



**REPORT TO
CABINET
TO BE HELD ON
20 OCTOBER 2015**

	Key Decision	No
	Forward Plan Ref No	12
<p>Corporate Priority The proposals in this report contribute to the delivery of all the Council's priorities</p>	<p>Cabinet Portfolio Holder(s)</p>	<p>Portfolio Holder for Human Resources and Performance</p> <p>Portfolio Holder for Strategic Planning and Transformation,</p> <p>Portfolio Holder for Democracy, Neighbourhoods, Stronger and Safer Communities</p>

REPORT OF: Deputy Chief Executive – 15/287

WARDS AFFECTED: All

SUBJECT: Modernising the Council: Update on the Digital Implementation Plan (Switch Programme) and the ICT Infrastructure Replacement Programme

RECOMMENDATION(S):

Cabinet Members are asked to:

1. Note the contents of the report and the progress made in modernising the Council through the Switch Programme and ICT infrastructure replacement programme.
2. Approve the procurement of two further technologies that will enable officers using Council provided laptops to work from anywhere that has a Wi-Fi connection, namely:
 - i. Corporate virtual private network (VPN) access; and

- ii. 'On network' Wi-Fi.
3. Note that the capital cost for securing these technologies is identified within the ICT Capital Development Fund and approved Financial Strategy.
4. There is a revenue growth of up to a maximum of £6,000 per annum to increase the internet bandwidth and enable Wi-Fi access from all key Council buildings. This will be achieved from the revenue savings identified in the corporate ICT budget for 2016/17 as part of the current budget setting process.
5. Delegate authority to the Director (LD) to enter into the contracts for the corporate VPN access and on network Wi-Fi subject to the costs not exceeding the funding as identified in the financial implications (paragraph 6).
6. Endorse the approach to digitising the Council and the development of a programme of continuous business improvement to realise the full benefits and efficiencies that can be achieved by embedding and utilising the new technology and Firmstep service delivery platform across all Council services. Consider providing some additional resources for the Business Improvement team on an invest to save basis to increase the pace of change and savings potential by developing a forward plan to work with all service areas to develop better processes and mobile solutions for all parts of the Council.

REASON FOR RECOMMENDATION (S):

This report is to update members on progress made with the Council's ICT infrastructure replacement programme and the Digital Implementation Plan (SWITCH programme); both previously approved by Cabinet at the following meetings:

- 17 September 2013 – Ref: 13/317, Digital Implementation Plan
- 14 January 2014 – Ref: 14/20, ICT infrastructure Replacement Programme

The Switch Programme and IT infrastructure replacement have now successfully implemented a new digitally enabled business operating model. This is helping the Council meet the financial challenge to deliver more for less: enabling new ways of working that are cutting the costs of service delivery and ensuring the Council remains 'fit for purpose' in an increasingly digital world.

The new digital service delivery platform is 'cloud-based' and secure. This has improved access to services for our customers allowing web enabled self – service via a new transactional Council website. It has delivered mobile working capability for staff. Many of the Council's workers are constantly on the move in their daily jobs e.g. waste operatives, environmental health officers, handypersons, dog wardens. Mobile working underpins smarter working, enabling staff to deliver better services to more people, in less time. Information, service delivery forms and tasks can be accessed remotely by officers via tablet devices or smart phones. The 'cloud' base means they do not need direct access into the Council's internal

secure ICT network.

In addition, a new corporate EDRM system has been implemented and an integrated communications system (telephony). The corporate desktop has been renewed and PC devices replaced by laptops and the core IT architecture that underpins all the Council's business operations has been modernised.

This report outlines the benefits and change we are already achieving by utilising this new technology to redesign service delivery processes and increase productivity: reducing travel time and bringing down associated costs, speeding up delivery time, reducing the need for manual rekeying and duplication, and reducing the need for paper-based forms and printed worksheets.

The recommendations for consideration and approval in this report will ensure the Council maximises the benefits of the recent technology investments and continues to exploit the opportunities they provide.

We are asking for approval to implement two additional technologies that will complete the agile (mobile/remote) working platform, extending flexible working to all officers who need access directly into the Council's secure ICT network.

The technology enhancements this will require are a secure corporate VPN and wireless network access points within Council buildings. This will build on the recent IT enhancements which have delivered the replacement of static PCs with laptops and associated network technologies. The proposed corporate VPN access and Wi-Fi enhancements will provide access into the Council's secure, private network enabling officers to access shared files and corporate IT applications, such as the T1 finance system, from anywhere that has a Wi-Fi connection. This will support flexible working for all officers and meet the 'work from anywhere' objective, including home working, remote working and hot desking. Evidence nationally suggests there are proven cost benefits and increased productivity from enabling a flexible, agile workforce.

HIGHLIGHTED RISKS:

Key corporate risks are identified as the need to:

- Achieve timely budget savings and the potential impact on services if these savings are not achieved
- Keep pace with user expectations in a digital age
- Adopt the government's digital agenda to drive better services and cut costs
- Align ICT and business strategies at organisational and service level

The development of digital technology and the subsequent redesign of all Council services to take advantage of these digital technologies is a significant mitigating factor in reducing these corporate risks.

A risk assessment accompanies this report.

