ICT Digital Transformation Programme			
Senior Responsible Officers	Clive Wright / Michele Leith	Date Updated	03/05/2017
Version	1.3	Project ID	
Projects	Social Care / Business Transformation / Technology		
Programme Description	The Council's stated desire is to deliver services at the highest quality and lowest cost compared to other authorities in everything it does. This approach will require investment, redesign and cultural change throughout the authority. The ICT Digital Transformation Programme will support this transition by the Council through the provision of modern digitalised ways of working that are fit for purpose, use best practices, and enable the Council to have 'one version of the truth'.		
Reviewers	Chief Executive, Directors and Council Members		
Document Owner	ICT Digital Transformation Programme		
Author(s)	ICT Digital Transformation Team		
Distribution	Directors and Senior Stakeholders		
Authorisation	Clive Wright; Michele Leith, Directors and Council Members		

1. Purpose

1.1 The purpose of the earlier Outline Business Case, which set out options for investment in technology and process redesign to achieve significant later benefits for Shropshire Council, was approved by the resolution of ICT Digital Transformation Programme Council paper on 21st of July. Agreement was reached to proceed with option 4, a hybrid solution and the funding to deliver this. This paper is the full Business Case which confirms the approach and benefits are still valid.

1.2 The ICT Digital Transformation Programme consist of a portfolio of projects which includes – Social Care, Business Transformation and Technology.

1.3 The aim is to build stakeholder confidence and commitment to this Programme. This will be achieved by demonstrating that the Programme offers the best approach to:

- Alignment to the Council's vision of a digital solution

- The ambition of becoming a more commercial organisation

- Supporting the Customers of Shropshire

- Partnership working

2   Introduction

2.1   The Council's stated desire is to deliver services at the highest quality and lowest cost compared to other authorities in everything that it does. The latest Corporate Plan and Financial Strategy have identified that alongside a redesign of the Government funding model for local authorities, significant work needs to be undertaken by the Council itself to enable it to achieve the current Government's stated aim that Councils should become financially self-sufficient. This cannot be delivered overnight and an approach has been set out to make significant progress by 2019/20 along the following lines:

- Economic Growth – the Council has adopted an Economic Growth Strategy with the aim to generate growth in jobs and businesses and also directly generate resources for the Council on a number of fronts including through increased business rate generation
- Commerciality – the Council has adopted a Commerciality Strategy to improve efficiency and income generation across the Council, placing more and more services on a commercial footing and creating new income streams to supplement service delivery across the authority.
- Digital Transformation – the Council has adopted an ICT Digital Transformation Strategy that will transform IT systems, reshape services and 'back-office' functions, reducing costs, removing duplication, improving efficiency and enabling more effective service delivery across a rural geography.

2.2   All of these areas require significant investment to deliver the obvious financial gains on offer and the Council has been reviewing its investment approach to ensure funding is made available to deliver the greatest opportunities available. The final two bullet points above are closely linked, as more commercial service delivery cannot be achieved without fast, effective and efficient infrastructure unpinning everything the Council does.

2.3   The Council has not invested in its IT infrastructure since the rationalisation programme undertaken when Shropshire became a unitary authority in 2009. Since then the Council has faced funding cuts which have impacted on service delivery; sometimes through cuts in service, often by redesign of the service in the light of changing customer needs. The Council's property infrastructure has been rationalised and the Corporate Plan adopted in 2016 has set a new direction for this work focussing on a much smaller public estate with improved functionality throughout. This improved functionality cannot be delivered using the Council's aging ICT infrastructure and needs to be overhauled.

2.4   All councils with their wide range of services are facing the challenge of keeping pace with the advancement of technology and communication methods. New digital technologies such as mobile devices and apps together with scalable computing power are transforming the way organisations such as Shropshire Council interacts with its customers. At the same time as this technological and communication shift is taking place, the harsh financial climate and austerity measures, mean that there is increasing pressure to provide essential services at reduced cost.

2.5   Recognising these competing pressures, Shropshire Council initiated the ICT Digital Strategy Programme with an objective to improve efficiencies and reduce costs by implementing modern technologies and process improvements. The aim of this Programme is to examine how IT systems and software that support or transact these services could be

digitised, modernised and automated, introducing end to end processes where possible, thereby making them more cost effective and efficient.

2.6   The challenge for Shropshire Council, and in particular the provision of IT, is to:

- Achieve significant financial savings

- Transform the business operating models

- Redesign and streamline the operational processes across the business

- Build a more flexible, agile and integrated technology solution

- Improve customer engagement and encourage Customers to interact directly with the Council via digital media and self-service.

2.7   Failure to modernise systems and processes and failure to invest in technologies that will enhance customer/resident experience will result in:

- Increasing inefficiency within all systems and processes across the council, particularly when compared to other organisations who have embraced digital transformation

- Inability to reduce operating costs because of duplications in manual processing and procedures that are constrained by outdated systems

- Limit the Council's ability to operate more commercially

- Minimise the opportunity to provide more cost effective online services

3   Approved recommendation

3.1   Council approved subject to approval of full business case the recommended hybrid option (Option 4) as the preferred solution for delivering a digital state to meet the business and IT needs of the Council and to support front-line services. In so doing, it meets the Councils requirements to

- Deliver the greatest level of financial benefits of all the options;

- Ensure business continuity in key services;

- Achieve the greatest benefit to the Council for a reasonable level of risk.

