
**TITLE: PROGRESS REPORT ON THE TRANSFORMATION PROGRAMME
 AND ICT SERVICE**

Committee: Transformation Programme Sub-Committee

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[R58]

1.0 ISSUE

- 1.1 To update Members on progress in delivering the Council's Transformation Programme.

2.0 RECOMMENDATION(S)

- 2.1 To note the progress on the Transformation Programme.

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 was approved by the Regulatory and Support Services Committee at its meeting on 13th June 2016. The Programme is split between short term projects which provide the foundation and immediate improvements to the Council; and in parallel develop proposals to be considered by Members at the end of phase 1, in November 2016. Phase 1 will provide the capacity and pilot solutions in services where there are clear benefits and desire to move to new ICT solutions. Phase 2 will then enable the Council to determine whether it wishes to rollout solutions across the organisation. An overall budget of £410,000 was agreed, although the first call on spend will be on the Council's ICT Reserve.
- 3.3 Appropriate governance arrangements have been put in place to ensure Phase 1 is delivered. A Programme Management Team comprising of the Directors of Resources and Operations, and the Principal ICT Officer and Customer Services Manager; are driving the implementation of the Programme. The ICT and Customer Services teams are also fully engaged in the first phase.
- 3.4 The lead Programme Management resource for phase 1 is being provided by Foresight Consulting (UK) Ltd.
- 3.5 For each of the projects within the overall Transformation Programme; the Project Manager has scoped the project, key milestones, resources and outcomes. These individual projects will now develop thinking and specific proposals to be

considered. The bi-monthly report to the Transformation Sub-Committee will bring proposals forward, and seek Members steer on them. Officers will respond to any steer given. If the Transformation Sub-Committee believes that any proposal requires a decision by the Regulatory and Support Services Committee, then this can be accommodated, but will add a delay to implementation of any specific project.

- 3.6 The following section of this report provides a progress update on each of the projects within the Transformation Programme. Where there are resource implications, these are identified. Officers have authority within existing budgets to commit these resources described in para 4. If the Sub-Committee is not content with the resources being used as identified on any specific project, then the specific project should be considered by the Regulatory and Support Services Committee- which next meets on the 25th July 2016.

4.0 TRANSFORMATION PROGRAMME PROGRESS REPORT

- 4.1 **Customer Focussed**- Channel Shift- encouraging our customers to move to using more efficient and customer driven technology. The previous report highlighted that a new website would be required to meet customers' needs; and a budget of £100,000 was set aside for that purpose.

- 4.2 **Analyse Statistics and Customer Consultation:** Officers have undertaken a comprehensive consultation with customers on their needs. This project is complete. What has been identified is that the vast majority of customers do have direct access to a PC, and use it regularly for engaging with other service providers. The most common uses are shopping, banking, social media, emails, general browsing and for work. The consultation highlights that customers engage more with other service providers through the use of the web, than occurs with the Council. The reasons customers give for the reduced web interaction with the Council is the difficult website to navigate; specifically the "Self-serve" element of the website is difficult to locate.

- 4.3 **Website Redesign Including Mapping:** To remedy the concerns expressed through the customer consultation, this project will provide some enhancements to the "look and feel" of the website, plus improving navigation for customers. This will enable the Council to secure the website functionality it needs, without the need to replace the website. Officers have met with potential providers of web services, and a proposal from the incumbent provider of a maximum of £40,000 will meet the Councils' needs. In summary, this project will provide:

- A new "look and feel" to the website
- A transfer of the location of the hosting from the USA to the UK
- Integration with the CRM system (see para 4.4 below)
- Improved mapping capability

Longer term, there is a need to consider how the Council resources web development beyond Phase 1; this will be considered in the restructure proposals with come to the Sub-Committee in November 2016.

- 4.4 **Rapid Development of Firmstep Self-Service:** In parallel to the review of the Council's website, officers have worked with the current provider of the Council's Customer Relationship Management (CRM) system to identify any further

improvements which can be made to this. The CRM is critical to the website, as it holds and manages the forms (circa 160) which are completed by customers. The CRM provider has identified that a cost of a maximum of £30,000 will enable the Council to improve the CRM facility to support a fully effective website, specifically:

- To improve the back office workflow
- To improve self-service, improving accessibility to the 160 forms
- To provide spatial data and mapping

