Breckland
COUNCIL
a better place, a brighter future

AGENDA

Committee	-	**JOINT AUDIT & SCRUTINY PANEL**
Date & Time	-	**TUESDAY, 25TH OCTOBER, 2011 AT 10.00 AM**
Venue	-	**NORFOLK ROOM, CONFERENCE SUITE, ELIZABETH HOUSE, DEREHAM**

Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.

The Panel

Mr S.G. Bambridge   Mr J.P. Cowen (Chairman)
Councillor C Bowes   Mr T J Jermy
Mr R.P. Childerhouse   Mr C.R. Jordan

PERSONS ATTENDING THE MEETING ARE REQUESTED TO TURN OFF MOBILE TELEPHONES

Member Services
Elizabeth House, Walpole Loke,
Dereham Norfolk, NR19 1EE

Date: Tuesday 18 October 2011

PART A - ITEMS OPEN TO THE PUBLIC

BRECKLAND COUNCIL

At a Meeting of the

JOINT AUDIT & SCRUTINY PANEL

**Held on Tuesday, 12 April 2011 at 9.00 am in
Anglia Room, Conference Suite, Elizabeth House, Walpole Loke, Dereham NR19 1EE**

PRESENT

Mr S.G. Bambridge	Mr J.P. Cowen (Chairman)
Councillor Claire Bowes	Mr C.R. Jordan
Mr R.P. Childerhouse	

In Attendance

Mark Finch	-	Assistant Director of Finance
Helen McAleer	-	Senior Committee Officer
Maxine O'Mahony	-	Director of Commissioning
Roger Wilkin	-	Interim Business Development Manager

	Action By

6/11 MINUTES

The Minutes of the meeting held on 2 March 2011 were confirmed as a correct record and signed by the Chairman.

7/11 APOLOGIES

None.

8/11 DECLARATIONS

None.

9/11 NON-MEMBERS WISHING TO ADDRESS THE MEETING

None.

10/11 MEMBERS ICT OPTIONS

The Interim Business Development Manager presented the supplementary report and Proforma B which had been circulated electronically to Members the day before. He apologised for the lateness of its issue which was due to his having only recently been appointed.

In reviewing the report it had been apparent that the key issue was officer support to Members. The two options, of hardware provided by the Council or an allowance to Members to provide their own, were both affected by that key issue. A table in the supplementary report showed the true financial difference between the options with and without support. In either case, the option of hardware

1

Action By

provided by the Council was the cheapest and an allowance with support was the most expensive.

The question was, did Members need IT support or not and if they did, what was the best way to provide it? Support was expensive, especially in the way it was provided at the moment, and the way in which support was provided in future would need to be reviewed.

Mr Jordan felt that all Members needed help at some time with their IT equipment and that it should be provided. As to the hardware, he personally preferred a desktop to a laptop. Existing printers and faxes also needed upgrading at the cheapest cost to provide the necessary service.

Other Members agreed that they had to have the right equipment to be able to provide a good service to the public.

A non-Panel Member had contacted the Chairman to say that she understood that Members at South Holland were to receive new equipment and asked if that had been 'factored in' to the financial considerations.

The Director of Commissioning confirmed that discussions were taking place. South Holland was looking at high-spec laptops for their Members and it might be possible to make savings by joint procurement.

The Chairman supported that idea and thought that it might also make joint working easier if both sets of Members were trained to use the same equipment. He asked about the use of WebEx.

The Director of Commissioning advised that this was being trialled by both Councils and they were currently looking for up to 100 Members and officers to participate to ensure that the system could work well when being used by large numbers of people.

The Chairman asked her to explain why Skype (which was free) could not be used instead and she said that Skype was unable to meet Government security requirements at the current time. WebEx provided phone, video-conferencing and document sharing facilities.

Discussion then turned to Member support. It was clear that support was required and it was acknowledged that Members needed out-of-hours support. With the in-sourcing of the Council's IT support contract there would be a team of staff available and it was proposed to offer an 8am to 8pm support service Mondays to Fridays and Saturday mornings.

Mr Childerhouse said that was no good. He did most of his work later in the evening and also at weekends. Other Members agreed. However, Councillor Bowes pointed out that with new equipment Members should be able to cope with more remote support.

