

REPORT TO THE MEETING OF THE EXECUTIVE 7 OCTOBER 2021**PORTFOLIO: LEADER/DEPUTY LEADER & IT, TOURISM, HOUSING AND PARKING****REPORT FROM ASSISTANT DIRECTOR, TRANSFORMATION AND CUSTOMER****SUBJECT: ‘CONNECT PROGRAMME’ – INVEST TO SAVE BUSINESS CASES****1 DECISION BEING RECOMMENDED**

- 1.1 To approve the SharePoint and OneDrive Migration business case and drawdown of £22,480 from the Connect Transformation Reserve.
- 1.2 To approve the Committee Management Information System (CMIS) Upgrade business case and drawdown of £3,800 from the Connect Transformation Reserve.

2 REASON/S FOR RECOMMENDATION

- 2.1 The Connect Programme is the Council's pathway to becoming a 21st Century Council, with Members and staff as 21st Century Public Servants, providing quality services to our residents and stakeholders through the implementation of digital solutions and cultural change.
- 2.2 It was agreed by Full Council in February 2020 to create a Connect Transformation Reserve of £497,847 to fund Invest to Save projects, identified through the work of the Connect Programme. Drawdowns from this reserve are subject to the agreement of separate business cases for individual Invest to Save projects.
- 2.3 This report sets out the business cases for those Invest to Save projects, as highlighted in the Connect Programme pipeline presented to the Executive on 7 September 2021.
- 2.4 SharePoint and OneDrive Migration Appendix 1 is to provide a whole Council system solution to benefit both the organisation and customer experience through the full migration to SharePoint and OneDrive platforms.
- 2.5 Committee Management Information System (CMIS) Appendix 2 is to provide a CMIS upgrade to benefit officers, Members and residents who may wish to subscribe to Council meetings of interest. This system upgrade will allow the Council to manage meetings more effectively and efficiently.
- 2.6 This report also sets out the continued Connect Programme Management arrangements that are critical as we move into delivery phase, to ensure the

benefits outlined within each approved invest to save business case are realised.

3 SALIENT INFORMATION

- 3.1 Business cases for Invest to Save projects have been prepared in accordance with the Connect Programme internal governance, as previously reported to the Executive on 9 September 2021.
- 3.2 This report focuses on two business cases identified within the pipeline presented to the Executive on 7 September 2021.
- 3.3 Any request for drawdown of funds from the Connect Programme reserve must be supported by an Invest to Save business case. Accordingly, these documents are attached as Appendices 1 and 2, and are the second and third Connect Programme Invest to Save business cases.
- 3.4 At the Executive meeting on 7 September 2021, it was shown on the pipeline 7 September 2021, it was shown on the pipeline of future projects that the Asset Management invest to save business case would be presented to the Executive on 7 November 2021. The project needs further work to finalise this business case so will be considered at the December Executive.

The SharePoint and OneDrive Migration Business Case

- 3.5 The Council has invested significant effort to date in consolidating file servers, as part of its Azure journey. Through this work, Rochford has rationalised 200 servers down to 70, and this business case will build on and continue this beneficial work.
- 3.6 Rochford is now in a strong position to complete the M365 project, by migrating the Council data to SharePoint and decommissioning the remaining file servers. SharePoint will allow the Council to move away from legacy file servers and improve resilience by storing files in the cloud. Data will be stored in one secure area, with higher security measures.
- 3.7 SharePoint will streamline business processes within the organisation and encourage information sharing, transparency and collaboration, allowing staff to work quicker and therefore more efficiently.
- 3.8 The current file servers are expensive to run, therefore by migrating the data to SharePoint and OneDrive, there will be a notable reduction in current monthly Azure costs.
- 3.9 Members will be able to access their documents 24/7 from any device via OneDrive.

- 3.10 The funding requested mainly focuses on system costs, working with the Council's service provider JISC, and associated training expenditure.
- 3.11 A high-level timeline is included in the attached business case. The SharePoint and OneDrive migration will be implemented with support from services across the council. Service area prioritisation will be decided by the Leadership Team
- 3.12 The benefits of the SharePoint and OneDrive migration include:
- **Enhanced Security:** Incorporating SharePoint and OneDrive will minimise security issues. Staff can share vital information without divulging any sensitive information embedded in documents through SharePoint real-time collaborations. Hosting data on a single, integrated platform will reduce Rochford's vulnerability across multiple systems. Rochford ICT can also monitor compliance with any internal staff working policies;
 - **Effortless Collaboration:** SharePoint is a rich, open platform that makes it easy to create and share Council information from a single location. SharePoint and OneDrive can seamlessly connect employees with the documents, information, people, and, projects they need to perform their roles;
 - **Cost savings:** SharePoint and OneDrive will save the Council money. Having a total cloud solution eliminates the cost of separate file servers. In addition, Rochford will be able to perform a data cleanse on existing data prior to the migration in order to clean up and simplifying the data it holds;
 - **Better productivity:** SharePoint and OneDrive will allow the streamlining and automation of key processes. It will be easier to send data, track information, manage documents and work on shared documents together. As staff have access to better technology, processes will become more efficient;
 - **Effortless Simplicity:** Sharepoint and Onedrive will support staff and Members in sharing documents via secure links with external and internal recipients. This will reduce the need to send large attachments via email and will assist in maintaining a healthy mailbox size without the need for archiving.
- 3.13 Anticipated resource implications and financial savings are detailed in Section 6.