3.2   The hybrid approach will allow the Council to maximise the potential of its current internal ICT provision coupled with 'best of breed' solutions for Social Care and back-office processing. Further information about the hybrid approach are outlined in appendix 2 Details of other options considered are contained in the Council Paper -, Digital Transformation Programme – 21st July 2016

Strategic Business Case

4   Vision

4.1   The vision of the ICT Digital Transformation Programme is to enable the provision of excellent and efficient services at the highest quality and the lowest cost to the public, providing clear and simple access to services through resilient and convenient routes. It will do this by driving business change and enabling the Council to procure or deliver its services on a digital platform that will transform the way it interacts with its customers.

4.2   The ICT Digital Transformation Programme is designed to provide the necessary tools, systems and processes to support the Council's business vision. The key requirements of this strategy are to deliver or enhance: -

- Significant financial savings

- Digital services for all customers

- Efficient back office systems

- Core operational services – Social Services

- Mobile, flexible, agile workforce

- Data Centres & Infrastructure

- Resilient Business Continuity and Disaster Recovery capacity

- Staff empowerment to better use existing and new IT equipment and software including self-service

- Better position the Council to realise commercial opportunities

5   Drivers

5.1   **Business Need**

The implementation of an ICT Digital Transformation Programme for Shropshire Council is necessary to modernise the Council's offer to the public, to increase cost effectiveness and improve customer satisfaction. To ensure highest quality – lowest cost through greater productivity, better accessibility, improved responsiveness.

5.2   **Necessity to Reduce Costs**

This Programme exists to enable the Council to meet its requirement for reduced spend over the coming years. The Programme will achieve this through eliminating fragmentation in the way the Council interacts with its customers. It will create new and improved channels for customers to access services, implementing more efficient business

processes, and ensuring that specialist resources are targeted towards the most vulnerable.

5.2.1   The Council has put in place a short-term budget plan involving the use of achievable savings programmes and the use of one-off funding sources, over the financial years 2017/18 and 2018/19 to ensure that services can continue to be delivered without wholesale disruption over this period. This financial position is not sustainable and the Digital Transformation Programme is a significant element of the Council's approach to becoming a self-sufficient and financially sustainable authority from 2019/20 and onwards.

5.3   Budget Restrictions

5.3.1   Since 2009, £146m has been removed from this Council's budget due in the main to significant cuts Government grants including Revenue Support Grant.

5.3.2   At present by April 2019 Local Authorities are expected to be financially self-sustaining following the implementation of a fair funding review and the local retention of 100% of locally raised business rates. Many of the grants the Council currently receives will continue to be removed and additional burdens will be placed on the Council, potentially increasing the number of services we currently provide locally. The Council needs to ensure it is in the best position possible to manage the impact of these as yet un-quantified changes.

5.4   **Improvement in Social Care Performance**

5.4.1   Currently the provision of Adult Social Care in the County accounts for the greatest proportion of Shropshire Council spending. This creates a number of business drivers that support a wholescale review of current Social Care processes and the ICT systems that underpin them. Key amongst these are:

- To replace existing 12-year-old application which is on the limit of viability because it will no longer be supported by the supplier

- To implement integrated systems to support current and strategic Social Care objectives

- To link operational activities and associated financial transactions to the provision of assessed social care and thereby remove redundant and duplicated processes

- To reduce the travel time of front-line staff by removing the need to continually return to an office base to complete manual tasks, through the implementation of enhanced business processes.

5.4.2   Without implementing such an efficiency based improvement solution, it is anticipated that Adult Social Care and Children's Services would require annual increases in staff numbers of both adult and children's social workers and support staff, to meet the increased demand, and this is not sustainable in the medium to long term.

5.5   **Outdated IT systems**

Many of the existing IT systems work entirely independently. This is a more expensive way to run the variety of systems needed across the organisation as they have different maintenance requirements, individual license needs and most problematically, the different systems do not naturally work together.

5.5.1   Since the formation of the Unitary authority there has not been a business drive to review the various systems and applications, which has resulted in the current situation where the majority of software solutions do not integrate effectively.

5.5.2   As the systems work independently, clunky and inefficient solutions have been found to transfer data or information between the various applications. This works in many different ways, some solutions include the downloading and uploading of Excel spreadsheets; some pieces of software even have other pieces of software linking them together. All of these solutions have data protection and integrity issues alongside the complexity of ensuring they function. There is significant duplication of effort and risk of inaccurate data transfer.

5.6   Poor Connectivity

5.6.1   The council is currently served by a BT wide area network however this has had a problematic implementation, and for certain sites this has proven to be unreliable or not cost effective to maintain. As a rural county Shropshire has connectivity issues with 43% of properties in Shropshire having no 4G access. Where possible solutions must be able to be delivered over poor connectivity.

5.6.2   Not all council sites are connected for Wi-Fi purposes, and this will be addressed taking into account site and service rationalisation plans along with future user and usage projections. Similarly, many of the existing 150 school sites have limited connectivity with ADSL and limited reliability of Airband connections.