Action By

The Director of Commissioning thought that effective training for Members would help. She advised that there would also be a 24hour Helpdesk service for reporting urgent faults although it would not be manned.

The Chairman said that Members must be informed of network faults by means other than e-mail (which did not work at such times). He suggested text messaging and the Director of Commissioning confirmed that if Members provided their mobile telephone numbers they could be added to a notification distribution list.

The Chairman asked about 'twin hatters' (Members who were District and County Councillors) using the Council's IT equipment. He felt that resident's money should not be used to pay for County work. The Head of Finance advised that some 'twin hatters' had County equipment which they used for Breckland Council work, so it was a reciprocal arrangement.

Compatibility issues were also mentioned and it was hoped that these would be resolved.

The Chairman thanked the Interim Business Development Manager for his report and recommendation. He felt that Option 1 – a laptop (or desktop) would provide savings, best value and fitness for purpose.

> **RESOLVED** to **RECOMMEND TO THE BUSINESS IMPROVEMENT SUB-COMMITTEE** that:
>
> (1) Option 1, direct provision of a laptop (or desktop) and printer from the Council, with on-going support and maintenance from the IT department, be supported; and
>
> (2) a review of the provision of Member IT support be carried out in order to ensure that it was provided in the most cost-effective manner.

In conclusion the Chairman added that it was important for Members to have scanner, duplex printing and fax facilities and that routers were fit for purpose.

Mr Bambridge suggested that the Overview & Scrutiny Commission should review the new Helpdesk facilities in six months and the Chairman agreed to this.

Helen McAleer

The meeting closed at 9.47 am

CHAIRMAN

Thoughts on member roll-out 2015

The 2011 rollout of Members ICT equipment had a few hiccups along the way, but was completed by Breckland District Councils ICT department within time and budget in an efficient manner despite the fact that the department had been 'in house' for only one week on election-day and changes in member support were being applied from that day

The main problem in 2011 was the late start to a roll-out. This was in part due to a late decision/recommendation by the panel (4 months) and in part by the slowness of officers in getting clear orders in place. This caused frustration for new and returning members. The panel was originally set up in August to report in December, but delays ensured that it did not reach a final decision until April

Rollout was perceived as being slow with first kit being delivered late May and a target for completion end July. Priority was given to new members (rightly) but poor connectivity locally and general standards of response from BT etc meant that many problems occurred. This will always be un-avoidable as the location of new members cannot be pre-determined. Hopefully the broad-band initiative by County will improve matters by 2015.

I believe that the slow rollout was avoidable, but that no single person or reason was entirely at fault. Therefore we can have a better experience in 2015.

Once the rollout had started it proceeded at a good pace and the ITC department fulfilled their remit with a week in hand and so should receive the thanks of the council for that. The problems that members have reported stemmed from in a large part the late introduction of training, both for new and returning members.

CONCLUSIONS

1/   we should complete our examination of technology earlier, at least by a new panel from summer 2014 reporting to responsible executive member by 31st Dec that year with recommendations supported by ICT and fully costed. This needs to be approved (rejected) in January 2015 and all kit on the premises and set up **BEFORE** the election in May 2015. The panel should examine in

several areas including, available technology, members need to act as councillors, standards of service expected by the public, costs to BDC and the service provided by neighbouring and similar councils

2/   The level of kit and service the council provides – This should be a member led group drawing on officer expertise and resourced in such a way that we can examine all areas the final choice should be decided by members and should be based on the criteria of optimum service and value for money

3/   Member IT is of increasing importance and whilst funding constraints are a factor this should not overshadow the efficient working of the member element of the council. A four year refresh has been suggested and this should be taken care of in the budget for 2014/5

4/   The new rollout should incorporate all that is best and latest in proven technology at that time

5/   New members should of course be a priority for roll-out, from the day of the announcement of the result they are full councillors. However as we have seen in 2011 there may well be problems with lines etc then roll-out to returning members can be integrated with it and those members who are returning un-opposed could get the kit in the few weeks before the election reducing the log-jam in May.

