



**Performance/Administration
Cabinet Committee**

Members of the **Performance/Administration Cabinet Committee** of **Gravesham Borough Council** are summoned to attend a meeting to be held at the on **Thursday, 2 February 2017 at 7.30 pm** when the business specified in the following agenda is proposed to be transacted.

S Kilkie
Assistant Director (Communities)

Agenda

Part A

Items likely to be considered in Public

1. Apologies
2. To sign the minutes of the previous meeting (Pages 3 - 8)
3. To declare any interest Members may have in the items contained on this agenda. When declaring an interest Members should state what their interest is.
4. To considered whether any items in Part A of the agenda should be considered in private or those (if any) in Part B in public.
5. Corporate Performance Update – Quarter Three 2016-17 (Pages 9 - 26)
To present Members of the Performance and Administration Committee with an update against the Performance Management Framework, as set out within the council's Corporate Plan 2015-19, for Quarter Three 2016-17 (October to December 2016).
6. IT Infrastructure Update (Pages 27 - 30)

7. Any other business which by reason of special circumstances the Chair is of the opinion should be considered as a matter of urgency.

8. Exclusion

To move, if required, that pursuant to Section 100A (4) of the Local Government Act 1972 that the public be excluded from any items included in Part B of the agenda because it is likely in view of the nature of business to be transacted that if members of the public are present during those items, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A of the Act.

Part B
Items likely to be considered in Private

Members

Cllr Leslie Hills (Chair)

Cllr Julia Burgoyne (Vice-Chair)

Councillors: Colin Caller
 Brian Francis
 David Hurley
 John Knight
 Bronwen McGarrity
 Peter Scollard
 Narinder Singh Thandi

Substitutes: To be notified

Performance & Administration Committee**Thursday, 10 November 2016****7:30pm****Present:**

Cllr Leslie Hills (Chair)
Cllr Julia Burgoyne (Vice-Chair)

Cllrs: Brian Francis
 David Hurley
 John Knight
 Bronwen McGarrity
 Narinder Thandi
 Harold Craske
 Jenny Wallace

Stuart Bobby	Director (Corporate Services)
Mike Bytheway	Service Manager (Revenues & Benefits)
Ben Clarke	Committee & Scrutiny Assistant

32. Apologies

An apology for absence was received from Cllr Colin Caller.

33. Minutes

The Minutes of the meeting held on 08 September 2016 were signed by the Chair.

34. Declarations of Interest

No declarations of interest were made.

35. Corporate Performance Update – Quarter Two 2016-17

The Director (Corporate Services) presented Members of the Performance and Administration Committee with an update against the Performance Management Framework, as set out within the council's Corporate Plan 2015-19, for Quarter Two 2016-17 (July to September 2016).

The Director (Corporate Services) advised the Committee that on Monday 07 November 2016 Cabinet considered the overall Performance Measures and Indicators; there were fifteen measures and eight were discovered to be falling short of their target however only one of those measures fell within this portfolio.

Appendix Two to the report provides Members with an overview of the Councils performance against the Performance and Administration portfolio for Quarter Two 2016-17 (July to September 2016) including a commentary for each area and measure.

The Chair noted on Page 12 that Q2 outturn had increased from 81% to 94.34% for the *percentage of internal audit recommendations* implemented and the Director (Corporate Services) advised that the 100% target is aimed for consistently but the two outstanding recommendations have gone to Management Team and a satisfactory way forward has been discussed and agreed.

The Chair questioned why there had been a decrease in Quarter Two for the performance measure *percentage of Council tax collected*. The Service Manager (Revenues & Benefits) explained that collection rates fluctuate frequently and to gauge a more accurate understanding of performance it would be best to look at the year-end percentage.

The Service Manager (Revenues & Benefits) added that if a customer does not pay their Council Tax then recovery action automatically happens with reminder letters being sent out and further letters resulting in summons to Magistrates Court and referral to enforcement agents etc if none payment continues. As a result collection rates fluctuate every month and nationally there has been a dip since the Council Tax Reduction Scheme was introduced earlier this year.

One Member noted the mention of direct debit being advocated for schemes such as collection of garden waste and questioned whether or not direct debit could be pushed for the payment of Council Tax.

The Service Manager (Revenues & Benefits) advised that at the moment 60% of payments collected are through direct debit and the figure is rising as direct debit is encouraged and promoted on all correspondence including the bills sent out, the website and social media etc.

