

Background Papers



**Epping Forest
District Council**

Cabinet Thursday, 9th November, 2017

Place: Council Chamber,
Civic Offices, High Street, Epping

Time: 7.00 pm

Democratic Services: Gary Woodhall
(Governance Directorate)
Tel: (01992) 564470
Email: democraticservices@eppingforestdc.gov.uk

9. TECHNOLOGY STRATEGY AND ASSOCIATED FUNDING 2018 - 23 (Pages 3 - 224)

(Technology & Support Services Portfolio Holder) To consider the attached background paper alongside the main report (C-025-2017/18).

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**Epping Forest
District Council**

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Technology Strategy - Document 1 - Programme Definition Document

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Today's Impossibilities are
Tomorrow's Realities

2018-2023



Steve Bacon

EFDC ICT

October 2017 v0.99

Agenda Item 9

CONTENTS

| | | |
|-------|--|----|
| 0 | Version History | 9 |
| 1 | Introduction..... | 10 |
| 1.1 | Introduction from Portfolio Holder | 10 |
| 1.2 | Introduction from Assistant Director (ICT) | 11 |
| 1.3 | Introduction from ICT Programme Manager | 11 |
| 1.4 | Related Projects & Reports | 12 |
| 1.5 | Technology Strategy Documents | 12 |
| 1.5.1 | Pentana Performance | 13 |
| 1.5.2 | ICT Business Plan | 13 |
| 1.5.3 | Timescales | 13 |
| 2 | Purpose and Objectives | 14 |
| 2.1 | Aims of this strategy | 14 |
| 3 | Justification and business context..... | 15 |
| 3.1 | Drivers for change In the industry..... | 16 |
| 3.1.1 | Microsoft | 16 |
| 3.1.2 | Objective | 17 |
| 3.2 | Drivers for change In the public sector | 18 |
| 3.2.1 | Public Sector Network (PSN)..... | 18 |
| 3.2.2 | G Cloud | 18 |
| 3.2.3 | Open Source/Open Standards..... | 19 |
| 3.2.4 | Digital by Design | 21 |
| 3.2.5 | Localism agenda..... | 21 |

| | | |
|-------|---|----|
| 3.2.6 | Working with partners where it is beneficial to do so | 22 |
| 3.2.7 | General Data Protection Regulation | 22 |
| 3.2.8 | Reducing our Carbon Footprint and Green ICT | 22 |
| 3.2.9 | Equalities | 23 |
| 3.3 | Drivers for change Within the Council | 24 |
| 3.3.1 | Transformation Programme | 24 |
| 3.3.2 | Corporate Plan | 25 |
| 3.3.3 | Common Operating Model | 26 |
| 3.3.4 | Increase in Public expectations | 27 |
| 3.3.5 | Budget limitations and doing more with less | 27 |
| 3.3.6 | EFDC Values and Behaviours | 27 |
| 4 | Vision | 29 |
| 4.1 | Year 0 EnabLing Projects | 30 |
| 4.1.1 | Definition | 30 |
| 4.1.2 | Delivering The Vision | 30 |
| 4.2 | EFDC Customers | 31 |
| 4.2.1 | Definition | 31 |
| 4.2.2 | Delivering The Vision | 32 |
| 4.3 | EFDC Staff | 33 |
| 4.3.1 | Definition | 33 |
| 4.3.2 | Delivering The Vision | 33 |
| 4.4 | EFDC Teams | 35 |
| 4.4.1 | Definition | 35 |

| | | |
|--------|---|----|
| 4.4.2 | Delivering The Vision | 36 |
| 4.5 | Data and Integration | 37 |
| 4.5.1 | Definition | 37 |
| 4.5.2 | Delivering The Vision | 39 |
| 4.6 | Processes and Systems | 41 |
| 4.6.1 | Definition | 41 |
| 4.6.2 | Delivering The Vision | 42 |
| 4.7 | ICT Infrastructure | 44 |
| 4.7.1 | Definition | 44 |
| 4.7.2 | Delivering The Vision | 46 |
| 4.8 | ICT Support | 47 |
| 4.8.1 | Definition | 47 |
| 4.8.2 | Delivering The Vision | 50 |
| 4.9 | ICT Security | 51 |
| 4.9.1 | Definition | 51 |
| 4.9.2 | Delivering The Vision | 51 |
| 4.10 | ICT Staff | 52 |
| 4.10.1 | Definition | 52 |
| 4.10.2 | Delivering The Vision | 52 |
| 4.11 | How the work streams relate to the Common Operating Model | 53 |
| 4.12 | Workstreams and Vision Statements | 54 |
| 4.13 | Workstreams and tranches | 55 |
| 5 | Financial Benefits | 56 |

| | | |
|-------|--|-----|
| 6 | Non-financial benefits | 63 |
| 7 | Dis-benefits..... | 67 |
| 8 | Blueprint Summary | 69 |
| 9 | Scope of change and exclusions..... | 71 |
| 9.1 | Scope of Change | 71 |
| 9.2 | Exclusions from this Strategy | 71 |
| 10 | Programme management organisation, roles and responsibilities..... | 72 |
| 11 | Governance arrangements | 73 |
| 12 | Assumptions..... | 74 |
| 13 | Capability | 76 |
| 14 | Project register | 77 |
| 14.1 | Work stream 0 - Enabling Projects | 78 |
| 14.2 | Work stream 1 – EFDC Customers | 93 |
| 14.3 | Work stream 2 - EFDC Staff | 98 |
| 14.4 | Work stream 3 – EFDC Teams..... | 105 |
| 14.5 | Work stream 4 – Data and Integration..... | 108 |
| 14.6 | Work stream 5 – Processes and Systems..... | 114 |
| 14.7 | Work stream 6 – ICT Infrastructure | 122 |
| 14.8 | Work stream 7 – ICT Support..... | 144 |
| 14.9 | Work stream 8 – ICT Security Projects..... | 150 |
| 14.10 | Work stream 9 – ICT Staff..... | 153 |
| 15 | Programme plan and tranche structure..... | 160 |
| 16 | Key milestones..... | 165 |

| | | |
|--------|---|-----|
| 17 | Risks | 169 |
| 17.1 | Risk Register | 169 |
| 17.2 | Initial Risk Matrix | 171 |
| 17.3 | Residual Risk Matrix | 172 |
| 18 | Issues | 173 |
| 19 | Financial information | 175 |
| 19.1 | Income | 175 |
| 19.2 | Savings | 176 |
| 19.3 | Capital | 177 |
| 19.4 | DDF | 184 |
| 19.5 | Revenue | 185 |
| 20 | Stakeholder summary | 190 |
| 21 | Programme Information | 191 |
| 22 | Programme approval | 192 |
| 23 | Version Control | 193 |
| 24 | Distribution | 195 |
| 25 | Afterword | 197 |
| 25.1 | What ICT can do | 197 |
| 25.1.1 | We can provide the tools needed for change! | 197 |
| 25.1.2 | We can analyse process and requirements | 197 |
| 25.1.3 | We can communicate and involve Directorates | 198 |
| 25.2 | A Shared Vision | 198 |
| 26 | Appendix 1: current blueprint | 199 |

| | | |
|-------|---|-----|
| 26.1 | Workstations/Staff | 199 |
| 26.2 | Hardware | 199 |
| 26.3 | Telephone System..... | 199 |
| 26.4 | Business Systems | 200 |
| 26.5 | Document Management | 204 |
| 26.6 | Email..... | 204 |
| 26.7 | Office Software | 204 |
| 26.8 | Collaboration Tools..... | 204 |
| 26.9 | Storage | 205 |
| 26.10 | Connectivity | 205 |
| 26.11 | Remote Access | 206 |
| 26.12 | ICT Structure | 207 |
| 27 | Appendix 2: future blueprint 2021 | 208 |
| 27.1 | Workstations/Staff | 208 |
| 27.2 | Hardware | 208 |
| 27.3 | Telephone System..... | 208 |
| 27.4 | Business Systems | 209 |
| 27.5 | Document Management | 212 |
| 27.6 | Email..... | 212 |
| 27.7 | Office Software | 212 |
| 27.8 | Collaboration Tools..... | 213 |
| 27.9 | Storage | 213 |
| 27.10 | Connectivity | 213 |

27.11 Remote Access214

27.12 ICT Structure215

28 Glossary of Terms.....216

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0 VERSION HISTORY

- 0.1 – Skeleton
- 0.2 – Updated 03082017
- 0.3 - Updated 8/8/17
- 0.4 - Update and reformat 10/8/17
- 0.5 - Added benefits and project descriptions 11/8/17
- 0.6 - More project descriptions 15/8/17
- 0.7 - Costings added 16/8/17
- 0.8 - Minor amendments following PM meeting, diagrams and additional projects added 17/8/17
- 0.9 - Internal ICT Management Discussion Draft 25/8/17
- 0.91 Head of Transformation Discussion Draft 29/8/17
- 0.92 Expanded Glossary
- 0.93 Amendments after BP Comments
- 0.94 Amendments after AL and DB comments and additional projects
- 0.95 Amendments to hosting arrangements in future blueprint
- 0.96 Timeline amendments after PMO and amendments from OS comments. Amendments to future blueprint., PFH & PM Intros added
- 0.96T Reformatted TPB Version of the above
- 0.97 Comments received from PMO members
- 0.98 Final Comments from PMO and TPB, Final ICT Amendments
- 0.99 Additional Comments from PMO, changes to Capital/DDF/Revenue Split, Cabinet Draft.

1 INTRODUCTION

This document set outs the overall vision, aims and objectives of the replacement ICT Strategy (The Technology Strategy) for Epping Forest District Council, and should be read alongside the Corporate Plan 2018-2023 and the Workforce Strategy.

The Technology Strategy will form a key component in planning how ICT will adapt to the demands of transformation in terms of changes to technology, work practices and accommodation.

This Technology Strategy is based on discussions held within ICT, then subsequent consultations across the wider Council, including staff, senior managers and members. Discussion has also been held with the Head of Transformation to ensure that themes emerging in the Corporate Plan 2018-2023 are also reflected in the Technology Strategy. This discussion will also ensure that the Corporate Plan similarly reflects issues and themes identified in the Technology Strategy.

Our team of System & Business Analysts have also had a series of individual discussions with Assistant Directors about future requirements for their business areas, and members of the ICT Management Team have meet with Directors for the same reason.

1.1 INTRODUCTION FROM PORTFOLIO HOLDER



Since gaining the Technology and Support Services Portfolio it has been clear that our Corporate ICT team strives to deliver the best service it can using the resources and technologies it has available, and at times the services it has offered have been available before the Council was ready to embrace them fully. The current transformation programme means that the business need for technologies such as mobile and flexible working are now more fully developed, and the cultural change required to enable their use is now beginning in earnest. Accordingly, this strategy allows the section to further develop their capabilities to provide new ways of working, and support users in doing so.

In parallel with this change in working practice, a step change the ICT infrastructure will also occur, the accommodation review may lead to the requirement for ICT to move much of their server infrastructure and storage to the cloud during the life of this strategy. This potential change, and the planned move to Office 365 should lead to a more resilient provision of key systems, and to a more focussed ICT operation as some of the current work on maintaining servers and systems will shift to our partners. As such our team can focus more on maximising the potential and performance of our systems, and enabling our users to make similar best use of the capabilities available to them.

The Strategy will also see a change in approach in security, with a model of proportionate security being adopted, and changes being made to laptop and mobile device security to enable flexibility while retaining the required level of device management.

ICT support in the future will be different in character, as supporting a dispersed team will require improved customer skills, and a greater focus on standards and process to meet user needs. Recent ICT recruitment and changes to the structure are already making the changes required to deliver this.

In summary, I would describe this Strategy as being exciting, ambitious and comprehensive, and I am sure that the team will deliver it to ensure that the Council can deliver the Corporate Plan 2018-2023, and other key initiatives such as the People Strategy and Accommodation Strategy.

Councillor Alan Lion, Technology and Support Services Portfolio Holder, September 2017

1.2 INTRODUCTION FROM ASSISTANT DIRECTOR (ICT)

Welcome to the Technology Strategy covering the period 2018-2023. We have learned lessons from our previous strategy in terms of how we can best structure the projects, and what projects need to be included in the programme that results from the strategy. As with the last strategy, a lot of time and hard work has gone into producing this document and I hope you find it as useful as we have.

ICT remains a catalyst for change and although technology alone cannot change the way we work, the Council cannot hope to improve the services it provides to the public or indeed its own working culture without it. During any multi-year strategy, changes to corporate priorities may alter deadlines, but more than ever it is essential that everyone is aware of ICT involvement in both other Directorate strategies and overall long term Corporate plans.

Our strategy will continue to create an infrastructure that will not only meet current requirements but will also be flexible enough to adapt to the ever-changing environment in which we work. It is vital that we get maximum benefit from the existing systems we already have as well as focussing on future projects that provide the greatest efficiencies and savings.

With a strategy covering many complex issues over an extended period, it's been a major challenge to produce a document in a clear and open way. I feel that we've achieved this especially by identifying specific targets and producing an over-arching high level core document, but I'd be pleased to hear from you if you think we can improve it for the future.

David Newton, Assistant Director – ICT, September 2017

1.3 INTRODUCTION FROM ICT PROGRAMME MANAGER

This is the second five-year strategy produced in house by the EFDC ICT team, and builds on the success of the previous one, and the lessons we have learned from it.

This strategy has evolved to meet the needs of the Council, and will continue to evolve as those needs evolve. We are confident that the work streams identified will meet the needs of the next five years, and that new projects and requirements that emerge will fit into this strategy as we have endeavoured to ensure that we continue to open to new ideas and change.

Compared to our previous strategy we have carried out more discussion and consultation upfront, and the implementation of the strategy programme will be managed more robustly to ensure the projects we must deliver to facilitate the broader corporate objectives are delivered on time and on budget, and most importantly meet the needs of the Council.

Steve Bacon, ICT Operations & Programme Manager

1.4 RELATED PROJECTS & REPORTS

The Technology Strategy should be read in conjunction with the following documents:

- Corporate Plan 2018-23
- People Strategy
- Accommodation Strategy
- ICT Capital Requirements 2018/19
- P172 ICT Team Review

1.5 TECHNOLOGY STRATEGY DOCUMENTS

The Technology Strategy will consist of the following documents:

- Document 0: Executive Summary (Published September 2017)
- Document 1: Technology Strategy – Core document – Programme Definition Document (Published September 2017)
- Document 2: ICT Projects Register (Published April 2018, then annually)
- Document 3: ICT Update (Published April 2019, then annually)

These four documents have a planned update schedule and lifecycle:

- Document 0: Executive Summary will be replaced when the Document 1 is issued.
- Document 1, the over-arching strategy is due to be replaced in 2023 and preparatory work will commence in Spring 2022
- Document 2 gives a listing of all projects in the upcoming financial year, and will be updated annually between 2018 and 2022.
- Document 3 gives an annual update of the progress made in the previous financial year, the internal ICT position and issues around the role of ICT in the broader Council, and will be updated annually between 2019 and 2023.

1.5.1 PENTANA PERFORMANCE

The Technology Strategy is now managed using the Pentana Performance programme management system, and as such documents 2 and 3 are primarily based on reports from that system.

1.5.2 ICT BUSINESS PLAN

ICT Produce an annual Business Plan which sets out the work plan for the year.

The ICT Service Area Business Plan now pulls projects from this strategy to be incorporated in the Resources Directorate Business Plan. As such both the ICT Service Area Business Plan and the Resources Directorate Business Plan are always going to be in conformity with the Technology Strategy.

1.5.3 TIMESCALES

The Technology Strategy uses the following time frames:

- Year 0 – Work which will be done in preparation for the Strategy commencing
- Year 1 – 2018/19
- Year 2 – 2019/20
- Year 3 – 2020-21
- Year 4+ - 2021+

2 PURPOSE AND OBJECTIVES

The Corporate Plan 2018-2023 sets out the following overall Vision and Purpose.

Our Vision: A great place where people enjoy living, working, learning and leisure

Our Purpose Working together to serve our community

Within the Corporate Plan 2018-2023 are the following objectives, the latter of which is most relevant to ICT and as such is shown in detail:

- Stronger communities
- Stronger place –
- Stronger Council – A culture of innovation,
 - Enhancing skills and flexibility of our workforce
 - Improving performance through innovation and new technology
 - Efficient use of our financial resources, buildings and assets
 - Working with commercial partners to add value for our customers

2.1 AIMS OF THIS STRATEGY

- To improve Corporate performance and customer service.
- To improve ICT performance and customer service.
- To enable the reduction in accommodation, and the changes in usage of that space, that will result from the Transformation Strategy.
- To enable users to work flexibly and more efficiently

3 JUSTIFICATION AND BUSINESS CONTEXT

The development of the Technology Strategy began in early 2017, and this development and implementation has been carried out in coordination with the overall planning process for the delivery of our services and integrates with the Council's other strategic plans, most importantly the Corporate plan which is being reissued with the same 2018-2023 lifespan. The Technology Strategy is intended to support the delivery of the Corporate Plan.

As with our previous 2013-18 strategy, this strategy is intended to ensure that we are ready and able to meet the demands arising from organisational and cultural change, and reduced resources; and to provide the necessary technology to deliver the IT services necessary to support the Council through this period of transformational change.

The development work started by identifying the drivers influencing change both internally and externally. Based on these drivers, a list of projects and initiatives were identified and their benefits assessed. All the information was then analysed and grouped into high level key themes.

This draft proposal was taken to the Council's Leadership Team for comment at a facilitated workshop, and to the ICT team via formal briefings. All feedback from those meetings (and that subsequently received) was incorporated into the draft which was subsequently approved by Management Board with further minor amendments.

The strategy has been considered by members of the Resources Select Committee and was taken to Cabinet for formal adoption on 9 November 2017

Some aims (especially long term) are aspirational, and not all items in the strategy have been budgeted for – these will be taken to Cabinet for consideration on a rolling basis. New technology does not always provide immediate savings. It must be appreciated that if additional functionality is required, there will be a cost.

Some projects are included in the Technology Strategy programme, even though they are corporate projects as they include a potential ICT component. We have included these projects even if ICT involvement is purely time, as the resource must be planned for. In some cases, we have created a specific ICT project to deliver an element of these corporate projects as the ICT requirement for funding or resource is clear, but with projects that are currently not as well defined it may be necessary to seek funding for ICT elements when project funding is bid for.

The strategy will require regular reviews and strong governance to ensure that the benefits are realised and that it continues to meet our developing business requirements.

The primary function of ICT is to support and facilitate the Council in the delivery of its services to our customers. This section identifies the Drivers for Change that are affecting the services we offer, and how we offer them. These Drivers for Change have the common theme of providing services to our customers and fall into three categories:

- In the Industry
- In the Public Sector
- Within the Council

The sections that follow explain the categories, and gives examples of the Drivers for Change.

3.1 DRIVERS FOR CHANGE IN THE INDUSTRY

Across the industry there are many clear drivers for change, with different suppliers picking up different aspects as priorities (often in line with the service they offer). However common themes exist across most of these, and the following two examples highlight these drivers, all of which are reflected in this strategy.

3.1.1 MICROSOFT

One of the major forces in the industry, Microsoft, have identified four key drivers for change.

“Mobile, social, big data and the cloud are all trends impacting how businesses engage with their customers, partners, and employees

Mobility

- *Driven by an explosion in new device types and ubiquitous connectivity, mobility is redefining how people use technology.*

Social

- *Enabling collaboration and communication using social tools can help businesses be more competitive by allowing people to work in a way that is familiar to them.*

Cloud

- *Cloud computing is a way to take a key step toward better business agility, economics, and user experiences. For many modern Chief Information Officers and technology leaders, the cloud presents an opportunity to redefine the role IT plays in implementing a business’ strategy*

Big Data (Business Intelligence)

- *As companies begin to deeply explore what big data can do for them, it's important that the chosen solution is able to address both business intelligence and big data.*
- *The key is to provide familiar tools that help reduce the complexity that some business managers experience when mining data on their own, as well as to support a collaborative environment that makes data available when and where decisions are made.*
- *With the right business analytics tools, people will be able to find the potential in data, uncover new insights and predict new opportunities."*

Source: Microsoft Enterprise Website

3.1.2 OBJECTIVE

Objective, who have a background in Enterprise Content Management (ECM) offer an alternate view of drivers, but these do however complement the Microsoft view.

"Consolidate

- *Consolidate information and control its application for a single source of the truth*

Integrate

- *Integrate line of business systems to remove information silos*

Automate

- *Automate business processes to increase productivity and efficiency*

Collaborate

- *Collaborate securely with external parties to unlock potential"*

Source: The Shift to Digital Government, Objective Insight Paper

3.2 DRIVERS FOR CHANGE IN THE PUBLIC SECTOR

The broader public-sector drivers are enabling collaboration and sharing, as well as providing new ways of procuring services and software – procurement which may be very different to traditional models.

3.2.1 PUBLIC SECTOR NETWORK (PSN)

PSN (Public Sector Network) replaced GCSx (Government Connect Secure Extranet) in 2013

GCSx was a Government assured network enabling Local Government organisations to communicate securely with Central Government.

PSN further develops the GCSx network, and improves security, and adds capability for provision of software, hardware and other services. PSN is a broader Government assured network that interconnects with GCSx. The advantage of PSN is that we will have a secure communication channel with the rest of the Public Sector. We will also have the capability to procure pre-negotiated ICT goods and services that have also been Government assured so that we can purchase and utilise with confidence. EFDC was the first Essex Authority to gain accreditation to GCSx in 2009 and undertakes an annual assessment to reassure Government on our ability to keep the network secure.

During the life of this strategy major changes are likely around PSN, as although secure email is still a requirement, the need to use only GCSX has been removed, and other providers can be considered.

This change will allow migration of secure email to the cloud separately from our main email system. Because of this major refinement can be made to the routing used by our other email, which will reduce the number of secure email accounts that are required.

3.2.2 G CLOUD

Cloud computing has brought about a step change in the economics and sustainability of Information and Communication Technology (ICT). Central Government is committed to the adoption of cloud computing and delivering computing resources. The G-Cloud is an iterative programme of work to achieve this, which will deliver fundamental changes in the way the public sector procures and operates ICT.

The Government's G-Cloud strategy outlines in more detail how they plan to:

- Achieve large, cross government economies of scale;
- Deliver ICT systems that are flexible and responsive to demand to support government policies and strategies;
- Take advantage of new technologies to deliver faster business benefits and reduce cost;
- Meet environmental and sustainability targets;
- Allow government to procure in a way that encourages a dynamic and responsive supplier marketplace and supports emerging suppliers.

3.2.3 OPEN SOURCE/OPEN STANDARDS

The drive to use open source software and/or the use of software which complies with government policy on open standards is being led by the Cabinet Office. The key document for this is the Open Source Procurement Toolkit (November 2011).

3.2.3.1 OPEN SOURCE

In March 2011, the Government published the HMG ICT Strategy which aims to provide better public services for less cost and will be implemented via 30 actions which are set to revolutionise Government ICT. The Strategy commissioned an action focused on ensuring that there is a level playing field for the evaluation of open source and proprietary software. Open source is part of a wider focus on lowering barriers to participation, including for SMEs (Small and Medium Enterprises), reducing vendor lock in, increasing use of open standards, improving competitive tension, and reducing the overall costs of Government IT.

It is Government policy to consider open source solutions on their merits and according to total lifetime cost of ownership. Government recognises the potential benefits of Open Source Software (OSS) and is committed to increasing the adoption of open source solutions across government, where it offers best value for the taxpayer.

In the current economic climate, Government organisations are turning to Open Source for solutions. The Government ICT Strategy states:

“Where appropriate, government will procure Open Source solutions. When used in conjunction with compulsory Open Standards, Open Source presents significant opportunities for the design and delivery of interoperable solutions”

Currently, it is not possible to replace the main business systems, such as Revenues and Benefits, as there are no credible Open Source alternatives available. However, Open Source is evolving and as this market matures, there may be opportunities that EFDC wish to take advantage of and these will be explored and evaluated as they arise.

Currently, 2 key systems, the Intranet and Website, have been developed internally using Open Source software. Both have proved extremely reliable and have realised substantial on-going revenue savings and one-off procurement savings. We are also evaluating the use of open source software to replace Microsoft office, and the operating systems on selected servers. Open source software is software like any other. However, it is distinguished by its license, or terms of use, which guarantees certain freedoms, in contrast to closed proprietary software which restricts these rights. Open source software guarantees the right to access and modify the source code, and to use, reuse and redistribute the software, all with no royalty or other costs. In some cases, there can be an obligation to share improvements with the wider community, thus guaranteeing global benefit.

“These, apparently simple guarantees, have powerful implications:

- *Encourage reuse*

- *Enable innovation, flexibility, easier integration*
- *Drives down price of software to zero*
- *No vendor or service monopoly means no reason to hide defects and security vulnerabilities*
- *No single-vendor means diversity of support and services choice, sustained competition is a customer benefit*
- *No vendor monopoly means no reason to avoid free and open standards*
- *“Darwinian evolution” improves key software*
- *Lower barriers to entry, widens participation “*

Source: Cabinet Office

3.2.3.2 OPEN STANDARDS

Government bodies must consider open standards for software interoperability, data and document formats and in procurement specifications should require solutions that comply with open standards, unless there are clear, documented business reasons why this is inappropriate.

For UK Government software interoperability, data and document formats, the Cabinet Office definition of open standards is those standards which fulfil the following criteria:

- *Are maintained through a collaborative and transparent decision-making process that is independent of any individual supplier and that is accessible to all interested parties;*
- *Are adopted by a specification or standardisation organisation, or a forum or consortium with a feedback and ratification process to ensure quality;*
- *Are published, thoroughly documented and publicly available at zero or low cost;*
- *Have been implemented and shared under different development approaches and on a number of platforms from more than one supplier, demonstrating interoperability and platform/vendor independence;*

- *Owners of patents essential to implementation have agreed to licence these on a royalty free and non-discriminatory basis for implementing the standard and using or interfacing with other implementations which have adopted that same standard. Alternatively, patents may be covered by a non-discriminatory promise of non-assertion. Licences, terms and conditions must be compatible with implementation of the standard in both proprietary and open source software. These rights should be irrevocable unless there is a breach of licence conditions.*

Source: Cabinet Office

3.2.4 DIGITAL BY DESIGN

This is a Government initiative encouraging residents who have the capability to have a preference of interacting with the Council electronically. Digital by Default also applies to making publicly accessible data available online.

Minister for the Cabinet Office, Francis Maude made these comments summarising the initiative:

"We will use digital technology to drive better services and lower costs."

"The shift towards online services also has the power to transform the relationship between government and individuals.....quality online services can be the default solution for people needing government services. Not only are services more convenient and cheaper, but they can be better and more personalised."

"This does not mean we will abandon groups that are less likely to access the internet: we recognise that we cannot leave anyone behind. Every single government service must be available to everyone - no matter if they are online or not."

At EFDC the decision has been made that digital channels will be in addition to traditional channels, however the digital channels are intended as the primary means of transactions. The agreed intention at EFDC is to promote channel shift by choice rather than forced channel shift.

3.2.5 LOCALISM AGENDA

The Localism Act 2011 has extended the powers of local authorities, but also given new rights for communities, charities and voluntary groups to carry out services provided by the Council under the right to challenge.

Because of this Act, ICT must be more flexible in approach so we can work with such bodies in a way which enables them to work without risking the security of Council held data.

3.2.6 WORKING WITH PARTNERS WHERE IT IS BENEFICIAL TO DO SO

The potential changes from the Localism Act in service delivery may result in more key partners emerging for service delivery. Key partnerships exist already for Waste Management, Leisure Centre Management and Housing Repairs. ICT involvement in these partnerships varies depending on requirement, but going forwards ICT need to be involved in partnership discussions at an early stage to ascertain what access to data is required and ensure data ownership/security, what software/hardware is to be used and who owns and maintains it, and what core infrastructure ICT will have to provide (if any).

Not all potential partnerships are beneficial, and ICT will ensure that any partnerships it enters deliver clear benefits and give value for money.

3.2.7 GENERAL DATA PROTECTION REGULATION

The General Data Protection Regulation (GDPR) will apply in the UK from 25 May 2018. The government has confirmed that the UK's decision to leave the EU will not affect the commencement of the GDPR. Under the GDPR, the data protection principles set out the main responsibilities for organisations.

The principles are like those in the DPA, with added detail at certain points and a new accountability requirement. The GDPR does not have principles relating to individuals' rights or overseas transfers of personal data - these are specifically addressed in separate articles.

The most significant addition is the accountability principle. The GDPR requires you to show how you comply with the principles – for example by documenting the decisions you take about a processing activity.

The impact of the GDPR on ICT is not likely to be significant, as the EFDC Data controller is not within the team, however ICT need to ensure that any required tools are in place, and that capacity exists in the team to deal with amending/deleting data under the right to erasure and (but less likely) for extracts of data under the right to data portability.

3.2.8 REDUCING OUR CARBON FOOTPRINT AND GREEN ICT

ICT has a significant part to play in reducing our corporate carbon footprint via Green IT.

Green IT is a key theme of the Government's ICT Strategy (Smarter, Cheaper, Greener). We have already reduced our physical server count by 75% due to virtualisation, and further appropriate measures will be investigated and implemented that help us to continue to reduce the environmental impact arising from the use of technology within the Council. Many of these measures will also have the added benefit of reducing costs owing to reduced power consumption. The measures have already implemented include:

- Turning off PCs, computer monitors and printers (Power Management)
- Increasing minimum temperature in Computer Suite 1 resulting in lower air conditioning usage

- Rationalisation of printers and printer usage, including duplex & draft print options
- Voice and video conferencing

In the life of this strategy, further large steps will be taken in this area:

- Replacement of onsite Server room with shared capacity in the cloud, allowing use of larger scale more efficient facilities
- Webinar software for teams to conduct online meetings
- Conferencing software improvements to further reduce travel
- Electric Van for ICT
- Reduction in accommodation footprint and desktop estate

3.2.9 EQUALITIES

The Technology Strategy has a role in Equalities, the move to web based tools and forms makes them more accessible for people without access to transport, and use of reading technology for browser based tools makes them accessible for those with sight issues. The work of the previous strategy started this development in EFDC, it will be further developed in this strategy. The measures already implemented include:

- Browser based self-service for the public for Revenues data
- Browser based forms replacing paper forms
- Browser based version for Information@Work for internal users
- Adoption of website with scalable text
- Accessibility Audit of website
- Extension of home working capability

In the life of this strategy, further large steps will be taken in this area:

- Extension of browser based self-service to planning and environment
- Implementation of browser based Citizen Portal
- Development of Speech recognition in our electronic Forms solution
- Further development of home and remote working
- Website redesign
- Browser based systems for internal use in Planning and Environmental service areas.

3.3 DRIVERS FOR CHANGE WITHIN THE COUNCIL

Within the Council many Drivers have been identified, some of these are linked to the direction the Council wishes to take as it changes culture and breaks down the traditional silos that staff members have worked in, others are linked to plans and performance targets within the Council or to external factors.

3.3.1 TRANSFORMATION PROGRAMME

The Transformation programme is driving a broad agenda for process change across the Council, within this there are drivers around accommodation and ways of working.

Individual transformation projects with an ICT element are reflected in our Project Register within the strategy, as although the broader project is part of transformation, the management of ICT elements usually form a discrete element which can be managed as a separate project and often will involve ICT seeking the required funding.

3.3.1.1 CUSTOMER SERVICE

Customer Service is at the core of the overall transformation programme, while ICT will not be involved the creation of the Customer Service Team, it is clear that ICT will play a key role in the delivery of systems and services (CRM and VoIP telephone system) that will enable the effective functioning of this team, and also play a critical role in the release of space to enable development of this team (the ICT Training Room) and configuration of the Office and Reception environment to meet the needs of this new team.

