

CONNECTED KNOWLEDGE INVESTMENT PROPOSAL
Councillor Mrs J Blake, Cabinet Member for Business Transformation

1 Purpose

- 1.1 The purpose of this document is to present the investment proposal for the delivery of Connected Knowledge (CK) strategy in a phased approach with the first phase starting in May 2017. The full Connected Knowledge Technology Strategy 2017-2022 was agreed at the 22 February 2017 Council meeting.
- 1.2 It is proposed that the strategy is implemented in a phased manner which will give the opportunity for the inevitable learning from the early phases to be presented back to Members in approximately 9 months time when proposals will be brought forward for the investment.
- 1.3 This document sets out the information to both support a decision to approve the funding for the first phase based on presentation of both the costs and expected benefits to be achieved by the first phase and to additionally provide an indication of the indicative costs of further phases to implement the full strategy including both a summary of the anticipated costs and benefits. A similar report will be considered by the Finance and Services Scrutiny Committee on 4 April, 2017, and that Committee's views will be presented orally at the Cabinet meeting.

2 Recommendations

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| <ol style="list-style-type: none">2.1 That the investment specified in Section 1.0 of Appendix B (confidential appendix) be approved and funded so that work can continue on delivering a leading edge, forward thinking platform to enable AVDC to develop customer first processes, a streamlined internal operation and a framework for increased opportunities for external commercial sales.2.2 That the indicative costs and benefits of implementing the full 5 year strategy outlined in Section 2.0 of Appendix B be noted, it being appreciated that at this stage both costs and benefits are expected to change as work continues on developing plans for future years. |
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3 Executive summary

- 3.1 The delivery of the Connected Knowledge strategy will enable AVDC to continue at the vanguard of innovative thinking, delivering excellent Customer Service, making savings in delivering services and opportunity to generate income by both supporting general commercial opportunities and also by providing consultancy services to other Councils keen to emulate the approach being taken by AVDC.
- 3.2 The strategy will be delivered over a 5 year period, with benefits being achieved in a phased manner. This paper covers phase 1 of the delivery to the end of 2017. Inevitably there will be valuable learning from the first phase which will be factored in to the proposals for future phases. A further update will be provided to Scrutiny Cabinet and Council in December 2017 at which time proposals for implementation, funding and expected benefits for future phases will be presented.
- 3.3 AVDC has a good track record of delivering large scale, strategic projects of this type. Building the theatre, moving to the Gateway, moving IT to the Cloud and the Right Here Right Now programme to provide an advanced digital platform for

Council Services are all examples of leading edge, high profile, transformation programmes that have been successfully delivered. The focus on the customer and staff experience, the leaning of processes, the security of the data, and the exploration of new technologies are all part of the forward thinking approach to change the council model and become more commercial.

- 3.4 Phase 1 will require investment across three key areas:
- the introduction of process automation and customer self service
 - the removal of legacy technology and introduction of more flexible systems that will further support integration of data to enable customer needs to be anticipated
 - the introduction of innovative new solutions such as voice recognition enabling
- 3.5 Experience in prior major change programmes is that strong governance processes are required both to ensure that the programme delivers on time and to budget and that any variations to scope (and cost) are closely scrutinised and appropriately approved and, more importantly, to ensure that the predicted benefits of investment are achieved and banked.
- 3.6 The release of the funds during the programme (and the benefits realisation) will be closely monitored by the governance board to ensure ongoing value for money. With any major change programme of this type there will be inevitable changes as circumstances change, lessons are learned and customer needs evolve.
- 3.7 Phase 1 covers the foundational projects required to deliver future strategic and visionary elements.

4 Supporting information

Details of the full Connected Knowledge Strategy can be found on the AVDC website at <https://www.aylesburyvaledc.gov.uk/technology-strategy>

5 Resource implications

- 5.1 A programme of this size, scale and complexity requires dedicated people to ensure focus on delivery is maintained throughout the lifecycle and ensuring successful programme delivery.
- Programme Manager (1) – To manage, and control, the overall programme and the outcome it delivers.
 - Project Managers (5)– To deliver individual projects, outputs, within the programme. It is envisaged that one of these will be a senior project manager.
 - Business Analysts (5) – To complete detailed analysis into current process(es), costs, technology solutions and resources. To assist in project delivery.
- 5.2 AVDC staff (if/where available) will be used to fill programme roles and will be supplemented by external resource where a) there is insufficient internal resource, b) there is a requirement for a specific skillset which is not available internally within AVDC.
- 5.3 Additional [non dedicated] resource will also be required from other internal teams such as Communications and Marketing, Sales, Finance, Legal. Member involvement will be essential to assist with the direction and benefits realisation of the programme (see Programme Governance).