

Crawley Borough Council

Report to Overview and Scrutiny Commission

7 January 2019

ICT Service Update Report

Report of the Head of Digital and Transformation, **DAT/01**

1. Purpose

- 1.1 Under the Scrutiny Procedure Rules, it was requested that an update report be provided to the Overview and Scrutiny Commission on the management and delivery of the ICT service, together with any changes or proposals for future service provision.
- 1.2 This update focuses on the ICT service and will look at the following elements:
 1. Background
 2. The development of the ICT Programme
 3. Transformation Programme
 4. Summary (Next steps – Way Forward)

2. Recommendations

- 2.1 To the Overview and Scrutiny Commission:

That the Commission notes the report decides what comments, if any, it wishes to submit to the Cabinet Member for Resources and Head of Digital and Transformation to consider further.

3. Reasons for the Recommendations

- 3.1 Under the Scrutiny Procedure Rules, it was requested that an update report be provided to the Overview and Scrutiny Commission on the management and delivery of the ICT service, together with any changes or proposals for future service provision. The last such ICT Update report was reviewed by the Overview and Scrutiny Commission in 2015.

4. Background

- 4.1 Since the Commission's last update in 2015, there have been some significant changes to the structure and personnel in the ICT Team. The People and Technology division became the Digital and Transformation Service as a part of the 2018 restructure of departments at the same time as the Head of Service for People and Technology left the Council. Digital and Transformation is now comprised of the

ICT Team, Transformation Team and the Contact Centre; HR has moved to the Legal, Democracy and HR Service.

- 4.2 A new Head of Service was appointed in April and started at the Council in July 2018.
- 4.3 The ICT team has suffered from a lack of expert strategic leadership over a number of years along with a gradual removal of governance structures and processes. This is set out in more detail in the Data Centre Migration Project report also being considered by OSC later on the agenda, and so the detail is not repeated here. This erosion has led to a situation where demand is uncontrolled, workloads have not been actively managed, and the much of the team have been spending a disproportionate amount of time “fire-fighting”. Unsurprisingly, given this context there are tensions that have built within the team that are systematically being uncovered and addressed (through mechanisms like the Helpdesk Review). This will be a gradual process and it will take time and a great deal of effort to move the service in its entirety to where the council need and want it to be.
- 4.4 That said, the ICT team are an enthusiastic, skilled and hard-working unit and with all of the work planned to restore structure, create clear strategies and plans, implement governance and bolster the team where needed, the ICT leadership team are confident that the team will rise to the challenges faced over the coming months and beyond.

5. The Development of the IT Programme

- 5.1 A great deal of work has been done to compile a complete picture of the projects that the team need to deliver, and a Kanban board has been put together to provide a clear visual sense of the scale of the work that needs completing. It shows the seventy projects currently identified, broken down by size of project and stage they have reached.
- 5.2 Workshops are scheduled to develop this initial view into a comprehensive programme of work that encompasses all of the projects, with timelines, costs and dependencies mapped; this will bring the Transformation Programme, New Town Hall and all other enabling digital projects together into a cohesive programme of work. The level of complexity should not be underestimated and it will likely take some time. Project Management resources will also be needed to manage this effectively and funding has been secured to support this.
- 5.3 Within the programme there are the following work streams:
- **Getting the basics right.** This includes work on sorting the out the wifi, VPN, ensuring CBC is compliant with all technical standards (e.g. PSN), that the council is on the right versions of Windows, Internet explorer etc.
 - **Helpdesk Review.** There are a number of pieces of work arising from the work to review the helpdesk service, including procuring a new helpdesk system. Recruitment is underway for the Service Manager post, with interviews in December 2018. The successful appointment of this post will provide leadership and capacity to the team and is crucial to its success.
 - **Service Focussed.** These are projects specific to individual services rather than the organisation as a whole.
 - **Digital Web and Self Service.** There is a complete update on this work stream in [Appendix 1](#).
 - **Transformation Projects.** Beyond the enabling elements for transformation, there is work underway to create a clear Vision which will be used to agree other

dependent strands, such as the property strategy. Section 6 contains more detail.

- **New Town Hall** work. Agreeing the technical infrastructure, telephony and AV (Audio Visual) requirements and set up for the new building. Work is underway to define these requirements in detail.