3.3.1.2 FLEXIBLE WORKING

During the life of this Strategy, EFDC will be embarking on a wholesale transformation of where and how people can work. The expectation is of achieving a 7:10 desk:staff ratio (reducing from a current 11:10 ratio). To achieve this the following steps are proposed:

- Extension of Homeworking and Flexible Working
- Introduction of Hot Desking or Clustering.

3.3.1.3 STAFF RELOCATION

A range of site moves are proposed, including:

- Refurbishment of Main Civic Office building (P161)
- Relocation of Housing Repairs and Housing assets to Oakwood Hill (P150)
- Vacation of 323 House, Conder Building and Rear Extension
- Relocation of Staff from Hemnall Street office (P163)

- Vacation of Homefield House by VAEF and potential use as decant space. (P164)
- Refurbishment of Townmead depot and upgrade of connection, and potential move of office for Countrycare, and relocation of nursery staff from Pyrles Lane,
- North Weald Airfield works possible use as decant space

3.3.1.4 ICT ACCOMMODATION CHANGES AT CIVIC OFFICES

More intensive use will be made of the new building at the Civic Office complex. Outside of office accommodation, ICT are proposing the following changes to their accommodation requirements:

- Low cost Multipurpose refit of Council Chamber to allow easier use for Training, including ICT Training.
- Release of current ICT Training Room to provide capacity for other uses.
- Migration to cloud based servers to release server room accommodation

3.3.2 CORPORATE PLAN

The Council's Corporate Plan identifies our objectives for our organisation and values. The corporate plan does not generally include ICT projects, but delivery of the projects and aspirations on the corporate plan will all rely upon ICT systems for delivery to some extent.

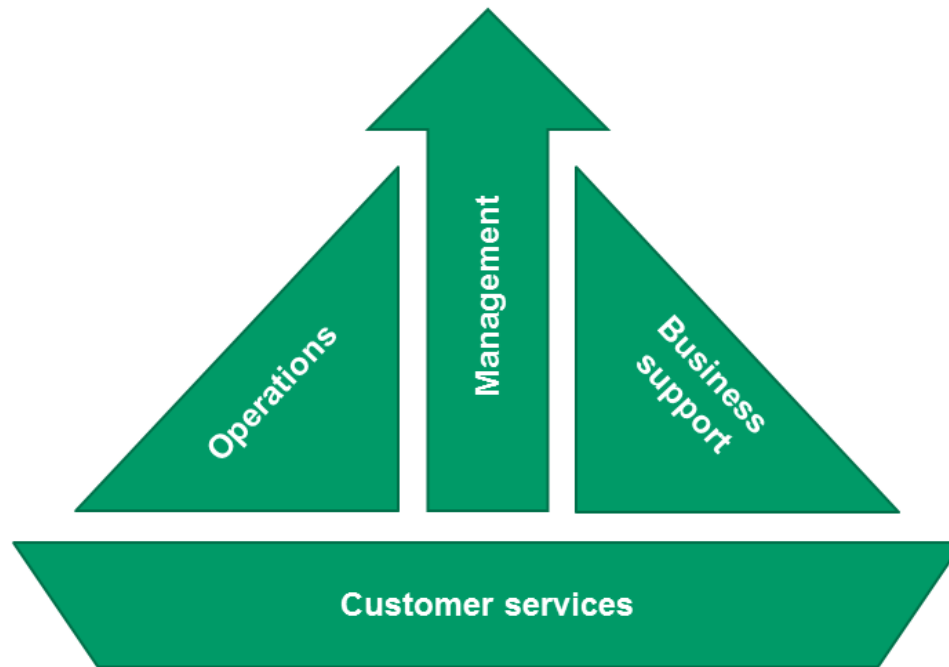
Future corporate plans may include detailed ICT items but in the absence of these we will ensure we support the corporate plan by the provision of services/systems required for the achievement of the plan objectives.

In addition to linking to benefits that are specific to the Technology Strategy. This strategy also supports the delivery of benefits in the Corporate Plan:

- B1 Improved Customer Value
- B3.1.1 Improved Customer Satisfaction
- B3.1.2 Reduced duplicate customer contacts
- B2 Increased efficiency
- B3.3.2 Reduced service accommodation
- B3.3.3 Increased flexible and skilled workforce
- B3 Increased agility
- B3.4.1 Increased Performance
- B4 Increased savings and income
- B3.5.1 Balanced Budget

3.3.3 COMMON OPERATING MODEL

During the life of this strategy the Council is adopting the Common Operating Model (as below). The overall ICT Function falls into the Business Support area of this diagram, and will likely incorporate other ICT roles from across the Council. The Technology Strategy is seeking to develop the capabilities of all areas on this diagram, with early focus on Customer Service.



Within ICT the Common operating model structure can be applied, the Service Desk and Application Support Team operate as a Customer service function for internal customers, the Gazetteer and GIS teams operate as Business Support, and the Infrastructure and System Support Teams form our operational teams.

The Corporate ICT Project (P172) will result in a refined ICT Team structure based around this model, incorporating other ICT posts in whole or matrix managed.

3.3.4 INCREASE IN PUBLIC EXPECTATIONS

The public rightly expect more from public services, they want the ability to access services and information at a time which suits them. Accordingly, the pressure is for 24/7 availability of services through a variety of channels, for example mobile phone users now account for almost 50% of our website users, up from 25% in August 2013. so, we need to ensure the website is as functional on a small screen as on a large.

The public also expect, in line with the Government's digital by default initiative, to be able to apply online for services, this strategy reflects these expectations in providing the tools to enable this.

3.3.5 BUDGET LIMITATIONS AND DOING MORE WITH LESS

Over the recent years ICT has reacted to the pressure on budgets in many ways:

- ICT has given up its annual allocation of £300,000 capital, and now submits bids annually for funding for key projects.
- We have withdrawn from the Microsoft Enterprise Agreement as we were not getting value for money as participation costs outweighed licensing purchase costs made via other means.
- We have withdrawn from the Essex Online Partnership as we were not getting value for money as participation costs outweighed any savings made on equipment or software procurement
- We actively investigate and promote open source and cloud solutions, and have implemented open source solutions for both our intranet and internet sites – both of which have given savings in procurement and ongoing costs
- We have managed to freeze our maintenance budget (other than provision for new systems purchased by the business) by removing underused or duplicated systems, and embracing open source as above
- Hardware procurement costs have fallen through effective purchasing to get good discounts and greater use of thin client terminals
- Power consumption has also been reduced by use of virtualization and power management software.

However, given the scope of the Council's current aspirations, it is clear that additional funding will be required for delivery of the Technology Strategy to meet the challenges of accommodation and cultural change.

3.3.6 EFDC VALUES AND BEHAVIOURS

These are the five key values that should be at the heart of our Council, the Technology Strategy is designed to take these in to account in its overall vision, work streams and individual projects.

3.3.6.1 TRUST

We will be open and honest with each other and our customers. We will treat everyone with respect and take responsibility for our actions.

3.3.6.2 PERFORMANCE

We will take pride in our work and celebrate our achievements. We will learn from our mistakes and always do what we say we will do.

3.3.6.3 ONE TEAM

We will work together as *One Council*, supporting each other and our partners to achieve better results for everyone.

3.3.6.4 CUSTOMER

We will put the customer at the heart of everything we do, providing services that are tailored to the different needs of our communities

3.3.6.5 INNOVATION

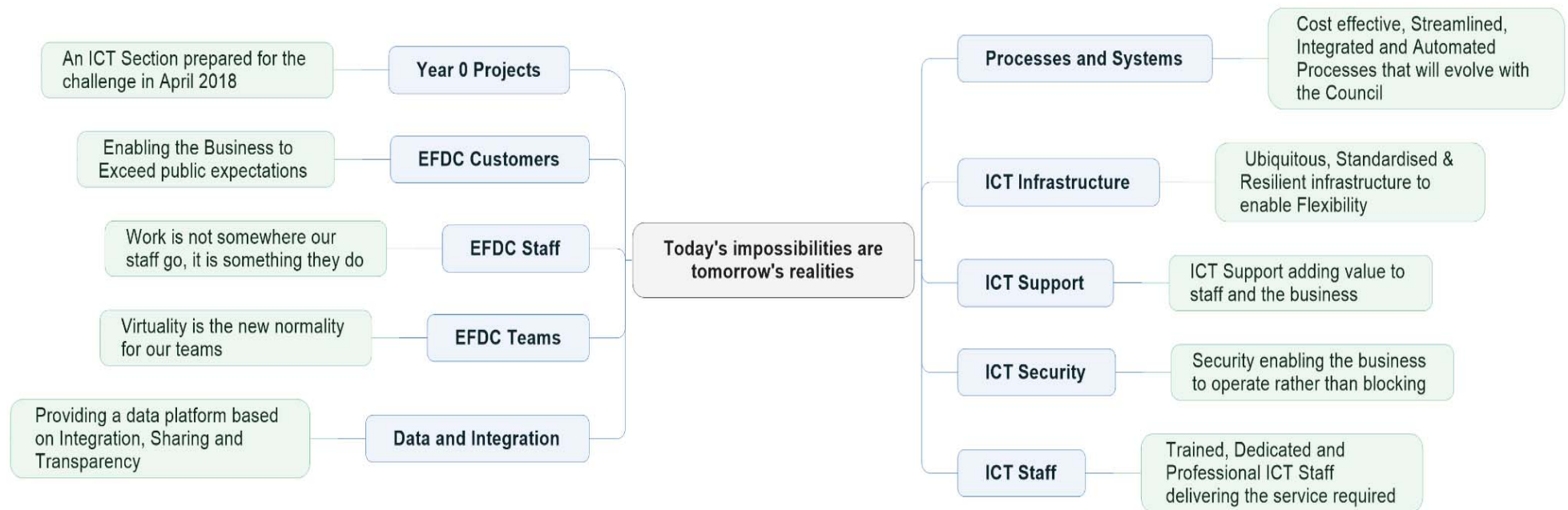
We will seek new ways of working to improve and change to meet new challenges.

4 VISION

Today's impossibilities are tomorrow's realities

Maximising the flexibility of our staff, technology, systems and accommodation to enable the delivery of transformed customer focussed services.

To deliver this there are nine work streams within this strategy, and one additional work stream covering projects we consider to be pre-requisites for the successful and timely delivery of the Technology Strategy (Year 0 Projects).



4.1 YEAR 0 ENABLING PROJECTS

An ICT Section prepared for the challenge in April 2018

4.1.1 DEFINITION

Prioritising key improvements to the ICT Infrastructure and Services that are required prior to the commencement of the 2018-2023 Technology Strategy to ensure initial and urgent corporate requirements are met in April 2018.

4.1.2 DELIVERING THE VISION

To deliver this vision we propose the following tranches of work:

- Underlying Infrastructure improvements
- Further Enable Flexible Working
- Enhance ICT Capabilities
- Customer Facing System Enhancements
- Accommodation Changes
- ICT Budgets & Contracts
- Training and Development

The prioritisation of the Year 0 Projects differs from the overall strategy as the most important task facing ICT over this interim period is ensuring that our infrastructure is ready to support flexible working.

4.2 EFDC CUSTOMERS

Enabling the business to exceed customer expectations

4.2.1 DEFINITION

Enabling our Customers to access Council systems and data that they need to progress applications and deal with problems online at any time of the night and day. This will entail the provision of 24/7/365 'digital by design' services for residents

Our residents and other customers are used to doing business over the Web, with online banking, submitting their tax returns, booking their holidays and online shopping.

We expect that there will be an increasing number of customers wanting to access our services via the web site. To take advantage of this migration and to encourage greater take up, we should commit to a continual process of development of the EFDC Website. This will ensure that the site not only meets the needs and expectations of our customers but is also capable of delivering the savings and efficiencies arising from a migration from high cost face to face interactions.

In addition, there is an increasing trend to use of mobile devices to access our website, in 2013/2014 data indicated that more than a quarter of all our website users are using smart phones and tablets, this proportion has now increased to almost half, as such our website must continue to recognise this and adapt to this growth.

4.2.1.1 COSTS OF TRANSACTIONS

As an organisation, we should recognise that Self Service is one of the most effective ways to achieve savings and improve customer satisfaction. We need to ensure that the online service offering is both appropriate and easy to use if we are to attract and retain web site customers.

Customers will soon revert to the more expensive access channels if their experience is unsatisfactory and they have failed to complete their transaction or to find the information they required.

It is widely acknowledged that the overall cost of conducting transactions with customers is certainly cheaper by far if conducted as a self-service function via the Council's Web site. The financial case is indisputable when one considers the cost of the three main access channels as assessed by SOCITM (Society of Information Technology Managers) shows a saving of more than £7.00 for each contact shifted to the web from face to face:

- *Face to Face £7.40*
- *Phone £2.90*
- *Web £0.32*

Source: SOCITM Insight 2010

4.2.2 DELIVERING THE VISION

The Council already offers a wide range of services on the Web. However, we cannot be complacent in this regard and should take every opportunity to make more services available online, and enhance those that already are. This, linked to reviewing our business processes will help us achieve savings wherever possible, these savings will be best realised where the end to end process is reviewed and streamlined, rather than just redesign of the initial contact.

The use of the Internet to deliver services and information must be embraced by all Council Departments and should be regarded as one of the most important service delivery channels, if not the default channel. The website can be a source of significant savings due to the lower transactional costs. The Council's website must ensure that it is focussed on the needs of our customers and be intuitive to use. To deliver this vision we propose the following tranches of work:

- Enhance Core Website
- Self Service
- Northgate Assure Implementation
- Development of new channels
- Development of Public Facing GIS

4.3 EFDC STAFF

Work is not somewhere our staff go, it is something they do

4.3.1 DEFINITION

Enabling our staff to work when and where they need to, allowing easy access to our systems with the correct level of security.

Not all job roles are suitable for Home Working. However, it is becoming clear that many roles do not have to be performed within the traditional office and can often be delivered by more flexible arrangements that include working from home or providing officers with mobile computing facilities to enable them to work in the field. The Transformation Programme, and the Accommodation Review have identified that savings and efficiencies could be achieved in this regard once Flexible Working has been adopted.

The previous ICT Strategy included measures to ensure that we have the necessary technology and security arrangements in place to accommodate more flexible styles of working as the demands present themselves. The new strategy will further develop this based on the clearer picture of requirements that is now emerging, and on the lessons learned from our previous efforts. This will also enable the Council to benefit from the efficiencies and improved staff retention that may be gained.

There are also issues to deal with around working equipment, and access to GCSx (Government Connect Secure Extranet) email on non EFDC devices, which will result in more staff requiring corporate laptops (however this would be as their only machine).

Mobile working solutions are already in place or under development for a range of Council functions, further investment will be required to create this capacity for all areas that can demonstrate a clear business case.

4.3.1.1 TECHNOLOGIES FOR SMART WORKING

“Effective use of new technologies is central to working smarter. With the right technology choices, people can work more effectively in the office and away from it, using the Internet, broadband and wireless communications to work at the most effective times and locations”

Source: The Smart Working Handbook 2nd Edition

4.3.2 DELIVERING THE VISION

ICT already has the technological capabilities to deliver Home Working and Flexible Working (Hot Desking/Clustering), but take up has been limited on a formal basis as the business driver for large scale home working has not yet materialised on a wide scale, this will change in the life of this Strategy as the Accommodation changes take place. These technologies are key enabler in both the recruitment and retention of

staff, and to reduce required floor space within the offices thus allowing the reduction of our accommodation footprint. Training will be required on the solutions, and this is covered as part of the ICT Support theme later in this document.

Flexible Working will require significant capital investment to deliver a solution as existing desktop hardware will need replacement with suitable alternatives. This will require services to develop business cases in support of that investment, whereupon suitable solutions can be selected and implemented. To deliver this vision we propose the following tranches of work:

- Enhance staff Remote Access
- Flexible Working Hardware
- Voice Communication Enhancements
 - Enhancement of the telephone system to allow use of Smartphone apps and extension of the full conference facility externally.
- Northgate Assure Mobile Working
- Corporate ESRI Mobile Working Solution

4.4 EFDC TEAMS

Virtuality is the new normality for our teams

4.4.1 DEFINITION

Enabling teams to operate efficiently when working in a dispersed fashion as a virtual team; allowing conferencing, collaboration and easy sharing of information at team level and at an organisational level.

The need to maintain the efficient operation of teams working across dispersed locations is one of the concerns often expressed about Smart Working.

Technologies for remote meetings using web, audio and video conferencing techniques, a number of these are already available in EFDC (using our ShoreTel system). These technologies can enhance productivity, and reduce time and travel costs. Any remote meeting solution must be simple to use and flexible to allow participation from any internet connected location.

Current take up of solutions has been limited by the need to ensure secure file sharing and storage (which is not the case with Skype for example), a definitive solution is required to allow this.

Tools are also required to enable messaging and collaboration, use of a message board style channel will allow open discussion within teams and hopefully help to maintain team cohesion and identity. Some tools are already in place with our VoIP telephone system around messaging, but the implementation of Office 365 will enable the adoption of more capable messaging and collaboration tools as part of a Unified communications (UC) solution.

The correct use of UC solutions (including our current VoIP system) is also vital for presence management, so flexible workers (and other users) can indicate their availability status and their location.

4.4.1.1 VIRTUALITY AS NORMALITY

“Just as flexibility becomes the norm rather than the exception with Smart Working, so collaborating on a virtual basis becomes a normal way of doing things.

It doesn't mean we never see colleagues or customers physically face-to-face. What it does mean is that working remotely, having online meetings, online learning and using social media to interact, are as much a part of the mix as physical face-to-face and being present at the workplace”

Source: The Smart Working Handbook 2nd Edition

4.4.2 DELIVERING THE VISION

Our current VoIP solution already delivers voice conferencing, instant messaging and presence management, but further work is required. To deliver this vision we propose the following tranches of work:

- Intranet Collaboration tools
 - Replacement of the Intranet and shared drives with MS SharePoint
 - Migration to Office 365 to allow the use of Collaboration tools such as MS SharePoint and MS Teams
- Virtual Meeting tools
 - Adoption of o2 Just Call me as a smartphone based conferencing facility for key staff
 - Amendment of policy to allow easier use of online tools for Webinars
 - Migration to Office 365 to allow the use of tools such as Skype for Business

4.5 DATA AND INTEGRATION

Providing a data platform based on Integration, Sharing and Transparency

4.5.1 DEFINITION

In terms of data we intend to link our systems together to enable our staff to easily access and analyse the data that we hold across all our service areas. This could be by the integration of back end systems, or by using common referencing to allow data to be pulled from a range of systems for analysis or to provide information to our CRM.

Northgate are migrating their current standalone M3 Land and Property (M3LP) system (Planning, Building Control and Land Charges) and M3 Public Protection (M3PP) system (Environmental Health, Waste, Licensing and Private Sector Housing) into a single system. Effectively this will produce a common system covering a wide range of property and environmental based services.

We need to join up our services and systems so that information can be stored and retrieved from a single source or, if necessary, passed seamlessly from one system to another where the business case demonstrates efficiencies. For example, integrating an e-form with a back-office system should be undertaken in the case of high volume transactions, where the costs of managing the 'lack of integration' outweigh the cost of integration.

Following on from system integration we can look at all our data as a whole – in terms of Big Data. Big Data is also known as Business Intelligence (BI). BI serves to transform raw data into meaningful and useful information for business purposes and is commonly provided by a Management Information System (MIS) or a Geographic Information System (GIS). The systems will provide us with the information that we need to manage ourselves efficiently and effectively. A standard definition of an MIS is that it is a “A computer system designed to help managers plan and direct business and organisational operations.”

An MIS is typically a computer system used for managing five primary components: hardware, software, data (information for decision making), procedures (design, development and documentation), and people (individuals, groups, or organizations). The main area of interest for EFDC will be around data, to aid in decision making, but also (and importantly) to aid in customer service. This fits in with the attributes of an MIS in that they are distinct from other information systems, in that they are used to analyse and facilitate strategic and operational activities.

The adage ‘We don’t know ... what we don’t know’ is fitting when applied to the wealth of data we hold across many systems. Currently reporting across systems is at best problematic and at worst impossible as we lack common referencing across many of our systems. To implement an MIS or GIS we need to resolve this issue of referencing, so we can find out what we don’t know by analysing our data in different ways.

We have made a good start to improving integration through the agreed adoption of the National Land and Property Gazetteer (NLPG) Universal Property Reference Number (UPRN) throughout the authority. This will effectively give us a single property database, although there

remain some legislative and procedural exceptions within some areas, and some technical (and indeed financial) challenges to overcome. We have also made a start on integration with partners, such as automated links to the Planning Portal and the ATLAS project with the DWP.

As well as reporting the other use for this corporate view of data is the introduction of a ‘tell us once’ style approach so if one area is told of a change of name (for example) it can be disseminated automatically across all relevant areas. It is important that we strive to achieve this goal both for the sake of our Customers, who find it frustrating to keep providing the same information, but also for the efficient management of our data resources. We need to continue to look for ways of capturing, managing and sharing information to ensure we achieve the most efficient use of our information.

4.5.1.1 DATA PROTECTION

Any work in this area must of course take account of data protection principles, especially where personal data has been submitted to the Council for one purpose, and we plan to use it for other purposes not originally intended. As highlighted, GDPR will be a driver for change in how we use and retain data as a Council.

4.5.1.2 OPEN DATA

EFDC is starting to adopt the principles of open data, making our datasets (subject to certain controls) available freely for reuse and analysis by third parties, the advantage of publishing data on this way to the Council is that it should reduce requests for information under Freedom of Information and Environmental Information Request regulations, and enable residents and companies to use our data in new and creative ways (for example as part of apps).

“Open data is data that can be freely used, re-used and redistributed by anyone - subject only, at most, to the requirement to attribute and share alike.

The full Open Definition gives precise details as to what this means. To summarize the most important:

- **Availability and Access:** the data must be available as a whole and at no more than a reasonable reproduction cost, preferably by downloading over the internet. The data must also be available in a convenient and modifiable form.
- **Re-use and Redistribution:** the data must be provided under terms that permit re-use and redistribution including the intermixing with other datasets.
- **Universal Participation:** everyone must be able to use, re-use and redistribute - there should be no discrimination against fields of endeavour or against persons or groups. For example, ‘non-commercial’ restrictions that would prevent ‘commercial’ use, or restrictions of use for certain purposes (e.g. only in education), are not allowed.

If you’re wondering why it is so important to be clear about what open means and why this definition is used, there’s a simple answer: interoperability.

Interoperability denotes the ability of diverse systems and organizations to work together (inter-operate). In this case, it is the ability to interoperate - or intermix - different datasets.

Interoperability is important because it allows for different components to work together. This ability to componentize and to 'plug together' components is essential to building large, complex systems. Without interoperability, this becomes near impossible — as evidenced in the most famous myth of the Tower of Babel where the (in)ability to communicate (to interoperate) resulted in the complete breakdown of the tower-building effort.

We face a similar situation with regard to data. The core of a “commons” of data (or code) is that one piece of “open” material contained therein can be freely intermixed with other “open” material. This interoperability is absolutely key to realizing the main practical benefits of “openness”: the dramatically enhanced ability to combine different datasets together and thereby to develop more and better products and services (these benefits are discussed in more detail in the section on ‘why’ open data).

Providing a clear definition of openness ensures that when you get two open datasets from two different sources, you will be able to combine them together, and it ensures that we avoid our own ‘tower of babel’: lots of datasets but little or no ability to combine them together into the larger systems where the real value lies.”

Source: <http://opendatahandbook.org>

4.5.1.3 INSPIRE

A further element around ‘Big Data’ is the INSPIRE directive, this is an EU initiative to establish an infrastructure for spatial information that will help to make spatial or geographical information more accessible and interoperable for a wide range of purposes supporting sustainable development. INSPIRE means we will have to manage geographic data more effectively, and make it available freely.

It is likely that our initial obligations under INSPIRE will largely be met by embracing the use of data.gov.uk as a resource for sharing information, or tools within our ESRI ArcGIS suite.

4.5.2 DELIVERING THE VISION

We already have a range of possible solutions available to make this information available and usable, traditional reporting tools are in use within the Council, and all offer possible ways of accessing this wealth of data, these tools are:

- ESRI ArcGIS
- MS Reporting Services,
- Business Objects
- Crystal Reports

To deliver this vision we propose the following tranches of work:

- Data Management
 - Adoption of a presumption of data being shared internally by default
 - Greater transparency of data by publishing more data online
- Gazetteer Integration
 - Completion of the linking or matching all property based systems to the NLPG
- CRM Integration
 - Linking customer facing systems to the corporate CRM
- Portal Integration
 - Integration of customer facing portals
- GIS
 - Creation of GIS based tools to analyse all spatial data

4.6 PROCESSES AND SYSTEMS

Cost effective, Streamlined, Integrated and Automated Processes that will evolve with the Council

4.6.1 DEFINITION

The implementation and integration of applications and business processes, particularly e-forms, document management and workflow, to improve services, improve efficiency, reduce costs and increase business agility. Making best use of existing systems and hardware, and exploring alternative software solutions including open source to maximise value for money.

Develop partnerships with key system and service providers, our relationship with key suppliers can change from customer to partner as we help drive development. Acquire and provide the skills and tools for the Council to become smarter, more adaptable and more efficient

The current economic climate means that it is more vital than ever to make the most of our resources. This includes: -

- Matching capacity against demand, e.g. server and Internet bandwidth.
- Look to focus investment in those areas where we can see the greatest potential for return.
- Exploit existing resources and licence agreements.
- Look to adapt our working practices to match off-the-shelf systems, rather than pay for the development and ongoing specialist support of costly bespoke applications.
- Invest in solutions which have the best whole-of-life cost of ownership.
- Merging separate Directorate ICT sections into Corporate ICT
- Activity based costing – detail by department cost (licencing maintenance etc.)

The overall strategy behind software provision is a 'high-low' mix, in that for most business requirements ICT will offer a variety of approved solutions, some of which will be available at no effective cost to users, others of which will require licensing to be paid by users.

Also, where possible ICT will seek to intensify use of existing software solutions to gain maximum benefit from existing investments, a prime example of this is the continued roll out of the corporate electronic records and document management solution (Information@Work). This intensification would cover roll out to more service areas, and greater exploitation of the capabilities of the system in areas where it is already in use.

This theme covers the delivery of the Council's services, which is reliant on technology to meet the increasing requirements of our customers. It is essential that we maintain an efficient and resilient ICT service to provide the facilities our customers are demanding. In addition, we must deliver the technological infrastructure for the Council that is reliable, secure and delivered at low cost; and supporting and, where necessary, driving the development of our statutory support systems so they keep pace with legislative and regulatory change.

4.6.1.1 SPECIALIST SOFTWARE

The strategy also recognises that for directorate specific applications the offering of only a single product is sensible.

The current financial climate means that investment in new systems should only be undertaken when there is a sound business case for the replacement of the existing product, or where legislative change or other extenuating circumstances (withdrawal of the product by the supplier, supplier moving out of that market etc.) make replacement of that product unavoidable.

Where replacement of a product becomes necessary it makes sense to consolidate diverse applications where possible into one of the existing corporate systems to minimise support costs and enhance interoperability across the authority. This will not always be either possible or practical, but where a new application is required from any additional supplier, justification for this will be required in the form of a formal business case detailing the reasons for that decision.

4.6.1.2 SYSTEM MIGRATION

System migration is a resource intensive activity from both ICT and service area perspectives, and must therefore be planned in a highly structured manner to reduce the corporate impact of individual service based projects.

For this reason, services will need to examine their portfolio of applications and identify which, if any, are likely to require review or replacement during the life of this strategy. Identified potential projects can then be prioritised, resource implications assessed and resources allocated accordingly.

4.6.1.3 OPEN SOURCE

Open Source is a cost-effective alternative to traditional vendor supplied software in certain cases, reducing licencing and procurement costs.

Open Source software is not necessarily free, but costs significantly less than proprietary software and has been rapidly evolving, enabling flexible and scalable solutions.

4.6.2 DELIVERING THE VISION

To deliver this vision we propose the following tranches of work:

- Document Management
 - Upgrade to I@W Enterprise
 - Implement Retention and Deletion
 - Post handling
 - Scanning

- Office Software
 - Moving to a subscription based Office Software solution (Microsoft Office 365)
- Business System rationalisation/replacement
- Office Software licensing 2021 review
- ICT Spatial System development

DRAFT

4.7 ICT INFRASTRUCTURE

Ubiquitous, Standardised & Resilient infrastructure to enable Flexibility

4.7.1 DEFINITION

Maintain and develop a reliable and secure ICT service for internal users and members to take advantage of new technology and greater efficiency, keeping up with technology including cloud hosting of servers and systems which will reduce the ICT accommodation footprint substantially.

All operational sites to have robust wireless network for staff use for all hardware types. Operational sites with Customer receptions/meeting rooms will have public wireless network.

Key infrastructure, servers and systems may be hosted externally on the cloud, or in a smaller server room located within the EFDC estate.

All sites will be connected by our WAN, at the speeds required for the efficient operation of the relevant connections.

Redundant connections will be installed for Internet access and SIP due to the critical nature of these connections.

4.7.1.1 COMPUTER SUITE 1

When Computer Suite 2 was commissioned, the former suite (Computer Suite 1 – CS1) was mothballed, it is proposed in this strategy to reinstate the use of CS1 to allow maximum returns to be made on the considerable investment made in Server hardware by EFDC over recent years. The vacation of CS2 is essential to mitigate risk as the Civic Office new building is going to be a construction site for a prolonged period. The interim use of CS1 also gives the Council time to consider long term aspirations for hosting in the light of changes to technology and cost.

Projects have been bought forward for the recommissioning work, and subsequent moves of servers.

4.7.1.2 CLOUD TECHNOLOGY

Cloud technology allows the sharing of computer resources. Currently EFDC has its own estate of hardware and software with its applications and data stored on our own servers which are housed in the Civic Offices. Cloud technology allows us to access these services from a remote, third party network on demand, via an internet connection.

Cloud based solutions are available for the following:

- Software as a Service (SaaS) – a software delivery method that provides access to software remotely as a Web-based service - we are using a standard piece of software on the cloud with our data.

- Infrastructure as a Service (IaaS) – a computer infrastructure, such as virtualization or storage, delivered as a service - as planned for the website out hosting, we install our software on a server they supply
- Platform as a Service (PaaS) – a computing platform, such as an application, delivered as a service - as planned for mimecast email archiving, we are a customer using a software installation customised to meet our needs.

The benefits of using such services are that it can be delivered as and when required, avoiding the cost of unused capacity. The service can be flexible and designed to respond to the changing needs of the customer quickly and theoretically has the potential to deliver savings. However, given the nature of our services, we would need to ensure that most of our capacity was guaranteed, so an on-demand service is not as attractive as it first appears. Careful selection of any potential third-party supplier must be carried out, especially about;

- the overall cost of migration and subsequent dependency on the selected supplier;
- compliance with the Data Protection Act and English Law about control and security of all EFDC data.

There are several variations of cloud based solutions;

- Public Cloud – a service provider makes resources such as applications and storage, available to the public over the Internet.
- Private Cloud - A private cloud is implemented safely within an organisations firewall, primarily for its own use. It remains under the management of the ICT department. Within this model we have two options, we could use our own hardware housed in a third party's server room – in this case we would have to fund replacement hardware in the event of failure, or we could rent both the rack space and the server hardware, making replacement and repair costs the responsibility of the hosting company.
- Hybrid Cloud - is a composition of two or more clouds (private, community or public) that remain distinct entities but are bound together, offering the benefits of multiple deployment models.
- Community cloud shares infrastructure between several organizations from a specific community with common concerns (security, compliance, jurisdiction, etc.), whether managed internally or by a third-party, and either hosted internally or externally. The costs are spread over fewer users than a public cloud (but more than a private cloud), so only some of the cost savings potential of cloud computing are realised.
- Government Cloud - The Central Government ICT Strategy also recognises the potential for Cloud Computing to deliver savings and has included the establishment of its own G-Cloud, this is an example of a community cloud.

