Report

Cabinet Member for Community and Resources

Part 1

Date: 8 January 2021

Subject   **Annual Digital Report 2019-20**

Purpose   To provide an assessment of the Council's digital work, identify key risks and agree the action plan for 20/21

Author   Digital Services Manager

Ward   General

Summary   Technology is critically important to all organisations in effective and efficient service delivery. Newport City Council relies massively on IT systems for its effective day to day operation. In addition, the provision of digital infrastructure for the city is now another important aspect of the use of technology in the day to day lives of citizens.

   The purpose of this report is to provide an assessment of the IT and digital arrangements for the council and identify where action is required to address weaknesses and make improvements.

Proposal   **To endorse the Annual Digital Report 2019-20 and proposed actions.**

Action by   Digital Services Manager
   Digital Projects Manager
   Head of People and Business Change

Timetable   As reported

   This report was prepared after consultation with:

- Head of Law and Regulation – Monitoring Officer, and Senior Information Risk Owner (SIRO)
- Head of Finance – Chief Financial Officer
- Head of People and Business Change
- Digital City Board

Signed

Background

The purpose of this report is to provide an assessment of the IT and digital arrangements for the council and identify where action is required to address weaknesses and make improvements.
The benefits of the report are as follows:

- Provide an overview of the council's IT and digital services
- Highlight the importance of digital services to the organisation, the opportunities they provide and the risks of under-investment
- In future the intention is to compare performance with previous years and with the aim of continuous improvement
- This is the first Annual Digital Report. It is designed to complement the Annual Information Risk Report which is now in its seventh year
- Identify opportunities, address weaknesses and develop an action plan

Financial Summary

There is no specific cost associated with the report. The Funding section of the report identifies the funding of IT/digital costs. It highlights the council's increased budget in this area to improve service provision.

Risks

The council, like other organisations, has an increased reliance on IT systems for effective and efficient service delivery. It is crucial that the council delivers in its delivery of IT service. Further details of risks are provided in the report and those identified below represent some high level risks.

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Management and development of effective IT services following transition to SRS	H	L	Many of the actions detailed in this report are designed to mitigate this risk.	Digital Services Manager and Digital team in conjunction with SRS
Cyber security risks around confidentiality, availability and integrity of council data and systems	H	L	Many of the actions in this report in conjunction with the annual information risk report are designed to mitigate these risks.	Digital Services Manager, Digital Team, Information Management team in conjunction with SRS

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The Digital Strategy, approved by Cabinet October 2015 sets the overall direction for the management of information, and information governance is also considered in the Annual Governance Statement produced for the inclusion in the Council's Annual Statement of Accounts and reported to Audit Committee. The actions outlined in this report form part of the People and Business Change service plan from 20/21 onwards.

Options Available and considered

1. **Do nothing**
2. **Note the annual digital report and endorse its findings.**

Preferred Option and Why

The preferred option is option 2 – note the Annual Digital Report 2019/20 and endorse its findings. This will provide an understanding of the current position in relation to digital services and give an opportunity to monitor progress on actions identified

Comments of Chief Financial Officer

There will be no adverse financial impact as a result of endorsing this report. The action plan has been fully funded from within existing budgets, which were increased by £220k in 19/20, a further £470k in 20/21 and with £250k planned in 2021/22 as part of the Corporate Plan to support Digital Aspirations. Reactive work to deal with the COVID pandemic has been funded from the Welsh Government Hardship Fund and reserves.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. Any identified risks or issues arising from the delivery of the digital services will be picked up as part of the Information Risk management arrangements and the Council's corporate risk management framework.

Comments of Head of People and Business Change

As the author of the paper the comments of the Head of People and Business Change are contained throughout.

There are no HR issues relating directly to the proposals.

The report outlines how the work takes account of the sustainable development principle under the Well-being of Future Generations Act. Improving our digital infrastructure within the Council and within the city will contribute towards the Well-being Goals for Wales, most notably a Prosperous Wales and a Globally Responsible Wales.

Comments of Cabinet Member

N/A

Local issues

No specific local issues.

Scrutiny Committees

Due to coronavirus and a large work programme it has not been possible for Scrutiny Management Committee to review this report this year. Comments are invited from members in line with the normal member consultation process. This report is non statutory and needs to be considered in this context.

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and

foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Children and Families (Wales) Measure
No specific consultation with children and young people is relevant as part of this report.

Wellbeing of Future Generations (Wales) Act 2015
This report and its associated action plan incorporates the five ways of working as below:-
- Long term – initiatives in IT/digital need to consider the long term and follow a plan as demonstrated in the existing Digital Strategy. The planned review of the Digital Strategy will enable a review of the long term dimension of the strategy. The strategic move to the cloud is one example of this long term vision.
- Prevention – preventative measures are key to ensure the effectiveness of the service by ensuring the infrastructure and systems are fit for purpose and appropriately supported and protected. IT systems can provide data to inform better decision making and preventative measures.
- Integration – IT needs to be designed as part of business processes rather than an add-on at the end. The Digital team plays an important role in integrating IT in to business processes in conjunction with SRS.
- Collaboration – IT delivery relies on the collaboration between the council's IT service delivery partner, the Shared Resource Service (SRS) the Digital team and all council services as well as with suppliers.
- Involvement – the council has contact with internal services, members of the public and businesses in relation to IT delivery. The council has IT systems to engage with the public including via its web site and bus Wi-Fi

Crime and Disorder Act 1998
No specific considerations.

Consultation
Comments from members of the council's Digital City Board will be included within the text of the report in line with their role as key strategic stakeholders.