5.7   Improved Customer Experience

5.7.1   The customer view is that the Council does not work as a coherent, joined-up organisation and this often makes it complicated for customers to deal with the Council. It is not possible, for example, to provide information to the Council in respect of council tax, other than the traditional methods such as phone, letter, or email. Even the latter is not an efficient methodology, as it requires the information to be re-typed into the Council databases that can lead to errors. This hampers the quality of contact with the Customer and makes debt collection more problematic. It also leads to confusion from a customer perspective.

5.7.2   There is also no single-view of the Customer. An individual, who contacts Shropshire Council for different services, is treated as a different individual, rather than one Customer. The Council needs to foster an aggregated and comprehensive set of known data which forms a single view of the customer and their service usage.

6.   ICT Digital Transformation Benefits

6.1   Digital Customer Services
- Electronic Customer Relationship Managment, including Self-Service and online forms
- Digital Communications platform(s) including, Telephony, Social Media management, email newsletter/marketing management, SMS, and Web Chat (text and/or video)
- To have a single view of the customer and link to back office systems it will be important to put data protocols in place for data governance.

6.2   Single View of the Customer

- A full review of the all system will be carried out as part of a phase two implementation. The Council objective of a single view of the customer can be advanced by incorporating, integrating or interfacing many of the councils other systems on or with the Enterprise Resource Platform (ERP). This will be further advanced through re-engineering of business processes.

6.3   Mobile, Agile Working

- Agile working **-** The ability to provide working environments that give staff the flexibility of location and facilities best suited to their roles and where they need to be in the County. This requires adaptive approaches to physical locations – many of which will not take the form of conventional offices. Indeed, true agile working means that more work can be conducted closer to the Customer.

  True adoption of agile and mobile working will require a fundamental rethink and redesign on how current services operate, along with active and ongoing engagement with staff to ensure that they feel supported in working agilely (when appropriate for their role). The technology programme will support this, but the business as a whole will have to understand and want the change, something that is being addresses corporately as part of work to change the culture of the organisation.

6.4   Productivity

- The removal of current delays in accessing data from key systems would increase productivity; end users would be able to access that essential data from any location that suits their working environment. The removal of the requirements to manually update systems, record data in separately in multiple places and manually manipulate data, combined with great availability of accurate/real time data will significantly increase productivity both in front line and support services.

6.5   Mobile Device Management

- Mobile devices will be updated and secured on a regular basis. The preferred option will need to provide tools for the use of the ICT team to manage end user devices to enforce security and access policies without degrading the services provided by those devices. The current Mobile Device Management provision will be reviewed and enhanced to ensure it is continually meeting these requirements.

6.6   Data Centre & Infrastructure

- The council has recently made investment in the main and backup data centre, as such this investment should be taken into consideration when making decisions. It is worth noting that Shropshire Council has always been forward thinking in terms of IT (3rd Council to adopt cloud based Office 365) and will identify the most appropriate and cost effective for our data management needs.
- To support the Council to be more commercial, the council infrastructure requires further investment to enhance and support commercial multi-customer service environments, allowing all council departments to provide cost effective services, which are delivered quickly and accurately.
- The preferred option will need to provide for all core and non-core applications to be hosted on a multi-tenancy platform.

6.7 Cloud-based solutions

- Cloud based solutions – (Cloud storage is a service model in which data is maintained, managed, backed up remotely and made available to users over a network (typically the internet)   this should be considered and used where it provides additional functionality or value to the business. The modern approach to cloud based solutions is to leverage them to support existing IT facilities in a hybrid approach. Cloud solutions should be used to complement existing technology allowing the councils IT systems to flex as demand either increases or decreases. In each situation whichever solution is implemented will have robust Disaster Recovery and Business Continuity measures in place.

6.8 Document Management / Electronic Document Records Management System (EDRMS)

- EDRMS technologies allow the efficient storage and use of the council's electronic documents. EDRMS improves document handling and information retrieval, while also supporting the improvement of business processes and customer interaction. EDRMS can provide the tools to manage the automation of business processes to establish a central, secure repository for key business information which can then be simply and securely shared with partner organisations.
- ICT is developing and training staff in the use of SharePoint, which exists as part of the Councils Office365 subscription. This will support staff to work in a more mobile and flexible way. The decision on the application which will be corporately adopted will be informed by the data and reporting strategies (these are currently being developed).

6.9 End user facilities

- Ensuring that end users are provided with appropriate technical solutions to improve productivity and customer outcomes. These may include combinations of:
  - Laptops/Tablets with access to mobile applications
  - Mobile phones with access to a variety of applications
  - Appropriate telephony equipment to allow hot desking
  - The ability to access e-mails from various mobile devices
  - Access to Unified Communications from various Council managed devices
  - Training for staff to make the best use of the hardware available to them

6.10 Identity Access Management

- IAM technology can be used to initiate, capture, record and manage user identities and their related access permissions in an automated fashion. This ensures that access privileges are granted according to a single interpretation of policy; all individuals and services are properly authenticated, authorized and audited.

6.11 Business Continuity and Disaster Recovery (BC/DR)

- The preferred option will include robust IT Crisis Management and Business Continuity Management measures for the Council. BC and DR capabilities will be embedded into new solutions to ensure council systems are robust and reduce the risk exposure of the council.