1. INTRODUCTION

- 1.1 Over the last 5 years the Council has responded to and absorbed unprecedented financial constraints and budgetary savings targets through the introduction of a wide range of efficiency and service improvement measures.
- 1.2 This approach has been successful in helping to deliver a required £7.3 million savings while avoiding the need for any large-scale service reductions or closure of facilities. We have maintained front-line service levels, despite the unavoidable reduction in staffing resources resulting from budget reductions.
- 1.3 However, the long-term outlook is more uncertain than ever. We are facing a similar level of cuts in the revenue support grant in the period up to 2018/19.
- 1.4 It is clear, therefore, that the achievement of efficiency savings continues to be a priority for the Council. On the one hand there is a need to achieve the efficiencies that will enable Councils to accommodate immediate budgetary pressures, while on the other hand, there is a need to continue to deliver outcomes that communities value in ways that are sustainable in the long term.
- 1.5 The degree to which cuts will adversely affect local people and Council services will depend on the Council's approach to achieving the necessary savings and change. To avoid adverse impacts on our services and communities the Council now needs to consider its future operations and structure in a managed way and in light of the overriding changes affecting Councils and other public services.
- 1.6 There is a strong emphasis that local authorities should achieve more economies from greater process efficiencies, rather than reduction in services. The digital revolution presents a way of achieving significant economies in service delivery processes, while actually improving the customer experience.
- 1.7 Over a relatively short space of time digital technologies have become central to society, economy and culture, and increasingly government and public services are migrating to digital means. There is a large body of research and evidence to support a business case for investment and utilisation of digital technologies. Digital services can harness the power and convenience of the web to make service interactions quicker, simpler and more secure. In recent years the ever increasing popularity of the internet and mobile technologies has ensured that people have come to rely on the convenience of self-service channels in their everyday life, demonstrating that they can play a big part in helping public sector organisations to reduce costs.
- 1.8 In November 2012 the Cabinet Office published its Digital Strategy¹ setting out its commitment to adopt a '*digital by default*' position, where service

¹ Cabinet Office: Government Digital Strategy, November 2012

delivery across the range of government and public services would harness the power of new technologies and the web. Clearly, a major driver of this digital agenda in public services is finance, however the stated aim is:

“to provide 24-hour access to services that are so easy to use and convenient that anyone who can use them will choose to do so, whilst those that can’t will not be excluded”.

1.9 Recently the Government Digital Service (GDS) was authorised to assist in this objective. In September 2015 the Local Government Association (LGA) made a submission to central government to invest in digital transformation by providing Councils with financial support or additional capacity to help them take forward digital work programmes. In a speech ahead of the November Spending Review the Prime Minister, David Cameron, has set out his vision for an overhaul of public services calling for a faster move towards a “smarter state”. He singled out the work to digitise the public sector as critical. This Council, like other local authorities, is vigorously pursuing the digitalising of services, to make life simpler for residents and businesses, whilst cutting service delivery costs.

1.10 **Becoming a ‘Digital Council’**

1.10.1 In April 2013 the Council brought together a ‘*virtual*’ team of internal staff to develop a radical business improvement programme to implement new digital technologies to modernise the Council and create a more customer centred approach.

1.10.2 At previous meetings Cabinet has been presented with and approved the recommendations in the Digital Implementation Plan (Switch Programme) and the ICT Infrastructure Replacement Programme. These recommendations have been fundamental to modernising and digitising the Council’s business operating model.

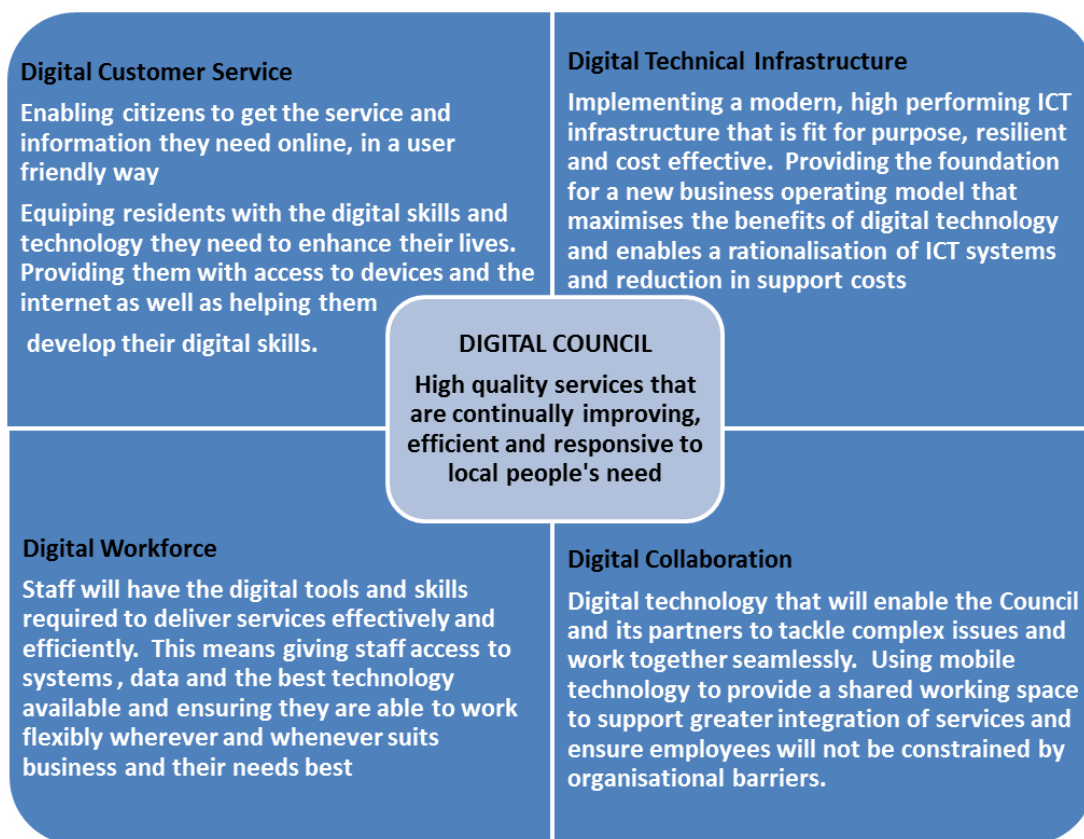
1.10.3 Although the focus was to implement a new digital technology platform, it is important to emphasise that this is not technology driven, but business-led and aimed at ensuring the Council can meet its ambitions to continue to provide services that are high quality, continually improving, efficient and responsive to the needs of our local communities and businesses.

