
TITLE: TRANSFORMATION PROGRAMME- PHASE 2

Committee: Transformation Programme Sub-Committee

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[R172]

1.0 ISSUE

- 1.1 To propose a Phase 2 to the Council's Transformation Programme, reflecting on corporate priorities, staff and financial resources.

2.0 RECOMMENDATION(S)

- 2.1 To note the progress on delivering Phase 1 of the Transformation Programme.
- 2.2 To approve the proposed Phase 2 of the Transformation Programme, with approval for the projects set out in para 4.3.

3.0 BACKGROUND/OPTIONS

- 3.1 The Transformation Programme is an ambitious programme with the objective of supporting the Council to be financially self-sufficient. The Programme identifies three main themes to deliver this:
- Customer focussed
 - Learning and Improving
 - Efficient business
- 3.2 Phase 1 of the Transformation Programme was approved by the Regulatory and Support Services Committee at its meeting on 13th June 2016. Progress reports were made to each meeting of the Sub-Committee. At the previous meeting of the Sub-Committee, full feedback was provided on Phase 1, what had succeeded, and what had not. This feedback also sought to define Phase 2 of the Transformation Programme.
- 3.3 At that meeting, members expressed three significant concerns. Firstly, that the outstanding projects from Phase 1 were prioritised and implemented. These are:
- Telephony
 - Disaster Recovery/Firewall
 - Intranet/HR/Payroll system
 - EDRMS
 - IT Team Restructure

Secondly, that the ICT team and broader organisational resources were sufficient, so staff across the organisation were able to implement change.

Thirdly, that concerns in respect of ICT security were prioritised in Phase 2 of the Transformation Programme.

3.4 This report is structured into these three areas of concern raised by members:

- Completing Phase 1
- Resourcing
- Security and Phase 2

4.0 TRANSFORMATION PROGRAMME

4.1 **Completing Phase 1:**

- Telephony- this project is to replace the analogue with a digital telephone system. It will provide significant efficiency and customer benefits. There have been issues with the selected supplier having the resources to deliver this project. A project plan and deliverables have been agreed, with an implementation date from the end of January 2017. Staff will see the new system from February 2017. To project manage this for the Council, an external resource which was brought in to support the Infrastructure and Network projects as part of Phase 1 will be engaged.
- Disaster Recovery/Firewall- this project is to complete the Disaster Recovery solution for the Council. The necessary hardware and software has been delivered, however the final piece of the solution, a new circuit at E-Space North has not yet been completed. Once this has been done, work on replacing the Firewall and a SAN and VM infrastructure can take place. This is a requirement of PSN Compliance. This project has been project managed internally thus far, and this will continue through to completion.
- Intranet/HR/Payroll system- a “Case for Change” was appended to the Committee agenda papers for the previous meeting of the Transformation Sub-committee. This highlighted the significant benefits on offer from a new HR/Payroll system. This will require a budget of £60,000, and offers significant efficiency and deliverable savings. In addition, Phase 1 included a refreshed, intranet, to work in parallel to the new website. Changing the look and feel of the intranet will cost approximately £15,000. The outline business cases for this project is attached at Appendix A.
- EDRMS- the first phase of this project is to transfer the Planning service onto the IDOX system. This project went “live” in December 2016, but there have been a number of issues which have affected access to documents on the website, internal operations and efficiency. These are being resolved, but some issues remain outstanding. These continue to be prioritised as the most urgent tasks to be resolved with IDOX.
- IT Team Restructure- ensuring the Council has access to the right skills and resources is critical. The Council’s IT Manager left the Council on 31st December 2016. This has created a gap which will need to be filled quickly. Officers are sourcing potential candidates, and an update on the position will be given verbally at the committee meeting. In the absence of an IT Manager, there are real risks that there is insufficient leadership and management in the ICT Team. Recruiting an ICT Manager, with the broad set of leadership and programme management skills sought (the role is to be redefined, as a “Business Change Manager”), is the priority. It is suggested that a key role of the new ICT Manager will be to identify the needs of the ICT team, and structure to meet those needs.

4.2 Resourcing:

- With the exception of the gap with the IT Manager post set out above, all other resources are in post. The technical support will be provided by the ICT Team, and the projects being proposed within this report spread the input from members of the ICT team, so capacity exists to support them. Each of the projects will have a nominated "Project Lead", who will take direction from, and provide progress reports to, the Programme Management Team.
- The web development work will be resourced through the web team and Andy Grant. Some additional funding is sought for the latter.
- The Intranet/HR/Payroll project draws on a broad resource base- with much of the work falling on the small HR and Payroll teams. Should these teams require some additional resource, it will be provided from within existing Council budgets.
- The overall programme will be managed by the Programme Management Team of Director, Operations; Director, Resources and the Customer Services Manager

4.3 Proposed Phase 2

(a) Security

The following projects are proposed to form Phase 2 of the Transformation Programme. With the exception of the web work, the initial projects have been prioritised due to the need to improve the Council's security.

- Public Service Network (PSN) Co-Co Post Submission Work- following external testing, the overall conclusion is that the Council's security arrangements are "generally good". There are, however, a number of specific areas where vulnerabilities were identified. These specific areas have been developed into a prioritised action plan.