Background Papers
Digital Strategy 2015-2020
Annual Information Risk Report 2019/20
Newport City Council's Strategic Recovery Aims in response to the Covid 19 Health Emergency

Dated: 22 December 2020

Annual Digital Report 2019/20

Created by	Digital Services
Date	13/11/20
Reviewed by	Dominic Gibbons
Date	13/11/20

Document Control

Version	Date	Author	Notes / changes
V0.1	28/04/20	Mark Bleazard	Initial draft
V0.2	28/05/20	Mark Bleazard	Updated draft
V0.3	26/06/20	Mark Bleazard	Updated draft
V0.4	15/07/20	Mark Bleazard	Further updates
V0.5	05/08/20	Mark Bleazard	Update to include COVID-19 impact and strategic recovery aims
V0.6	13/11/20	Mark Bleazard	Final update to reflect lack of Scrutiny time to review
V0.7	21/12/20	Mark Bleazard	Minor amendments as a result of Finance comments

Contents

Executive Summary

Digital Strategy
- **This reports recognises the increasing important of IT/digital services to the organisation**
- The Digital Strategy needs to be reviewed and updated

Organisation and Governance
- **To ensure effective and efficient service delivery, the Shared Resource Service (SRS) is critical together with a major contribution from Digital Services and Service Areas**
- Governance is provided by means of a number of SRS boards attended by SRS and partners, a Delivery Group plus various internal council meetings and processes
- Groups are in place to support schools in developing a digital strategy and deliver the "EdTech" project funded by Welsh Government

Performance
- Of the four performance measures, SRS is green on one and amber on the other three
- The most significant measure is performance against Service Level Agreement (SLA) which is well over the target of 85% with 93% of calls resolved against SLA
- Less significant measures around customer satisfaction, call waiting times, and resolution at first point of contact are below target

Funding
- **Shared Resource Service (SRS) is funded by partner organisations**
- **The council has a number of retained budgets** including capital programme, PC replacement budget and "retained contracts" for major systems
- **Additional budget pressure allocated an additional £470k p.a. funding to support retained budgets that is a very positive step**
- Schools fund their own IT provision, boosted recently by Welsh Government "EdTech" funding

Projects
- The number and size of projects identified highlights the important projects carried out and the positive impact they make to service delivery.
- Nearly all projects include a significant technology element
- **Key projects during 19/20 were Microsoft Office 365 Teams, Neighbourhood Hubs, Civil Parking Enforcements, Destination Newport web site and devices for members**
- Improvements have been made in managing projects generally in conjunction with the SRS.

Core Planned
- Whilst core planned work is generally less time-consuming than projects, it is very important to ensure continued effective operation of services especially from a security perspective.
- The Digital Team will work with Shared Resource Service (SRS) to improve processes around core planned work

Reactive
- The reactive IT service is often the most recognised IT function, the IT Service Desk
- Performance for reactive incidents is provided in the Performance section of this report

Compliance, Security and Audit
- The majority of this work is detailed in the Annual Information Risk Report
- This is crucial work, especially in the current environment

Infrastructure, Capital Programme and Cloud
- **Plans are being developed by the SRS in conjunction with Digital Services for a refresh of the council's infrastructure including the aim of moving more to the cloud** in line with the SRS' revised strategy
- A number of important systems have already been moved to the cloud

Devices and Operating Systems
- **Additional funding has been allocated to ensure an appropriate desktop device replacement programme**
- Aim of removing the small number of existing Windows 7 devices with Windows 10 which has been the corporate standard for a number of years

Digital Developments

- The roll out of the Electronic Document Management System (EDMS) has been very successful across a large number of areas of the council
- Further roll out of the hybrid mail system will also be beneficial
- There remains a need for handling paper documents and the Document Services team carries out this important function
- **Public Wi-Fi is provided in the city centre, on buses and in a number of public buildings**
- Savings planned for building Wi-Fi need to be reviewed further in the light of the impact of Coronavirus

Business Continuity/Disaster Recovery

- The first phase of this project was achieved with replication of offsite backups from tape to disk
- The next phase is to provide access to systems should both server rooms at the Civic Centre not be available is being reviewed in light of the strategic direction of the SRS to move to the cloud

CoronaVirus Impact

- The impact of CoronaVirus on organisations is huge and the reliance on and use of technology will be reviewed over the forthcoming months to ensure technology supports the organisation going forward in the "new normal"

1. Background and Purpose

Technology is critically important to all organisations in effective and efficient service delivery. Newport City Council relies massively on IT systems for its effective day to day operation. Whilst the council has business continuity processes enabling it to continue to function when IT systems are unavailable, this is inevitably at the detriment of the effectiveness and efficiency of service delivery. In addition, the provision of digital infrastructure for the city is now another important aspect of the use of technology in the day to day lives of citizens.

The actions outlined in this report form part of the People and Business Change service plan and further detail is incorporated in the Digital team annual business plan.

1.1.   Purpose of the Report and Benefits

The purpose of this report is to provide an assessment of the IT and digital arrangements for the council and identify where action is required to address weaknesses and make improvements.

The benefits of this report are as follows:
- Provide an overview of the council's IT and digital services
- Highlight the importance of digital services to the organisation, the opportunities they provide and the risks of under-investment
- In future the intention is to compare performance with previous years and with the aim of continuous improvement
- This is the first Annual Digital Report. It is designed to complement the Annual Information Risk Report which is now in its eighth year
- Identify opportunities, address weaknesses and develop an action plan

2. Current Position

This part of the report identifies the council's current position in relation to digital services. In 2015 the Digital Strategy was developed which highlights the importance of effective digital services. This report will inform the refresh of the existing digital strategy that continues until the end of March 2020. It also recognises that a review of the Digital Strategy is required and this is included in the action plan.

2.1.   Organisation and Governance

IT Service – Shared Resource Service (SRS)

The IT Service became a partner in the Shared Resource Service (SRS) on 1/4/17. As well as Newport City Council, the SRS is made up of Torfaen County Borough Council, Monmouthshire County Council, Blaenau Gwent County Borough Council and Gwent Police. There is SRS representation on the council's Digital City Board as well as other groups such as the council's Information Governance Group. As detailed further in the section below, the client side role is managed by the Digital Services team and this important relationship in service delivery as well as information governance continues to develop. An annual report is provided to Partnerships Scrutiny Committee on the SRS and was provided at the meeting of 3rd April 2019. A report is due to be provided to the same committee when it sits again.

SRS Governance Arrangements
The SRS currently has three boards as follows:-

Strategic Board
This purpose of this board is to set the Strategic Direction of the SRS. It provides collective challenge to the Business and Collaboration Board around alignment to the SRS Strategy and identifying

collaborative opportunities across all partners. It provides collective challenge to the Finance and Governance Board around alignment to the SRS Strategy and assurance to all partners. It provides collective challenge to the SRS Chief Operating Officer to drive forward SRS strategic principles. NCC is represented on this board by the Chief Executive and the Cabinet Member for Community & Resources.

Finance and Governance Board
The purpose of this board is to assure the Strategic Board that the SRS is delivering value for money, support the development of a medium term financial plan for the SRS, support the audit programme at the SRS and receive updates from audit in relation to the combined audit programme, provide collective challenge to each other around alignment to the SRS Strategy. It also provides collective challenge to the SRS Chief Operating Officer to drive forward the SRS strategic principles. NCC is represented on this board by the Head of Finance.