The Committee Management Information System (CMIS) Upgrade Business Case

- 3.14 The CMIS upgrade will allow the Council to manage more effective and efficient meetings, delivering streamlined co-ordination of meeting

documents. New technology in the form of the MyCMIS app will assist the Council in reducing printing costs and paper usage, whilst fulfilling its obligations to report and explain decisions.

- 3.15 Residents will be able to subscribe to Council meetings of particular interest, and automatically receive updates on meeting dates and links to agendas and reports once these are published. In addition, if residents choose to download the MyCMIS app, they would be able to have 24/7 access to Council agendas and reports and the Council's Constitution and annotate these and download them to the app for their own reference.
- 3.16 The benefits of the CMIS Upgrade include:
- Enhanced customer experience through the ability to subscribe to agenda packs for individual Committee meetings, and to receive these automatically when agendas are published on CMIS;
 - Increased productivity, as processes become more efficient, and staff have access to better technology – a more efficient way of working for Democratic and Corporate Services and report authors. All meeting documentation governance processes are managed through CMIS in one place rather than via Word, Outlook, Adobe and CMIS; more joined up communications between Democratic & Corporate Services and report authors within the different service areas, which will result in streamlined workflow and a significant saving of time in administrative processes;
 - contribution towards the Council's objective of becoming carbon neutral by 2030, by decreasing reliance on paper documents and saving in resources in terms of time spent printing documents and cash savings in terms of reduction in paper and printer consumables used;
 - Increased customer satisfaction as processes become more accessible;
 - Responding to the way our Customers want to access our services – enhanced self-serve access to relevant Council services;
 - Alignment to our Council priorities and commitment to implementing 21st Century digital technology, "By 2023 we will have made use of changing technology to become more efficient and ensure residents can contact us more easily and access more services online." ~ RDC Business Plan; • Better digital reputation for the Council;
 - Anticipated resource implications and financial savings are detailed in Section 6.

4 ALTERNATIVE OPTIONS CONSIDERED

4.1 Alternative options, where relevant, are outlined within the business cases.

5 RISK IMPLICATIONS

5.1 The high-level risks of the Connect Programme remain as set out in the Outline Business Case.

6 RESOURCE IMPLICATIONS

6.1 Invest to Save Business Cases – Resource Implications

6.2 The funding being requested by each of these business cases from the Connect Transformation Reserve is outlined in the following tables.

Table 1 – Total Amount for Invest to Save Projects detailed within this Report

Connect Invest to Save Project	Amount Requested (£)
<i>SharePoint and OneDrive Migration</i>	22,480
<i>CMIS Upgrade</i>	3,800
Total	26,280

Table 2 – Invest to Save SharePoint & OneDrive Migration Project Costs

Expenditure – one off	JISC costs	£17,480
Expenditure – one off	Training costs	£5,000
Total Amount Being Requested for Project		£22,480
Saving - annual	Azure costs with decommissioning of current file servers	£7,788.84

6.3 Based on the annual projected savings of £7,788.84, related to the decommissioning of remaining current file servers, the anticipated payback period of the requested £22,480 drawdown amount is approximately 36 months.

6.4 Although the amount of officer time saved by introducing more efficient and effective processes through the SharePoint and OneDrive Migration will not

be a direct cashable saving to the authority, it does release capacity for other work priorities.

- 6.5 Please note, full details of the project expenditure can be found in the SharePoint and OneDrive Migration business case (appendix 1).

Table 3 - Invest to Save CMIS Upgrade Project Costs

Expenditure – one off	CMIS Training	£1,800
Expenditure – one off	Setup and Configuration of CMIS Upgraded System	£2,000
Total Amount Being Requested for Project		£3,800
Saving - annual	Reduced paper usage and consumables – annual saving	£2,205

Based on the annual projected savings of £2,205, from reduced paper and consumables' costs, the anticipated payback period of the requested £3,800 drawdown amount is approximately 18 months.

Although the amount of officer time saved by introducing more efficient and effective processes through the CMIS Upgrade will not be a direct cashable saving to the authority, it does release capacity for other work priorities.

Please note, full details of the project expenditure can be found in the CMIS Upgrade business case (appendix 2).

7 LEGAL IMPLICATIONS

- 7.1 No legal implications.

8 ENVIRONMENTAL IMPLICATIONS

- 8.1 There are no direct environmental implications of these Invest to Save projects, as they primarily focus on further increasing digitalised services and processes.
- 8.2 Moving to more digital platforms will reduce the need to print which will reduce paper usage and reduce use of printer consumables.

9 EQUALITY AND DIVERSITY IMPLICATIONS

- 9.1 The Equality Impact Assessments (EIA) indicate that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

LT Lead Officer Signature: _____



Assistant Director, Transformation and Customer

Background Papers:-

None.

For further information please contact;

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If you would like this report in large print, Braille or another language please contact 01702 318111.



Project Business Case – to support delivery of the Connect Programme

Project Business Case Name: *SharePoint & OneDrive Migration.*

Date of document: 30/08/2021

Proposed Start & End Dates of the Project: From 01/11/2021 to 31/03/2023

Project Lead – Ami Goulter, ICT Business Support & Relationship Manager

Project Sponsor – Dawn Tribe, Assistant Director – Transformation and Customer.

