

MTRP Proposal - 18/19 and Beyond - Business Case

Service Area	Cross Council
Unique Reference Number	CC181901
Proposal Title	Digital Council
Version	For Informal Cabinet 24 th October 2017
Proposal Summary Description	Make cross council efficiencies related to digital and modernised council objectives.
Impact on Performance	No negative impact on performance. Improved performance
Impact on FTE Count	Increase of x2 FTE
Impact on other Service Areas	Proportionate reduction to service area budgets. Improved efficiency.
Impact on Citizens	None – efficiencies to internal practice and procedure
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Head of Service

Net Savings (£000's)	2018/19	2019/20	2020/21	2021/22
	34			

Implementation Costs (- £000's)	2018/19	2019/20	2020/21	2021/22
Revenue – Redundancy/Pension				
Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position

Under the Modernised Council programme, realise cross council efficiencies aligned to Digital Council objectives specifically related to:

- 21st Century Office - Mobile Phone Contract and Use
- 21st Century Office – Going Paperless
- Systems Integration and rationalisation

Key Objectives and Scope

21st Century Council – Mobile Phone Contract

The council currently spends around £200k a year on mobile phone costs for employees, an increase of £11k over four years. By reducing the number and type of

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phones issued; reducing standard data usage allowances and associated costs; amending processes; centralisation of budget; and centralisation of the management of mobile phones an initial review has identified potential efficiencies.

To achieve and maintain mobile phone efficiencies and achieve longer term communication objectives - driving out efficiencies at a team, service, and corporate level - reinvestment of a portion of the cost benefit is required.

21st Century Office – Going Paperless

The council still produces a large amount of paper. Paper processes are costly and inefficient. Proposals include

- Replacing paper processes with electronic ones e.g. e-forms, e-mail
- Reduced printing, transport and storage costs
- Improving office facilities to provide greater effectiveness and agility
- Greater roll out of the council's Electronic Document Management System (EDMS) system to support increased agility, effectiveness and efficiency

Replacing paper process with electronic ones will result in actual cost reductions efficient processes. A modest cost saving for 18/19 is set out below. To maintain 18/19 savings and achieve longer term digital objectives - driving out efficiencies at a team, service, and corporate level - reinvestment of a portion of the cost benefit is required.

Systems Integration, Rationalisation and Review

The council uses a large number of IT systems that tend to be for a specific service/purpose. The existing cost for support and maintenance is £750,000 per annum across the council. The proposal is to:

- Review the systems used and associated licences
- Over a period of 1-5 years, rationalise systems used as a result of the partnership with the Shared Resource Service (SRS)

The aim is to reduce support and maintenance costs by 2%, per annum. Reduced support and maintenance costs are dependent upon increased collaboration between SRS partners. As systems are rationalised relevant service budgets will be reduced achieving cross council savings.

Options considered

1. Maintain the status quo and do nothing. This is in direct conflict with the council's Digital Strategy, Modernised Council and Way we Work objectives
2. Centralise £96k of relevant budgets, re-investing a proportion with the purpose of achieving £34k savings in 18/19. The re-investment will enable the action and maintenance of efficiencies; and contribute to the achievement, action and maintenance of future efficiencies aligned to digital objectives.
3. Centralise and re-invest 62k of relevant budgets with the purpose of reducing inefficient spend. The re-investment will enable the action and maintenance of efficiencies; and contribute the achievement, action and maintenance of further efficiencies aligned to digital objectives. The residual reduction of spend (projected at £34k for 18/19) to be retained by respective service areas to manage.
4. Centralise budges and realise £96k of savings. This option is not

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achievable/sustainable. Resource is required to action and maintain efficiencies proposed; and contribute to the achievement, action and maintenance of efficiencies aligned to digital objectives.

Recommended Proposal/Option

In order to achieve savings, Option 2 (below) is recommended.

Centralise £96k of relevant budgets re-investing a proportion with the purpose of achieving £34k savings in 18/19. The re-investment will enable the action and maintenance of efficiencies; and contribute to the achievement, action and maintenance of future efficiencies aligned to digital objectives.

In order to go paperless, manage mobile phones effectively and contribute to the rationalisation of systems there is a need to create two permanent posts. The lack of resources to manage the existing mobile contract has resulted in an increased number of mobile devices and significant additional costs to the council. Therefore this proposal will not be feasible without additional resources to support it. In addition, it is important to invest in digital technology and the improvements in effectiveness, economy and efficiency this enables. An investment is required to drive forward these improvements as work has been carried out by a temporary resource with temporary funding to date. Existing resources within the team have no capacity to do this important work given existing responsibilities. The funding for these posts reduces expected savings but without these posts the savings will not be achievable/sustainable. This is a cost of £62k that reduces expected savings resulting in £34k net savings as detailed in the table below:

Proposal	Saving	Re-Investment
21 st Century Office - Mobile Phone Contract and Use	£50k	
21 st Century Office – Going Paperless	£31k	
Systems Integration and rationalisation	£15k	
Re-invest a proportion of the generated savings to action, maintain and grow digital efficiencies.		£62K
Total Saving 18/19	£34k	

Required Investment

None

High Level Milestones and Timescales

New mobile contract go live including rationalisation of phones	November 2017
Going paperless – initial forms identified	December 2017
An appropriate mechanism for removing the need for paper forms may require some form of investment e.g. Microsoft SharePoint.	March 2018
Review of initial retained IT contract spend	March 2018
Rationalisation of IT systems in line with Shared Resource Service (SRS) by 2%	April 2018 – March 2018

Key Risks/issues

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The new mobile phone contract will reduce the number of phones but using agreed criteria and the ability to review will mean that risks are minimised to service delivery. Going paperless should reduce the potential for errors but the new systems will need to be fit for purpose. The removal of hand written signatures by going paperless may have a slightly reduced audit trail but appropriate IT solutions should be similar. The rationalisation of IT systems may result in slightly less tailored system facilities but this will be mitigated by improved support and sustainability.

Risk Description	Risk Score (as per matrix below)	Mitigation Measures
New mobile phone contract – reduction in devices	Risk score 4: Low probability (2), low impact	Based on agreed criteria. Ability to review as necessary
Going paperless – reduced audit trail	Risk score 4: Low probability (2), low impact (2)	IT systems will need to be identified to provide appropriate audit trails
Rationalisation of new IT systems results in less tailored system facilities	Risk score 9: Medium probability (3), medium impact (3)	Ensure IT systems still meet essential needs and other benefits offset these impacts

Probability description	Score
Very Low probability	1
Low probability	2
Medium probability	3
High probability	4
Very high probability	5

Impact description	Score
Negligible	1
Low	2
Medium	3
High	4
Very High	5

Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Impact				

Specific linkage with Future generation act requirements

Integration – these proposals are in line with the council's Corporate Plan, Digital Strategy and the People & Business Change Service Plan.

Long Term – Good asset management is environmentally friendly, reduces long term storage requirements.

Prevention – Reduce/remove duplication of effort, rationalise assets, increase resilience by preventing single point of failure in systems

Collaboration – Going paperless will be in conjunction with various council services and should benefit all parties (direct service providers and support services). Rationalising IT systems will be facilitated by partnership working with the Shared Resource Service (SRS) and its partners.

Involvement – Services will be involved in the review of mobile phone needs. Going paperless will include service involvement to meet their needs. Services will be involved in the rationalisation of IT systems in conjunction with the Shared Resource Service (SRS).

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Fairness and Equality Impact Assessment
None required.