

Chiltern & South Bucks Joint Overview & Scrutiny Committee

Monday 1 October 2018 at 6.30 pm

**Room 6, South Bucks District Council, Capswood, Oxford Road, Denham
UB9 4LH**

A G E N D A

Item

1 Evacuation Procedure

2 Election of Co-Chairman

The Committee is asked to elect the South Bucks Co-Chairman for the 2018/19 Municipal Year.

Note: the Chairmanship of the Committee shall alternate between Councils each meeting

3 Apologies for Absence

4 Declarations of Interest

5 Joint Overview and Scrutiny Terms of Reference (*Pages 3 - 4*)

Appendix 1: Terms of Reference (Pages 5 - 6)

Appendix 2: Procedure Rules (Pages 7 - 12)

6 Customer Experience Programme Update Report (*Pages 13 - 20*)

7 Update on Implementation Project for Shared ICT Strategy (Pages 21 - 24)

Appendix 1: Outline Programme Plan to Implement the Shared ICT Strategy (Pages 25 - 28)

8 Joint Overview and Scrutiny Work Programme (Pages 29 - 30)

9 Exclusion of the Public (if required)

To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

Note: All reports will be updated orally at the meeting if appropriate and may be supplemented by additional reports at the Chairman's discretion.

Membership: Chiltern & South Bucks Joint Overview & Scrutiny Committee

Councillors: A Bacon
P Bastiman
M Bezzant
M Bradford
T Egleton
M Lewis
V Martin
C Rouse
N Varley
J Waters

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SUBJECT	<i>Joint Overview and Scrutiny Terms of Reference</i>
REPORT OF	<i>Chief Executive, Bob Smith</i>
RESPONSIBLE OFFICER	<i>Director of Resources, Jim Burness</i>
REPORT AUTHOR	<i>Charlie Griffin 01494 732011; charlie.griffin@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>Not ward specific</i>

1. Purpose of Report

At the Chiltern and South Bucks Full Council meetings held on 15 May and 16 May 2018 respectively, members agreed to establish a Joint Overview and Scrutiny Committee with responsibility for discharging overview and scrutiny functions in relation to the Chiltern and South Bucks Joint Committee. Members of the Joint Overview and Scrutiny Committee are asked to note the Committee's terms of reference and procedure rules.

RECOMMENDATION:

- That members note the Joint Overview and Scrutiny Committee Terms of Reference and Procedure Rules at appendices 1 and 2 respectively.**

2. Reasons for Recommendations

To ensure that members are aware of the agreed terms of reference and procedure rules.

3. Content of Report

Members at the Chiltern and South Bucks Full Council meetings held on 15 May and 16 May 2018 respectively agreed that a Joint Overview and Scrutiny Committee (JOSC) be established as part of the joint working arrangements between the Councils. The purpose of the Joint Overview and Scrutiny Committee is to scrutinise and make recommendations on decisions taken, and functions discharged, by the Chiltern and South Bucks Joint Committee. All other functions will continue to be scrutinised under each Councils' existing overview and scrutiny arrangements.

Following consultation with the Councils' respective Governance and Electoral Arrangements Committees, Members agreed that the JOSC membership comprise of 5 members from each Council, with a quorum of 4, comprising of 2 members from each Council. The agreed terms of reference and procedure rules are attached in full at appendices 1 and 2 for noting.

4. Consultation

Not applicable

7. Corporate Implications

- Financial - there are no financial implications arising directly from this report
- Legal - none specific
- Risks issues - none specific
- Equalities – none specific

8. Links to Council Policy Objectives

There are no direct links to the policy objectives, but an effective decision-making process accords with best practice and good governance generally.

Background Papers:	Minutes of the Chiltern District Council meeting 15 May 2018 https://isa.chiltern.gov.uk/democracy/ieListDocuments.aspx?CId=232&MId=3423&Ver=4 Minutes of the South Bucks District Council meeting 16 May 2018 http://sbdc-spider2.southbucks.gov.uk/democracy/ieListDocuments.aspx?CId=127&MId=2598&Ver=4
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Chiltern and South Bucks Joint Overview and Scrutiny Committee (JOSC)

Enabling Powers

This Committee is established under the provisions of Section 102 of the Local Government Act 1972.

1. TERMS OF REFERENCE

The JOSC is authorised to discharge the overview and scrutiny functions of the Councils of Chiltern and South Bucks conferred by section 9E of the Local Government Act 2000 in relation to the functions delegated to the Chiltern and South Bucks Joint Committee (JC).

2. GENERAL ROLE

- a) to perform overview and scrutiny functions on behalf of the two Councils in relation to the functions delegated to the JC
- b) to appoint such Sub-Committee or Working Groups as it considers appropriated to fulfil the overview and scrutiny functions
- c) to receive each Councils' annual overview and scrutiny work programmes
- d) to receive requests from the Joint Staffing Committee and Joint Planning Policy Reference Group to carry out additional work and determine whether to proceed with such requests
- e) to make an annual report to both Councils on work undertaken and recommend the annual work programme for the next municipal year

2. RULES OF PROCEDURE

Membership of the Committee

- 2.1 The Councils shall appoint 5 members to the JOSC (politically balanced), appointed in accordance with the respective Councils local procedure rules including their period of office, vacancies arising and related matters.
- 2.2 The Committee shall be re-constituted at each Council's Annual Meeting as may be required by them
- 2.3 Each Council shall be entitled to change its appointees during the municipal year

Chairman and Vice Chairman

- 2.4 The JOSC shall elect co-Chairman at their first meeting in each municipal year. The Chairmanship of the Committee shall alternate between the Councils each meeting.

Quorum

- 2.5 The quorum of a meeting of the JOSC shall be 4 provided that there shall be 2 members present from each Council.

