



Report to Finance and Resources Select Committee

Date:	30/11/2023
Title:	Update on the ICT ONE Programme and AURA
Cabinet Member(s):	Councillor John Chilver, Cabinet Member for Accessible Housing and Resources
Contact officer:	Tony Ellis and Rachel Shovell
Recommendations:	<p>To note the update on progress with the ICT One Programme, leading us to 2025 as the “year of alignment”.</p> <p>To note the update on the AURA Programme.</p> <p>To note the savings realised by ICT on its journey to One Council.</p>
Reason for recommendation:	To provide assurance on progress to consolidate the ICT estate so that duplication is removed, and efficiencies and savings are realised in line with the Better Buckinghamshire programme and to set out progress for the next steps in our ERP journey.

1. Executive summary

- 1.1 The ICT ONE Programme consists of three workstreams: ONE Infrastructure & Platforms, ONE Applications & Integrations, and ONE Governance.
- 1.2 The ICT ONE Programme is progressing towards its closure in 2025, which we see as the “Year of Alignment”, where everything will be coming together, and the Council will have a new IT single platform. Without the pandemic and the global chip shortage we would have been there by 2024 – but we should note that even 5 years is short compared to the timescales in other Unitary councils.
- 1.3 We have delivered a new modern network for the council to replace all legacy network infrastructure and legacy related contracts. Priority was given in establishing the new single network and exit all legacy contracts to realise savings, but this means that

following the completion of this work we had to initiate an improvement programme titled 'Comets tail' which will remove all remaining legacy configurations, implement security and performance improvements, and enhance our capabilities to effectively manage and maintain the new network.

- 1.4 In our journey since vesting day we have had a dual approach - working to provide a single improved IT platform for the Council but at the same time seeking to deliver financial savings in the IT spend for the Council. We have included a section in this report to summarise what has been achieved so far.
- 1.5 The savings that are being achieved as contracts end are reported through the Budget Monitoring process and allocated against Resources Unitary contract harmonisation savings target or Resources Better Buckinghamshire savings target as relevant.
- 1.6 Separately to the ICT One Programme Resources Directorate has also launched The AURA programme, which is reviewing the Resources technology stack, including SAP, to understand and deliver improvements to support the Council support services and to examine the options for our ERP system - SAP.
- 1.7 This report is split into two sections setting out progress on both programmes.

2. SECTION ONE – ICT ONE PROGRAMME

Workstream: ONE Infrastructure & Platforms

- 2.1 The purpose of this workstream is to replace all elements of legacy IT infrastructure and provide the council with a single modern platform for all IT services: standardise user devices and remote access facilities, consolidate different hosting arrangements for systems and data, provide single systems for email, telephony and collaboration tools, bring together file repositories, and provide a single solution for printing.

Network and Servers

- 2.2 The key element of this workstream is the ONE Network project which is now concluding. We have now exited all legacy contracts.
- 2.3 We have made significant progress and all sites were migrated by the end of July 2023. The final legacy network contract with MLL (sites include KGVH, the Gateway and Pembroke Road) was terminated in October 2023. We have exited the Exponential-e contract that was providing external/internet connectivity to Wycombe, and with the work with MLL now finished we have ended all legacy network contracts.

