorporation in the easy@york programme. This will lead to greater efficiency of service delivery.

Impact of not undertaking the scheme

- There will be an increasing risk that the current system will not cope with the demands placed upon it as these inevitably grow over time. In view of the critical nature of the service this would have major implications for HASS and CYC.
- The service will remain static and CYC will not be able to meet central government targets in a number of areas relating to social care provision.
- It will not be possible to make efficiencies gains derived through partnership working without more robust IT&T systems in place.

- CYC will be less able to take advantage of the Preventative Technology Grant funding available 2006-2008.
- It may be more difficult to integrate the system with both the Social Care Replacement Programme and with the corporate e-government programme (easy@york).

Scheme budget for Option 1 (the recommended option)		
Guide Capital	2007/08	Continuing
£47,000	£11,468	£26,968

Recommendations of the Evaluation Panel

Option 1:
Recommended for Members' approval.

Option 2
Not recommended.
Only provides a short-term solution, would limit the ability to introduce monitoring technology and so result in higher staff costs for supporting people in their homes.

ITT Reference	Title of bid			
07HASS05 - Adult Transport				
Directorate	HASS		**Directorate priority**	5

Scope:					
	Tick just one			*Tick all that apply*	
Directorate only			Externals and Partners		
More than 1 directorate	✓		Public		✓
Corporate					

Bid Details

Description of the bid

The proposal is to secure additional funds required to complete the implementation of the Integrated Transport project into Adult services. The original bid 01ED02 was approved to implement a transport management system in DEDS, Education and Community Services which included an element for both Adults and Children's Social services. The proposed solution – the Trapeze Transport Management suite was procured in 2003.

Due to business changes within the directorates, implementation was deferred until 2005 at which point it was agreed that implementation would be phased and Adults would implement the system following implementation in Education. The phased approach, together with cost increases from the supplier have resulted in an additional cost so that additional funding is now required to allow the database implementation to be completed in HASS.

To maintain flexibility and support the phased implementation, the contract has been re-negotiated with the supplier and a change control was introduced to separate the user licence and services cost for the two phases. Phase two has been agreed as optional, with fixed service requirements and applicable annual cost increases.

Implementation in Education is proceeding successfully. Funding has also been secured for a further Finance module through development bid 06EDLE06.

The additional funding will allow implementation to proceed in Adult services.

Benefits of undertaking the scheme

The proposal is needed to address the risk of failure of the unsupported and undocumented Access database currently in use. A full description of the background, benefits and alternative solutions can be found in section B2.

The primary benefits for the transport team, detailed in section D2 are as follows:

- Risk mitigation –to reduce the risk of data loss and systems down-time in the event that the current unsupported and undocumented Access database was to fail.
- To improve the management information, in particular Performance Management reporting and therefore control of service costs and delivery. This MI can then be used to measure & monitor performance against agreed KPIs.

Additional benefits:

- Potential better control of costs
- Improved audit trail
- Move to integrated system in line with IT Strategy
- Provision of a supported system for additional security

Impact of not undertaking the scheme
Failure to implement will result in: - Continued reliance on an unsupported, undocumented Access database. - Risk of loss/corruption/degradation of data in case of database failure. - Risk of service disruption in case of database failure. This would adversely affect the achievement of corporate objectives 7and 8. - Cost of disaster recovery should the current database fail. The reversal to fully manual procedures would reduce productivity and incur the cost of employing an admin temp for the time of loss until a replacement database was developed. - Continued lack of management information - Lack of audit trail in the eventuality of customer complaints - Inability to monitor the total costs of the transport services across the council - Cost increase if implementation deferred in line with suppliers annual cost increases

Scheme budget

Guide Capital	2007/08	Continuing
£10,100	£2,465	£2,465

Recommendations of the Evaluation Panel
Not recommended. Though this is important to the business they do not have the resources to deliver this next year and hence the deployment of the transport system within Adult Services will be re-considered by the directorate at a later time.