Venue for Meetings

- 2.6 The venue for meeting of the JOSC shall normally alternate between the Councils' offices

Amendments to the Terms of Reference (Functions and Remit)

- 2.7 The Councils may amend the terms of reference and/or membership of the JOSC from time to time. Any such amendment shall be agreed in writing by reference back to each full Council, taking into account any recommendation from the JOSC.

Application of Procedure Rules

- 2.8 Rules 5, 6, 12, 13, 16 (save for Rule 16(2) the Chairman shall not have a casting vote), 17, 18, 19, 20 and 21 the South Bucks District Council Procedure Rules shall apply to the meetings of the JOSC, and which for the avoidance of doubt are the same as Rules 5, 6, 11, 12, 14 (save for Rule 14(2), the Chairman shall not have a casting vote), 15, 16, 17, 18 and 19 of the Chiltern District Council or in so far as they include additional provisions or more generous provisions i.e. time limits on speeches, the additional and more generous rules shall so apply.

Joint Overview and Scrutiny Procedure Rules

1. Application of Rules

These Rules apply to the Joint Overview and Scrutiny Committee ("JOSC") and any ad hoc Sub-Committees of the JOSC.

2. Terms of Reference and Membership

- 2.1 The Councils' will have a JOSC to discharge the overview and scrutiny functions of both Councils in relation to the functions delegated to the Chiltern and South Bucks Joint Committee ("JC") and appoint members to the JOSC on an annual basis.
- 2.2 The JOSC may appoint such Sub-Committees or Working Groups as it sees fit.
- 2.3 The JOSC will comprise five members from Chiltern District Council and five members from South Bucks District Council and shall not include members of either Council's Cabinet.
- 2.4 Any members (except members of the Cabinet) may be members of the JOSC. However, no members may be involved in scrutinising a decision in which they have been directly involved, for example as a decision-maker or advisor.

3. Meetings

- 3.1 There shall be at least four Ordinary Meetings of the JOSC in each Council year.
- 3.2 In addition, Extraordinary Meetings of the JOSC may be called from time to time as and when appropriate. An Extraordinary Meeting of JOSC may be called by :-
 - a) the Joint Chairman, in agreement, requesting in writing that the Director of Resources call a meeting, or
 - b) any four Committee Members, being at least one from each Council, signing a requisition and presenting it to the Joint Chairmen.If the Joint Chairman fail to call a meeting within 7 calendar days of receiving a requisition under b) above the Committee Members may provide notice in writing to the Director of Resources, who will comply with that request unless he/she considers that the matter can be dealt with at the next Ordinary Meeting.
- 3.3 The quorum for meetings of the JOSC shall be four and include at least two members from each Council.
- 3.4 The JOSC shall elect co-Chairman at their first meeting in each Council year. The Chairmanship of the Committee shall alternate between the Councils each meeting.
- 3.5 The venue for meetings of the JOSC shall normally alternate between the Councils' offices
- 3.6 Meetings will be conducted in accordance with the following Council Procedure Rules :-

Rules 5, 6, 12, 13, 16 (save for Rule 16(2) the Chairman shall not have a casting vote), 17, 18, 19, 20 and 21 the South Bucks District Council Procedure Rules shall apply to the meetings of the JOSC, and which for the avoidance of doubt are the same as Rules 5, 6, 11, 12, 14 (save for Rule 14(2), the Chairman shall not have a casting vote), 15, 16, 17, 18 and 19 of the Chiltern District Council or in so far as they include additional provisions or more generous provisions i.e. time limits on speeches, the additional and more generous rules shall so apply

- 3.7 All meetings will be in public in accordance with the Access to Information Rules except when confidential or exempt items of business (as defined in Section 100C of the Local Government Act 1972), are under consideration.

4. Work Programme

- 4.1 The JOSC will be responsible for proposing its own work programme and in so doing shall take into account the views of all members of the Committee regardless of political group.
- 4.2 Approval of the JOSC work programme is the responsibility of the Councils and will be considered and determined by each Council at their May meetings each year, for the following Council year.
- 4.3 Items may be added to the work programme during the year where appropriate. Requests for the inclusion of additional matters will initially be considered by the Joint Chairmen having regard to the Councils' joint strategic objectives and the ability of the JOSC to have influence or add value on the subject. A recommendation on a request will be made to the next JOSC meeting for consideration and determination. Consideration should also be given to the capacity of the Committee and resources available. Any changes to the work programme should be reported to the Councils' mid-year for noting.

5. Agenda Items

- 5.1 A member of the JOSC shall be entitled to request that an item be added to the work programme in accordance with paragraph 4.3 above. Should the Joint Chairmen fail to include the item on the agenda at the next available meeting the member may give written notice to the Director of Resources that they wish an item relevant to the functions of the JOSC to be considered by the Committee. On receipt of such a request the Director of Resources will ensure that it is included on the agenda for the next available meeting.
- 5.2 Any member of the Council who is not a member of the JOSC may, on a maximum of four occasions in any Council year, give written notice to the Director of Resources that they wish an item relevant to the functions of the JOSC to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the Director of Resources shall consult the Joint Chairmen who will follow the procedure in paragraph 4.3 above. Should the Joint Chairmen fail to include the item on the agenda at the next available meeting of the Committee the member may give written notice to the Director of Resources that they wish an item relevant to the functions of the JOSC to be considered by the Committee. On receipt of such a request the Director of Resources will ensure that it is included on the agenda for the next available meeting. The Committee will then consider

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whether or not to include the item on the work programme. If the Committee decides not to include the item the member will be notified of the reasons.

