

Project I1: To provide an update regarding the project timescales and next phase of the intranet project

1. Executive summary

A business case, addressing the need for a new HR and payroll management system, was presented to the Transformation Programme Sub-Committee in November 2016. The business case details the benefits of adopting a new HR and payroll management solution and will be referred to throughout this document.

Members of the Sub-Committee subsequently agreed that the Council further analyse two options as recommended within the business case (option 1 and option 2).

The following information sets out the proposed project plan for the Intranet Project within the Transformation Programme and presents options for phase 2 of the intranet.

The initial phase of the project will consist of two options (with both options recommending the implementation of a new HR and payroll management system).

The Council's preferred tendering process focuses on using an existing Framework, whereby the market leaders within HR and payroll software development will be able to submit their tenders under a competitive, transparent procurement process.

The following project plan will also detail recommendations for phase 2 of the Intranet project, focusing on the needs of the Authority (including long term requirements of employees and Councillors), links to the Corporate Plan, costs and the business benefits.

2. Update on the project

Following the agreement by the Transformation Programme Sub-Committee to investigate options 2 and 3 from the business case the Project Team has started to write a specifications document setting out the business requirements of the new externally hosted HR and payroll software system. Option 1, to keep the status quo, was not supported by Members and is not considered moving forward.

The specifications will require bidders to provide costs for both an in-house solution using a new HR and payroll management system, keeping with existing payroll staff (option 2) and for a fully outsourced payroll provision (option 3, with long term staffing needs to be determined once tenders are assessed).

Option 3, to outsource payroll, will extend the timescales to implement the project; however this option would provide additional cost savings (dependent on long term staffing implications).

The following table is extracted from the business case and shows an estimate of the minimum cost savings over a 4 year period.

Cost savings shown are only financial and do not take into account additional benefits e.g. automation of manual processes reducing administration time and printing costs.

Option	Initial set up cost	2017/2018	2018/2019	2019/2020	2020/2021	Total savings
(2)In-house HR and Payroll Services-externally hosted	£58,000	£8,700 ¹	£8,700	£8,700	£8,700	£34,800 ²
(3)Procure new supplier – outsourced payroll and in-house HR – (externally hosted payroll services)	£60,000	£23,000	£23,000	£23,000	£23,000	£92,000 ³