6/   from this distance training needs cannot be assessed but for new members it should – indeed must - form part of the induction day. Connectivity to council services is a priority. I believe that most new members would not object to an extended induction day, or this should be in the days before the 1st council meeting rather than following it. Any compulsory element of the training needs to be incorporated with the issue of kit rather than as in 2011. If the recommendation of the exec member had been followed we would have had fewer problems

7/   If training is required for returning members this should be concurrent with new members and if the kit is ready prior to the election there can be no reason for this not to start on the week following the election. A useful target would be all new issues within two weeks of the election date – subject to connectivity availability

8/   Once a package has been developed by the panel and approved by the council process it should not be changed without a return to that/those committees. As an example the 2011 rollout was complicated by an inadequate printer against the panel recommendation and replaced with one which is barely suitable

9/   without seeking to pre-judge three years ahead the panel ought to examine alternatives to using BDC supplied kit and councillor owned and maintained kit.

Gordon Bambridge
Member IT Champion
October 2011

Members' ICT kit refresh

End of Project Report

Document: End of Project Report
Issue Date: 28/07/11
Version: Release
Version Number: 2.1
Author: K.Rump

Contents

1   Project Objective

Project Set-up:

Project Sponsor: Gordon Bambridge
Project Board: Brian Cox, Bill Smith
Project Manager: Kevin Rump

Key Resources:
Jo Linton (Support/Procurement)
Levinia Bugeja (Support/Procurement)
John Laufs & Jon Collison (Laptop build)
Bob Gibb & Steve Duffy (Site visits)

Objective:

> To specify, procure, configure & deliver the New ICT equipment to Councillors by **31st July 2011**

Summary:
In the lead up to the Elections in May 2011, a joint panel was established to determine the requirement of ICT needs for Members. The panel agreed to the option to provide standardise ICT kit following the election by way of a laptop, printer and Breckland provided Broadband. Breckland ICT was tasked with the delivery of the project and was initiated at the end of April 2011. Scope of the works included installation of new Broadband lines for the newly elected members across the district, procurement, build and configuration of 54 members kit. The project included the scheduling of appointments and installation of the new ICT kit at members' homes. Priority was allocated to newly elected members followed by exec members and remaining re-elected members. Non-elected members kit required collection.

2   Review of Benefits Achieved to date (if any)

Benefits	Status
Standardise all ICT equipment for members	Achieved
Enablement of access to Members' information	Achieved
Provide a wireless solution	Achieved
Provide ICT kit platform for future enablement	Achieved
Provide a platform for easier support through standardised equipment	Achieved
Obtain old equipment to be recycled/reissued where appropriate	Achieved
Provide initial training on the new ICT Equipment during installation	Achieved
Increase security through implementation of the 2fa token solution	Achieved

3   Performance Against Tolerances

	Tolerance Level Agreed at outset	Status Update
Time	Specify, procure, configure & deliver the New ICT Equipment to 54 Councillors by 31st July 2011	Delivered on time
Cost	Must not exceed £34k budget	Delivered to Budget
Quality	No tolerance set	N/A
Scope	No tolerance on new members (all must receive kit) Re-elected members tolerance depending upon resistance	Delivered

	Risk	Any high likelihood/high impact risk to be escalated.	Achieved

4   Budget performance

Hardware	Budget Value	
	Ex Vat	Inc Vat
Laptops Dell Vestro 3550	£24,678.45	£28,380.22
Linksys 120 routers	£ 1,780.40	£ 2,047.46
HP Printers 6500a+	£ 5,520.00	£ 6,348.00
Laptop Cases	£ 1,206.00	£ 1,386.90
16gb Memory sticks for Imaging	£ 60.16	£ 69.18
Surge protectors	£ 62.30	£ 71.65
Remote Desktop Server Licences	£ 186.00	£ 213.90
Trial Printer	£ 66.75	£ 76.76
	£33,560.06	£38,594.07