Following several questions the Service Manager (Revenues & Benefits) explained that:

- Staff actively encourage E-billing and direct debit payments whenever they discuss payment of Council Tax or business rates with customers
- The reason letters have been sent out asking residents to set up direct debit for June 2017 payments for the collection of garden waste has been caused by a movement of the payment date for collection of the Direct Debits, with this leading the need for all existing Direct Debits to be set up again.
- People who continuously miss payments have a note put against their name advising officers that its more practical to try and work with them to find out why they keep missing payments and rectify it rather than keep on pursuing recovery and adding further costs
- With regard to the decrease on the indicator *total amount of housing benefit overpayments raised* GBC generally raise more debt in a year than can be recovered

in year albeit recovery methods are applied according to the financial circumstances of each customer

- The Department for Work and Pensions (DWP) have created two initiatives in order to combat fraud and error in the benefit system which has increased the amount of overpayments raised
- The amount of overpayments received has now plateaued and debts are being increasingly recovered but the full amount is often very difficult to recover
- GBC also receive 40% back in the form of Government subsidy on any payment which is found to be claimant error or fraudulent and local authorities get 100% of the subsidy back on any local authority error if it is below a certain total value which it constantly has been for GBC in recent years
- All residents on Universal Credit received their housing benefit money themselves without going through the landlords however the Housing team can request from the DWP that the resident's housing benefit be given straight to GBC as the landlords if there is a genuine reason to do so such as a history of rent arrears
- Residents on zero hour contracts often have their benefit claims reassessed on a regular basis which causes problems for GBC and the residents alike as their housing benefit can go either up or down on a regular basis
- With regard to the indicator *percentage of Council Tax accounts signed up for e-billing* the 8.5% recorded for quarter two represents roughly 3500 accounts
- Receipts for payments are not currently sent out electronically but the Council is looking at digital software so this option will be looked into further in the future

One Member raised concerns over the older people who are computer illiterate and may find a new on line digital system too hard to use and fall behind on their payments.

The Service Manager (Revenues & Benefits) assured Members that even if the department goes on line and becomes paperless there will still be a facility to receive paper forms in certain circumstances

36. Shared Services Update

The Director (Corporate Services) provided the Committee with an update on the Audit & Counter Fraud Shared Services with Medway Unitary Council and Tonbridge & Malling Borough Council:

- The indicator for percentage of posts involved in shared services arrangements has stayed at 4% and it is made up of officers from the Audit & Counter Fraud Shared Services Team, the CCTV Shared Partnership and the Building Control Shared Partnership and two shared managers (Mike Bytheway and Darren Everden)
- The Audit & Counter Fraud Shared Service was launched with Medway on the 1 March 2016, a month ahead of schedule and the reasoning behind it was to make a saving of £56,000 but it was actually delivered with a saving of £68,000
- The high levels of performance from the Audit & Counter Fraud team were maintained during the transition and has been steadily improving since the merging

of the departments; the Service won Partnership of the Year at the Medway Council awards

- All staff are fully on board with the shared service and are happy with the expanded hierarchy which opens increased options for further development and progress

The Director (Corporate Services) advised Members that there are two other potential Shared Services being considered at the moment which are being investigated to see if they could work well and deliver some of the needed savings:

- Last year Cabinet gave permission for officers to investigate the possibility of a shared Revenues and Benefits Service with Tonbridge & Malling Council (T&M) but this is a much more complex project due to the combining of computer systems and the MyAccount access solution, everything has to be merged so that there is consistency across the two authorities
- The MyAccount Systems Solutions are different for the two authorities; T&M carry out theirs in house but GBC are looking at external suppliers to have an off-the-shelf programme
- After talks with T&M an agreement was reached to have an off the shelf programme with the use of the same 'my account solution' for both authorities
- The current shared management arrangements work well and are consistently delivering the services to both Local Authorities; a report has been drafted and it will go to Members and Cabinet early 2017 with roughly £100,000 savings estimated at this time for both authorities

The Director (Corporate Services) explained that the other service looking to be shared is Legal Services with Medway Council which already has close ties with GBC:

- The notion was first considered in Spring 2016 and a draft structure was created with rough savings of £30,000-£50,000 estimated at this time calculated for each Local Authority
- Officers will come back to Members early 2017 with a more detailed plan of how to progress and develop the sharing of Legal Services at the two Councils
- The number of shared posts in GBC will significantly increase from 4% as it is in Quarter 2 to nearer 10% should these two additional shared service arrangements be implemented
- Overall it has been agreed that the target level of savings needed to be made is £240,000 per annum from shared service arrangements by 2020
- At the Medway Awards Katey Arrowsmith also won the Manager of the year award for her Directorate within Medway Council

Following questions from Members, the Director (Corporate Services) advised that:

- It is possible to add a third Local Authority to the Shared Service plan if it was required as the computer system that would be used is modular and a new authority can simply be added on as another module
- With regard to how the move has affected officers, it has been a stressful period and a lot of pressure was put on them but they have dealt with it well and all officers from both authorities are on board. They have received extra training and there is a significantly larger amount of space for progress up the corporate ladder now that the two teams have merged

- A significant proportion of the staff that work for the Audit & Fraud Partnership live in Medway so it is beneficial for them as they will be working closer to home
- Delivery of shared services generally is more feasible now as the digital access channels were not quite where they needed to be a couple of years ago for a shared service such as revenues and benefits but now with the technology that is available it is a much more manageable shared service to create
- The new Citrix app, which is due to be rolled out by IT Services in the near future, allows officers to access both the GBC and Medway networks at any location that they log on at
- By 2020, general Central Government Grants will have been cut off and GBC will be spending £2.5 million more than it receives in income if no changes to the Council's budget are implemented which is why a target is being worked towards to make the necessary savings of £10,000 per working day by 2020

The Chair thanked the Director (Corporate Services) for the informative update.

Close of meeting

The meeting ended at 8:35pm.

This page is intentionally left blank

Classification: Public

Key Decision: No

Gravesham Borough Council

Report to: Performance and Administration Committee

Date: 02 February 2017

Reporting officer: Stuart Bobby – Director (Corporate Services)

Subject: Corporate Performance Update – Quarter Three 2016-17
(October to December 2016)

Purpose and summary of report:

To present Members of the Performance and Administration Committee with an update against the Performance Management Framework, as set out within the council's Corporate Plan 2015-19, for Quarter Three 2016-17 (October to December 2016).

Recommendations:

This report is for information purposes only.

1. Introduction

- 1.1 In October 2015 the council formally adopted its new Corporate Plan for 2015-19. The plan sets out the council's vision for the borough, complete with a suite of corporate objectives and policy commitments that will shape the council's activities over the four year period.
- 1.2 In order to evaluate if the council is effectively achieving against its stated policy commitments, and is ultimately delivering consistently high quality services, the council needs to have a sound performance management process in place. Developed by senior council officers and Cabinet portfolio holders, the council's Corporate Plan presents a new Performance Management Framework (PMF) that will form the basis of reporting corporate performance to council Members and residents.

2. Performance Management Process

- 2.1 The effective management of the council relies upon good quality and timely performance information on which to base informed decisions. The council's PMF presents a range of performance information which includes;

- Performance Measures (PM): These are target-based measures identified and established specifically for being essential to the delivery of the Corporate Plan's key objectives e.g. waste recycling rates.
 - Performance Indicators (PI): These represent important contextual performance information related to the Corporate Plan's key objectives. PI's are not target based as the council, whilst having influence over their delivery, does not directly control their outcomes e.g. crime statistics.
- 2.2 Appendix Two to this report provides Members with an overview of the council's performance against the Performance and Administration portfolio for Quarter Three 2016-17 (October to December 2016).
- 2.3 Information on performance over the period is presented in tabular form for all indicators and graphically for PMs. Where any PMs have not met their set target for the quarter, exception notes have been provided for review. In addition, for PIs the tables provide 'direction of travel' arrows to give Members an indication of progress made against the previous reporting period and the respective arrows are explained in the key below;

Performance Indicators: 'Direction of Travel' explanatory note

Performance has improved on the previous reported period



Performance has stayed the same on the previous reported period



Performance has fallen on the previous reported period



- 2.4 For future reference, equivalent performance reports will be presented to Members of the Committee on a quarterly basis.
- 2.5 This report is for information purposes only.

3. BACKGROUND PAPERS

- 3.1 There are no background papers pertaining to this report.