The new solutions must be designed to:

- Ensure that end user capabilities can be delivered to meet business continuity requirements

- Provide appropriate DR type questions that the business should consider when engaging external suppliers of non-in-house IT delivered services (across the internet)

- Develop the Business IT lifecycle for DR, for those applications that are not in-house delivered services (across the internet)

- Develop IT Business Continuity people & process capabilities to support the resumption of the day to day IT function

- Review the IT Crisis Management capability to support the decision making processes required to instigate DR recovery in a timely manner

- Define and implement appropriate toolsets to support DR activities, IT Crisis Management and BC requirements

6.12 Security

The council adheres to the Public Services Network (PSN) Security restrictions to ensure continued connectivity to central government systems and information. Shropshire Council must comply with these restrictions, however with investment in new technologies and process redesign it will be possible to both enhance our Security stand point and allow greater freedom to support mobile and agile working. Security of the new systems is not an optional extra and must be designed into all new solutions at the beginning, as retrofitting later will not be an option.

Possible areas of exploration are;

- Adopt multi factor across the councils' estate to provide a unified single experience to the end user.
- Explore internet based connection and authentication tools
- Work with other councils to adopt or adapt best practice
- Explore and if appropriate implement additional security technologies

6.13 Management information and reporting

6.13.1 To achieve the stated goals a standardised approach to managing information and reporting should be adopted. Each potential solution has its own reporting capability but to derive the maximum benefit from the current investment a holistic and overarching reporting methodology / technology should be adopted. Consistency of reporting from consistent and reliable information is a key deliverable of this programme. Final decisions on the best format for reporting within solution will be made on a case by case basis.

6.13.2 Retrofitting an agreed strategy is possible post implementation but it will be more efficient to agree a standard and identify any require technology or processes before significant design work is undertaken.

6.13.3 It is worth noting that we have already invested in a Microsoft product called Power BI (this is a market leading application for business reporting) that will provide comprehensive and timely management and performance reports.

6.14   Ongoing Support and Maintenance/System Administration

6.14.1 Beyond the life of the first phase of the Digital Transformation Programme the internal ICT department will continue to develop Shropshire Council's use of Digital services. This programme is the first step of what can only be a digital future, one in which departments are fully supported by a highly skilled ICT department.

6.14.2 Current plans that form part of the Technology stream will deliver some of the tools needed to support the ICT department to enable the rest of the organisation to be more sustainable, through commerciality, economic growth and efficiencies.

6.14.3 Over the past several years, most departments at Shropshire Council have reduced in size to achieve necessary efficiencies. Post Digital Transformation programme new systems, hardware and software, will require different skillsets and training is being developed to assist all departments to use the tools being developed.

6.14.4 Another issue that has occurred during the time of departmental retraction has been the emergence of small technical teams across the organisation. These teams, or often individuals, have been a necessity to keep various pieces of software or equipment functioning. During and post Digital Transformation, the roles and functions of these teams will be reviewed and where appropriate closer working with the central ICT department will be forged.

6.14.5 One of the areas of work to collaborate with the small technical teams across the Council is around Change management. The ICT department have been undergoing ITIL based training which supports the implementation of ITIL based change management.

6.15   BluPrint (Printing Services)

6.15.1 Consolidated solutions to manage paper based communication, digital mailroom and printing comprising: -

- Scanning – leading to a reduction in staff reliance on currently slow practices using existing machinery and equipment. This not only frees up staff time, but also the quarterly costs incurred on machinery leases and maintenance agreements
- Rationalisation of Multi-Functional Devices - generating the output and emailing electronic documents from Shropshire Council to its customers and in turn reduces the need to print
- Post - renegotiating postage contracts, streamlining processes and considering downstream access in order to further reduce postage costs. This will have a greater impact on Shropshire Council's annual spend if all output is from one single site
- Acquisition of Equitrac (pull print solution) to allow staff to print from any Council device across the County.

6.16   Staff empowerment/self-service software

6.16.1 There is very limited training available to staff on their current IT setup (this is a result of the reduction in IT staff resources over the past 7 years). IT will develop the resources needed to adequately support and train staff – by doing this it is expected that staff satisfaction levels will be increased as they are able to feel more confident in their work.

6.16.2 There are a number of interactions with IT which could be replaced by procuring relevant "self-service" software solutions (e.g. self-password reset software and software ordering/installation software). Procuring this type of solution would have multiple benefits, including a decrease in the demand on IT support, more rapid completion of requests and (depending on the solution) a limited ability for work to be completed out of normal operating hours.

6.17 Staff training

6.17.1 Equipping staff with excellent equipment and making changes to appropriate operating methods across the organisation will be one of many steps needed towards a digital transformation. The ICT department will work to support staff to better use their existing and future equipment in particular:

- ICT consultations with managers and teams to define the most appropriate uses of technology to support their service needs
- An improved change management process to identify when new software is needed and support the business to either acquire something new or look at existing options
- Weekly "drop-in" sessions with presentations on new topics
- Improved "How-to" sections on the intranet
- Videos demonstrating how to perform specific tasks
- E-learning, both existing from suppliers and new developed in-house

6.18 Commercial enablement

6.18.1 The council has a stated commercial enablement strategy and this programme must support this agenda. The programme should assess the commercial opportunities of each element against its own commercial possibilities or ability to support business area activity. An "invest to earn" approach should be adopted and the programme should engage with the wider Council to identify technologies or solutions that would directly and indirectly enable income generation for the authority.