- 2.4 In migrating these legacy contracts, it should be noted we are totally reconfiguring how the relevant staff securely connect to the Council and this involved moving them onto a new interim VPN service. This in turn will be replaced when all staff will be moved onto a brand-new modern VPN platform as part of the work on the Comet's Tail project.
- 2.5 The second phase of the project, the upgrade of our local area networks (LANs) and the connectivity within our offices e.g. Wi-Fi is in progress and is expected to be fully completed by the end of November 2023.
- 2.6 Although the Council has a new network there are still elements of the 4 legacy networks in place which means that the ICT team are still having to deal with a highly complex environment of 4 interconnected networks each with a multitude of legacy configurations that need to be untangled. Our current plans are to complete the removal of all legacy infrastructure over the next 18 months as part of the **Comet's Tail** project. The project is expected to be fully completed by the end of March 2024 including all project governance aspects.
- 2.7 **Comet's Tail** will be incorporating all the tasks and configurations that will enable us to maximise the value of the additional tools that we have access to in the new network, enhancing our proactive capabilities and monitoring ability. Additionally, the introduction of network segmentation based on different services will improve our security – with more than 90% of the business systems hosted and supported by our IT team being in Azure (Microsoft provided cloud based data centre) we need to ensure that they are protected from a cyber-attack, so that if one of the systems were to be compromised, other systems would not be affected. This work has commenced and is expected to be completed by the end of March 2024.
- 2.8 It should be noted that while we are completing all the tasks in the Comet's Tail project, we have the most complex part of the technical journey ahead of us and whilst we will do everything possible to minimise impact, we cannot rule out an element of service disruption. A significant milestone in this project will be the final transition of all staff to our new VPN platform, which is expected to take place by April 2024.
- 2.9 All our legacy Data Centres will be closed by May 2024, with all our servers moved to the Cloud, hosted by the software vendor for the system or moved to the external Rackspace Data Centres at Slough and Crawley, shared with Buckinghamshire Healthcare Trust (BHT).
- 2.10 Work to migrate the majority of the legacy **Wycombe servers** to the cloud has been completed, with some infrastructure management systems left – these will be decommissioned as part of the completion of One Network and the printer rollout projects, while the ones that need to be retained are being migrated to the data centres shared with the BHT at Rackspace or to the cloud.

- 2.11 Work is progressing on legacy **Amersham servers**, where we have completed the migration of the legacy Uniform system to a hosted solution with IDOX in October 2023. The legacy Revenues and Benefits system needs to be retained in-situ until November 2023 (due to audit reasons) and then this will also be decommissioned. The legacy finance systems have been decommissioned.
- 2.12 In terms of legacy **Walton Street servers**, the majority has been migrated to the cloud, and like Wycombe we have some infrastructure management systems left, which will again be decommissioned as part of the same projects or moved to Rackspace or the cloud.
- 2.13 We have installed new servers in the Rackspace datacentres in September 2022 and work is ongoing to move all systems out of our legacy Datacentres and on to these new servers in a phased approach by May 2024.

Laptops and One Identity

- 2.14 We are planning to replace all council laptops and desktops with new devices running Windows 11, starting in April 2024 and ending in 2025.
- 2.15 Having completed the Windows 10 rollout, we are now at the early stages of a **Windows 11** pilot. This is part of our preparation for the next refresh of our laptops which is expected to start by April 2024 and run through to 2025.
- 2.16 The tender for procurement of replacement laptop devices has been completed and the contract was awarded to Dell.
- 2.17 A proof-of-concept testing period will commence between November 2023 and March 2024 on the new devices with Windows 11 and our business systems.
- 2.18 Work on the ONE Identity project, providing a unified logon for all staff irrespective of legacy organisation and removing any remaining complications around access to systems and data for different groups of users has been delayed due to the complexity of the legacy IT network migrations (key dependency). Substantial planning has already taken place and the detailed technical work will start in January 2024.
- 2.19 The ONE network project was a dependency for us tackling the last remaining barriers caused by the separation of our IT users in their own **legacy groups (domains)**. These domains control everything a user has access to in terms of IT systems and every legacy council did this differently. This causes major issues in terms of both IT support and user experience. The ONE network brings with it the technology we need to start bringing all our users together. Now this is being completed, we can start on our laptop refresh programme, and following that we will be delivering **ONE Identity** (unified logon for all staff). Detailed planning for the ONE Identity project has commenced and work will start in January 2024 in parallel with the ONE Client project.