Business and Collaboration Board
The purpose of this board is to provide collective challenge to the SRS Chief Operating Officer to drive forward the SRS strategic principles including to deliver effective ICT services from a single combined unit and operate as one SRS, to improve services to provide a solid foundation upon which partner organisations can operate, to ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations, to develop a capable, professional workforce that can meet the challenges within technology over the coming years and to provide a collaborative platform for public sector organisations to share common ground. NCC is represented on this board by the Head of People and Business Change.

These boards have been in operation for a number of months. There are challenges to be addressed to ensure relevant board composition and that decisions are made by the appropriate boards. All decisions made by boards need agreement by all partners. As detailed elsewhere in this report, developing a strategic, cohesive vision for all partners is challenging despite each partner's commitment to the partnership and its aims.

In addition to the three boards there is also a Delivery Group.

Delivery Group
The SRS holds four weekly Delivery Group meetings with each partner separately. At these meetings, performance data is reviewed with individual partners and work is prioritised for the next four week period. NCC is represented by its client function led by the Head of People and Business Change. The focus of these meetings is being shifted to more strategic issues aligned to NCC's investment objectives for becoming a partner of the SRS.

Digital Services

The Digital Services team sits in the People and Business Change Service Area. It was developed from an existing team that was restructured to reflect the new requirements of a new IT Service provision. The Digital team is complemented by the existing Information Management team to form Digital Services.

The Digital Services team plays a key role for the council. It provides the link between the council and the SRS for IT work and developments and is designed to add value in the role. It maintains an important relationship with the SRS and undertakes a client management role on behalf of the council including performance management with the SRS. It has a strategic role for the council and is responsible for [Newport City Council's Digital Strategy](#) and undertakes this strategic role as part of the Modernised Council and Digital City Boards. Another part of this role it to manage a number of "retained" IT budgets including contracts for most large IT applications (financials, HR etc.), a PC replacement budget for the council and a capital programme for major infrastructure updates.

The Digital team also has a more operational/tactical role. This role is around:-
• reactive incidents

- core planned work to maintain the existing IT infrastructure
- projects
- compliance including Public Services Network (PSN)

In all these areas the Digital team manages the escalation and prioritisation with the SRS as necessary, working with services on behalf of the council. It also provides general advice and guidance to the council and plays a key communications role. This role is an important one for the council and the relationship with the SRS which continues to mature. There is further work to do in this area including processes for managing work especially core planned work.

Service Areas

Service Areas use a number of IT systems to operate their services. These systems are largely provided and managed by the IT service. Services are responsible for the information stored in their respective systems and to maximise the benefits of technology in conjunction with Digital and the SRS. As part of additional budget allocation for IT provision a fund has been set up to pay for necessary system updates that would previously have been paid for by services directly.

Groups

Modernised Council
The Modernised Council Programme Board was the primary decision making board for strategic IT/Digital developments led by the Chief Executive but this will be reviewed going forward.

Digital City Board
This board provides the strategic direction for the Council on digital matters including development and management of the council's Digital Strategy. A key role of the Board is to prioritise large scale projects on behalf of the organisation. The Board is chaired by the Head of People Business Change and comprises representatives from areas of the Council. This group has membership from NCC and SRS.

Digital Champions
The council has approximately 30 "Digital Champions" who are advocates for the use of digital technology. They provide a key contact point for services using digital technology. They were a key part of the testing for Office 365 as detailed below.

Schools

Schools fund their own IT provision and the majority use the in house schools service provided by the Shared Resource Service (SRS) although a number have provision from other service providers. A strategic group with representation from schools, the Education service, Shared Resource Service and Digital meets regularly. This is a key strategic group that focuses on the development of the IT provision in schools and recognises the importance of this to effective teaching and learning. Welsh Government has recently provided additional funding designed to improve the infrastructure of schools under the "EdTech" programme and this is being progressed with the Education service, Shared Resource Service and Digital. This recognises the importance of technology to support schools with the amount allocated to Newport schools being £2.3M.

2.2.   Performance

Performance Information

The Shared Resource Service has a number of common performance measures across all their respective partners. As such all partners have common targets and are measured on the same basis. The intention is for Newport City Council to establish further local performance indicators to measure performance.

Performance Measures

The SRS has a number of common Performance Indicators (PI's) agreed and monitored across all partners as part of the Service Level Agreement.

Percentage of Calls Resolved Against Service Level Agreement (SLA)
The performance for the year 19/20 as a whole is 93.0% against a target of 85.0%. This represents very good performance for reactive calls and is significantly above target. This demonstrates that reactive calls are being responded to well and generally resolved within target. Performance is consistently good throughout the year although clearly there are variations month by month.

Customer Satisfaction
The performance for the year 19/20 as a whole is 76% of those responding were satisfied against a target of 80% so just below the target. It is hope to increase take up of these surveys going forward as well as improving the overall rate.

Calls Resolved at First Point of Contact
The performance for the year 19/20 as a whole is 60.5% against a target of 70.0% so performance is below target. This is a challenging target that is affected by the variety and complexity of systems supported.

Average Call Response time
The average call response time for the year is 5 minutes 31 seconds (331 seconds) against a target of 90 seconds so calls were not answered as swiftly as the target.

Of the four performance measures SRS is green on one and amber on the other three. However calls resolved against SLA is the most significant measure and this is well above the target. Performance on the other measures is being addressed by SRS and improvements have been made subsequently.

2.3.   Funding

As detailed in the organisation section above, spend on IT/digital is incurred in various areas. The majority of the funding is provided to the Shared Resource Service (SRS) that employs IT staff and pays for a number of contracts on behalf of the council. The council also has a number of budgets that remain with the council including for major systems "retained contracts", capital programme and equipment spend. The council continues to look to rationalise systems wherever possible and this includes the use of the CRM system for work that previously was carried out in standalone systems.

The Head of People and Business Change identified previously that additional funding was required to bring the council's IT spend up to the median spend across IT in Wales. Accordingly an additional £220,000 was allocated in 2019/20 although this was primarily required for what otherwise would have been budget pressures. Therefore, there was no specific benefit identified from the additional spending. Due to the importance of digital a further £470,000 was formally approved and allocated to budgets for 2020/2021 and a further £250,000 is planned in 2021/22. The budget is planned to be spent on the following areas:-
• PC replacement budget
• Cloud funding
• Cyber security
• Innovation and development fund
• Digital team resources
• System updates fund
• Robotic Process Automation

Spend in these areas is expected to provide improvements in a number of areas including infrastructure, equipment for staff, resources and systems. These are expected to improve the effectiveness and efficiency of service delivery given the large part technology plays in this. This additional budget will be formally allocated to specific budgets in 20/21.