5.4 As we map this work and start to plot dependencies and interdependencies, it is certain that the list of projects will grow. For instance, the council is upgrading to Windows 10, however it is known that not all of the software systems in use will work with Windows 10, so there will be a need to test each and every system. Of those that don't, some will need to be upgraded, others will be decommissioned (assuming we don't really need it or another system can be used instead) or, in some instances, a new system will need to be procured and implemented.

5.5 It should also be noted that additional governance structures have been implemented to provide management, gateways, oversight and assurance to this work; these include a refreshed IT Board, Transformation Board and the Corporate Governance and Assurance Group (CPAG).

5.5 The IT Team and Transformation team are reviewing all existing projects and filling in the gaps in documentation, ensuring we will have all the information needed going forward to manage the portfolio properly.

6. Transformation Programme

6.1 The digital elements of the Transformation programme focus on providing the organisation, its employees and customers, and the technology they need to enable new ways of working, mobility and ease of service access.

6.2 Key deliverables include:

- The rollout of new **laptops and tablets**, peripherals and carriage. In preparation for this, everyone will be assessed and assigned a worker category, with each category denoting a package of equipment. This will be delivered along with training, further floorwalker support and the changes to the physical working environment (such as the use of lockers and removal of pedestal storage). How far we go with this whilst still in the existing town hall building has yet to be decided.
- The Digital and Transformation Team will be piloting this approach along with the creation of some **proof of concept** space in the existing Town Hall to provide an illustration of the type of workspace we will be moving to.
- **Unified Communications** – i.e. the integration of enterprise communication services such as instant messaging (chat), presence information, IP telephony, mobility features (including extension mobility and single number reach), audio, web & video. For CBC this will be something like Office365, which includes Skype for Business.
 - o Prerequisites – **Windows 10 rollout** (already started). This will take some time and effort as ICT will need to test all 160 systems used across CBC for compatibility with Windows 10, which in turn may lead to decommissioning of systems, upgrades to more compliant versions or in some cases, the procurement and delivery of replacement systems.
 - o Telephony requirements for this strand will need to be clearly understood and decisions made about desktop telephones and the use of mobiles and softphones as potential replacements. This all needs to tie into existing contractual arrangements with suppliers.

- **Room Booking System** – an integrated system (into the email and calendar system) for booking meeting rooms and other spaces, as well as resources etc.
 - **Document storage** – replacing our existing shared drives with something fit for purpose, along with an ongoing review of the EIM system. Our systems for file and document storage should take a more structured **Information Management** approach. Access to the right information at the right time in a safe, secure and efficient manner is crucial to transformation, and the journey to (should it decide to) paperless working.
- 6.3 A lot of these pieces of work are inextricably linked to and/or are dependent on projects within the Getting the Basics Right work-stream, so the scheduling and mapping of dependencies is crucial. This work is being completed over the next month or so, into 2019.
- 6.4 These elements will provide the core technologies needed to enable CBC to work in a flexible and responsive way, however the technology is only a part of the picture. There are complimentary elements of the wider Transformation programme:
- **Behaviours and Culture** – incredibly important, with a lot of work having already been completed on this.
 - **Property & Space** – it's not just about the town hall. Questions about the number of remote sites the council retains, their usage and the way in which that space is laid out, decorated etc. need to be answered in a property strategy, with costings made clear.
 - **Processes** – HR in particular need to support new ways of working. If we are expecting staff to work in different ways, our HR rules and processes will need to support that. A review of our processes will be required.