IMPLICATIONS		APPENDIX 1
Legal	The council's Corporate Plan is an integral part of the authority's policy framework as defined by the Constitution. The new Plan will ensure the council has in place an effective framework to delivery its responsibilities and delivers better results for vulnerable local residents, with the assistance of relevant partner agencies.	
Finance and Value for Money	There are no significant costs associated with the monitoring of the council's Corporate Plan from which council activities should be based and which therefore should be accounted for as part of on-going financial planning processes.	
Risk Assessment	Implementation of a performance management framework allows the council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability in how successfully the council is administering its resources.	
Equality Impact Assessment	Question	
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community? If yes, please explain answer. N/A	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality? If yes, please explain answer. N/A	
	<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.</i>	
Corporate Plan	The council's adopted Corporate Plan sets the strategic vision and objectives for the authority over the 2015-19 period. This report provides Cabinet with a quarterly assessment of how the council is delivering against its objectives through its performance management framework. All future committee reports will be presented in consideration of the new Corporate Plan.	
Crime and Disorder	Community safety is an integral theme of new Corporate Plan and work by the council in this area, alongside its key partners, will go towards delivering corporate objective 1: 'a Safer Gravesham'.	
Digital and website implications	In terms of the council's performance management framework, digital implications are represented and assessed through the outturns relating to 'PI 49 - web self-help forms'.	
Safeguarding children and vulnerable adults	There are no implications in respect of safeguarding children and vulnerable adults. It should be noted however, that the council's work in safeguarding children and vulnerable adults helps contribute towards delivering corporate objective 1: 'a Safer Gravesham' and corporate objective 2: 'a Stronger Gravesham'.	

This page is intentionally left blank



04 Sound & Self-sufficient Council

"a well-run and innovative council supporting its staff to realise commercial opportunities whilst transforming its services to deliver at the best possible value for money"

Policy Commitment

1. Underpin all council activity with sound governance and internal control measures minimising the opportunities for fraud and corruption.

The team have continued to make good progress in delivering the planned work for Gravesham for 2016-17, and performance against many of the team's indicators has improved during the period. A review of the remaining resources available for the year projected that the team would have less work days available than would be required to deliver the plan, and as such the Finance & Audit Committee approved a revision to the plan, removing two pieces of audit assurance work. A full update on the performance and outputs of the team from 1 September to 31 October 2016 was presented to the Finance & Audit Committee on November 2016, and an update on the period 1 November 2016 to 13 January 2017 will be presented to the Committee on 7 February 2017.







A review has been conducted of the Audit & Counter Fraud Strategy 2016-2020 and the Quality Assurance & Improvement Programme; the results of these reviews will be presented to the Finance & Audit Committee in March 2017.

Work began on the development of the Audit & Counter Fraud Plan for 2017-18, with the preparation of a resource budget and initial horizon scanning and risk assessment activities.

Matches from the 2015-16 National Fraud Initiative have all been cleared and data has been supplied to the Cabinet Office for the 2016-17 exercise with the results expected on 26 January 2017. The Kent Intelligence Network has now issued its first matching results for investigation; this cross matched Single Persons Discount data with the Social Housing Waiting List and after some initial teething problems with software, we have now been able to confirm that Gravesham received 150 matches. These are currently being checked to eliminate any false matches and enquiries will be undertaken on any where there are discrepancies noted.

Actions for Improvement

Performance Indicator

PI 41 <i>Percentage of internal audit recommendations implemented</i>								
	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	50.0%	79.0%	89.0%	93.0%	81.0%	94.3%	92.9%	
Direction of Travel	N/A							

Policy Commitment

2. Quality frontline services delivered on time and to the right people.

Revenues and Benefits update

Revenues & Benefits

New Claims

The processing time for new claims is 18.4 days which is better than our outturn for 2015/16 of 19.1 days and is the best it has been for a number of years and is within our target of 20 days.

Change of Circumstances

The processing time for change of circumstances is 3.7 days which is better than the outturn for 2015-16 of 4.7 and is within our target of 6 days.