ITT Reference	**Title of bid**		
07LCCS01 - Integrated Pupil Support Services Modules			
Directorate	Learning, Culture and Children's Services	**Directorate priority**	1

Scope:				
	Tick just one		Tick all that apply	
Directorate only		Externals and Partners		X
More than 1 directorate		Public		X
Corporate	x			

Bid Details
Description of the bid
The Learning, Culture and Children's Services department is seeking to improve the information systems, functionality and integration required to support the Government's 'Every Child Matters' (ECM) framework and a range of other local and corporate objectives.

Under the ECM framework, organisations involved with providing services to children – from hospitals and schools, to police and voluntary groups – are now expected to find new ways of sharing information and working together to protect children and young people and to ensure they can achieve to the best of their abilities.

The procurement of the Pupil Support Services (PSS) core module along with additional modules around **exclusions**, **education other than at school (EOTAS)** , and **education social work referrals** will integrate into the current IDEAR integrated pupil database and allow the department to achieve these goals and realise the benefits outlined below.

Benefits of undertaking the scheme

- Improved tracking of pupils, particularly for those most vulnerable – target to have 100% of pupils identified on the system by 2008, currently less than 50%.
- A greater range of practitioners able to use and share key data leading to improved outcomes for children and young people (target is to double the number after 2 years).
- Improved access to a greater range of data
- Improved systems for collecting and analysing data - information on Exclusions, Education provision and ESW referrals currently held in 13 systems. This is to be reduced to a single system.
- Improved integration of data
- Improved data quality and data integrity
- Improved data security
- Increased efficiency through a reduction in manual data entry/transfer tasks by combining systems – target to free up 30 hours in 2007/08 increasing to 60 by 2011.

Impact of not undertaking the scheme

- Potential negative impact on JAR and CPA ratings through poor information sharing
- The LA does not meet ECM aims around information sharing
- Fail to meet some key corporate and departmental objectives
- Poor outcomes for the children and young people, particular those more disadvantaged pupils in vulnerable groups
- Inefficient use of resources around inputting of data and accessing data
- Poor quality data
- More difficult to produce statutory DfES returns.
- Data not joined up with access to limited data by practitioners
- Poor tracking of pupils
- Greater duplication of data
- Greater levels of bureaucracy generally

Scheme budget

Guide Capital	2007/08	Continuing
£51,700	£19,115	£19,115

Recommendations of the Evaluation Panel

Recommended for Members' approval.

ITT Reference	Title of bid			

07LCCS02 - Youth Service M.I.S.

Directorate	LCCS		**Directorate priority**	2

Scope:					
Tick just one			*Tick all that apply*		
Directorate only	YES	Externals and Partners			YES
More than 1 directorate		Public			YES
Corporate					

Bid Details

Description of the bid
Provide a fit for purpose data analysis solution in order to enable the service to provide data required by the DfES (No.'s of young people reached, participating, achieving a recorded / accredited outcome) and NYA audit (% of young people reached by publicly funded youth service, ratio of FTE youth workers to young people, net cost of each young person reached) which will be used to inform the Joint Area Review (JAR) assessment. We also need to be able to monitor the age, gender, ethnicity and disability of young people accessing our service. Our current system is not able to provide this information.