- 5.3 The JOSC shall also consider any request from the Councils or the JC to undertake scrutiny review or policy development work on their behalf and shall adjust its work programme to the extent necessary to carry out such a review or development. If the work was requested by the JC, the reporting back of the findings and recommendations will be in accordance with Rule 7 below. If the review was requested by the Councils, the JOSC's report with its findings and recommendations will be provided to the Director of Resources who shall include the report on the agenda for the next available meetings of the respective Councils.
- 5.4 With the prior consent of the Cabinet Leaders the JOSC may consider a report relating to the discharge of a JC function prior to the matter being considered by the JC.
- 5.5 Where a report is considered by the JOSC prior to the matter being considered by the JC in accordance with Rule 5.4 above:
- 1) Rule 10 (Call-In) shall no longer apply to any decision subsequently made by the JC on that report; and
 - 2) Rule 6 below shall not apply and the JC will be notified of the recommendations of the JOSC by the Director of Resources appending a copy of the minutes of the JOSC to the officer's report or tabling a copy of the minutes at the meeting of the JC.

6. Reports from JOSC to the JC

- 6.1 Once the JOSC in exercise of its overview and scrutiny role has formed a recommendation in relation to any matter falling within its terms of reference and which relates to a JC function, the Joint Chairmen will prepare a formal report (called a "Joint Chairmen's Report") and submit it to the Director of Resources for consideration by the JC. The Director of Resources will, subject to Rule 6.3 below, place it on the agenda for the next available meeting of the JC.
- 6.2 The JC will consider the Joint Chairmen's Report at its next scheduled meeting, unless the matter is urgent when the Director of Resources shall convene a meeting of the JC in order that a report on the urgent matter can be considered.
- 6.3 If for any reason the JC fails to consider a Joint Chairmen's Report at the scheduled JC meeting the report will stand referred for discussion at the next Ordinary Meetings of the Councils.
- 6.4 Once a Joint Chairman's Report been considered by the JC, the Cabinet Leaders will respond in writing (called a "JC Response") and provide a copy to the Director of Resources, giving the concluded views of the JC thereon. The Director of Resources will place the JC Response on the agenda for the next available meeting of the JOSC.

7. Rights of Overview Committee Members to Documents

7.1 In addition to their rights as Members of the Council, Members of the JOSC will have the additional rights to documents and to notice of meetings of the JC as accorded to members of overview and scrutiny committees described in the Access to Information Rules of the Councils' respective Constitutions.

8. Members and Officers Giving Account

8.1 The JOSC may scrutinise and review decisions made or actions taken in connection with the discharge of any JC functions falling within its Terms of Reference. In addition to reviewing documentation, it may require the Cabinet Leaders and any member of the JC, the Head of Paid Service and any Director or Head of Service to attend before it to explain, in relation to matters within their remit :-

- 1) Any particular decision or series of decisions;
- 2) The extent to which the actions taken implement Council policy; and/or their performance;
- 3) And it is the duty of those persons to attend if so required.

8.2 Where any Member or officer is required to attend a meeting of the JOSC under this provision, the Joint Chairmen of JOSC will notify the Director of Resources in writing. The Director of Resources will then notify the Member or officer concerned giving at least 7 days' notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Committee. Where the account to be given to the Committee would require the preparation of a report, then the Member or officer concerned will be given sufficient notice to allow for this to be done.

8.3 Where, in exceptional circumstances, a Member or officer is unable to attend on the required date, then the JOSC shall in consultation with the Member or officer concerned, arrange an alternative date for attendance to take place within a maximum of six weeks from the date of the original request.

9. Attendance by Others

9.1 The JOSC may invite persons other than those referred to in Rule 8 above to address it and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector. In respect of Council officers this shall not extend to officers below Head of Service level without the agreement of the Head of Paid Service or relevant Director.

10. Call-In of a JC Decision

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- 10.1 When a decision is made by the JC and the decision has been published on the Council's website and made available in accordance with the Access to Information Procedure Rules, subject to the provisions of this paragraph, it is subject to call-in.
- 10.2 The record of decision will include the date on which it is published and subject to general exceptions, will specify the date on which the decision will come into force, and may be implemented unless called in.
- 10.3 A decision may be called in:-:
- 1) If it conflicts with the Councils' joint policies;
 - 2) If it conflicts with the Councils' budget strategy; and
 - 3) There is evidence to suggest the principles of decision-making as set in the Councils' constitutions have not been complied with (for example the absence of consultation).
- 10.4 During the period between a decision being made and coming into force:
- 1) The Democratic and Electoral Services Manager shall call-in a decision for scrutiny if any three Members in total from either Council, submit to the Democratic and Electoral Services Manager by email to democraticservices@southbucks.gov.uk, a request for a matter to be called in. Such a request is to be made by 5.00pm on the fifth clear working day from the day on when the record of decision is published. The request must include the reasons for the call-in
 - 2) Upon receipt of the request the Democratic and Electoral Services Manager shall consult with the co-Chairman and shall determine whether or not the call-in is in accordance with the requirements of these rules. The Democratic and Electoral Services Manager shall notify the Members who made the request of the determination within 2 clear working days of the request being received
 - 3) If the call-in is accepted the JC decision will be put on hold pending referral to the JOSC
 - 4) The Director of Resources shall within 10 clear working days of the call-in being accepted, after consultation with the co-Chairman, call a meeting of the JOSC. Such meeting is to be held on such date as the Director of Resources shall determine, but to be held as soon as is reasonably practicable.

11. Call-In and Urgency

- 11.1 The call-in procedure set out in Rule 10 above shall not apply where the decision being taken by the JC is urgent. A decision will be regarded as urgent if a delay in implementation would be highly likely to result in significant loss of income, additional expenditure or reputational damage or prevent the Councils from meeting their legal obligations.

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- 11.2 The record of a decision made by the JC shall state why it is reasonable in all the circumstances to treat the decision as an urgent one, and therefore not subject to call in.
- 11.3 Decisions in accordance with this procedural rule must be reported to the next available meetings of each Full Council.