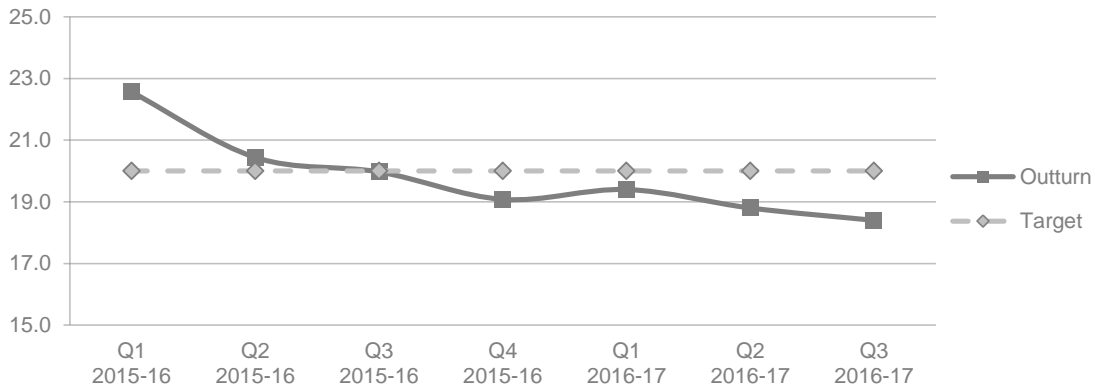
The improved benefits performance is as a result of a number of factors including a reduction in caseload, changes of circumstances coming through electronically, rather than us having to write out, and being more focussed in processing new claims on a risk basis.

Actions for Improvement

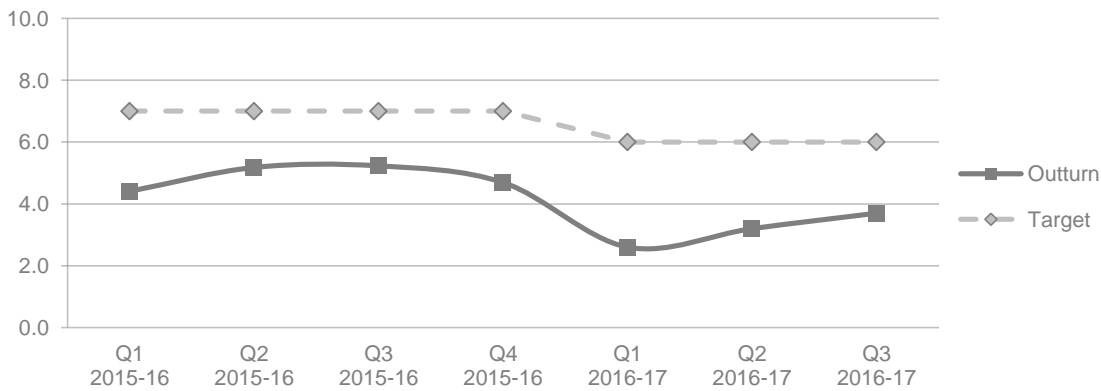
Revenues and Benefits update

Performance Measures

(NB: Cumulative Outturn)								
PM 11	Average time taken to process Housing Benefit / Council Tax new claims (days)							
	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	22.6	20.4	20.0	19.1	19.4	18.8	18.4	
Target	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
Target Met	✗	✗	✓	✓	✓	✓	✓	
Exception Notes								



(NB: Cumulative Outturn)								
PM 12	Average time taken to process Housing Benefit / Council Tax change of circumstances (days)							
	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	4.4	5.2	5.2	4.7	2.6	3.2	3.7	
Target	7.0	7.0	7.0	7.0	6.0	6.0	6.0	6.0
Target Met	✓	✓	✓	✓	✓	✓	✓	
Exception Notes								



Policy Commitment

3. Work to maximise income collection through the robust management and recovery of debts owed to the council.

Council Tax

The collection rate of 84.11% is slightly down on what we achieved in the third quarter of 2015/16 of 84.40% and slightly below our target of 84.30%.

Business Rates

The collection rate of 83.62% is better than what we achieved in the third quarter of 2015/16 of 83.43% and is on target to achieve the collection rate of 98.75%.

The slight reduction in Council Tax collection is probably expected due to the impact of the CTR scheme albeit the impact is still not as much as was predicted. However we will look at ways to increase the collection rate before the end of March.

NOTE: The Q3 outturns for amount of overpayments raised and recovered are not currently available. This is as a result of a new initiative that has been introduced by the DWP for recovering debts from the DWP known as Payment Deduction Program (PDP). Any debts that are being recovered via this method are incorrectly being shown as either fully or partially recovered when in fact they are still outstanding resulting in incorrect outturns.