1.10.4 The objectives underpinning this programme are to utilise new technologies to:

- Reduce the cost of delivering services, providing a secure self-service channel that customers want to use, that becomes the ‘channel of choice’
- Increase responsiveness and accountability, improving our customers’ experience of accessing the Council and its services

- Create a digital workforce with the right tools to maximise productivity and work flexibly with mobile devices that enable them to be connected, efficient and effective
- Champion digital inclusion as a key consideration in the delivery and design of new ways of working across all Council services
- Strive to make digital technology accessible to all residents and by supporting them to use it, and helping narrow the digital divide in the Borough
- Support joint working and collaboration with local partners by enabling seamless working and the effective sharing and use of data

1.10.5 The following diagram articulates the outcomes we want to achieve in becoming a Digital Council and how we are going to do this.



2. CORPORATE AIMS/PRIORITIES AND THE COMMUNITY PLAN

2.1 This proposal contributes to the overarching Council aim of *“Improving the performance of our services and ensuring they provide value for money”*.

3. BACKGROUND – PROGRESS TO DATE

3.1 Implementation of a Digital Service Delivery Platform

3.2 Following approval of the Switch programme in September 2013 officers procured a suite of products that have provided a new service delivery platform. This included a move towards utilising secure cloud-based products and services, where data and applications are stored on a remote server ‘in the cloud’. Cloud services offer cost-efficient and secure facilities that can replace the need for Councils to invest in expensive, legacy systems that require significant financial resources to customise, update and support.

3.3 These products were procured via the Government’s Digital Marketplace which provides a new single place for the public sector to access and buy IT commodities and services. The Digital Marketplace is part of the Government’s drive to create a more open and competitive market that gives the public sector access to the best technology and digital services available. Frameworks such as the G-Cloud and Digital Services reduce the time and money spent on expensive procurement exercises. The Local Government ICT Board has stated an ambition that by 2016, half IT in local authorities will be delivered via the cloud²

3.4 The products were procured from Firmstep, and offer a platform developed specifically to accelerate channel shift and improve the customer experience. The company is a leading provider in this field with over 30% of UK councils relying on their services. In procuring and implementing the Firmstep platform we were able to decommission the old CRM and web content management systems, reducing costs for licenses and support. In addition the platform provides an opportunity to further rationalise Council systems and reduce costs for IT in the future.

3.5 The Firmstep suite of products is essentially a set of tools that provide:

- A new Customer Relationship Manager (CRM) (the bit of IT used by Customer First staff to handle and manage the thousands of enquiries and requests we get from our residents)
- A new forms package which is allowing us to build our own electronic intelligent forms and service delivery processes
- A new Council website that is user-friendly and simple to use. It can be accessed via a multitude of devices, including smart phones and tablet devices
- A secure portal for our customers to register and create a personal account to manage their transactions with the Council whenever they want - 24/7
- An internal staff portal called Dash that provides every staff member with a case management system and task queue. This helps staff manage workloads and resolve queries

² Local Government ICT Board: Local Government IT Strategy – Delivering Better Services for Communities, January 2013

- Mobile working capability enabling staff to access the new service delivery processes via an iPad or smart phone, without compromising the security of the Council or the sensitive data we handle.
- A mobile 'app' to meet the needs of officers working in areas where there is no or limited access to the web

3.6 The Firmstep products were procured in December 2013 and the team successfully implemented the forms package, CRM system and 73 new customer facing service delivery processes, and Dash, which went live in August 2014. Going live with the CRM system in Customer Services provided a robust testing ground for the new forms and processes prior to the processes going live on the new website and self-service portal at the end of November 2014.

3.7 **Developing New Service Delivery Processes.**

3.7.1 This technology is unlike previous IT solutions produced by the Council. Rather than an 'off-the-shelf' system, that, once implemented, is static and customisation or further development comes at an additional cost. Firmstep is essentially a set of integrated tools allowing the in-house development and design of intelligent forms and processes that are customised to meet our different service business needs.

3.7.2 We have adopted a methodology for the redesign of new service delivery processes. Starting with the customer, each service delivery process is reviewed against a set of principles that start and end with our customers' needs and convenience. We work closely with service areas to understand their operational needs: what they need to do to complete a task or deliver a service. It is critical to fully understand what actually needs to happen, who does what, where it happens and when and how it can be carried out with maximum effectiveness.

