



# *Digital Transformation Programme*

Full Business Case – Summary

Cabinet – 12 July 2022





# Executive Summary

---

# Exec Summary

## Drivers - case for change:

- Critical risks - requirement to address infrastructure challenges and reduce organisation risk
- Ambition to further the digital transformation journey and maximise value from the investments in IT already made
- IT budget pressures and wider Council savings needs

## Goal of the newly added DTP2 programme

- Ambition to further the digital transformation journey and maximise value from the investments in IT already made.

## Outline Scope of programme delivery

- Implement various new projects:
  - Cloud Migration
  - End User Compute
  - 3<sup>rd</sup> party contracts
  - CRM & channel shift
  - E-discovery for SARs
- Implement new corporate networks
- Overarching programme management and will take on oversight of DTP1
- Adoption and Change Management (ACM) extension

## Measurable Benefits targeted:

- ✓ **Gross savings of £4.3m targeted** (*net annual average £0.25m from 23/24-30/32*)
- ✓ Reduced risk
- ✓ Simplified technology estate
- ✓ Increased resilience
- ✓ Better able to support future transformation

## Timeline:

- July 22 – Seeking Cabinet programme approval and combine DTP1/DTP2/Networks
- July 22 – Kick off 3 of the 5 new projects (supported by interim partner)
- November-January 22 – Kick off remaining projects (supported by Digital Strategic Partner)
- Programme closure forecast **August 2024**

## Total Programme Cost estimates:

- **Cost estimate £18.0m**

## Funding:

- £7.28m capital
- £4.94m revenue
- £5.78m flex cap receipts

## Stakeholders

- **Cabinet Sponsor** – Cllr Cheney
- **Exec Director Sponsor** – Mike Jackson
- **Senior User** – Stephen Peacock
- **Senior Supplier** – Tim Borrett
- **Programme Manager** – Douglas Clarke

*\*Resource costs for digital partner have been bundled into these programme FBC costings*



# Programme Structure

Component parts and Governance

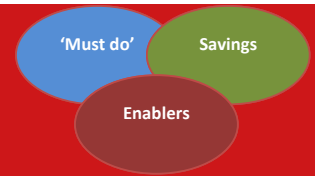
---

# Programme Drivers

- Three core drivers for the programme
- All projects listed in scope directly support/address at least one of these



# Programme Scope



Delivery of the Digital Strategy/ Digital Transformation ambitions

## Digital Transformation Programme Board

Cabinet Sep 2021 projects approved

Further work agreed to initiate under DTP Board

Pending Cabinet decision July 2022

Project: Win10

Project: Telephony

Project: Networks

Project: Procure Dig Strat Partner

Project: CRM & channel shift

Project: E-discovery for SARs

Project: SharePoint (S&G)

Project: Website Re-Platform

Project: End User Compute

Project: Cloud Migration

Project: IM/ PowerShell scripts (previously MIM / AD)