It is intended to report the correct figures to Members as part of the Q4 reporting cycle.

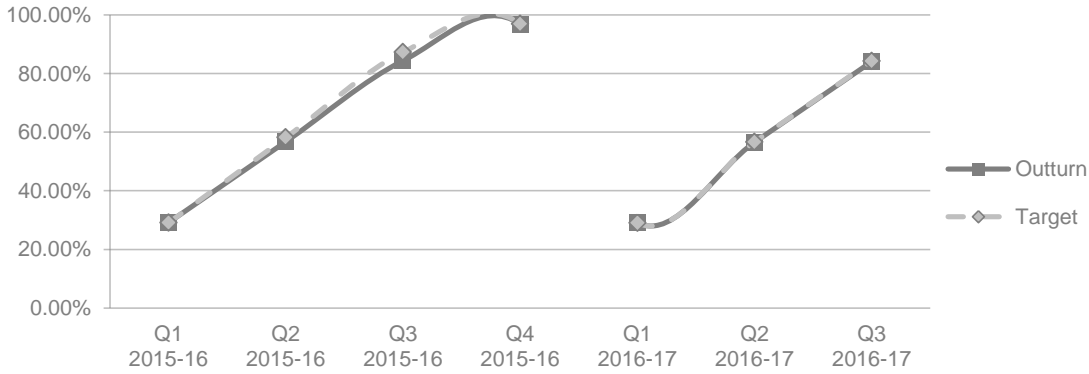
Actions for Improvement

Plans for 2016/17 include holding a 'recovery surgery' on 19 January 2017, inviting anyone with recovery action to come to discuss their accounts with us. If this is a success it may be an ongoing monthly event. Rundles have also been asked to have a surgery targeting 2016 debt.

Performance Measures

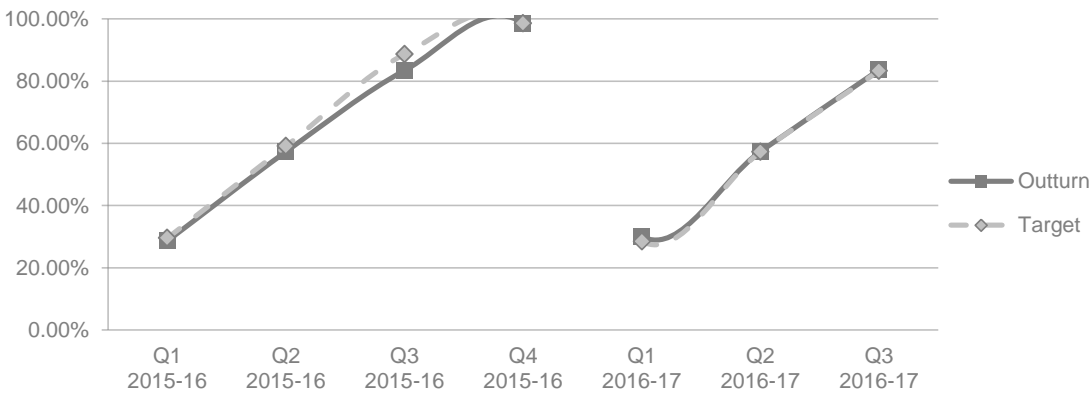
PM 9 *Percentage of council tax collected* (NB: Cumulative Outturn)

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	29.16%	56.78%	84.40%	96.86%	29.12%	56.57%	84.11%	
Target	29.10%	58.20%	87.30%	97.00%	29.10%	56.70%	84.30%	97.00%
Target Met	✓	✗	✗	✗	✓	✗	✗	
Exception Notes	The Q3 outturn of 84.11% is slightly below the 84.30% target. The team are proactively running weekly reports to ensure payments allocation is correct, telephoning more customers and sending out broken arrangement letters weekly. Customer Services has also been advised to secure immediate payments.							








