



<b>BRIEFING NOTE FOR AUDIT AND PERFORMANCE</b>	
<b>Title</b>	<b>Update on the ICT Strategy 2010-15</b>
<b>Reference Number(s)</b>	
<b>Reason for Briefing Note</b>	To identify, since the IT enablement strategy paper of 2012 what are the significant IT enablement projects that have been completed and with what benefit, explaining what was not completed, and why.
<b>Responsible Officer(s)</b>	Rocco Labellarte
<b>Lead Member</b>	Councillor G. Hill
<b>For Consideration By</b>	Audit and Performance Review
<b>Date to be Considered</b>	9 <sup>th</sup> November 2015
<p><b>Report Summary</b></p> <ol style="list-style-type: none"> <li>1. The ICT Strategy 2010 – 15, approved by Cabinet in 2010, outlined a long-term programme of work aiming to deliver a modern, fit-for-purpose technology platform for the Council.</li> <li>2. Updates to the strategy were presented to Cabinet between 2012 and 2014. This paper presents the status of those projects identified in the 2013 strategy update (detailed in Appendix 1). It also lists a number of other ICT projects, not related to the strategy, delivered over the same period of time.</li> <li>3. This report identifies the significant IT enablement projects that have been completed since the IT enablement strategy paper of 2012, with what benefit, explaining what was not completed, and why.</li> </ol> <p><b>Key Achievements</b></p> <ol style="list-style-type: none"> <li>1. This section highlights a selection of some of the more visible capabilities provided by the new technology platform since work began on delivering the strategy in late 2012:</li> <li>2. Remote and home working, anytime anywhere access to Council systems for staff and Members;</li> <li>3. A new, responsive RBWM website, providing the foundation for future digital on-line services;</li> </ol>	

4. Faster logon than was previously possible – going from an average of 10 minutes to just 3;
5. Unlimited disk capacity – in 2012 email and document storage had virtually run out;
6. Hot desk working – open plan offices through the Smarter Working project;
7. Access to email and calendars on Smartphones , iPads and other devices;
8. Wi-Fi access in council offices for Members, staff and visitors;
9. A new, paperless Cabinet and Committee reports system;
10. Almost all core business systems (Finance, HR, Pensions, Revenues and Benefits, Planning, Social Care, Elections) upgraded;
11. Stock control processes implemented to track all mobile devices and laptops;
12. Secure encryption added to all devices, computers, laptops, tablets, phones, etc.
13. Project Management methodology (Gateway Process) and reporting (Verto);
14. ICT contracts reviewed and £1m+ cost avoidance adjustments made;
15. Major works undertaken in 13/14 to achieve Government security compliance;
16. Recognised by Government as the first authority to deliver a cloud environment;
17. Finalists in the British Computer Society “UK IT Computer Industry Awards 2014”;

### 18. ICT Strategy 2010 – 15 Projects

The Red, Amber, Green (RAG) statuses of the projects listed in the strategy are shown in Table 1. With one exception all of those projects are complete or on target to be delivered by March 2016.

*Table 1 – Statuses of projects in the ICT Strategy 2010 – 15 (June 2013 update – Appendix 1).*

Page Ref.	Project	Benefits	RAG Status
23	Server Virtualisation	<ul style="list-style-type: none"> <li>• Provides greater reliability at a lower cost and centralises software management. This translates into fewer interruptions to services for staff and residents, allowing for a more reliable 24/7 service, at a lower cost to the Council.</li> </ul>	Complete
24	Virtual Desktop Infrastructure (VDI)	<ul style="list-style-type: none"> <li>• Removes the need for expensive desktop computers. Allows access to the IT network from any computer at any location, including home working. This allows staff and Members much greater flexibility as to where and when they work. It means staff can work with</li> </ul>	Complete

