

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

15 December 2020

Report of the ICT Programme

Report Title	ICT Preparedness
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1. Purpose

To provide an overview and status of the Future Northants ICT Programme, and the ICT arrangements that will be in place for West Northamptonshire Council for day 1.

2. Recommendations

2.1 It is recommended that the Shadow Overview and Scrutiny Committee:

Note the report and the progress on the delivery of the Future Northants ICT Programme.

3. Issues and Choices

3.1 Report Background

The ICT Programme is responsible for delivering a number of projects for West Northamptonshire Council to achieve safe and legal status for Vesting Day.

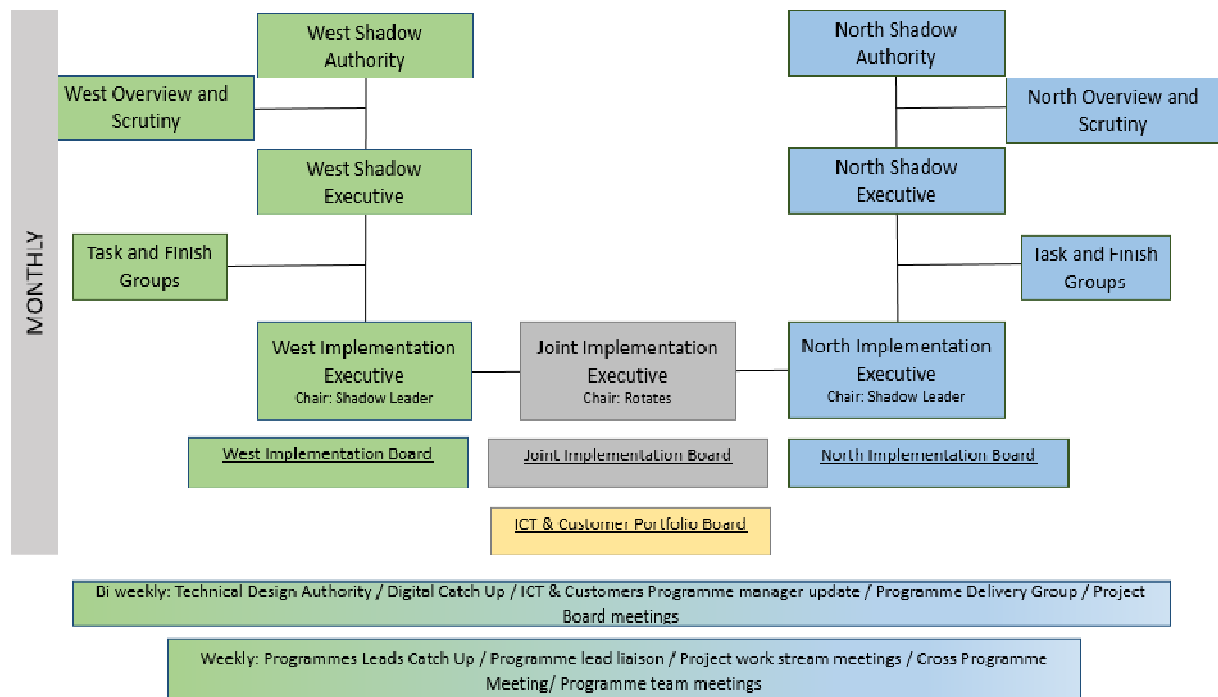
3.1.1 The programme is broken down into several projects that will deliver:

- new email addresses for all employees and Councillors in the following agreed format of 'firstname.surname@westnorthants.gov.uk'. This will be delivered by rolling out MicroSoft365 (MS365) to all the authorities. MS365 also provides features where employees and Councillors can have conversations, chats, online meetings and share files all in one central application.
- separate instances of the CapitaOne Education system for North & West
- separate instances of the Eclipse Adult Social Care system for North & West

- new HR and Finance system enabling self-service for all managers and employees. This is known as an Enterprise Resource Planning system (ERP).
- separate instances of the NCC Income Management system
- a consolidated Local Land and Property Gazetteer for the West Northants authority
- an interim West Northants Intranet
- IT support for a number of business systems that are being delivered by other Future Northants programmes for day 1.
- Support the Transformation Task & Finish group to develop a fit for purpose Members ICT support package for the new unitaries.