Project: PPM Tooling

Project: Networks

Project: IT 3<sup>rd</sup> party contracts

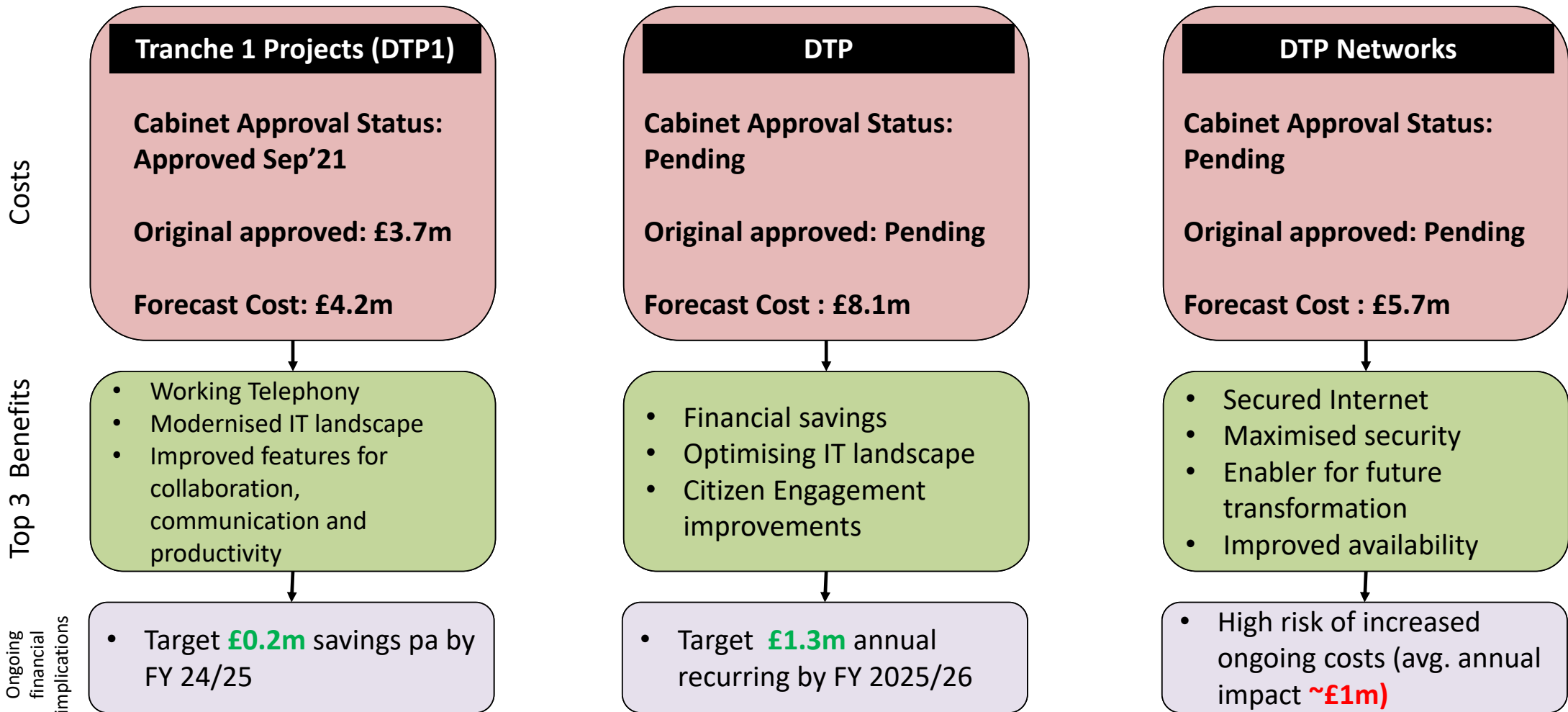
Project: Scope next stage of transformation work & refresh D.Strat