- 4.5 In reviewing the website, officers have identified the difficulty in navigating around the Members area, particularly committee reports, agendas, the ability to annotate electronically through a tablet etc. The market leader in Committee software, Modern.Gov- gave an excellent presentation on the potential benefits to officers. The proposal not to replace the website frees up some of the website budget (£30,000), and the Sub-Committee may wish to consider whether to add this project into the Transformation Programme. Members of the Sub-Committee may wish to invite Modern.Gov in to provide a presentation. If the project is to proceed, officers would need to consider how and whether it can be resourced in terms of officer capacity.
- 4.6 **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.
- 4.7 ***Review of Desktop Delivery Options:*** This project includes an assessment of current hardware and capability; and a review of future business needs incorporating mobile and flexible working requirements. There is no specific funding for this project, as it seeks to identify a solution for future implementation. The solution will be affected by the emerging IT Technical Strategy (ref para 4.13). There will be the ad hoc need to provide new hardware in the coming months, and the solution will be laptops, not desktops.
- 4.8 ***Telephony- Mitel Expansion:*** The telephony project has identified the investment which has already been made by the Council in the Mitel product for Customer Services. The Mitel solution has not been extended beyond “front of house”, leaving the majority of the Council running on a legacy fixed line solution (Centrex). This legacy solution is cumbersome to administer and costly. The Mitel solution offers modern functionality such as programmable handsets, presence, follow me, audio conferencing, tele worker, instant messaging, web chat and more. The proposal is to deliver new handsets across the Council to make these efficiency and customer service improvements. A mini-competition with three reputable and market leaders for telephony projects have been invited to quote for this work. This competition has highlighted the latest advances in the MITEL telephony product; which can provide additional functionality beyond the Council’s currently defined requirements. It is envisaged that the cost will be £90,000, which is within the budget agreed at the previous meeting of the Sub-committee.
- 4.9 ***Electronic Document and Records Management Solution (EDRMS):*** The Transformation Programme includes the upgrade to a fit for purpose and supported document management system. The Council uses Northgate as its main EDRMS . In some service areas (eg Planning Services) the system is fully structured, and enables documents received by the Council to be scanned and allocated based on

the agreed structure for holding and retrieving documents electronically. Other services also have their documents scanned, but as the EDRMS is not structured in those services across the Council, other services still rely on hard copies of documents. The proposal is to review and improve on the EDRMS in the Planning service, and potentially Building Control, Licensing and Environmental Health so the full benefits of EDRMS are realised. Improvements to the current systems can be delivered by IDOX which will deliver:

- Lower annual running costs when compared to the existing solution
- Simpler integration paths with UNIFORM and Public Access as all would be with the same vendor (ie IDOX)
- Reduction in server hardware and server licensing required to deliver

IDOX has identified a cost of £35,000 to achieve this, which is within the overall budget approved for the Programme. Once complete, other services will be invited to come forward to move onto the new EDRMS. This will be encouraged, subject to the work being done in advance on how documents will be structured (scanned, held and retrieved) and used in each service.

- 4.10 **Intranet:** This project is to provide a new intranet based on a real business need and benefit. The manual processes around Human Resources and Payroll processes (eg expenses claims, annual leave cards) is seen as an inefficient set of processes. Officers are reviewing options around developing the intranet; considering an upgrade to the Council's current HR/Payroll system, or looking at the market, to determine the preferred approach to generating these efficiencies.
- 4.11 **Mobile and Remote Working:** This project is to review the current and future business needs around working off site. A staff survey of those who currently have off site access (currently around 50% of staff) has highlighted two key needs. The first is the majority of users who require quick and easy access to Outlook, Word etc. The second are staff who can increase efficiency and customer service through accessing electronic information in the field eg Building Control staff. The preferred solutions will be piloted, and are shown in the ICT Technical Strategy.
- 4.12 **Efficient Business-** ICT Transformation- deliver the core infrastructure so our ICT foundations are robust and disaster recovery is in place. This Strategy will enable the right investments in the right technology to be made. The remainder of the budget not separately identified in the preceding paragraphs will be spent in the following projects (which amounts to around £170,000), as agreed at the Regulatory and Support Services Committee. These areas of expenditure would normally be done by officers, as they are largely technical and non-discretionary areas of spend.
- 4.13 **High Level Technical Strategy:** The Council does not have a Technical Strategy- to guide the investments in ICT. An analysis of the current infrastructure and the business needs of the Council into the future has lead to the production of a Draft Technical Strategy, shown at Appendix A to this report. Members are asked to consider and provide feedback on this draft. The document will evolve in the coming months, with a full sign off at the culmination of Phase 1 of the Transformation Programme in November 2016.
- 4.14 **Restructure:** This is a project which will commence towards the end of Phase 1 of the Transformation Programme, as we put in place the skills and capacity required to deliver Phase 2, which is as yet undefined.