13. Procedure at Overview Committee Meetings

- 13.1 A JOSC meeting shall consider the following business in the following order:
- 1) Minutes of the last meeting;
 - 2) Declarations of interest (including disclosable pecuniary and personal interests);
 - 3) Consideration of any matter referred to the Committee for a decision in relation to call-in of a decision
 - 4) A Cabinet Response to a co- Chairman's Report; and
 - 4) The business otherwise set out on the agenda for the meeting.
- 13.2 JOSC meetings are to be conducted in accordance with the following principles :-
- 1) The scrutiny will be conducted fairly and all members of the Committee will be given the opportunity to ask questions of attendees and to contribute and speak;
 - 2) That those assisting the Committee by giving evidence will be treated with respect and courtesy; and
 - 3) That the meeting will be conducted so as to maximise the efficiency
 - 4) To be constructive and positive, adopting non-confrontational and inquisitorial techniques
- 13.3 A member who has raised a matter referred to the JOSC may attend the meeting of the Committee where the matter is discussed unless the matter to be discussed includes confidential or exempt information. The Committee will in any event notify the relevant member of its decision and the reasons for it – subject the exclusion of confidential or exempt information.
- 13.4 Where the JOSC completes its consideration of a matter it will decide whether to make any recommendations to Cabinet/Council/publish its report.

SUBJECT:	<i>Customer Experience Programme</i>
REPORT OF:	<i>Customer Services–Cllr Duncan Smith SBDC, Cllr Fred Wilson CDC</i>
RESPONSIBLE OFFICER	<i>Nicola Ellis – Head of Customer Services</i>
REPORT AUTHOR	<i>Simon Vockins svockins@chiltern.gov.uk 01494 732083</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To provide a brief progress report on the Customer Experience Programme and the plans to implement the aims of the strategy – to put the customer at the centre of what we do, in line with our 'Stronger in Partnership' strategy.

RECOMMENDATION:

The Committee is invited to note the progress made to date.

2. Background

2.1 Members will be aware that the Full Business Case for the Customer Experience Programme was approved at Joint Committee on the 28th June 2018. This included the procurement of a technology partner.

2.2 Work has now commenced on implementing the aims of the programme, with the development of an implementation and support team, as approved by the Joint Staffing Committee on the 18th July 2018.

3. The Full Business Case

The Full Business Case was approved on the 28th June 2018. It verified that moving to the Target Operating Model (TOM) of centralised contact into Customer Services developed as part of the Outline Business Case, and carrying out the associated programme of transformation, will deliver the anticipated benefits (both financial and non-financial) and improve our customers' experience.

The proposed TOM will be supported by a new organisational structure creating opportunities for staff from the service area administration support units to transfer to the Contact Centre. This will be underpinned by new technology and processes to ensure greater efficiencies and financial savings, offering a significant improvement of our digital offering and building a data rich Contact Centre that enables us to analyse our customers' needs and shape our services accordingly.

We aim to provide a more consistent experience where customers receive the same level of service regardless of the service, individual, or channel used. We want to ensure customer queries are resolved at the first point of contact whenever possible and minimise the hand-offs to other teams.

We also want to ensure Customer Services staff have the information and knowledge required to provide a quality service aiming for 'right first time'.

To increase the digital offering, we must ensure that the customer can interact online with the Council via self-service channels with no degradation to the service received. We will also ensure the Councils use data and customer insight to continually review and inform the development of the service on an evidential basis.

The following activities and assets were delivered as part of the Full Business Case:

- Value Chains – a review of the common ways of working across service areas
- Service catalogues – a list of service requests that involve service delivery
- Requirements – for each service area a detailed set of requirements showed the scope of the forms used, any integrations, status updates and triggers back to the customer
- Functional Analysis Report – this was conducted within the service areas, identifying any group activities undertaken. This was to inform the percentage of activity that could be transferred to Customer Services
- Procurement – engaging with the market to seek a technology partner.

4. Costs and Benefits

The savings expected from centralisation, increased efficiency, and channel shift, are projected to be **£500k** per annum by 2022/2023, the fourth year of the project. Savings will be realised on an incremental level over those five years and will be reflected in the budgets for 19/20 onwards, as channel shift becomes more effective. Once the capital and revenue investment into the service has been taken into account, the business case will be cash positive in year 2, pay back in year 3, and yield over £1 million pound in net savings over 5 years.

The implementation costs of the programme come to £700k over the first two years. This includes the staffing costs for the implementation team, and the associated costs with our technology partners.

As highlighted in the Full Business Case, the transformation savings target is £310k. As we achieve channel shift, and greater efficiencies through integrations, the effort in the service areas will decrease. Therefore, Management Team has set a transformation target for each of the service areas, which equates to 3.75% of the salary budget for the service areas. These targets will be revisited and adjusted if actual data contradicts this analysis.

We have also predicted savings that can be achieved through channel shift, directing customers to self-serve on our digital platforms rather than use telephony or face-to-face.

We have used a model that aims for a 75% channel shift over five years, from the commencement of the first phase in May 2019. The ultimate aim is for an 80/20 channel shift, which would realise greater savings.

The predicted savings through channel shift are £490k.

Therefore, the total estimated benefits per annum are £800k. We have developed a benefit tracker, to help us monitor these benefits and ensure the programme is delivering as predicted.

5. Technology partner

The project team procured a technology partner through G-Cloud Framework Digital marketplace. The aim was to find a supplier who could develop to our requirements - a CRM Lite, interactive forms, an integration engine, push notifications and a customer account. We have now completed the call off contract with GOSS Interactive, who have begun development of these assets.

The cost of the contract with GOSS, over four years, totals £426,976. We have included the cost of the existing GOSS CMS as part of the solution, therefore saving £4,814 per annum on our current CMS contract.

The costs are broken down into implementation costs of £179,956, with an annual licence fee of £79,360. The licence fee for the first year is reduced to £8,940, based on a calculated project Go Live date of May 2019.