It must also be remembered that any move away from in-house provision must be supported by a fully costed business case to ensure we are not pursuing short term benefits at expense of increased long-term costs, and a recognition that the funding model will change from Capital to Revenue. Once moved away from an in-house solution, it would be problematic to revert.

4.7.1.3 NETWORK

The Council's network is continually monitored and subjected to routine improvement. The speed and capacity of the switches determines the capacity and efficiency of the network which dictates the response time to the end user. As part of our on-going maintenance schedule many

the switches currently in use have been identified as in need of replacement. This project will be phased over this strategic period as part of the capital programme.

4.7.2 DELIVERING THE VISION

To deliver this vision we propose the following tranches of work:

- Workstations
- Core Infrastructure
- Civic Office Site Resilience
- Satellite Site Resilience
- Mobile Data Infrastructure
- Accommodation Changes – Townmead
- Accommodation Changes – Oakwood Hill
- Accommodation Changes – St Johns Road
- Accommodation Changes – Civic Offices
- Accommodation Changes – North Weald Airfield
- Accommodation Changes – Hemnall Street
- Accommodation Changes – Homefield House

4.8 ICT SUPPORT

ICT Support adding value to staff and the business

4.8.1 DEFINITION

Providing a consistent level of ICT support and training across all service areas in the Council, delivering value for money and a resilient solution, and adding value to the business by assisting in the conducting and implementation of business process reviews. This will include a customer focussed Service Desk operation in core hours, linked to 24/7 second line support for critical infrastructure and systems, and a business need focussed application support operation.

Putting in place communication and training to assist technical and cultural change and development, as without training the provision of new technology and capabilities cannot be fully exploited.

Provide a clear supported and understood Technology Strategy building on the Council's needs, external drivers and demands from residents

ICT will need to invest in and test hardware/software to ensure that we aware of what is emerging in the market. At times, this may lead to abortive costs, but this risk is balanced by the opportunity to embrace new and innovative technologies that will support Flexible Working and responsive customer service.

Within the life of this strategy many key technologies (software, hardware and database) will be de-supported by their suppliers, ICT need to keep a constant replacement program in place to deal with this, particularly as the GCSx (Government Connect Secure Extranet) code of connection requires the use of supported operating systems. As an example, our remaining Windows 7 machines require replacement/upgrading by April 2020. There is also the need to modernise hardware to meet changing needs, a mobile workforce requires tablets or laptops instead of desktop PCs or terminals.

Investigate and develop partnerships where appropriate for EFDC, and internal partnerships where ICT can add value

The full potential of our existing ICT investment can only be realised if people are properly trained in its effective use. Training continues to focus on maximising the efficient use of existing technology and ensuring our workforce has the necessary skills to make best use of the tools available to them. The introduction of new technology also needs to be managed in the same way.

In addition to informing/training our workforce, this theme also encompasses our customers by ensuring that alternate service channels are well promoted to encourage the take-up of cheaper interaction methods. We also need to consider how we improve communications with staff, managers and members, a large part of this will be linked to Business Analysts having time to fulfil the entirety of their roles correctly as currently they are over involved in application administration.

4.8.1.1 TRAINING FOR TECHNOLOGY

When new technologies are rolled out, there is usually technical training available so people can understand its features and how to use it.

To make the most of the investment in technologies for Smart Working, training also needs to include how to use the technologies to achieve Smart Working benefits.

Source: The Smart Working Handbook 2nd Edition

ICT will work alongside HR in the creation and running of a corporate skills audit, and will develop a training program based on the outcome of that audit and emerging business priorities.

4.8.1.2 SERVICE LEVEL AGREEMENTS

Historically more than 80% of ICT users were based in the Civic Offices with their own workstation. Moving forwards this proportion will fall, and orbital sites will grow. Supporting these sites and homeworkers requires a change in approach.

Home workers with equipment failures will be expected to return the faulty hardware to base for replacement if telephone support cannot resolve the issue (See Corporate Home working policy). All other factors considered, terminals are the ideal homeworking solution as in the event of failure a new device can be posted out with minimal security risk and easy user set up.

ICT propose to classify all incidents and requests (including walk in callers) using the following SLAs

| Priority | Response | Attempted Fix or supplier escalation | Example |
|----------|-----------------------------|--------------------------------------|---|
| 1 | Immediate | Within 1 Working Hour | Loss of main site, key business system or all external communications, threat to life |
| 2 | Response in 1 Working Hour | Within 3 Working Hours | Loss of team, revenue, secondary site or secondary Business system |
| 3 | Response in 3 Working Hours | Same or Next Working Day | Loss of hardware/software where a work around is available |
| 4 | Response in 1 Working Day | Within 5 Working Days | Hardware/Software working but impacted |
| 5 | Response in 1 Working Day | Within 10 Working Days | Minor issues that do not impact on the completion of duties |

Where a member of staff needs to be sent to a remote site, the Fix SLA will be based upon a member of the team leaving to attend the site within the SLA period.

ICT Propose to visit each Orbital site on a timetabled twice weekly basis to deal with Priority 4 + 5 issues, and offer a 'surgery' facility. A similar drop in 'surgery' will be planned in regularly at the Civic Offices to deal with low priority issues there.

4.8.1.3 ICT SUPPORT ARRANGEMENTS

The ICT & FM Service Desk is currently open 8.45-5.15 Monday-Thursday, and 8.45-5 on Fridays. Flexible workers will require support outside of core working hours, and extension of these operational hours would be desirable. Using the resources allocated to ICT by our 2017 restructure it is proposed to extend the opening hours of Service Desk to 8-6 Monday-Friday.

Outside of these hours, self service is available, as is emergency response to security, infrastructure or customer facing system issues. Current on call arrangements cover Server, Security and Public Facing systems other than the GIS and Achieve Forms, the Strategy includes a project to extend the service offered out of hours to cover these areas. Once on call arrangements are extended to the GIS and Achieve Service/Forms, there will be sufficient on call capacity team to meet support requirements in the early morning or late afternoon, so the operational hours of the other ICT teams do not require extension.

In a flexible working environment ICT will need to take possession of systems at times to perform essential works, this would normally be at weekends or outside of the 8-6 weekday window. Consideration of this must be included in any flexible working request to prevent staff being regularly contracted to work when systems are not available. ICT will normally give advanced notice of any planned system outages at least a week prior to work being carried out, where possible longer notice will be given, however at times emergency works may require shorter notice periods.

4.8.1.4 SUPPORT LEVELS

ITIL Incident Management gives a three or four level breakdown of support levels, in EFDC this would translate to the following

| Support Level | Team/Personnel |
|----------------------|---|
| 1 st Line | Service Desk Assistants, Spatial Information Assistants |
| 2 nd Line | Service Desk Technical Analysts, ICT Support Analysts, ICT System & Business Analysts, Spatial Information Analysts, ICT Analysts, routine tasks for Server Analysts, Network Analysts, Security Officers |
| 3 rd Line | Server Analysts, Network Analysts, Security Officers |
| 4 th Line | External Suppliers |

All reported faults should go to first line support for triage and initial evaluation before allocation to second or third line support for resolution if a first-time fix is not possible.

4.8.2 DELIVERING THE VISION

To deliver this vision we propose the following tranches of work:

- Process
- Policy
- Corporate ICT Training

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4.9 ICT SECURITY

Proportionate ICT Security enabling the business to operate safely rather than being perceived as an obstruction

4.9.1 DEFINITION

The Technology Strategy is seeking to improve the balance between the business being able to do what it needs, and the need to protect the business from external threats and internal malpractice by adopting a model of Proportionate Security.

ICT security, also known as cyber security or computer security, is the protection of computer systems from the theft or damage to their hardware, software or information, as well as from disruption or misdirection of the services they provide.

Cyber security includes controlling physical access to the hardware, as well as protecting against harm that may come via network access, data and code injection, or due to malpractice by operators, whether intentional, accidental. The area is of growing importance due to the increasing reliance on computer systems and the Internet, wireless networks such as Bluetooth and Wi-Fi, and the growth of "smart" devices, including smartphones, televisions and tiny devices as part of the Internet of Things

Serious financial damage has been caused by security breaches, but because there is no standard model for estimating the cost of an incident, the only data available is that which is made public by the organisations involved. "Several computer security consulting firms produce estimates of total worldwide losses attributable to virus and worm attacks and to hostile digital acts in general. Estimates of losses by these firms range from \$13 billion (worms and viruses only) to \$226 billion (for all forms of covert attacks).

4.9.1.1 PROPORTIONATE SECURITY

"Security should be proportionate to the risk, and for the vast majority of government business, this means using controls in the same way that a well-run commercial business would"

Source: HMG The Way We Work – A Guide to Smart Working in Government

4.9.2 DELIVERING THE VISION

To deliver this vision we propose the following tranches of work:

- Mobile Working
- Policy
- Network Security

4.10 ICT STAFF

Trained, Dedicated and Professional ICT Staff delivering the service required

4.10.1 DEFINITION

We will ensure we have staff available in the numbers required to deliver the strategy and normal operation, by adapting our structure and staffing levels to meet need, bringing in additional resource to 'flex up' for key projects. ICT will need to invest in training and developing its team to ensure that we are aware of what is emerging in the market and have the skills to deliver. At times, this may lead to abortive costs, but this risk is balanced by the opportunity to embrace new and innovative technologies that will support Flexible Working and responsive customer service.

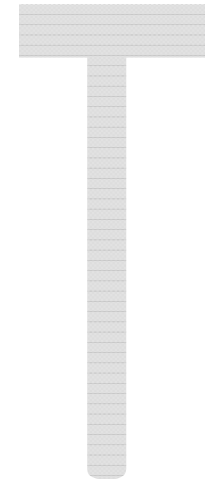
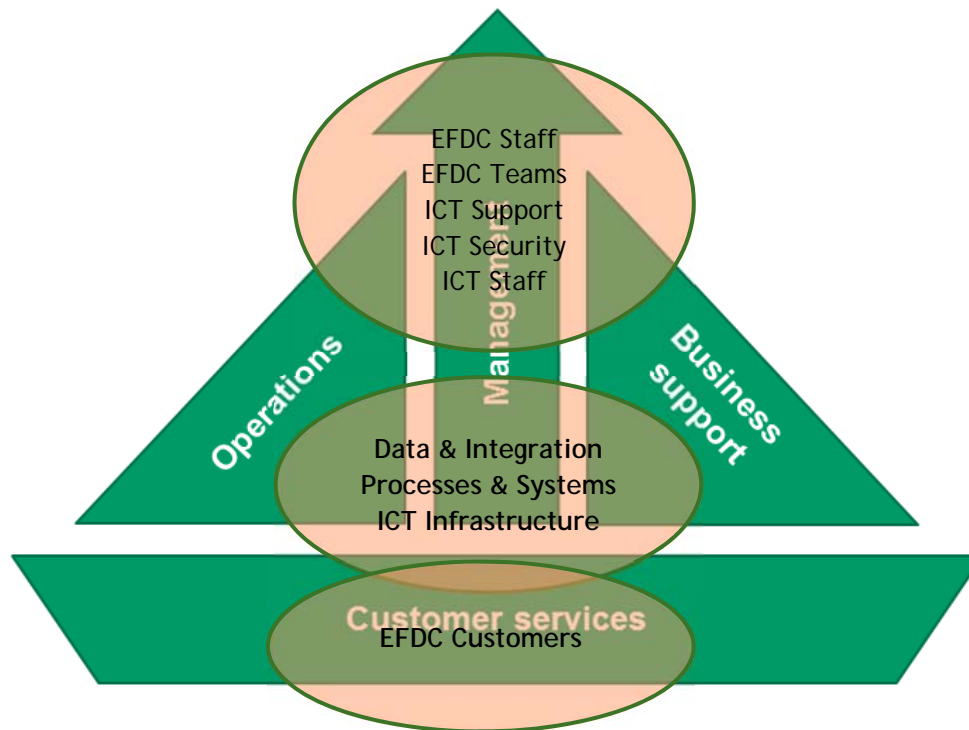
4.10.2 DELIVERING THE VISION

To deliver this vision we propose the following tranches of work:

- ICT Staff
- ICT Office Accommodation
- ICT Staff Capabilities & Development

4.11 HOW THE WORK STREAMS RELATE TO THE COMMON OPERATING MODEL

The work streams outlined above can be overlaid on the Common Operating model, the work streams cut across the model in almost all cases, as most projects will have benefits across different areas.



4.12 WORKSTREAMS AND VISION STATEMENTS



4.13 WORKSTREAMS AND TRANCHES

The diagram below summarises the work streams and tranches outlined above.



5 FINANCIAL BENEFITS

The programme aims to achieve the following measurable benefits.

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Cashable savings</i> | <i>Non-cashable value</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|--|---|---------------------|---------------|-------------------------|--|---|---------------------------------------|
| B1.01 | Saving of CS1/CS2 running costs | - | - | Apr 2020 | - | To offset increased CSB in B3.01 | Assistant Director, ICT and Facilities Management | B2, B4, B3.51 |
| B1.02 | Saving in software licensing costs by removal of Confirm and AIMS, and other redundant systems | £18,200 p/a | - | Apr 2018 | - | £18,200 p/a to offset increased CSB in B3.01 (£78,800 over life of strategy) | Assistant Director, ICT and Facilities Management | B2, B4 B3.51 |
| B1.03 | Change to Office 365 from Office 2017 + Software assurance | £351,000 capital (£540 x 650) and £92,300 p/a | £117,000 p/a | Apr 2018 | £351,000 Capital | | Assistant Director, ICT and Facilities Management | B3, B3.3.3 |
| B1.04 | Saving from not building a replacement dedicated server room | £275,000 | - | Apr 2018 | - | £275,000 in borrowing | Assistant Director, ICT and Facilities Management | B3.3.2 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Cashable savings</i> | <i>Non-cashable value</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|--|---|---|---------------|---|--|---|---------------------------------------|
| B1.05 | Savings from lease of Electric Van for ICT instead of giving Essential allowance to Service Desk and Networks team | £12,000 p/a | £3,000 p/a | Apr 2018 | | £45,000 by 2023 | Assistant Director, ICT and Facilities Management | B2, B3, B4 |
| B1.06 | Savings from bulk buying of terminals and laptops as part of planned replacement program on 4-year cycle | £300,000 | £255,000 | Apr 2018 | | 15% saving expected against small scale procurement. Estimated cost 500 x £600 = £300,000, bulk buying = £255,000, Saving £45,000 | ICT Operations & Programme Manager | B2, B3.5.1, B4 |
| B1.07 | 70% Reduction in ICT accommodation costs | £104,410 p/a to cover offices, 2 suites and training room | £31,323 to cover reduced office foot print only | Apr 2021 | £73,087 p/a when realised in full, up to £276,211 over life of strategy | | Assistant Director, ICT and Facilities Management | B2, B3, B3.3.2, B3.5.1, B44 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Cashable savings</i> | <i>Non-cashable value</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|---|--|--|--------------------|-------------------------|--|---|---------------------------------------|
| B1.08 | Saving from bulk buying of monitors and associated hardware for rollout in refurbished offices and replicators for laptops at other offices | £154,500 | £131,325 | April 2021 | | 295 Laptop Desks 295 USB C Port Replicators @ £150 each = £44,250 540 24" Monitors @ £150 each = £81,000 Expected saving £18,787, a 15% saving expected against small scale procurement | ICT Operations & Programme Manager | B2, B3.5.1, B4 |
| B1.09 | Saving from moving away from Blackberry Solution to Office 365/In tune | £24,000 p/a | £0 | April 2019 | | £24,000 p/a to offset increased CSB in B3.07, £96,000 over life of strategy after change is made. | Assistant Director, ICT and Facilities Management | B2, B3.5.1, B4 |
| B1.10 | Savings from moving to Wireless Infrastructure | All Laptops and VoIP Phones have physical LAN connection | Laptops can use Wireless connection in meeting rooms/areas | April 2018 onwards | | Potential reduction in switches and cabling required in new building. Cost to be determined | | B3.5.1, B4 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Cashable savings</i> | <i>Non-cashable value</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|---|---|---|--------------------|---|--|------------------------------------|---------------------------------------|
| B1.11 | Savings from moving away from Handsets to softphone licences and smartphones | All users have desk phones, large number also have headsets for these | Desk phones will be in place on a small minority of casual use work stations and meeting rooms | April 2018 onwards | | Procurement cost of 600 smartphone or softphone licenses @ £96 each is £57,600 (2017), saving £112,200 compared to new desk phones | ICT Operations & Programme Manager | B3, B3.5.1, B4 |
| B1.12 | Corporate savings from Internal efficiencies in EFDC and lower costs of self-service transactions | At present, very few processes are fully automated, and self-service is not available across all areas. Data to be derived from business stats. | Process automation to be widespread, and self-service the norm. Data to be derived from business stats. | April 2018 onwards | To be determined based on transaction data applied to transaction costs: Face to Face £7.40, Phone £2.90, Web £0.32 | To be determined based on transaction data applied to transaction costs: Face to Face £7.40, Phone £2.90, Web £0.32 | Chief Executive | B1, B2, B3.1.1, B3.1.2, B3.4.1 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Cashable savings</i> | <i>Non-cashable value</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|--|----------------------------------|--|---------------|--|--|---------------------------|---------------------------------------|
| B1.13 | Bulk and Overnight Printing, enveloping and collation. | Printing is largely done on MFDs | Larger jobs, and overnight batches to be done in Reprographics | April 2018 | <p>Printing: 0.18 pence per b/w side. Moving 25% of our mono printing (3m side p/a) will save £13,500 p/a, £67,500 over life of strategy).</p> <p>Collation: cost of postage for each letter collated with another for same recipient. 10,000 second class letters collated into another letter p/a would £3,600, or £18,000 over the life of the strategy</p> | Efficiencies from use of enveloping will also save staff time. | Reprographics Team Leader | B2, B3.5.1, B4 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Cashable savings</i> | <i>Non-cashable value</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|---|--|--|--------------------|-------------------------|--|---|---------------------------------------|
| B1.14 | Terminate external data and voice connections that are not in use | Several existing connections can be retired once sites are closed | All such connections terminated | April 2018 onwards | | These will offset the cost of the redundant SIP and Internet connections. St Johns Road £4,692 p/a, Hemnall Street £2,782 p/a | ICT Infrastructure & Compliance Manager | B3.5.1, B4 |
| B1.15 | Purchase of generic softphone headsets | £30,0000 At present higher specification than required are purchased | £97,50 More cost effective choice to be made given non-reusable nature of headsets, and commodity nature of item | April 2018 | | Current model £120, target price £30. 300 Headsets required at a cost of £9,000, compared to current cost of £36,000, saving of £27,000 | ICT Operations & Programme Manager | B3.5.1, B4 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Cashable savings</i> | <i>Non-cashable value</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|-----------------------------------|---|--|---------------|-------------------------|--|------------------------------------|---------------------------------------|
| B1.16 | Purchase of generic keyboard/mice | £Currently vendor ones such as HP are purchased | More cost-effective choice to be made given nature of keyboards and mice, and commodity nature of item | April 2018 | | <p>Current model £30, target price £12. 420 sets required for office use = £5,040 compared to current cost of £12,600, saving of £7,560</p> <p>Likely that a further saving of £9,000 can be made after allowing for equipment for 500 home use sets for laptop users.</p> | ICT Operations & Programme Manager | B3.5.1, B4 |

6 NON-FINANCIAL BENEFITS

The programme aims to achieve the following benefits which are non-financial.

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|--|---|---|---------------|---|---------------------------------------|
| B2.01 | Improved Resilience of ICT Solutions | Service Desk monitoring | Incidents reduced by 10% | April 2021 | Assistant Director, ICT and Facilities Management | B2, B3.4.1 |
| B2.02 | Improved Internal ICT Customer Experience | Internal customer satisfaction survey results | Satisfaction increased by 10% | April 2021 | Service Desk Manager | B3.4.1 |
| B2.03 | Improved System Integration and Data sharing | 2 Systems fully linked to Gazetteer | All property based systems linked to gazetteer | Apr 2023 | ICT Operations & Programme Manager | B2, B3.1.2 B3.4.1, |
| B2.04 | Improved ICT Staff productivity | SLA Performance | SLAs achieved 95% | Apr 2023 | Assistant Director, ICT and Facilities Management | B3.3.3, B3.4.1 |
| B2.05 | Improved internal communications | Internal ICT customer satisfaction survey results | ICT Customer Satisfaction increased by 10% | Apr 2023 | ICT Operations & Programme Manager | B3.3.3, B3.4.1 |
| | | Staff Survey Results | Staff Survey recognises improvement | | Internal Communications Project | |
| B2.06 | Improved Remote Access to EFDC Systems | User account monitoring | All staff who require it have access to suitable form of remote working | April 2019 | Assistant Director, ICT and Facilities Management | B3, B3.3.2, B3.3.3, B3.4.1 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|--|---|--|---------------|---|---------------------------------------|
| B2.07 | Internal Access to online resources | Service Desk monitoring | URL blocking removal requests to fall by 50% | April 2020 | ICT Security Officer | B2, B3.4.1 |
| B2.08 | Online Customer service and system access | Currently 2 service areas have integrated online solutions | All customer facing areas to have integrated online solutions where appropriate | April 2023 | ICT Operations & Programme Manager | B1, B3.1.1, B3.1.2, B2 |
| B2.09 | Standardisation on single model of laptop for user requirements | Users specify laptops where they are funding | All laptops purchased to meet normal user requirements are of standard model | April 2018 | ICT Operations & Programme Manager | B2 |
| B2.10 | Public Wi-Fi | Visitor Wi-Fi only available | Installation of public Wi-Fi at specified EFDC locations | April 2021 | ICT Infrastructure & Compliance Manager | B1, B3.1.1 |
| B2.11 | Improved ICT Service Performance | Call Details | Reduction of 50% in Failure Demand | April 2021 | Assistant Director, ICT and Facilities Management | B2, B3.4.1 |
| B2.12 | Proportionate Security | Call Details | Requests related to security restrictions fall by 50% | April 2021 | Assistant Director, ICT and Facilities Management | B2, B3, B3.4.1 |
| B2.13 | Extended service desk hours and enhanced out of hours arrangements | Service Desk 8.45-17.00, on call covering Network, Security, Website and Management | Service Desk 8.00-18.00, on call covering Forms, GIS, Business Systems Network, Security, Website and Management | June 2018 | Assistant Director, ICT and Facilities Management | B2, B3, B3.3.2, B3.4.1 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|---|---|--|------------------|---|---------------------------------------|
| B2.14 | Enable Mobile Working | Policy, Licensing position, and some technologies do not support mobile working. | Adopt technologies which support mobile working, and licenses which permit it. Update Security policies to reflect new requirements. | July 2018 | Assistant Director, ICT and Facilities Management | B2, B3.3.2, B3, B3.4.1 |
| B2.15 | Enable Accommodation Changes | Flexible Working and hot desking is constrained by infrastructure and equipment | Infrastructure allows more flexible use of space | July 2018 | Assistant Director, ICT and Facilities Management | B2, B3.3.2, |
| B2.16 | Improved control of ICT Budgets and Contracts | Some ICT budgets are held at Directorate level, some contracts are managed outside of ICT | ICT hold all budgets, contract management done by ICT in co-ordination with business areas. | April 18 | Assistant Director, ICT and Facilities Management | B2, B3.5.1, B4 |
| B2.17 | Improved ICT Skill levels of EFDC Staff leading to greater use of technology and efficiency | ICT Skill levels across the Council vary, as does efficient usage of applications | All staff have opportunity to enhance skills | April 18 Onwards | ICT Analyst (Training) | B2, B3, B3.3.2 B3.3.3 |
| B2.18 | Full use made of existing server host assets | Moving to cloud in 2018 would have led to premature retirement of these assets | CS1 recommissioning allows for use to be made of these assets until 2020 (and beyond if required) | April 18 Onwards | ICT Infrastructure Manager | B3.51, B4 |

| | <i>Benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Benefit owner</i> | <i>Link to Corporate Plan Benefit</i> |
|-------|---------------------------------|--|---|---------------|------------------------|---------------------------------------|
| B2.19 | Improved skill set of ICT Staff | Skill set of ICT staff varies, especially around soft skills | Improved level of customer service, communication and project management skills in ICT in addition to improved technical skills | B | ICT Analyst (Training) | B2, B3, B3.3.2 B3.3.3 |

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7 DIS-BENEFITS

The programme may have the following negative results.

| | <i>Dis-benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Dis-benefit owner</i> |
|-------|--|---|---|---------------|---|
| B3.01 | Increased CSB Cost to cover colocation/hosting of servers offsite | Nil | Up to £700,000 p/a | April 2018 | Assistant Director, ICT and Facilities Management |
| B3.02 | Reduced internal ICT Customer Experience owing to location issues | Internal customer satisfaction survey results | No decrease in satisfaction for satellite sites | April 2020 | Service Desk Manager |
| B3.03 | Increased ICT Security and remote connectivity Issues | Service Desk monitoring | No increase in issues | April 2018 | ICT Security Officer |
| B3.04 | Requirement for Additional ICT Staff and 'flex' resource | | Additional staff and 'flex' resource in place | April 2018 | Assistant Director, ICT and Facilities Management |
| B3.05 | Reduced staff availability for BAU tasks owing to project work | All staff mix support and projects | Selected staff do projects only | April 2018 | ICT Operations & Programme Manager |
| B3.06 | Requirement for second internet connection | £20,000 | £40,000 | April 2021 | ICT Infrastructure & Compliance Manager |
| B3.07 | Increased CSB Cost to cover colocation/hosting of VoIP solution off site | Nil | TBC | Apr 2020 | Assistant Director, ICT and Facilities Management |
| B3.08 | Increased CSB Cost to cover Office 365 | Nil | £117,000 | April 2018 | Assistant Director, ICT and Facilities Management |
| B3.09 | Increased CSB Cost to cover Mimecast | £19,000 | £40,000 | April 2018 | Assistant Director, ICT and Facilities Management |
| B3.10 | Cost of MDM Solution | Nil | TBC | April 2018 | Assistant Director, ICT and Facilities Management |

| | <i>Dis-benefit description</i> | <i>Current value</i> | <i>Target value</i> | <i>Timing</i> | <i>Dis-benefit owner</i> |
|-------|---|----------------------|---------------------|---------------|---|
| B3.11 | Cost of additional hardware for homeworking | Nil | TBC | April 2018 | Assistant Director, ICT and Facilities Management |
| B3.12 | Increased CSB cost to cover ShoreTel mobile app | Nil | TBC | April 2018 | Assistant Director, ICT and Facilities Management |
| B3.13 | Cost of increased bandwidth | | | April 2018 | Assistant Director, ICT and Facilities Management |

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8 BLUEPRINT SUMMARY

By the end of the programme, the new, key features of the organisation will be:

Processes: Overview of what the business must be doing to support its purpose and meet the needs of its customers. There will probably be a combination of new and amended business processes and associated business products. Significant service performance requirements should also be defined. (e.g. throughput, response times, capacity, resilience).

- Electronic post handling by use of corporate ERDMS
- Remote management of PCs and Laptops
- Flexible Working to be the norm
- Adoption of telephone conferencing and video conferencing
- Transactional website in place
- Rationalisation of business systems, and intensification of use of remaining systems
- System/Data integration to be enhanced

Organisation: The shape of the organisation after reorganisation. This may include new/amended elements of the business management structure, culture, functions, roles, locations, teams, stakeholders, customers, suppliers, partners etc. Any significant changes to behaviours and culture should be identified.

- Single ICT Team supporting all major business systems
- Matrix management of remaining system administrators
- Enhanced opening hours for ICT Service Desk
- Enhanced on call arrangements for out of hours cover

Information: The data and information that the organisation will require to deliver products and services to its customers.

- Replacement intranet hosting key information and collaboration tools such as SharePoint
- Use of cloud solutions for hosting data

Technology, tools, equipment, facilities: Overview of new/modified accommodation, infrastructure, IT, web facilities, call centre, help desk equipment, etc.

- Common standard for staff computers and telephony – in support of mobile and Flexible Working
- Mobile working applications in place for key business areas
- Homeworking technology in place

- Managed non-network laptops standard solution, using Citrix Unified Gateway to connect
- Large proportion of systems hosted externally as SAAS
- Servers form IAAS EFDC Cloud, location to be determined (out hosted or new location within EFDC estate).
- Email migrated to Exchange Online
- Office 365 adopted to give flexibility of use and additional benefits
- SharePoint and MS Teams in place to allow easy sharing of information
- Collaboration tools in place to allow virtual teams to function
- All operational sites to have robust wireless network for staff use for all hardware types. Operational sites with Customer receptions/meeting rooms will have public wireless network.
- Key infrastructure will be hosted externally on the cloud, reducing the ICT accommodation footprint substantially.
- All sites will be connected by our WAN, at the speeds required for the efficient operation of the relevant connections.
- Redundant connections will be installed for Internet access and SIP due to the critical nature of these connections.

9 SCOPE OF CHANGE AND EXCLUSIONS

9.1 SCOPE OF CHANGE

The scope of the programme covers the following areas of change necessary to achieve the vision, benefits and blueprint:

- Agreement on future server hosting arrangements
- Agreement on future funding model for subscription based services
- Cabinet approve Outline Business Case, including return on investment;
- Funds identified through budget setting;
- ICT elements of Transformation Projects

9.2 EXCLUSIONS FROM THIS STRATEGY

The Technology Strategy covers use of ICT by the District Council to provide its services, it does not however cover:

- Development of 5G
- Smart Cities/Places
- Provision of Public Wi-Fi beyond EFDC Offices
- CCTV network management and integration
- Community based ICT training projects
- Provision of Broadband

Separate projects and programmes of work may be produced for these items in the future (either by ICT, the Council or Partners), and these may be incorporated into this Strategy (or a future version), or exist as standalone programmes which are co-ordinated with the Strategy as required.

10 PROGRAMME MANAGEMENT ORGANISATION, ROLES AND RESPONSIBILITIES

For individual projects, their management is outlined in individual Project Initiation Documents.

The programme will be steered by the ICT Programme Management Team, with support from technical and subject matter experts on an 'as and when' basis, including External suppliers, ICT Licensing, Legal and Accountancy.

| <i>Role</i> | <i>Name</i> | <i>Responsibilities</i> |
|---|----------------|---|
| Assistant Director, ICT and Facilities Management | David Newton | Programme Sponsor |
| ICT Operations & Programme Manager | Steve Bacon | Programme Manager, System Delivery, Transformation Programme PMO Link |
| ICT Infrastructure Manager | Steve Jennings | Infrastructure Delivery |
| Senior ICT Analyst | Chris Askew | ICT Service Desk & Training Delivery |
| Senior System & Business Analyst | Rob Purse | Spatial Systems & Self Service |
| Head of Transformation | David Bailey | Transformation Link Officer (as required) |

11 GOVERNANCE ARRANGEMENTS

Programme Governance arrangement will be generally In line with the standard arrangements for the Transformation Programme, including:

- Transformation Programme Board and Programme Management Office;
- Risk Management Strategy;
- Communications Management Strategy;
- Benefits Management Strategy; and
- Quality Management Strategy.