Benefits of undertaking the scheme
a) **Will enable the Youth Service to meet its statutory reporting responsibilities to the DfES and NYA with a robust data collection and management system.** Other options have been explored. The scheme proposed is the most cost effective and efficient means of meeting the statutory reporting requirements. It provides an easy to use facility for staff requiring minimum training and reducing the overall time spent recording and inputting data. Currently only 30% of audit data & key KPIs are provided/met. Target to increase to 75% in 2007/08 and reach 100% by 2008/09. b) **The proposal ensures the provision and development of a key service**. the new system will enable the service to collect statistical information about youth work programmes that will support the provision of information against key performance indicators and targets. It will improve planning, monitoring and evaluation of the whole service as this can be based on accurate data about current service use. It will enable the service to monitor young people's involvement, progress and accreditation. It will also ensure that data management maintains confidentiality and is in line with data protection. As a result, the JAR performance is expected to improve (it is currently assessed as 'below average') to Average in late 2007 and to above average by the following review in 2011. c) **Reduction in time invested in manual data gathering resulting in increased productivity in administration and business support.** Currently 28 hrs/month is spent on manual data provision and this scheme would reduce this to 4 hrs/month after the first year, with a further reduction to 2 hrs/month in the longer term.

Impact of not undertaking the scheme
- The current paper based system which is inputted on to a basic database does not provide the data required to meet statutory reporting requirements as it does not allow us to monitor individual young people and cannot provide information about individual participation and recorded/ accredited outcome or robust demographical information.   - The youth service Ofsted inspection in 2004 criticised our lack of robust MIS. Since then we have worked with the Council's IT dept. to install a system (YouthBase) which subsequently failed and in any event does not have a sustainable lifespan. For the next JAR, expected in Autumn 2007, we must be able to demonstrate that we are working towards having an appropriate MIS in place and working across the whole service.   Given the increased focus on data provision and having robust systems to ensure this, without this proposal being approved we run the risk of failing the Inspection which would contribute to a lower score for the JAR.

Scheme budget		
Guide Capital	2007/08	Continuing
N/A funded by dept.	N/A funded by dept.	N/A funded by dept.

Recommendations of the Evaluation Panel
Recommended for Members' approval.

ITT Reference	Title of bid		
07LCCS03 - Mobile Library Network Connection			
Directorate	Learning, Culture & Children's Services	**Directorate priority**	3

Scope:				
Tick just one			*Tick all that apply*	
Directorate only	✔	Externals and Partners		
More than 1 directorate		Public		✔
Corporate				

Bid Details

Description of the bid

This proposal is to integrate the Mobile Library into the library system operating across all other libraries in the city by providing internet access to the Mobile Library and enabling access to the main library system via a remote connection.

The mobile library serves 57 locations over a two week timetable. For many people in the outlying areas of York, the mobile library is the only frontline contact they have with the council. The average monthly visitor count for 2005-06 was 1,350.

Whilst the rest of the library service is fully automated, with its stock, loans, requests and charges managed by the Library Management System, the mobile library still operates on a manual system of user cards and book tickets. In consequence:
- users of the mobile library must have a separate membership if they wish to use other libraries
- tracking stock and managing over-dues is very difficult
- that mobile library users experience a lower level of service than other library users.

The proposal is to implement satellite technology, as used by other councils, to connect the mobile library to the internet with a reliable and consistent connection at every one of its stops.

The use of 3G connection over the mobile phone network was investigated. Tests already carried out indicate that connectivity can be "patchy" and can suffer from low-bandwidth. This is confirmed by the Children's Information service which uses this type of connection for their outreach programme. However they are not achieving 3G connection at all their outreach locations and are finding the alternative (GPRS) connection is very slow. Therefore, this is not recommended as a suitable solution for the Mobile Library. Estimated costs for a 3G solution are:

Hardware	£3,300
First year cost	£805
Annual cost	£1,105

Benefits of undertaking the scheme

1) **Increased efficiency by using existing IT system, leading to Improved performance management**
- Processes will be streamlined - the manual process will be eliminated, an efficiency saving through a reduction in time needed for administration: new and re-allocations of stock currently takes 3 hrs/wk but the scheme would reduce this to 0.25 hrs/wk.
- Managing the stock through the online library management system will also give us more reliable performance data about loans from the mobile, which would feed into a more robust performance management framework.
- Better control and more efficient rotation of stock will result in reduced stock management time and the ability to make more use of existing stock.
- Improved performance towards Public Library Standards and improved Council CPA score

