
REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 19
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REPORT FROM:	DIRECTOR OF FINANCE and CORPORATE SERVICES	OPEN
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SUBJECT:	IMPLEMENTATION OF AN E-COMMITTEE SOLUTION	REF
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 10

1.0 Recommendations

- 1.1 That the plan for the future replacement of Member laptops and printers is ceased.
- 1.2 That tablet devices are used in place of printed material for all committee meetings with effect from the October 2013 cycle of Committees.
- 1.3 That current devices (laptops and printers) with Members are returned to the Council on receipt of new tablets, or sooner if not currently used.
- 1.4 That Members sign a remote "wipe" agreement allowing devices to be restored to factory settings if they are lost, stolen or misplaced.
- 1.5 That Members sign an updated "Protocol for the use of Information Technology by Members of South Derbyshire District Council" to reflect the new tablet devices and enhanced security arrangements.

2.0 Purpose of Report

- 2.1 To consider the options for replacing printed material associated with agendas, minutes and other papers produced as part of the Council's Committee system. The report proposes an E-Committee solution with the use of tablet devices at the centre of changes proposed.
- 2.2 The proposal supports the aim of the Council becoming "Paperlite." It will generate cashable savings from the reduction in printing and distributing committee papers with added environmental benefits and also provide an opportunity for reviewing ICT provision for Members to make use of modern day technology in their role as community leaders.

- 2.3 The proposal is based on feedback from trials, a review of relevant technology options, together with a detailed understanding of current processes and associated costs.

3.0 Detail

Background

- 3.1 The Council, historically, in common with many organisations is extremely reliant on paper across the organisation, both in terms of information stored and distributed, together with the management of information received from customers.
- 3.2 Paper brings with it inherent risks regarding information security, loss from fire/flood/theft, consuming space to store paper and destroying confidential documents which is expensive. The Paperlite project is focused on fundamentally reducing the way in which the Council uses paper.
- 3.3 In line with SDDC's Environmental Policy, the introduction of an E-Committee solution will reduce raw paper material consumption, associated delivery and resource use emissions, to reduce the Council's carbon footprint.
- 3.4 Through the Council's ISO 14001 accredited environmental management systems (EMS) framework, the impacts associated with "Paper and Equipment Use" have been identified as significant and therefore are subject to measures which actively address them. As demonstrated through ISO 14001 commitments, this project will form part of a series of work streams aimed at continually reducing the Council's environmental impact.
- 3.5 During 2012/13, the volume of paper printed and distributed for the Committee process is shown in the following table.

<u>2012/13 Paper Volumes</u>	
<u>Type of Paper</u>	<u>Volume used</u>
White A4 80gsm	63,754
Colored A4 80gsm	61,291
White A4 200gsm	419
White A4 250gsm	470
Total sheets used	125,934

Existing Equipment

- 3.6 As part of the Council's ICT Strategy, a review of ICT provision for Members has been undertaken. This is due to the age of the existing equipment (laptops) with some hardware now being over 6 years old and reaching the end of its expected lifespan.

- 3.7 This is also timely as it presents an opportunity to look at realising efficiency savings from the reduction in the printing and dispatch of agendas and reports, together with providing Members with a modern solution to meet their needs.
- 3.8 The process of agenda and report creation and then circulation is very paper, time and cost intensive. It does not take advantage of recent advances in technology regarding hardware and software, in particular the recently upgraded Committee Management Information System (CMIS) which allows documentation to be created, accessed and viewed electronically.
- 3.9 In addition to the current equipment being old, the provision of equipment has become fragmented and it is perceived that access to software has limitations. Consequently, all Members do not use IT equipment provided by the Council and use their own devices to access e-mail and systems. In addition, the current method of accessing systems remotely using the "Citrix" method of authentication is slow and cumbersome.
- 3.10 In addition, some Members find their laptops unresponsive, slow and cumbersome and find the Citrix method of accessing South Derbyshire email accounts inconsistent in its performance. This can be attributed to the hardware being at the end of its expected lifespan.
- 3.11 These different configurations all bring with them different issues and risks. Therefore, any alternative solution will need to ensure continuity of access to information via a standardised platform for Members, with any risks being managed collectively.

Evaluating an Alternative Solution

- 3.12 Several trials have been undertaken with Members and Officers, where test committee meetings have been conducted using iPads, tablets and laptop devices, with no paper copies of documents.
- 3.13 Feedback has generally been positive from all attendees; evaluation of the meetings has been undertaken and the findings/comments from these meetings have informed this report. The results of the feedback are summarised in **Appendix 1**.
- 3.14 The requirements of Members have been identified from discussions with Members and Officers, together with an understanding of the current process.
- 3.15 The evaluation highlighted the following requirements:
- Access to send and receive Council emails
 - Access to CMIS
 - Document reading and annotation facilities
 - Access to the Internet to allow research and access information
 - Ability to access electronic calendars
 - Ability to open email attachments
 - Facility to correspond with constituents in writing if required

- Access to applications (Apps) that are relevant to undertaking Democratic duties, for example, “My Council Services” and word processing facility
- Hardware that is reliable and responsive
- Portability of hardware, that is easy to use and minimises IT support

3.16 Besides some facility to correspond with constituents, no expressions were made to have access to software such as Microsoft Office to create documents such as spreadsheets.