Printers and printing

- 2.20 Finally, on the ONE Print project we will have completed the new office printer rollout by October 2023, while work on the consolidated Print Room/Digital Mail has been completed.
- 2.21 The rollout of **new office printers** across the council is nearing completion. So far, we have taken delivery of 135 new printers, with 10 remaining. A new solution for Members to allow them to print from iPads has been installed at the Gateway, Wycombe, and Amersham. As a result of the dependency on One network, the print project is now going to be completed by the end of October 2023, but we anticipate associated savings to be delivered as planned.
- 2.22 The installation of new equipment for the council's **consolidated Print Room** at Walton Street was completed in October 2022. This also delivered some of the technology associated with the Digital Post Room project managed by Business Operations.

Workstream: ONE Applications and Integrations

- 2.23 The purpose of this workstream is to consolidate all council business systems to enable us to work as a single organisation. It is both about giving staff access to systems across legacy organisations – for example, providing all planning staff access to all the legacy planning systems, and/or consolidating legacy systems into a single system – an example being the procurement and implementation of a new single Revenues & Benefits system.
- 2.24 Our **Applications Register** has now been combined with our Configuration Management Database (CMDB) on ServiceNow. Holding critical details of the 300+ applications in use across the authority alongside how our support staff load and configure these applications for end users, we are due to go live shortly with a revised incident and service request process incorporating the data directly into our ServiceNow forms. Following a workshop with Hytec, our cyber-security partners, we have included additional fields related to cyber security for each application, to assist us in the event of one of our suppliers having been compromised.
- 2.25 The **Aura Programme** has been the main focus for the SAP teams. New and updated Fiori apps have been launched to improve the user experience and enhance functionality of the SAP system. ICT has provided input and advice into the development of several “to-be” processes, in particular Establishment Control and associated processes, with HR business requirements finalised in October 2023. Finance projects have progressed well, with significant improvements to debt collection capabilities implemented. Several proof-of-concepts have also been

delivered to demonstrate how existing technology can improve the user experience. ICT has also supported Finance and HR colleagues in their decision making by providing assessments into areas such as reporting platforms and procurement systems. SAP data archiving has significantly reduced the volume of data in the live system, helping to minimise costs, with over 2.3 million documents (420GB) archived and data tables reduced by 100GB to date.

- 2.26 By way of business-as-usual activity, the SAP development program continues to meet statutory changes and emerging needs within the council, with implementation of **annual HR Service Packs** (HRSPs) planned for Q4 23/24. In addition, several upgrades are either underway or scheduled, such as SAP Business Warehouse (BW), Process Director and SAP GUI. The team supported HR with the move to Buckinghamshire Council T&Cs, pay awards, new payroll customers and TUPEs. In addition, ICT supported finance colleagues with procurement and technical preparation for new BACS and e-invoicing contracts/products – as well as input into annual audits.
- 2.27 We continue to seek and realise **system consolidation opportunities** to reduce our cost base and are now beginning a project around the various systems used for geographical, spatial and mapping data (collectively known as Geographical Information Systems or GIS). Following a successful server build, the base system is due to be completed shortly, with migration and testing due to begin in early November. This harmonisation is funded from a grant awarded for maintaining a robust and accurate set of geographical data on our Local Land and Property Gazetteer - which remains at the highest rating of gold.
- 2.28 Following the approval of the **Childrens Transformation Programme**, we are working with Service Improvement and Childrens Services to design and implement updated processes that focus on locality-based working. ICT staff will be pivotal to the implementation of changes to both the Childrens Liquid Logic system (LCS) and finance system (ContrOCC), which promise to deliver substantial savings to the authority along with an enhanced service for our customers.
- 2.29 A **Supporting Families module** has been implemented to enable Early Help to better track and record the assistance they provide. We are now looking to incorporate various internal and external datasets including Housing, Council Tax and Health to help us identify families that may benefit from our help and track progress for those families who we assist and whose situations are improving. With a grant being paid to the authority based on the level of help provided to families at the initial stage, the module will generate additional income for the Early Help service by enabling them to track each case accurately.
- 2.30 With the Adults Social Care reforms delayed, ICT continue to work with **Adult Social Care** to develop LAS and ContrOCC to meet the needs of Social Workers. Working with our colleagues in QSP, we have implemented an upgrade to enable the new CLD

statistical return. Alongside this, a project has been spun up to implement a **Client Finance Portal** that enables service users to access and manage their financial information. This will enable our residents to self-serve where appropriate and allow staff to focus on the areas they are most needed.