3.7.3 This involves sitting down with managers and officers to explore and challenge the whole end-to-end process, looking at how best to exploit the opportunities provided by digital technology. We have developed a set of principles to underpin this redesign work:

- What we do is customer driven: using business intelligence, collating and analysing different data sets and real time information to inform service delivery redesign
- Service delivery processes must be simple to use, built once and reused across all access channels
- Right information, right formats: new forms and processes should capture all relevant information at the first point of contact to avoid unnecessary additional customer contacts and provide services with high quality information that will enable them to deliver the service in a timely way
- Wherever possible the service delivery pathway will be automated to speed up the process and reduce any unnecessary administration burden
- Service delivery pathways will follow the most direct route and wherever possible send the customer request direct to the officer / service /

organisation providing the response – including to officers out in the field via a mobile device

- Where there is a solid business case we will integrate the Firmstep platform with Council 'back office' legacy systems
- We will look to maximise any investment in technology by reusing and sharing technology and innovation across the Council

3.7.4 The following comparison identifies the potential offered through the Firmstep platform and demonstrates how the cost of service delivery can be reduced. This potential is now being exploited as we work with services to redesign new service delivery processes.

Intelligent Forms

- **Old Forms:** all access channels directed requests for service and information to Customer Service staff. Requests could originate from an email, a very simple web form, a telephone call or face to face visit. Information had to be manually keyed into the CRM system or cut and pasted from an email. This opens up the potential for manual error. The information captured was generally unstructured – so often the quality of the information going into the CRM was poor and customers had to be contacted again. If customers needed to make a payment this could only be done as a separate transaction on the web, via the telephone or through a customer service advisor. Booking services could only be completed by contacting customer services or specific service areas.
- **New Forms:** with the Firmstep platform the intelligent forms underpin all access channels. The forms used in the CRM system, used by customer first, mirror the self-service web forms; they are built once but can have different fields accessible to customers or staff. Email is no longer used by customers for information and service requests, customers are directed to a specific form. High quality, accurate data is captured at the first contact in mandatory fields. Forms are easy to use with a series of drop down menus, radio buttons, maps to help with special data and fields for specific detailed information. Customer Service staff and customers are 'guided' through the process logically with help fields if required.

Customers can book and pay for services as part of the service request. Forms have post code look ups so addresses are correct. Customers are routinely asked for email addresses and telephone numbers to capture important data that is used to inform service improvement. This also enables us to update and provide a better response to the customer with automatic acknowledgements, payment receipts and confirmation that a service has been completed. Intelligent forms can significantly reduce the manual resource needed to manage customer access and service requests to the Council.

Intelligent Processes

- **Old processes:** if Customer Services were busy with face to face or telephone contact emails and web forms may not have been processed until the following day. Requests could only be processed during normal office working hours, regardless of whether they are emailed out of hours or over the weekend.

The old CRM system generated an email that was sent to the officer/service responsible for delivery. Information received in service areas was often then rekeyed into back office systems, again opening up the potential for manual error. Worksheets or forms were printed out to be collected by officers going out to fulfil the request. Customer Services and customers did not have access to tracking information or know when a service has been completed, often generating follow up calls.

- **New processes:** all officers across the Council have their own workflow and case management system – Dash. Forms from the web or the CRM system (customer service) are routed electronically (and immediately) via the Dash workflow to the appropriate officer/group of officers/service area or even a third party organisation. This includes the ability to route directly a 'field' officer's Dash to be accessed on a tablet device or smart phone, so they have the information, task and work sheet on hand without necessitating a trip to the office. This cuts down on paper, printing and importantly travelling time, improving productivity and reducing costs.

Customers receive an automatic acknowledgement – so even if they submit a request via the web on a Saturday night they can be confident their request has been received and will be processed.

Information can be integrated into back office systems so no double keying is necessary, which removes the potential for manual error.

As officers work through a service request (which can be done on a tablet device or smart phone) they can update a case, re-assign a case, move it on to another stage or officer to complete and finally, when completed, close the case. Customer Services and customers are automatically kept in the loop reducing the need for chase up calls. Intelligent processes speed up and improve our response to customers. Automation, workflow and integration capabilities make the delivery process more cost efficient and effective.

- 3.7.4 Change and improvement can now be a continuous. We have both the technical enablers and in-house skills. Following the implementation of the technology platform a small business improvement team has been retained to continue to work with services, IT and Customer Services to continue to embed and exploit the products and to implement new ways of working and more cost effective end to end service delivery processes. Process review is based on the data and customer feedback we receive from the Firmstep platform. This team are now inundated with requests from services to support them in redesigning service delivery processes and mobile solutions.

- 3.7.5 The Firmstep products, unlike most legacy systems, are continually being further developed as the national Firmstep user forum identifies potential improvements. These updates are free as part of the hosted cloud service. With such a dynamically developing functionality (weekly updates) the potential for new efficiencies is huge. However, it does necessitate in-house resources to ensure the change and updates are successfully implemented.
- 3.7.6 The Deputy Chief Executive, Corporate Insight and Business Improvement Analyst and the ICT Operational Manager meet on a bi-weekly basis to forward plan and manage both the updates and requests from services areas. The speed of change is dictated by the resources available. It is clear that all services can and should be reviewed to maximise the savings and improvement potential of the new technologies. An additional resource to expand the business analysis and process review and redesign capability would significantly accelerate the pace of change and efficiency savings work and enable a realistic forward plan to be developed that would see all areas of the Council benefiting from the new technologies and being able to reduce their costs to serve.