6. Implementation Team

To work on the programme an implementation team has been appointed. The Implementation and Support team is situated within Customer Services, reporting to Yvonne Hadlames, the Customer Services Manager, and to Nicola Ellis, Head of Service for Customer Services.

This team of six people is made up of the following roles:

- Implementation and Support Manager
- Web Channel Management Analyst
- Customer Insight Analyst
- System Analyst
- Customer Services Training Officer
- Support Officer

These members of staff are beginning the process of engaging with service areas and with GOSS Interactive, in the development of our digital offerings and the aims of the programme.

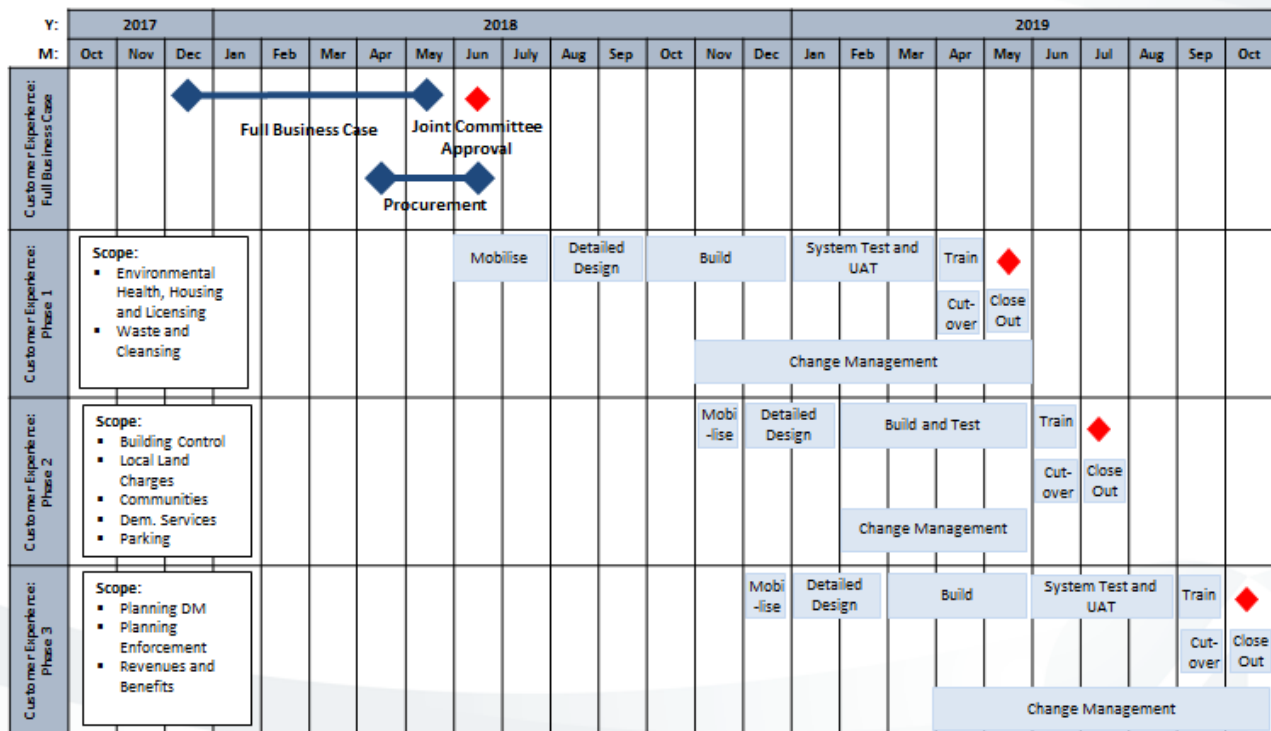
7. Approach

The programme will be dealt with in a measured, phased approach over two years, with three phases of transformation. The first phase, which we are commencing now, includes the following service areas:

- Licensing
- Waste
- Environmental Health.

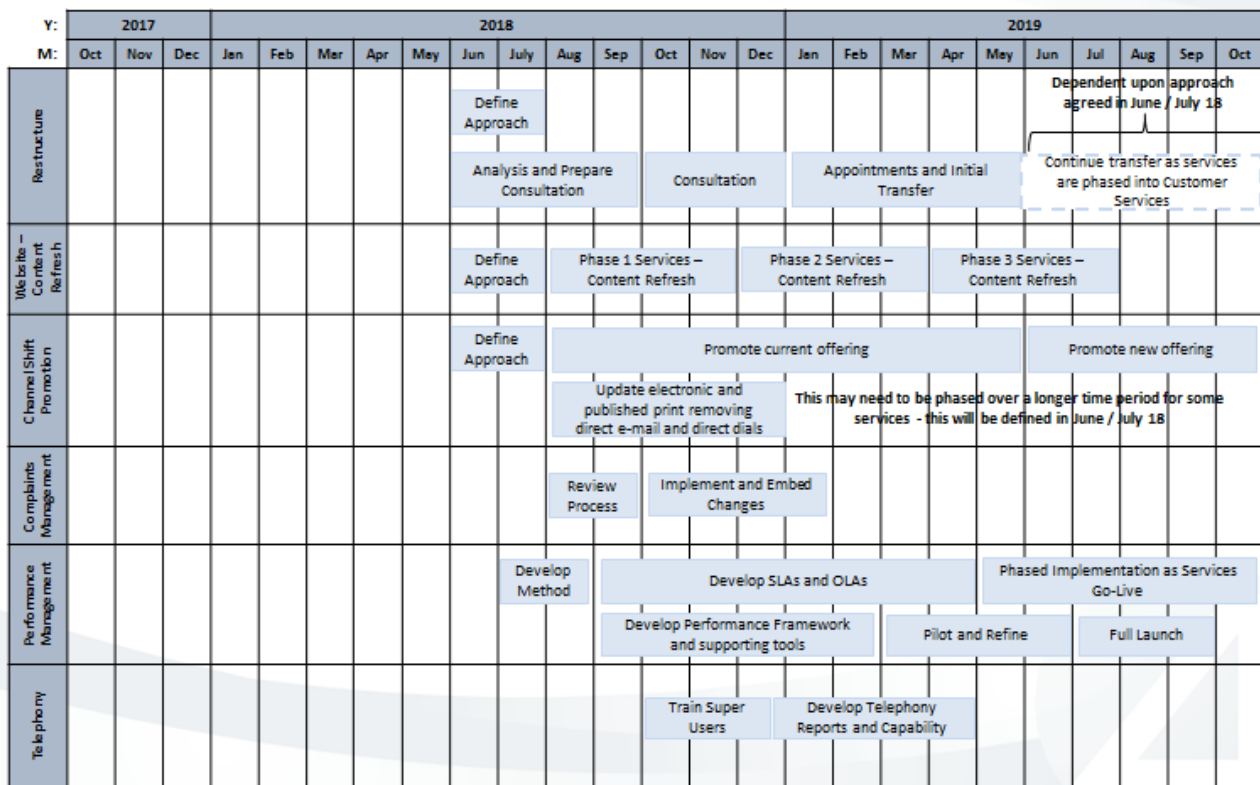
This phase is due for completion in May 2019. All service areas with significant public contact will be looked at by October 2019.