- 2.31 We have now completed a project to upgrade our **systems integration tool** (Thru NextGen) to the latest version. The new version has security enhancements and allows us greater flexibility to minimise, through more sophisticated filtering options, the number of files we move across the network to help keep us within our included (i.e. non-chargeable) quota. In addition, a new additional security layer has been added to protect the flow of information between BC and external organisations (e.g. banks).
- 2.32 Following the successful go-live of the new **Client Transport** service running on the same IT platform/product used by education teams, ICT are now working on the phase 2 set of Client Transport projects. Work has been completed to move some common transactions (e.g. ordering a replacement bus pass) from the Council's e-commerce portal (Shop4Support) across to the Capita ONE portal, providing the ability for parents to interact through a single portal for common requests.
- 2.33 We continue to support colleagues in Customer/Business Operations with input and guidance to their **CRM** project and have allocated initial resources to support key technical elements of the implementation.
- 2.34 The **ONE Uniform** project is now fully mobilised, and work continues to map the 'as is' and 'to be' processes alongside our colleagues in Planning, Building Control and Environmental Health. ICT have also been assisting with mapping the data schemas between the different legacy instances of Uniform and Salesforce. A supplementary business case was approved to fund the additional ICT staff required to support the project alongside two staff offered up from the existing BAU support team and these staff will both be in post from 1 November. The migration away from Salesforce by Environmental Health, Housing and Building Control continues and is now in its second round of testing. When completed, this migration will mean these services will now be working solely using Uniform and will remove the need for staff to log into two different software applications.
- 2.35 Work is ongoing on the **Thames Valley Together** data sharing initiative with new data sets (i.e. from our education system) being assessed for submission and inclusion. This involves us working with Thames Valley Police as part of the initiative designed to enable the prevention of violence via early intervention and prevention strategies, based on the sharing and analysis of Police and Local Government data sets. A proposed governance model to support the onwards development of this initiative is currently being evaluated for approval.
- 2.36 Working with the BI team we have started the foundational work needed to build a **corporate Data Platform**. Utilising tools within the Microsoft platform our aim to join

up the data held in our corporate applications. This will enable us to securely unlock the power and potential of our corporate data, it will also enable us to standardise on common reporting tools like Power BI and Power Apps. It is envisaged that such a capability will greatly enhance the Council's transformational capabilities.

- 2.37 Following the project to review our primary **documents storage system** used by Social Care teams (Opentext Content Server) the system has been upgraded to the Cloud Edition, extending support to 2027.
- 2.38 The Council has partnered with Microsoft to use and deploy their latest **AI technology** - MS Co-Pilot - an intelligent virtual assistant that can handle various tasks such as drafting emails, documents, analysing spreadsheets, and collating information from different sources. It is integrated with Microsoft Office 365 and other productivity tools. The Council is one of the six UK local authorities that are part of the Microsoft Co-Pilot preview programme, which reflects our reputation as a leader and innovator in the use of IT. The Council aims to identify and quantify the business benefits of using AI in its daily activities, such as financial savings, freeing up capacity for front line services, and reducing risk to vulnerable clients.
- 2.39 In addition the Council has deployed **Microsoft Bing Chat Enterprise, a corporate GPT application** (Generative Pre-trained Transformer, essentially a sophisticated search that can understand questions in plain English and respond with human-like content). Using Bing Chat Enterprise ensures any information entered is kept secure and remains within the Council's IT environment. It is not shared publicly and it's not even available to Microsoft. Bing Chat Enterprise uses the most advanced GPT technology and it has direct access to the latest internet content.
- 2.40 A new **corporate AI Governance Board** has been established. The AI Governance Board's purpose is to provide strategic oversight, assurance, and guidance for the deployment and management of AI technologies within Buckinghamshire Council. The board will ensure that AI initiatives align with the council's objectives and design principles, and with the legal, ethical, and corporate standards of a local authority.