This Programme will be run by the ICT Programme Management Office, and feedback into the Corporate PMO

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12 ASSUMPTIONS

The development of the Technology Strategy, the programme and the costings of individual projects on the project register have made use of the following assumptions.

- That i-Trent is fully in place to allow for administration and management of HR and Pay issues remotely, including a fit for purpose system for starters and leavers that passes all required information to ICT in a timely fashion
- That e-Invoicing is fully in place to allow for administration and management of Invoice payments remotely
- That Pentana Performance is fully in place to allow for administration and management of tasks and projects remotely
- That accommodation work will begin in earnest in Q1/Q2 2018/19.
- That accommodation strategy will see full Civic Office new building decant during work
- That long-term accommodation will be met largely by the Civic Office new building, with no extension in footprint.
- Assumption that the localism agenda will not lead to significant changes to the authority's use of systems and technology in the medium term (next 10 years).
- That external hosting uses the IAAS models for colocation/hosting in general, and that PAAS or SAAS is only adopted for selected systems.
- That CSB funding will be provided for key projects such colocation/external hosting of servers
- That the direction of accommodation provision and Flexible Working remains unchanged
- That Bring Your Own Device is not adopted for laptops
- 650 ICT Users across all sites (April 2018 based on current figures)
 - 500 ICT Users based at Civic Offices (as of April 2018 after Oakwood Hill moves)
 - 150 ICT Users based at remote sites (as of April 2018 after Oakwood Hill moves)
- 600 ICT Users across all sites (April 2021)
- 475 Laptops in use by all Flexible Workers across all sites (target)
- 100 Terminals in use by staff who are fixed (target)
- 25 PCs remaining in place for fixed infrastructure reasons (e.g. Scan Stations)
- 420 Desks set up across all EFDC Offices including satellites
- 270 Desks at Civic Offices (target for new building - mix tbc)
- 295 Desks set up for laptops (across all sites)
- 125 Fixed Hardware Desks (across all sites)
- 150 Desks at remote sites (as of April 2018 after Oakwood Hill moves, mix tbc))
 - 60 Desks at Oakwood Hill
 - 13 Desks at Broadway
 - 20 Desks at Hemnall Street

- 42 Desks at Other sites (NWA 5, Limes Centre 5, Norway House 3, Parsonage Court 13, Waltham Cross Biffa 1, Scheme Managers 11, Townmead 4)
 - 15 Desks at Museum
- 300 Smartphone Users
300 Softphone Users

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13 CAPABILITY

In general, the programme will be managed within existing capacity and capability, as the ICT team is designed with project and upgrade delivery and management capacity as part of its structure.

The ICT PMO will support the programme and provide key capabilities and capacity to key projects and deliverables. Training will be given to the officers acting as Project Managers and Project Sponsors. Where identified, specific capabilities may be in-sourced from outside the authority on a fixed-term basis. Provision has been made in the Strategy for a DDF funded Programme Delivery Support Officer to assist the ICT Programme Manager, and to provide Project Management Office capacity for key projects within the Technology Strategy.

The Blueprint indicates a revised ICT Structure with a Future Capabilities Team taking the lead on many projects

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14 PROJECT REGISTER

At the outset, this programme contains the following set of projects split into work streams and tranches, owing to emerging requirements the list will be added to as required and when funding is sought for Capital projects. Addition of projects will be managed by the ICT PMO

Project funding bids will be bought forwards in the autumn prior to the financial year in which the project commences

A full project register will be issued each April for that financial year.

Projects from the existing ICT Strategy which have not been completed by April 2018 will be critically assessed, where appropriate and still relevant these projects will be rolled into the Technology Strategy into the relevant work stream.

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14.1 WORK STREAM 0 - ENABLING PROJECTS

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|----------|--|--|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.01 Underlying Infrastructure Improvements | | | | | | | | |
| T0.01.01 Configure and Install Citrix Unified Gateway | Installation and configuration of replacement desktop remote access solution | 3 Months | B2.01, B2.02, B2.04, B2.06, B2.11, B2.12, B2.14, B2.15 | Licenses from 2017/18 Capital | Low | D Newton/ S Jennings | 2017/18 Q3 | n/a |
| T0.01.02 Investigate and pilot Office 365 | Purchase of Office 365 licenses to allow flexible use and upgrade to Office 2016. Also allows future deployment of collaboration tools. | 1 Month | B1.03, B1.09, B2.01, B2.02, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | £5,000 for test licenses from existing CSB | Low | D Newton/ S Bacon | 2017/18 Q3 | n/a |
| T0.01.03 ShoreTel/SIP remediation work | Work to overcome issues with ShoreTel and SIP | 1 Month | B2.01, B2.02, B2.04, B2.11, B2.14 | Nil | Medium | D Newton/ S Jennings | 2017/18 Q3 | P001 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|----------|--|--|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.01.04 WIFI troubleshooting | Identification of Black spots and conflicts in coverage. Resolution of roaming issues to allow easier use in office | 3 Months | B1.10, B1.11, B2.01, B2.02, B2.04, B2.05, B2.06, B2.12, B2.14 | £5,000 existing CSB | Low | D Newton/ S Jennings | 2017/18 Q3 | P160 |
| T0.01.05 Implementation of Public Access o2 at NWA | Implementation of o2 wireless at North Weald to resolve issues about giving access to guests, and to pilot ahead of future rollouts. | 1 Month | B2.01, B2.02, B2.10, B2.12 | £2125 installation + £768.24 on cost. Funded from 2017/18 Capital + Revenue Growth | Low | D Newton/ S Jennings | 2017/18 Q4 | n/a |
| T0.01.06 Set up SharePoint intranet | Initial Set up of SharePoint site on Office 365 for Intranet replacement and collaboration work. | 5d | B1.03, B1.09, B2.01, B2.02, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | £5,000 DDF | Low | S Bacon/P Charman | 2017/18 Q4 | P004b |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|----------|---|-----------------------------|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.01.07 Reverse Proxy | Connection solution required for GIS and Northgate Assure | 1 Month | B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.08, B2.11, B2.12, B2.14, B2.15 | Funded from 2017/18 Capital | Low | S Jennings/ S Ford | 2017/18 Q3 | P129 |
| T0.01.08 New Corporate Gazetteer implementation | Implementation of new system to replace old which was not fit for purpose, and allow for the migration of SNN to the Gazetteer team | 3 Months | B1.12, B2.01, B2.03, B2.05, B2.08 | Funded from 2017/18 Capital | Low | S Bacon/ R Purse | 2017/18 Q3 | n/a |
| T0.01.09 Housing I@W Refresh | Replacement of current single filing system with multiple filing systems to ensure business need is met, and the system is simplified | 6 Months | B1.12, B2.01, B2.02, B2.03, B2.05, B2.14, B2.15 | Funded from 2017/18 Capital | Medium | S Bacon/ D Wood | 2017/18 Q3 | P133 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|----------|--------------------------|--|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.01.10 Housing I@W Integration | Automatic storage of OHMS documents to I@W, required completion of T0.01.09 first | 1 Week, | B1.12, B2.01, B2.03 | Funded from 2017/18 Capital + on costs £1,000 CSB Growth | Low | S Bacon/ D Wood | 2017/18 Q3 | P133 |
| T0.01.11 Housing OHMS Word Integration | Allows creation of Word Documents from OHMS, then subsequent automatic storage of documents to I@W, required completion of T0.01.10 first | 1 Week | B1.12, B2.01, B2.03 | Funded from 2017/18 Capital + on costs £60 CSB Growth | Low | S Bacon/ D Wood | 2017/18 Q3 | P133 |
| T0.01.12 iGEL Upgrade | Rollout of new iGEL UD3 terminals to replace all HP terminals and older iGEL models. | 2 Months | B2.01, B2.02 | Funded previously | Low | C Askew/ A Hassan | 2017/18 Q3 | n/a |
| T0.01.13 Citrix Upgrade | Upgrade Citrix System | 1 Month | B2.01, B2.02 | Nil – upgrade covered under contract | Low | S Jennings/ S Death | 2017/18 Q3 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|----------|---|-------------------------|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.01.14 CS1 Reactivation | Reactivation of CS1 as live environment prior to commencement of building works | 3 Months | B2.01, B2.15 | £20,000 | Low | S Jennings/ S Death | 2017/18 Q4 | P160 |
| T0.02 Further Enable Flexible Working | | | | | | | | |
| T0.02.01 | Delayed to 2018/19 | | | | | | | |
| T0.02.02 Reconfigure and commission ShoreTel Conference Bridge | Allows external bodies to easily join conferences | 2d | B2.01, B2.02, B2.05, B2.06, B2.14, B2.15 | Nil | Low | S Jennings/ M Giddy | 2017/18 Q3 | P004b |
| T0.02.03 Neighbourhoods Mobile Working ESRI | Mobile working application in ESRI, integrated into M3PP. Proof of concept for future applications. | 1 Month | B1.12, B2.02, B2.03, B2.05, B2.06, B2.14, B2.15 | £5,000 from DDF | Low | S Bacon/ R Purse | 2017/18 Q4 | n/a |
| T0.02.04 Configure/ Install DC/BC Mobile working | Mobile Working application integrating to Northgate M3 and I@W. | 3 Months | B1.12, B2.02, B2.03, B2.05, B2.06, B2.14, B2.15 | Existing Capital Budget | Low | S Bacon/ J Trykozko | 2017/18 Q3 | P131 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|---|--|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.02.05 Configure/ Install Food Hygiene Mobile working | Mobile Working application integrating to Northgate M3 and I@W. | 1 Month | B1.12, B2.02, B2.03, B2.05, B2.06, B2.14, B2.15 | Installation free, | Low | S Bacon/ J Trykozko | 2017/18 Q4 | n/a |
| T0.02.06 Development of ESRI mobile working | Further use of ESRI building upon T0.02.03 | 4 Months | B1.12, B2.02, B2.03, B2.05, B2.06, B2.14, B2.15 | Uses internal resource and existing licenses | Low | S Bacon/ R Purse | 2017/18 Q4 | n/a |
| T0.02.07 Housing Assets Mobile working equipment | Replacement hardware to meet future needs post move | 3 Months | B2.02, B2.03, B2.05, B2.06, B2.14, B2.15 | Existing Capital Budget | Low | S Bacon/ W Defoe | 2017/18 Q3 | P114 |
| T0.02.08 Lone Worker system | Implementation of App, button and dongle based lone worker safety system. | 4 Months | B2.14, B2.15 | To be determined after trial | Low | W Defoe/ S King | 2017/18 Q3 | n/a |
| T0.02.09 Victoria Forms for Benefits staff use | Implementation of Victoria forms to meet mobile working needs for Benefits | 3 Months | B1.12, B2.03, B2.05, B2.08, B2.14, B2.15 | Funded by Benefits | Low | S Bacon/ D Wood | 2017/18 Q3 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|-------------------------------------|--|----------|--|---|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.02.10 Laptop Security model | Decision required on which security model to adopt for laptops prior to commencement of work on infrastructure | 1 Month | B1.06, B1.10, B2.01, B2.02, B2.04, B2.06, B2.07, B2.09, B2.12, B2.14 | To be determined by decision, and by resultant costs | Medium | D Newton/ S Bacon | 2017/18 Q3 | n/a |
| T0.02.11 ShoreTel IM | Enable Instant messaging in ShoreTel for all staff | 1 Week | B2.05, B2.14 | Nil | Low | M Giddy/ S Bevans | 2017/18 Q3 | P004b |
| T0.02.12 o2 Just Call Me Pilot | Trial of smartphone based conferencing | 3 Months | B2.05, B2.14 | £5 per user per month from existing budget for this trial period only, CSB growth will be sought if this option is pursued. | Low | W Defoe/ S King | 2017/18 Q3 | P004b |
| T0.02.13 Interim Back Scanning Work | | 6 months | B2.05, B2.06, B2.14, B2.15 | Nil | Low | D Wood/ B Buckmaster | 2017/18 Q3 | P043, P019, P020, P133 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|----------|--|---------------------------------------|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.03 Enhance ICT Capabilities | | | | | | | | |
| T0.03.01 House on the hill further rollout | ICT Help Desk system development. Including rollout to Super Users, FM implementation and other development around automation and system improvements | 4 Months | B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.11 | Existing Capital Budget + £10,000 DDF | Low | S Bacon/ C Askew | 2017/18 Q4 | P172 |
| T0.03.02 SCCM Upgrade | Upgrade of our software deployment tool to the latest version | 1 Week | B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.11 | £3,000 DDF | Low | S Bacon/ A Hassan | 2017/18 Q4 | n/a |
| T0.03.03 SCCM PXE/UFI boot | Switch configuration change to allow full use to be made of SCCM capabilities | 2d | B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.11 | £2,000 DDF | Low | S Jennings/ M Giddy | 2017/18 Q4 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|----------|--|--|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.03.04 Active Directory cleanse | Manual audit of all Active Directory records, reconciliation to HR and Accountancy data, and making of subsequent amendments | 5d | B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.11 | Nil | Low | C Askew/ M Schmitt | 2017/18 Q3 | n/a |
| T0.03.05 ICT Asset Audit + FM Desk & equipment audit | Audit of all ICT Hardware, and of equipment not included in last audit but required for inclusion by FM. | 1 Month | B2.01, B2.02, B2.03, B2.04, B2.05, B2.09, B2.11 | Overtime only as this will be done largely out of hours. | Low | C Askew/ M Farrow | 2017/18 Q3 | n/a |
| T0.03.06 Configure and Install Bomgar support tool | Remote support tool allowing easier support of local PCs, and support of remote PCs and Laptops, and smartphones. | 2d | B2.01, B2.02, B2.04, B2.05, B2.06, B2.11, B2.12, B2.14 | Existing Capital Budget | Low | C Askew/ A Hassan | 2017/18 Q4 | n/a |
| T0.03.07 Webinar access | Creation of security groups to allow access to these online | 1 week | B2.02, B2.03, B2.07, B2.12 | Nil | Low | D Newton/ S Ford | 2017/18 Q3 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-------------------|---|--------------------|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.03.08 Dropbox (etc) access | Creation of security groups to allow access to these online | 1 week | B2.02, B2.03, B2.07, B2.12 | Nil | Low | D Newton/S Ford | 2017/18 Q4 | n/a |
| T0.03.09 Creation of Project Delivery Support Officer role | Creation of budget for this role over five years to assist in the management of the delivery of the Technology Strategy Programme, and to provide Project Management support to the projects therein | Creation 1 Month. | All | Nil for this phase | Low | D Newton/S Bacon | 2017/18 Q3 | P109 |
| T0.03.10 Server Requirements Analysis | Analysis of requirements and options for external or relocated internal server and security device hosting | 3 months | B1.01, B1.04, B1.07, B2.01, B2.03, B2.04, B2.12, B2.15, | Nil for this phase | Low | D Newton/S Jennings | 2017/18 Q3 | P160 |
| T0.03.11 ICT Process Review | Critical review of all ICT Processes | 3 months | B2.02, B2.04, B2.05, B2.11, B2.17 | Nil for this phase | Low | S Bacon/P Charman | 2017/18 Q3 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|----------|---|---|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.03.12 ICT Structure | Transformation project looking at ICT Structure | 6 Moths | B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.11, B2.12, B2.13, B2.15, B2.19 | Nil | Medium | Bob Palmer/ D Newton | 2017/18 Q3 | P172 |
| T0.04 Customer Facing System Enhancements | | | | | | | | |
| T0.04.01 Forms migration and development | Migration of all existing achieve forms to new version by January 2018. | 3 months | B1.12, B2.01, B2.03, B2.05, B2.08 | Nil | Low | R Purse/ A Rich | 2017/18 Q3 | P001 |
| T0.04.02 Web site redesign | Creation of a new website template, and agreement of new content structure. | 6 months | B1.12, B2.01, B2.03, B2.05, B2.08 | Nil for this phase of work | Medium | S Bacon/ R Purse | 2017/18 Q3 | P001 |
| T0.04.03 OHMS Customer Portal | Online portal for resident access to rent accounts | 3 Months | B1.12, B2.01, B2.03, B2.05, B2.08 | Existing Capital Budget £5,000 + £1,000 CSB Growth. | Low | S Bacon/ T Welsh | 2017/18 Q3 | P001 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|----------|-----------------------------------|---|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.04.04 OHMS Housing Advice Module | Online system for answering general housing queries and raising requests in OHMS were appropriate | 3 Months | B1.12, B2.01, B2.03, B2.05, B2.08 | Existing Capital Budget £8,000 + £1,600 CSB Growth. | Low | S Bacon/ T Welsh | 2017/18 Q4 | P001 |
| T0.04.05 Victoria Forms for Public use for Benefits | Online system for benefits claims forms. | 3 Months | B1.12, B2.01, B2.03, B2.05, B2.08 | Funded by Benefits | Low | S Bacon/ D Wood | 2017/18 Q3 | P001 |
| T0.04.06 Forms development | Development of new forms and process | 3 months | B1.12, B2.01, B2.03, B2.05, B2.08 | Nil | Low | R Purse/ A Rich | 2017/18 Q4 | P001 |
| T0.05 Accommodation Changes | | | | | | | | |
| T0.05.01 Multipurpose refit of Chamber | Chamber to be cabled and modified to allow easy use as ICT Training room. | 1 Week | B2.01, B2.15 | Existing Capital Budget | Low | D Newton/ S Jennings | 2017/18 Q3 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|----------|-----------------------------------|-----------------------|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.05.02 Training Room vacated | ICT release training room, monitors to stock, HP terminals scrapped. Furniture left in place. Smart Board to move to ICT. | 1 Week | B2.15 | Nil | Low | S Bacon/ C Askew | 2017/18 Q3 | P160 |
| T0.06 ICT Budgets & Contracts | | | | | | | | |
| T0.06.01 | Moved to 2018/19 | | | | | | | |
| T0.06.02 System & Service Contract Management | Move management of all ICT System and Service contracts into ICT | 6 Months | B2.16 | Nil | Low | D Newton/S Bacon | 2017/18 Q4 | n/a |
| T0.06.03 Capital Equipment Budgets | Creation of Capital Equipment Budgets to replace Revenue budgets | 2 Months | B1.06, B1.08, B2.16 | Nil – in capital bid | Low | D Newton/S Bacon | 2017/18 Q3 | n/a |
| T0.06.04 Office 365 Budget | Reuse of Revenue Equipment Budget to part fund Office 365 | 2 Months | B1.03, B1.09, B2.14, B2.15, B2.16 | Nil – existing budget | Low | D Newton/S Bacon | 2017/18 Q3 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|--|------------------------------|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.07 Training & Development | | | | | | | | |
| T0.07.01 ICT Team development | ICT team training session to improve teamwork | 1 month | B2.02, B2.04, B2.05, B2.11 | £1000 | Low | D Newton/ S Bacon | 2017/18 Q3 | P172 |
| T0.07.02 Skills Audit | ICT to participate in development and running of Corporate Skills Audit as part of people strategy as required | 6 months | B2.02, B2.14, B2.15, B2.17 | Nil for ICT | Medium | S Bacon/R Purse | 2017/18 Q4 | P106 |
| T0.07.03 I@W | ICT to create and deliver I@W training program | 9 months | B2.02, B2.03, B2.04, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing resource | Low | D Wood/ C Askew | 2017/18 Q4 | P043 |
| T0.07.04 Office 2016 | ICT to create and deliver Office 2016 training program | 3 Months | B2.02, B2.03, B2.04, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing resource | Low | S Bacon/ C Askew | 2017/18 Q3 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | ICT Project Sponsor and Manager | Proposed Year | Transformation cross references |
|-------------------|--|----------|--|------------------------------|---------------------------|---------------------------------|---------------|---------------------------------|
| T0.07.05 Security | ICT to create and deliver ICT Security training update | 3 Months | B2.02, B2.03, B2.04, B2.05, B2.06, B2.122, B2.14, B2.15, B2.17 | Nil, using existing resource | Low | S Bacon/ C Askew | 2017/18 Q4 | n/a |

14.2 WORK STREAM 1 – EFDC CUSTOMERS

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|-----------------------------------|--|-----------|-----------------------------------|------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T1.01 Enhance Core Website | | | | | | | | |
| T1.01.01 Website Redesign | Website Redesign | 3 Months | B1.12, B2.01, B2.03, B2.05, B2.08 | To be determined | Low | S Bacon/ R Purse | 2018/19 | P001 |
| T1.02 Self Service | | | | | | | | |
| T1.02.01 Online forms | Achieve Forms is the standard solution for business areas without an integrated solution | 12 Months | B1.12, B2.03, B2.08, B2.14 | Nil – Licensed and resourced | Low | R Purse/ A Rich | 2018/19 | P001 |
| T1.02.02 Capita eStore | Revenues and Benefits to fully adopt Capita Advantage Digital and eStore | 12 Months | B1.12, B2.03, B2.08, | October 2018 Bid | Medium | W Defoe/ L Martin | 2019/20 | P001 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|----------|--------------------------|--|---------------------------|-----------------------------|-----------------|---------------------------------|
| T1.02.03 Portal Integration – Revenues and Benefits | Single sign on from Citizen Portal (SELF) | 3 Months | B1.12, B2.03, B2.08, | £12,000 2017/18 Capital Budget, £3,125 CSB Growth | Low | R Purse/ A Rich | 2018/19 | P001 |
| T1.02.04 Portal Integration – Assure | Single sign on from Citizen Portal (SELF) | 3 Months | B1.12, B2.03, B2.08, | £12,000 October 2017 Capital Bid £3,125 CSB Growth | Low | R Purse/ A Rich | 2018/19 | P001 |
| T1.02.05 Portal Integration – Housing | Single sign on from Citizen Portal (SELF) | 3 Months | B1.12, B2.03, B2.08, | £12,000 October 2018 Capital Bid £3,125 CSB Growth | Low | R Purse/ A Rich | 2018/19 | P001 |
| T1.02.06 Integrated waste forms | Self-service forms input data in M3/Assure PP | 3 Months | B1.12, B2.03, B2.08, | £1,000 from Revenue Consultancy | Low | R Purse/ A Rich | 2017/18 funding | P001 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-----------|--------------------------|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T1.02.07 Portal Integration Bookings Live | Single sign on from Citizen Portal (SELF) | 3 Months | B1.12, B2.03, B2.08, | £12,000 October 2018 Capital Bid £3,125 CSB Growth | Low | R Purse/ A Rich | 2019/20 | P001 |
| T1.03 Northgate Assure Implementation | | | | | | | | |
| T1.03.01 Northgate Assure – Land & Property | Initial implementation of customer facing features of Assure for planning, land charges and building control | 12 Months | B1.12, B2.03, B2.08, | £5,000 October 2017 Bid | Medium | S Bacon / J Trykozko | 2018/19 | P129 |
| T1.03.02 Northgate Assure – Public Protection | Initial implementation of customer facing features of Assure for waste and environmental areas including licensing | 12 Months | B1.12, B2.03, B2.08, | £5,000 October 2017 Bid | Medium | S Bacon / J Trykozko | 2018/19 | P134 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-----------|--------------------------|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T1.04 Development of new Channels | | | | | | | | |
| T1.04.01 Public facing Apps | Development of Capita Engage | 12 Months | B1.12, B2.03, B2.08, | Nil, Licensed and resourced | Low | S Bacon/ W Defoe | 2019/20 | P001 |
| T1.04.02 New Channels | Development of new channels, for example Voice via Alexa | 24 Months | B1.12, B2.03, B2.08, | To be determined, £5,000 October 2018 Bid | Low | D Newton/ S Bacon | 2019/20 | P001 |
| T1.04.03 ESRI Apps | Creation of public facing apps using ESRI toolkit | 12 Months | B1.12, B2.03, B2.08, | Nil, Licensed and resourced | Low | R Purse/ A Gardner | 2018/19 | P001 |
| T1.05 Development of Public Facing GIS | | | | | | | | |
| T1.05.01 Online mapping | Rollout of online mapping solution as part of website redesign | 12 months | B1.12, B2.03, B2.08, | Nil, Licensed and resourced | Low | R Purse/ A Gardner | 2018/19 | P001 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|----------------------------------|--|-----------|--------------------------|-----------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T1.05.02 Community engagement | Explore the use of online mapping for community engagement | 12 Months | B1.12, B2.03, B2.08, | Nil, Licensed and resourced | Low | R Purse/ A Gardner | 2019/20 | P001 |

14.3 WORK STREAM 2 - EFDC STAFF

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|-----------|---|-----------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T2.01 Enhance Staff Remote Access | | | | | | | | |
| T2.01.01 Adoption of Citrix Unified Gateway as VPN and Branch router replacement. | New standard remote connectivity solution | 3 Months | B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.09, B2.11, B2.12, B2.14, B2.15 | 2017 Capital | Low | S Jennings/ S Death | 2018/19 | n/a |
| T2.01.02 Blackberry for Windows and Mac | Extension of Blackberry Work to cover Windows and Apple Mac devices if still required. This may be an interim step while licenses are in place pending full 365 rollouts. | 12 Months | B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.09, B2.11, B2.12, B2.14, B2.15 | Nil, Licensed and resourced | Low | S Jennings/ S Ford | 2018/19 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|-----------|---|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T2.02 Flexible Working Hardware | | | | | | | | |
| T2.02.01 Android tablets | Selection of standard Android tablet, and testing of use as a terminal replacement where they have been issued. This project will include a pilot of different manufacturers, models and configurations | 12 Months | B1.06, B2.02, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | O2 Tech fund will cover | Low | S Bacon/ W Defoe | 2018/19 | n/a |
| T2.02.02 Laptops | Selection of standard corporate laptop This project will include a pilot of different manufacturers, models and configurations | 12 Months | B1.06, B2.02, B2.03, B2.05, B2.06, B2.09, B2.12, B2.14, B2.15 | 2017/18 Capital Budget to cover this phase | Low | S Bacon/ A Hassan | 2018/19 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|--|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T2.03 Voice Communication Enhancements | | | | | | | | |
| T2.03.01 Softphones for home and office use | Roll out of softphone capability to all staff without Smartphones and ShoreTel Mobility, dependent on investigation of Citrix compatibility | 6 Months | B1.10, B1.11, B2.02, B2.14, B2.15 | £28,800 (Licenses) + £9,000 (Headsets) October 2017 Capital Bid £2,000 CSB (estimate) | Low | M Giddy/ S Bevans | 2018/19 | n/a |
| T2.03.02 Configure and Install ShoreTel Mobility | Installation of an App to allow Smartphones to replace Desk phones, and use the Wireless network to make calls, overcoming some o2 Coverage issues in Civic Offices. | 5d | B1.10, B1.11, B2.01, B2.02, B2.05, B2.06, B2.14, B2.15 | Funded from 2017/18 Capital, | Low | S Jennings/M Giddy | 2018/19 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|----------|-----------------------------------|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T2.03.03 ShoreTel Mobility | Completion of rollout of ShoreTel mobility | 6 Months | B1.10, B1.11, B2.02, B2.14, B2.15 | £25,000 (Licenses) £2,000 CSB (estimate) | Low | S Jennings/ M Giddy | 2018/19 | n/a |
| T2.03.04 o2 UC Solution investigation | Investigation of o2 Smartphone based unified communications solution | 6 Months | B1.11, B2.01, B2.02, B2.14, B2.15 | Nil for this phase | Low | D Newton/ M Giddy | 2018/19 | P001 |
| T2.03.05 Skype for Business Investigation | Investigation of Skype for business cloud based unified communications solution, including potential integration with ShoreTel. | 6 Months | B1.11, B2.01, B2.02, B2.14, B2.15 | Nil for this phase | Low | D Newton/ M Giddy | 2018/19 | P001 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|----------|---|-----------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T2.03.06 ShoreTel Communicator Replacement | Replacement of current desktop client with replacement ShoreTel Connect software | 1 Month | B2.01, B2.02 | Nil, provided under support | Medium | S Jennings/ M Giddy | 2018/19 | P001 |
| T2.04 Northgate Assure Mobile Working | | | | | | | | |
| T2.04.01 Northgate Mobile Working BC | Implementation of second phase of this project, which links the mobile working app and I@W | 3 Months | B1.12, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | No additional costs | Low | S Bacon/ J Trykozko | 2018/19 | P131 |
| T2.04.02 Northgate Mobile Working DC | Completion of this project after initial pilot in 2017/18, allowing on site updating of records and access to I@W files | 6 months | B1.12, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | No additional costs | Low | S Bacon/ J Trykozko | 2018/19 | P131 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|-----------|---|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T2.04.03 Northgate Mobile Working Food hygiene | Implementation of mobile working for this area, linking to Northgate Assure and I@W. | 3 Months | B1.12, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | No direct costs, will be charged on a per use basis est. £2000 CSB | Low | S Bacon/ J Trykozko | 2018/19 | n/a |
| T2.05. Corporate ESRI Mobile Working Solution | | | | | | | | |
| T2.05.01 ESRI Mobile working for M3PP | Creation and rollout of further tools following pilots in 2017/18, this will link the GIS and Assure business system | 12 Months | B1.12, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | Nil, Licensed and resourced | Low | S Bacon/ R Purse | 2018/19 | n/a |
| T2.05.02 ESRI Mobile working for OHMS | Creation and rollout of tools, this will link the GIS and OHMS business system | 12 Months | B1.12, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | Nil, Licensed and resourced | Low | T Welsh/ R Purse | 2019/20 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|-----------|---|-----------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T2.05.03 ESRI Mobile working for Revenues | Creation and rollout of tools, this will link the GIS and Academy business system | 12 Months | B1.12, B2.03, B2.05, B2.06, B2.12, B2.14, B2.15 | Nil, Licensed and resourced | Low | W Defoe/ R Purse | 2019/20 | n/a |

14.4 WORK STREAM 3 – EFDC TEAMS

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-----------|--|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T3.01 Intranet collaboration tools | | | | | | | | |
| T3.01.01 SharePoint | Full implementation of SharePoint as Intranet replacement and potential Achieve forms replacement internally. Also, deployment of SharePoint to replace current Z Drive for internal data sharing to give users control of file sharing. | 24 Months | B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.12, B2.14, B2.15 | Nil for Licenses, £20,000 for implementation | Medium | S Bacon/ P Charman | 2018/19 | P004b |

| | | | | | | | | |
|------------------------------------|---|-----------|--|-----------------------------|--------|-----------------------|---------|-------|
| T3.01.02 Microsoft Teams | Implementation of Teams as an easy to use collaboration tool which teams can self-manage. | 12 Months | B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.12, B2.14, B2.15 | Nil, Licensed and resourced | Medium | S Bacon/ P Charman | 2019/20 | P004b |
| T3.01.03 Yammer | Implementation of Yammer as tool for dispersed teams to interact | 6 Months | B2.03, B2.05, B2.12, B2.14, B2.15 | Nil, Licensed and resourced | Low | S Bacon/ P Charman | 2018/19 | P004b |
| T3.02 Virtual Meeting tools | | | | | | | | |
| T3.02.01 Skype for Business | Implementation of Skype for Business to allow video conferencing, and potentially video calling from public | 6 Months | B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.12, B2.14, B2.15 | Nil, Licensed and resourced | Low | S Bacon/ P Charman | 2018/19 | P004b |

| | | | | | | | | |
|---------------------------------------|--|----------|--|---|-----|-----------------------|---------|-------|
| T3.02.02 Webinars | Implementation of a product to allow EFDC to host webinars | 6 Months | B1.12, B2.02, B2.03, B2.04, B2.05, B2.06, B2.12, B2.14, B2.15 | £600 p/a (for GoToMeeting pro) which allows one conference at a time. To be covered by revenue budget | Low | S Bacon/ P Charman | 2018/19 | P004b |
| T3.02.03 o2 Just call me conferencing | Smartphone based conferencing facility, | 3 Months | B1.10, B1.11, B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.12, B2.14, B2.15 | £5 per meeting host, per months. To be covered by revenue budget | Low | W Defoe/ S King | 2018/19 | P004b |