Does this Business Case impact across services or require cross-service working?

- SharePoint and OneDrive will be migrated to all business areas of the Council. Specific involvement will be required from department leads, the Data Protection Officer and the Senior Responsible Officer with expertise in areas such as Retention & Disposal. Strategic decision making will be required from the Leadership Team to agree key design criteria.

Background

Rochford District Council has made significant progress in digital transformation, investing in Microsoft Azure Cloud Computing Services, including Microsoft 365 technology.

Microsoft Azure has allowed Rochford District Council to add cloud capabilities to its existing network through its platform as a service model. Rochford would now like to expand on this and introduce SharePoint & OneDrive within the organisation. Rochford currently uses file servers to store its data, including a shared drive for Corporate data and staff home drives for their own work documents and draft papers.

The SharePoint and OneDrive platforms are included in Microsoft 365 and Office 365 licenses, which the Council already pays for.

SharePoint will allow the Council to move away from legacy file servers and improve resilience by storing files in the cloud. Existing corporate data that is stored on the council's shared drive will be migrated into a new sharepoint site, this data will be stored in one secure area with higher security measures in place. Sharepoint will act as a new data repository for the council's data. Data from staff home drive areas will also be migrated into Onedrive. The current file servers are expensive to run, therefore by migrating the data to SharePoint and OneDrive there will be a huge reduction in monthly Azure costs.

At the moment Members can save documents to OneDrive, but this will encourage and allow them to use this as their main tool for saving and accessing documents.



The Council has invested a lot of time and effort to date in consolidating file servers, as part of its Azure journey. For example, Rochford have consolidated 200 servers down to 70 and this business case will continue this work. Rochford is now in a strong position to complete the M365 project, by migrating the Council data to SharePoint and decommissioning the file servers. SharePoint can also streamline business processes within the organisation and encourage information sharing, transparency, and collaboration which means we can utilise SharePoint further within the organisation, allowing staff to work quicker and more efficiently.

The proposed migration would be split into 4 phases as follows, working with Jisc (managed service provider):

- **Phase 1 – Discovery:** Jisc will work with Rochford to assess the Council's needs in order to understand how SharePoint will be delivered. This will involve high level conversations with Leadership Team and information asset owners, ensuring that data is stored and structured correctly and sensitive files are highlighted and classified as per records management guidelines. This phase will also include **data capture** (how much data do we have and will we migrate all of it), **data cleanse** (can any data be archived or deleted prior to the migration), **retention & disposal** (what are the legalities, how long must records be kept/maintained, and what can be archived/deleted after a set period). This phase will also require officer time & input in order to get sharepoint and onedrive up and running.
- **Phase 2 – Design** – Create a suitable architecture in SharePoint & OneDrive to store all Council documents and ensure a suitable security model is in place. Jisc will work with Rochford to create a prototype fit for purpose.
- **Phase 3 – Implementation** – Migrate all files from legacy file servers into the new SharePoint & OneDrive environment. The migration of data can be performed relatively quickly once phase 1 & 2 are completed.
- **Phase 4 – Security** – Initiate a data retention configuration policy. This is where we demonstrate good use of records management – Rochford will apply retention policies in line with legal requirements and apply these to SharePoint.

PURPOSE OF THIS BUSINESS CASE AND APPROVAL REQUIRED

Connect will deliver investment in new technologies and develop the skills of the workforce to improve the way the Council interacts with residents and its delivery of services. By migrating Rochford's data to SharePoint, staff will experience quicker data access, making them more efficient in their roles.

There is an exciting opportunity via Connect to drive forward the migration of all Council data from legacy file servers to SharePoint & OneDrive. Staff are already benefitting from the M365 tools readily available and during feedback from training sessions (that have been run within the Council) staff have asked when they can next expect SharePoint. Many staff have used SharePoint previously and are drawn to its collaborative features, plus being able to access data whenever they need to and from any location.



During the last 18 months, staff have adapted to working more agilely and recognise that M365 tools are complementing the way they now work, being able to work on the go with access to data as required. The current file servers restrict this and therefore moving our data to SharePoint has many advantages; our data will be readily accessible 24/7, governed by strict security protocols and staff can access their data quickly and collaborate with fellow officers when sharing documents. Full benefits of this project can be found in Section 5.

This business case is seeking financial approval to draw down funds from the Connect Cultural and Transformation reserve fund to implement all 4 phases of development. Rochford will work with Jisc during all phases, plus key officers and department leads, and the Leadership Team during high level discussions involving document & folder structure and retention and disposal methods and Policies. Upfront project costs will therefore be essential – Jisc will work and assist us in all key stages. Once key decisions have been made internally, a total of 16 working days plus 2 Project Management billable days will be required by Jisc to complete the migration. Jisc will provide a Project Manager who will provide a total of 2 billable days to plan, run and report on the project throughout all stages. The total one-off costs, excluding training, are £17,480 – please see Table 1 below.