Workstream: ONE Governance

- 2.41 The purpose of this workstream is to provide a consistent quality ICT provision to the council through a single Service Desk and associated processes which standardise and improve how we manage projects & programmes, and bring together our cyber security resources to ensure ongoing compliance and security for the council.
- 2.42 Usage of our Service Desk web portal continues to increase averaging 83%. Over the last 12 months the IT Service Desk logged a total of 109,887 cases across all channels (web portal, telephone calls, emails, customers visiting the IT office). Average channel contact per month is as per table below.

Email	0.35%
Phone	16.04%
Self-Service – Service Now	83.52%
Walk-in	0.08%

- 2.43 As part of our ticket resolution process we email each customer a satisfaction survey. For the current year we have had 2211 survey responses out of an overall 21,932 tickets, a 10% completion rate, with the following scores:
- Satisfaction with the Logging Process – 4.82 out of 5 (96.4%)
 - Satisfaction with the person that dealt with the call – 4.88 out of 5 (97.6%)
 - Satisfaction with the resolution/response – 4.84 out of 5 (96.8%)
- 2.44 We are continuously adding information to our knowledge database holding all working instructions, processes, and procedures, and this is made available to all staff via our Service Management tool (Service Now).
- 2.45 We have entered all IT Assets including desktop PCs, laptops, monitors, mobile phones onto ServiceNow and have complete lifecycle management and ownership of all devices. This means we have an accurate inventory of all our devices, as well as integration with support tickets and monitoring tools, providing automation, and helping us make our services more efficient. On top of this we have, using technology, identified all IT monitors that staff have taken home and added these to the CMDB.
- 2.46 Through our **management of projects** using ServiceNow we can confirm we have completed 118 projects in the last 12 months utilising over 40,583 hours of staff resources. IT currently have 175,897 hours of work allocated across 41 projects with 20 new projects being approved.

- 2.47 The **Corporate Form Release** Management process is in place to ensure that all resident-facing forms are suitably approved for testing and release. So far 364 forms have been approved and released through this new process this year, with 54 forms currently going through the process including the 11+ results.
- 2.48 We have extended the use of **ServiceNow for room booking to include desk booking** at the Gateway offices as well as the 4th and 10th floor Walton Street offices. Since April there have been 53,323 reservations made for desks or rooms. Our next deliverables will include desk booking within our Wycombe Offices and Visitor Management across our estates.
- 2.49 **Bite-sized security training** for all staff using BoxPhish is ongoing. From April 23 this became embedded within our Learning Management System showing on average a 26% improvement in compliance. Working to brand the content to Buckinghamshire Council, has been completed. In November 2022 we setup a phishing attack simulation, a standard practice in organisations, designed to increase cyber awareness across all IT users. The exercise proved very successful with less than 1% of staff clicking on the link, far lower than the predicted 70% rate from Microsoft. A further all Staff phishing simulation is planned for November 2023.
- 2.50 The review of our **cyber arrangements is ongoing with Hytec**, our security partner. Over the last six months we have seen an average of 135 million security events per month, resulting to an average of 3000 security alarms that are then triaged with the help of our partners. Following the initial triage we end up having to further investigate between 10 to 50 alarms.
- 2.51 We are continuing to see an increase in phishing emails from our suppliers/partner organisations - this is where an organisation/individual known to us is compromised and emails are sent from their account to their contacts at the Council. As they are known to us the email would normally be delivered, therefore we need to scan the content of the emails to detect and block anything malicious. We have also seen an increase in impersonation emails and text messaging – we do monitor any emails coming from CMT/Members to ensure they match their official email address. **A Cyber newsletter has been sent to all Councillors and a training event is scheduled in December.**
- 2.52 We will shortly be conducting an external penetration test of our network. This involves extensive security testing, which will be used to remediate security risks across our IT environment. Testing is conducted with NCSC approved penetration testers.