		residents in their own homes, providing higher levels of in-community care.	
25	Office Collaboration and Productivity Tools	<ul style="list-style-type: none"> <li>With the latest version of Microsoft Office (Outlook, Word, Excel, PowerPoint), time consuming upgrades become a thing of the past. This will improve staff satisfaction, as they will be able to work with the same tools at work as the ones they use at home.</li> </ul>	Green
25	Document Management	<ul style="list-style-type: none"> <li>Centralising document storage will make collaborating on and finding documents much easier to do, for staff, Members and residents. More information in fewer locations will enhance transparency. The modern.gov system, launched in November, will improve online access to Cabinet papers and reports for Members and residents, whether they do so through phones, tablets or computers, providing a solution suitable for the digital age.</li> </ul>	Green
25	Mobile Telephony Tender	<ul style="list-style-type: none"> <li>This project delivered secure email and calendars to Smartphones for staff who can now work even when they are on the move. This project reduced the cost of provision by about 60%, saving over £100,000 annually.</li> </ul>	Complete
25	Wireless Networking Tender	<ul style="list-style-type: none"> <li>As more Wi-Fi enabled devices (phones, tablets, laptops, etc.) become available, having a Wi-Fi service in Council offices becomes a necessity. A free guest Wi-Fi service provides residents and visitors with free internet access when visiting our offices.</li> </ul>	Complete
25	Public Services Network (PSN) Tender	<ul style="list-style-type: none"> <li>Changes in government regulations regarding security mean we need to regularly upgrade our network to remain compliant. This allows us to maintain secure links with the Department for Work and Pensions, providing interoperability for our services with partners such as the Police and NHS.</li> </ul>	Complete
26	Data Centre Tender	<ul style="list-style-type: none"> <li>The existing Town Hall data centre was not built with resilience in mind and in the case of a disaster could have meant services being down for some time. Transferring to a third party data centre provider offering resilience, means that such risks are in part mitigated.</li> </ul>	Complete
27	Desktop and Contact Centre Telephony Tender	<ul style="list-style-type: none"> <li>Replacing the current fixed line phone system, which is no longer supported by the supplier, with a modern, supported system will reduce associated risks, and potentially offer additional functions which improve interactions between residents and the Borough.</li> <li>This project has an amber status as it is under review by officers and Members to establish</li> </ul>	Amber

		whether a replacement is really required. Once a decision is made a solution should be in place in six months. This is because the solution originally identified through procurement was far more expensive than the existing system.	
--	--	--	--

## 19. Business applications rationalisation

As well as replacing computers, servers, networks and other hardware, the IT Strategy indicated that a number of business applications needed upgrading or replacing. (Appendix 1, page 28).

Table 2 below shows the current status of that work. With one exception, all core systems have been, or will be, replaced or upgraded by March 2016.

*Table 2 – Business applications replaced or upgraded*

Business Application	Comments	Upgraded or Replaced
RBWM website	The new RBWM website went live in December 2014 and is designed to work equally well on computers, tablets and mobile phones.	Replaced
Lotus Notes	MODERN.GOV publishes Part I papers electronically to the general public and Part II papers limited to selected Members and officers.	Replaced
Work2gether	Verto is the de-facto corporate project reporting tool.	Replaced
GIS – Maps on Line	The proprietary software previously used by RBWM has been replaced by an open source solution.	Replaced
Altair	Pensions	Upgraded
Uniform	Planning	Upgraded
Academy	Revenues and Benefits	Upgraded
Confirm	Street care	Upgraded
Agresso	Finance	Upgraded
Paris	Adult Services case management	Upgraded
One	Children's Services case management	Upgraded
Eros	Elections	Upgraded
Adelante	Payments system	Upgraded
iTrent	HR case management and payroll	Upgraded
Kofax	Corporate scanning solution	Upgraded
Achieve Forms	Electronic forms on the RBWM website	Upgraded
Serengeti	Document management for the planning service	Upgrade Dec 2015
Lagan	Case management for the customer contact centre A decision on whether to upgrade, replace or leave as is in late November 2015. This is because the solution originally identified through procurement was far more expensive than the existing system.	Possible replacement in Q1/2016

## 20. Projects with ICT involvement not related to the ICT Strategy

In addition to the projects in the ICT Strategy, many others were delivered over the same period. Table 3 lists those completed, whilst Table 4 lists those currently active.