A detailed project plan for the programme has been drawn up, which highlight the individual projects that make up the programme. The high-level plan is as follows:

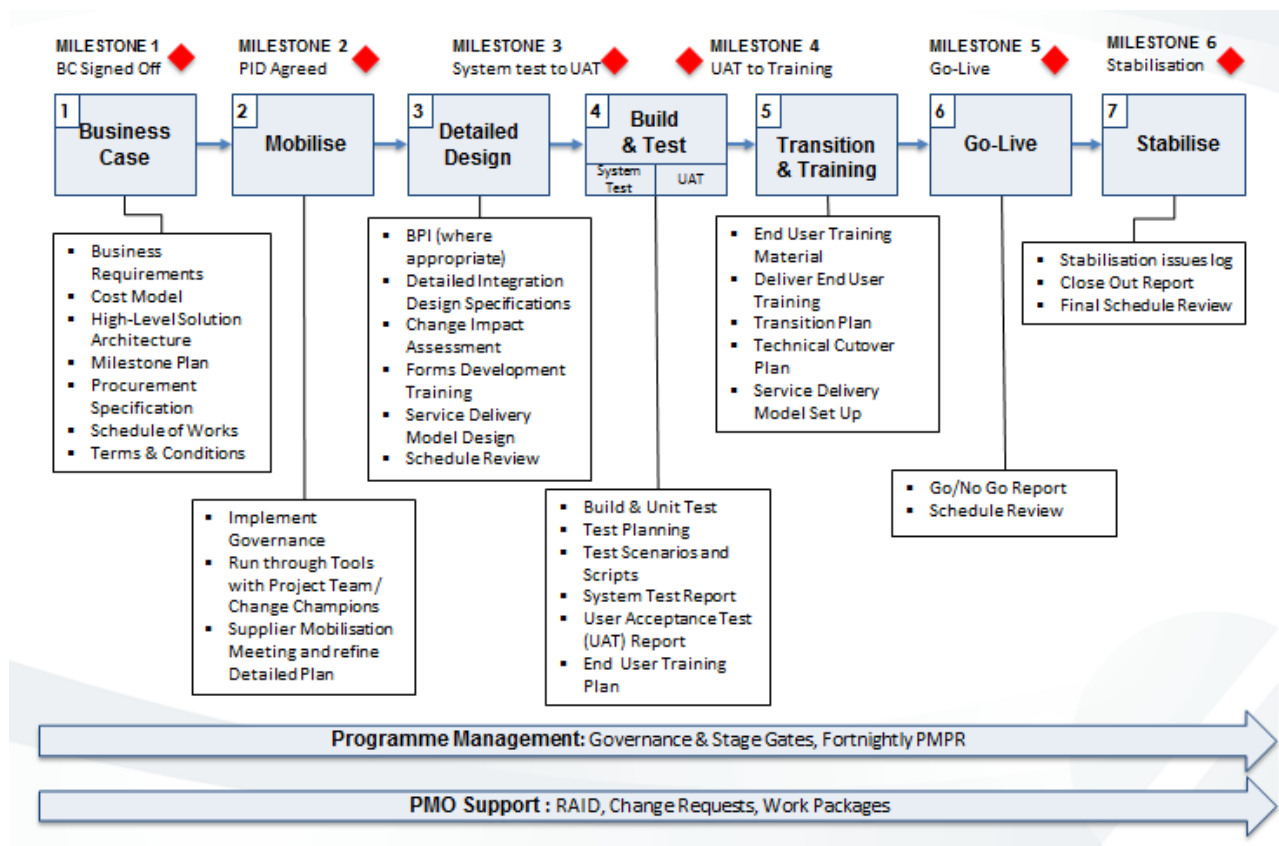


The above shows the high level plan for the phases with the service areas.

The next diagram shows the high level plan for the Customer Experience Programme, showing the associated projects that form the strategy.



The next graphic gives context on the Project Delivery Process, an overview of our approach:



The mobilisation phase involves mobilising the following;

- Suppliers – we have held a mobilisation meeting with GOSS Interactive on the 7th August
- Change Champions – these are the service area specialists who are involved in the programme. The project team met with the whole group on the 21st September and with those involved in phase 1 on the 25th September
- Sharing documentation with suppliers – we are in a dialogue with Agile Applications, the supplier of the Contender software used by the Waste Department, to discuss integrations and how best to transfer information from customer to service area, and back the other way
- We will also be refining the plan during mobilisation

As we move into design and build, we will commence training on form development, process and content design, and working closely with the technology providers on integrations. We need to ensure we review the current forms to make sure our communication with the customer is as accurate as possible, capturing the information we need to manage the service requests at first point of contact.