4. CONSULTATION

- 4.1 As part of the SWITCH programme we undertook an internal staff survey which was completed by more than 300 staff. In the responses staff indicated their appetite to adopt new technology to enhance the way they work.
- 4.2 To keep staff and members up to date we implemented a SWITCH website and sent out regular update bulletins. We have provided regular briefings / feedback sessions with Elected Members.
- 4.3 The process for developing new business processes is undertaken through consultation and discussion with service managers and officers. We built an internal electronic form so that staff can feedback suggestions or problems.
- 4.3 We now get high quality data and feedback on the customer experience through the website and self-service channels. This is used to inform process improvement.

5. UPDATE AND ASSESSMENT

The biggest change that the Council and our customers have experienced as a result of the recent ICT infrastructure upgrades and implementation of new digital technologies through the SWITCH programme has not been a result of the implementation of new technology itself but from the changes this has enabled to the way that officers can work. Ensuring that services challenge and change their service delivery and business operation to maximise the benefits from the investment in new technology is fundamental to ensuring the Council remains 'fit for the future'.

5.1 SWITCH Program – Firmstep Service Delivery Platform

5.1.1 Since go live with the new service delivery platform some services are fully embracing the opportunities provided by the new technology. **Appendix 1** provides examples of real benefits and efficiencies that have been realised as services have begun to exploit the new service delivery platform.

5.1.2 Channel shift is happening with more and more customers using the self-service route and since the new website and self service capability went live in November last year. The tables below demonstrate the increase in self-service over as new forms and processes have been implemented

Channel Shift:				
Channel shift is continuing to increase without major marketing or communications to customers – the Do It Online campaign has been subtle and cost-effective. Maintaining a momentum of delivering good, easy to use and concise forms and ensuring good feedback and response to the customer is key to ensuring this continues.				
	Self Service Live* Total Enquires	% Online	August 2015 Total Enquiries	% Online
General Enquiries	5404	26.8%	615	27.2%
Abandoned Vehicles	85	32.9%	10	50.0%
Dog Fouling	306	30.4%	20	40.0%
Bin Repairs	490	26.7%	28	28.6%
Noise Complaints	369	35.2%	67	37.3%
<i>*Self Service Live: 20/11/2014 – 29/09/2015</i>				

Channel Shift: Delivering a Channel of Choice:		
For those customers using self-service, it is becoming the channel of choice. Analysis of the data is showing that customers are using self-service when alternative traditional channels such as face-to-face and telephone are also available. Some examples of this are provided below:		
	% Using Self Service During Office Hours	% Using Self Service Outside Office Hours
Council Tax and Business Rates enquiries	57%	43%

Food Premises Registrations	64%	36%
Complaints, Comments and Compliments	56%	44%
Domestic Bin or Sack Request	61%	39%
Report Dog Fouling	68%	32%

5.1.3 Currently we integrate to the following, meaning service requests are automatically transferred electronically into these systems, dramatically cutting out the time previously spent double-handling and double-keying, saving hours of processing time :

- Civica web payments
- Idox (EHS)
- iCclipse DIP (Local taxation)
- LLPG (Land and Property Gazetteer)
- Email and calendar (Outlook)
- WebAspx (cleansing property geo-system)
- Lost/Found Dog register
- Maps
- Our SQL infrastructure (databases and reporting)

5.1.4 We have improved communications with customers. If they have provided us with an email address, they automatically receive:

- An acknowledgement that their enquiry/request has been received and delivered to the appropriate service for action
- A unique reference number for tracking and monitoring purposes
- A full receipt if they have made a payment
- A closure notification to confirm their request has been completed.

5.1.5 We have reviewed and improved these automatic responses to make them more user-friendly and informative. **Appendix 2** gives some examples of the automatic responses we provide to keep customers updated

5.1.6 A new mobile 'app' has been implemented and initially launched in taxi licensing, enabling staff who carry out inspections to fill in forms digitally, cutting paper processes and time spent on admin. It's early days, but already 200 taxi inspections have been carried out using the new app. More services are beginning to use the app, as new forms/processes are created. This provides mobile working in areas where there is no access to the web.

5.1.7 The meet and greet "pod" in Scarborough Customer First has been replaced by a self-service, sign in wall-board, meaning the staff member who would look after the pod has been given more freedom to be able to talk to residents in the queue to promote self-service and encourage people to sign up for a Council web account. Staff utilise a tablet device to help queueing customers to resolve their queries on-line. This is supporting our digital inclusion aims.

- 5.1.8 Also to support digital inclusion, there are now two new desktop PC units/booths in Customer First which are there to enable residents to access the Council's new website and self-service portal if they have no access to the web at home and/or want to avoid queueing. Customers can also access partners' websites including North Yorkshire County Council.
- 5.1.9 There has been overwhelming interest from other local authorities in the way the Council is implementing and exploiting the Firmstep platform to "*make life simpler*" for customers and our workforce. A recent open day at the Town Hall hosted by the Switch and ICT team was attended by more than 70 delegates from 35 other local authorities. We have also hosted individual visits from other Councils including Middlesbrough, Nottingham City Council, Hull City Council, Harrogate District Council, Hambleton Borough Council and Wexford Council.