2) **Improved access to services for library customers**
- Borrowing items: Mobile library customers will receive a standard Library/York card and gain access to the online library resources such as the use of the 'user services' area of the online public access catalogue and the automated renewals line, currently unavailable to them. It will also ensure equality of access to the service to all library users, particularly the ability to find out live information about items available at other service points which they may also borrow, and to place reservations in 'real time'. Target to increase the 'active borrowers' who use the mobile library to 1000+ (currently approx. 900)
- Access to information: Mobile library staff will have access to the Internet, and will therefore be

able to provide a more comprehensive information service, including providing customers with up to date information from the CYC website about council services, and the Yortime website about community groups and events. Target to increase measure for BVPI 118b for the Mobile Library from 63.6% (2003/04 figure, 4% below library service as a whole) to 75%.

- Extension of services: it would be possible to use the mobile library at outside council events or festivals and would make it possible to use the mobile library for more outreach events in the city.

Impact of not undertaking the scheme

(comments from Management Information Service)
The Mobile Library Network Connection Bid is an integral part of the library service developing into an intelligent and effective service (setting up stronger performance management arrangements as stated in the council plan 2006/07 pg 56, 3.3.7). The system the mobile library currently use is inadequate and outdated, it is essential the service is able to input and extract accurate valid data to enable the library service to report on various PI's, at least 7 are part of in the Culture service assessment 2006 – PI sub-block.

The library service will face even tougher demands during 2006 with the culture block being included within CPA, to enable the service to collect and provide up to date accurate data and continue to improve the service. We cannot expect to gather reliable and credible data from a 'Browne issue' outdated manual system. The mobile library contributes towards the overall performance of the library service, therefore could have a direct effect on the overall CPA score of the authority.

Management Information Service are currently working with libraries to develop an intelligence based service, one element being the integrity of its data used and stored for the production of performance indicators -like the age old saying 'rubbish in rubbish out' the success of this bid is integral to the quality of the data it holds.

Other implications of not undertaking the scheme:

- Mobile library customers will continue to receive a second class service
- Costly stock when allocated to the mobile library will remain inaccessible to the majority of library users
- Failure to provide key services, in as much as we would be failing to improve existing levels of performance.
- We are currently automating more of the stock circulation processes using the Library Management System. If we do not bring the Mobile library in step with the other service points this will not only cause administrative problems for staff managing the mobile, but staff at other service points will have additional work when stock is allocated to the mobile library.

Scheme budget		
Guide Capital	2007/08	Continuing
7,400	1,805	2,605

Recommendations of the Evaluation Panel

Recommended for Member approval.
The 3G Option (Option 1) was rejected as it will not deliver a consistent service.
Delivery of Mobile Library is included in the Council Plan and will have some impact upon our CPA score. Will improve the delivery of the library service to customers and achieve some business efficiency improvements.

ITT Reference	Title of bid			
07LCCS04 - Replacement Education Server				
Directorate	LCCS		**Directorate priority**	4
Scope:				
	Tick just one		Tick all that apply	
Directorate only		✓	Externals and Partners	✓

More than 1 directorate		Public		✓
Corporate				

Bid Details

Description of the bid

The bid is for the replacement of the server which runs all the Education software. The current server is now obsolete and the suppliers have stated that they will not renew the support agreement when it runs out next year.

The server is a key resource for the Council, housing almost all of the IT systems of the LCCS Directorate. The functions carried out by those applications cannot be duplicated through paper-based processes, and the statutory processing, monitoring and reporting of data is a key element of the Directorate's function in protecting children.

Other systems on the server such as the School Admissions, CPD and the Early Years systems provide services to the public. Failure of these systems would impact on our delivery of these services and affect performance indicators linked to the Councils' overall performance in a CPA..