14.5 WORK STREAM 4 – DATA AND INTEGRATION

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|------------------------------|---|-----------|----------------------------|-----------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T4.01 Data Management | | | | | | | | |
| T4.01.01 Data transparency | Change the presumption that mapping and other data is internal by default to one of open data | 12 Months | B1.12, B2.03, B2.08, B2.12 | Nil | Medium/High | G Chipp/ D Newton | 2018/19 | P122 |
| T4.01.02 Data Sharing | Publish more types of data online and more data for existing uses. This will make use of the GIS and website system, and potentially the ESRI Data publishing tool. | 12 Months | B1.12, B2.03, B2.08, B2.12 | Nil, Licensed and resourced | Medium/High | D Newton/ R Purse | 2019/20 | P001, P122 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|----------|----------------------------|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T4.02 Gazetteer Integration | | | | | | | | |
| T4.02.01 Gazetteer/Academy Integration | Academy, address data matched, then linked fully to Gazetteer | 6 Months | B1.12, B2.03, B2.08, B2.12 | £10,000 October 2017 Capital Bid | Low | R Purse/ D Rich | 2018/19 | P001, P122 |
| T4.02.02 Gazetteer/Express Elections integration | Express Elections, address data matched, then linked fully to Gazetteer | 3 Months | B1.12, B2.03, B2.08, B2.12 | £2,000 October 2017 Capital Bid | Low | R Purse/ D Rich | 2018/19 | P001, P122 |
| T4.02.03 Gazetteer/Propman Estates integration | Propman Estates data matched, then linked fully to Gazetteer | 3 Months | B1.12, B2.03, B2.08, B2.12 | To be determined, October 2018 Capital Bid | Low | R Purse/ D Rich | 2019/20 | P001, P122 |
| T4.02.04 Gazetteer/OHMS Integration | OHMS data matched, then linked fully to Gazetteer | 9 Months | B1.12, B2.03, B2.08, B2.12 | £10,000 October 2018 Capital Bid | Low | R Purse/ D Rich | 2019/20 | P001, P122 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|----------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T4.02.05 Gazetteer/CIPFA Integration | CIPFA Asset Management System data matched, then linked fully to Gazetteer | 3 Months | B1.12, B2.03, B2.08, B2.12 | To be determined, October 2019 Capital Bid | Low | R Purse/ D Rich | 2020/21 | P001, P122 |
| T4.02.06 Gazetteer/FIMS Integration | FIMS Fraud System data matched, then linked fully to Gazetteer | 3 Months | B1.12, B2.03, B2.08, B2.12 | To be determined, October 2019 Capital Bid | Low | R Purse/ D Rich | 2020/21 | P001, P122 |
| T4.03 CRM Integration | | | | | | | | |
| T4.03.01 CRM/Assure PP integration | M3/Assure PP data matched, then linked fully to CRM | 3 Months | B1.12, B2.03, B2.08, B2.12 | Nil Delivered by 01.02.04 | Low | R Purse/ A Rich | 2018/19 | P001, P122 |
| T4.03.02 CRM/Academy Integration | Academy data matched, then linked fully to CRM | 3 Months | B1.12, B2.03, B2.08, B2.12 | Nil Delivered by 01.02.03 | Low | R Purse/ A Rich | 2018/19 | P001, P122 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|------------------------------------|--|----------|----------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T4.03.03 CRM/OHMS Integration | OHMS data matched, then linked fully to CRM | 3 Months | B1.12, B2.03, B2.08, B2.12 | Nil Delivered by 01.02.05 | Low | R Purse/ A Rich | 2019/20 | P001, P122 |
| T4.03.04 CRM/Assure LP Integration | M3/Assure LP data matched, then linked fully to CRM | 3 Months | B1.12, B2.03, B2.08, B2.12 | Nil Delivered by 01.02.04 | Low | R Purse/ A Rich | 2018/19 | P001, P122 |
| T4.03.05 CRM/FIMS Integration | FIMS Fraud System data matched, then linked fully to CRM | 3 Months | B1.12, B2.03, B2.08, B2.12 | Costs to be determined, October 2019 Capital Bid | Low | R Purse/ A Rich | 2020/21 | P001, P122 |
| T4.03.06 CRM/FOI Integration | FOI data matched, then linked fully to CRM | 3 Months | B1.12, B2.03, B2.08, B2.12 | Costs to be determined, October 2019 Capital Bid | Low | R Purse/ A Rich | 2019/20 | P001, P122 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|----------------------------------|---|-----------|-----------------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T4.03.07 CRM/Express Integration | Express Elections | 3 Months | B1.12, B2.03, B2.08, B2.12 | Costs to be determined, October 2019 Capital Bid | Low | R Purse/ A Rich | 2020/21 | P001, P122 |
| T4.03.08 Minor Systems | Accompanied attendance and customer facing processes currently in other systems should be incorporated into the CRM as the opportunities for rationalisation arrive | 12 Months | B1.02, B1.12, B2.03, B2.08, B2.12 | Nil, will use existing licenses and resources to develop | Low | R Purse/ A Rich | 2018/19 | P001, P122 |
| T4.03.09 Bookings Live | Bookings Live data matched, then linked fully to CRM | 3 Months | B1.12, B2.03, B2.08, B2.12 | Nil Delivered by 01.02.04 | Low | R Purse/ A Rich | 2018/19 | P001, P122 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|----------------------------------|--|-----------|----------------------------|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T4.04. Portal integration | | | | | | | | |
| T4.04.01 Achieve Self | Achieve Self is adopted as our corporate online portal for residents and all other portals will be integrated to it | 3 Months | B1.12, B2.03, B2.08, B2.12 | Delivered by T1.02.03, T1.02.04, T1.02.05, T1.02.07 | Low | R Purse/ A Rich | 2018/19 | P001, P122 |
| T4.05 GIS | | | | | | | | |
| T4.05.01 Property based MIS | Creation of a single view of properties for internal use, and on a more limited level for external use by the public | 12 Months | B1.12, B2.03, B2.08, B2.12 | Nil, Licensed and resourced | Medium | R Purse/ A Gardner | 2019/20 | P001, P122 |

14.6 WORK STREAM 5 – PROCESSES AND SYSTEMS

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|-----------|-----------------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T5.01 Document Management | | | | | | | | |
| T5.01.01 I@W Enterprise | Migrate to browser based version of I@W | 6 Months | B1.12, B2.03, B2.05, B2.14, B2.15 | Nil, Licensed and resourced | Medium | S Bacon/ D Wood | 2018/19 | P043 |
| T5.01.02 Rollout of Retention & Deletion | Implement system to automatically delete old files in I@W which are not required for business use | 3 Months | B1.12, B2.03, B2.05, B2.14, B2.15 | Nil, Licensed and resourced | Low | S Bacon/ D Wood | 2018/19 | P043, P122 |
| T5.01.03 Post Handling | ICT support for the creation of a single post handling solution doing scanning, whether in house or outsourced. | 12 Months | B1.12, B2.03, B2.05, B2.14, B2.15 | Budget to be sought as part of corporate project | Low | S Bacon/ D Wood | 2018/19 | P043 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|-----------|-----------------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T5.01.04 Back scanning programme | ICT support for the creation of a back-scanning programme, whether in house or outsourced. | 12 Months | B1.12, B2.03, B2.05, B2.14, B2.15 | Budget to be sought as part of corporate project | Low | D Wood/ B Buckmaster | 2018/19 | P043, P.019, P020, P133 |
| T5.01.05 Centralisation of scanning | ICT Support Creation for a centralised scanning team to deal with all or residual scanning needs based on the above | 12 Months | B1.12, B2.03, B2.05, B2.14, B2.15 | Budget to be sought as part of corporate project | Medium | D Wood/ B Buckmaster | 2018/19 | P043 |
| T5.01.06 Adoption of dispersed indexing model | ICT support for the adoption of a dispersed indexing model where documents are indexed by specialist areas in most cases. | 12 Months | B1.12, B2.03, B2.05, B2.14, B2.15 | Nil, change of process | Medium | D Wood/ B Buckmaster | 2018/19 | P043 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|-----------|--|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T5.01.07 Member ICT hardware provision | Direct provision, or facilitated purchase of tablets for members to allow removal of paper | 12 Months | B1.12, B2.03, B2.05, B2.12, B2.14, B2.15 | Budget to be sought as part of corporate project | Medium | S Bacon/ W Defoe | 2019/20 | P004b |
| T5.01.08 Batch Printing | Set up Business systems to direct large batches of printing to reprographics to take advantage of lower print costs, and automated enveloping capability. | 6 Months | B1.12 | Nil, uses existing capability | Low | S Bacon/ C Morley | 2018/19 | P050 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|--|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T5.01.09 Post Collation | Implementation of system to automatically collate letters to same address into single envelope | 6 Months | B1.12 | Budget to be sought as part of corporate project | Medium | S Bacon/ C Morley | 2018/19 | P050 |
| T5.01.10 MFD Template Works | Modification of Proprint templates in Revenues and Benefits to all use of MFDs | 3 Months | B2.02, B2.03, B1.13 | Nil | Low | S Bacon/ W Defoe | 2018/19 | P033 |
| T5.02 Office Software | | | | | | | | |
| T5.02.01 Moving to a subscription based Office solution | Adoption of MS Office 365 to enable the flexible use of licenses | 1 Month | B1.03, B1.12, B2.01, B2.02, B2.05, B2.06, B2.12, B2.14 | £117,000 p/a | Low | D Newton/ M Chapman | 2018/19 | n/a |
| T5.02.02 Local Rollout of Office 2016 | All PC/Laptops upgraded to Office 2016 | 3 Months | B1.03, B1.12, B2.01, B2.02, B2.05, B2.06, B2.12, B2.14 | Nil, rollout only | Low | C Askew/ A Hassan | 2018/19 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|-----------|---|------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T5.02.03 Citrix Rollout of Office 2016 | All Citrix Servers upgraded to Office 2016 | 1 Month | B1.03, B1.12, B2.01, B2.02, B2.05, B2.06, B2.12, B2.14, B2.15 | Nil, rollout only | Low | C Askew/ S Jennings | 2018/19 | n/a |
| T5.03 Business Systems rationalisation/replacement | | | | | | | | |
| T5.03.01 Consolidation on fewer business systems | Critical evaluation of all business systems to inform future consolidation | 12 Months | B1.02, B1.12, B2.03, B2.04, B2.11 | Nil, investigation only | Low | D Newton/ S Bacon | 2018/19 | P122 |
| T5.03.02 Extraction of data from legacy systems where required and decommissioning | Evaluation of all retained legacy systems, decommissioning where possible, and extracting data where retention is required. | 12 Months | B1.02, B1.12, B2.03, B2.04, B2.11 | £10,000 October 2017 DDF bid | Low | D Newton/ C Morley | 2018/19 | P122 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|-----------|---|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T5.03.03 Migration Confirm > M3/Assure PP | Move grounds management function from PB Confirm system into M3/Assure PP | 12 Months | B1.02, B1.12, B2.03, B2.04, B2.06, B2.11, B2.14 | £10,000, October 2017 Capital Bid | Low | R Purse/ J Trykozko | 2018/19 | P122 |
| T5.03.04 AIMS replacement with eFinancials or Capita (or another solution) | Corporate Debt system is end of life in March 2018, a replacement system is required. | 12 Months | B1.02, B1.12, B2.01, B2.03 | £30,000 Capital bid, October 2017, £3,000 revenue. | Medium | D Wood/ W Defoe | 2018/19 | P013 |
| T5.03.05 MS Reporting services as replacement for Business Objects | Potential replacement of BI tool with more cost-effective solution | 12 Months | B1.02, B1.12, B2.03 | To be determined October 2019 Capital Bid | Low | S Bacon/ D Wood | 2019/20 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|-----------|----------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T5.03.06 Review/ Replacement of Mears | Mears contract up for renewal, as part of this systems will need to be considered and replaced/enhanced as required. | 12 Months | B1.02, B1.12, B2.03, B2.08 | Budget to be sought as part of corporate project | Medium/High | D Newton/ T Welsh | 2020/21 | n/a |
| T5.03.07 OHMS replacement | Investigation of potential replacement of OHMS. | | | | | | 2022/23 | n/a |
| T5.04 Office Software Licensing 2021 Review | | | | | | | | |
| T5.04.01 Office System software review | Review of Office System software licensing position in 2021 based on changes made to Business Systems in the period 2018-21 | 3 Months | B1.02, B1.03 | Nil | Low | D Newton/ M Chapman | 2021/22 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-----------|----------------------------|-----------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T5.05 ICT Spatial System Development | | | | | | | | |
| T5.05.01 Street Naming and Numbering | Street Naming and Numbering system and process development now transferred to Spatial Information team | 12 Months | B1.12, B2.03, B2.04, B2.08 | Nil, licensed and resourced | Low | R Purse/ N Court | 2018/19 | n/a |
| T5.06 Local Plan | | | | | | | | |
| T5.06.01 Local Plan Consultation | Provide system for next stage of Local Plan Consultation | 3 Months | B1.12, B2.03, B2.08 | Nil, licensed and resourced | Medium | R Purse /A Rich | 2018/19 | P115 |
| T5.06.02 Local Plan GIS | Display Local Plan data in GIS, internally and externally | 9 Months | B1.12, B2.03, B2.08 | Nil, licensed and resourced | Low | R Purse /A Gardner | 2018/19 | P115 |

14.7 WORK STREAM 6 – ICT INFRASTRUCTURE

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|--|---|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.01 Workstations | | | | | | | | |
| T6.01.01 Adoption of Terminals as a preferred hardware solution where possible | Provides a robust and secure solution for staff without need to work on site. Would also mean that those with Terminals at home use same kit in office. Terminals on selected hot desks also allows for staff who forget laptops | 1 Month to put in place | B2.01, B2.02, B2.11, B2.12 | Nil – Terminals will exist after replacement elsewhere in Civic Offices | Low | C Askew/ A Hassan | 2018/19 | n/a |
| T6.01.02 Creation of standard Workstation configuration for office use | Allows for uniform solution subject to T6.01.03 below. | 3 Months to create, consult and implement. | B1.06, B1.08, B1.11, B1.12, B2.01, B2.02, B2.04, B2.07, B2.09, B2.12, B2.14 | Covered by existing budgets | Low | S Bacon/ A Hassan | 2018/19 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|-----------|--|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.01.03 Adoption of Clustering across all sites, | Use of clustering allows greater tailoring of solutions to meet team needs | 12 Months | B1.06, B1.08, B1.11, B1.12, B2.01, B2.02, B2.04, B2.14, B2.15 | Budget to be sought as part of corporate project | Medium | D Newton/ S Bacon | 2019/20 | P160 |
| T6.01.04 Implementation of management tool for 'Open' laptops and other mobile devices | Allows centralised management of all 'open' laptops and other mobile devices that are not directly connected to our LAN or WLAN. | 6 Months | B1.06, B2.01, B2.02, B2.04, B2.12, B2.14, B2.15 | £5,000 Capital, | Low | D Newton/ A Hassan | 2018/19 | n/a |
| T6.01.05 Laptop Rollout | Rollout of laptops to all flexible workers | 6 Months | B1.06, B2.01, B2.02 B2.04, B2.12, B2.14, B2.15 | £255,000 October 2017 Capital Bid | Medium | S Bacon/ A Hassan | 2018/19 | n/a |
| T6.01.06 Civic Office Desktop kit refresh | Replacement of desktop hardware when office refitted | 3 Months | B1.06, B1.08, B2.01, B2.02, B2.04, B2.07, B2.09, B2.11, B2.12, B2.15 | £106,463 October 2019 Capital Bid | Low | S Bacon/ A Hassan | 2020/21 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---------------------------------|--|-----------|---|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.01.07 Android Rollout | <p>Rollout of mobile working tablets as required to relevant staff</p> <p>This will include replacement of other devices making the Android tablet the only device in use by these staff members.</p> <p>These devices will be capable of docking and using large monitors, keyboard and mouse, and charging while docked.</p> | 6 Months | B1.06, B2.01, B2.02 B2.04, B2.12, B2.14, B2.15 | O2 Tech fund to cover initial tranche then £10,000 p/a capital to cover attrition | Low | W Defoe/ S King | 2018/19 | n/a |
| T6.01.08 Virtual Desktops (VDI) | Migration to VDI from current local installations and Citrix configuration | 12 Months | B2.01, B2.02, B2.03, B2.04, B2.06, B2.09, B2.11, B2.12, B2.14 | TBC, October 2018 Funding Bid | Medium | D Newton/ S Jennings | 2019/20 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--------------------------------------|--|----------|--|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.02 Core Infrastructure | | | | | | | | |
| T6.02.01 Server and security Hosting | Relocation or Out hosting of LAN and DMZ servers to new location in EFDC, colocation or hosting provider, this would include security devices where relevant practical/desirable . | 6 Months | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | Costs to be determined based on model chosen. Additional revenue funding will be required. | High | D Newton/ S Jennings | 2020/21 | P160 |
| T6.02.02 Out hosting of email | Transition of email to office 365 | 3 Months | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | Consultancy may be required (covered by revenue budget), system is no cost as part of Office 365 | Medium | D Newton/ S Death | 2018/19 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|---|-----------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.02.03 Adoption of cloud storage | Making use of cloud storage that comes with Office 365 to reduce storage requirements when out hosting | 6 Months | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | Nil | Medium | D Newton/ S Death | 2018/19 | P160 |
| T6.02.04 Migration of VoIP solution to cloud | Moving to a version of the ShoreTel solution that uses cloud infrastructure where possible | 6 Months | B1.01, B1.10, B2.01, B2.04, B2.12, B2.12, B2.15 | To be determined | Medium | S Jennings/ M Giddy | 2020/21 | P160 |
| T6.02.05 Secure email out hosting | GCSx email is not now mandatory, an alternative secure email (such as Mimecast) could be implemented, or we could move GCSx to the cloud | 3 Months | B1.02, B2.01, B2.12 | To be determined, will be revenue | Low | S Jennings/ S Ford | 2019/20 | P122 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|-----------------------------|--|----------|--|--------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.02.06 Email Resilience | Full incorporation of Mimecast into email solution to give automated backup email facility over in the event of Exchange failure | 3 Months | B2.01, B2.02 | £21,000 p/a | Low | S Jennings/ S Ford | 2018/19 | n/a |
| T6.02.07 Office 365 Back up | Investigate and implement solution for data backups from Office 365 | | B1.03, B1.04, B2.01, B2.02 | £27,300 p/a | Low | S Jennings/ S Death | 2018/19 | n/a |
| T6.02.08 Assure Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | £20,000 set up, £40,000 p/a | Medium | S Bacon/ J Trykozko | 2020/21 | P160 |
| T6.02.09 Hoth Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | £5,000 set up then £15,000 p/a | Medium | S Bacon/ C Askew | 2018/19 | P160 REVENUE |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|-------------------------------------|---------------------------|----------|--|---------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.02.10 Metacompliance Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | £5,000 set up then £1,500p/a | Medium | S Bacon/ C Askew | 2018/19 | P160 REVENUE |
| T6.02.11 I@W Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | £15,000 set up then £20,000 p/a | Medium | S Bacon/ D Wood | 2020/21 | P160 |
| T6.02.12 Academy Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | £20,000 set up then £40,000 p/a | Medium | S Bacon/ W Defoe | 2020/21 | P160 |
| T6.02.13 Propman Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | To be determined | Medium | S Bacon/ J Trykozko | 2020/21 | P160 |
| T6.02.14 eFinancials Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | To be determined | Medium | S Bacon/ D Wood | 2020/21 | P160 |
| T6.02.15 Tricostar Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | To be determined | Medium | S Bacon/ W Defoe | 2020/21 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|----------|--|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.02.16 Express Elections Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | To be determined | Medium | S Bacon/ W Defoe | 2020/21 | P160 |
| T6.02.17 Aligned Assets Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | £5,000 set up then £5,000 p/a | Medium | S Bacon/ R Purse | 2020/21 | P160 |
| T6.02.18 ESRI GIS Out hosting | System migration to cloud | 1 Month | B1.01, B2.01, B2.04, B2.12, B2.12, B2.15 | Set up £10,000 on off, then £40,000 p/a | Medium | S Bacon/ R Purse | 2020/21 | P160 |
| T6.02.19 Windows Server Upgrades | Upgrade of Server OS to current versions to allow maximum potential to be used in Citrix | 3 Months | B2.01, B2.02, B2.04, B2.11 | £45,000 2018/19 | Low | S Jennings/ S Death | 2018/19 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|----------|----------------------------|---------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.02.20 Legacy Host upgrades | If onsite server room is retained on any basis, hosts will require an upgrade to ensure reliability until 2020/21. | 3 Months | B2.01, B2.02, B2.04, B2.11 | £25,000 2018/19 | Low | S Jennings/ S Death | 2018/19 | P160 |
| T6.02.21 CS1 equipment transfer from CS2 | Transfer of equipment into CS1 to allow release of CS2. This would be an interim step pending cloud migration or a new computer suite location in the EFDC estate. | 3 Months | B2.01, B2.15 B2.16 | Nil transfer of kit | Low | S Jennings/ S Death | 2018/19 | P160 |
| T6.02.22 Civic Office Switch refresh | Replacement of end of life switches in Civic Offices as part of overall refurbishment work | 3 months | B2.01, B2.15 | To be determined | Low | S Jennings/ M Giddy | 2020/21 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|-----------|-----------------------------------|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.02.23 SQL Server | Relicensing for compliance reasons | 1 Month | B2.01 | £45,000 p/a | Low | S Jennings/ M Chapman | From 2018/19 | n/a |
| T6.03 Civic Office Site Resilience | | | | | | | | |
| T6.03.01 Internet connection | Implementation of a redundant or enhanced internet connection at Civic Offices for resilience and to handle increased traffic to cloud based systems. | 3 Months | B2.01, B2.02, B2.11, B2.14, B2.15 | £20,000 revenue required for redundant connection. Costs to be determined for higher capacity | Low | S Jennings/ M Giddy | 2018/19 | P160 |
| T6.03.02 UPS Power Supplies | Cabling all Civic Office Switch UPS devices to the Generator | 12 Months | B2.01, B2.02, B2.15 | Budget to be sought as part of corporate project for accommodation | Low | S Jennings/ R Spencer | 2020/21 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|-----------|--------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.03.03 ICT Cabling renewal | Fibre and Cable Infrastructure in the Civic Office building to be replaced. | 12 Months | B2.01, B2.02, B2.15 | Budget to be sought as part of corporate project for accommodation | Low | S Jennings/ R Spencer | 2020/21 | P160 |
| T6.03.04 Second SIP Trunk | Implementation of a Redundant SIP Trunk for resilience | 3 Months | B2.01, B2.02, B2.15 | £20,000 Revenue within existing budget provision | Low | S Jennings/ M Giddy | 2018/19 | P001 |
| T6.04 Satellite Site Resilience | | | | | | | | |
| T6.04.01 ICT Resilience Review | Review of UPS capacity and other resilience measures at all sites given the changes in accommodation | 3 Months | B2.01, B2.02, B2.15 | Nil, review only | Low | D Newton/ S Jennings | 2018/19 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|----------|-----------------------------------|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.04.02 Completion of the UPS rollout to Satellite sites | Completion of rollout after completion of review | 3 Months | B2.01, B2.02, B2.15 | 2017 Capital Budget | Low | S Jennings/ R Spencer | 2018/19 | n/a |
| T6.04.03 WAN Connections | Upgrade WAN connections to 1GB | 6 Months | B2.01, B2.02, | To be determined | Low | S Jennings/ M Giddy | 2019/20 | n/a |
| T6.05 Mobile Data Infrastructure | | | | | | | | |
| T6.05.01 Museum public Wi-Fi | Implementation of Public Access o2 at Lowewood and Waltham Abbey Museums | 1 Month | B2.01, B2.02, B2.08, B2.10, B2.12 | Total of £4350 Installation (Capital October 2017 Bid), £1600 CSB growth required for across both sites | Low | S Jennings/ M Giddy | 2018/19 | P008 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|----------|--|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.05.02 Visitor and Public access Wi-Fi | Replacement of Visitor Wi-Fi and implementation of Public Access, this includes installation on relevant remote sites, likely to be o2. This may also cover replacement of o2 installations where appropriate to ensure a uniform solution across all sites. | 3 Months | B1.10, B1.11, B2.01, B2.02, B2.06, B2.08, B2.10, B2.12, B2.14, B2.15 | To be determined, October 2019 Capital bid | Low | S Jennings/ M Giddy | 2020/21 | P001, P160 |
| T6.05.03 Installation of 4g Boosters | Installation of boosters in Civic Office 'not spots' | 3 Months | B1.11, B2.01, B2.02, B2.08, B2.12, B2.14, B2.15 | To be determined, October 2019 Capital bid | Low | S Jennings/ M Giddy | 2020/21 | P160 |
| T6.05.04 Replacement Wi-Fi network | Replace Staff network at all sites as current solution will be end of life. | 3 Months | B1.10, B1.11, B2.01, B2.02, B2.04, B2.08, B2.12, B2.14, B2.15 | To be determined, October 2019 Capital bid | Medium | D Newton/ S Jennings | 2020/21 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|--------------------------|--|---------------------------|-------------------------------|---------------|---------------------------------|
| T6.06 Accommodation Changes -Townmead | | | | | | | | |
| T6.06.01 Townmead Countrycare infrastructure relocation | New Country care office ICT infrastructure | 3 Months | B2.01, B2.14, B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ S Jennings | 2018/19 | P160 |
| T6.06.02 Townmead Countrycare staff move | Countrycare Staff/ICT Equipment Move | 1 Week | B2.02, B2.14, B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ C Askew | 2018/19 | P160 |
| T6.06.03 Townmead Nursery infrastructure changes | New Nursery office ICT infrastructure | 3 Months | B2.01, B2.14, B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ S Jennings | 2018/19 | P160 |
| T6.06.04 Townmead Nursery move | Nursery Staff/ICT Equipment Move | 1 Week | B2.02, B2.14, B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ C Askew | 2018/19 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|----------|----------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.06.05 Townmead connection | Provision of higher speed WAN/Internet connection | 3 Months | B2.01, B2.02, B2.14, B2.15 | Budget to be sought as part of corporate project | Low | S Jennings/ M Giddy | 2018/19 | P160 |
| T6.07 Accommodation Changes -Oakwood Hill | | | | | | | | |
| T6.07.01 Oakwood Hill Infrastructure Work | Cabling work to enable intensification of use of office space | 3 Months | B2.01, B2.15 | Corporately funded | Medium | D Newton/ S Jennings | 2018/19 | P160 |
| T6.07.02 Housing Repairs move to Oakwood hill | Move of Desktop equipment | 1 Week | B2.15 | Corporately funded | Low | D Newton / C Askew | 2018/19 | P114, P160 |
| T6.07.03 Housing Assets move to Oakwood hill | Move of Desktop equipment | 1 Week | B2.15 | Corporately funded | Low | D Newton/ C Askew | 2018/19 | P114, P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|----------|--------------------------|--------------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.07.04 MFD Relocation from St John's road to Oakwood Hill | Move of 1/2 MFD's to Oakwood Hill making total of 2/3 on that site. Removal of legacy printers/MFDs from first floor of Oakwood Hill. Investigate installation of MFD on ground floor.. | 1 Week | B2.14, B2.15 | Corporately funded | Low | C Askew/ M Schmitt | 2018/19 | P114, P160 |
| T6.07.05 Oakwood Hill Equipment | Provision of standard Desktop hardware solution for all desks at Oakwood Hill | 1 Week | B1.08, B2.02, B2.15 | £20,000 Capital Oct 2017 Bid | Low | S Bacon/ A Hassan | 2018/19 | P114, P160 |
| T6.07.06 Oakwood Hill Meeting spaces | Provision of required display screen hardware and projectors for meeting spaces at Oakwood Hill after accommodation changes complete | 4 weeks | B2.02, B2.15 | £5,000 Estimate Capital Oct 2017 Bid | Low | S Bacon/ A Hassan | 2018/19 | P114, P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|--------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.08 Accommodation Changes -St Johns Road | | | | | | | | |
| T6.08.01 Vacate St Johns Road | Move all staff and equipment from DLO site | 3 months | B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ C Askew | 2018/19 | P114 |
| T6.08.02 St Johns Road Infrastructure Strip Out | Removal of all reusable ICT infrastructure | 1 Month | B2.15 | n/a | Low | D Newton/ S Jennings | 2018/19 | P114 |
| T6.08.03 Terminate St Johns Connections | Termination of WAN connection | 1 Month | B1.14 | n/a | Low | D Newton/ S Jennings | 2018/19 | P114 |
| T6.09 Accommodation Changes -Civic | | | | | | | | |
| T6.09.01 Conder Infrastructure Intensification | Work to permit more staff to be based in Conder building | 3 Months | B2.01, B2.15 | Budget to be sought as part of corporate project | Medium | D Newton/ S Jennings | 2018/19 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-----------|--|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.09.02 Civic decant | Move all staff and equipment from Civic Offices new building | 1 Month | B2.15 | Budget to be sought as part of corporate project | Medium | D Newton/ C Askew | 2018/19 | P160 |
| T6.09.03 Civic Infrastructure Strip Out | Removal of all reusable ICT infrastructure | 1 Month | B2.15 | n/a | Medium | D Newton/ S Jennings | 2018/19 | P160 |
| T6.09.04 Computer Suite Changes | Decommission of CS2, and recommission of CS1 | 1 Month | B2.15 | Budget to be sought as part of corporate project | High | D Newton/ S Jennings | 2018/19 | P160 |
| T6.09.05 Civic Infrastructure refit | Installation of required ICT Infrastructure | 12 Months | B1.10, B2.01, B2.10, B2.11, B2.14, B2.15 | Budget to be sought as part of corporate project | High | D Newton/ S Jennings | 2020/21 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|---|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.09.06 Civic Move in | Equip all desks with required hardware | 3 Months | B1.07, B1.11, B2.01, B2.02, B2.09, B2.10, B2.12, B2.14, B2.15 | Other than ICT Desktop equipment, Budget to be sought as part of corporate project | Medium | D Newton/ S Bacon | 2020/21 | P160 |
| T6.09.07 Conder Infrastructure Strip out | Removal of all reusable ICT infrastructure | 1 Month | B2.15 | Budget to be sought as part of corporate project | Medium | D Newton/ S Jennings | 2020/21 | P160 |
| T6.09.08 Conder decommission and decommissioning of CS1 | Deactivation of remaining ICT provision | 1 Month | B2.15 | Budget to be sought as part of corporate project | Medium | D Newton/ S Jennings | 2020/21 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|----------|---|--|---------------------------|-----------------------------|--|---------------------------------|
| T6.09.09 Chamber Projector replacement | Replacement of projector with modern device. Work dependent on future chamber configuration to be advised by PWC. | 1 Month | B2.01, B2.15 | Existing Capital Budget | Low | S Bacon/ C Askew | 2020/21 Work on this project to be accelerated in the event of current projector failing. | P160 |
| T6.09.10 Chamber public gallery screens | Provision of screens to display speakers, linked to direct webcast video feed | 1 Month | B2.15 | October 2019 bid | Low | D Newton/ R Spencer | 2020/21 | P160 |
| T6.10 Accommodation Changes North Weald Airfield | | | | | | | | |
| T6.10.01 Potential ICT Accommodation at North Weald | Fit out first floor meeting room for ICT usage, creation of secure storage on ground floor. | 3 Months | B1.07, B2.01, B2.02, B2.03, B2.04, B2.11, B2.13, B2.14, B2.15 | To be determined, October 2019 Capital bid | Low | D Newton/ S Jennings | 2020/21 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------|--------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.10.02 North Weald Decant Space fit out | | 1 Month | B2.15 | | | D Newton/ S Jennings | 2018/19 | P160 |
| T6.11 Accommodation Changes – Hemnall Street | | | | | | | | |
| T6.11.01 Staff Moves | Relocation of staff to other sites | 1 Month | B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ C Askew | 2021/22 | P160 |
| T6.11.02 Vacate Hemnall Street | Move all staff and equipment from Hemnall Street | 1 Month | B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ C Askew | 2021/22 | P160 |
| T6.11.03 Hemnall Street Infrastructure Strip Out | Removal of all reusable ICT infrastructure | 1 Month | B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ S Jennings | 2021/22 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|----------|--------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T6.11.04 Terminate Hemnall Street Connections | Termination of WAN connection | 1 Month | B1.14 | Budget to be sought as part of corporate project | Low | D Newton/ S Jennings | 2021/22 | P160 |
| T6.12 Accommodation Changes – Homefield House | | | | | | | | |
| T6.12.01 Vacate Homefield House | Move VAEF staff and equipment from Homefield House | 1 Month | B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ C Askew | 2020/21 | P160 |
| T6.12.02 Homefield House Infrastructure Strip Out | Removal of all reusable ICT infrastructure | 1 Month | B2.15 | Budget to be sought as part of corporate project | Low | D Newton/ S Jennings | 2020/21 | P160 |
| T6.12.03 Terminate Homefield House Connections | Termination of WAN connection | 1 Month | B1.14 | Budget to be sought as part of corporate project | Low | D Newton/ S Jennings | 2020/21 | P160 |