3.1.2 Programme Governance

The diagram below shows the Future Northants governance structure. The ICT and Customer & Digital Board meet monthly and provide the overarching governance and assurance framework for the ICT and Customer & Digital programmes. There are several informal governance meetings that take place below this Board to ensure that consistent communications and support are in place. The meetings also ensure that when issues arise, they can be dealt with quickly and efficiently to continue to keep the ICT Programme on track. These include weekly meetings of the ICT Programme team, Cross Programme meetings attended by all Future Northants Programme Managers, and weekly updates with the ICT Programme lead.



3.1.3 Managing the ICT change.

The ICT Programme is introducing a number of new technologies which will impact different employees and Members at different times, both during this implementation phase and post Vesting Day.

To achieve success for the programme, the ICT Change & Adoption Planning (CAP) Team is working hard to create a variety of tools to help staff and Members understand, accept and adopt these important changes. Together with the change managers from across the Future Northants Programme the change team try, where possible, to align communications and engagement activities to achieve optimum understanding and acceptance.

The change team work with the ICT project managers and communications team to understand what is changing and who will be impacted. The team have a number of change models they can draw from to ensure a blended approach and once a suitable method has been determined, either a detailed change plan is created or a number of change management actions will be built into existing project plans depending on the scale and complexity of the identified change.

As an example the CAP Team work with the MS365 project team; sovereign ICT service and Unitary communications teams to ensure everything is aligned with regards to communicating with staff and Members. Ten days prior to the migration weekend the Change Manager contacts the local Change Champions directly and introduces them to what will soon be happening in their sovereign council. They will be given "Introduction to MS365" material which will include the benefits of moving to this platform. In doing it this way the Change Champions have direct access to the implementation team with any specific questions. After each roll out any new learning is included in the FAQs to aid understanding and acceptance going forwards.

4. Implications (Including financial implications)

4.1 Financial

- 4.1.1 The ICT Programme is funded through the Business Rate Relief (BRR) projects funding which were approved by the Business rates governance board in July 2019. The ICT/ Customer & Digital scheme has £5.65m approved to deliver this programme which is funding various projects including the Website project, CRM Case Management System, Email and Voice Bots Pilot schemes, MS365 project and Technical Support ensuring the projects can be delivered. Alongside this the new ERP system was also approved £4.2m to deliver a new finance, procurement, HR and payroll system for both new unitary councils from vesting day.
- 4.1.2 From this investment, benefits will be derived from consolidated licence costs, reduction of systems, standardised and streamlined processes, reduced telephony through use of Teams and reduced staff time spent on tasks. These are on top of the many non-financial benefits of the improved customer offering, increased access and availability to utilise systems, increased data management and quality supporting decision making and the enablement of this platform across all council services to provide efficiencies and automation to all users, services and customers to create far wider reaching benefits.

4.2 Resources and Risk

The ICT Programme of work is both complex and challenging as each of the 8 authorities have their own unique technical environments. The ICT Programme team continues to work closely with the Sovereign Council IT teams to support them as they transition towards Vesting Day.

4.2.1 Resources – the ICT Programme is reliant on the West and NCC ICT teams to deliver the programme of work. There are limited resources within these teams who are also responsible for the day to day running of their sovereign councils' ICT services. To ensure we have the correct resources in place:

- an ICT Technical Roadmap has been developed to capture which ICT resources are required for each project and when they are needed.
- a framework is being put in place with an external partner to augment our resources to deliver specialist technical services through to vesting day. The framework can be used by the programme team and sovereign councils to bring in specialist technical support with a partner that has an ongoing relationship with us and understanding of our programme and technical environments.

4.2.2 Risks – one of the main programme risks is each of the authorities have different and unique technical environments that could potentially need upgrades and changes to accommodate some of the new technologies required for Vesting Day. To mitigate this risk, systems health checks are being undertaken to identify and rectify any potential changes required before new technologies are introduced.

4.3 Legal

4.3.1 External legal data specialists have been procured to advise on ICT systems and digital data for the NCC services that are disaggregating on Vesting Day.

4.4 Equality and Health

4.4.1 Data Protection Impact Assessments are being created where appropriate.

5. Background Papers

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