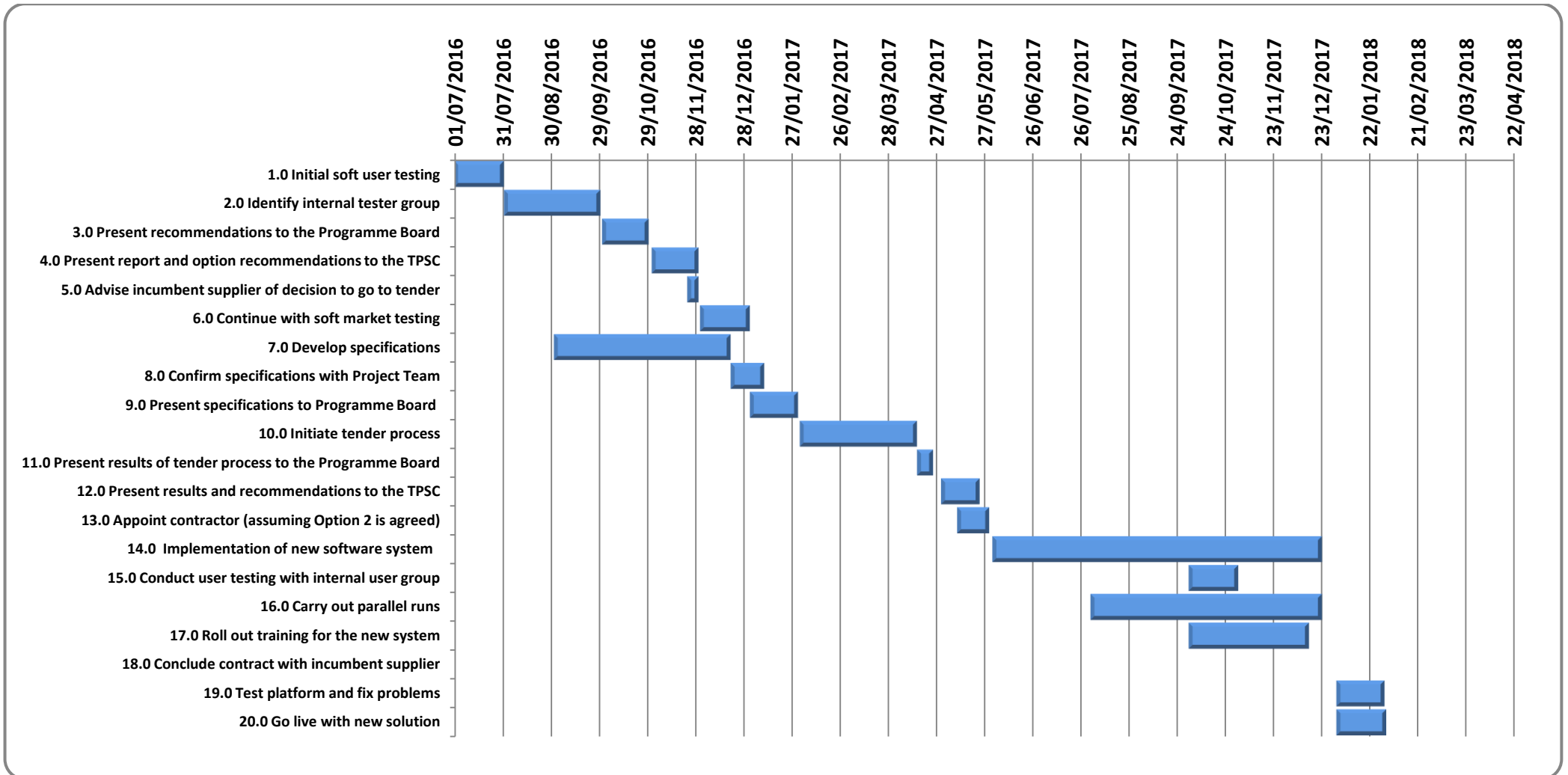
¹ Option (2) would require the Council to retain 1x ft Payroll Officer at a cost of £41,000, administration costs for payroll and HR and hosting costs.

² This cost saving will reduce over the 4 years due to normal cost of living increases in salary costs. This has not been taken into account in these figures.