14.8 WORK STREAM 7 – ICT SUPPORT

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|----------------------------------|---|-------|---------------------------|-----------------------------|---------------|---------------------------------|
| T7.01 Process | | | | | | | | |
| T7.01.01 Adoption of Formal SLAs as outlined | Gives baseline for performance management and manages expectations | 3 Months to put in place in full | B2.02, B2.04, B2.05, B2.06, B2.11, B2.12, B2.13, B2.14, B2.15 | Nil | Low | S Bacon/ C Askew | 2018/19 | n/a |
| T7.01.02 Agreement of concept of timetabled remote site visits for lower priority fixes | Simplifies support arrangements for remote sites and maximises ICT Staff efficiency | 1 Month to put in place | B2.02, B2.04, B2.05, B2.06, B2.11, B2.13, B2.15 | Nil | Low | S Bacon/ C Askew | 2018/19 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|--------------------------|-----------------------------------|-------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T7.01.03 Lease of Electric Van for ICT | <p>ICT staff need to support multiple sites, and move equipment between them. With limited parking at Civic Office base, a dedicated van would remove need for non-essential car user ICT Staff having on-site parking.</p> <p>This would also remove the need for additional ICT staff receiving Essential Car user allowance. A shared van is not practical as one needs to be available always.</p> | 3 Months to put in place | B1.05, B2.02, B2.04, B2.13, B2.15 | CSB £3,000 p/a | Low | D Newton/ C Askew | 2018/19 | n/a |
| T7.01.04 Budget Centralisation | Identify residual Directorate ICT equipment purchase, license/maintenance and consultancy budgets and transfer to ICT for 2018/19 | 2 Months | B2.16 | Nil | Low | D Newton/S Bacon | 2018/19 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|-------------------------|---|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T7.02 Policy | | | | | | | | |
| T7.02.01 Adoption of Terminals as preferred solution for non-mobile home workers. | Provides a robust and secure solution for staff without need to work on site. This also best solution for remote workers without easy access to Epping as replacement devices can be posted at low risk. | 1 Month to put in place | B2.01, B2.02, B2.11, B2.12, B2.15 | Nil – Terminals will exist after replacement in Civic Offices | Low | D Newton/ A Hassan | 2018/19 | n/a |
| T7.02.02 Agree the extension of Service Desk operational hours | Extension of hours to 8.00-6.00 Monday-Friday. Further extension will require additional resource. | 1 Month to implement | B2.01, B2.02, B2.04, B2.05, B2.11, B2.13, B2.14 | Nil, this can be covered within existing resource and cover arrangement. | Low | D Newton/ C Askew | 2018/19 | P172 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|-----------------------|---|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T7.02.03 Extend call out arrangements to Cover GIS & Achieve Forms/ Service. Reconfigure existing on call to cover business systems. | On call arrangement extended to four more staff to cover these key systems. Coordination of this on call and existing website on call arrangement will also give on call cover for Business systems This will also provide second line response capacity outside of core hours when Service Desk is operational. | 1 Month to implement | B2.01, B2.02, B2.03, B2.08, B2.11, B2.13 | CSB Based on estimated post JE Grades for GIS team £8,760. For Achieve Forms/Service £8,760 | Low | D Newton/ S Bacon | 2018/19 | P172 |
| T7.02.04 Ensure that Flexible Working agreements reflect the need for ICT Support possession of systems | Flexible Working agreements allow for ICT possession of systems outside of core hours | 3 Months to implement | B2.01, B2.02, B2.04, B2.11, B2.13, B2.14, B2.15 | Nil | Low | D Newton/ S Jennings | 2018/19 | P106 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|---|-----------|--|---------------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T7.03 Corporate ICT Training | | | | | | | | |
| T7.03.01 Skills Audit Training Programme development | Creation of a formal Corporate ICT Training programme, designed to meet needs identified in the Skills audit. | 3 Months | B2.02, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing Training resource | Low | S Bacon/ C Askew | 2018/19 | P106 |
| T7.03.02 Skills Audit Training Programme delivery | Delivery of a formal Corporate ICT Training programme, designed to meet needs identified in the Skills audit. | 9 Months | B2.02, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing Training resource | Low | S Bacon/ C Askew | 2018/19 | P106 |
| T7.03.03 Ongoing Training Programme development | Creation of a formal Corporate ICT Training programme, designed to meet the ongoing needs of the business. | 6 Months | B2.02, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing Training resource | Low | S Bacon/ C Askew | 2018/19 | P106 |
| T7.03.04 Ongoing Training Programme delivery 2018/19 | Delivery of a formal Corporate ICT Training programme, designed to meet the ongoing needs of the business. | 12 Months | B2.02, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing Training resource | Low | S Bacon/ C Askew | 2018/19 | P106 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-----------|--|---------------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T7.03.05 Ongoing Training Programme delivery 2019/20 | Delivery of a formal Corporate ICT Training programme, designed to meet the ongoing needs of the business. | 12 Months | B2.02, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing Training resource | Low | S Bacon/ C Askew | 2019/20 | P106 |
| T7.03.06 Ongoing Training Programme delivery 2020/21 | Delivery of a formal Corporate ICT Training programme, designed to meet the ongoing needs of the business. | 12 Months | B2.02, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing Training resource | Low | S Bacon/ C Askew | 2020/21 | P106 |
| T7.03.07 Ongoing Training Programme delivery 2021/22 | Delivery of a formal Corporate ICT Training programme, designed to meet the ongoing needs of the business. | 12 Months | B2.02, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing Training resource | Low | S Bacon/ C Askew | 2021/22 | P106 |
| T7.03.08 Ongoing Training Programme delivery 2022/23 | Delivery of a formal Corporate ICT Training programme, designed to meet the ongoing needs of the business. | 12 Months | B2.02, B2.05, B2.06, B2.14, B2.15, B2.17 | Nil, using existing Training resource | Low | S Bacon/ C Askew | 2022/23 | P106 |

14.9 WORK STREAM 8 – ICT SECURITY PROJECTS

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|-----------------------------------|--|----------|-----------------------------------|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T8.01 Mobile Working | | | | | | | | |
| T8.01.01 Mobile Device Management | Mobile Device Management system to be implemented on all relevant devices | 1 Month | B2.01, B2.02, B2.11, B2.12, B2.14 | £39,600 p/a Microsoft Intune Enterprise Mobility + Security £6.60 per user/month. | Low | D Newton/ A Hassan | 2018/19 | n/a |
| T8.01.02 Blackberry Review | Review of Blackberry solution following implementation of MDM and Office 365 | 3 Months | B1.09 | Nil, if review agrees to remove Blackberry the new solution will use licenses obtained as part of Office 365 and MDM solution | Low | D Newton/ M Chapman | 2019/20 | n/a |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---------------------------------------|---|-------------------------|--|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T8.02 Policy | | | | | | | | |
| T8.02.01 Cloud Storage policies | Amendments of current policies to allow use of data storage provided under MS Office 365 and ESRI ArcGIS online | 1 Month | B1.01, B1.03, B2.01, B2.02, B2.03, B2.04, B2.05, B2.07, B2.12, B2.15 | Nil, these capabilities come with other new/existing systems | Low | D Newton/ S Bacon | 2018/19 | n/a |
| T8.02.02 Security Restrictions Review | Review of current restrictions to ensure that security is proportionate | Review to last 3 Months | B1.12, B2.01, B2.02, B2.03, B2.04, B2.06, B2.07, B2.10, B2.11, B2.12, B2.14, B2.15 | Costs may result from this review, will be bid for in October 2017 | Low | D Newton/ S Jennings | 2018/19 | n/a |
| T8.03 Network Security | | | | | | | | |
| T8.03.01 Physical Port Security | Implement Port Knox port security | 3 Months | B2.01, B2.12, B2.15 | £20,000 2017/18 Capital + £3000 CSB | Low | S Jennings/ M Giddy | 2017/18 | P160 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--------------------------|--|----------|-----------------------------------|----------------------------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T8.03.02 Sandbox Browser | If decision is made to retain networked laptops, a solution is required to improve usability in off network situations (e.g. Sandboxie or Bromium) | 3 Months | B1.06, B2.01, B2.02, B2.12, B2.14 | Investigation only at this stage | Low | S Jennings/ D Cox | 2019/20 | n/a |

14.10 WORK STREAM 9 – ICT STAFF

The following projects have been identified within the tranches that fall under this work stream. The list of projects will be updated on Pentana Performance as required, and reissued in April each year for that financial year:

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|----------------------|---|-------|---------------------------|-----------------------------|---------------|---------------------------------|
| Ste | | | | | | | | |
| T9.01.01 All staff providing system support/administration as a full-time role should be moved into ICT to simplify administration and process. | All staff who perform ICT as a majority part of a role be part of ICT. They will be accountable to Service Area Managers for delivery of tasks required for those areas. These staff should currently remain seated with their business areas for 80% of their time. | 1 Month to implement | B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.11, B2.12, B2.13, B2.15, B2.19 | Nil | Medium | B Palmer/ D Newton | 2018/19 | P172 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|--------------------------|--|------------|---------------------------|-----------------------------|---------------|---------------------------------|
| T9.01.02 Creation of additional permanent Capacity outlined in future Blueprint (ICT Charter) | Creation of Grade 6 Senior ICT Support Analyst Role (online Forms & CRM), | 3 Months to recruit/fill | B1.09, B1.10, B1.11, B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.06, B2.07, B2.08, B2.10, B2.11, B2.12, B2.13, B2.14, B2.15 | £20000 p/a | Low | B Palmer/ D Newton | 2018/19 | P172 |
| T9.01.03 Matrix management to provide ICT oversight needs to be put in place for all staff providing system support/administration as part of a broader role. | All staff who perform ICT as a minority part of a role (and are therefore not part of ICT) will be accountable to ICT for system management | 1 month to implement | B1.12, B2.01, B2.02, B2.03, B2.04, B2.05, B2.11, B2.12, B2.13, B2.15, B2.19 | Nil | Low | D Newton/ S Bacon | 2018/19 | P172 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|--|--|--|---|---|---------------------------|-----------------------------|---------------|---------------------------------|
| T9.01.04 Provision of 'flex' capability to increase resource for key project delivery | Creation of budget to allow for additional resource for delivery of key projects. This could be a DDF budget, or it could be additional Capital provision in project budgets. | n/a | This would contribute to the delivery of almost all benefits across this Strategy | £50,000 p/a | Low | B Palmer/ D Newton | 2018/19 | P172 |
| T9.01.05 Project Delivery Support Officer | Creation of budget for this role over five years to assist in the management of the delivery of the Technology Strategy Programme, and to provide Project Management support to the projects therein | 1Month to recruit. Duration 5 Years | This would contribute to the delivery of almost all benefits across this Strategy | Grade 4 Role, £18,500 p/a for 5 Years £92,500 DDF | Low | D Newton/ S Bacon | 2018/19 | P172 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|---------------------|---|---------|-------------------------------|-----------------------------|---------------|---------------------------------|
| T9.01.06 Security Review and enhancement | Provision of funding to allow for review of security and implementation of changes by external consultant - | recruitment 1 Month | B1.12, B2.01, B2.02, B2.03, B2.04, B2.06, B2.07, B2.08, B2.10, B2.11, B2.12, B2.14, B2.17 | £60,000 | Low | D Newton/ S Jennings | 2018/19 | P172 DDF |
| T9.02. - ICT Office Accommodation | | | | | | | | |
| T9.02.01- ICT Office Accommodation | Provision of suitable accommodation for ICT | n/a | B1.07, B2.01, B2.02, B2.03, B2.04, B2.11, B2.13, B2.14, B2.15 | | n/a Part of Corporate Project | B Palmer/ D Newton | 2020/21 | P160 |
| T9.03 ICT Staff Capabilities and Development | | | | | | | | |
| T9.03.01 Internal ICT Staff Skills audit | Carry out full skills audit of ICT staff once structure changes are complete | 3 Months | B2.02, B2.04, B2.13, B2.17, B2.19 | Nil | Low | D Newton/ C Askew | 2018/19 | P106, P172 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|---|-----------|-----------------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T9.03.02 ICT Staff Training and Development programme 2018/19 | Allocate training budget for courses to meet identified training needs, and to provide cover and for succession | 9 Months | B2.02, B2.04, B2.13, B2.17, B2.19 | Uses existing ICT team Training budget | Low | D Newton/ C Askew | 2018/19 | P106, P172 |
| T9.03.03 Skills and Project review 2019/20 | Identify training needs for 2019/20 based on PDRs and projects | 1 Month | B2.02, B2.04, B2.13, B2.17, B2.19 | Nil | Low | D Newton/ C Askew | 2019/20 | P106, P172 |
| T9.03.04 ICT Staff Training and Development programme 2019/20 | Allocate training budget to meet needs from review | 11 Months | B2.02, B2.04, B2.13, B2.17, B2.19 | Uses existing ICT team Training budget | Low | D Newton/ C Askew | 2019/20 | P106, P172 |
| T9.03.05 Skills and Project review 2020/21 | Identify training needs for 2020/21 based on PDRs and projects | 1 Month | B2.02, B2.04, B2.13, B2.17, B2.19 | Nil | Low | D Newton/ C Askew | 2020/21 | P106, P172 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-----------|-----------------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T9.03.06 ICT Staff Training and Development programme 2020/21 | Allocate training budget to meet needs from review | 11 Months | B2.02, B2.04, B2.13, B2.17, B2.19 | Uses existing ICT team Training budget | Low | D Newton/ C Askew | 2020/21 | P106, P172 |
| T9.03.07 Skills and Project review 2021/22 | Identify training needs for 2021/22 based on PDRs and projects | 1 Month | B2.02, B2.04, B2.13, B2.17, B2.19 | Nil | Low | D Newton/ C Askew | 2021/22 | P106, P172 |
| T9.03.08 ICT Staff Training and Development programme 2021/22 | Allocate training budget to meet needs from review | 11 Months | B2.02, B2.04, B2.13, B2.17, B2.19 | Uses existing ICT team Training budget | Low | D Newton/ C Askew | 2021/22 | P106, P172 |
| T9.03.09 Skills and Project review 2022/23 | Identify training needs for 2022/23 based on PDRs and projects | 1 Month | B2.02, B2.04, B2.13, B2.17, B2.19 | Nil | Low | D Newton/ C Askew | 2022/23 | P106, P172 |

| Projects | Description / outcome | Duration | Contribution to benefits | Costs | Risk Potential Assessment | Project Sponsor and Manager | Proposed Year | Transformation cross references |
|---|--|-----------|-----------------------------------|--|---------------------------|-----------------------------|---------------|---------------------------------|
| T9.03.10 ICT Staff Training and Development programme 2022/23 | Allocate training budget to meet needs from review | 11 Months | B2.02, B2.04, B2.13, B2.17, B2.19 | Uses existing ICT team Training budget | Low | D Newton/ C Askew | 2022/23 | P106, P172 |

15 PROGRAMME PLAN AND TRANCHE STRUCTURE

| Project | 2017/18 | 2018/19 Q1 | Q2 | Q3 | Q4 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|---------|------------|----|----|----|---------|---------|---------|---------|
| WS0 Enabling Projects | | | | | | | | | |
| T0.01 Underlying Infrastructure Improvements | | | | | | | | | |
| T0.02 Further Enable Mobile Working | | | | | | | | | |
| T0.03 Enhance ICT Capabilities | | | | | | | | | |
| T0.04 Customer Facing System enhancements | | | | | | | | | |
| T0.05 Accommodation Changes | | | | | | | | | |
| T0.06 ICT Budgets and Contracts | | | | | | | | | |
| T0.07 Training and Development | | | | | | | | | |
| WS1 EFDC Customers | | | | | | | | | |
| T1.01 Enhance Core Website | | | | | | | | | |
| T1.02 Self Service | | | | | | | | | |
| T1.03 Northgate Assure Implementation | | | | | | | | | |

| <i>Project</i> | <i>2017/18</i> | <i>2018/19 Q1</i> | <i>Q2</i> | <i>Q3</i> | <i>Q4</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> |
|--|----------------|-------------------|-----------|-----------|-----------|----------------|----------------|----------------|----------------|
| T1.04 Development of New Channels | | | | | | | | | |
| T1.05 Development of Public Facing GIS | | | | | | | | | |
| WS2 EFDC Staff | | | | | | | | | |
| T2.01 Enhance Staff Remote Access | | | | | | | | | |
| T2.02 Flexible Working Hardware | | | | | | | | | |
| T2.03 Voice Communication Enhancements | | | | | | | | | |
| T2.04 Northgate Assure Mobile Working | | | | | | | | | |
| T2.05 Corporate ESRI mobile working solution | | | | | | | | | |
| WS3 EFDC Teams | | | | | | | | | |
| T3.01 Intranet Collaboration tools | | | | | | | | | |
| T3.02 Virtual meeting tools | | | | | | | | | |
| WS4 Data & Integration | | | | | | | | | |
| T4.01 Data Management | | | | | | | | | |

| <i>Project</i> | <i>2017/18</i> | <i>2018/19 Q1</i> | <i>Q2</i> | <i>Q3</i> | <i>Q4</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> |
|--|----------------|-------------------|-----------|-----------|-----------|----------------|----------------|----------------|----------------|
| T4.02 Gazetteer Integration | | | | | | | | | |
| T4.03 CRM Integration | | | | | | | | | |
| T4.04 Portal Integration | | | | | | | | | |
| T4.05 GIS | | | | | | | | | |
| WS5 Processes and Systems | | | | | | | | | |
| T5.01 Document Management | | | | | | | | | |
| T5.02 Office Software | | | | | | | | | |
| T5.03 Business systems rationalisation/replacement | | | | | | | | | |
| T5.04 Office Software Licensing 2021 Review | | | | | | | | | |
| T5.05 ICT Spatial System Development | | | | | | | | | |
| T5.06 Local Plan | | | | | | | | | |
| WS6 ICT Infrastructure | | | | | | | | | |
| T6.01 Workstations | | | | | | | | | |

| <i>Project</i> | <i>2017/18</i> | <i>2018/19 Q1</i> | <i>Q2</i> | <i>Q3</i> | <i>Q4</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> |
|---|----------------|-------------------|-----------|-----------|-----------|----------------|----------------|----------------|----------------|
| T6.02 Core Infrastructure | | | | | | | | | |
| T6.03 Civic Office Site Resilience | | | | | | | | | |
| T6.04 Satellite Site Resilience | | | | | | | | | |
| T6.05 Mobile Data Infrastructure | | | | | | | | | |
| T6.06. Accommodation Changes - Townmead | | | | | | | | | |
| T6.07. Accommodation Changes Oakwood Hill | | | | | | | | | |
| T6.08. Accommodation Changes St Johns Road | | | | | | | | | |
| T6.09. Accommodation Changes Civic | | | | | | | | | |
| T6.10 Accommodation Changes NWA | | | | | | | | | |
| T6.11 Accommodation Changes Hemnall Street | | | | | | | | | |
| T6.12 Accommodation Changes – Homefield House | | | | | | | | | |
| WS7 ICT Support | | | | | | | | | |
| T7.01 Process | | | | | | | | | |

| <i>Project</i> | <i>2017/18</i> | <i>2018/19 Q1</i> | <i>Q2</i> | <i>Q3</i> | <i>Q4</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> |
|--|----------------|-------------------|-----------|-----------|-----------|----------------|----------------|----------------|----------------|
| T7.02 Policy | | | | | | | | | |
| T7.03 Corporate ICT Training | | | | | | | | | |
| WS8 ICT Security | | | | | | | | | |
| T8.01 Mobile Working | | | | | | | | | |
| T8.02 Policy | | | | | | | | | |
| T8.03 Network Security | | | | | | | | | |
| WS9 ICT Staff | | | | | | | | | |
| T9.01 ICT Staff Structure | | | | | | | | | |
| T9.02 ICT Accommodation | | | | | | | | | |
| T9.03 ICT Staff Capabilities & Development | | | | | | | | | |

16 KEY MILESTONES

The following key milestones have been identified for the programme.

| <i>Milestone</i> | <i>Description / outcome</i> | <i>Target date</i> |
|------------------|--|--------------------|
| 1 | Leadership team briefing & Issue of discussion paper | May 2017 |
| 2 | Creation of Enabling Projects list (Year 0) under 2013-18 Strategy | June 2017 |
| 3 | Funding requirements identified for Year 0 Projects | July 2017 |
| 4 | Creation of draft strategy and project list | August 2017 |
| 5 | Year 0 Projects commence | August 2017 |
| 6 | Draft Strategy Approved by Director of Resources | 4 September 2017 |
| 7 | Draft Strategy Approved Head of Transformation | 8 September 2017 |
| 8 | Chief Executive Briefing | 11 September 2017 |
| 9 | Portfolio Holder briefing | 11 September 2017 |
| 10 | Leadership Team briefing | 13 September 2017 |
| 11 | Transformation PMO | 19 September 2017 |
| 12 | First meeting ICT PMO | 25 September 2017 |

| <i>Milestone</i> | <i>Description / outcome</i> | <i>Target date</i> |
|------------------|--|--------------------|
| 13 | Draft strategy to TPB | 28 September 2017 |
| 14 | Transformation PMO comments deadline | 29 September 2017 |
| 15 | Transformation PMO | 3 October 2017 |
| 16 | Programme definition document approved by TPB, with verbal report of PMO changes | 4 October 2017 |
| 17 | Strategy complete for Cabinet Agenda | 10 October 2017 |
| 18 | Resources select committee | 17 October 2017 |
| 19 | Joint Cabinet/Management Board briefing | 19 October 2017 |
| 20 | Executive Briefing | 26 October 2017 |
| 21 | Cabinet approve Outline Business Case and programme funding | 9 November 2017 |
| 22 | Server colocation/out hosting/CS1 reactivation project formally begins | January 2018 |
| 23 | Office 365 Project Commences | January 2018 |
| 24 | Staff Briefings | March 2018 |
| 25 | Year 0 Projects complete | March 2018 |

| <i>Milestone</i> | <i>Description / outcome</i> | <i>Target date</i> |
|------------------|--|--------------------|
| 26 | Strategy Commences – Year 1 Projects commence | April 2018 |
| 27 | Server colocation complete | June 2018 |
| 28 | Approval for Year 2 Projects and funding | October 2018 |
| 29 | Year 2 Projects commence | April 2019 |
| 30 | Approval for Year 3 Projects and funding | October 2019 |
| 31 | Year 3 Projects commence | April 2020 |
| 32 | Decision required – replace or extend strategy | April 2020 |
| 33 | If extend - Approval for Year 4 Projects and funding | October 2020 |
| 34 | If replace – Strategy Complete | March 2021 |
| 35 | If replace – Strategy Review | April 2021 |
| 36 | If extend - Year 4 Projects commence | April 2021 |
| 37 | If extend - Approval for Year 5 Projects and funding | October 2021 |
| 38 | If extend - Year 5 Projects commence | April 2022 |

| <i>Milestone</i> | <i>Description / outcome</i> | <i>Target date</i> |
|------------------|-------------------------------|--------------------|
| 39 | If extend - Strategy Complete | March 2023 |
| 40 | If extend – Strategy Review | April 2023 |

DRAFT

17 RISKS

17.1 RISK REGISTER

The potential threats (anticipated risks) to the benefits of the programme, as they are currently understood, are given below.

| <i>Risk Number</i> | <i>Description</i> | <i>Likelihood</i> | <i>Impact</i> | <i>Initial Score</i> | <i>Risk owner</i> | <i>Control measures</i> | <i>Residual Risk Score</i> | <i>Action owner</i> |
|--------------------|--|-------------------|---------------|----------------------|-------------------|--|----------------------------|-----------------------|
| R001 | Management of complex inter-project dependencies | A Very High | 1 Major | A1 High | Programme Sponsor | Transformation Programme Board and Programme Management Office | C1 Medium | Programme Manager |
| R002 | Failure to gain agreement on Cloud Hosting funding | A Very High | 1 Major | A1 High | Programme Sponsor | Transformation Programme Board, provision of alternative options | C2 Medium | Director of Resources |
| R003 | Failure to gain agreement on Office 365 funding | A Very High | 1 Major | A1 High | Programme Sponsor | Transformation Programme Board | D2 Low | Director of Resources |
| R004 | Insufficient officer capacity or capability | A Very High | 1 Major | A1 High | Programme Sponsor | Recruit temporary additional capacity to manage key deliverables | C2 Medium | Programme Manager |
| R005 | Disruption to ICT operations during building works | A Very High | 1 Major | A1 High | Programme Sponsor | Adoption of Cloud hosting | B1 High | Director of Resources |

| <i>Risk Number</i> | <i>Description</i> | <i>Likelihood</i> | <i>Impact</i> | <i>Initial Score</i> | <i>Risk owner</i> | <i>Control measures</i> | <i>Residual Risk Score</i> | <i>Action owner</i> |
|--------------------|--|-------------------|---------------|----------------------|-------------------|--|----------------------------|----------------------------|
| R006 | Unforeseen increases in project costs (including Brexit Currency fluctuations) | A Very High | 1 Major | A1 High | Programme Sponsor | Careful financial management | C2 Medium | Programme Manager |
| R007 | Adequate financial resources | B High | 1 Major | B1 High | Programme Sponsor | Prudent financial planning | C1 Medium | Director of Resources |
| R008 | Resistant organisational culture | B High | 1 Major | B1 High | Programme Sponsor | Good communications and stakeholder engagement | A4 Low | Programme Sponsor |
| R009 | Unplanned projects diverting resources or funding | B High | 1 Major | B1 High | Programme Sponsor | Good communications and stakeholder engagement | A3 Medium | Programme Manager |
| R010 | ICT eventual location not in Epping | B High | 1 Major | B1 High | Programme Sponsor | Full involvement in Accommodation review | C1 Medium | Chief Executive |
| R011 | Failure to implement Single ICT Team and Matrix Management | B High | 1 Major | B1 High | Programme Sponsor | Full involvement in Accommodation review | D2 Low | Chief Executive |
| R012 | Express Elections not suitable for offsite hosting | B High | 2 High | B2 High | Programme Sponsor | Discussion with suppliers, residual hosting capacity on site | A4 Low | ICT Infrastructure Manager |

| Risk Number | Description | Likelihood | Impact | Initial Score | Risk owner | Control measures | Residual Risk Score | Action owner |
|-------------|---|---------------|------------|---------------|-------------------|--|---------------------|-------------------|
| R013 | Failure to agree on Laptop Security Model | C Moderate | 1 Major | C1 Medium | Programme Sponsor | Early discussion with Security Team | D1 Low | Programme Sponsor |
| R014 | Inadequate ICT Office accommodation and storage and build space | A | 2 | A2 High | Programme Sponsor | Full involvement in Accommodation review | B2 High | Programme Sponsor |
| R015 | Brexit impact on Data Hosting | A | 1 | A1 High | Programme Sponsor | Review of all Hosting arrangements | D1 Low | Programme Manager |

17.2 INITIAL RISK MATRIX

| Likelihood | | | | |
|-------------|-----------------|---------|--------------|--|
| A Very High | | | | R001, R002 R003, R004 R005, R006 R015 |
| B High | | | R012 R014 | R007, R008 R009, R010 R011 |
| C Medium | | | | R013 |
| D Low | | | | |
| | 4 Insignificant | 3 Minor | 2 Moderate | 1 Major |
| | Impact | | | |

17.3 RESIDUAL RISK MATRIX

| Likelihood | | | | |
|-------------|-----------------|---------|----------------------|----------------------|
| A Very High | R008 R012 | R009 | | |
| B High | | | R014 | R005 |
| C Medium | | | R002 R004 R006 | R001 R007 R010 |
| D Low | | | R003 R011 | R013 R015 |
| | 4 Insignificant | 3 Minor | 2 Moderate | 1 Major |
| | Impact | | | |

18 ISSUES

The current issues (threats) to the benefits of the programme, as they are currently understood, are given below.

| Description | Issue Owner | Action | Action Owner |
|---|---|---|---|
| Interaction with the Corporate Plan | Programme Manager | Ensure co-ordination with the Corporate Plan | Head of Transformation |
| Reprographics Service Review [P050] | Programme Manager | Ensure co-ordination with this project | Assistant Director, Human Resources |
| Interdependence with the Workforce Development Programme [P106] | Programme Manager | Ensure co-ordination with this programme, specifically the flexible and Home Working policy | Assistant Director, Human Resources |
| Interdependence with Service Accommodation Programme [P160] | Assistant Director, ICT and Facilities Management | Ensure co-ordination with this programme | Assistant Director, ICT and Facilities Management |
| Delivery of Post scanning project | Programme Manager | Ensure co-ordination with this project | Project Manager P043 |
| Delivery of Back scanning | Programme Manager | Ensure co-ordination with this programme | Programme Manager, Back scanning (TBC) |
| Availability of Bulk Printing capability | Programme Manager | Part of Reprographics Service Review, lack of capability will lead to inability to move to overnight batch printing | Project Manager P043 |
| Management of Outgoing Post | Programme Manager | Part of Reprographics Service Review, lack of capability will lead to inability to move to overnight batch printing | Project Manager P043 |

| Description | Issue Owner | Action | Action Owner |
|--|-------------------|--|-------------------------------------|
| Work from home desk and other equipment provision | Programme Manager | Ensure co-ordination of policy | Assistant Director, Human Resources |
| Indexing Process adopted | Programme Manager | Ensure co-ordination with this project | Project Manager P043 |
| Staff Training/ Leadership/Management style (People Strategy P106) | Programme Manager | Ensure co-ordination with this programme | Assistant Director, Human Resources |
| PM Training/Framework | Programme Manager | Ensure compliance with Corporate Framework | Head of Transformation |

19 FINANCIAL INFORMATION

These figures make use of the assumptions outlined in section 11.