Table 1 – Breakdown of Jisc Project Costs

Cloud Consultancy	No. of Days	Day Rate	Cost
SharePoint design & build Rochford Branding, Site Navigation & Asset Library	2	£980	£1,960
Information Governance Retention policies & labels Label auto application where possible	2	£980	£1,960
Migration of data SharePoint - migrate shared drive data OneDrive - migrate home drive data	6	£980	£5,880
Additional Support tailored to RDC needs	6	£980	£5,880
Project Management			
Providing a dedicated PM to plan, run, and report on the project throughout the stages	2	£900	£1,800
			£17,480

Ongoing costs will remain the same and is shown below in Table 2. Rochford already pays an annual license fee for M365, which grants us access to SharePoint.



Table 2 – M365 Annual License Fees

M365 Annual license Fees	Quantity	Unit price	Total
M365 E3 License	175	£161.32	£28,231

Additional costs will be necessary for staff training. Training will comprise of 2 separate sessions, SharePoint User & SharePoint Data Owners/Super Users. As part of the existing staff development plan, Rochford already work with a 3rd party trainer (Train IT Midlands) who has conducted Teams & Office 365 training for staff within Rochford. Training will cost £5,000.

Table 3 – SharePoint & OneDrive Training Costs

SharePoint & OneDrive Training	Total
Train IT Midlands	£5,000

Rochford will benefit from savings once the legacy file servers are switched off. By decommissioning the file servers RDC will save £649.07 per month or £7,788.84 per year. As this is an invest to save project this cost reduction demonstrates a payback period of 3 years.

Further details relating to this requested expenditure is provided in Section 5.3.

If this business case is not approved, then SharePoint & OneDrive will not be implemented within Rochford. Training will not need to be held. Staff would not be skilled in the areas of SharePoint & OneDrive and unable to take advantages of the efficiencies using these systems would provide. Not keeping up with new technology will affect the Council’s ability to recruit and retain staff. Rochford will continue to host data on current file servers, paying expensive monthly Azure consumption charges without benefitting from the M365 tools that our E3 licenses already permit. As part of Rochford’s migration to Azure, it was always the intention that SharePoint would be implemented. Rochford staff will therefore not benefit from the increase in knowledge and skills that SharePoint can offer.



1. Description of what is to be achieved or changed:

- To fully implement the migration of data from file servers to SharePoint & OneDrive within Rochford District Council, allowing staff and Members to work more efficiently & flexibly.
- To remove the dependency on File Servers and utilise the M365 tools readily available to staff that are already paid for through our annual licensing costs. Duplicate Azure costs for running the legacy file servers can then be quashed.
- To promote flexibility – one of SharePoint's biggest benefits is its flexibility. Staff & Members can access their data at any time from any place.
- Members will also feel the benefits of using OneDrive by being able to save and access files quickly and easily from their devices, which will aid them when responding to queries.
- The ICT team will be the administrators for the system, setting up departments and individual staff permissions to access data online with data protection policies and data sharing protocols.
- The ICT administrators can quickly access operation features, including security settings, back up sites and site data, plus perform restorations and update privileges all on a single dashboard. The current process for file restores requires a call to the ICT helpdesk where a restore will then take place by the ICT rep. SharePoint supports version control, so a file restore is instantly available from the previous day. This allows a quicker operation from staff saving crucial officer time. Staff permissions can also be set according to department, instead of ICT spending time permissioning accounts one at a time via Active Directory.
- SharePoint is a great tool with numerous functionalities, which our current systems do not have, such as document sharing, file management and much more in the day-to-day operations of our Council.
- Application Integration – SharePoint can offer integration with many business applications including the MS Office suite and CRM (customer relationship management) systems. There is an exciting opportunity to interact with the proposed separate GovService Customer Experience Portal going forward. Rochford have already purchased the digital services tools with Granicus which will allow Sharepoint to interface with GovService via an application connector. Once Rochford's sharepoint site has been built, ICT can work with Granicus in the connection of our sharepoint site to Gov Service. This integration will allow uploaded documents in GovService to be sent to a file destination in Sharepoint, simplifying internal processes and reducing the need for email.
- To embed security protocols within SharePoint boasts advanced security features that reduce the risk of outages and unauthorised access. Data integrity is key - SharePoint will improve security of sensitive data, plus allow the ICT Team to configure settings to control sharing, storage and auditing to ensure we execute compliance with our Council's regulatory requirements on data security.

This will:

- Allow Rochford to perform a data cleanse on the file servers – only keeping what is required by regulation and being in full control of its data.
- Provide Rochford with a bespoke design and structure within SharePoint, meeting the needs of departments in order to work more productively and efficiently at no extra storage cost.



- Provide each member of staff a 1TB data storage allowance within OneDrive with no additional costs. Staff can store and access their data via OneDrive from any device at any time allowing full availability of data. Members will have 2 GB storage under their current license.
- Allow Members to collaborate easily with staff and save and access files within seconds.
- Apply retention and disposal policies to ensure robust records management, keeping our residents info safe and accessible when required.
- Allow for safe and secure collaboration with internal and external recipients, ensuring security is at the forefront.
- By integrating with GovService Rochford can reduce the need for manual handling and human error. By streamlining processes, data can be transferred more quickly without needing to duplicate this process via email.
- Enhance the knowledge and expertise of ICT staff – allowing for full administrator control.
- Reduce monthly running and consumption costs by dissolving legacy file servers.