- 4.15 **End User Training:** This project is to improve general ICT literacy in the Council, enabling staff to become more self-sufficient in using ICT applications and thus reducing the call on ICT resources. This work is about to commence, and the conclusion of the project will inform the Council's capacity to implement an ambitious Phase 2 and the future structure of the ICT team.
- 4.16 **Core Infrastructure:** This project is to provide storage capacity to increase resilience for the business. This will be delivered through implementing increased storage and servers. This is the most significant area of expenditure.
- 4.17 **Network Switch Replacement:** This project is required to support the development of the Council's new telephony solution. The current network infrastructure will be reviewed and all devices unable to support the new Mitel telephony solution will be replaced.
- 4.18 **Firewall Upgrade:** This project replaces end of life firewalling at the Council offices. A solution will meet the Public Services Network (PSN) standards, and support the Technical solutions identified in other Transformation projects. It is also critical to delivering an effective Disaster Recovery solution. The project will specify, procure, install and configure devices.
- 4.19 **Disaster Recovery Site Connectivity:** This project will provide the ability for the Council to operate should there be a loss of the Grange- either through physical loss, power, flooding etc. The solution proposed is to establish an off-site office, potentially E-Space North, and should the Disaster Recovery Plan be invoked, provide a small office space for key staff, telephony and web access for staff and customers, and enable staff to work remotely (mobile or at home). This project is therefore depending on a number of other projects.

There is the potential that the Council's Disaster Recovery solution could be made available to other organisations.

- 4.20 **Disaster Recovery Plan:** This project will set out the policies and procedures setting out how the Disaster Recovery solution will be enacted. This will link into the Council's broader Business Continuity Plan.
- 4.21 **Server Room Consolidation:** The Council has its server rooms split in the Grange, on different floors. There are benefits in consolidating to one single Server room. This simplifies cabling, support, air conditioning, fire suppression and power consumption. This project is progressing well, and is anticipated to be complete by the 30th September 2016.
- 4.22 **Application Review:** This project is to better understand the Council's long term service requirements and then inform Phase of the Transformation Programme. As Phase 1 focuses on resolving technical and capacity issues, the Council will then be in a position to identify how ICT is used as a tool to improve efficiency and customer services through the best use of business applications. The key applications are Agresso (Finance), UNIFORM (Planning and others) and GIS. There are also many smaller applications, such as Frontier (Payroll and HR). A strategy will be developed and brought forward to inform Phase 2 of the Transformation Programme. The outputs are likely to be a combination of no change; upgrades to

existing applications; or full replacements. The affordability and deliverability of projects will be a key determining factor.

5.0 FINANCIAL IMPLICATIONS

- 5.1 There has been no expenditure incurred on the Transformation Programme beyond the engagement of Foresight Consulting. However, this report identifies commitments totalling £410,000, which covers the projected spend on phase 1 of the Transformation Programme.
- 5.2 The maximum total cost of Phase 1 has been previously been estimated by officers to be £410,000. 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.
- 5.3 For every area of expenditure, a number of suppliers are being invited to quote for work. In many cases the incumbent supplier is being invited to bid, alongside market leaders in each field. Selection of the bidder is being done on a combination of quality, price and deliverability.
- 5.4 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.

6.0 CONCLUSIONS

- 6.1 The Transformation Programme is making excellent progress. The projects are all well defined, and can be delivered within the resources (staff, suppliers and finance) available. As it is an overall programme, there are significant interdependencies, so if a project is late or does not deliver the expected outcomes, then this would have an effect on the delivery of the overall Programme Plan. A high level programme plan showing the most critical dependencies is shown at Appendix B.
- 6.2 Phase 1 of the Transformation Programme will put the necessary technical and infrastructure in place- to provide the capacity and technology to begin to deliver solutions which will increase efficiency and enhance customer service. The phase will also deliver improvements to the Council's website and self service for customers.
- 6.3 Phase 1 will be the platform to bring forward a programme of change for Phase 2.

7.0 APPENDICES

Appendix A- Draft Technical Strategy [TO FOLLOW]
Appendix B- High Level Programme Plan

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
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