As mentioned above, schools fund their own IT provision from their own budgets..

2.4. Projects

Office 365 – E-mail and Teams

The primary aims were the delivery of a cloud infrastructure for e-mail including Microsoft Multi Factor Authentication (MFA) for secure access, the roll out of Microsoft Office 2016 to all devices plus the delivery of Skype to all devices. This initial phase was successfully completed in early April 2019 and this now provides the council with secure access to e-mail from any device anywhere. This is a major step forward and the project also enabled the rationalisation of some systems and the development of standard systems across SRS partners. An additional benefit of the project is that all users are now licenced with a solution that protects the council from malicious links and attachments in e-mail. Two items remain from the original phase of the project which need to be resolved. These are the migration of the existing e-mail archive solution and the provision of a true Bring Your Own Device (BYOD) solution although secure access to e-mail is available via a browser on any device in any case.

Microsoft Teams was rolled out in late March 2020. It was already scheduled for roll out but this was accelerated due to Coronavirus. This was rolled out to all staff and members and has been very well received. It has been a critical piece of the council responding to Coronavirus and the number of staff working from home.

Neighbourhood Hubs

This project is to create four multi-agency neighbourhood service hubs that will bring together a range of different services to support better outcomes and manage demand in areas of Newport with the highest need as evidenced in our well-being profile. The digital requirements of the hubs are substantial and are required for Newport City Council staff as well as partner organisations and the public. The technology required includes provision of a wireless network, printing facilities for all users, digital displays and an appointment booking system. The first hub, Ringland, went live in December 2019 and is progressing well.

Civil Parking Enforcements (CPE)

The council undertook a major project whereby it takes over the responsibility of parking enforcement across the city in place of the police. The project uses technology to record and evidence infringements and enforcement officers also use body cams to record threatening behaviour when necessary. The systems were in place ready for the project go live on 1st July 2019.

Destination Newport Website

A separate website was required to promote and sell Newport as a desirable destination for business and visitors. The aim of the website is to:-
• attract individuals to Newport and increase business for local accommodation providers, restaurants, retail and attractions
• sell Newport as an excellent location for businesses, therefore attracting investment and new jobs to the area

The website has a different look and feel to the Newport City Council site and is focussed on the specific aims above. The first phase of this work was completed in September 2019 - see http://www.cityofnewport.wales . There is further work to be carried out in 2020 and this is now in its final phase to be completed by autumn.

Devices for Members

A report was presented to the Cabinet Member for Community and Resources to provide a series of options for suitable devices for Members and provide an assessment of the advantages and disadvantages of these. All 50 Members were provided with laptops in May 2017. The laptops were

provided to enable Members to undertake their role effectively. These arrangements had been in place for nearly 2 years now so a review was timely. The review looked at encouraging more Members to use technology in meetings, aiming towards a more paperless or at least paper-light system. All documents for the democratic process are managed electronically and available to Members as well as the public via the Modern.gov system. However, these documents are currently printed and provided to all Members in paper form. In contrast, the majority of council officers have laptops and use these to access documents at council meetings that they attend. The proposals in this report were intended to support Members in working digitally and therefore reduce the need for printed copies, providing a small saving but, more importantly, environmental benefits, information security improvements, and administrative efficiencies.

The option agreed was for a tablet for <u>all</u> Members, to retain smart phone for specified roles only (Cabinet Members and specific roles) and to provide a basic phone to those Members that require one for calls and text facilities only. All devices have now been rolled out to members and since March 2020 this includes the Teams app which enables Members to communicate via web chat/video.

Planning/Building Control system migration

The council procured the migration of its existing planning and building control system to the IDOX system. This system is already used by the council for a number of functions and represented an opportunity for system rationalisation. There were some delays to the project due to some issues with data migration but these are were resolved by the supplier. The planned go live date was delayed but ultimately went live in April 2020.

CRM

The council's Customer Relationship Management (CRM) system was relatively old and consequently its features were not very modern. The council also had a similar e-forms system. Following a procurement process, the council started to implement the Abavus MyCouncilServices solution used by other SRS partners. This is a cloud based solution. The first phase was to replace the existing e-forms solution functionality and the second phase was to replace the previous CRM system functionality together with suitable enhancements. This was completed in March 2019. A further phase is to implement a new waste module and this is almost complete. This will be followed by the creation of a comprehensive online customer portal to include Council Tax and Housing Benefits information.

Coroner's Relocation and IT System

Newport City Council is the lead authority for the Gwent Coroner's Service which moved from the current arms-length arrangement to an in house service on behalf of the five Gwent local authorities. This was a requirement from the Ministry of Justice. Some infrastructure work was carried out for this and a new Coroner's management system was implemented.

Revenues and Benefits infrastructure migration

The revenues and benefits system was moved to a Windows environment which means the solution is more easily supported and sustainable going forward. This required a lot of work but was ultimately a successful piece of work.

iTrent Infrastructure Migration

The iTrent solution was moved to the MHR cloud solution and this was a successful piece of work that has brought a number of benefits.

Other Projects

Windows 7/10 upgrade

The council continues its roll out of Windows 10 and this has been the standard used for the last few years. Further details are provided in the section below on 'Devices'

iShare Move to Cloud
The council's web mapping system for internal and external usage will be migrated to the cloud in the new financial year 20/21

Wi-Fi improvements in children's homes
Improvements were made for Wi-Fi in council residential children's homes with some further work required

PAC system migration
Work was carried out to improve the infrastructure for the room access system. This is due to be finalised in 20.

WCCIS – (Wales Community care Information System)
Work was carried out to provide a local reporting database

Park Map
Upgrade the ParkMap system used in City Services from Version 6.2 to Version 7 (cloud based). This includes the migration of existing data to the new version in the cloud.

2.5.   Core Planned

As well as larger time-limited projects, there are required pieces of work that are not reactive. This may be to provide additional system features, required updates for security purposes or work as a result of organisational changes. This work is categorised as core planned work. This work needs to be incorporated in to the wider work of the IT Service. Some of this work can be quite small but it can also be more significant despite not being as large as a project.