2. Business Drivers

Rochford Business Plan Outcomes 2020-2023

2.1 Being Financially Sustainable

Priority: We will improve our productivity & efficiency by working more quickly when accessing our data. Accessing files via SharePoint in a fraction of time compared with a file server, allowing staff to deliver services to residents in a timely fashion. Rochford will save £7,788.84 per year (£23,366.52 over 3 years) once the current file servers are dissolved.

Outcome: By 2023 we will have maximised the use of our cloud technology, spending less time searching for files and allowing staff to automate processes to deliver services more quickly to residents.

How: By allowing staff and Members to access data within SharePoint at any one time, from anywhere.

2.2 Being Financially Sustainable

Priority: Despite continued budget constraints, we will manage our Microsoft Azure resources effectively to ensure we can work more productively at lower than the current costs.

Outcome: By 2023 we will have provided best value for money for residents.

How: By providing a bespoke platform that is easy and quick to use, is cheaper to run and can automate processes freeing up valuable officer time.



Specific Connect Outcomes

- 2.3 Enhanced customer experience.
- 2.4 Maximise IT and technology benefits.
- 2.5 Deliver accessible high-quality platform and customer experience for everyone – efficient, professional, adds value and meets changing individual needs – new ways of working for staff, members, and customers.
- 2.6 Increased efficiencies (security/time/money).
- 2.7 Staff are developed, trained and supported to provide the best customer experience.

3. Council value(s) supported by and detailed within this Business Case:

- 3.1. Customer focussed
- 3.2. Proactive
- 3.3. Maximise potential
- 3.4. Innovative

4. Success Measures

- 4.1 Knowing that a rich, open platform has been delivered, making it easy to create and share business information from a single location. SharePoint and OneDrive will seamlessly connect employees with the documents, information, people, and projects they need to perform their jobs.
- 4.2 Annual Azure consumption costs will reduce once legacy file servers have been dissolved.
- 4.3 Provided security and integrity of Rochford's data – ensuring the right people have access to the right information.
- 4.4 Staff will be fully trained on SharePoint & OneDrive, providing confidence in its use and assurance that our data is readily accessible and extremely secure.
- 4.5 Members have access via OneDrive to the documentation and information that they need.

5. Benefits and Costs - Financial and Non-Financial

- 5.1. Benefits – *non-financial*



- **Enhanced Security:** Incorporating SharePoint and OneDrive will minimise security issues. Staff can share vital information without divulging any sensitive information embedded in documents through SharePoint real-time collaborations. Hosting data on a single, integrated platform will reduce Rochford's vulnerability to holes, leaks, and attacks across multiple systems. Rochford ICT can also monitor compliance with any internal staff working policies.
- **Effortless Collaboration:** SharePoint is a rich, open platform that makes it easy to create and share Council information from a single location. SharePoint and OneDrive can seamlessly connect employees with the documents, information, people, and projects they need to perform their jobs at Rochford.
- **Simplified information exchange:** SharePoint promotes an easy information exchange environment plus greater collaboration. SharePoint boasts many features including alerts, which assist staff in accessing the data they need without any delays. Simplifying access to council information for everyone enables collaboration and keeps everyone informed.
- **Cost savings:** SharePoint and OneDrive will save Rochford money. Having a total cloud solution eliminates the cost of separate file servers. In addition, Rochford will be able to perform a data cleanse on existing data prior to the migration in order to clean up and simplifying the data we hold.
- **Better productivity:** SharePoint and OneDrive will allow Rochford to streamline and automate key processes. It's so easy to send data, track information, manage documents and work on shared documents together without facing confusion or delays. A more productive Council means better staff efficiency and profitability.

5.2. Benefits – *financial*

- Financial gains are obvious with the introduction of SharePoint & OneDrive – Rochford will save £7,788.84 per year (£23,366.52 over 3 years) once the file servers are dissolved.

5.3. Financial Costs

The costs required to deliver this Business Case are:

Project & Training Costs

Project Costs

In order to deliver all 4 phases Rochford will require the technical services and expertise of their managed service provider, Jisc. Jisc will project manage the implementation of SharePoint and OneDrive on Rochford's behalf, working with Ami Goulter and her ICT team to complete the migration. Total costs are. £17,480.

Training Costs

Rochford are currently working with an IT Trainer (TrainIT Midlands) as part of the staff development programme and will host SharePoint & OneDrive training sessions for staff. These



are 90-minute sessions that cater for a max of 12 delegates per session. Total training costs £5,000.

The total investment required to deliver this project – i.e. amount of funding being requested by this business case from the Connect budget – please see Table 4 below, which illustrates that the payback period for the requested investment is approximately 3 years as soon as the legal servers can be decommissioned.

TOTAL AMOUNT OF FUNDING REQUESTED: £22,480

Table 4 - Invest to Save Project Costs and Payback Period

Expenditure – one off	JISC costs	£17,480
Expenditure – one off	Training costs	£5,000
Total amount of funding requested for this project		£22,480
Saving - annual	Azure costs	£7,788.84

Total cashable benefits anticipated from delivery of this project

It is important to note that this project is not just about ‘saving money’ but to promote collaboration, increase efficiency and enhance security and integrity of data within the Council. Through these cost savings we can also;

- Design & deliver a new SharePoint structure for staff, allowing flexibility and 24/7 accessibility.
- Reduce the need of costly file servers – replacing with a centralised solution that is easily accessed and controlled.
- Enhance security of data, applying correct retention and disposal methods.
- Data Backup – provide assurance that our data is being protected & supported by Microsoft’s backup processes within its national datacentres.