5.2 Digital inclusion

- 5.2.1 As a Council we recognise that there are clear benefits in increasing the range of services that can be delivered online. However, our approach has always been to appreciate that for some people self-service is not appropriate or feasible. By increasing access to self-service we can focus our staffing resources on managing more complex enquiries and supporting vulnerable customers that actually require one-to-one assistance to access the advice and service they need.
- 5.2.2 Within the Borough the number of people who are digitally capable is increasing each year. However, there remains a significant section of the population that don't have access to the internet or the skills to access online services.
- 5.2.3 We know that digital exclusion affects some of the most vulnerable groups including older people, people on lower incomes and disabled people, and can therefore compound wider issues of exclusion and disadvantage. So we have set up a multi-agency digital inclusion partnership with representatives from the Borough Council, North Yorkshire County Council, Yorkshire Coast Homes, Age UK Scarborough and District, Scarborough and Ryedale Clinical Commissioning Group, JobCentre Plus, Barclays Digital Eagles, and Scarborough Jobmatch. BT and Superfast North Yorkshire are also associated with the partnership. See **Appendix 3** for the Scarborough Borough Digital Inclusion Partnership document
- 5.2.4 The aim of the group is to create "a digitally inclusive North Yorkshire Coast where no resident, regardless of age or background, is excluded from the social and economic benefits of new and emerging technologies". A comprehensive action plan was agreed earlier this year (see **Appendix 4**) and three of the main work streams are moving forward quickly:
- 5 Community Wellbeing Hubs (see **Appendix 5**)
 - 6 Digital Neighbours (see **Appendix 6**)
 - 7 PC recycling project (see **Appendix 7**)

5.2.5 Collaboration is already addressing digital exclusion by expanding peer-to-peer learning and sharing resources (people and infrastructure) and supporting each organisations specific ambitions.

5.3 Electronic Document and Record Management (EDRM)

5.3.1 The new EDRM iDOX system was implemented in November 2014 and is reducing the need for large paper record stores. The system enables appropriate and timely disposal of records ensuring we comply with information management and data protection regulations and standards. EDRM not only saves storage space but the automated search, retrieval, archiving and destruction of records save valuable officer time, improving efficiency and saving money on storage space, paper and print costs.

5.3.2 To-date the system has been rolled out and is 'live' in Garage, Estates and Assets and the Crematorium, all paper-heavy services. As of this month there have been 23,048 documents captured into the EDRM, 94% of these being A4 size which already equates to approximately 2 cupboards of paper now held electronically.

5.3.3 We are currently preparing all Uniform users (Planning, Forward Planning and Environmental Health) to use iDox EDRM from January 2016. This will involve a migration from ICLipse EDRM, SBC Windows file and folder structure, alongside a continuation of back scanning historic documents. There are approximately 350,000 electronic documents that will be relocated during the upcoming migration.

5.3.4 Benefits achieved to date include a reduced reliance on paper and more secure document storage with ability to apply access controls. The system provides enhanced statistics on documents/records, helps to comply with our Information Management and Data Protection responsibilities. The system offers integration opportunities and we are currently working on integrations to the Firmstep service delivery platform; Terrier – EDRM and Uniform – EDRM systems. It enables centrally managed retention and disposal of documents and records, radically reducing the time staff spend searching and document handling.

5.3.5 We are looking to establish a central 'back scanning' facility to aid with the vast quantities of documents that still exist in paper format in the services that have migrated to EDRM. There are in the region of 500,000 documents still to be digitised. Next areas for roll out are being considered but they will certainly include any service area that is fully utilising the Firmstep service delivery platform and those that currently have a heavy reliance on paper.

5.4 ICT INFRASTRUCTURE REPLACEMENT PROGRAMME

5.4.1 The major programme of investment in the Council's core ICT network infrastructure and desktop IT estate approved by Cabinet in January 2014 has been implemented and started to yield major benefits.

5.4.2 There were three large-scale elements in this programme which are now in place and have delivered a high-performing and resilient ICT foundation layer to support all Council business.

(i) Core Network

5.4.3 The unsupported, aged 'lynchpin' elements of the Council's ICT network were replaced, ensuring the entire core infrastructure is now far more reliable and high-performing. This is the base technology layer of the Council's entire ICT infrastructure and the investment ensures that the organisation can have confidence in its technology platform.

(ii) Unified Communications

5.4.4 The requirement to replace the Council's 25 year old landline telephony system was borne of necessity as the equipment was regularly failing. However, the opportunity to replace the corporate telephony system provided the opportunity to invest in a 'Unified Communications' (UC) solution that offers so much more than just new telephone handsets.

5.4.5 The Council's new UC solution provides the integration of real-time, corporate communication services such as: instant messaging (IM – 'chat'); presence information (in/out availability status of officers); voice (including internet protocol (IP) telephony); audio, web and video conferencing; call control and speech recognition with non-real-time communication services such as unified messaging (integrated voicemail, email, SMS and fax).

5.4.6 UC is not a single product, but a set of products that provides a consistent unified user-interface and experience across multiple devices and media types. Some of the features have already been made available to Council users, e.g. IM, with others, WebEx, video conferencing, etc. soon to follow.

(iii) Desktop device upgrade

5.4.7 The Council maintained a desktop IT estate of circa 400 desktop PCs and 100 laptops prior to the upgrade programme. These devices were largely 6+ years old and becoming increasingly slow in their operation, causing issues for the business and our customers. Senior management backed a proposal to invert the majority PC stock with laptops and the Council now maintains circa 400 laptops and 100 PCs.

5.5 Next Steps - "Work from Anywhere" technology

5.5.1 The investment in laptops rather than static PCs as the corporate desktop core device of choice has provided the opportunity to extend agile working options such as hot-desking, working from home or remotely. The laptops and associated network technologies are now embedded across the Council and operating reliably so it is the right time to now invest further in two additional technologies to ensure the Council realises the true benefits of its laptop estate.