Digital Transformation programme

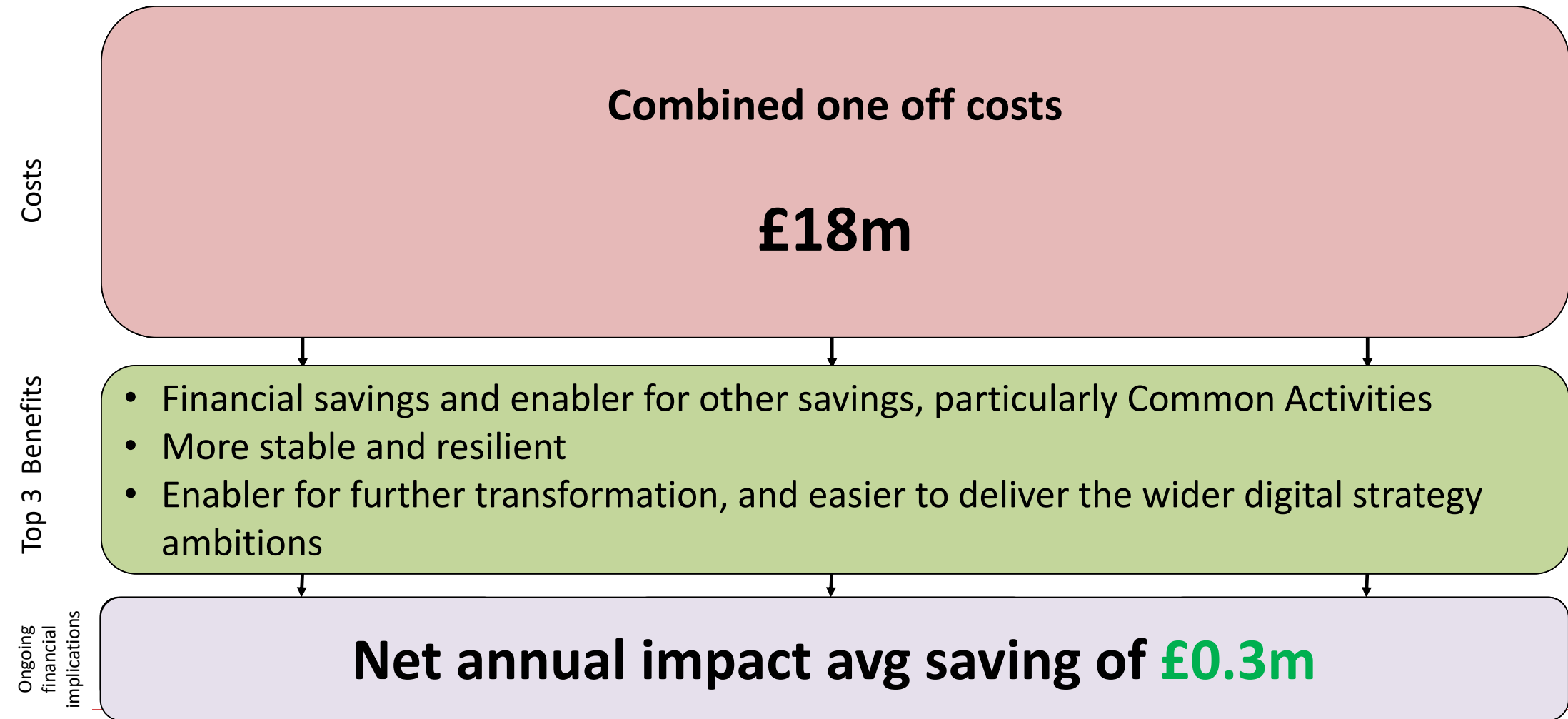
Multiple other projects including or delivering IT/digital change, e.g. Housing IT programme, People Major systems, ITSM sit within the wider Change Portfolio, governed by project/programme boards, and also report into CLB.

