

Management Report to Audit Committee on Digital Transformation

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1.0 Summary

This report will provide updates on the following:

- 1.1 Digital Transformation Programme
 - 1.1.1 Social Care Project
 - 1.1.2 Infrastructure and Architecture Project
 - 1.1.3 Business Transformation Project
 - 1.1.4 Customer Experience Project

2.0 Recommendations

2.1 The recommendations are that:

- 2.1.1 The Committee notes the progress that each of the projects within the programme is making and the mitigations that are being put in place to address the issues within each work stream.

3.0 Update Summary

- 3.1 **Social Care Project** -The overall project status remains at red for this period for the following reasons.
- 3.2 The Adults work stream has been re-planned but there are still red risks around data testing and reporting.
- 3.3 The Children's work stream continues at red overall due to the quantity of forms to be built and other configuration items outstanding. Further pressure has been put on this work stream as the Children's form designer has left the project at short notice. However, the Children's implementation manager has started now and is reviewing the current build. We are mitigating the risks with additional resources being assigned to assist with the forms build in particular and recruitment of a replacement resource is underway.

- 3.3 **The Infrastructure and Architecture Project** – This continues to underpin both the business as usual activities (BAU) of the ICT function and all other major projects in the overall digital programme.
- 3.4 The Wi-Fi roll out for Shirehall is complete, meaning that we can turn off the old system and start to realise savings. The planned roll out to other sites continues.
- 3.5 The data migration hub is working well. It should be available for the next cut of ERP data in Data Migration 3. (The hub automates the upload of the data and identifies gaps or missing data from the cut)
- 3.6 Business engagement around applications and legacy systems is largely complete. An analysis of findings is underway but the process has already identified opportunities in a number of systems that can be consolidated on to the new platforms or can be decommissioned.
- 3.7 **Customer Experience Project** – The contact centre software is now being used by a range of Council Services.
- 3.8 The email response system is currently being configured and Web chat facility proof of concept is at final round of testing.
- 3.9 Auto-pause facility on the telephone, which is required for PCI compliance, is in place in the contact centre.
- 3.10 In the CRM the complaints process and account manager functionality are in test and scheduled for go live in Aug/Sept
- 3.11 The work with Hitachi and the Portal software developer is on schedule for My Shropshire Portal to go live in November.
- 3.12 **ERP-** Communications around the ERP and the impact assessments are going well, with lunch and learn sessions for staff and manager training sessions being held, the management training sessions were fully booked.
- 3.13 The ability to resource the project remains an issue and has made it necessary to delay slightly the planned go live date for ERP until 31st October 2018. This will not impact the go live dates for Social Care.
- 3.14 Bringing in resource remains problematic, to mitigate the issues this creates we are looking at what activities can be stopped temporarily or changed to free resources for the project. We are looking to move resources from other areas to cover. In addition as we have exhausted the agencies as a means bringing in staff we have advertised for university/college students to come and work with us over the summer.

4.0 Budget

- 4.1 The projected spend on the programme remains within budget.

5.0 Governance and Audit

5.1 The design phase of each of the projects within the programme have been audited

5.1.1 Customer Experience – Reasonable

5.1.2 Social Care – Reasonable

5.1.3 ERP – Good

5.2 The Project Governance team continue to have access to all programme activity. Each team member attend MST meetings and board meetings. Digital Transformation Board receive a report from the Assurance group.

6.0 Conclusions

6.1 This report highlights the challenges within the programme, it details that two of the four projects are on or ahead of schedule. Despite the fact that it has been necessary to reschedule both Social Care and Business Transformation (ERP) there is a clear understanding of the status of each of the projects and the actions that are required to deliver each workstream.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

None

Cabinet Member (Portfolio Holder)
Steve Charmley

Local Member

Conflicts of interest declared by members

Appendices

Appendix 1 – Governance and Assurance Board Report (3 months)