In order to satisfy member concerns, this Action Plan will be incorporated into the Transformation Programme. The remedial actions have been prioritised, with the most significant due to be completed by the end of January 2017. There are three key issues which have been raised through the testing, and these will be implemented as part of Phase 2 of the Transformation Programme:

- Secure E-Mail- this project will deliver an effective secure and corporate e-mail solution, satisfying PSN requirements. The estimated costs are £24,000 (capital) and £18,000 (ongoing revenue). This project will also enable staff and members in the Grange office to access e-mails and information via the corporate wi-fi solution.
- Patching- to enable automatic patching of all ECDC systems to latest versions, including Microsoft software and third party software. Improvements are necessary to meet PSN requirements, and will generate efficiency savings as all patches have previously been done manually by the IT team. The estimated costs are £10,000 (capital) with any ongoing revenue costs offset by efficiency savings.
- Password Management- to select and implement a solution to use more secure passwords, and enable changes to be made more easily, without having to use the IT Service Desk. This will incur an ongoing revenue cost, but again will be offset by efficiency savings in the IT Service Desk.

The remedial action plan for PSN is comprehensive and will act as the project plan for resolving all of the security issues identified. A progress report will be brought to the next meeting of the Sub-committee, at which point all the urgent actions will have been completed.

(b) Mobile Working

- The current contract expires in May 2017, so there is a need to renegotiate the calls and data contract for Corporate Mobile handsets. The objective is to receive a pool of data and an allowance towards handset usage by complementing it with the Bring Your Own Device (BYOD) project. There is an additional revenue cost of £10,000 to specify, procure and implement a new contract. Cost savings should be generated through the renegotiation, alongside the quality of devices provided and the availability of a good data service. Balancing these different needs, no assumptions on savings have been made at this time.

(c) Web/Online Services

Further improvements are proposed for the website which will not draw on IT resources. Phase 2 will build on the work successfully completed in Phase 1, with four key projects proposed:

- Web Governance- to develop a system for managing the website. This will set corporate standards, roles and responsibilities for staff. Cost will be £2,500 and internal staff resources.
- Rollout new Content Management System- this will provide an administrative tool for web content authors and updaters to easily create and manage website content. It will provide design and style guides, training, and clarity of how the website is managed. The cost is estimated at £5,000.
- Review of Web Content and Simplify Online Forms- this will ensure the website is consistent, customer focussed and easy to use. Cost will be funded from unused budget from the web project in Phase 1.
- Campaigns to Promote Online services- to further promote the benefits of the Council's online services, which will increase the self service transactions and alter the ways our customers engage with the Council.

Project briefs for each of these are attached as Appendix B to this report.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The priority projects for Phase 2 highlighted by Foresight in its report to the Sub-committee in November 2016 highlighted a number of other projects. As it is critical that Phase 1 projects are completed, Security is improved, and the departure of the Council's IT Manager, it is proposed to defer the other projects which require significant IT staff input. These are shown on the attached project plan as beginning in April 2017 or later. It is suggested that the Sub-committee receives a progress report on the projects which are being proposed at its meeting on 15th March 2017 before committing to new projects.

The largest projects are the Desktop Refresh and Application Review- both will require financial and staff resource commitment, and will be brought back to the Sub-committee meeting in March 2017.

- 5.2 The financial implications contained in this report are set out below:

Project Reference	Project	Capital	Revenue
I1	Intranet/HR/Payroll	£75,000	Nil

A1, A5, F2	Secure E-Mail	£24,000	£18,000
A9	Patching	£10,000	£2,000
B5	Password Management	Nil	tbc
D6	Mobile Working-contract	Nil	£10,000
H2	Web Governance	£2,500	Nil
H1	Roll out of Content Management System	£5,000	Nil
	TOTAL	£116,500	£30,000

5.3 In terms of funding these costs, it is proposed that:

- The Intranet/HR/Payroll solution be funded from the capital programme in FY2017/18;
- The remaining projects are funded from underpends in the Council's current years revenue budget, with any underspends in the IT team being used first;
- That no ongoing revenue costs are added in to the budget- as these will be funded from efficiency savings.

6.0 CONCLUSIONS

- 6.1 It is critical that Phase 1 of the Transformation Programme is completed. In addition, security concerns raised by members and identified in the annual PSN inspection will be resolved as a matter of urgency. This report identifies these projects, plus others which provide the maximum benefit, within the IT staff resource available.
- 6.2 The Transformation Programme will continue to be delivered through the Programme Management Team, which will continue to meet and make operational decisions on a weekly basis.
- 6.3 A progress report will be brought to the sub-committee meeting in March 2017, which will set out the intentions for bringing forward projects regarding the Desktop Refresh and the Application Review.

7.0 APPENDICES

Appendix A- HR/Payroll/Intranet Outline Business Case

Appendix B- Web/Online Project Briefs

Appendix C- Programme Plan

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
Report to Transformation Sub-Committee 12 th November 2016- Review of the Transformation Programme and ICT Service	Room 105 The Grange Ely	Andy Radford Director, Resources (01353) 616303 E-mail: andy.radford@eastcambs.gov.uk