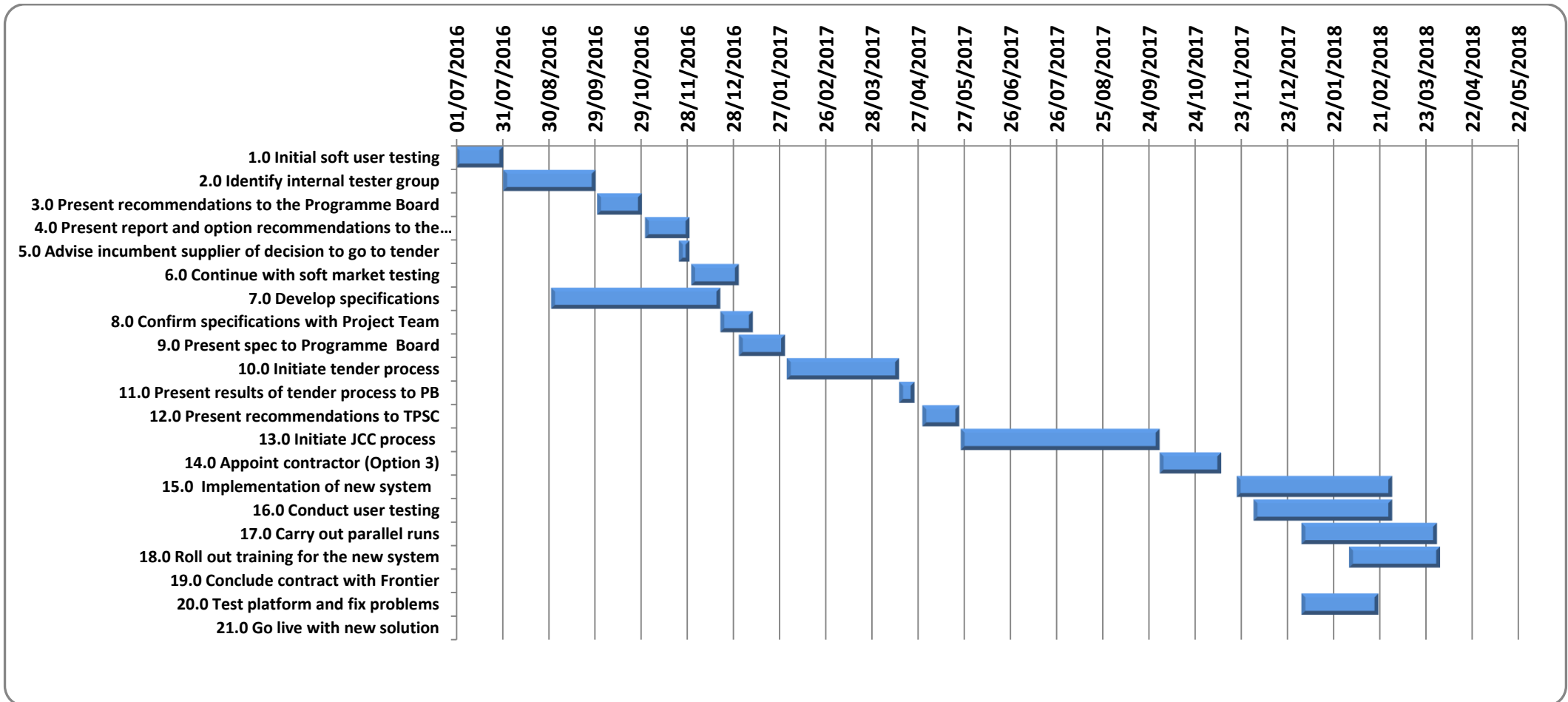
³ This saving does not take in to account any salary costs attributed to overseeing the outsourced service. At this stage it is difficult to determine the level of staff involvement needed. However, we estimate that this role could be carried out when required by existing staff in current contracted hours (or by offering additional hours to existing Financial Services employees).

3. Project plan Timeline

3.1 Option 2 (keep with existing staffing arrangements, implement an externally hosted HR and payroll management system)



3.2 Project plan Timeline- Option 3 (outsource payroll, implement an externally hosted HR and payroll management system)



4. Proposed phase 2 of the intranet project

4.1 Business benefits of further developing a new intranet

Intranets can provide businesses with clear opportunities for simplified communication streams, a more robust data management system which negates the need to have lots of drives and therefore reduces data storage costs, appointments can be easily shared and organised, easy development of workflows in-house e.g. room bookings etc and improved collaboration across sites and employees.

In addition, a new intranet would enable a platform to embed on-line video tutorials, upload videos, provide team sites which would be developed by a service for a service (dependent on which solution the Council agrees).

5. Options appraisal

1) Status quo

Once the intranet initial landing page has been designed on which the new HR and payroll management portal will be housed no further developments will be needed.

The landing page on which the portal for the new HR and payroll system will be housed will be completed by Andy Grant (the contractor who designed the new website theme) to ensure that there is a consistent approach to the design of the two sites.

This option would not require the Council to put aside any further revenue (apart from the identified costs highlighted in phase 1 of the project) for its development. However, this option would be a missed opportunity for the Authority due to the numerous positive benefits a new intranet would provide.

2) Re-design existing pages with no additional functionality

After on-going discussions with the contractor who designed the existing website and intranet, it is clear that the existing intranet is too out of date to enable a full migration of data from the old site. This is due to the age of the customer relationship management system within it. Therefore the site would need to be started from scratch.

The Council would be required to carry out a contents audit and remove any irrelevant, out of date information. In addition, the project will consider the navigability of the intranet to ensure that it is easy to use for all staff and Members. This option will require further support from the web designers to help review the navigation of the site.

This option would help to provide a more visually appealing intranet across the whole site, however the limitations of any additional functionality would eventually lead to lack of staff usage (as it does now).

3) Update with additional functionality

The Council would need to carry out a contents audit to ensure that out of date and irrelevant pages are updated.