In flight Pending approval

# Programme Structure – Three Component Parts



# Programme Structure – 3 Component Parts





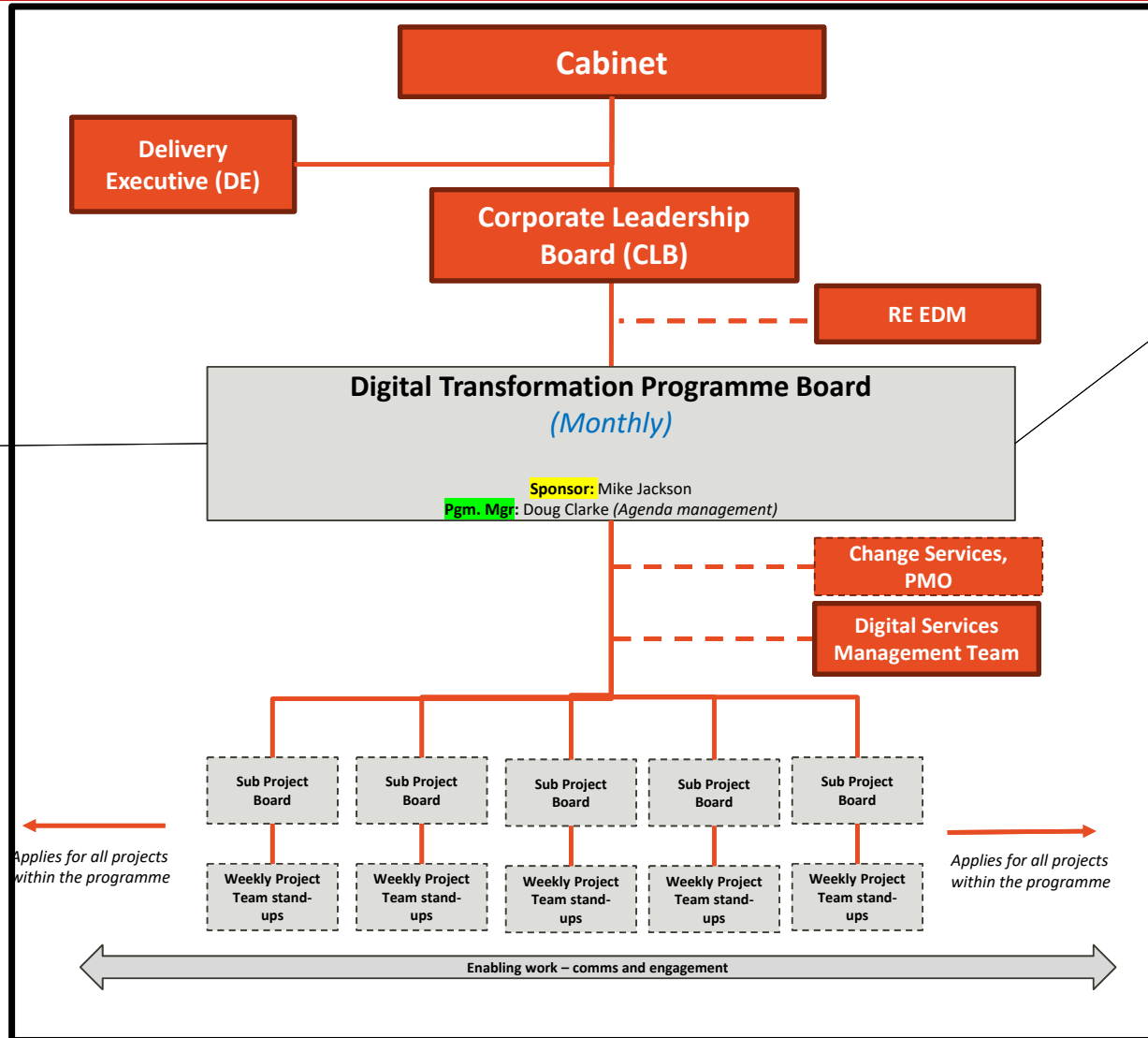
# Governance diagram

- Permanent council governance
- Temporary project governance

## Programme Board Membership

- Portfolio Holder: Cllr Cheney (Chair)
- Sponsor: Mike Jackson
- Snr User: Stephen Peacock
- Snr Supplier: Tim Borrett
- \*Project Executives: See below
- Corporate Finance: Jemma Prince / Phil Romain
- Assurance (1<sup>st</sup> line): Alison Mullis
- Assurance (2nd line): Tara Dillon / Sian Houdmont
- Programme Manager: Doug Clarke

\*PM's attend as required in support of the Project Executive.





## Standard Agenda

- Summary Project HL reports + high level programme plan
- Progress against plan & budget
- Risk / issue management
- Mandate / OBC / FBC review
- Decision making within agreed tolerances
- Finance assurance statement
- Benefit monitoring
- Programme level action/ decision log/change log

- Accountable officer for programme delivery
- Responsible officer for programme delivery



# Scope of the Programme Board ToRs

-  Completed/ closed projects
-  Closing

The scope of the **Digital Transformation Programme Board** can be broken down into two parts:

## Part 1

To **oversee** and **support** the effective delivery of the Digital Transformation Programme projects, including those agreed at Cabinet 14/09/21 (*known as DTP1*) and a suite of additional projects added and seeking approval from Cabinet in July'22 (known as DTP2). When combined these, have a maximum approved funding envelope of just under **£18m** (see **July 2022 Cabinet paper for details**). The current projects in scope of this board are:

<b>DTP1 original</b> <i>(approved Cabinet Sep 21):</i>	<b>Project 1</b> <ul style="list-style-type: none"> <li>•Win 10</li> </ul>	<b>Project 2</b>  <ul style="list-style-type: none"> <li>•ID Mngmt / Powershell Scripts (prev. MIM/AD)</li> </ul>	<b>Project 3</b> <ul style="list-style-type: none"> <li>•SharePoint (S&amp; G drive) migration</li> </ul>	<b>Project 4</b>  <ul style="list-style-type: none"> <li>•Transformation Business Case shaping (FBC)</li> </ul>	<b>Project 5</b> <ul style="list-style-type: none"> <li>•Website Replatform</li> </ul>	<b>Project 6</b> <ul style="list-style-type: none"> <li>•Telephony</li> </ul>	<b>Project 7</b> <ul style="list-style-type: none"> <li>•Portfolio, Programme &amp; Project Tooling</li> </ul>
	<b>DTP2</b> <i>(pending Cabinet approval July 22):</i>	<b>Project 8</b> <ul style="list-style-type: none"> <li>•Digital Strategic Partner*</li> </ul>	<b>Project 9</b> <ul style="list-style-type: none"> <li>•Networks</li> </ul>	<b>Project 10</b> <ul style="list-style-type: none"> <li>•End User Compute (EUC)</li> </ul>	<b>Project 10</b> <ul style="list-style-type: none"> <li>•3<sup>rd</sup> party contracts</li> </ul>	<b>Project 11</b> <ul style="list-style-type: none"> <li>•CRM Channel shift</li> </ul>	<b>Project 12</b> <ul style="list-style-type: none"> <li>•E-discovery for SARs</li> </ul>

**Note** - Additional projects may be added into the remit of the Programme Board – this will be based upon clear funding sources, business need and presentation of a valid business case (Mandate/Outline Business Case/Full Business Case), and should demonstrate how the work supports the Digital Strategy ambitions 2022-27. This may also include providing governance to IT/Digital projects that could benefit from the governance structure, but won't necessarily be added into the DTP programme/ business case.

## Part 2

To operate as an **escalation point** for the *Director of Policy, Strategy, and Digital* and *Chief Enterprise Architect* in relation to any issues arising across the organisation **regarding misalignment with the Digital Strategy 2022-27**.

In this scenario the Chair and Sponsor will advise on the resolution or route for further escalation as required. It is assumed the *Director of Policy, Strategy, and Digital* will invite any supporting attendees to the discussion as necessary.

\*Digital Strategic Partner: This work has also received standalone Cabinet approval in April 2022.



# Funding and Project Costs

Summary, Individual Projects, and by  
previous programme structure (DTP1,  
DTP2, Networks)

---

# Programme Funding Position

Total combined programme one off costs.

**£18m**

Capital

**£7.28m**

- £6.78m of DTP Networks capital
- £0.5m Capital ICT Refresh

Flex

**£5.78m**

- £4.475m of Flexible Use of Capital Receipts (Change portfolio)
- £1.307m DTP1 reserve (Flexible Use of Capital Receipts)

Revenue

**£4.94m**

- £3.7m of DTP1 reserve (approved Sep 2021 Cabinet)
- £1m DTP Reserve (in Change Portfolio baselining)
- £0.2m Change Reserve
- £0.04 Key Line of Business Systems

Note: Figures have been rounded up/down for ease of viewing and may not equate exactly.

# Programme Financial Summary

	Project/ Workstream	One off costs	Annual net recurring saving and by when is full year effect achieved	
<b>DTP1</b>	0 – DTP1 suite of projects – (approved at Sept'21 Cabinet £3.7m)	<b>4.23</b>	<b>-0.18</b>	24/25
<b>Total DTP1</b>		<b>4.23</b>	<b>-0.18</b>	
<b>DTP2</b>	1 - Overarching Programme resourcing	<b>0.67</b>	-	-
	2 - ACM Workstream	<b>0.44</b>	-	-
	3a- COP: EUC Completion	<b>0.90</b>	<b>-0.41</b>	24/25
	3b- COP: Cloud Migration (incl. 1st year Azure cost impact)	<b>2.02</b>	<b>-0.19</b>	25/26
	4 - 3rd Party Savings	<b>0.97</b>	<b>-0.21</b>	23/24
	5 - Citizen Services CRM and Channel Shift	<b>3.70</b>	<b>-0.52</b>	25/26
	6 - e-discovery for SAR	<b>0.27</b>	<b>0.03</b>	23/24
<b>Total DTP2 'Invest to Save'</b>		<b>8.10</b>	<b>-1.30</b>	
<b>DTP2</b>	7 – Networks	<b>5.66</b>	<i>Average recurring impact ~+£1m (up to £1.3m by 30/31)</i>	<i>Growing pressure from 24/25</i>
<b>Total Networks</b>		<b>5.66</b>	<b>1.00</b>	
<b>Total including Networks and DTP1</b>		<b>18.00</b>	<b>-0.25m avg saving</b>	