5   Project Plan performance

ID	Products	Status	Estimated (original plan)	Actual Finish
1	D1) We have collected all old equipment from Ceased members	Completed (See below [1])	31st May 2011	30th June 2011
2	D2) We have arranged and delivered a new line into members homes	Completed	25th May 2011	21st July 2011
3	D3) We have purchased 15 laptops for new members	Completed	10th May 2011	19th May 2011
4	D4) We have purchased and obtained 55 Printers members	Completed	10th May 2011	June 2nd 2011
5	OBJ) We have obtained all the necessary hardware for the 15 newly elected members	Completed	10th May 2011	June 22nd 2011
6	D5) We have created and rolled out an image on 15 laptops	Completed	16th May 2011	15th June 2011
7	D6) We have created the documentation for handover to members	Completed	19th May 2011	2nd June 2011
8	D7) We have carried out the Test installation	Completed	25th May 2011	23rd May 2011
9	D8) We have scheduled all newly elected members for install/training day	Completed	16th June 2011	22nd July 2011
10	D9) We have obtained the remaining 40 laptops for re-elected members	Completed (see below[2,3])	10th May 2011	14th June 2011
11	D10) We have completed the installation	Completed	31st July 2011	31st July 2011

[1] One of the members was un-obtainable due to ill health (Treat as post project task)

[2,3] Four of the re-elected members did not get in contact with ICT following various contact (email/phone) and it was agreed for these to be outside the scope of the project.

6   Issues/Risks

Outstanding Issues

- Persistent difficulties arranging an installation date with 4 members has led to these members being added to the business as usual workload.
- 2 re-elected members declined the new ICT equipment
- 1 non-elected member still requires collection of equipment
- Bill Smith has the previous model printer

   See Post Project Follow-up actions below.

Future Risks

- Reduction in operational support
  From August 2011, there will be no out of hours support covering 6pm – 8pm Monday to Friday and Saturdays

- Newly elected members expectations of broadband performance
  Newly elected members and new installation of Broadband is a new experience for Breckland and the speed and performance of broadband for future use is an unknown.

- Change in Technology
  As technology changes with the reduction of notebooks/laptops market and an increasing population of tablet/smart phone technology there may be an increasing demand for access to personal tablet type technologies over the next 3 year period.

7   Lessons Learned

ID	Lessons Learned
1	Some addresses for Members homes were incorrect on the main database. This caused some confusion on 2-3 member visits **Lesson Learned**: Ensure the list is up to date and taken/checked directly from member services
2	Underestimations for certain member home visits, meant that the Technician would be late for the second visit **Lesson Learned:** Planning up front for better use of space
3	Lack of space to store new kit ordered, the build process and storing of collected ICT kit **Lesson Learned**: Planning up front for better use of space
4	The resources required to deliver the project within 3 months has had a detrimental effect on other work during the busy periods

	Lesson Learned: Any ICT roll-out should be planned well before the election (6mths)
5	There was some mis-alignment of expectations as to what members would be getting and what they would be able to do with the new ICT kit **Lesson Learned:** Align Expectations well before the elections
6	Because of Steria being insourced on the 1st May, there was limited time to embed new processes and new ways of working. Some parts of the project were rushed because of the tight timescales and increased the risk of scope creep, budget creep and time slippage. Ultimately the risk was minimised but could have been avoided through the avoidance of combining 2 major change programmes at once for the Council. **Lesson Learned**: Assess and escalate significant risks to corporate management

8   Post project Follow up actions

ID	Action	Owner	Deadline	Complete
1	Installation of remaining 4 members equipment	Jo Linton	End of August 2011	All 4 outstanding members kit installed W/E 25th September 2011-09-25
2	Recycle and/or reuse Members' ICT equipment returned	Jo Linton	End of August 2011	All kit has returned has been recycled or set aside for reuse.
3	Completion of Stephen Askew Installation once new property build in place	Jo Linton	End of August 2011	Agreement that Stephen will contact ICT when ready for install to be completed
4	Check and process discount for printers purchased (£400)	Kevin Rump	End of September 2011	Discount applied for.
5	Collect ICT Equipment from the remaining non-elected member	Jo Linton	End of September 2011	One member to be contacted.
6	Member declining equipment T.Lamb – letter being sent Alex Byrne – offer of integration with County kit	Lon Jeal	End of August 2011	A Byrne was offered a citrix link and token, there was no response to this offer. Terry Lamb was sent a letter to confirm he had declined the ICT equipment.
7	Upgrade WS printer with current model	Kevin Rump	By 05/08/11	Complete

9   Post implementation Review Plan/Date (if any)

-6-

To be confirmed but may be considered as part of the October members review.