The Council’s annual Azure costs will decrease by;

£7,788.84 per year.

6. Delivery Approach

- In-house - this project will be managed internally by Ami Goulter, with key input & support from the ICT team, Department leads, LT & the DPO.
- Working with commercial/external providers - our Managed Service provider (Jisc).



- Collaboration/Sharing with other Councils - there is an opportunity to use expertise from other Local Authorities who have already implemented the system (Brentwood) who has already implemented this.

7. Anticipated High-level Timeline:

November 1, 2021 — March 31st, 2022: Phase 1

Jisc will work with Rochford to assess the Council's needs in order to understand how SharePoint will be delivered. This will involve high level conversations with Leadership Team and information asset owners, ensuring that data is stored and structured correctly and sensitive files are highlighted and classified as per records management guidelines. This phase will also include data capture (how much data do we have and will we migrate all of it), data cleanse (can any data be archived or deleted prior to the migration), retention & disposal (what are the legalities, how long must records be kept/maintained, and what can be archived/deleted after a set period). This first phase will involve input from officers, department leads and senior management at Rochford. This input from staff is a key component in ensuring that SharePoint meets the needs of staff at Rochford.

April 1, 2022 — July 31st, 2022: Phase 2

Create a suitable architecture in SharePoint & OneDrive to store all Council documents and ensure a suitable security model is in place. Jisc will work with Rochford to create a prototype fit for purpose.

September 2022: Staff Training – Work with Train IT Midlands to develop multiple training sessions for all staff. The sessions will be split into 2 categories; SharePoint User & SharePoint Data Owner/Super user. All sessions run for 90 minutes and will accommodate 12 delegates at any one time.

October 1st 2022 — December 31st 2022: Phase 3

Migrate all files from legacy file servers into the new SharePoint & OneDrive environment. This phase must be conducted following staff training to ensure staff are aware of how to use both Sharepoint & OneDrive.

January 2023 — March 31st 2023: Phase 4: Initiate a data retention configuration policy. This is where we demonstrate good use of records management – Rochford will apply retention policies in line with legal requirements and apply these to SharePoint.



Project Business Case – to support delivery of the **Connect Cultural and Transformation Programme**

Project Business Case Name: Committee Management Information System (CMIS) Upgrade

Date of document: 28/08/2021

Proposed Start & End Dates of the Project: From 01/11/2021 to 31/03/2022

Project Lead: Sonia Worthington, Principal Democratic & Corporate Services Officer

Project Sponsor – *AD with overall responsibility for the project:* Angela Law, Assistant Director, Legal & Democratic

Does this Business Case impact across services or require cross-service working? Across all services of the Council relevant to those that submit reports to Members for decision.

PURPOSE OF THIS BUSINESS CASE AND DECISION REQUIRED:

To agree the draw down of required funding from the Connect budget to upgrade the current CMIS system and provide training, so that complex processes involved in committee management are streamlined and automated to assist the Council in reducing the administrative burden associated with compiling and distributing multiple meeting documents.

The CMIS upgrade will allow the Council to manage more effective and efficient meetings, delivering streamlined co-ordination of meeting documents. New technology in the form of the MyCMIS app will assist the Council in reducing printing costs and paper usage, whilst still fulfilling its obligations to report and explain decisions.

1. Outputs and Outcomes:

By upgrading the current CMIS System this will:

- Streamline the committee management process; all Committee documents and Committee Member details will be stored on one platform. The creation, compilation and publication of all Committee documents will be done within a single CMIS platform. CMIS has an innovative agenda and minute creation tool that makes use of 'drag and drop' techniques to compile agenda and minute documents efficiently and quickly.
- Enable meetings to be scheduled with invitations issued quickly and easily.



- Include a workflow infrastructure which enables a fully auditable and version controlled document creation process which incorporates formal approval as well as informal commenting stages, approval and submission of agendas, minutes and reports for meetings.
- Include Workflow dashboards to review and track decisions made by Members.
- Give options to members of the public to subscribe to CMIS updates and online questionnaires that can be published on CMIS in order to engage further with the public.
- Reduce processing costs and time and free up resources to do other things.

Currently Committee Agendas, Reports and Minutes are drafted from scratch in Word and draft documents are manually circulated by means of document links in Outlook to LT, for completion of financial and legal implication paragraphs in reports and for comments/approval. Reports are then manually converted by Democratic Services staff to PDF format, with all accompanying appendices merged with the reports and headers and page numbering manually adjusted as part of this process. Reports are then manually uploaded to CMIS and published. The final part of the process is that links are copied from CMIS manually into emails circulated to Members and LT to agendas and reports. The process is time consuming as different software applications are used for the different stages of the committee management process. In addition, because documents are not created within CMIS, it is not easy to track decisions from the point of publication of a report for decision.

Since returning to physical meetings, there has been an increased demand for paper copies of agenda packs from Members. The Democratic Services team are having to liaise with Support Services to organise these for each meeting, although are not having to send these out via post which would incur additional costs above the paper and printing and resource costs.