5.5.2 The two further technologies required to enable officers with Council-provided laptops to work flexibly are:

- a) Corporate VPN access; and
- b) Corporate 'on network' Wi-Fi.

5.5.3 This will enable officers with Council provided laptops to work on the secure Council IT network with access to their shared files and corporate IT applications from anywhere that has Wi-Fi connectivity – be it a 'hot desk' at work, home, public area or third party premises.

Corporate VPN access

5.5.4 When Council-provided laptops are used at work, on a desk, as at present, they are connected to the corporate IT network by a network cable. This is a wired connection. To enable officers to lift their laptops off their desks and work from home, or in meeting rooms, or public Wi-Fi areas, they need to connect to the Council's IT network via Wi-Fi. This wireless network connection must be secure to minimise the risk of data loss.

5.5.5 A Virtual Private Network (VPN) is a secure 'tunnel' that connects mobile IT devices (e.g. laptops) to a secure IT network. The implementation of a corporate VPN solution for the Council will enable all officers to have the option to use their Council-provided laptops away from the desk, either off-site (e.g. at home) or on-site in non-wired environs (e.g. meeting rooms).

5.5.6 It should be noted that some officers already use an existing, small-scale VPN solution, geared for occasional use. However, it is aged (7+ years), close to capacity (and unable to support more than 50 users at any one time) and is now unsupported. If we experience a serious technical failure with the solution, it is likely that it will not be remedied.

5.5.7 In line with Cabinet Office and Public Services Network (PSN) advice, any VPN solution should incorporate 'two factor authentication'. This means that any laptop user must use two separate security items to log in to the laptop with. Typically, this comprises, '*something you have*' and '*something you know*'. The existing VPN solution uses a unique password ('something you know') and a physical 'token' ('something you have'). The token is a small, keyring-sized plastic ellipse, with a single-line LCD display and a button. At the time of logging-in to the laptop, the officer types his password, then presses a button on the token. This displays a serial number on the LCD display which the user also types into the laptop. This number looks randomly generated, but is synchronised with servers in the Council's data centre at the Town Hall and must be entered correctly to enable a successful login. It is advised that the token is not stored with the laptop, for obvious reasons.

5.5.8 In adherence with Government guidance, and to ensure Council IT devices remain secured to the highest standards, the proposed VPN solution will once more utilise two factor authentication but, whilst the 'something you know' will remain as a password unique to the user, the 'something you have' will be the laptop itself – meaning that there will be no requirement for a token. This will

make the use of laptops away from the desk even easier without reducing the security of the device or its data.

Corporate 'on network' Wi-Fi

5.5.9 To enable officers to work wirelessly in the major Council premises (e.g. in meeting rooms), the buildings need to be equipped with wireless network access points offering secure access to the Council's IT network. Scarborough Town Hall is already equipped with Wi-Fi, but the current solution only allows 'off network' access. This means that officers can only access the internet and work emails and not shared network files or corporate IT applications. The current solution is also third-party provided and maintained. Deploying an in-house managed solution will reduce support costs.

5.5.10 It is intended to upgrade the Town Hall wireless network to be 'on network', rather than 'off network' and to improve its resilience so that Wi-Fi can be more confidently relied upon for ad-hoc requirements such as Emergency Control Centre use, or major events incident management requirements (e.g. Tour de Yorkshire incident control room).

5.5.11 The project will also extend the Wi-Fi network beyond Scarborough Town Hall and Falsgrave Community Centre (recently installed), enabling secure 'on network' Wi-Fi connectivity within the following Council sites:

- a) Dean Road Depot, Scarborough;
- b) Whitby Harbour office; and
- c) Filey Evron Centre.

5.5.12 The recommendations in this report will continue to support business improvement and enable the Council to reshape and redesign more efficient and effective service delivery pathways, which will help meet the challenges faced by the Council over the next spending review period. In addition, the new digital operating model has already demonstrated that it enables us to work more closely with our Community Planning Partners allowing us to offer better joined up services, and supporting a preventative approach that reduces demand for not just Council services but local public services.

6. IMPLICATIONS

6.1 Policy

6.1.1 There are no policy implications arising directly from this report.

6.2 Legal

6.2.1 All procurement actions will be dealt with in accordance with EU Procurement regulations and the Council's Procurement policy and procedures.

6.3 Financial

6.3.1 Funding for corporate VPN access and 'on network' Wi-Fi has already been identified in the IT Development Fund and approved Financial Strategy. All costs are indicative and subject to procurement processes.

6.3.2 External consultancy is required to install and configure the corporate VPN solution due to its specialist nature. However, it is intended that a knowledge transfer exercise will be undertaken to embed support knowledge into the Council's ICT Services team.

6.3.3 Costs - Corporate VPN access

Description	Capital	Revenue
Consultancy	£22,800	
ICT officer training	£2,400	
Thin client licences	£16,000	
Data Centre licences	£8,000	
Unified comms licences	£10,800	
Corporate internet bandwidth		£6,000
Totals:	£60,000	£6,000

6.3.4 Costs - Corporate 'on network' Wi-Fi

Description	Capital	Revenue
Access Points (APs)	£24,850	
Comms equipment (e.g. cabling, network switches, etc.)	£7,550	
Installation	£1,100	
Annual licences for APs*		
Totals:	£33,500	

* The APs are supplied with an initial 3 year licence.