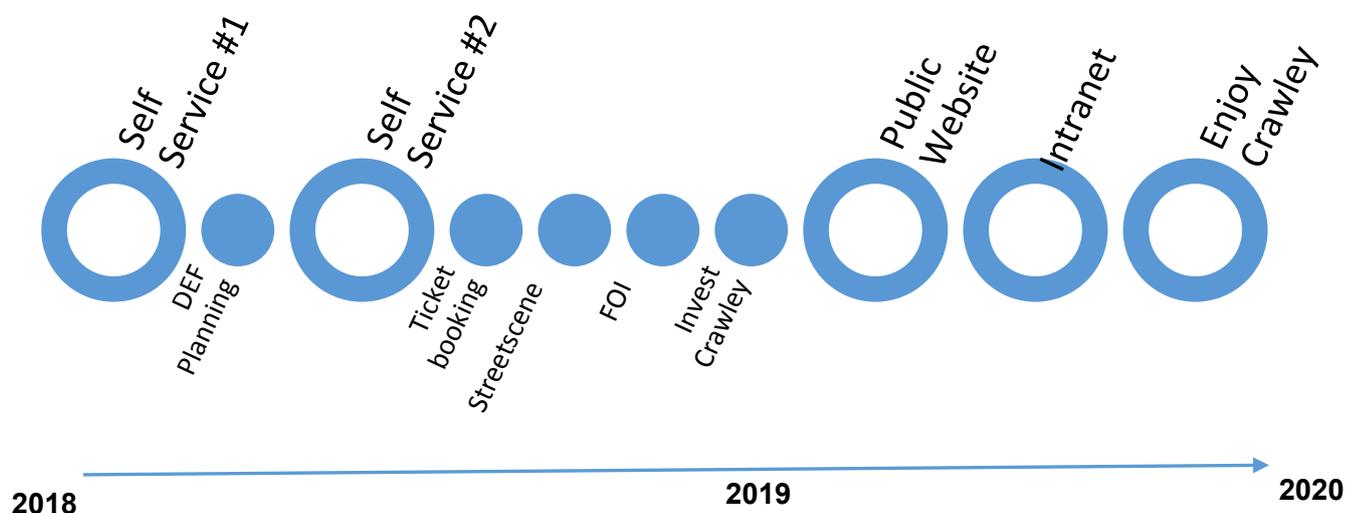
7. Summary (Next Steps – Way Forward)

- 7.1 The Digital and Transformation team have some significant challenges to meet over the coming months and years, however much has been achieved already in preparing for this.
- 7.2 Funding is being sought to allow the recruitment of resources needed to support the programme. To further support this, the Transformation team has been brought closer to the ICT team to help provide support on governance and project management.
- 7.3 Wider governance structures are in place and established already; something highlighted as a serious gap by the review of the Data Centre Migration project and addressed.
- 7.4 Further to the work already completed in identifying all existing work, the creation of a comprehensive programme is being worked on now with workshops planned for the coming months to fully develop plans. This will bring together all the different work-streams into a single, but complex plan and allow informed prioritisation across the organisation.

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Digital Services Work Programme

Major digital projects: Winter 2018 update



Self Service

Built on the Firmstep platform, the first phase of the Self Service project is complete and the [myCrawley](#) portal was launched in July 2018. Council Tax and Waste & Recycling were the first major services to be fully integrated, allowing customers to access their data in real time when using the portal or forms.

Planning has begun for future phases, which could potentially include housing rent account management and benefits.

2,741: Number of people who have created a myCrawley account as at 2 December 2018

eForms and Applications

Also on the Firmstep platform, the Forms system was replaced in February 2018 and all forms migrated to the new system. This included replacing two complex applications - the recruitment system and the 'report it' streetscene system. Streetscene was done in two phases – a working system from February 2018 based on the original, and a completely redesigned system with new features which will launch in January 2019.

The platform has been updated with analytics tools, to allow service managers to interrogate their data and produce customised reports for each form.

A system to allow online ticket booking and payment was created in November 2018 for Tilgate Park's Christmas event. This can now be adapted for other services, such as holiday daycare bookings.

A new application for management of FOI requests is in the pipeline, due to launch in February 2019. This will include an online 'disclosure log' of previous FOI requests, to help reduce duplicate requests.