All the systems on the server are business critical and the likelihood of the risk of the server failing has increased in proportion to the age and decreasing level of support arrangements for the server. Crucially, LCCS is in a vulnerable position because all its key systems are on this server, so the server represents a single point of failure, which would have widespread repercussions on service delivery across our Directorate. We can not afford to run these critical applications on an unsupported machine.

Benefits of undertaking the scheme

- An appropriately maintained and supported server covered by an industry-standard SLA will safeguard the LCCS core systems.
- Key public-facing applications will not be disrupted by increasing risk of server failure.
- A new server, will have the additional power and capacity to allow the service to benefit from the use of new technologies and support greater integration of children's systems.
- There is a cost benefit to replacement of the server. The annual maintenance for a new server will be cheaper. Prompt replacement will save £660 pa.

Impact of not undertaking the scheme

- Lower level of Service Level Agreement applied to the fix time of the Education server leading to extended periods of down-time and service disruption and finally leading to no service when the machine becomes unsupported in 2008.
- The server's working life is nearly at an end and it will have to be replaced within the next 2 years. We would only be delaying the inevitable while increasing the risk of server failure.
- Increasing likelihood that downtime will effect the Directorate's requirement for timely and accurate statutory reporting to DfES.
- Widespread disruption to LCCS services as opposed to a single application due to the number of key systems housed on the bullet server.
- Negative impact on the PI's linked to service delivery.
- Increasing levels of user frustration as disruptions to the system become more frequent.
- Impact on the contracts in place with external suppliers of the key systems.

Scheme budget

Guide Capital	2007/08	Continuing
£4,500	£1,098	£1,098

Recommendations of the Evaluation Panel

Recommended to Members for approval.
Necessary to ensure business continuity and allow the implementation of new technologies to support service developments.

ITT Reference	**Title of bid**
07NS01 - Crematorium Booking	
Directorate	NEIGHBOURHOOD SERVICES	**Directorate priority**	1 OF 2

Scope:				
Tick just one			*Tick all that apply*	
Directorate only	X	Externals and Partners		X
More than 1 directorate		Public		
Corporate				

Bid Details

Description of the bid

The bid is designed to provide a system that allows Funeral Directors to book a service time 24/7 and to be confident that the booking has been successful.

At the moment the Crematorium has no out of hours method of confirming bookings. They do operate an answering machine and at the weekends employ staff on overtime rates.   The problem with an answering machine is that funeral directors have no idea whether they have got their preferred booking or if that slot was already full or taken by someone else further up the telephone queue.

This was a service issue raised and flagged as a priority in a Best Value Review some years ago. It was pointed out at the time that York Crematorium is the second highest charging crematorium in the country but it doesn't provide a value for money service to its stakeholders.

The system proposed, CAS IVS from IAM Consulting Services, is in use at a number of crematoria around the country, it solves the problem. It is also extremely good value for money as the purchase cost of the software is less then the annual cost of employing staff to cover the weekends.

Benefits of undertaking the scheme

- ❖ To satisfy priority finding of best value review
- ❖ To improve the service
- ❖ To make quantifiable cash savings – the software purchase cost is £5250, the annual spend on weekend cover is £5408

Impact of not undertaking the scheme

- ❖ Stakeholder dissatisfaction will continue to grow
- ❖ We will lose more revenue to East Riding Crematorium

Scheme budget

Guide Capital	2007/08	Continuing
£0	£0	£0

Recommendations of the Evaluation Panel

Recommended for Members' approval.
Returns real, continuing cost savings which the risk & impact assessment model does not adequately highlight, so recommended even though has a low score.

NB Directorate to fund project. Costs originally budgeted as guide capital of £11,000 with £2,684 in 07/08 and £3,474 continuing.