- £10m to £15m of new revenue income over a period of five to ten years
- A minimum of £5m of new revenue income by the 31st March 2020
- £50m of capital receipts by 31st March 2020
- Reduce back office costs by 25% by 31st March 2019
- Deliver commercial skills development for all staff by 2021
- Reduce building running costs by 30% by 31st March 2020

6.19 **Economic Growth Strategy and Enablement**

6.19.1 Shropshire Council is also working to enable the Counties business community to grow. The Digital Transformation programme will enable the rest of the Council to support the aims of the Economic Growth strategy as more people more to the County.

By 2021:

- 12% growth
- 3,700 new jobs
- £300 million private sector investment
- 1,375 new homes per year

7 Finance

7.1 Costs, Benefits and Funding

7.1.1 On 21st July 2016 Council approved the financial implications of the preferred ICT Digital Transformation Programme approach including approving the use of Capital Receipts and other funding sources identified to fund the budgetary increase required.

7.1.2 Since the initial report the various elements of the project have been progressing through tender processes. During this time the scope of the project has been refined and the resource requirement has developed in a greater level of detail. Whilst we now have a better picture of the financial impact of some key elements of the project there are still areas which are subject to development and change. On this basis the original costings have not been changed and it is prudent at this stage to maintain the financial envelope as originally planned. There is therefore no overall change to report.

7.1.3 The financial position as previously reported is shown in the tables below. All indications at this stage are that the project will be satisfactorily contained within the financial envelope already identified and approved.

7.2 Programme Management, Business Transformation and Technology

COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4		Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021		
One off Costs							
Staffing Resources:						£	-
Project Resources plan	3,104	1,919	689	0	0	£	5,713
New System Costs:						£	-
Hardware	404	70	160	160	160	£	954
Software	1,894	2,288				£	4,182
Implementation	5,606	1,824	650	300	-	£	8,380
Interfaces	250	50	-	-	-	£	300
Contracts	1,320					£	1,320
Other Costs:						£	-
Training	125	50	-	-	-	£	175
Decommissioning	201	99	-	-	-	£	300
Contingency (10%)						£	-
Total One-off Costs	£ 12,905	£ 6,300	£ 1,499	£ 460	£ 160		£ 21,324

All financial figures are in £000s

| COST & BENEFIT CATEGORIES | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | | Totals |
	2016/17	2017/18	2018/19	2019/20	2020/2021		
On-going Costs							
New System Costs:							
Software			2,288	2,288	2,290		£ 6,866
Contracts		1,684	1,861	1,681	1,529		£ 6,755
Dual Running of Old System							£ -
Software	2,851	2,851	487	487	487		£ 7,162
Contracts	2,123	1,199	350	-			£ 3,672
Hosting/DR							£ -
Total On-going Costs	£ 4,974	£ 5,734	£ 4,986	£ 4,455	£ 4,305		£ 24,455

All financial figures are in £000s

| COST & BENEFIT CATEGORIES | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | | Totals |
	2016/17	2017/18	2018/19	2019/20	2020/2021		
Benefits							
Cashable Benefits	80	441	688	828	950		2,987
Non-cashable Benefits	352	3,583	5,720	6,843	8,859		25,357
Total Cashable Benefits	432	4,024	6,408	7,671	9,809		28,344

| FUNDING POSITION | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | | Totals |
	2016/17	2017/18	2018/19	2019/20	2020/2021		
Costs:							
One Off Costs	12,905	6,300	1,499	460	160		21,324
On-going Costs	4,974	5,734	4,986	4,455	4,305		24,455
Total Costs	**17,879**	**12,034**	**6,486**	**4,915**	**4,465**		**45,779**
Base Budget	4,974	4,974	4,974	4,974	4,974		24,869
Cashable Benefits (excl. systems savings as included within base budget)	80	441	688	828	950		2,986
Required Funding	**12,825**	**6,620**	**824**	**-886**	**-1,459**		**17,923**

All financial figures are in £000s

Social Care

COST & BENEFIT CATEGORIES	Year 0 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/2021		Totals
All financial figures are in £000s							
One off Costs							
Staffing Resources:							
Project Resources plan	1,084	1,446				£	2,530
New System Costs:							
Software	691					£	691
Contracts	1,434					£	1,434
Other Costs:						£	-
Training						£	-
Decommissioning						£	-
Contingency (10% or Resources only)	108	145	-	-	-	£	253
Total One-off Costs	£ 3,318	£ 1,591	£ -	£ -	£ -	£	4,909
On-going Costs							
New System Costs:							
Software						£	-
Contracts		212	219	225	232	£	888
Dual Running of Old System						£	-
Software	174	174				£	348
Other Licences, Support & Maintenance	6	6	6			£	17
Hosting/DR	76	76	76			£	229
Total On-going Costs	£ 256	£ 468	£ 301	£ 225	£ 232	£	1,481
Total Costs	£ 3,574	£ 2,059	£ 301	£ 225	£ 232	£	6,390