New Equipment

3.17 To meet these requirements, to reduce paper and provide standardisation in the use of equipment, it is proposed to issue Members with a portable device such as an iPad or other tablet, in place of a laptop.

Hardware Options

3.18 A review of the different types of hardware has been undertaken with full consideration given to the types of hardware available, i.e. tablets, laptops and iPads. The review, which sets out the benefits and drawbacks of each type of device compared to the identified requirements, is detailed in **Appendix 2**, with an analysis of specific tablet devices detailed in **Appendix 3**.

Laptops

3.19 The laptop is the least favored option compared to a tablet. Although it can accommodate more functionality such as Microsoft Office and is easier to use with a traditional keyboard, it is less portable – a key requirement for Members. In addition, it is less flexible to use remotely, having to access systems through the Citrix solution.

Tablets

3.20 The main options are a “Kindle” type reader, a “ThinkPad” and an Apple iPad as detailed in Appendix 3.

3.21 The main drawback of a Kindle device compared to the other options is security. This is because there is no known method of encryption and securing devices that would satisfy the ICT security requirements.

3.22 Its functionality is generally similar to other tablets and the Kindle is perhaps a more portable device. However, it is still fundamentally an E-reader and not designed for business use - security is a key risk that needs to be considered.

3.23 ThinkPads and iPads are designed more for business use and can be configured to include the necessary security features. The key difference is that the functionality of the ThinkPad is greater in that it allows full access to the Microsoft suite of products and is effectively a portable PC.

3.24 However, the increased functionality can bring additional complexities if the full functionality is not utilised and this could lead to more training and support being required on an on-going basis.

iPads

3.25 The main requirements for most Members are access to e-mails and the Internet, together with a device that makes it easy to access and annotate committee papers. Given these requirements, the iPad solution is considered to be the better option. The iPad is also easier to “lock down” if the device is lost or stolen and was the favored device in evaluation tests.

3.26 Therefore, it is recommended that the iPad solution is chosen. This would be hosted on the Apple Operating System as the industry standard that is tried and tested. This also meets the Council’s ICT requirements on information security as the iPad can be wiped remotely if lost or stolen.

3.27 It is also proposed that the iPads are purchased with 3G connectivity. This will enable remote access without the need to use the Citrix platform.

3.28 The iPads would replace current laptops which would not be replaced and would need to be returned to the Council. Members would attend meetings and use the iPad to read and annotate the documents appropriate to the meeting they are attending.

3.29 One of the main requirements that cannot be met arising out of the evaluation is telephone usage. In addition, it should be noted that the following functionality will not be available on iPads:

- External ports for connection
- Full Microsoft suite of products
- Upgrades to memory if required
- Direct access to other Council systems

3.30 In accordance with the Paperlite strategy, no printers would be provided.

Implementing the E-Committee Solution

3.31 Clearly, it will be imperative that all Members and Officers concerned fully engage in this new way of working.

3.32 Members will be expected to attend meetings with their devices with them, charged, having already accessed the relevant papers from CMIS and annotated them in preparation for the appropriate meeting. In principle, this doesn’t differ from the current process other than the medium for obtaining the information is different.

3.33 If approved, it is proposed to implement the new arrangements with effect from the October 2013 cycle of Committee meetings. This will allow the procurement of the devices, further training and sufficient lead in time for a smooth implementation. No printed material would then be produced from this date.

3.34 Consideration has been given to Members bringing their own devices to meetings to reduce the capital cost of purchase of new equipment. However, this could easily lead to fragmentation and a move away again from standardisation with potential security risks. Consequently, this is not considered to be a preferred option.

Training

3.35 Clearly, such a fundamental change in working practices will bring issues and risks to be addressed. Therefore, a full programme of training will be delivered. This will comprise different types and methods of training delivery according to the needs and learning styles of Members.

3.36 In addition to the formal training, Members will be assigned a mentor from the Project Team that has been developing the detail of the E-Committee solution, to provide support with any issues as they arise.

3.37 It also proposed to make a “floor walker” available at meetings initially, to discretely offer support as required. This will be for the cycle of meetings post going live and any training issues identified through this approach will be addressed as they arise. Subject to agreement of the recommendations, discussions will be held with Members to establish their individual training needs.

3.38 It also proposed to direct any issues, initially, with regard to functionality of the hardware and software, to Democratic Services to allow them to resolve any issues. This will also allow for a central record of the issues to be maintained and address any matters arising. This will be looked at again, as part of the post project review, to assess the impact on Democratic Services.

3.39 ICT support via the helpdesk will be available in the usual manner.

Remote Wipe

3.40 In order for the Council to mitigate the risk of unauthorised users accessing devices if they are misplaced or lost, it is recommended that Members sign an agreement to wipe the device remotely if it is lost.