ICT Savings for BC

2.53 This section summarises the key savings ICT have achieved since vesting day and savings due in 2024/25. ICT have continued to work with suppliers to address existing pressures, growth in areas like cloud storage and mobile data use by council staff. We have also through negotiation and/or contract consolidation have secured savings for contracts where the budget is not held by ICT.

ICT Services	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Savings since vesting day	£000	£000	£000	£000	£000	
Legacy MTFP						
ICT Digital First Programme	0	-132	0	0	0	-132
Contract Harmonisation						
Single Network	0	0	-750	-250	0	-1,000
Other contracts	-20	0	0	-143	-100	-263
Better Buckinghamshire						
Contract Savings	0	0	0	0	-419	-419
Service Review	0	0	0	0	-570	-570
Total	-20	-132	-750	-393	-1,089	-2,384

2.54 IT recognises that given the ever-increasing financial challenges the council is facing, it is vital to have one modern IT platform that will empower cross-council transformation. In 2025 we will deliver that platform.

3. SECTION TWO: AURA PROGRAMME

3.1 Introduction

3.2 The Resources Directorate includes Finance, HR&OD, ICT and Business Operations including the Customer Service Centre and it provides the majority of the Councils support services. To enable its work Resources has a comprehensive technology stack which includes 8 key systems:

- SAP – which is the system of record for Finance; Payroll and some aspects of the Employee Record
- Service Now – our internal CRM
- BucksNet - Intranet
- Abavus – our customers services CRM
- 8x8 our contact centre telephony platform
- Microsoft 365
- Talent Link – our recruitment portal
- LMS – our Learning Management and training library system

In addition we have 11 key Resources Service Feeder Systems which are interfaced into SAP including:

- Altair – Our cloud-based Pensions Administration System
- NEC – Our cloud-based Revenues and Benefits System
- Pro-Contract – For Contract Publication and Award Notices
- Pay 360 – our cash receipting system
- Paygate - Bacs Software
- Barclays - Banking Software
- Logotech - Treasury management system
- Cogent - invoices software
- SAP – Supplier Relationship Management (SRM)
- CMA – our contract management system
- Peoplefluent - Organisation charts for E-Forms and structure downloads

3.3 SAP is our core Finance system and in August 2022 the SAP Improvement Programme Business Case was agreed. This programme has been rebranded into the AURA Programme, acknowledging the scale of complexity of the wider technology stack and how this integrates with SAP. Currently Resources has £2,664K of savings linked to AURA.

3.4 A key part of the programme to date has been Discovery work through comprehensive exploratory work, process mapping and data cleansing. The Resources Unitary approach of a golden staple has meant that whilst single systems were implemented at Vesting day the processes have become complex as they were bolted together rather than fully integrated. 56 processes have been mapped and significant supporting data analysed. Some of the key findings include:

- Multiple methods of processing transactions causing duplicate effort which we are addressing through designing standardised and streamlined processes.
- Data quality issues resulting in additional manipulation of data and increased officer time to produce reports which we are addressing through completion of a

full data cleanse, applying data quality principles and improved reporting functionality.

- High volumes of manual data input or intervention increasing officer time to process documents and the risk of human error which we are addressing using increased automation. For example, we recently went live with automated reminder letters for chasing debt.
- Poor reporting capability, the tools in place are not sufficiently flexible to produce data and reports on a 'real time' basis.

Review of work to date – system stabilisation and improvement

3.5 SAP

3.6 SAP is the Council's ERP (Enterprise Resource Planning). It was implemented in 2005 and the decision was taken during the implementation to customise certain parts of the system. The consequence of this is that maintenance and development costs are higher as additional testing and work is required to apply standard patches and upgrades.

3.7 The work of AURA has identified that our knowledge of our processes is limited and our poor process documentation has been complicated further by the impact of the Golden Staple. Before any strategic decision about a SAP upgrade or replacement is considered we must understand our SAP landscape including all of the technology integrations and interfaces; our processes; the user experience and compliance; plus the work arounds deployed by SMEs and customers.