COST & BENEFIT CATEGORIES	Year 0 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/2021		Totals
Benefits							
Cashable Benefits			21	51	44		116
Non-cashable Benefits			2,149	2,149	2,149		6,447
Total Cashable Benefits	-	-	2,170	2,200	2,193		6,563

FUNDING POSITION	Year 0 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/2021		Totals
All financial figures are in £000s							
Costs:							
One off Costs	3,318	1,591					£ 4,909
On-going Costs	256	468	301	225	232		£ 1,481
Total Costs	3,574	2,059	301	225	232		£ 6,390
Base Budget	243	243	243	243	243		£ 1,215
Cashable Benefits (excl. system savings as included in base budget)			20	20	20		£ 60
Required Funding	£ 3,331	£ 1,816	£ 38	-£ 38	-£ 31		£ 5,115

Total Programme Costs

FUNDING POSITION	Year 0	Year 1	Year 2	Year 3	Year 4		Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021		
Costs:							
One off Costs	16,223	7,891	1,499	460	160		26,233
On-going Costs	5,230	6,202	5,287	4,680	4,537		25,936
Total Costs	21,453	14,093	6,786	5,140	4,697		52,169
Base Budget	5,217	5,217	5,217	5,217	5,217		26,085
Cashable Benefits (excl. systems savings as included within base budget)	80	441	708	848	970		3,047
Required Funding*	296	8,435	861	-925	-1,490		23,037

*Funding approval secured 21st July 2016

7.2.1 Going forward it is recommended that future updates to the costs and savings of the IT Digital Transformation Programme will be reflected in the Council's budget and updated and monitored through the Council's regular processes (e.g. the Financial Strategy, Capital Programme and Monitoring Reports).

8 Procurement

8.1 The agreed procurement process is to use Crown Commercial Services framework RM1042, RM1059 and RM1054.

9 Programme Plan

9.1 Data Cleansing and Classification

9.1.1 As part of a wider stream of work within the ICT Digital Transformation Programme, it would be prudent to undertake a data cleansing exercise. Carrying out this piece of work would ensure that the data held in the various applications within Shropshire Council is both current and relevant to the efficient operation of the organisation.

9.1.2 The piece of work would ensure that the quality and integrity of the data meets the needs of the Council. Strategically the work should commence in the initial phases of the Programme, and would be an ongoing piece of work throughout the life cycle of the implementation.

9.1.3 As the Programme progresses the work should be incorporated as a separate work stream. Post 'go live', regular data cleansing should be an ongoing process, in line with the council-wide governance and data cleansing policy.

9.1.4 During the initial phase the level of data cleansing that needs to be undertaken should be decided, again in line with council policy and procedures. If no policy exists, then it should be formulated and enforced.

9.1.5 Data classification should be undertaken to ensure new systems are developed with appropriate security and accuracy. Data ownership and classification is vital to the provision of fit for purpose solutions that support business transformation. Data classification will also allow more flexible security principles to be applied.

9.2   Data Governance

9.2.1 The aspiration of the Council is to achieve a single view of the Customer. This aspiration cannot be achieved simply by reducing the number of systems. It will require systematic processes, which are well managed through a data governance regime. It should be noted that data governance should not be confused with information governance, they are two separate disciplines.

9.2.2 A clear definition is required of the term 'single view of the Customer'. The obvious definition is that a Customer is a person in receipt of one or more of our services. However, there is also likely to be a need for a single view of groups including our partners, suppliers, assets, places and other data groupings.

9.2.3 Common standards will be set across the organisation, which will be systematically monitored to ensure all data is of the required quality. Data quality tools will be utilised to identify data gaps, errors and duplication in order that standards are maintained and a single view can be achieved.

9.2.4…The proposed IT solution is to be based on multiple platforms. The common data standards will need to be applied across all platforms and applications. It is likely that certain data concepts will only be applied to certain applications within those platforms. There will be some data concepts which are likely to be common across all of the systems. Where common data is in place it is important that this data is consistently managed and shared. In essence this will become the core dataset.

9.2.5 The core dataset will need a high degree of data management. If a Customer reports a change in address this change will need to be validated and then applied across all applications where that data concept applies. This centralised data management will form an essential part of future reporting and business intelligence by ensuring data is accurate, complete and free from duplication.

9.3   Design Phase

9.3.1 In line with best practice a more accurate analysis of actual costs and deliverable benefits will be undertaken during the Programme design phase.

9.3.2 As part of the design process a detailed analysis of IT system and operational processes will facilitate a revised cost and benefits forecast that will be used to update the business case.

9.3.3   As part of the design process, a review of the current business processes will be undertaken. The design should seek to establish robust governance and protocols that reflect current best practice within the Council. Where procedures, policy and protocols do not reflect government guidelines of best practice, there is an opportunity to establish best practice in line with those guidelines. As part of the design phase stakeholders will be able to make informed decisions and agree to budget reductions and cashable benefits.

9.3.4   This approach should be adopted at all phases of the Programme from the design solution to delivery of the Programme. All phases of the design including robust business processes, will reflect a more efficient way of working, this will support the delivery of benefits and cost savings expected from the Programme. System configuration will be less expensive if established during the design phase of the Programme. This approach which will form part of the cost effective future proofing of the Council's applications.

9.4   Implementation Phase

9.4.1   Once the design phase has been completed The Programme Board can then approve the Programme which can then progress to the implementation phase.