The most significant of this type of work is:-

- Microsoft Teams roll out
- Capita One education management system update
- Fostering page for council's web site to recruit foster carers
- Child View Youth offending Service system update
- High school access to corporate debtors system
- Updates to BACS system
- Updates to alarm monitoring system

2.6.   Reactive

Whilst there is an important process to reduce issues with technology not working properly, clearly things don't always work and therefore the IT service needs to respond to incidents that happen in a reactive way. These incidents are logged on a service desk system by the SRS service desk or self-service by users. The management of incidents is primarily managed by the SRS but the Digital team get involved to escalate and assist with higher priority incidents by exception. During 2019/20 the SRS implemented a new service desk system which enables them to report more accurately on incidents and also make improvements to the process for IT staff and end users. Details of the performance in relation to reactive incidents are included in the wider performance information section above.

2.7.   Compliance, Security and Audit

As well as core planned work, there is also work to ensure compliance with requirements such as the Public Services Network (PSN). This and other work around compliance and audit needs to be scheduled and managed between the SRS and the council. There is a small, more technical security team within the SRS that complements the Information Management team in the council.

The Information Management team develops and publishes an Annual Information Risk Report that is reviewed by Overview and Scrutiny Management Committee. The report for 2019/20 has been drafted and will be reviewed when the Overview and Scrutiny Management Committee meets again following the impact of Coronavirus.

2.8.   Infrastructure, Capital Programme and Cloud

As part of the business case for becoming a partner of the Shared Resource Service, the council's capital programme was reduced. Plans are being developed by the SRS in conjunction with Digital Services for a refresh of the council's infrastructure. This will include core network infrastructure but the aim is for a move to the cloud in line with the SRS' revised strategy. The council's e-mail is now in the cloud as part of the Office 365 project and the new CRM is also cloud hosted. The council's main Social Services system, WCCIS, is an all Wales cloud hosted system. As detailed earlier the council has also moved its iTrent HR/Payroll system to a MHR cloud environment. It is also planned to move the council's income management system to the cloud. Thus, in line with the council's Digital Strategy, systems are being migrated to the cloud.

There are a reasonable number of systems that are still on premise. Once the capital programme requirements are identified then the allocation of the capital programme budget will be planned accordingly. It is planned to allocate additional funding from 2020/2021 to reflect anticipated increased cloud revenue costs in this area although this is expected to result in savings elsewhere. As stated above, cloud hosting should be considered on a case by case basis for each system whenever the infrastructure may require a change.

2.9.   Devices and Operating Systems

Devices

The council continues to increase the percentage of laptops as part of its total number of computers used to encourage more flexible and agile working with access to information and records from a variety of locations. Laptops now represent over 80%% of all devices. The Coronavirus impact highlighted the benefits of laptops over desktop devices and the council's ability to function is largely as a result of the migration to laptop devices over a number of years. The intention going forward is that desktop devices will only be issued if there is a technical reason why a laptop can't be deployed. The council has deployed Windows 10 to nearly all its devices now. A small number have had support extended to ensure they can be patched and supported. All devices will be running Windows 10 as soon as possible.

Microsoft Office 365 now including Teams

The council migrated its e-mail solution during the last half 2019 to Microsoft Office 365. This means the use of Office 2016 and e-mail within the cloud. This provides improved collaborative, agile working facilities and information security. The solution uses Microsoft Multi Factor Authentication (MFA). In addition, the Microsoft Advanced Threat Protection (ATP) solution was implemented to protect against attachments and links sent in e-mails. The e-mail configuration includes the use of Transport Layer Security (TLS) to encrypt e-mail to external e-mail systems set up to the same standard which should include all local authorities and the public sector generally.

In March 2020, the planned roll out of Microsoft Teams was accelerated as a result of Coronavirus and rolled out to the whole organisation. Teams provides instant messaging/chat facilities as well as video/audio conferencing facilities. These facilities have been used extensively since and enabled the organisation to hold a large number of virtual meetings and informal discussions. This has been invaluable to the organisation in the circumstances and will continue to be a very beneficial facility.

Digital Champions

The council has approximately 30 "Digital Champions" who are advocates for the use of digital technology. They provide a key contact point for services using digital technology. They were a key part of the testing for Microsoft Teams roll out and use of this as detailed above.

Mobility solution

The use of a mobility solution is rolled out for workers who need to work from home following improvements in response to the Coronavirus. This has extended the ability for users to access their information whilst away from their usual place of work. Staff are able to work from anywhere where a

wireless network is available, as if they were sat at their desk, which also reduces the requirement to carry paper documents. The solution now uses Microsoft Multi Factor Authentication (MFA) as used for Office 365 access. The mobility solution has enabled the council's staff to work effectively with the challenges surrounding the Coronavirus.

Multi-Function Devices
- 'Follow Me' print is available to all users, who are able to access Council printers from any location. A new Multi-Function Device (printer/copier) contract was rolled out in October 2017 with increased security features together with enhanced scanning facilities to drive the move to digital. A guest/partner printing solution has been implemented at the Newport East Community Hub

Secure/Large File transfer solution
Egress Switch is rolled out to all users. This enables the secure transfer of e-mails and associated documents to organisations and individuals without secure e-mail facilities. The solution provides the ability to restrict access to specific documents and audit access to the information provided. It also allows large files to be safely shared via email. The solution is live with enhanced Data Loss Prevention (DLP) facilities to scan e-mail for personal data which prompts users to encrypt e-mail if they include certain pieces of sensitive data. In line with the implementation of Egress Switch generally, the council will remove personal network storage for staff wherever possible.
In December 2019, NCC extended the Egress contract. The extension enables us to deploy an enhanced version hosted in the cloud. The enhancements include improvements in recipient experience and risk based protection.   This extension also gives us time to investigate the potential for Office 365 message encryption to replace Egress in the future.

Xerox Mail "hybrid mail"
Further services have been set up to use the "hybrid mail" system to streamline the production of paper and electronic outputs. This enables documents to be sent to production printers in the print room and then processed through the mail room folder/inserter machine. This improves security by ensuring that print outputs are split in to envelopes automatically in the folder/inserter machine. The system will be rolled out to other parts of the organisation to maximise the benefits to the council. This solution provides financial savings and reduces information risk. The Coronavirus has highlighted the need to accelerate the roll out of this solution.

Wireless Staff Access
Wireless Access points are provided in many council buildings. This includes appropriate security controls in place. Major updates are planned for 20/21.