3.8 Although our future ERP provision is yet to be determined the approach of AURA is to remove customisation wherever possible as part of the process mapping work to reduce maintenance costs and improve the SME/ customer process experience. This work is important as it will extend our existing ERP shelf-life, support operational improvements, improve our customer experience, reduce risk and address some pre-existing system issues.

3.9 AURA is also the prerequisite for any future ERP provision and takes into consideration the learning from other Councils who are currently struggling with ERP implementations such as Birmingham, Surrey County Council and Leeds City, whose implementation budgets have either doubled or tripled in some cases, reaching costs of more than £40m.

3.10 In addition to the complexity described above we have major business feeder systems that interface with SAP including Controcc for Childrens and Adults; K2 for Property; Capital One for Home to School Transport; Uniform for Planning; Salesforce for Licensing.

Reporting

- 3.11 Resources struggles to report efficiently from SAP. Currently BI export data using SQL which is a highly technical tool and it then 'visualises' data with the MS Power BI tool suite. Whilst this is satisfactory for routine standard reporting the complexity of the SQL tool to produce ad hoc reports is not quick and answering ad hoc queries is consequentially made more difficult.
- 3.12 HR uses a SAP Query tool to produce ad hoc reports and Finance export data into excel and manipulates from there. However SAP has within it as standard a Business Warehouse tool which has never been fully implemented. As a matter of urgency we are investigating how this functionality can be deployed so that both HR and Finance have a modern tool that produces data quickly and easily.

Other Key Systems

- 3.13 Within Resources we have a suite of complimentary applications and technology with SAP as the hub and primary system of record. These systems represent a strategic asset and need to work together in a secure, effective and integrated manner. Recent work has reviewed and updated the integration technology we use to connect these systems and has also introduced an additional layer of security to existing cyber-security measures.
- 3.14 A key part of effective application management is to identify functional overlap i.e. where more than one system provides similar capabilities to the organisation. As an example through the work of the AURA programme we have discovered that we have two contract management systems – one of which is a bespoke application, and one of which is standard feature within SAP which could potentially be turned on.
- 3.15 Some of our application portfolio has only been loosely integrated with other systems due to time or funding constraints at the time they were commissioned. Though this may have met key project requirements and been unavoidable due to constraints at the time, it can lead to inefficient business process with input being double-keyed rather than data being efficiently passed between systems. An example is ServiceNow which, because we had not previously upgraded SAP to ECC6 Enhancement Pack 8, – we were previously on Enhancement Pack 4 – this meant that integration with SAP was not possible. Key system integration opportunities are therefore being identified to automate tasks and enable business processes to seamlessly span multiple systems.

Service Now

- 3.16 This is our Resources internal CRM which provides both our Service Desk capability but as importantly our workflows and request management capability. ICT have implemented all three aspects within their service and have demonstrated the capability for managing high volumes of work whilst delivering a good customer experience.
- 3.17 The deployment of Service Now across HR&OD; Finance and Business Operations has not been to the same standard and as part of AURA there is a programme of work to recommission service now to the same standard as ICT but also with the capability to integrate into SAP so reducing double keying.

Conclusion

- 3.18 We continue to build and embed our approach to AURA and a key focus using the learning from other Councils is that we cannot short circuit knowing our existing processes otherwise we risk developing poor over customised business processes. AURA will improve our organisational maturity and stabilise the foundations required to adequately articulate what we require from any future ERP provision and through this journey we must continue with our high customer engagement and robust change management.

4. Other options considered

- 4.1 None arising directly from this report.

5. Legal and financial implications

- 5.1 Financial implications for ICT are set out in 2.51, with MTFP savings delivered and on tracked to be delivered in 2024/25.
- 5.2 AURA savings of £2.6m are expected to be delivered by the end of 2027, with the AURA Board providing governance and oversight.
- 5.3 There are no legal implications arising from this report.

6. Background papers

- 6.1 None.

