

TITLE: REVIEW OF THE TRANSFORMATION PROGRAMME AND ICT SERVICE

Committee: Transformation Programme Sub-Committee

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[Q263]

1.0 ISSUE

- 1.1 To review and refine the Transformation Programme so that it is resourced, deliverable with outcomes defined.

2.0 RECOMMENDATION(S)

- 2.1 To recommend to the Regulatory and Support Services Committee:
- The Review of the Transformational Programme and the ICT Service
 - The priority projects described in section 4 of the report
 - The Programme Management and reporting arrangements as set out in section 5 the report
 - The release of the funding in the ICT Reserve

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 The Transformation Programme has established robust governance and project management processes; but has not identified the resources required or the benefits which will accrue from the projects contained in the Programme. There is a real risk that there are insufficient resources and identified benefits to drive the full Programme.
- 3.3 In parallel, the Council has sought proposals from West Suffolk, LGSS and the in-house team to identify the optimum method of supporting the above programme and the broader ICT support for the Council.
- 3.4 There is an absence of a clear ICT Strategy to drive the Transformation Programme and to help in identifying what is the optimal delivery vehicle.
- 3.5 Reflecting on the above, an independent review was commissioned to review the Programme; the alternative vehicles for delivery; and provide a “blueprint” for an approach to identify the resources required and benefits from phasing the Transformation Programme. The review assessed each of the projects in the

Transformation Programme, and offers a prioritised programme based on the Programme's stated objectives, available resources and potential benefits.

- 3.6 The Executive Summary of the review report is attached at Appendix 1 to this report. The full review report is on purple paper at Appendix 2.

4.0 TRANSFORMATION PROGRAMME PRIORITIES

- 4.1 The review identifies the first three priority areas (each driven by the Transformation Programme themes as shown in para 3.1), as follows:

- Channel Shift
- New Ways of Working
- ICT Transformation

- 4.2 Officers have reviewed the report's conclusions and recommendations. These have been considered alongside Council priorities and the availability of funding and staff resources. In order to ensure that the right projects are prioritised, staff resource made available and funding identified, it is proposed that the following projects are prioritised through a first phase of the Transformation Programme:

Customer Focussed- Channel Shift- encouraging our customers to move to using more efficient and customer driven technology. This work is to better understand customers' requirements, and develop a new website which would continue to be hosted externally. This project will be lead by the Customer Services Team. This project will require a budget of £100,000. The review report identifies that other authorities which are able to channel shift 40% of their transactions onto the website can deliver annual savings.

The specific outcomes are to deliver:

- a new website and governance arrangements – improved navigation, layout and content around the needs of the customer;
- Online forms to apply, pay and report it;
- Self service account to save time with auto completion;
- The ability to view history and track progresses of online contact.

It is proposed that the "MyCouncil" solution is explored as part of Phase 2 of the Transformation Programme.

Learning and Improving- New Ways of Working- improving the use of existing technologies to generate internal efficiency through use of mobile technology, developing a new intranet and realising the full benefits of a modern telephony system. This project will be lead by the ICT team, with some external support bought in as required. The first stage of this project will cost £140,000 and will deliver direct savings through more efficient ways of working.

The specific outcomes are to deliver:

- A review to identify how staff can better utilise new technology to enable more efficient work practices. e.g. PC, laptop. This will inform phase 2.
- A more cost effective and efficient telephony solution enabling flexible working and delivering cashable savings
- A fit for purpose document management solution which is readily integrated with Uniform, supports flexible / mobile working and delivers savings

- A review to identify a solution to deliver a central knowledge base for all staff to benefit from easier access to information; implementation will be delivered as part of Phase 2;
- To create an efficient and responsive working environment using mobile technology for those areas of the council which can best exploit this technology.
- Implementation of Office365 and Idox Uniform remote applications, standardisation on a mobile platform supported by a robust mobile device management strategy

Efficient Business- ICT Transformation- deliver the core infrastructure so our ICT foundations are robust and disaster recovery is in place. End user training will be provided to enable services to increase their IT knowledge. The IT team will undertake an Application Review, which will inform the next phase of the Transformation Programme. This project will be lead by the ICT Team. Costs are estimated to be £170,000- with annual savings of £50,000 deliverable in the medium term.

