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

Committee: Transformation Programme Sub-Committee

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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 be developed and specific proposals will 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 project should be considered by the Regulatory and Support Services Committee- which next meets on the 7th November 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:* The consultation results were reported to the previous meeting of this committee. The Programme Management Team continues to monitor the volumes of face to face, telephone and web contacts, with a view to encouraging a greater use of the latter. With the changes being proposed later in this report, we hope to see a greater movement to web contact.

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 improved navigation and the mapping capability and experience for customers. We have commissioned the Council's current web support to develop the website, and this will be demonstrated to the Sub-committee at its meeting. The launch date for the redesigned website is 7th November 2016.

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. We have implemented "Dashboard2", which has improved the back office experience for all Council staff by making CRM cases clearer and much easier to manage.

Improvements for the Customer will include the ability to:
• track progress of their contacts via the Council's Self Service Portal.
• view existing report its i.e. fly tips and progress on a map.
• receive a VAT receipt (if appropriate) when they make a payment on line.

- challenge a resolution if they feel their enquiry/request has not been resolved.
- confidently complete their transactions on line, knowing the padlock and the green bar verifies site security and a trustworthy domain.

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 sub-committee received a presentation on this as its previous meeting, and requested further work on a business case before considering further.

4.6   Learning and Improving- New Ways of Working- improving the use of existing technologies to generate internal efficiency through use of mobile technology, a phased approach to the development of a new intranet and realising the full benefits of a modern telephony system.

4.7   *Review of Desktop Delivery Options:* This project has completed. The review has identified the medium to long term need to support mobile and flexible working, and approximately half of the Council staff would increase their performance and efficiency if provided with laptops. This solution will require additional budget, which will bid for as part of the Phase 2 programme. It is proposed that a rollout of laptops is phased, on a service by service approach, driven by the benefits to customer service and/or increased efficiency.

The Council replaced all of its desktop PCs in 2014, and whilst these can continue to be effective for the remaining users, the memory in each is inadequate. It is therefore proposed that the physical memory in the remaining desktop PCs is upgraded from 4GB to 8GB across the Council. This will effectively be a nil cost upgrade, as we will reuse the memory from redundant desktop PCs. With new laptops holding 8GB of memory too, all users will see significant increases in performance when compared to the current desktop solutions.

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). Following a mini-tender exercise, a contract has been awarded to Alternative Networks. They will provide:
- A resilient virtual controller based solution situated in the Grange, including increased network capacity to support business continuity
- New handsets, to be rolled out on a justified business need
- Reduced maintenance costs of £20,000 per year
- Support in the roll out across the Council

The project is costing £65,000, so the financial payback is quite clear.

4.9   *Electronic Document and Records Management Solution (EDRMS):* The Transformation Programme includes the migration to a fit for purpose and supported document management system. The Council currently uses Northgate as its main EDRMS and is looking to migrate over to the Idox EDRMS solution which closely integrates with the Councils Idox Uniform system. The new EDRMS will bring about a more streamlined approach to document management whether it be a

hardcopy or electronic document and enables Officers to publish relevant information for public consumption. In some service areas (e.g. Planning Services) the system is fully structured, and enables documents received by the Council to be scanned and allocated based on the agreed business process for holding and retrieving documents electronically.

Once complete, other services will be invited to come forward to move onto the new EDRMS, which will form Phase 2. 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 have reviewed the options and identified the "Case for Change". The preferred solution will require some capital investment (projected to be £60,000), and will deliver projected annual savings of a minimum of £20,000 per year; and provide significant improvements in efficiency across the Council. The key benefits contained in the business case are set out below:

- Streamlined HR and payroll processes improving workflows
- A single source of data
- Financial savings (which will be determined once the preferred option and identified staff requirements are agreed)
- Improved management reporting through the availability of real-time data which helps all management levels to identify areas of concern in outputs
- Automation of manual processes reducing administration time
- Reduction in printing costs and postage costs
- Improved reporting mechanisms to manage workforce planning
- E-enabled self-service capabilities in HR and payroll processes, whereby staff can access their payslips, P60's and leave requests etc instantly on their own devices
- Staff are empowered to update their personal details which reduces duplication of work, streamlines processes and reduces workload of payroll and HR staff
- An on-line appraisal process enables a consistent approach to performance management across the Council, staff are able to access and update their outputs in real time and Service Leads can monitor progress more effectively
- Continued legal compliance requirements from HMRC
- Risks from lack of contingency planning is addressed
- Improved trend analysis capability which reduces administration time for Service Delivery Leads.
- Standardisation of processes
- Skills are developed through on-line e-training
- Technical and legal requirements in specific job roles are highlighted quickly to the individual member of staff and line manager

Officers will continue to work in developing this solution, although a final commitment will only be made once budgetary provision for the capital investment of £60,000 is made, which will be sought through the work in defining Phase 2 and the budgetary requirements for that phase. There are issues around the timing of a new solution, as the contract with the existing supplier runs to March 2017.

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 e.g. Building Control staff. The preferred solutions are now being piloted, and the solutions will be developed based on the experiences from this pilot. This project has informed the preferred solution of laptops as set out in para 4.7.

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.

4.13   *High Level Technical Strategy:* The Draft Strategy was approved at the previous Transformation sub-committee, and is guiding the Transformation Programme. 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 is now commencing, as we put in place the skills and capacity required to deliver Phase 2, which is beginning to be defined. The first phase has identified the strengths and weaknesses in the ICT team, and a restructure will need to retain the strengths and resolve the weaknesses. A team restructure will mean that Phase 2 will need to be defined with the understanding that the team will be going through significant change, and it will take time to implement the team structure the organisation needs for the future.

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 has commenced with IT "Drop-in" sessions offered for staff.

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. The Council currently has 13TB of data, and the current solution has capacity for 16TB of data. Following a mini-tender exercise, Coolspirit was selected as the successful supplier. The project will provide increased storage at the Grange (30TB compared to the current storage offering 16TB) on a Nimble storage solution, replacing the ageing Nexsan storage platform currently in operation. The solution also provides for 16TB of storage at the Council's Disaster Recovery site at E-Space North.

The capital cost of the new storage is £96,265, which compares to the budget of £100,000. It is the most expensive project in Phase 1. This project will complete by the date of the next Transformation Sub-committee.

In parallel, officers have commenced a review of the Council's approach to Information Management. This will give an initial "gap analysis" of where the

Council is succeeding, and where further work is required. It is envisaged that this work will enable the level of storage held on IT systems to be reduced.

4.17 **Network Switch Replacement:** This project is to replace the Council's Local Area Network (LAN) which is at the end of its life. The project effectively provides a new network within the Grange. A mini-competition was held and Daisy has been appointed as the supplier. The capital cost of £50,000 exceeds the budget of £15,000, mainly due to the necessity to segregate the storage network away from the core network. The new network is critical to supporting faster and more robust data traffic around the Grange, and is vital to support the Council's new telephony solution and Disaster Recovery site. The end solution will ensure the Council has a robust, fully supported and maintained network fit for modern network requirements over the mid term and into the long term.

4.18 **Firewall Upgrade:** This project replaces end of life firewalling at the Council offices. A solution has been selected which enhances the Council's firewall protections; meets the Public Services Network (PSN) standards; and support the Technical solutions identified in other Transformation projects. The Transformation Programme has standardised the firewall manufacturer on the Palo Alto solutions which are currently in place through the CPSN architecture. This simplifies the support arrangements in place and has enabled the Council to extend this security architecture through to its Disaster Recovery Site at E-Space North.

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 will establish an off-site office, at 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). The solution has been procured and will be implemented by the end of October.
There is the opportunity that the Council's Disaster Recovery solution could be made available to other organisations, which will generate an income stream to the Council.

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 now completed (conservative estimates show a possible saving of £2k per year on just power consumption alone)

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   This report identifies commitments totalling £410,000, which covers the projected spend on phase 1 of the Transformation Programme. The latest projections show a spend £385,987. 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 (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 all are in the process of being implemented. 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- 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 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- Phase 1 Financial Report
       Appendix B- High Level Programme Plan

Background Documents	Location	Contact Officer
Report to Transformation Sub-Committee 12th May 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