3.41 The remote wipe associated with the iPad is a security feature that allows a network administrator to send a command to the device and delete data. This is not selective, and it should be noted that all data would be deleted and effectively render the device useless.

Members ICT Protocol

3.42 Under Part 5 of the Constitution, Members are required to sign and adhere to a protocol for the use of ICT. The protocol effectively covers the “do’s and don’ts” when using hardware, accessing systems, using e-mail and the Internet in connection with Council business.

3.43 This will need to be reviewed to reflect the proposed changes to working practices (where appropriate) although in principle all fundamental aspects of the protocol will still apply.

Other Issues

3.44 The proposed paperless system will apply to all Committees. The large presentation screens in the Council Chamber will be used to display the Agenda and any detailed drawings and maps, etc.

3.45 The principle will also be applied to the Parish Forum meetings and partnership boards, etc. Communication will be undertaken with other organisations if the proposal is approved. Visitors to meetings will be given access to an iPad as a limited number of back-up devices will be kept available for all meetings.

3.46 It is also anticipated that the principle will be incorporated into Area Forums. Although Agendas and other papers printed are less, the current distribution lists are extensive and these are being reviewed. Papers will be made available on the Council's web-site prior to meetings.

The Wider IT Strategy

3.47 The proposal is part of the Council's overall strategy for ICT. At present, the Council's aging network, e-mail system and general infrastructure is being upgraded to take advantage of more modern day technology.

3.48 This will benefit all Members and Officers through a more efficient e-mail system in terms of capacity and resilience, together with a Microsoft upgrade to provide standardisation and consistency in corporate systems.

3.49 The overall project also includes the extension of Wi-Fi facilities throughout the Civic Offices and the replacement of the Citrix (remote access) system. The overall project is due to be completed by March 2014.

4.0 Financial Implications

Budget

4.1 The ICT Reserve includes capital provision of £30,000 to replace equipment for Members to avoid any additional costs falling onto revenue accounts.

Capital Outlay

4.2 The estimated cost of purchasing 45 iPad 4s (to include spares, back-ups, chargers and full warranty) is £26,000. This would include 3G connectivity and would be the most up to date device available including much easier access to the Internet. This price is based on a Government Framework Agreement for procurement of IT equipment.

- 4.3 There would be an annual maintenance and running cost of approximately £4,600, which would cover all devices. There is an existing IT maintenance and support budget for Members that would meet the on-going cost.
- 4.4 For information, the estimated cost of the equivalent number of ThinkPads is £27,000, with yearly costs of £4,000. The cost of supplying laptops would be lower at approximately £20,000.
- 4.5 If an App was purchased to supply say Microsoft Word and Excel, this would cost about £14 per device. It is recommended that this requirement is reviewed on an individual basis during the training and testing period.

Rental Option

- 4.6 Outright purchase is cheaper than an annual rental, which would cost £18,900 per year, including support and maintenance. However, the rental option would allow automatic upgrades each year, without the need to make a further capital outlay after 2 to 3 years.
- 4.7 Given the pace of development in current technology, this is likely, as the iPad 5 is expected to be released later in 2013. However, this new technology may take time to bed in and may not be available on all network coverage.
- 4.8 The equivalent cost of purchase compared to rental over 5 years is shown below.

	Yr1	Yr2	Yr3	Yr4	Yr5	Total
Capital Purchase	30,600	4,600	4,600	30,600	4,600	75,000
Rental	18,900	18,900	18,900	18,900	18,900	94,500

- 4.9 After allowing for a further replacement after 3 years, an initial capital purchase is the least expensive option and still provides the flexibility for a future upgrade when this is known, tried and tested.

On-going Savings

- 4.10 On-going budget savings would be made as shown in the following table.

Cashable Savings	£
Paper and Printing	11,191
Stationery	167
Disposal of Confidential Waste	312
Courier Services	4,200
Postage and Delivery	5,733
Total Savings	<u>21,603</u>

4.11 The savings over the 5-year MTFP would amount to approximately £108,000. After allowing for future replacement and a further capital outlay within 5-years, the overall cashable savings are approximately £33,000 as shown in the following table.

	Yr1	Yr2	Yr3	Yr4	Yr5	Total
Capital Purchase	26,000			26,000		52,000
Annual Maintenance	4,600	4,600	4,600	4,600	4,600	23,000
Savings	-21,600	-21,600	-21,600	-21,600	-21,600	-108,000
Net Cost / Saving (-)	9,000	-17,000	-17,000	9,000	-17,000	-33,000

5.0 Corporate Implications

5.1 The Paperlite Strategy and this proposal in particular, are designed to generate cashable savings and a more streamlined way of working throughout the Council. It contributes to the Corporate Plan Theme of “Value for Money” by cutting costs, but not services in terms of achieving efficiencies.

6.0 Community Implications

6.1 The proposal is designed to develop the way in which Members fulfill their roles and communicate with constituents in a more streamlined way, by using up to date technology.

6.2 The use of iPads is a secure tool which will reduce the overall costs involved in the democratic process. Members will have access to all information and documentation using just a browser and the Internet.

7.0 Background Papers

7.1 None