9.4.2   During this phase of the Programme the business case will be regularly reviewed, and necessary refining of the operational processes will ensure that the potential benefits are delivered according to the Programme mandate.

9.4.3   Upon completion of the implementation phase and following rigorous testing to ensure the system is fit for purpose, the organisation will 'go live' and delivery of the operational time saving benefits will be delivered.

9.5   Post-Programme Phase

9.5.1   As part of the post 'go live' review, specific decisions will be made on how to realise the benefits.

9.5.2   The diagram below sets out the high-level timescales for delivering Option 4 - the Hybrid Option which is the approved approach

9.5.3 Budget holders will be able to make fully informed decisions and agreement to budget reductions and benefits realisation.

Indicative timeline for option 4 of the ICT Digital Transformation Programme v 1.0 release
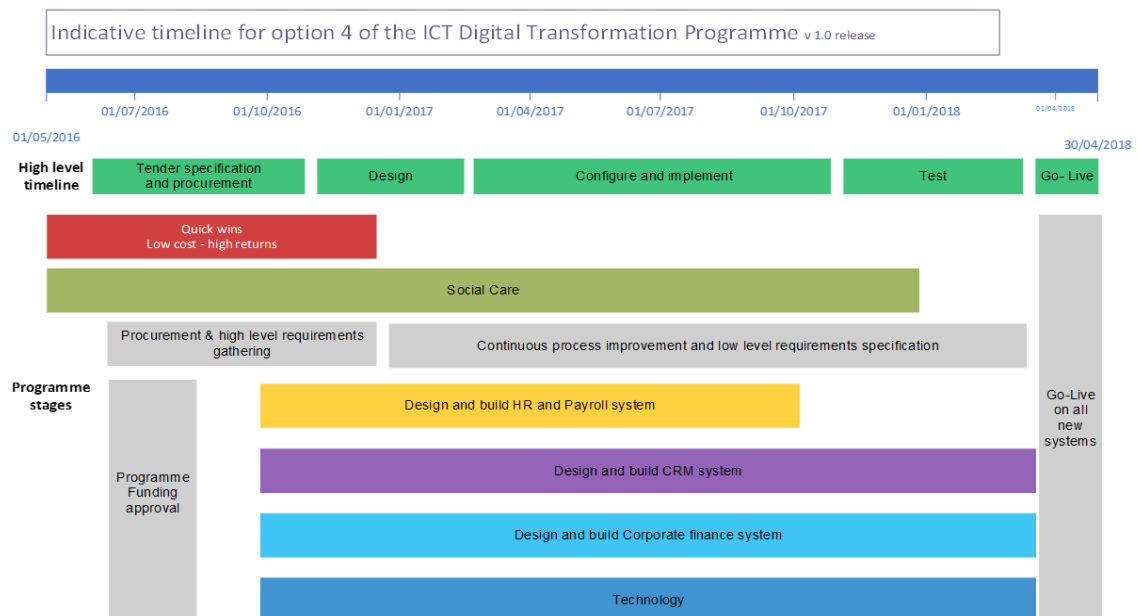
10. Programme Approach

10.1 Governance

10.1.1 Programme governance will adhere to local and central government guidelines and will follow recognised programme and project methodologies. Each project within the Programme will have individual project documentation to control and record progress and other items such as risks and issues register, highlight reports, project plans etc.

10.1.2 These documents will be consolidated into the Programme documentation and reported to the Programme Board, where each Project Manager will be accountable for individual projects to the Programme Manager and the Senior Responsible Officer (SRO), of the Programme Board. Regular contact and consultation with Internal Audit staff, and Council officers responsible for managing the corporate risk register as 'critical friends', will ensure the Programme remains governed within Council guidelines.

10.2 Programme Board

10.2.1 The ICT Digital Transformation Programme Board will manage delivery of the Programme and the projects within it.

10.2.2 The Terms of Reference for the Board set out the governance arrangements the Terms of Reference includes:

- This Board will provide updates on progress to key project stakeholders when required

- This Board will work in partnership with senior representatives for council services to ensure that their business transformation objectives are achieved.

- This Board will work in partnership with Corporate Directors to ensure that corporate transformation objectives are achieved

10.3 Local Government Digital Standards

10.3.1 The Local Government Digital Service Standard suggests a common approach for local authorities to deliver good quality, user centred, and value for money digital services. These standards were set out in a paper published in April 2016, and will be adhered to in delivery of this Programme.

10.3.2 These are:

- Understand user needs. Research to develop deep knowledge of who the service users are and what that means for the design of the service.

- Ensure a suitably skilled, sustainable multidisciplinary team, led by a senior service manager with decision making responsibility, can design, build and improve the service.

- Create a service using the agile, iterative and user-centred methods set out in the Government Service Design Manual.

- Build a service that can be iterated and improved in response to user need and make sure you have the capacity, resources and technical flexibility to do so.

- Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them, looking to reuse existing technologies where possible.

- Evaluate what user data and information the digital service will be providing or storing and address the security level, legal responsibilities, privacy issues and risks associated with the service.

- Use open standards, existing authoritative data and registers, and where possible make source code and service data open and reusable under appropriate licenses.