The proposal includes moving to using the increased functionality of CMIS in order to use agenda builder functionality within the software to build complete agenda packs with drag and drop processing. This will automatically convert all documents to accessible-compliant format from Word and thus negate the need for the Democratic Services Team to have to use Word, CMIS, Adobe and Outlook. To achieve this, the Democratic Services Team will need to undergo in depth training, which will cover the creation of document templates in CMIS. In addition, the training will include how to set up distribution lists for each of the Committees within CMIS, which will negate the need for the Democratic Services Team to compile separate emails copying and pasting in links to Committee documents from CMIS. The proposal will include this distribution process being automated within CMIS.

There will be an initial investment in time on the part of the Democratic Services Team, working with the software provider, Astech, over an estimated 8-week period to create document templates for all the Committee and Portfolio Holder decisions, as well as individual distribution lists. Once these have been finalised, automated processes within CMIS can begin for agenda creation and distribution which will save estimated officer time of 7 hours per week.



Once this process is running smoothly it is planned to move to trialling use of the business manager/workforce functionality within CMIS. However, this will necessitate the scheduling of individual meetings with LT members of up to an hour demonstrating how reports are created from scratch within CMIS and then circulated to selected recipients for comment. In effect, the intention is the same process that is currently done using Word templates and circulating links in Outlook to those documents will be replaced by an automated process within CMIS.

The advantage of this is that the decision that is required within Committee documents is the mechanism by which reports are dropped and dragged into CMIS agenda packs and the decision is then tracked more easily through CMIS and can be used for Forward Plans. In addition, CMIS will create a draft version of the report and show on what date this was created and by whom. Each time the report is circulated and amended or commented on, different versions are created by those reviewing the report and it is possible to see on what date these were created and by whom. The report author, at the end of the process is able to access a merged copy incorporating all these amendments and can then either accept or reject changes in the same way that is currently undertaken using tracked changes in Word. In CMIS, however, it is possible to see all separate versions, by reviewer, by date; thus, there is more clarity about what changes have been suggested, when. It is anticipated that this will save officer resource within the Corporate Services Team as a manual system will be replaced by an automated system with emails sent directly to relevant report authors/AD's when action is required. (See Appendix for screenshots).

MyCMIS is an app which works on tablets (both android and IOS) and laptops/PCs (Mac and Windows). It synchronises with the web-based version of CMIS thus does not require further officer resource in terms of setting up. It will allow Members to be able to store documents within the MyCMIS app offline, which will be useful for physical meetings which are currently held at Sweyne Park School where Members do not have access to WiFi.

Users will be able to annotate any committee documents on the app, and any other documents they store in the resource library, including for example, the Council's Constitution. Those using MyCMIS on a tablet will be able to pinch the screen to either magnify the print or reduce the print size. Users will also be able to find specific pages quickly and easily by using the 'Go To' functionality and typing in the required page number – the app will then display the relevant page on screen immediately. Similarly, users will also be able to bookmark particular pages that they may wish to write notes on or place post-it notes on. Users can write comments or notes at any point within a committee report by using the laptop/PC keyboard or tablet keyboard or tablet pen/pencil/stylus. Electronic post-it notes can also be inserted on any page of a committee document in any position. These annotations/amendments will be saved in MyCMIS and users can also email these annotated copies. Annotations can, similarly, be deleted/removed at any stage.

Astech will do work behind the scenes in order to configure MyCMIS to synchronise with RDC's web-based CMIS software and will also work with the Democratic Services and Web Teams to ensure that the MyCMIS app is branded with the RDC logo and colours, etc. The costs cited below at paragraph 5.3 cover all necessary work undertaken by Astech on MyCMIS.



Once MyCMIS is ready for us the Democratic Services Team will programme in a schedule of one to one meetings with Members to take them through the basics of using MyCMIS. The timing for this is set out in the project plan. (See Appendix for screenshots).

If this business case is not approved, this project will not go ahead and the current CMIS system will continue to be used.

2. Business Drivers

Rochford Corporate Business Plan 2020-2023

1.1 Maximise Our Assets

The MyCMIS app will result in less paper and printing costs for Committee documents, as users will be able to download documents onto their devices and annotate them in the same way as they would do paper copies. In addition, officer resource would be streamlined for committee management processes as they would be automated within one piece of software – CMIS – rather than officers having to access different pieces of software to carry out tasks manually, which is onerous and less efficient.

1.2 Enable Communities

Residents would be able to subscribe to Council meetings of particular interest to them, which is not currently the case. They would automatically receive updates on meeting dates and would receive links to agendas and reports for areas of the Council's formal decision-making that particularly interest them. In addition, if residents download the MyCMIS app they will be able to have access to Council agendas and reports and the Council's Constitution at all times and will be able to annotate these and make notes on them and download them to the app for their own reference purposes.

Specific Connect Outcomes

1.3 Enhanced customer experience *See paragraph 1.2 above.*

1.4 Maximise IT and technology benefits

The business manager and workforce functionality within the CMIS upgrade will automate current processes for drafting, commenting on and clearing Committee documents and will ensure that all contributions are visible and attributable. The process is automated rather than manually driven which is more efficient and accurate.

Users are able to select which areas of the Council's committee decision-making they wish to receive regular updates on and will receive updates that are automatically generated within the CMIS software.



The annotational functionality within the MyCMIS app will increase the user experience of accessing information relating to Council and democracy and is more user friendly.