ITT Reference	**Title of bid**		
07NS02 - Street Environment Enforcement			
Directorate	NEIGHBOURHOOD SERVICES	**Directorate priority**	2 OF 2

Scope:				
Tick just one			*Tick all that apply*	
Directorate only	X	Externals and Partners		X
More than 1 directorate		Public		
Corporate				

Bid Details

Description of the bid
To provide a database for the enforcement work of the street environment officers to record enforcement work undertaken and subsequent reports. Including notices issued, prosecutions undertaken, formal warning letters, cautions and notices. An initial Business Appraisal followed by development of an existing system if appropriate. The problem is that Street Environment Service don't have a coherent or easily usable method of recording enforcement actions. A simple question such as how many enforcements ended up as defended court cases is very difficult to answer. This means that among other things it can be difficult to easily identify repeat offenders or trends of offending. At present the enforcement work of the street environment officers is recorded but in a number of ways, including paper records and individual excel spreadsheets. Whilst EXOR and the CRM are used in relation to service requests they cannot provide the avenue for recording of enforcement/legal action as approximately 70% of enforcement work does not come via CRM but is either found on the street by SEOs or in secondary action following on from a complaint.

Benefits of undertaking the scheme

- Need for better retrieval, sorting, analysing and reporting of enforcement data to make the service more effective and efficient.
- Reporting of enforcement activity is a priority performance indicator for central government. In particular the implementation of the Clean Neighbourhoods and Environment Act by local authorities is to be judged with regard to enforcement activities e.g. BVPI 199d – in relation to fly tipping - requires accurate recording and retrieval of investigations and enforcement activities and outcomes. The information required to assess performance against KPIs is currently insufficient.
- There is a report to September's Exec. meeting recommending that Fixed Penalty Notices (FPNs) are issued for a wider range of environmental nuisances. Under the Environmental Protection Act we can keep revenue raised from FPNs so it is important that we have a robust and auditable management information system to keep track of this enforcement activity.

Impact of not undertaking the scheme

- We will not achieve optimum efficiency and effectiveness
- Information retrieval will continue to be laborious and imprecise
- We are likely to fail on performance indicators
- Income collection from FPNs will not be adequately auditable.

Scheme budget

Guide Capital	2007/08	Continuing
£0 (time only)		

Recommendations of the Evaluation Panel

Recommended for Members' approval.

ITT Reference	Title of bid

07RE01 - Payroll And HR System Replacement

Directorate	Chief Executive's	Directorate priority	3 of 3

Scope:

	Tick just one			*Tick all that apply*	
Directorate only			Externals and Partners		
More than 1 directorate			Public		
Corporate	✓				

Bid Details

Description of the bid

The existing HR/Payroll system was purchased in 1998 and is now lacking in essential, basic functionality, for example due to the need to comply with updated BVPI reports, Equalities, Absence monitoring, Recruitment and Job Evaluation the Authority is having to constantly invest in CYC specific enhancements to facilitate our requirements. Having this sort of customisation to the system is very expensive (£9,918.00 In 2005/6). In addition, the supplier no longer actively markets the current system and therefore the longevity of the application is under question.

This proposal is to establish:
- the longevity of the current application
- identify our future requirements for HR and Payroll
- explore possible upgrade and replacement options
- assess integration options linking into other major applications
- associated costs of the various options
- make recommendations on any replacement and scope of any replacement system which will also include:
  - Data cleansing requirements
  - Management information requirements
  - Possible business efficiency gains and service improvements.

Benefits of undertaking the scheme

The work will identify our future requirements in this area and inform the decision on how we meet those requirements once the existing system becomes unsupported. It will ensure a replacement system can be specified to support the business effectively whilst also allowing future requirements to be explored and factored in to any system specification.

Impact of not undertaking the scheme

There will be an increasing risk that the current system will not cope with the demands placed upon it as the data is inevitably increasing over time. In view of the critical nature of a HR/Payroll service this would have major implications**.**
The service will remain static and it may not be possible to make efficiency gains delivered by obtaining payroll contracts.

Scheme budget

Guide Capital	2007/08	Continuing
£0	£0	£0

Recommendations of the Evaluation Panel

Recommended for Members' approval.