42,088: Number of eForms submitted in the 12 months to December 2018

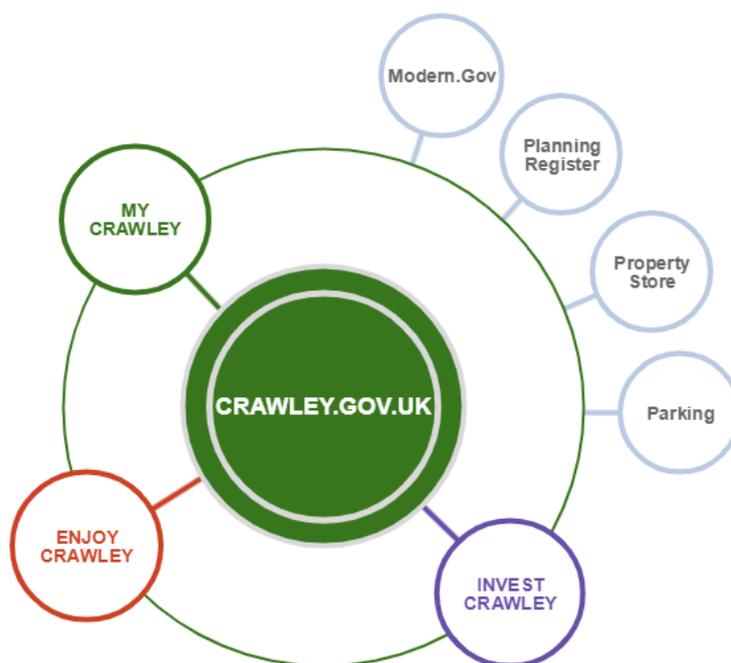
1,599: Number of candidates who applied for CBC jobs online from February to December 2018

Public Website (www.crawley.gov.uk)

The last major update of our public website was in 2012. The site currently runs on an outdated content management system which needs to be replaced as soon as possible. This provides an opportunity to completely overhaul the website, introducing a fully mobile-responsive site with improved search and navigation.

The role of our website is also changing. The introduction of myCrawley and a new destination website will allow our core website to focus more on providing council service information and acting as the gateway to other online services.

Work to move some of the more complex applications such as planning and committee management is already complete, with these services now provided by third party websites, tailored to our requirements.



Initial scoping for the new website is complete and a discovery phase will take place in January/February 2018. This will help us identify detailed requirements for a new website and the resources needed to create it. We plan to work with a partner on this project to bring it forward quickly. This work will be put out to tender.

60%: The percentage of visits to www.crawley.gov.uk on a mobile phone or tablet

Intranet

The intranet runs on the same Content Management System (CMS) as the public website and is due to be replaced. The first phase of this project is to build an intranet with improved search, navigation, usability and a full content review.

A second phase could include personalisation, social/collaboration tools and other requirements that emerge from consultation with users. It will be designed to integrate with any other tools introduced to the organisation, such as Office 365.

Destination website (www.visitcrawley.co.uk)

Many towns and cities have 'destination websites' which promote their shopping, leisure and cultural offer. Currently this information sits within our www.crawley.gov.uk website, which can mean it doesn't always reach the target audience.

Funding is in place and early planning is underway to commission a new destination website for Crawley. Initial contact has been made with market leaders in this area.

The site will be managed by CBC initially, with a view to handing over management to local stakeholders in future. Any directories included in the site, such as shopping, eating out, etc. will be designed so that local businesses can manage their own listings.

This site offers income generation opportunities and should aim to become self-financing.

Economic Development website (www.regeneratingcrawley.org.uk)

The Regenerating Crawley website was launched in 2016, primarily to showcase the council's work on town centre regeneration. It has grown since then to provide a wide range of economic development and inward investment content, including a development opportunities map.

Work is close to completion on a complete redesign of the website on the latest version of the Drupal content management system. Website designs using the new Crawley Place branding were provided by Whitelabel Design and development is being done by our in-house team. The new site will be renamed InvestCrawley.

Social Media

Our social media activity has grown considerably over the last few years and this is now a key communications channel for the council. In addition to the council's corporate Facebook and Twitter accounts, which are managed day-to-day by the Communications team, we have 9 other Facebook pages and accounts on Google+, YouTube, Instagram and Twitter.

New guidelines and training for social media channel owners have been introduced, to make sure everyone knows how to use these spaces well.

33,000: Number of people who said they were interested in Tilgate Park's Magical Christmas event on Facebook

Digital Communications

For the past few years we have been working with Govdelivery, who are based in Crawley, to deliver email communications to customers, based on their preferences. As a subscription service, users have complete control over the messages they receive. The service is used to deliver important service messages such as severe weather updates as well as e-newsletters; keeping people in touch with activity in their community.

The Govdelivery service is now integrated with myCrawley, allowing customers to manage their subscription preferences from there.

7,787: Number of subscribers to our 54 email topics

For more detail on any elements of the digital services work programme, please speak to Alison Hunt. Room G8 | x8542 | alison.hunt@crawley.gov.uk