6.3.5 Whilst the Capital funding for both technologies is already provisioned in the ICT Development Fund and Council's approved Financial Strategy. The Revenue impact requires a growth bid of £6,000 this will be provided by revenue budget savings that have already been identified in the current budget planning process for 2016/17.

6.4 Equalities and Diversity

6.4.1 This Council has already undertaken significant work to improve access to Council services through the SWITCH programme. However, the importance of tackling digital exclusion is fully acknowledged in the business improvement programme. The development of a Digital Exclusion Partnership and action plan highlights that there is a significant section of the population that do not have the equipment or the skills to access online services. Digital exclusion

affects some of the most vulnerable groups including older people, people on lower incomes and disabled people, compounding wider issues of exclusion and disadvantage. The action plan recognises that this is not an issue that can be tackled alone and co-ordinates action locally to promote digital inclusion across the Borough.

6.5 Human Resources and Staffing

6.5.1 There are no direct HR or staffing issues arising out of this report.

6.6 Planning/Crime and Disorder/Environmental Health

6.6.1 There are no direct planning, crime and disorder or sustainability issues arising out of this report.

7. ACTION PLAN

7.1 Timetable

7.1.1 Subject to approval, the two technology projects are provisionally scheduled as follows:

a) Corporate VPN access

1. Oct 2015 – Nov 2015 Procurement
2. Dec 2015 – Mar 2016 Phased implementation

b) Corporate 'on network' Wi-Fi

1. Oct 2015 – Nov 2015 Procurement
2. Dec 2015 – Mar 2016 Phased implementation



Hilary Jones
Deputy Chief Executive

Author: Hilary Jones

Background Papers:

Planting the Flag Socitm –
<http://www.socitm.net/downloads/download/422/>

Digital Strategy Cabinet Office

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/80173/Cabinet-Office-Digital-Strategy-20-12-12.pdf

Office of National Statistics – Internet Usage Statistics

<http://www.ons.gov.uk/ons/rel/rdit2/internet-access---households-and-individuals/2013/stb-ia-2013.html>

Channel Value Benchmarking – Socitm

http://www.socitm.net/info/216/benchmarking_services

IF YOU HAVE ANY QUERIES ABOUT THIS REPORT OR WISH TO INSPECT ANY OF THE BACKGROUND PAPERS, PLEASE CONTACT HILARY JONES ON 01723 232340 e-mail hilary.jones@scarborough.gov.uk

Risk Matrix

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
1	June 2013	Failure to achieve required budget savings to deliver MTFP	<ul style="list-style-type: none"> • Unplanned cuts to services • Compulsory redundancies • Reputational damage • Special measures 	<ul style="list-style-type: none"> • Budget Planning framework • Prioritisation – CFSG • Baselining unit costs • Corporate Efficiency Board • Implementation of technology to reduce service delivery costs • Improved performance management and better resource management • Programme Service review 	C4	B4	DT	Business Improvement Programme to fully exploit the new enabling digital technologies.
2	June 2013	Failure to keep pace with customer expectations for service delivery	<ul style="list-style-type: none"> • Customer dissatisfaction • Reputational damage • Increased complaints • Public accessibility to service is reduced 	<ul style="list-style-type: none"> • Customer consultation mechanisms <ul style="list-style-type: none"> ○ Residents panel ○ Service satisfaction surveys ○ Bi-annual local area survey 	C4	B3	DT	Customer Insight and real time data to provide evidence base for service delivery improvement
3	June 2013	Failure to adopt central governments digital agenda	<ul style="list-style-type: none"> • Failure to meet the required digital standards • Reputational damage • Potential penalties 	<ul style="list-style-type: none"> • Implementation of digital technologies • Redesign of service delivery processes • Implementation of digital self service channels 	C3	B2	DCE	

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
			<ul style="list-style-type: none"> Public accessibility to service is reduced 	<ul style="list-style-type: none"> Implementation of digital communication and engagement mechanisms 				
4	June 2013	ICT business plan not aligned with corporate and service business strategies	<ul style="list-style-type: none"> Adverse impact on ability to deliver corporate priorities Adverse impact on service delivery Customer complaints Staff dissatisfaction 	<ul style="list-style-type: none"> Corporate governance framework Elected Member approval for ICT Business Plan Consultation with service areas ICT Governance Board 	B3	A3	ICT Ops Manager	
11	June 2013	Customers uptake of new self-service channels	<ul style="list-style-type: none"> Reduced take up of self service Failure to achieve savings targets 	<ul style="list-style-type: none"> Information and marketing to engage and encourage take up Work with partners to encourage self service 	C4	B2	DCE	Embed digital approach to service delivery across all Council services

Glossary of Terms

Risk	An event which may prevent the Council achieving its objectives
Consequences	The outcome if the risk materialised
Mitigation	The processes and procedures that are in place to reduce the risk
Current Risk Score	The likelihood and impact score with the current mitigation measures in place
Corporate Objectives	An assessment of the Corporate Objectives that are affected by the risk identified.
Target Risk Score	The likelihood and impact score that the Council is aiming to achieve
Service Unit Manager	The Service Unit or Officer responsible for managing the risk
Action Plan	The proposed actions to be implemented in order to reduce the risk to the target score

Risk Scoring

Impact	5					
	4					
	3					
	2					
	1					
		A	B	C	D	E
	Likelihood					

Likelihood:

A = Very Low
 B = Not Likely
 C = Likely
 D = Very Likely
 E = Almost Certain

Impact

1 = Low
 2 = Minor
 3 = Medium
 4 = Major
 5 = Disaster