- Be able to test the end-to-end service in an environment similar to that of the live version, including all common browsers and devices.

- Make a plan for the event of the digital service being taken temporarily offline, and regularly test.

- Make sure that the service is simple enough that users succeed first time unaided.

- Build a service consistent with the user experience of government digital services, including using common government platforms and the Government Service Manual design patterns.

- Encourage maximum usage of the digital service (with assisted digital support if required).

- Identify performance indicators for the service, incorporating existing indicators and publishing to a performance platform, if appropriate.

- Put a process in place for ongoing user research, usability testing to continuously seek feedback from users, and collection of performance data to inform future improvement to the service.

- Test the service from beginning to end with appropriate council member or senior manager responsible for it.

10.4   Gateway Reviews

10.4.1 Short focused reviews will be carried out at key decision points within the Programme by independent experienced practitioners on behalf of the Senior Responsible Officer (SRO). These reviews are a snap-shot of the project at that stage and recommendations are based on the interviews undertaken and evidence presented. Such reviews are intended to be supportive and forward looking and will take future plans into account but only as future intentions, rather than actualities

10.4.2 The Gateway reviews will be carried out after the following phases have been completed:

- Business Justification
- Delivery Strategy
- Investment Decision
- Readiness for Service
  Operations Review and Benefits Realisation

11   Risk

11.1.1 Risks will be managed at both a Programme and Project level.

11.1.2 The prime risk regarding this option is in respect of business change. Implementing this solution will require the business to change its approach to technology and delivery of front-line services, and it will be incumbent on all stakeholders and staff to work together during the transition phase of the Programme.

11.1.3 Programme risks will be limited to those that threaten the Programme as a whole or cover more than one project. Project Managers will manage the threats to their work streams and maintain their own risk and issues logs, and will only escalate those risks and issues that cannot be managed at a project level.

12   Key Programme Objectives

12.1   The key objectives for this Programme that will be used to measure its success following implementation are:

- Enable the business to meet savings targets by enabling business transformation
- Redesign services to increase efficiency through streamlining systems and improving business processes
- Enable innovation and new ways of working with a significant increase in channel shift to digital by default technologies whilst retaining face-to-face contact where needed
- Work towards providing an improved single view of the customer
- Reshape the relationship between Customers, communities and local government
- Improve communications and partnership working across public services

- Improve Management Information and contract performance reporting through establishment of a secure, single data source

- Support a commercial business model

- Support the overall economic growth strategy with effective delivery of IT services to staff, and where relevant residents and businesses

- Provide clients with self-service options to support the digital by default strategy

- Improve end-user empowerment through the further adoption of self-service practices

- Provide more flexible working conditions

- Empower staff by training them to make best use of the hardware and software which is available to them

- Create a Multi-Functional Device service for printing, scanning and visual reproduction

- Newly provided services will be have resilient Disaster Recovery and Business Continuity capability

- Provide flexible computer and storage capacity

13   Glossary and References

Glossary

ADSL	Asymmetric Digital Subscriber Line
AWS	Amazon Web Services
BC/DR	Business Continuity / Disaster Recovery
BI	Business Intelligence
BT NGCC	British Telecom Next Generation Contact Centre
CRM	Customer Relationship Management
DOLS	Deprivation of Liberty Safeguards
EDI	Electronic Data Interchange
EDRMS	Electronic Document and Records Management System
ERP	Enterprise Resource Planning
ESB	Enterprise Service Bus
ETMS	Education and Training Management System
EU	European Union
EUC	End user computing
IaaS	Infrastructure as a Service
IAM	Identity and Access Management
KPIs	Key Performance Indicators
LAN	Local Area Network
MASH	Multi-Agency Safeguarding Hub
MDM	Master Data Management
MDM	Mobil Device Management
MFD	Multi-Functional Devices
MI	Management Information
OBC	Outline Business Case
OJEU	Official Journal of the European Union
OLA	Operating Level Agreements
PaaS	Platform as a Service
SaaS	Software as a Service
SAMIS	Shropshire Accounting and Management Information System
SIMS	Schools Information Management System
SLA	Service Level Agreements
SOCITM	The Society of Information Technology Management
UCaaS	Unified Communication as a Service
WAN	Wide Area Network
WiFi	See WAN (WiFi is a technology that powers wireless LANs)
WLAN	Wireless Local Area Network

48   References

48.1   In preparing this Business Case material and information was gathered from the following
documents:-
- ABC Costings

- Digital Customer Mandate v0.6 (February 2016)
- ERP Project Mandate v1.0 (February 2016)
- Revenue and Benefits Online Services Project Mandate (October 2015)
- Social Care project Outline Business Case v1.0 (March 2016)
- The Big Conversation Survey results (January 2016)
- Storage Snapshot (2015)
- Virtual Centre Extracts (December 2015)

49   Other Inputs

49.1   A number of suppliers were contacted, initially to assist with the preparation of the Cost and Benefits Analysis, and thereafter with the preparation of this Full Business Case. These were:
- Amazon
- Anana
- Arcus Global
- Avaya
- British Telecom
- Cloud Technology Solutions
- Google
- Methods Consulting
- Microsoft
- Oracle
- Proact
- Redcentric
- Salesforce
- SoftwareAG
- TechnologyOne
- Unit4