Wireless Public Access
Wireless public access is provided in select council locations and this is protected using appropriate security measures where users can create logins for a limited period. Public Wi-Fi is also now available as part of the 'Digital Newport' work in the city centre (Newport City Connect), over 50 public buildings and on public transport (Newport Community Cloud). Friendly Wi-Fi accreditation has been achieved for this set up. Gov Wi-Fi is available in various public buildings too. A budget saving proposal means that this provision is being reviewed in efforts to save money which may result in the provision being downgraded/removed in some of these sites.

Physical Security
Major buildings (Civic Centre and Information Station) are limited to staff with physical access tokens and alarmed outside of opening hours. As detailed in the physical access policy:

- IT facilities must be located in secure areas protected from unauthorised access
- Any visitors to IT and Information secure areas must be signed in and accompanied at all times
- Computer rooms are subject to additional security measures to protect them from unauthorised access, damage and interference
- Plans are in place to upgrade the system used for door access in the Civic Centre

The policy and Building Access policy also require staff to display identity badges at all times.

Mobile Phones
The council has a large number of mobile phones issued to staff. The vast majority are now smart phones with e-mail, internet access etc. For those that just need calls and texts, basic phones are provided as they are much cheaper. All phones are managed using a Mobile Device Management (MDM) solution to limit access and the ability to wipe phones remotely if required.

Tablets
A relatively small number of tablets are in use across the organisation for specific purposes. These devices are managed using the same Mobile Device Management (MDM) solution as for mobile phones.

2.10. Digital Developments

Electronic Document Management System (EDMS)

Much of the information held by the council would conventionally be stored as paper copies, on network file shares or within teams and service areas. The use of an Electronic Document Management System (EDMS) provides the council with a modern, efficient, electronic system for managing documents, improving the way information and documents are used and the flow of information around the council.

EDMS has a number of benefits including security, access to information and records management by storing all service related documents securely in one place. EDMS is key to ensuring appropriate retention periods of documents stored in the system.

EDMS supports the organisation to work effectively even with the impact of Coronavirus and associated home working. All documents are accessible electronically via the council's remote access VPN solution and the EDMS system. A large number of file systems are in place with a major upgrade to the system planned in early 20/21 following some delays.

Completed implementations for 2019/2020 are Regeneration, Legal (Children's) Phase 1 and Gwent Music Service. In progress are Public Protection, Private Sector Housing, C4W, I@W Upgrade, Legal (Children's) Phase 2

Document Services

Whilst the intention of the organisation is to use digital methods wherever possible, there is clearly a need for handling paper documents and the Document Services team carries out this important function. The team manages mail, print, scanning and paper document storage.

Mail and other items are received by the council from Royal Mail and various couriers/suppliers. Out-going mail is prepared by Document Services and collected via Royal Mail daily. The council has a central print room with digital equipment for printing internal documents, leaflets etc. Where necessary Document Services commissions external printers for specific jobs. Document Services carries out central scanning for a large number of services using the EDMS system detailed above. In addition to the central print facilities the council has a fleet of multi-function devices (MFD's) across sites that provide printing, copying and scanning facilities. Print volumes generally are reducing over time and scanning is increasing in a move to more digital ways of working. The exiting MFD contract ends in December and that will be reviewed. The council also has a hybrid mail solution that is designed to simplify and streamline the processes for out-going mail including the ability to send more information electronically. This is quite a time-consuming process to roll out as this needs processes for document creation of documents to be reviewed and reengineered. More work is required to roll out the solution further across the organisation.

Public Building Wi-Fi

Originally "Super Connected Cities" funding was provided which enabled a service called "Newport Community Connect", a free public Wi-Fi service in over 50 public buildings in the city. Council funding was then identified to maintain service provision. As the trend is for the public to have mobile device contracts with increasing mobile data included, the value of this service provision has been reviewed and a number of changes to the service will be undertaken to ensure that the agreed savings target of £95,000 per annum can be made. This will need to be considered further in light of the Coronavirus impact.

City Centre Wi-Fi

The City Centre Wi-Fi is provided as a concession with a company and this serves the area around the city centre only.

Bus Wi-Fi

Similar to the public building Wi-Fi, the council had funding from Super Connected Cities that provided free Wi-Fi on Newport buses. Council funding was then identified to maintain service provision in conjunction with Newport Transport. This service has always been well used and the council uses it as a way to communicate with the public with short online surveys.

Local Full Fibre Networks (LFFN)

A successful bid led by the council on behalf of the Cardiff Capital City Region City Deal (CCRCD) was made to the Department for Digital, Culture, Media and Sport (DCMS). The bid was to drive the adoption of full fibre internet connectivity in four CCRCD areas mainly by procuring "anchor" tenancy full fibre connections to specified council premises. A large amount of work was carried out to develop a mechanism to procure this connectivity. Due to issues with integrating the likely infrastructure of such a network in to the Public Sector Broadband Aggregation (PSBA) network run by Welsh Government, this project was revised and is now being managed by PSBA. This revised delivery will be across the ten CCRCD authorities but will have a more rural emphasis and is unlikely to deliver the anticipated economic benefits to the Newport area.

LoRaWAN pilot

In conjunction with a supplier, the council has been piloting a LoRaWAN network. This is effectively an Internet of Things (IoT) network that includes trialling sensors connected to the network for various purposes. As this is at a pilot stage, there have been some issues with the underlying sensors and more work is required to evaluate future benefits and potential expansion of the network.

Mobile Networks and 5G

5G networks are starting to be rolled out by mobile operators across the UK but, at the time of writing this report, Newport is not included in any current plans for 5G. Whilst there may be some planning considerations when mobile operators want to change their infrastructure, the council has no real influence on the roll out of such networks or general mobile networks. 5G is significantly faster than existing 4G networks and therefore provides benefits to consumers for streaming high quality video and other tasks that need increased bandwidth.

2.11.   Business Continuity/Disaster Recovery

There is an ever increasing reliance on digital technology to support business activities and it is therefore important to maximise the availability of systems. Increased resilience was a factor in the decision to join the Shared Resource Service (SRS).

As a result of previous guidance from the Wales Audit Office, the council is part way through a large project to improve business continuity. To date, new hardware has been set up with the migration of backups of key systems from tape to disk. The next phase is to provide access to systems should

both server rooms at the Civic Centre not be available. This is being reviewed in light of the strategic direction of the SRS to move to the cloud.

As detailed above, the general direction is for more cloud hosted systems which is designed to provide greater availability and better business continuity/disaster recovery.