The current intranet has limited functionality. This leads to more time being spent on undertaking various manual processes. Whilst a number of these will be addressed through the HR and payroll management system there are still forms which would benefit from becoming automated e.g. room bookings, equipment booking and service specific manual forms etc. By installing a new intranet which provides this functionality the Council will have increased productivity.

A new intranet will enable a number of time and cost efficiencies; development of bespoke workflows, reduced duplication of work, meet requirements identified within the Council's corporate agenda and support the organisation to capitalise on new technology and new ways of working.

The development of team sites, access to additional social media opportunities e.g. Yammer, cross site communication and more effective communication with external partners such as with document sharing and version control, will continue to support the Council's new ways of working which have been initiated through phase 1 of the Transformation Programme.

With the impending developments within Devolution, shared services and cross-authority working arrangements, a new intranet will provide the conduit between partners to support data exchange, project management and collaboration work.

Through the extensive market testing we have carried out with external ICT contractors, the information gathered clearly points the Council to use either a SharePoint platform or extending the existing functionality of Drupal (our current platform) through the purchase of additional modules. With the Council's strategic direction to build on existing technologies rather than acquire new solutions, the proposal for the intranet assumes a Drupal solution.

Council employees would have a consistent approach to authoring pages, updating documents and concurrent version control. It will provide easily accessible corporate information where the user can carry out workflows quickly and efficiently negating the need to print out the form and fill it out manually (this would support the work being undertaken within the new HR and payroll management system).

Employees around the Authority currently save their documents in a number of places including their personal drives, shared folders and drop box etc. Drupal enables all employees to save their documents within one central repository. This would align with our project management methods and ensure consistent approach to version control.

6. Preferred Option

It is recommended that the Council goes for the following option:

Option 3- Develop a new intranet which is designed around the business needs of the organisation.

A newly designed intranet, using additional modules in Drupal, will help to realise key business capabilities, including; improved workflows, support unified communications, improve productivity, act as an interactive conduit to provide corporate messages and help provide financial efficiencies moving forward. Once deployed it will enable all staff and Councillors to have one document repository where all Council information will be stored including restricted access documents (unless restrictions are in place).

7. Business Benefits Expected

Business benefits developed in the PID and will focus on:

- a) Ensuring that the project supports outcomes within the Corporate Plan.
- b) Providing all staff with an easily accessible intranet to enable employees to work from any location with internet access, including their home and customer sites.
- c) Creating an online space to help organise and manage information and share documents and calendars.
- d) Increase employee satisfaction and support all staff to take an active role in corporate projects/news.
- e) Better intranet search and navigation tools to reduce wasted time searching for relevant documentation.
- f) Improving workflow and automating manual processes e.g. room booking, service specific forms paper etc.
- g) Providing an improved conduit from which to deliver the Council's corporate message.
- h) Sharing resources and best practice.
- i) Supporting the development of unified comms.
- j) Providing team sites to support collaboration and partnership working.
- k) Enabling large files to be edited which do not have restrictions of size.
- l) Supporting document version control (internally and where appropriately externally).
- m) Staff would be able to undertake flexible working with the ability to access their on-line forms, policy information on the proposed intranet where there is a wifi connection.
- n) Improving partnership working. Where services have large infrastructure projects being undertaken in partnership with external partners, the proposed system will enable the Council to provide restricted access by external partners to documentation (with unlimited size). This would provide reassurance on version control, negate the need to send large files by email and support more efficient working practices.

Staff and councillors would be able to work in a more flexible environment and support agile working arrangements (which reinforces the recently agreed Home Working Policy).

8. Cost

If the Council considers to further investigate option 3 and redevelop the intranet with a view to installing extending the modules within Drupal, there will be additional cost implications.

An estimate of costs would be estimated between £8k-£10k for Drupal (plus an additional £5k for staff training).

By purchasing additional modules from Drupal the Council would have more functionality including: workflows, some project management functionalities, automation of manual forms etc.

The Authority currently uses Drupal so by adopting this platform it would be easier to implement. The costs would be dependent on which modules would be required (the implementation of which will be conducted by an external web designer). Initial soft market testing has indicated approximate costs of £8k -£10k.

8 Timescales

At this stage this would be dependent on the option agreed, however, all options would be completed by April 2018.