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

Committee: Transformation Programme Sub-Committee

Date:            23 November 2016

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[R127]

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1.0    ISSUE

1.1    To update members on progress in delivering the Council's Transformation Programme; and set the scene for the next steps in the Transformation Programme.

2.0    RECOMMENDATION(S)

2.1    To note the progress on delivering Phase 1 of the Transformation Programme.

2.2    To approve the reports attached to the Foresight Consulting (UK) Ltd report

2.3    To request officers commence a review of the resourcing requirements to support Phase 2 of the Transformation Programme and the longer term requirements

2.4    To request officers to develop a prioritised Phase 2 for consideration at the next Transformation Sub-committee meeting.

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 13<sup>th</sup> 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 were 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; drove the implementation of the Programme. The ICT and Customer Services teams were also fully engaged in the first phase.

3.4 The lead Programme Management resource for phase 1 was provided by Foresight Consulting (UK) Ltd.

#### 4.0 TRANSFORMATION PROGRAMME PROGRESS REPORT

4.1 Attached as Appendix A is the final report from Foresight Consulting (UK) Ltd. The report provides a commentary on the deliverables from Phase 1, successes and lessons learned. The report highlights that the vast majority of the Phase 1 has been delivered, on time and on budget. This has shown a major stepped change in the Council's core infrastructure; development of clear policy direction; and improvements to the Council's website and customer self serve opportunities

4.2 Investments have, or will be, made in our key business applications, these being:

- UNIFORM- currently used in Planning, Building Control, Licensing, Land Charges and Environmental Health as their core system
- IDOX- currently used by Planning and Licensing- to manage and publish documents
- Agresso- The Council's Financial Management System used across the Council

The Application Review (attached to the Foresight report) has identified these systems as being capable of meeting the Council's current and future requirements. There is the opportunity to invest further in their functionality and/or roll out to other teams across the Council.

4.3 A number of the Phase 1 projects focussed on developing policy and strategy on a number of themes, to inform Phase 2 of the Transformation Programme. These are attached as appendices to the Foresight report. The Sub-committee is requested to consider and approve these, as they are essential in providing the foundations for Phase 2 of the Transformation Programme.

4.4 The Phase 1 "Intranet Project" has made good progress in developing a business case (attached at Appendix B), the key aspects of which were shared at the previous meeting of the Sub-Committee. As this project forms part of Phase 1, although no budget was set against it, officers propose to continue work on this project on the assumption that the Sub-committee will support this when Phase 2 comes back to the Sub-Committee in January 2017.

4.5 The Foresight report also provides a blueprint for what Phase 2 could look like. As members are aware, Phase 1 was always focussed on putting the foundations necessary (essentially hardware and infrastructure). Phase 2 will build on these foundations, and could be significant in its size, and will require consideration to how the work is properly resourced before projects commence.

4.6 There do remain some outstanding projects from Phase 1, which will be concluded with the further engagement of Foresight Consulting (UK) Ltd for a short time. It has become clear during Phase 1 that the staff resources in the ICT Team are not organised or lead to deliver a major Change Programme. Staff have worked hard, but issues around culture, communication and leadership give real concerns that,

unless these issues are resolved, taking forward an ambitious Phase 2 programme would expose the Council to risks which could not be managed effectively.

- 4.7 It is therefore proposed that officers develop two pieces of work; the first to develop and bring forward to members a realistic, prioritised and deliverable Phase 2 based on the work done by Foresight Consulting (UK) Ltd, supported by business cases where significant spend is involved; and in parallel officers define and resource the ICT team to support both Phase 2 and the longer term requirements of the Council.
- 4.8 In parallel to the Phase 1 implementation, a short independent review of the Council's approach to Information Management has been undertaken. The Council's approach to how it receives, stores and shares data is critical to our success, both in terms of holding data securely and using it efficiently. The review has confirmed our arrangements are largely sound, fully compliant with legislation. There are, however, some improvements which can be made, and these will be integrated into both pieces of work set out in para 4.5 above.

## 5.0 FINANCIAL IMPLICATIONS

- 5.1 The budget for Phase 1 was approved at a maximum spend of £410,000. The projected final spend is anticipated to be £390,000. There has been no other expenditure incurred on the Transformation Programme beyond the engagement of Foresight Consulting, whose contract runs until November 2016.
- 5.2 The costs and benefits of phase 2 of the Transformation Programme will be considered at the Transformation Sub-committee meeting in January 2017.

## 6.0 CONCLUSIONS

- 6.1 The Transformation Programme has made excellent progress. The projects are all well defined and the vast majority concluded.
- 6.2 Phase 1 of the Transformation Programme has put the necessary technical and infrastructure in place and key decisions have been made around storage, telephony and network, which will provide the capacity and technology to begin to deliver broader solutions which will increase efficiency and enhance customer service. The phase has also delivered improvements to the Council's website and self service for customers.
- 6.3 Phase 1 provides the platform to bring forward a programme of change for Phase 2. Further work will be undertaken to define an affordable and deliverable Phase 2, bearing in mind the resource capacity; and this will be brought back to the Sub-Committee at its January meeting.

## 7.0 APPENDICES

Appendix A- Review of Phase 1 and Recommendations for Phase 2- Foresight Consulting (UK) Ltd - EXEMPT

Appendix B- Outline Business Case- Intranet Project - EXEMPT

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