2.12.   CoronaVirus Impact and Strategic Recovery Aims

A number of areas of this report mention the impact of CoronaVirus which had the most significant effect on organisations from "lockdown" which commenced on 23rd March 2020. Whilst the majority of this report looks backwards it is unaffected but the impact of CoronaVirus going forward is huge. The CoronaVirus health emergency has posed significant and unprecedented challenge to the way we deliver our services and our way of life. Since March 2020, the Council's focus has been to preserve life, minimise the spread of the virus and support our communities and the vulnerable.

In moving towards the recovery of Council services, enable operation under a 'new normal' and to maintain focus on the Council's Corporate Plan 2017-22, new Strategic Aims were approved by Cabinet. The Strategic Recovery Aims enable Newport's communities, Council Members and staff and partners understand the Council's Strategic priorities in 2020/21. The Strategic Recovery Aims have been drafted in reflection of the work undertaken by the Council in response to the crisis while also considering the Council's long-term aim to *'build a better Newport'* and supporting the Wellbeing of Future Generations Act 2015. The Strategic Aims and supporting actions in that report set out the Council's focus and prioritisation of its work as Newport and Wales eases out of the lockdown and back into a 'new normal'

It is clear as a result of CoronaVirus that digital technology will have even greater importance than before, evidenced by the council's implementation of massively increased home working. This places even greater emphasis on the availability and performance of IT systems in this new environment. It also means greater information governance challenges from increased home working. In the wider perspective of the city, the council recognises the potential for digital exclusion in these particularly challenging times. This was recognised in the council's community impact assessment for CoronaVirus with the need to address this this challenge going forward.

3. Conclusions

Digital Strategy - as detailed at the start of this report, digital technology is critically important to all organisations in effective and efficient service delivery. Newport City Council relies massively on IT systems for its effective day to day operation. In addition, the provision of digital infrastructure for the city is now another important aspect of the use of technology in the day to day lives of citizens. The council's Digital Strategy needs to be reviewed and updated.

Organisation and Governance
The report highlights the key importance of the Shared Resource Service, the council's Digital team and Service Areas in improving IT provision and the associated impact on wider service delivery. The SRS is becoming more mature in partnership with the Digital team, Service Areas and the other partners. A number of Boards and groups exist that provide governance around service delivery and these are maturing. The importance of IT in schools is also recognised and this is being developed by a strategic group. This is complemented by Welsh Government funding of its "Edtech" programme across Wales.

Performance
Of the four performance measures SRS is green on one and amber on the other three. However calls resolved against SLA is the most significant measure and this is well above the target. Performance on the other measures is being addressed by SRS and improvements have been made subsequently.

Funding
This report details the funding for IT services and explains that Shared Resource Service (SRS) funding is provided by partner organisations. Whilst funding is allocated primarily to the Shared Resource Service, the Digital team also manages a number of significant retained budgets. The importance of technology has been recognised with additional funding provided with a further £470k allocated in 20/21. This is a very positive commitment by the council especially in the current challenging financial environment.

Projects

The number and size of projects identified in the section above highlights the important projects carried out and the positive impact they make to service delivery. Nearly all projects include a significant technology part and key projects during 19/20 were Microsoft Office 365 Teams, Neighbourhood Hubs, Civil Parking Enforcements, Destination Newport web site and devices for members. Improvements have been made in managing projects generally in conjunction with the SRS.

Core Planned
Whilst core planned work is generally less time-consuming than projects, it is very important to ensure continued effective operation of services especially from a security perspective. This work cannot be overlooked and does need to be managed well. There are some challenges with this currently and the intention is to manage this better with improved processes with the SRS.

Compliance, Security and Audit
The majority of this work is detailed in the Annual Information Risk Report so this report makes little mention but this is crucial work especially in the current environment. The Information Management team, Digital team and the SRS work collectively to progress this work to keep systems and information secure.

Reactive
The reactive IT service is often the most recognised IT function given that IT systems don't work all the time and a reactive service desk is required to respond to these incidents. This service is provided by the SRS now using a new service desk IT system to improve delivery and management information.

Infrastructure, Capital Programme and Cloud
Plans are being developed by the SRS in conjunction with Digital Services for a refresh of the council's infrastructure including the aim of moving more to the cloud in line with the SRS' revised strategy. A number of important systems have already been moved to the cloud. This strategy will continue with the move to more of a revenue funding model. It is recognised that improvements over the existing infrastructure are required.

Devices and Operating Systems
The organisation is in a good position in relation to the use of Windows 10 with a relatively small number of Windows 7 devices that have extended support. The intention is to have removed all Windows 7 devices by December 20 which will provide a consistent and more secure operating system. Additional funding will be allocated to the laptop replacement programme in 20/21 that will reduce the replacement cycle to five years which is more appropriate and healthy. The percentage of devices that are laptops has increased which meant that the organisation was in a good position with the impact of home working due to Coronavirus and laptops will be the preferred option for all devise unless there is a strong and specific reason why a desktop device is required.

Digital Developments
The roll out of the Electronic Document Management System (EDMS) has been very successful across a large number of areas of the council and this enabled continued operation for staff working from home as a result of the Coronavirus. Whilst scanning needs to be done centrally it enabled the continued effective operation of the system. Further roll out will bring benefits to other areas.

Document Services is an important enabler for mail, print and paper document storage with an increasing move to scanning documents in to the EDMS system. This has assisted with the organisation's operation due to Coronavirus. Further work is required in the roll out of the hybrid mail system to improve mail and print processes.

Public Wi-Fi is provided in the city centre, on buses and in a number of public buildings. The cost of public building Wi-Fi required savings to be made in the current economic climate but this will need to be reviewed further in the light of the impact of Coronavirus. The Local Full Fibre Networks (LFFN) project on behalf of the Cardiff Capital Region City Deal needed a different emphasis due to challenges with the project so will not realise the expected benefits of the original bid to the Department for Digital, Culture, Media and Sport (DCMS).

Business Continuity/Disaster Recovery
The first phase of this project was achieved with replication of offsite backups from tape to disk. The next phase is to provide access to systems should both server rooms at the Civic Centre not be available. This is being reviewed in light of the strategic direction of the SRS to move to the cloud.

CoronaVirus Impact
This has had a major impact on Newport City Council along with all other organisations. It has accelerated a number of initiatives whilst placing greater emphasis on IT systems and information governance challenges.