PM 10 *Percentage of NNDR collected* (NB: Cumulative Outturn)

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	28.63%	57.32%	83.43%	98.51%	30.07%	57.38%	83.62%	
Target	29.55%	59.10%	88.65%	98.50%	28.50%	57.20%	83.30%	98.50%
Target Met	✗	✗	✗	✓	✓	✓	✓	
Exception Notes								








Performance Indicators

PI 42 *Total amount of housing benefit overpayments raised*

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	387,743	1,006,130	470,107	675,375	449,402	474,714	N/A	
Direction of Travel	N/A						N/A	

PI 43 *Total amount of housing benefit overpayments recovered*

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	271,947	302,594	304,403	298,316	311,388	353,814	N/A	
Direction of Travel	N/A						N/A	

4. Implement genuine channel shift through an enhanced IT infrastructure, enabling customers to access key services online, anytime, anywhere.

IT Service update

The Web Developer in IT Services has been working with the Digital Team on a number of eForms that require database lookups and access to data from other systems. These are complementing the Firmstep system and assisting the migration of forms from the Councils older eBase forms system.

The new Cash Receipting system has gone live in Finance. This replaces the final system that was running on the Council's old Universe server and brings to a close the legacy systems migration project.

The data quality of the Local Land and Property Gazetteer continues to improve, and we are now at a stage where 85% of the data has been cleaned. The final 15% represents the more complex cases which will take longer to address. However, we now have sufficient confidence in the quality of the data to start using it to automate business processes. The first application of this has been to streamline the process whereby indexes are set up in the document management system which link to the Uniform Planning system. Previously this was a manual process but it can now be done automatically.







The project to replace the Councils web and telephone payment system is now underway and a test environment has been made available for us to use.

Work has also started on the IT elements of a number of shared services which include Revenues and Benefits, Legal Services and Payroll / HR.

Actions for Improvement

IT Service update

Performance Indicators

PI 48 <i>Percentage of council tax accounts signed up for e-billing</i>								
	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	0.8%	0.9%	0.7%	1.1%	7.3%	8.5%	10.0%	
Direction of Travel	N/A							

5. Deliver on opportunities for the sharing and selling of council services.








Work has continued into the development of a shared Legal Service with Medway Council, with the formal report on this activity presented to Cabinet on 09 January 2017. The project group has been set up in order to progress this shared service, with officers from IT, Finance, Property and HR on the group to ensure all elements of the shared service are considered. The implementation date for the shared service is 01 April 2017 with estimated savings in the region of £80,000.

Discussions have continued with colleagues from Tonbridge & Malling Borough Council regarding the development of a shared service for Revenues and Benefits and the Cabinet has reconfirmed its commitment to such an arrangement. As previously report to Cabinet, great care is being taken in the progression of this shared service, particularly given its high profile nature and potential impact on the customer and as such, the long-term aim for the implementation of this shared service is Summer 2018.

Actions for Improvement

Further work will continue in the coming months to ensure the implementation date of 01 April 2017 is met for the Legal Shared Service. Work will continue in the analysis and development of a shared service for Revenues and Benefits and a further report on this item will be brought back to Cabinet in due course.

Performance Indicators

PI 45 <i>Percentage of posts involved in shared services arrangements</i>									
	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17	
Outturn	3%	3%	4%	4%	4%	4%	4%		
Direction of Travel	N/A								

6. Continuously review and adapt how we deliver our services to achieve financial efficiencies and improved performance.

The council has commenced its analysis of the service review options identified, with a view to implementing changes in order to either reduce the overall budget for the council or increase income opportunities. To date, the Cabinet have approved the options for Economic Development and Public Health which has resulted in a potential saving to the council of £487,000.

Implementation of these options has commenced with the tourist information service previously operated from the TownCentric building in the St George's Centre closing from 31 December 2016. A new, reduced tourist information service will begin to be delivered from the Gravesend Borough Market on Thursdays to Sundays, from February 2017.

The Cabinet have considered the options for Parking & Amenities, Revenues and Benefits and Regulatory Services, and at its meeting in January 2017 approved the options for these reviews which will deliver a further £523,000 (although this includes an estimated £100,000 for the shared service development in Revenues and Benefits).

Actions for Improvement

The next round of service review options for Planning & Regeneration, Customer & Theatre Services and the DSO will be presented to Cabinet in February and March 2017 for review and formal approval.

The project groups to support the delivery of the options that have been approved have either been established or are in the process of being established in order to drive these activities forward.

Any other areas of work (relevant to the strategic objective)

This page is intentionally left blank

Gravesham Borough Council

Report to: Performance and Administration Committee
Date: 02 February 2017
Reporting officer: Darren Everden, Service Manager (IT)
Subject: IT Infrastructure Update

Purpose and summary of report:

Inform the Performance and Administration Committee on the progress of IT infrastructure projects arising from the IT Strategy (2015-2018).