19.1 INCOME

| Estimated financial income – capital (£,000s) | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| Nil | Nil | Nil | Nil | Nil | Nil | Nil | |
| Totals | | | | | | | |

19.2 SAVINGS

| Estimated financial savings – revenue (£,000s) | | | | | | | |
|--|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| CS1/CS2 Running Costs (B1.01) | | | | | | | |
| Software Licensing Savings (B1.02) | 0 | £6,000 | £18,200 | £18,200 | £18,200 | £18,200 | £78,800 |
| Electric Van (B1.05) | | £9,000 | £9,000 | £9,000 | £9,000 | £9,000 | £45,000 |
| Bulk Laptop Purchasing (B1.06) –Capital replacement of revenue budget | | £7,360 | £7,360 | £7,360 | £7,360 | £7,360 | £36,800 |
| ICT Accommodation Costs (B1.07) | £5,000 | £30,000 | £50,000 | £63,737 | £63,737 | £63,737 | £276,211 |
| Bulk Desktop equipment purchasing (B1.08) –Capital replacement of revenue budget | | £5,400 | £5,400 | £5,400 | £5,400 | £5,400 | £27,000 |
| Blackberry Review (B1.09) | | | £24,000 | £24,000 | £24,000 | £24,000 | £96,000 |
| Line Termination (B1.14) | | £7,474 | £7,474 | £7,474 | £7,474 | £7,474 | £37,370 |
| Replacement of desk phones with softphones | | £5,000 | £5,000 | £5,000 | £5,000 | £5,000 | £25,000 |
| Totals | £5,000 | £70,234 | £126,434 | £140,171 | £140,171 | £140,171 | £622,181 |

19.3 CAPITAL

| Estimated financial costs – capital | | | | | | | |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T0.01.01 | £6,000 | | | | | | £6,000 |
| T0.01.05 | £2,125 | | | | | | £2,125 |
| T0.01.07 | £14,000 | | | | | | £14,000 |
| T0.01.08 | £16,600 | | | | | | £16,600 |
| T0.01.09 | £5,000 | | | | | | £5,000 |
| T0.01.10 | £5,000 | | | | | | £5,000 |
| T0.01.11 | £3,000 | | | | | | £3,000 |
| T0.02.07 | £10,000 | | | | | | £10,000 |
| T0.03.01 | £10,000 | | | | | | £10,000 |
| T0.03.06 | £5,000 | | | | | | £5,000 |
| T0.04.03 | £5,000 | | | | | | £5,000 |

| Estimated financial costs – capital | | | | | | | |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T0.04.04 | £8,000 | | | | | | £8,000 |
| T0.05.01 | £3,000 | | | | | | £3,000 |
| T1.01.01 | | £10,000 | | | | | £10,000 |
| T1.02.03 | £12,000 | | | | | | £12,000 |
| T1.02.04 | | £12,000 | | | | | £12,000 |
| T1.02.05 | | £12,000 | | | | | £12,000 |
| T1.02.07 | | £12,000 | | | | | £12,000 |
| T1.03.01 | | £5,000 | | | | | £5,000 |
| T1.03.02 | | £5,000 | | | | | £5,000 |
| T1.04.02 | | | £5,000 | | | | £5,000 |
| T2.01.01 | £10,000 | | | | | | £10,000 |
| T2.01.02 | £24,000 | | | | | | £24,000 |

| Estimated financial costs – capital | | | | | | | |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T2.02.02 | £25,000 | | | | | | £25,000 |
| T2.03.01 | | £37,800 | | | | | £37,800 |
| T2.03.02 | £15,000 | | | | | | £15,000 |
| T2.03.03 | | £25,000 | | | | | £25,000 |
| T3.01.01 | | £20,000 | | | | | £20,000 |
| T4.02.01 | | £10,000 | | | | | £10,000 |
| T4.02.02 | | £2,000 | | | | | £2,000 |
| T4.02.03 | | | £10,000 | | | | £10,000 |
| T4.02.04 | | | £10,000 | | | | £10,000 |
| T4.02.05 | | | | £10,000 | | | £10,000 |
| T4.02.06 | | | | £10,000 | | | £10,000 |
| T4.03.05 | | | | £10,000 | | | £10,000 |

| Estimated financial costs – capital | | | | | | | |
|-------------------------------------|----------------|----------------|---------------------|----------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T4.03.06 | | | | £10,000 | | | £10,000 |
| T4.03.07 | | | | £10,000 | | | £10,000 |
| T5.03.03 | | £10,000 | | | | | £10,000 |
| T5.03.04 | | £30,000 | | | | | £30,000 |
| T5.03.05 | | | | £10,000 | | | £10,000 |
| T6.01.04 | | £5,000 | | | | | £5,000 |
| T6.01.05 | | £255,000 | £10,000 | £10,000 | £10,000 | £255,000 | £540,000 |
| T6.01.06 | | | | £106,463 | £10,000 | £10,000 | £126,463 |
| T6.01.07 | | £10,000 | £10,000 | £10,000 | £10,000 | £10,000 | £50,000 |
| T6.01.08 | | | October 2018 Bid | | | | £0 |
| T6.02.01 | | | | | | | £0 |

| Estimated financial costs – capital | | | | | | | |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T6.02.02 | | £10,000 | | | | | £10,000 |
| T6.02.08 | | | | £30,000 | | | £30,000 |
| T6.02.09 | | £5,000 | | | | | £5,000 |
| T6.02.10 | | £5,000 | | | | | £5,000 |
| T6.02.11 | | | | £15,000 | | | £15,000 |
| T6.02.12 | | | | £20,000 | | | £20,000 |
| T6.02.13 | | | | TBC | | | £0 |
| T6.02.14 | | | | TBC | | | £0 |
| T6.02.15 | | | | TBC | | | £0 |
| T6.02.16 | | | | TBC | | | £0 |
| T6.02.17 | | | | £5,000 | | | £5,000 |
| T6.02.18 | | | | £10,000 | | | £10,000 |

| Estimated financial costs – capital | | | | | | | |
|-------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T6.02.19 | | £45,000 | | | | | £45,000 |
| T6.02.20 | | £25,000 | | | | | £25,000 |
| T6.04.02 | | £5,000 | | | | | £5,000 |
| T6.05.01 | | £4,350 | | | | | £4,350 |
| T6.05.02 | | | | October 2019 Bid | | | £0 |
| T6.05.03 | | | | October 2019 Bid | | | £0 |
| T6.05.04 | | | | October 2019 Bid | | | £0 |
| T6.07.05 | | £20,000 | | | | | £20,000 |
| T6.07.06 | | £5,000 | | | | | £5,000 |
| T6.09.09 | £4,000 | | | | | | £4,000 |

| Estimated financial costs – capital | | | | | | | |
|-------------------------------------|----------------|----------------|----------------|---------------------------------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T6.09.10 | | | | £1,000 | | | £1,000 |
| T6.10.01 | | | | Corporate Accommodation project | | | £0 |
| T8.03.01 | £20,000 | | | | | | £20,000 |
| T9.01.04 | | £50,000 | £50,000 | £50,000 | £50,000 | £50,000 | £250,000 |
| | £202,725 | £635,150 | £95,000 | £317,463 | £80,000 | £325,000 | £1,655,338 |

19.4 DDF

| Estimated financial costs – DDF | | | | | | | |
|---------------------------------|----------------|-----------------|----------------|----------------|----------------|----------------|-----------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T0.01.06 | | £5,000 | | | | | £5,000 |
| T0.01.14 | | £20,000 | | | | | £20,000 |
| T0.02.03 | £5,000 | | | | | | £5,000 |
| T0.03.01 | | £10,000 | | | | | £10,000 |
| T0.03.02 | | £3,000 | | | | | £3,000 |
| T0.03.03 | | £2,000 | | | | | £2,000 |
| T5.03.02 | | £10,000 | | | | | £10,000 |
| T9.01.06 | | £60,000 | | | | | £60,000 |
| Total | £5,000 | £128,500 | £18,500 | £18,500 | £18,500 | £18,500 | £207,500 |

19.5 REVENUE

Estimated financial costs – revenue growth compared to 2017/18 Original budgets.

| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| T0.01.05 | £384 | £768 | £768 | £768 | £768 | £768 | £4,224 |
| T0.01.10 | £1,000 | £1,000 | £1,000 | £1,000 | £1,000 | £1,000 | £6,000 |
| T0.01.11 | £600 | £600 | £600 | £600 | £600 | £600 | £3,600 |
| T0.02.09 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £12,000 |
| T0.04.03 | £1,000 | £1,000 | £1,000 | £1,000 | £1,000 | £1,000 | £6,000 |
| T0.04.04 | £1,600 | £1,600 | £1,600 | £1,600 | £1,600 | £1,600 | £9,600 |
| T1.02.03 | £1,600 | £3,125 | £3,125 | £3,125 | £3,125 | £3,125 | £17,225 |
| T1.02.04 | | £3,125 | £3,125 | £3,125 | £3,125 | £3,125 | £15,625 |
| T1.02.05 | | £3,125 | £3,125 | £3,125 | £3,125 | £3,125 | £15,625 |
| T1.02.07 | | £3,125 | £3,125 | £3,125 | £3,125 | £3,125 | £15,625 |
| T2.03.01 (estimated) | | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £10,000 |

| Estimated financial costs – revenue growth compared to 2017/18 Original budgets. | | | | | | | |
|---|----------------|--|----------------|----------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T2.03.03 (estimated) | | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £10,000 |
| T2.04.03 | £1,000 | £2,000 | £2,000 | £2,000 | £2,000 | £2,000 | £11,000 |
| T3.02.02 | | £600 | £1,200 | £1,800 | £1,800 | £1,800 | £7,200 |
| T3.02.03 | | £600 | £1,200 | £1,800 | £1,800 | £1,800 | £7,200 |
| T5.02.01 | | £117,000 | £117,000 | £117,000 | £117,000 | £117,000 | £585,000 |
| T5.03.04 | | £3,000 | £3,000 | £3,000 | £3,000 | £3,000 | £15,000 |
| T6.01.08 | | This project will be costed out and bid for in the October 2018 Funding report | | | | | |
| T6.02.01 (this an indicative cost, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | £300,000 | £300,000 | £300,000 | £900,000 |
| T6.02.04 Figures to be confirmed October 2019 | | | | TBC | TBC | TBC | £0 |
| T6.02.05 Figures to be confirmed October 2018 | | | TBC | TBC | TBC | TBC | £0 |
| T6.02.06 | | 21000 | 21000 | 21000 | 21000 | 21000 | £105,000 |

| Estimated financial costs – revenue growth compared to 2017/18 Original budgets. | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T6.02.07 | | 27300 | 27300 | 27300 | 27300 | 27300 | £136,500 |
| T6.02.08 (this an indicative cost, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | £40,000 | £40,000 | £40,000 | £120,000 |
| T6.02.09 | | £15,000 | £15,000 | £15,000 | £15,000 | £15,000 | £75,000 |
| T6.02.10 | | £1,500 | £1,500 | £1,500 | £1,500 | £1,500 | £7,500 |
| T6.02.11 (this an indicative cost, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | £20,000 | £20,000 | £20,000 | £60,000 |
| T6.02.12 (this an indicative cost, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | £40,000 | £40,000 | £40,000 | £120,000 |
| T6.02.13 (no costs yet, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | TBC | TBC | TBC | £0 |
| T6.02.14 (no costs yet, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | TBC | TBC | TBC | £0 |

| Estimated financial costs – revenue growth compared to 2017/18 Original budgets. | | | | | | | |
|---|----------------|----------------|----------------|--|----------------|----------------|--------------|
| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
| T6.02.15 (no costs yet, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | TBC | TBC | TBC | £0 |
| T6.02.16 (no costs yet, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | TBC | TBC | TBC | £0 |
| T6.02.17 (this an indicative cost, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | £5,000 | £5,000 | £5,000 | £15,000 |
| T6.02.18 (this an indicative cost, further investigation is ongoing, funding may not be required, or may be deferred to 2020/21 depending on member decision) | | | | £40,000 | £40,000 | £40,000 | £120,000 |
| T6.02.23 | | £45,000 | £45,000 | £45,000 | £45,000 | £45,000 | £225,000 |
| T6.03.01 | | £20,000 | £20,000 | £20,000 | £20,000 | £20,000 | £100,000 |
| T6.04.03 | | | TBC | TBC | TBC | TBC | £0 |
| T6.05.01 | | £1,600 | £1,600 | £1,600 | £1,600 | £1,600 | £8,000 |
| T6.05.02 | | | | This project will be costed out and bid for in the October 2019 Funding report | | | £0 |

Estimated financial costs – revenue growth compared to 2017/18 Original budgets.

| <i>Description</i> | <i>2017/18</i> | <i>2018/19</i> | <i>2019/20</i> | <i>2020/21</i> | <i>2021/22</i> | <i>2022/23</i> | <i>Total</i> |
|--------------------|----------------|----------------|----------------|--|----------------|----------------|--------------|
| T6.05.04 | | | | This project will be costed out and bid for in the October 2019 Funding report | | | £0 |
| T6.10.01 | | | | If required this would form part of the accommodation project costs | | | £0 |
| T7.01.03 | | £3,000 | £3,000 | £3,000 | £3,000 | £3,000 | £15,000 |
| T7.02.03 | | £17,520 | £17,520 | £17,520 | £17,520 | £17,520 | £87,600 |
| T8.01.01 | | £39,600 | £39,600 | £39,600 | £39,600 | £39,600 | £198,000 |
| T8.03.01 | | 3000 | 3000 | 3000 | 3000 | 3000 | £15,000 |
| T9.01.02 | | £20,000 | £20,000 | £20,000 | £20,000 | £20,000 | £100,000 |
| Totals | £9,184 | £361,188 | £362,388 | £808,588 | £808,588 | £808,588 | £3,158,524 |

20 STAKEHOLDER SUMMARY

The following are stakeholder groups for the programme.

| <i>Stakeholder</i> | <i>Needs</i> | <i>Engagement / communications</i> |
|----------------------|--|---|
| Customers | Information about new service provision or changes to existing services | Timely updates to customer facing information, undertaken by the Customer Service Programme (P001). |
| Partners | To be informed of major changes in systems which impact | Via respective partner liaison officers. |
| Staff | To be engaged in the programme | Staff workshops. Intranet, District Lines and email updates. |
| Leadership Team | To be engaged in the design specification. To be briefed on the programme plan. | Workshops. Regular briefings through Leadership Team. |
| Cabinet | To approve the programme, plan and associated funding. To monitor the programme. To review the return on investment. | Cabinet Reports. Highlight Reports. Cabinet Reports. |
| Council | To be informed of the programme and approve any funding as required. | Reports as required. |
| Other | Contractors and Suppliers To be kept informed. | Via contract meetings as required |
| ICT Project Managers | Information about co-ordination of their projects within the overall programme | Regular meetings to ensure two-way communication of relevant issues |

21 PROGRAMME INFORMATION

Programme documentation that is currently available or will be produced later in the programme

| <i>Title</i> | <i>Purpose</i> | <i>Owner</i> | <i>Date</i> |
|---------------------------------------|--|--------------|---------------|
| Document 0 - Executive Summary | Brief outline of Approved Strategy | S Bacon | November 2017 |
| Document 1 – Core Document | Full version of Strategy expanded from PDD | S Bacon | November 2017 |
| Document 2 – Project Register 2018/19 | Project Register for Year 1 2018/19 | S Bacon | April 2018 |
| Document 2 – Project Register 2019/20 | Project Register for Year 2 2019/20 | S Bacon | April 2019 |
| Document 2 – Project Register 2020/21 | Project Register for Year 3 2020/21 | S Bacon | April 2020 |
| Document 2 – Project Register 2021/22 | Project Register for Year 4 2021/22 | S Bacon | April 2021 |
| Document 2 – Project Register 2022/23 | Project Register for Year 5 2022/23 | S Bacon | April 2022 |
| Document 3 – Review 2018/19 | Annual Review for Year 1 2018/19 | S Bacon | April 2019 |
| Document 3 – Review 2019/20 | Annual Review for Year 2 2019/20 | S Bacon | April 2020 |
| Document 3 – Review 2020/21 | Annual Review for Year 3 2020/21 | S Bacon | April 2021 |
| Document 3 – Review 2021/22 | Annual Review for Year 4 2021/22 | S Bacon | April 2022 |
| Document 3 – Review 2022/23 | Annual Review for Year 5 2022/23 | S Bacon | April 2023 |

22 PROGRAMME APPROVAL

Approval for this Programme is as below:

| <i>Role</i> | <i>Name / signature</i> | <i>Date</i> | <i>Version</i> |
|--|-------------------------|-------------|----------------|
| Cabinet | | 9/11/17 | 0.99 |
| Transformation Programme Board | | 4/10/17 | 0.96T |
| Transformation Programme Management Office | | 3/10/17 | 0.94 |
| Programme sponsor | Dave Newton | 10/10/17 | 0.99 |
| Programme manager | Steve Bacon | 10/10/17 | 0.99 |

23 VERSION CONTROL

The version history and distribution of this document is as below:

| <i>Version</i> | <i>Date</i> | <i>Author</i> | <i>Nature of / reason for change</i> |
|----------------|-------------|---------------|--|
| 0.1 | July 17 | Steve Bacon | Skeleton |
| 0.2 | 3/8/17 | Steve Bacon | First draft for review |
| 0.3 | 8/8/17 | 8/8/17 | Updated |
| 0.4 | 10/8/17 | Steve Bacon | Reformatted |
| 0.5 | 11/8/17 | Steve Bacon | Added content |
| 0.6 | 15/8/17 | Steve Bacon | Added content |
| 0.7 | 16/8/17 | Steve Bacon | Added content and costs |
| 0.9 | 18/8/17 | Steve Bacon | Discussion Draft for BP/DN |
| 0.91 | 29/8/17 | Steve Bacon | Cumulative changes to 25/8/17 |
| 0.92 | 1/9/17 | Steve Bacon | Cumulative changes to 31/8/17 + Glossary expanded |
| 0.93 | 7/9/17 | Steve Bacon | Cumulative changes to 7/9/17 including BP amendments |
| 0.94 | 13/9/17 | Steve Bacon | Cumulative changes to 13/9/17 including AL and DB amendments |

| | | | |
|-------|----------|-------------|---|
| 0.95 | 15/9/17 | Steve Bacon | Amendments to hosting |
| 0.96 | 20/9/17 | Steve Bacon | Timeline amendments after PMO and OS amendments. Added Intro, more costings |
| 0.96T | 28/9/17 | Steve Bacon | 0.96 Reformatted for TPB |
| 0.97 | 29/9/17 | Steve Bacon | PMO Comments received to date |
| 0.98 | 5/10/17 | Steve Bacon | Final PMO and TPB comments, revised costings. |
| 0.99 | 10/10/17 | Steve Bacon | Additional PMO comments, adjusted financials after accountancy discussion. |

24 DISTRIBUTION

Distribution of this document is as below:

| <i>Role</i> | <i>Name</i> | <i>Date</i> | <i>Version</i> |
|------------------------|--------------|-------------|----------------|
| Project Sponsor | Dave Newton | 1/8/17 | 0.1 |
| Corporate PMO | David Bailey | 1/8/17 | 0.1 |
| Project Sponsor | Dave Newton | 10/8/17 | 0.3 |
| Project Sponsor | Dave Newton | 15/8/17 | 0.6 |
| Project Sponsor | Dave Newton | 18/8/17 | 0.9 |
| Director of Resources | Bob Palmer | 25/8/17 | 0.9 |
| Director of Resources | Bob Palmer | 29/8/17 | 0.91 |
| Head of Transformation | David Bailey | 29/8/17 | 0.91 |
| Project Sponsor | Dave Newton | 29/8/17 | 0.91 |
| Portfolio Holder | Alan Lion | 7/9/17 | 0.93 |
| Project Sponsor | Dave Newton | 7/9/17 | 0.93 |
| Director of Resources | Bob Palmer | 7/9/17 | 0.93 |
| Transformation PMO | Various | 10/9/17 | 0.93 |

| | | | |
|---|---------------|----------|-------|
| Transformation PMO | Various | 14/9/17 | 0.94 |
| TPB | Various | 28/9/17 | 0.96T |
| ICT Staff | Various | 2/10/17 | 0.97 |
| Assistant Director Accountancy | Peter Maddock | 10/10/17 | 0.98 |
| Cabinet/Resources Select Committee | Various | 10/10/17 | 0.99 |
| ICT Staff | Various | 11/10/17 | 0.99 |
| Transformation Board, Transformation PMO, ICT PMO | Various | 11/10/17 | 0.99 |

25 AFTERWORD

The efficient use of ICT is one of the most cost-effective means that the Council can use to meet the challenges that it faces. It is critical that the management of our systems and infrastructure, and the investment in technology is based upon sound business decisions that result in cost effective solutions being implemented to support our services. We must also look at the balance of our funding from capital to revenue funding due to changes in how software is supplied and licensed as more software moves to a subscription model (i.e. cloud based).

This will ensure that investment in technology continues to be timely and appropriate and is made in systems and solutions that:

- Support the overall corporate objectives and deliver on corporate priorities,
- Achieve value for money
- Generate a return on investment
- Maintain essential Council services

Corporate ICT must retain and enhance the skills, capacity and expertise to provide the necessary challenge process, designed to question new proposals, identify savings and efficiencies and, more importantly, make sure that those savings are delivered by the deadline targets identified within the business case. It has never been more important than now to cut out waste and capitalise on every opportunity to reduce costs whilst enhancing efficiency.

25.1 WHAT ICT CAN DO

ICT cannot improve efficiency deliver change or break down silos on its own, but the services, systems and tools we offer can.

More so than ever, times are changing and work is becoming something you do, NOT somewhere you go!

25.1.1 WE CAN PROVIDE THE TOOLS NEEDED FOR CHANGE!

- ICT can provide the tools needed to facilitate, and support cultural change
- ICT can provide the tools to change the way you work, when you work and where you work

25.1.2 WE CAN ANALYSE PROCESS AND REQUIREMENTS

- ICT can assist in analysis of business processes to improve efficiency
- ICT will analyse your requirements to recommend the right software or hardware to meet your needs

25.1.3 WE CAN COMMUNICATE AND INVOLVE DIRECTORATES

- ICT can communicate with, and involve Directorates - if you let us
- ICT can produce a clear strategy - but only if you give us your input.

25.2 A SHARED VISION

A Shared Vision is essential for ensuring the successful delivery of the Technology Strategy:

- Aligning the organisations resources, people and systems to ensure this Technology Strategy is successful.
- Ensuring that the Strategy has full corporate buy-in, and is adopted, championed and implemented across the entire organisation
- Taking our people with us
- ICT will use all means at its disposal to ensure that this strategy is communicated to all staff and members, and that mechanisms are put in place to ensure that this is an ongoing process.

26 APPENDIX 1: CURRENT BLUEPRINT

26.1 WORKSTATIONS/STAFF

750+ Workstations

650 ICT Users

26.2 HARDWARE

200 Laptops

150 PCs

400 Thin Clients

26 MFDs

25 Legacy Printers

Smartphones

Host Servers

Virtual Servers

Citrix Servers

No Virtual Desktops

26.3 TELEPHONE SYSTEM

Hosted On site

600+ Handsets

20 Softphones

DRAFT

26.4 BUSINESS SYSTEMS

32 Operational Business Systems (Including VoIP Phone system)

7 Legacy Business Systems

69% Of Operational Systems Hosted on site

7% of Operational Systems Hosted on Cloud (PAAS)

21% of Operational Systems SAAS

3% Hybrid Onsite/SAAS

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|------------------|-------------------------------|---------------------------------|----------------------------|------------------------|------------|-----------------------------------|-------------------------|---------------------|
| Email | None | n/a | No | Exchange | On Premise | n/a | Blackberry | n/a |
| Email Archive | None | n/a | No | Mimecast | SAAS | n/a | Mimecast via Blackberry | n/a |
| VoIP Phones | None | No | No | ShoreTel | On Premise | n/a | ShoreTel | n/a |
| Procurement | Marketplace | Yes | No | Marketplace | SAAS | n/a | None | Marketplace |
| Accountancy | None | No | No | CIPFA Asset Management | SAAS | No | None | None |
| | | | | Business Objects | On Premise | | | |
| | | | | eFinancials | On Premise | | | |
| Invoices/Debtors | None | No | No | Northgate AIMS | On Premise | n/a | None | None |
| Council Tax/NDR | Advantage | Yes | Advantage | Capita Academy | On Premise | No | Academy Mobile | I@W |

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|------------------------------|---------------------------------|---------------------------------|----------------------------|--------------------------------|------------|-----------------------------------|------------------|--------------------------------|
| Benefits | Victoria Forms | No | No | | On Premise | No | | I@W |
| | None | No | No | Orbis* | On Premise | No | None | None |
| Building Control | Submit a Plan & Planning Portal | No | BC Explorer | Northgate M3 Land & Property | On Premise | Yes | Northgate Mobile | I@W |
| Development Control | Planning Portal | Yes | Planning Explorer | | On Premise | Yes | | I@W |
| Land Charges | None | No | None | * | On Premise | Yes | No requirement | None |
| Land Charges | None | No | None | Plantech* | On Premise | No | No requirement | None |
| Environmental System Archive | None | No | None | * | On Premise | No | No requirement | |
| Waste | Achieve Forms | Yes | ESRI | Northgate M3 Public Protection | On Premise | Yes | ESRI | Northgate M3 Public Protection |
| ASB | Achieve Forms | Yes | No | | On Premise | Yes | None | |
| Environmental Health | None | No | No | | On Premise | Yes | None | |
| Licensing | Via Gov.uk | No | No | | On Premise | Yes | None | |
| Grounds Maintenance | None | No | No | PB Confirm | On Premise | No | PB Confirm | None |
| Estates | None | No | No | Grosvenor Propman | On Premise | Data Matched | None | None |

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|----------------------------|-------------------------------|---------------------------------|----------------------------|-------------------|------------|-----------------------------------|---|---------------------|
| Housing | Locata | No | No | Northgate OHMS | On Premise | No | None | I@W (Archive only) |
| | Homeswapper | No | No | | | | | |
| Housing Repairs | Mears (app only) | Yes | No | | On Premise | No | Mears | None |
| Legal | None | No | No | Tricostar | On Premise | No | None | Tricostar |
| | | | | | | | | I@W (Archive only) |
| Fraud | Achieve Forms | No | No | Northgate FIMS | On Premise | No | None | None |
| ICT & FM | House on the Hill | Yes | Yes | House on the Hill | On Premise | n/a | House on the Hill via Blackberry Access | House on the Hill |
| | Metacompliance | Yes | Yes | Metacompliance | On Premise | n/a | n/a | n/a |
| Performance Management | None | No | No | Ten | On Premise | n/a | None | None |
| Project/Program Management | None | No | No | None | On Premise | n/a | None | None |
| Elections | Via Gov.uk | No | No | Express Elections | On Premise | Data Matched | None | Express Elections |
| Committee Management | Mod.gov | Yes | Yes | Mod.gov | SAAS | n/a | Mod.gov | Mod.gov |
| Bookings | Achieve Forms | Yes | Yes | Achieve Forms | SAAS | Yes | None | None |

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|-----------------------------|-------------------------------|---------------------------------|----------------------------|--|------------------|-----------------------------------|-----------------|---------------------|
| HR & Payroll | Achieve Forms | No | No | iTrent | SAAS | n/a | Built in | None |
| | iTrent | Yes | Yes | | | | | None |
| | None | No | No | Payroll Plus* | On Premise | n/a | None | None |
| | None | No | No | KCS* | On Premise | n/a | None | None |
| | None | No | No | Snowdrop* | On Premise | n/a | None | None |
| Customer Contact | Achieve Forms | Some | Some | Achieve Forms | SAAS | Yes | Achieve Forms | Achieve Forms |
| | Achieve Service | Yes | Yes | Achieve Service | SAAS | No | Achieve Service | Achieve Service |
| FOI | Achieve Forms | No | No | Northgate, I@W | On Premise | No | None | I@W |
| Cashiers | Capita Pay 360 | Yes | Yes | Capita Pay 360 | On Premise | n/a | Capita Pay 360 | None |
| Gazetteer | None | No | No | Northgate BS7666 | On Premise | Yes | None | None |
| Street Naming and Numbering | None | No | Yes | Bespoke I@W Implementation with Reporting Services | On Premise | Yes | None | I@W |
| Mapping/GIS | ESRI Arc GIS online | Yes | Yes | ESRI Arc GIS | On Premise/ SAAS | Yes | ESRI | None |
| | | | | Mapinfo Pro | On Premise | Yes | None | None |
| Website | n/a | n/a | n/a | Joomla | PAAS | n/a | Joomla | Joomla |

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|----------|-------------------------------|---------------------------------|----------------------------|-----------------|------------|-----------------------------------|-----------------------|---------------------|
| | | | | Wordpress | PAAS | n/a | Wordpress | Wordpress |
| Intranet | n/a | n/a | n/a | Joomla 1.5 | On Premise | n/a | Joomla via Blackberry | Joomla |