We will be working closely with the service areas involved in the first phase of the programme. We will be holding workshops to conduct the following activities:

- Workshop 1: Initial analysis and design of processes and forms
- Workshop 2 and 3: Review the forms, process and content
- Workshop 4/5: Validate and sign off the form designs

To assist this work we have developed a design checklist and a form tracker, to enable services to see the progression of the development work.

8. Outside Consultancy

We will continue to use 4OC in a consultancy role, using their expertise to bring value to the programme and to assist in our approach.

9. Communications

After the decision was made on the Full Business Case staff engagement sessions were held, with any questions and relevant answers posted on the intranet. We also continue to provide staff updates through newsletters. We are engaging with service areas, holding workshops to make sure we capture the right information. GOSS Interactive also have plans to host engagement sessions, to showcase their products and to highlight the value they will bring.

We will continue to update the Members' Working Group on the progress of the programme.

GOSS are developing sessions where Members will be able to meet with them and discuss the technology solutions, capturing more information on the approach and what GOSS can bring to the programme.

10. Next Steps

The following activities form the next steps for the programme:

- Staff training with the implementation team – we also have a team planning day booked to build cohesion within the team and to ensure everyone is aware of the aims of the programme
- Mobilise the build of the CRM system with GOSS Interactive
- Mobilise the phase 1 service areas – Waste, Licensing and Environmental Health – the section above headed 'Approach' gives more detail on this activity
- Engage with those service areas to develop the design of the customer interactions
- Commence building these customer interactions within the GOSS Interactive platform

Background Papers:	None other than referred to in this report
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SUBJECT	Update on Implementation Project for Shared ICT Strategy
REPORT OF RESPECTIVE CABINET MEMBER/ CHAIRMAN	CDC Support Services Portfolio Holder and Deputy Leader - Cllr Mike Stannard SBDC Customer Services and Business Support Portfolio Holder – Duncan Smith
RESPONSIBLE OFFICER	Director of Resources – Jim Burness
REPORT AUTHOR	Sim Dixon, 01494 732087, emails: sdixon@chiltern.gov.uk , sim.dixon@southbucks.gov.uk
WARD/S AFFECTED	All

1. Purpose of Report

To provide an update on progress made to date in:

- Establishing the business case for moving the Councils shared ICT estate to the cloud
- Initiating the other aspects of the Shared ICT Strategy
- Moving Officers to using a shared email address of @chilternandsouthbucks.gov.uk

RECOMMENDATION:

- 1. The Committee is invited to note the progress made to date**

2. Background

2.1. Approval was given by the Joint Committee on 28th June 2018 for the proposed Shared ICT Strategy along with authorisation for a budget of £30,000 to cover the cost of employing external expertise to help develop the financial and technical business case for a move to a cloud delivery model.

2.2. At the same meeting, although not part of the ICT Strategy, approval was given to move Officers to using a shared email address of @chilternandsouthbucks.gov.uk

3. Progress to Date

3.1. Appendix 1 provides an outline programme for the implementation of the shared ICT Strategy. Unfortunately, costs cannot be estimated until technical workshops planned for early October have taken place and a firm design for the way forward agreed.

3.2. Network Aspects

3.2.1. The Councils have a shared network based on Microsoft products. Consequently, the core skillsets of Business Support staff are centred on Microsoft. Therefore, the logical approach for a move to cloud is to build on the existing in-house knowledge of Microsoft.

3.2.2. In addition, since the Joint Committee meeting in June 2018 Microsoft have released new products that will facilitate a smoother and more cost effective transition to cloud.

3.2.3. Using the Crown Commercial Service G-Cloud framework, consultants, PowerON, have been identified to help Business Support develop a business case for a move to a cloud delivery model. A key factor to the selection of PowerOn is that they are a Microsoft Gold Partner specialising in cloud technologies.

3.2.4. In depth technical workshops have been booked for early October. The outputs from these workshops will be two business cases with costs and implementation plans. One to move the Councils network to Microsoft's Azure cloud platform. The other to migrate the Councils desktops to Windows 10 managed via Azure.

3.2.5. It should be noted that the Councils are not yet ready to move to a pilot for Windows 10 as not all core IT systems are Windows 10 compatible

3.3. Information Management Aspects

3.3.1. It is an aim of the new ICT Strategy to eliminate unstructured data i.e. data stored on network drives and in email boxes plus ensure that the location of all personal data is logged within service Information Asset Registers (IAR)

3.3.2. As part of the Information Governance Group (IGG) programme, work is underway to support service staff in the review and update of their Service IAR

3.3.3. Starting with data stored on network drives, a project (Delete the Data) has been initiated. Using a simple reporting tool and Service IAR's service managers are easily able to identify and delete obsolete data

3.4. Transformational Projects Supported

The transformational projects currently being worked on:

3.4.1. The insourcing of the SBDC Rev\Bens IT systems

3.4.2. The digitisation of the Planning archive

3.4.3. IT aspects of setup for the Customer Experience programme

3.4.4. Flexible & Mobile Working in Environment and Rev\Bens Services

4. Shared Email Address

4.1. Approval to use the chilternandsouthbucks.gov.uk domain name was given by the Government Digital Service on 22nd August 2018. It took a further few days to get the name registered and eligible for use.

4.2. The ICT Infrastructure Team completed work on configuring the email server by 7th September 2018. The shared email address is now ready to use.