Recommendations:

This report is for information purposes only.

1. Background

- 1.1. The IT Strategy (2015-2018) was agreed by the Performance and Administration committee in April 2015.
- 1.2. An enabler for improving service delivery was the provision of a solid infrastructure on which to build digital services.
- 1.3. The IT Services Department (Corporate Services) assist the Digital Team (Communities) with the technical element of the Council's digital presence including development of services, data extraction and system integration.

2. Key Work Streams

- 2.1. A number of important areas were scheduled for upgrades following the adoption of the IT Strategy in order to provide greater capacity and improved performance for Council systems. These were;
 - Storage Area Network
 - Virtual Server Infrastructure
 - Upgrade of major business applications (Uniform, Revs & Bens, Document Management and Financials) onto latest Microsoft server platform
 - Upgrade of Microsoft Exchange email system
 - Upgrade of the Citrix remote access system
 - Upgrade of Civic Centre WiFi network with higher capacity access points supporting the latest wireless standards (802.11ac)
 - Implement public sector WiFi roaming between different organisations with PSN Roam / Gov Roam

- Improve the Council's data backup and business continuity arrangements by implementing the Kent Connects Disaster Recovery and Backup as a Service project with Mid Kent Services.
- Deployment of iPad devices to Council Members and Management Team running the modern.gov committee management application
- Delivery of the technical aspects of the Council's new website and Firmstep Single Citizen Platform
- Installation of Live Chat on the website
- Development of interactive web forms for the website (Council Tax and Rent Balance look ups, Bulky Waste and Green Waste service request forms, and Pest Control booking forms).
- Migrate last legacy database system (Bank Reconciliation) to a modern platform

All of these items have been completed and are delivering the anticipated improvements.

2.2. Address data underpins a lot of what we do and we identified early on that improvements in the quality of what we hold and generate in this area will be useful for future projects when joining up data sets and automating processes. An improvement plan was drawn up which included;

- A complete review of the Uniform system and how it is used
- Appointment of a Local Land and Property Gazetteer (LLPG) Officer to systematically clean and update the LLPG data to a standard where it can be used effectively
- Appointment of a Street Naming and Numbering (SNN) Officer to establish and implement consistent policies and procedures for new address data and compile a new Street Naming and Numbering Policy.

2.3. The Uniform system review has resulted in staff training within the relevant Departments which is now enabling the system to be used more effectively.

2.4. The LLPG Officer has improved the quality of approximately 85% of our address data to date. This is now enabling address data to be used for business process automation. For example, the process of setting up new property reference numbers between Uniform and the Document Management System used to be a manual process. This is now automated. The remaining 15% of unclean data represents the more complex cases which will take more time to resolve.

2.5. The SNN Officer has completely overhauled the way this service is run and implemented new processes and procedures which can be repeated in a consistent manner which helps maintain the standard of the LLPG. A new SNN policy was taken to Cabinet and approved on 5th September 2016.

2.6. The upgrade of the Network Infrastructure (core and edge network switches) will be completed in early 2017. The procurement has already taken place and the equipment delivered to site. Installation with the supplier is currently underway.

3. Future Projects

3.1. A number of future projects are either just starting or in the process of being planned. These include;

- Review of end user devices (Desktop PC's, Laptops, Thin Clients)

- Implement Virtual Desktop Infrastructure by scaling up the new Citrix remote access solution
- Telephony Infrastructure (Skype for Business being a serious contender)
- Wider adoption of cloud services (specifically Microsoft Office 365)
- New card payment system
- Digital awareness training for staff
- Document Management System improvements

4. Background Papers

4.1 None

IMPLICATIONS		APPENDIX 1	
Legal	None		
Finance and Value for Money	Costs and savings relating to specific IT Infrastructure initiatives have been the subject of separate reports to Cabinet.		
Risk Assessment	None		
Equality Impact Assessment	Screening for Equality Impacts		
	Question	Answer	Explanation
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		
<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>			
Corporate Business Plan	Strategic Objective - Sound and self-sufficient council - a well-run and innovative council supporting its staff to realise commercial opportunities whilst transforming its services to deliver at the best possible value for money.		
Crime and Disorder	There are no crime and disorder implications arising from this report.		