4. Action Plan

Digital Strategy - as highlighted above, the organisation clearly recognises the value and impact that technology plays in service delivery. It is recognised that the council's existing Digital Strategy needs to be reviewed and updated accordingly.

Organisation and Governance - the relationship between the council and the Shared Resource Service (SRS) continues to mature but the aim is to improve this further still and the Digital team especially has a key role in this with plans for additional resource.

Performance - this is generally very good in terms of calls resolved against SLA. Three other measures are amber and improvements will be followed up on in these areas with SRS and Digital. Challenges remain in relation to some resources in specific key areas and core planned work.

Funding - the need for additional funding for IT/digital was identified and this funding will be allocated to specific areas and plans developed for appropriate spending in these areas.

Projects - a large number of successful projects were carried out including and going forward there will be a number of important projects in 20/21. This will include ensuring that Council meetings can be broadcast live with members accessing and participating from home due to Coronavirus.

Core Planned - core planned work is required to ensure systems are kept up to date and secure and this requires some further discussion on processes with SRS to improve this going forward.

Reactive - incidents are logged on a service desk system by the SRS service desk or self-service by users. SRS and Digital will continue to manage and escalate incidents as necessary based on priorities. Details of the performance in relation to reactive incidents are included in the performance section.

Infrastructure, Capital Programme and Cloud - plans are being developed with the SRS for the council's infrastructure including those for the allocation of the council's capital programme budget and the move of systems to the cloud where possible.

Devices and Operating Systems - additional funding has been allocated to ensure an appropriate desktop device replacement programme with the aim of removing the small number of existing Windows 7 devices and replacing with Windows 10.

Digital Developments - the continued roll out of the Electronic Document Management System (EDMS) is an important enabler to home working in a number of areas. Further roll out of the hybrid mail system will also be beneficial. The public Wi-Fi service will be reviewed to ensure that the agreed savings target of £95,000 per annum can be made. This will need to be considered further in light of the Coronavirus impact. Use of the LoRaWAN network will be reviewed and further roll out considered.

Business Continuity/Disaster Recovery - plans need to be reviewed with SRS in light of the strategic direction of the SRS to move to the cloud.

CoronaVirus Impact
The impact of CoronaVirus is huge on organisations and the reliance on and use of technology will be reviewed over the forthcoming months to ensure technology supports the organisation going forward in the "new normal".

The council maintains a strong commitment to digital as demonstrated by the organisation and activities detailed within this **report.**

4.1.   Risk Management

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Digital Strategy is not up to date/relevant	M	L	Review and update Digital Strategy with stakeholders	Digital Services Manager (DSM) and Digital Projects Manager in conjunction with in conjunction with SRS
Funding of service is not sufficient to meet the organisation's demands and aspirations	M	L	Additional funding identified and to be allocated to areas of need	Digital Services Manager (DSM) and Digital Projects Manager in conjunction with Head of PBC / SRS management
Delivery of IT Service by Shared Resource Service (SRS) provides less control	M	M	Develop relationship with the SRS and contribute to its structure and governance Develop client side role to provide strategic input and performance monitoring. Continue to contribute to the delivery of projects, core planned and reactive work	Digital Services Manager (DSM) and Digital Projects Manager in conjunction with Head of PBC / SRS management
Critical IT systems are not available to services	H	L	Continue to review and refine priorities for critical IT systems Review and implement disaster recovery/business continuity plans in light of planned move to the cloud in conjunction with Shared Resource Service (SRS)	Digital Services Manager and Digital Projects Manager in conjunction with SRS and services
Appropriate devices and operating systems are not available	M	L	Allocate additional funding to device replacement programme and roll out Windows 10 to remaining devices	Digital Services Manager (DSM) and Digital Projects Manager in conjunction with in conjunction with SRS

4.2.   Action Plan

Action	Deadline
Digital Strategy	
Review - existing Digital Strategy to be reviewed and updated as necessary	Dec 20
Organisation and Governance	
SRS Boards - represent Council at Shared Resource Service (SRS) Board meetings	On-going
Relationship management - continue to develop relationship between Council and SRS including processes and the management of core planned work	On-going
Digital team resources - allocate additional resource to Digital team as identified in additional funding to IT provision	Sep 20
"EdTech" project - work with Education service and SRS in delivery of Welsh Government "Edtech" funding	Mar 21
Education/schools support – support Education service, schools and SRS in development of digital strategy for schools in Newport	On-going
Performance	
Monitor and manage performance between SRS and Digital team	On-going
Funding	
Additional funding - identify areas for allocation of additional funding and develop specific plans for this	Jul 20
Projects	
Management/support – Management/support of projects in conjunction with SRS and Service Areas	On-going
Council meetings remote participation and broadcasting- identify and implement solution for Council meetings to ensure Members can participate from home	Jul 20
Core Planned	
Core planned work - management of core planned work in conjunction with SRS and Service Areas	On-going
Core planned processes - work with SRS to improve processes around core planned work	On-going
Reactive	
Work with SRS and Digital to escalate as necessary	On-going
Infrastructure and Capital programme	
Capital programme - develop plans for infrastructure refresh – SRS and Digital Services	Aug 20
Cloud services - consider move to cloud as appropriate when opportunities arise with cloud the preferred option when practical	On-going
Devices and Operating Systems	
Device replacement programme – allocate additional funding for on-going device replacement programme including engagement with Shared Resource Service (SRS)	Jun 20
Windows 7/10 - replace/upgrade final Windows 7 devices to Windows 10	Dec 20
Laptops – laptops are to be the preferred replacement devices unless there is a strong and specific reason to have a desktop device	On-going
Digital Developments	
Electronic Document Management System (EDMS) - continue roll out of (EDMS) through organisation including implementation of new version	On-going
Document Services - continued management of mail, print, scanning and paper file storage	On-going
Hybrid Mail Solution – roll out across further areas of hybrid mail solution to streamline process for mail	On-going
Multi-Function Devices - review of existing Multi-Function Device contract and	Oct 20

future plans	
Public Buildings Wi-Fi - further review of options for public buildings Wi-Fi provision given savings target and impact of Coronavirus	Sep 20
LoRaWAN network - consider extension and future roll out as appropriate	Oct 20
Business Continuity/Disaster Recovery	
Plans - review business continuity/disaster recovery plans with SRS and revise accordingly to align with plans to move to the cloud	Oct 20
CoronaVirus Impact	
Review IT provision and implement changes required as a result of CoronaVirus and the "new normal"	On-going