- 1.5 Deliver accessible high-quality services and customer experience for everyone seeking information from CMIS relating to Council and democracy – efficient, professional, added value when using CMIS seeking information relating to Council decisions and meetings. Enhanced functionality of CMIS upgrade, together with the introduction of MyCMIS, makes it easier for staff, Members and customers to track Council decisions and to access Council documents on the go with no need to print documents as functionality allows users to annotate documents in the same way as paper copies.
- 1.6 Increased efficiencies - staff and Member time decreased plus a cost saving. Officer time of around 7 hours per week will be saved as a result of the streamlined workforce processes within the CMIS upgrade.
- 1.7 Staff are developed, trained and supported to provide more flexible customer access to Council decisions and documents. Less printing of documents will lead to savings in paper costs, printer consumable costs and postage costs as well as officer time in printing documents.
- 1.8 Other – The MyCMIS app allows staff, Members and customers to download and save documents from CMIS and to be able to annotate them and navigate more easily through larger documents negating the need to print documents and therefore leading to reduction in paper documents and use of printer consumables which assists the Council in meeting its carbon neutral objective.

3. Which Council value(s) is/are supported by this Business Case

- 3.1. Customer focused
- 3.2. Proactive
- 3.3. Maximise Potential
- 3.4. Innovative

4. Success Measures

- 4.1 The number of customers downloading the MyCMIS app to be regularly monitored.
- 4.2 The numbers registered to receive agenda packs for Committee meetings to be regularly monitored.
- 4.3 The number of agenda packs being printed and circulated to be regularly monitored.
- 4.4 The number of agenda packs being printed and sent out to Members to be regularly monitored.



As the MyCMIS app is now, its use will be monitored for six months and targets set for this and the other success measures and then revisited in six months time, thereby measuring success against set targets a year after implementation.

Fundamentally, this invest to save project aims at decreasing the number of queries received by Democratic Services by telephone and email, as the intention is that MyCMIS will provide a lot of the information Members and residents seek. There is also a commitment to the green agenda and in reducing the current level of paper usage by at least 80% by the end of Year 1.

5. Benefits and Costs - Financial and Non-Financial

5.1. Benefits – *non-financial*

- Enhanced customer experience through ability to subscribe to agenda packs for individual Committee meetings and to receive these automatically when agendas are published on CMIS.
- More efficient way of working for Democratic and Corporate Services and report authors – all meeting documentation governance processes are managed through CMIS in one place rather than via Word, Outlook, Adobe and CMIS; more joined up communications between Democratic & Corporate Services and report authors within the different service areas, which will result in streamlined workflow and a significant saving of time in administrative processes.
- Contribution towards the Council's objective of becoming carbon neutral by 2030 by decreasing reliance on paper documents and saving in resources in terms of time spent printing documents and cash savings in terms of reduction in paper and printer consumables used.

5.2. Benefits – *financial*

- Currently the Democratic Services team organises printed copies of documents for Members for each formal Committee meeting. Not producing 15 printed copies for Members for each meeting would yield an annual saving of £2,205 in paper and printer consumable costs. In addition, 7 hours of officer time per week would be saved in using automated processes within CMIS, which equates to a £7,808 saving per annum.

5.3. Financial Costs

The costs required to deliver this Business Case are:

- One off cost of £1,800 to provide 2 days' training for the 3 Democratic Services Officers in the CMIS upgrade.
- One off cost of setup and configuration and branding of the MyCMIS app of £2,000.
- No increase in annual licence fee for CMIS and no licence fee for MyCMIS.
- The total cost of the CMIS contract is £9,000 p.a. The one off costs requested are just over one third of the total annual contract cost.

Total amount of investment being requested from the Connect budget is **£3,800**

**Table 1 – Invest to Save Project Costs and Anticipated Payback Period**

The likely payback period once the upgraded CMIS system is operational is within 3 to 4 months.

Expenditure – one off	Training	£1,800	
Expenditure – one off	Setup and Configuration	£2,000	
Savings - annual	Reduced paper usage and consumables	£2,205	
	7 hours' per week officer time	£7,808	

6. Delivery Approach

Please also indicate below which of the following is/are applicable in taking forward your proposal to delivery

- In-house - This project will be managed internally by Sonia Worthington, with key input from Astech and from the Democratic Services team.
- Working with commercial/external providers – Work with Astech who will provide training to the Democratic Services team in the CMIS upgrade and in setting up and branding the new MyCMIS app for RDC

In order for the Project Manager to take this forward, current Democratic and Corporate Services work has been reprioritised with the Project Sponsor.

The project will follow the approach as outlined in the accompanying project plan.

7. Timeline and Key Milestones – *please list key milestones and timelines*

- 7.1. Work done by Astech in liaison with Web Team to set up MyCMIS and brand it so that it integrates well with RDC web and CMIS pages – 25-29 October 2021
- 7.2. 2 Days Training for Democratic Services Team – Team then creates document templates for CMIS and sets up distribution lists and appropriate login arrangements – which will take up to eight weeks – 1 November 2021 – 3 January 2022
- 7.3. Democratic Services Team to do a series of 1 to 1 meetings with LT and Members to run through navigating around MyCMIS and functionality of business manager/report production/approval, as appropriate. Up to twelve weeks – 3 January – 31 March 2022