4.3. In conjunction with the Communications Team, a project has been initiated that will:

4.3.1. Make residents aware that the shared email address will soon start being used by shared service staff

4.3.2. Support the services in identifying where email addressing needs to be changed in webpages and letter templates

4.3.3. Consolidate group email boxes

7. Corporate Implications

7.1 Financial – None

7.2 Legal - None

7 Links to Council Policy Objectives

Effective use of technology supports the objective of both Councils to deliver cost effective, customer-focused services

8 Next Steps

8.1 Hold technical workshops with PowerON

8.2 Obtain costed business cases with with costs and implementation plans

8.3 Initiate programme to implement shared ICT Strategy

Background Papers:	Appendix 1 – Outline Programme Plan to Implement the Shared ICT Strategy
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Appendix 1 – Outline Programme Plan to Implement the Shared ICT Strategy

Work Streams and Sub-Projects	Timescales	Phase	Comments
Preparation for migration to Cloud			
Complete vWorkspace Implementation	Oct'18	1	- 400 CSB staff + supplier support staff migrated. - Testing desktops for Customer Services - Delays caused by technical issues + number of projects to resource
Upgrade all applications to Windows 10 compliant versions		1	
- Idox products e.g. Uniform	Nov'18		
- ESRI GIS Upgrades - Mapping	TBC		
- ICON Upgrade – Cash receipting system e.g. online payments	Mch'19		
- Integra Upgrade – Finance system	TBC		
- C-Talk Upgrade – Contact Centre system	TBC		
Windows 10 Technical Workshops	Oct'18	1	Outputs: - Fully costed business case - High level design (HLD) - Project plan
Azure Technical Workshops	Oct'18	1	Outputs: - Fully costed business case - High level design (HLD) - Project plan
Setup connection between CSB network and Azure	Jan'19	1	Dependant on HLDs from technical workshops
Setup network security & identity management between CSB network and Azure	Feb'19	1	Dependant on HLDs from technical workshops
CSB network synchronising with Azure	Mch'19	1	Dependant on HLDs from technical workshops

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Appendix 1 – Outline Programme Plan to Implement the Shared ICT Strategy

Work Streams and Sub-Projects	Timescales	Phase	Comments
Migrate Desktop to MS Azure			
Windows 10 Pilot <ul style="list-style-type: none"> - This approach to facilitate BYOD - To encompass up to 100 participants - On successful completion rollout to rest of users 	Apl'19 – Jun'19 Jly'19 – Dec'19	1	Dependant on outputs from Windows 10 technical workshop
Migrate to Office 365(O365)	TBC	TBC	Dependant on outputs from technical workshops migration to O365 will be part of Win10 pilot
Migrate to Exchange Online –Email servers	Late 2019	2	Dependant on HLDs from technical workshops
Information Management: Reduce unstructured data/Management of personal data			
Delete the Data Project <ul style="list-style-type: none"> - Identify and delete obsolete data on network drives - Establish Service file plans - Determine Service business rules for retaining, deleting, where to store information - Determine appropriate cloud application e.g. SharePoint - Migrate to cloud 	July'18 – Apr'19 Sept'19 – Mch'20 Sept'19 – Mch'20 Apl'20 – Jun'20 TBC	1 2 2 2 3	- 4 Services in progress - 2 Services initiated

Appendix 1 – Outline Programme Plan to Implement the Shared ICT Strategy

Work Streams and Sub-Projects	Timescales	Phase	Comments
Email			
- Update corporate email policy	Sept'18	1	
- Determine business rules for retaining, deleting, where to store information i.e. not in mailboxes	Oct'18 – Mch'19	1	
- Rollout business rules to staff & Members	Apl'19 – Sept'19	1	
Information Assets Registers review & updating	Jul'18 – Dec'18	1	
SARS Process / FOI System Replacement	Jul'18 – Dec'18	1	
Corporate Projects - Transformation			
Revs\Bens Projects			
- SBDC service & IT systems insourcing	Nov'18	1	In-house service commence date 01.11.2018
- Procurement and migration to single IT system	2019\20	2	
Planning Service Projects			
- Planning archive digitisation	Sep'18 – Dec'19	1\2	
- Service improvements e.g. deploy Enterprise module, Mobile working	Oct'18 – Dec'19	1\2	
Customer Experience Project Streams			
- Setup connection between CSB network and GOSS	Sept'18	1	This will be an ongoing task
- Forms and integrations with key legacy applications	Sept'18 – Dec'19	1\2	
- Migrate all websites to GOSS cloud	Oct'18 – Dec'18	1	
Corporate Project - Flexible & Mobile Working Projects			

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Appendix 1 – Outline Programme Plan to Implement the Shared ICT Strategy

Work Streams and Sub-Projects	Timescales	Phase	Comments
Environment – Parking, Waste, Estates	Sept'18 – Jul'19	1	
Revs\Bens	Sept'18 - Nov'18	1	
Remaining Areas - Licensing / Housing / Customer Services	TBC	1	

JOINT OVERVIEW & SCRUTINY COMMITTEE WORK PLAN 2018 -19

Item	Description	2018		2019	
		1 October	December	January	March
Customer Experience Progress Report <i>Report Author: Nicola Ellis</i>	To consider a report providing an update on the progress of the programme, service by services. Highlighting data collected on customer contact and impact of transformation changes				
ICT Strategy Programme 2019 <i>Report Author: Sim Dixon</i>	To consider a report providing details of the programme of projects for the coming year, with appropriate business cases. Report to set out resources required to deliver the projects				
ICT Strategy Progress Report <i>Report Author: Sim Dixon</i>	To receive a report providing an update on the progress of the Strategy.				
R&B System Procurement <i>Report Author: Nicola Ellis</i>	To consider a report on the proposed decision to commence a procurement of a single R&B system for the two authorities.				
Joint Local Plan Submission <i>Report Author: Graham Winwright</i>	To consider a report on the joint Local Plan submission to be submitted for inspection				
Office Accommodation Strategy Review <i>Report Authors: Chris Marchant / Jim Burness</i>	To receive a report setting out the medium term office needs and options for the Chiltern and South Bucks shared service partnership.				
Review of Shared Services <i>Report Author: Jim Burness</i>	To review the 20 shared services implemented to assess the benefits and savings achieved against the business cases.				