*Table 3 –ICT projects delivered, not being part of the ICT Strategy*

<b>Project</b>	<b>Comment</b>
Smarter Working	New technologies have enabled officers and Members to access the council's business systems from any desk and office location, or from home, 24/7. Previously desk space was individually allocated with one a limited number of people able to work from home at any one time.
Cabinet Office (PSN) security project	In March 2013 the Cabinet Office announced the need for tighter security in local government and gave councils less than a year to implement the necessary changes. These were carried out to avoid being disconnected from Central Government networks which would have stopped DWP (Department of Work and Pensions) services to and from the Council, including Adult Services, and Revenues and Benefits.
Schools ICT Transfer	As a further consequence of tightening security, we worked alongside 62 schools across the Borough to transfer each one's ICT network and infrastructure support from the Council to independent service providers.
Verto and the Project Gateway Process	In 2012/13 only a handful of projects were being formally managed across the Council. Reporting on progress was almost non-existent. Today all projects of any significance are recorded on Verto, the corporate project reporting tool, are managed through a gateway process to ensure their progress is tracked. Major projects are reported on through well defined governance structures including Members, Strategic Directors and the Leader of the Council.
Removing ADSL broadband lines from home workers	Several years ago a small number of staff were given permission to install ADSL lines in their homes to provide them with office connectivity. Since the advent of high speed broadband, there is no longer a justification for the Council subsidising internet access this way.
Ofsted Inspection	In June 2014 an Ofsted inspection meant ICT needed to configure and roll out over 100 laptops and smart phones to staff in the directorate.
Multi Agency Safeguarding Hub (MASH)	A more recent example of an unanticipated priority requirement, the MASH is an inter-agency initiative between the Council, NHS and Police services, requiring secure communications and data transfer. The solution was jointly devised and implemented over a short two month period, as an urgent priority toward the end of 2014.
Libraries upgrade of computers.	Work recently concluded to upgrade public facing computers in all libraries across the Borough.
Tablet computing	With the advent of tablet computers, in particular iPads, the ICT team have recently completed extending the Council security solution to encompass iPads, Samsung devices and iPhones.
Correction of licensing anomalies	During the implementation of the ICT Strategy, a number of licensing anomalies were identified which, if not corrected, could have subsequently exposed the Council to a six figure claims. Three separate projects were initiated, successfully identifying and implementing all necessary remedial actions to remove the risks.

Table 4 –Active projects with ICT involvement, not being part of the ICT Strategy

Project Name	Directorate	Business Sponsor
Green Redeem kiosk	Operations	Kathryn Best
Wycombe CCTV monitoring service	Operations	Craig Miller
Integrated mobile solution for street based operations teams	Operations	Dave Perkins
Service Improvement Phase 2 (Clinical Waste, Streetcare, Parking, Passes)	Operations	Jacqui Hurd
Service Improvement Phase 1 (Waste, Bookings & General)	Operations	Jacqui Hurd
Waste Disposal Project	Operations	Simon Fletcher
RBWM Vigilant CCTV Recording System	Operations	Craig Miller
E-PEP	Children	Hilary Hall
Paperless Adoption panels	Children	Ann Domoney
Replacement of the First Class email system	Children	Hilary Hall
Electronic Monitoring Portal	Children	Daniel Houston
St Edmund House Office Refurb- IT work	Children	Ann Pfeiffer
SDA software upgrade	Children	Hilary Hall
New database program for Information, Advice and Support Service, client casework records	Children	Jean Hobson
Health and Social Care Data Systems Interoperability	Adult	Nick Davies
Libraries Chip and Pin Rollout	Adult	Mark Taylor
Move Care Brokerage to use of CM2000 rostering solution	Adult	Nick Davies
For King and Country	Adult	Mark Taylor
Modes Online Web development	Adult	Mark Taylor
Hospital Assessment Teams Mobile Working	Adult	David Mason
Direct Payments Project	Adult	Christabel Shawcross
Procurement of an integrated health and social care system	Adult	Nick Davies
Development of Interactive Web forms to Support the Care Act Implementation	Adult	Nick Davies
Financial and Performance Solution for Adult Social Care	Adult	Andy Jeffs
WiW Data Transfer	Adult	Nick Davies
Health & Social Care Portal - Sharing of confidential data	Adult	Nick Davies
Rocketseed integrated email branding	Corporate	Harjit Hunjan
Webcasting of council meetings	Corporate	Andrew Brooker
Bank & Bailiff File Implementation	Corporate	Andrew Brooker
Business Objects Package Upgrade for Payroll	Corporate	Terry Baldwin

## 21. What comes next?

With the exception of the replacement of the CRM system Lagan, the document management system Serengeti and the fixed telephony system, in just over 24 months, between January 2013 and March 2016, the Royal Borough has seen the replacement of almost every item of IT hardware and the upgrade or replacement of all key business systems. The ICT team reached the finals of the British Computer Society UK IT Industry Awards in 2014 for its work delivering what was considered by Government Digital Services (GDS) as an innovative technology platform, the first of its kind within local government.



**2014 FINALISTS UK IT INDUSTRY AWARDS**

In the coming months, the work to replace our ICT infrastructure, providing a robust, resilient foundation upon which to build excellent services, will come to a conclusion. Meantime work has begun on the next phase of the Royal Borough's vision, by means of the Corporate Transformation Programme. A Digital Strategy is to be prepared, mapping the direction of travel to deliver 24/7 always available services to residents through a multitude of digital and non-digital channels.