The specific outcomes are:

- End user training in use of both applications and core desktop software (MS Word, Excel, Outlook and Windows).
- The core infrastructure (servers, storage, network etc) is in need of a refresh with much of the hardware being close to end of life, at capacity and non-resilient.
- Replicate servers off-site for Disaster Recovery capability;
- To better understand the Council's service requirements and then, as part of phase 2, create an overarching work plan for the applications estate.

4.3 The delivery of the above projects under Phase 1 of the Transformation Programme will provide the necessary ICT foundations in place, provide the opportunity for the ICT team to deliver, and deliver some tactical "quick wins". The projects also provide the blueprint and platform for Phase 2 of the Programme.

4.4 The IT team structure does need to be reviewed. However, it is not proposed that this is done in the first phase of the Transformation Programme, as there are some essential projects which need delivering and these must be priority. It is proposed that the first phase ends at the 21st November 2016 Sub-committee meeting, at which point there will be greater understanding of the capability and competencies of the ICT team being able to deliver Council priorities. The final report on Phase 1 to that meeting includes specific proposals on how the ICT team needs to change to meet future needs.

5.0 DELIVERY OF THE TRANSFORMATION PROGRAMME

5.1 The Project Sponsors are the Director, Operations and Director, Resources. The Customer Services Manager and Principal ICT Officer will manage delivery of individual projects, under the overall guidance of a Programme Manager. It is recommended that Foresight (the author of the Review report) is engaged to provide this role:

- Work with Project Managers, ICT team, Customer Services team and outside suppliers to deliver stated projects;

- Reporting on progress and highlighting risks and issues to management and members
- Capturing costs and benefits
- Agree and implement optimum solutions for infrastructure projects;
- Provide a technical advice service during the design and implementation stages;

- 5.2 The costs of the Programme Management role will be for a six month period; ending with a final report on the delivery of the first phase, and proposals for phase 2, at the Transformation Sub-committee meeting on the 21st November 2016. The costs will be funded from savings within the salary budget of Management Team.
- 5.3 As the majority of the Programme will be delivered through internal resource-primarily the Customer Services and ICT Teams, then both will prioritise these projects, alongside dealing with day to day customer services and “Business as Usual”. It will mean that the Transformation Programme projects are prioritised over any new projects which come forward. If there is a conflict which cannot be resolved, it will be reported to the Transformation Sub-Committee.
- 5.4 Furthermore, to ensure a pace is maintained on delivery, a pragmatic approach to applying the Council’s Contract Standing Orders will be taken. Any exemptions from these Standing Orders can only be approved by a Director. As there are two Directors acting as Project Sponsors, for transparency it is proposed that the Chief Executive or Director, Commercial be requested to approve any exemptions.
- 5.5 It is proposed that the Transformation Sub-committee meetings arranged for July and September 2016 are used to provide progress update reports to members; with the November meeting being used to report on the delivery of phase 1 of the programme; and the programme for phase 2. It is likely that there will be budgetary implications arising from any future investments, which can then be considered in the preparation of the FY 2017/18 revenue and capital budgets.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The maximum total cost of Phase 1 has been estimated by officers to be £410,000; which is above the maximum figure indicated in the Foresight report of £380,900. The Council has an ICT Reserve with a balance of £177,600; the majority of which is set aside for investments in infrastructure. There is also the ICT revenue budget which has some capacity to fund some of the costs. This reserve will be the first call on resource. Should the full £410,000 be committed or spent within the six month period, then the balance will be funded from in-year savings in the Council’s revenue budget.
- 6.2 The costs and benefits of phase 2 of the Transformation Programme (which will not be defined until November 2016) will be bid through the Council’s budget setting process.

7.0 APPENDICES

Appendix 1 – Executive Summary- Foresight Consulting
 Appendix 2 – Full Report- Foresight Consulting (EXEMPT)

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
(List any background documents used in preparation of report not attached as appendices, or state 'none')	Room 105 The Grange Ely	Andy Radford Chief Financial Officer (01353) 616269 E-mail: andy.radford@ eastcambs.gov.uk