*Legacy (Non-Operational) System

26.5 DOCUMENT MANAGEMENT

I@W

Dispersed Scanning Teams

Timebase

26.6 EMAIL

Hosted on Premise

No resilient Solution

Mimecast Email Archive and Large File Send only

Remote access to email and archive via BlackBerry Work/Access

26.7 OFFICE SOFTWARE

Office 2010

Joomla Intranet

26.8 COLLABORATION TOOLS

ShoreTel Voice Conferencing

ShoreTel Video Conferencing

26.9 STORAGE

On Premise

26.10 CONNECTIVITY

Single 1 GB Connection for Data

Single SIP Trunk

Staff/Visitor Wi-Fi covering Key Sites

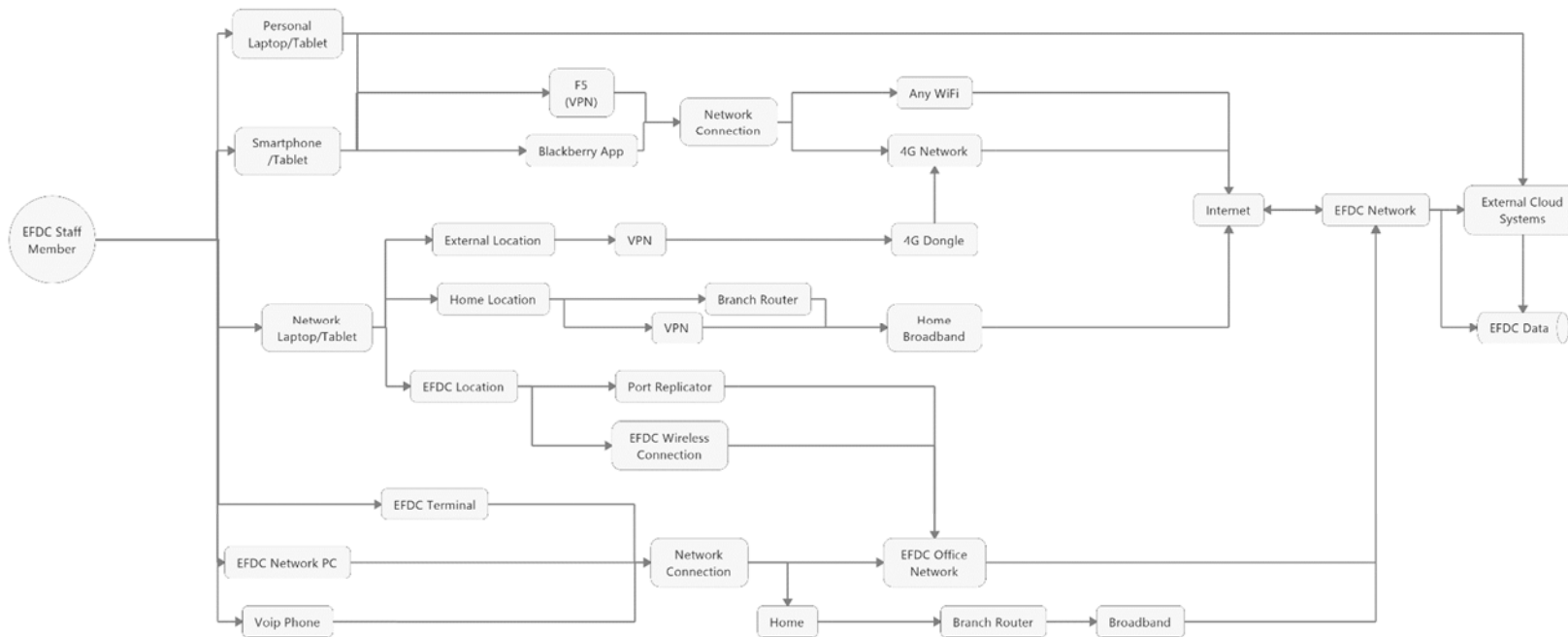
No Public Wi-Fi other than Norway House

DRAFT

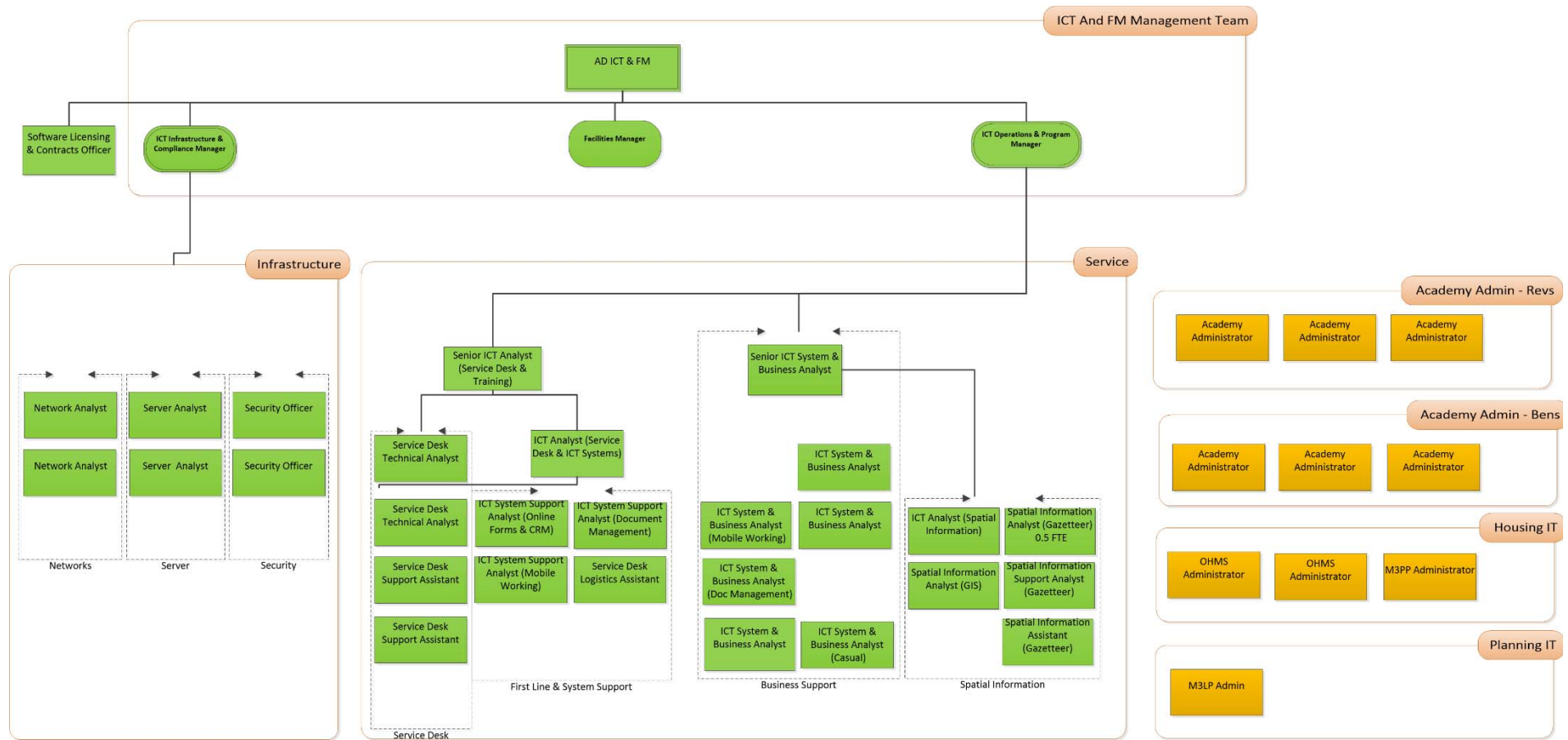
26.11 REMOTE ACCESS

F5 VPN

Aerohive Branch Routers



26.12 ICT STRUCTURE



27 APPENDIX 2: FUTURE BLUEPRINT 2021

27.1 WORKSTATIONS/STAFF

420 Workstations across all sites

600 ICT Users

27.2 HARDWARE

500 Laptops/Mobile devices

25 PCs

75 Thin Clients

26 MFDs

5 Legacy Printers

Smartphones

Host Servers on cloud or in new reduced Server room within EFDC estate

Virtual Servers

Citrix Servers

Virtual Desktops

27.3 TELEPHONE SYSTEM

Hosted On cloud

c 300 via Softphone

c300 via Smartphone app

c50 Desk phones

27.4 BUSINESS SYSTEMS

28 Operational Business Systems (Including VoIP Phone system)

0 Legacy Business Systems

46% Of Operational Systems Hosted on EFDC Cloud (IAAS)

50% Of Operational Systems SAAS

4% Hybrid SAAS/PAAS

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|------------------|-------------------------------|---------------------------------|----------------------------|-------------------------------|---------|-----------------------------------|----------------|---------------------|
| Email | None | n/a | No | Exchange 365 | SAAS | n/a | Office 365 | n/a |
| Email Archive | None | n/a | No | Mimecast | SAAS | n/a | Mimecast | n/a |
| VoIP Phones | None | No | No | ShoreTel | IAAS | n/a | ShoreTel | n/a |
| Procurement | Marketplace | Yes | No | Marketplace | SAAS | n/a | None | Marketplace |
| Accountancy | None | No | No | CIPFA Asset Management | SAAS | No | None | I@W |
| | | | | SQL Server Reporting Services | IAAS | | | |
| | | | | eFinancials | IAAS | | | |
| Invoices/Debtors | None | No | No | eFinancials OR Capita Academy | IAAS | n/a | None | I@W |
| Council Tax/NDR | Advantage | Yes | Advantage | Capita Academy | IAAS | No | Academy Mobile | I@W |
| Benefits | Capita eStore | No | No | | IAAS | No | | I@W |

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|----------------------|-------------------------------|---------------------------------|----------------------------|-------------------|---------|-----------------------------------|------------------|---------------------|
| Building Control | Planning Portal/Assure | No | BC Explorer | Northgate Assure | IAAS | Yes | Northgate Mobile | I@W |
| Development Control | Planning Portal/Assure | Yes | Planning Explorer | | IAAS | Yes | | I@W |
| Land Charges | None | No | None | | IAAS | Yes | No requirement | I@W |
| Waste | Achieve Forms | Yes | ESRI | | IAAS | Yes | ESRI | I@W |
| ASB | Achieve Forms | Yes | No | | IAAS | Yes | None | I@W |
| Environmental Health | None | No | No | | IAAS | Yes | Northgate Mobile | I@W |
| Licensing | Via Gov.uk | No | No | | IAAS | Yes | None | I@W |
| Grounds Maintenance | None | No | No | | IAAS | No | Northgate Mobile | I@W |
| Estates | None | No | No | Grosvenor Propman | IAAS | Data Matched | None | I@W |
| Housing | Locata | No | No | Northgate OHMS | IAAS | No | None | I@W |
| | Homeswapper | No | No | | | | | |
| Housing Repairs | Mears (app only) | Yes | No | | IAAS | No | Mears | None |
| Legal | None | No | No | Tricostar | IAAS | No | None | Tricostar |

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|----------------------------|-------------------------------|---------------------------------|----------------------------|---------------------|---------|-----------------------------------|---|---------------------|
| | | | | | | | | I@W (Archive only) |
| Fraud | Achieve Forms | No | No | Northgate FIMS | IAAS | No | None | I@W |
| ICT & FM | House on the Hill | Yes | Yes | House on the Hill | SAAS | n/a | House on the Hill via Blackberry Access | House on the Hill |
| | Metacompliance | Yes | Yes | Metacompliance | SAAS | n/a | n/a | n/a |
| Performance Management | None | No | Yes | Pentana Performance | SAAS | n/a | Pentana Performance | Pentana Performance |
| Project/Program Management | None | No | Yes | | SAAS | n/a | | Pentana Performance |
| Elections | Via Gov.uk | No | No | Express Elections | IAAS | Data Matched | None | Express Elections |
| Committee Management | Mod.gov | Yes | Yes | Mod.gov | SAAS | n/a | Mod.gov | Mod.gov |
| Bookings | Bookings Live | Yes | Yes | Bookings Live | SAAS | Yes | None | None |
| HR & Payroll | iTrent | Yes | Yes | iTrent | SAAS | n/a | Built in | tbc |
| Customer Contact | Achieve Forms | Some | Some | Achieve Forms | SAAS | Yes | Achieve Forms | Achieve Forms |
| | Achieve Service | Yes | Yes | Achieve Service | SAAS | No | Achieve Service | Achieve Service |
| FOI | Vuellio | Yes | Yes | Vuellio | SAAS | No | None | Vuellio |

| Service | Online Customer Applications* | Customer data direct to system? | Back office Data online? * | Internal System | Hosting | System Integrated with Gazetteer? | Mobile Working | Document Management |
|-----------------------------|-------------------------------|---------------------------------|----------------------------|-----------------|------------------|-----------------------------------|----------------|---------------------|
| Cashiers | Capita Pay 360 | Yes | Yes | Capita Pay 360 | IAAS | n/a | Capita Pay 360 | None |
| Gazetteer | n/a | n/a | Yes | Aligned Assets | IAAS | Yes | ESRI | Achieve Forms |
| Street Naming and Numbering | Achieve Forms | Yes | Yes | | IAAS | Yes | ESRI | Achieve Forms |
| Mapping/GIS | ESRI Arc GIS online | Yes | Yes | ESRI Arc GIS | IAAS/SAAS Hybrid | Yes | ESRI | None |
| Website | n/a | n/a | n/a | Wordpress | PAAS | n/a | Wordpress | Wordpress |
| Intranet | n/a | n/a | n/a | SharePoint | SAAS | n/a | SharePoint App | SharePoint |

27.5 DOCUMENT MANAGEMENT

I@W

Dispersed Scanning Teams

27.6 EMAIL

Hosted on cloud – MS Office 365

Mimecast provides Resilience, Email Archive and Large File Send only

Remote access to email and archive via Office 365 Apps (Outlook) and Mimecast

27.7 OFFICE SOFTWARE

Office 2016+ (Current version via Office 365)

SharePoint Intranet

27.8 COLLABORATION TOOLS

SharePoint

MS Teams

Yammer

Skype for Business

GoToMeeting

ShoreTel Voice Conferencing

ShoreTel Video Conferencing

27.9 STORAGE

On Cloud – Microsoft SharePoint and One Drive, server storage held on EFDC Cloud.

27.10 CONNECTIVITY

Two 1 GB Connection (Minimum) for Data

Twin SIP Trunk

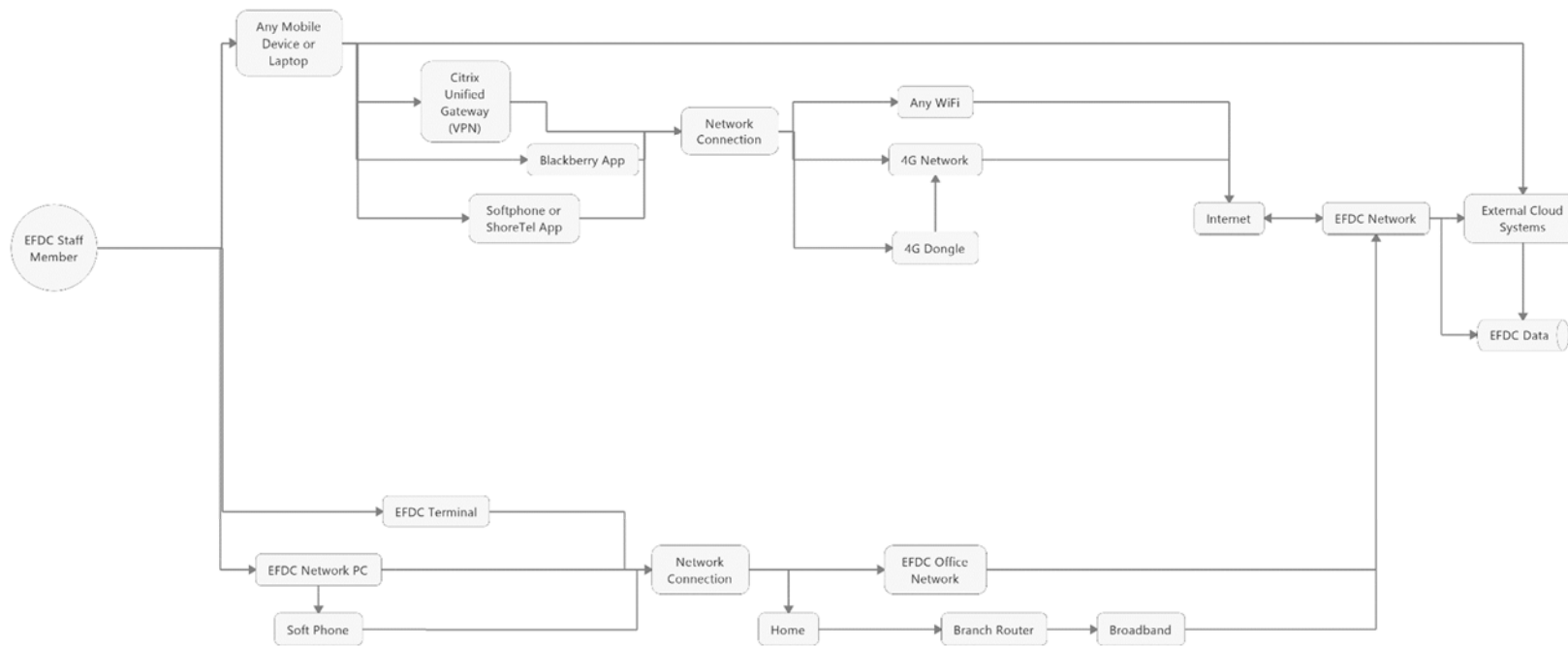
Staff/Visitor WIFI covering all office locations

Public WIFI at all relevant sites

27.11 REMOTE ACCESS

Citrix Unified Gateway VPN

Aerohive Branch Routers



27.12 ICT STRUCTURE

The ICT Structure is being considered by a separate Project (P172), and as such inclusion of the structure at this stage would be premature, this document will be updated when a new structure is agreed and available.

DRAFT

28 GLOSSARY OF TERMS

- Achieve Forms – Our corporate online forms solution
- Achieve Service – Our candidate corporate CRM
- Aerohive Branch Router – A remote working solution for home users that allows connection of an EFDC networked laptop directly to our Wireless network (they can also be used with a cabled connection to Terminals or other hardware)
- Android – Google’s Operating system used on Tablets and Smartphones
- Android Tablet – A tablet device running Android, these devices would only connect to our network using Blackberry or VPN.
- Application Support Team – Team in ICT that provides second line support for corporate applications and mobile working
- Batch Printing – batching small print jobs together to enable either overnight processing or use of higher volume printers.
- Blackberry Access – The software we use on smartphones and tablets for secure access to internal browser based systems (formerly called Good Access)
- Blackberry Work – The software we use on smartphones and tablets for secure access to email and files (formerly called Good Work)
- Bomgar – Tool used for remote access and support of user devices and servers
- Bookings Live – Our corporate online bookings system
- Bring Your Own Device (BYOD) - this allows employees to bring personally-owned devices, such as laptops, tablets or smartphones, to the workplace and to access company information and applications via those devices.
- Business Analyst (BA) – Former title for Generic ICT role for our team who provide second line support for Business systems and to the wider business. Their role should include Business analysis and process review, but much time is currently taken up by administration, and management and installation of upgrades. They provide the link between the business and ICT, and act as project leads for ICT. They have now been retitled System & Business Analysts to reflect their real role.
- Business System – The software used in Directorates to deliver business specific tasks (for example the Planning System – M3 LP) and Corporate Systems such as our Document Management System (Information@Work)
- Capita Academy – Our revenues and benefits system, and candidate corporate debtors’ system
- Capita Advantage Digital – The customer facing view of Academy
- Capita eStore – The online forms component for Academy
- Chromebook – Laptop running Chrome OS, relies on cloud or VPN to run its applications, these devices would only connect to our network using VPN.
- CIPFA Asset Management - SAAS Accounting asset management system
- Citrix – The system we used to deliver applications to user’s computers and over VPN
- Citrix Secure Gateway – A Citrix based system for VPN, providing a secure access gateway that provides remote access to the EFDC network via a secure link
- Citrix Unified Gateway – new name for Citrix Secure Gateway VPN solution, providing a secure access gateway that provides remote access to the EFDC network via a secure link
- Cloud hosting – location of core infrastructure or systems away from our premises, normally using a third party.

- Clustering – Working practice with workstations primarily designated for a team, with hot desking in operation within that team. Unused desks can be made available to other staff.
- Computer Suite 1 (CS1) – Our former computer suite located in Coder, now Mothballed
- Computer Suite 2 (CS2) – Our current computer suite located in the new building, now operational
- Covalent – SAAS Project and Performance management system, in use Corporately at EFDC, now called Pentana Performance
- CRM – Customer Relation Management System
- Dash – The view of Achieve Forms workflow for internal use
- Desktop virtualization - This is technology that centralizes desktops in the datacentre and delivers it to users on demand. It separates the hard-coded components of a corporate desktop, such as operating system or user profile, which allows IT to manage one instance of each and combine them to deliver a secure desktop to users
- 'Dirty' – A device which does not connect to our Corporate Network directly, but may still connect via VPN or Blackberry. EFDC is using the term 'Open' instead
- Endpoint security - refers to a methodology of network protection that requires devices on a corporate network to meet certain standards of compliance before access is granted.
- Enterprise app store - a virtual application storefront for enterprise employees. Users can access the enterprise app store from mobile or desktop devices and self-select the software and services they need to interact with to perform work and collaborate to accomplish enterprise objectives.
- Enterprise mobility - refers to a shift in business practices, where more employees work outside the office and require secure access to corporate data. This includes using mobile devices such as smartphones or tablets, as well as accessing cloud services, to conduct business.
- Enterprise mobility management (EMM) - focuses on the management of the increasing number of employees using mobile devices, including smartphones and tablets, to conduct business. EMM can refer to best practices or technologies required to maintain enterprise security as more employees use mobile devices to access corporate data.
- ESRI ArcGIS – Our corporate GIS solution
- ESRI Mobile Working – the mobile working solution that forms part of ESRI ArcGIS.
- Exchange – Microsoft's email server solution
- F5 – The software we use for VPN connections
- FAQ System – online tool for answering questions automatically, for both internal and external use
- First Line Support – The ICT Service Desk fills the role of First-Line Support at EFDC. Once end users contact the Service Desk, they attempt to collect as much information and diagnostics about the incident as possible, and resolve the issue on the spot, if possible. This will reduce resolution time for all minor incidents and first-time resolutions consequently increase end user satisfaction. First-Line Support staff within ITIL Incident Management will be managed by the Service Desk Supervisor, who will also serve as the escalation point, if needed. If First-Line Support is not able to resolve the incident right away, it will escalate the incident to Second-Line Support.
- Fourth Line Support - external providers and / or vendors.
- Gazetteer – System for managing addresses in the Council, this function is provided by the Spatial Information team.

- GDPR - General Data Protection Regulation, this a regulation to strengthen and unify data protection for all individuals within the European Union. It also addresses the export of personal data outside the EU. The primary objectives of the GDPR are to give control back to citizens and residents over their personal data and to simplify the regulatory environment for international business by unifying the regulation within the EU. When the GDPR takes effect, it will replace the data protection directive from 1995.
- GCSX – Government Connect Secure Extranet, our current provider for secure email
- Generic Import Module (GIM) – a module for Information@Work which automatically loads and indexes electronic files from a specified location
- Geographic Information System (GIS) – Mapping System (our currently ESRI ArcGIS), this function is provided by the Spatial Information team.
- Google Docs – Google’s competitor to Microsoft Office 365
- Home worker – member of staff who works at home (and potentially in the office too), but not normally in any other location type.
- Hot Desking – Working practice with workstations open to all staff to use on an ad hoc or booked basis, no reservation of space for teams.
- Hot Spot – A public access Wireless system in (for example) a coffee shop
- Information@Work (I@W) – Our corporate document management solution, I@W Enterprise is the browser based version (formerly called Aspect)
- Infrastructure as A Service (IAAS) – Cloud solution where we rent core infrastructure (and potentially servers attached to that)
- iOS – Apple’s Operating system used on Tablets and Smartphones
- Joomla – Our main website content management system
- Laptop – Traditional Windows based laptop with locally installed software
- Leadership Team - The Leadership Team, consisting of the Chief Executive, Directors and Assistant Directors has emerged as a key platform for ICT to use for communication and feedback. The Leadership team is a key component in the Council wide promotion of cultural change, and the breaking down of silos. The input from the Leadership team is crucial in ensuring the Strategy meets the needs of all service areas.
- Legacy Systems - Systems maintained for access to data only that are not in use
- Local area network (LAN) – connects a group of computers and other network devices in our office environment, giving users access to applications, cloud services, and other corporate resources.
- Matrix Management- for non-ICT staff who are involved in managing systems this would involve ICT managing the way system administrators manage their systems and allocating support calls to them, their normal tasking would come from the business via their line manager. For ICT System administration staff, this would involve line management from ICT, but business tasking and prioritisation coming from the business.
- Microsoft Office 2010 – Our current iteration of Office Software
- Microsoft Office 2016 – The current iteration of the traditional Office Software installation
- Microsoft Office 365 – The subscription based version of Microsoft Office, including the capabilities of Microsoft Office 2016 but also giving access to cloud based systems such as Exchange Online and SharePoint.
- Mimecast – Our current email archive solution, and future email resilience solution

- Mobile device management (MDM) - security software responsible for monitoring, securing and managing mobile devices, such as smartphones or tablets, deployed across the enterprise. MDM software is designed to optimize device functionality while protecting data across the corporate network.
- Mobile device security - protection of mobile devices deployed across the enterprise. Mobile device security is designed to extend the same protection and policy controls available on-premise to BYOD devices such as smartphones or tablets.
- Mobile worker – member of staff who works across a range of locations, including office and home, but also other locations such as non-EFDC sites and in the field.
- ModGov – Modern.gov committee management system
- Northgate AIMS – Our current Debtor management and invoicing system
- Northgate Assure – The new version of the current Northgate M3 Land & Property and M3 Public Protection
- Northgate Citizen Online – Public facing view of Northgate OHMS
- Northgate Explorer – The public view of M3 Land & Property
- Northgate Information@Work (I@W) – Our corporate document management solution, I@W Enterprise is the browser based version (formerly called Aspect)
- Northgate M3 Land & Property (M3 LP) – Business system used for Development Management, Tree Protection, Listed Buildings, Local Land Charges and Building Control
- Northgate M3 Public Protection (M3 PP) – Business system used for Waste Management, Environmental Health, Private Sector Housing, Anti-Social Behaviour, Land Drainage and Licensing amongst others, to be used in future for Grounds Maintenance
- Northgate Mobile – The mobile working system that is used with Northgate M3 Land & Property and M3 Public Protection (and shortly Northgate Aspect)
- Northgate OHMS – Our Housing Management system
- Online Collaboration - when people meet and work together on the Internet in real time, erasing the distance between your team with instant face-to-face online video conferencing and screen sharing.
- Open Data – sharing of datasets online for public use.
- Open Laptop – a laptop which does not connect to our Corporate Network directly, but may still connect via VPN or Blackberry. EFDC is using the term ‘Open’ instead of the industry term ‘dirty’.
- Open Source – Open source software is software like any other. However, it is distinguished by its license, or terms of use, which guarantees certain freedoms, in contrast to closed proprietary software which restricts these rights. Open source software guarantees the right to access and modify the source code, and to use, reuse and redistribute the software, all with no royalty or other costs. In some cases, there can be an obligation to share improvements with the wider community, thus guaranteeing global benefit.
- Open Standards - For the purpose of UK Government software interoperability, data and document formats, the Cabinet Office definition of open standards is those standards which are maintained through a collaborative and transparent decision-making process that is independent of any individual supplier and that is accessible to all interested parties; are adopted by a specification or standardisation organisation, or a forum or consortium with a feedback and ratification process to ensure quality; and are published, thoroughly documented and publicly available at zero or low cost.

- Payment Card Industry Data Security Standard (PCI-DSS) - a set of policies and procedures created to increase controls around cardholder data to reduce credit card fraud.
- Pentana Performance – SAAS Project and Performance management system, in use Corporately at EFDC, formerly called Covalent
- Pitney Bowes Confirm – Our current Grounds Maintenance System
- Platform as A Service (PAAS) – Cloud solution where we rent the server and install our own software
- PSN – Pubic Sector Network
- Remote access - the act of connecting to IT services, applications or data from a location other than a location on the EFDC network.
- Retention & Deletion – Information@Work module which can automatically delete documents which meet certain criteria around status and time.
- Sandbox Browser – An internet browser which limits any running process to a container created purely for the purposes of using the internet on that occasion, a process in this container cannot access your system, which improves security (for example Bromium)
- Second Line Support - is a role generally composed of the staff with greater technical skills than those of First-Line. They should have enough time on their hands to devote themselves to incident diagnosis and resolution. Second-Line Support will pay a visit to the end user if required, something that Service Desk staff can't do.
- Self – The view of Achieve Forms workflow for customers, including a user portal
- Server virtualisation- separating server-class operating systems from the hardware on which they are traditionally installed using a middle-ware layer. This enables the server hardware to be leveraged as a single pool of capacity such that any instance of a server operating system running as a virtual machine can be hosted anywhere in the pool.
- Service Desk – Function provided by Service Desk team in ICT, as part of their role they act as the single point of initial contact for ICT, and log all ICT incident reports and requests, and attempt to provide a first time fix where possible.
- Service Level Agreement (SLA) – Our commitment to deliver responses and attempted fixes to an agreed timescale
- SharePoint – Microsoft's main collaboration and intranet tool, this is an example of an Enterprise Content Management system.
- SIP Trunking - Session Initiation Protocol, technology used for our external phone lines.
- Software as A Service (SAAS) – Cloud solution where we rent the use of a system on someone else's server.
- System & Business Analyst (SBA) –Generic ICT role for our team who provide second line support for Business systems and to the wider business. Their role includes Business analysis and process review, system administration, and management and installation of upgrades. They provide the link between the business and ICT, and act as project leads for ICT. They have now been retitled System & Business Analysts to reflect their real role.
- Thin Client Terminal – Desktop unit where all processing work is done on the server, meaning the unit has no locally installed software which simplifies support, these units are also cheaper and more reliable.
- Third Line Support - The Third-Line Support role is usually reserved for external suppliers and vendors; however, it may be an internal technical group if they possess specific knowledge required; e.g. network support, voice support, database support, hardware maintenance, etc. The latter is the case at EFDC. When the Third-Line Support function, for which expertise in narrow fields is required, gets provided by in-house experts, the Fourth-Line Support role is used for external providers and / or vendors.
- Total Mobile – The mobile working system that is used with our Capita Academy Revenues & Benefits system.

- UAV – Unmanned Aerial Vehicle – Our aerial camera drones
- Uninterruptable Power Supply (UPS) – device used to provide battery backup and smooth supply fluctuations
- Victoria Forms – Online forms system used by Benefits
- Virtual appliance (VA) - a virtual machine (VM) image file that is used to simplify application delivery. The virtual appliance consists of a pre-configured operating system environment and a single application. Virtual desktops - may refer to any isolated desktop-class environment dedicated and provisioned for use by a specific user either as a virtual machine or as a session within a client-server environment.
- Virtual Desktop Infrastructure (VDI) process of running a user desktop inside a virtual machine that lives on a server in the datacentre. It's a powerful form of desktop virtualization because it enables fully personalized desktops for each user with all the security and simplicity of centralized management. VDI will enable us streamline management and costs by consolidating and centralising the desktops while delivering end-users mobility and the freedom to access virtual desktops anytime, from anywhere, on any device. It's important to understand, however, that VDI is only one form of desktop virtualization.
- Virtual Laptop - a laptop device that utilizes the benefits of desktop virtualization to become a manageable, reliable and secure virtual appliance.
- Virtual machine (VM)- an operating system environment that has been abstracted from its physical machine such that it can leverage an intermediate software layer to run on any physical hardware. Examples of virtual machines include virtual desktops, virtual servers and virtual appliances.
- Virtual Server - a virtual server mimics dedicated server functionalities. Rather than implement multiple dedicated servers, several virtual servers may be implemented on one server. Each virtual server is designated a separate Operating System, software and independent reboot provisioning. Additionally, security systems and passwords are maintained as if they were in a dedicated server environment
- Virtual Private Network (VPN) – System which allows access to our network and systems remotely from an EFDC or Personal device, this can be over Broadband, Wi-Fi or 4G. it is a private communication channel that interconnects networks through primarily public infrastructures (e.g. the Internet). Secure Sockets Layer Virtual Private Network, or SSL VPNs, provide security and encrypted communications through the secure sockets layer tunneling protocols.
- Virtual workforce – this refers to a workforce not bound by physical or geographic location. Instead, a virtual workforce uses IT and telecommunications such as phone, Internet teleconferencing, e-mail or instant messaging to perform work duties from home or other remote locations.
- Virtualisation - the method of abstracting all aspects of the physical IT infrastructure from the specific environments that it is charged with hosting (e.g. applications, desktops, servers, storage, networks, etc.) thus enabling improved management, control, flexibility, security and utilisation of the overall service infrastructure.
- Vuellio – SAAS Freedom of Information System
- Webinar - Online presentation tools (Web Seminar) to allow for online meetings where a presentation or desktop is shared, or for real time online training/briefings.
- Wide area network (WAN) – connects a group of computers and other network devices over geographically dispersed locations. An enterprise WAN typically connects branch offices or remote employees to the data center, giving users access to applications, cloud services, and other corporate resources.

- Wi-Fi or WIFI - this is a technology for wireless local area networking with devices based on the IEEE 802.11 standards. Devices that can use Wi-Fi technology include personal computers, video-game consoles, phones and tablets, digital cameras, smart TVs, digital audio players and modern printers. Wi-Fi compatible devices can connect to the Internet via a WLAN and a wireless access point. Such an access point (or hotspot) has a range of about 20 meters (66 feet) indoors and a greater range outdoors. Hotspot coverage can be as small as a single room with walls that block radio waves, or as large as many square kilometres achieved by using multiple overlapping access points.
- Wireless Local area network (WLAN) - wirelessly connects a group of computers and other network devices in our office environment, giving users access to applications, cloud services, and other corporate resources.
- Wireless Wide area network (WWAN) – wirelessly connects a group of computers and other network devices over geographically dispersed locations. An enterprise WAN typically connects branch offices or remote employees to the data center, giving users access to applications, cloud services, and other corporate resources.
- Wordpress – Our news website content management system
- Workshifting - a flexible work arrangement that allows employees to work from anywhere, at any time, on any device
- Workstation – The combination of PC/Terminal, monitor, keyboard