# Programme Financial Summary (detailed view)

Summary Financials - most likely/expected costs																
£'000s		21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total				
£'000s		0	1	2	3	4	5	6	7	8	9					
All	Total new/chargeable costs incl.	£ -	£ 1,814	£ 3,847	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 5,661	
	Networks	£ -	£ 1,814	£ 3,847	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 5,661	
	DTP1	£ 1,602	£ 2,629	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 4,231	
	DTP2 Invest to save	£ -	£ 2,605	£ 5,491	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 8,096	
<b>One-off costs</b>		£ 1,602	£ 7,048	£ 9,339	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 17,988	
Networks	Ongoing costs (incl. contingency)	£ -	£ -	£ 410	£ 1,675	£ 1,700	£ 1,935	£ 1,939	£ 1,954	£ 2,084	£ 2,087	£ -	£ -	£ -	£ 13,785	£ 1,723
	Gross savings (incl. contingency)	£ -	£ -	£ -422	£ -697	£ -785	£ -785	£ -785	£ -785	£ -785	£ -785	£ -785	£ -785	£ -785	£ -5,829	£ -729
<b>Total net Ongoing</b>		£ -	£ -	£ -11	£ 979	£ 915	£ 1,150	£ 1,154	£ 1,169	£ 1,299	£ 1,302	£ -	£ -	£ -	£ 7,956	£ 995
DTP1	Ongoing costs (incl. contingency)	£ -	£ 49	£ 698	£ 740	£ 740	£ 740	£ 740	£ 740	£ 740	£ 740	£ -	£ -	£ -	£ 5,926	£ 735
	Gross savings (incl. contingency)	£ -	£ -147	£ -667	£ -923	£ -923	£ -923	£ -923	£ -923	£ -923	£ -923	£ -923	£ -923	£ -923	£ -7,277	£ -891
<b>Total net Ongoing</b>		£ -	£ -98	£ 31	£ 183	£ 183	£ 183	£ 183	£ 183	£ 183	£ 183	£ -	£ -	£ -	£ 1,351	£ 157
DTP2 invest to save	Ongoing costs (incl. contingency)	£ -	£ -	£ 25	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ -	£ -	£ -	£ 8,862	£ 1,108
	Gross savings (incl. contingency)	£ -	£ -	£ -572	£ -1,583	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -17,552	£ -2,194
<b>Total net Ongoing</b>		£ -	£ -	£ -547	£ 320	£ 1,304	£ 1,304	£ 1,304	£ 1,304	£ 1,304	£ 1,304	£ -	£ -	£ -	£ 8,690	£ 1,086
<b>Total net ongoing - combined</b>		£ -	£ -98	£ 526	£ 475	£ 572	£ 337	£ 333	£ 318	£ 189	£ 185	£ -	£ -	£ -	£ 2,085	£ 248
<b>Net total</b>		£ 1,602	£ 6,949	£ 8,812	£ 475	£ 572	£ 337	£ 333	£ 318	£ 189	£ 185	£ -	£ -	£ -	£ 15,904	
<b>Cumulative net total</b>		£ 1,602	£ 8,551	£ 17,364	£ 17,839	£ 17,266	£ 16,929	£ 16,595	£ 16,277	£ 16,089	£ 15,904					

Average Annual across  
23/24 to 30/31

Extract of each of the 3 components separately:

- DTP1
- DTP2
- Networks

DTP1 forecast estimates												
	0	1	2	3	4	5	6	7	8	9		Total
£'000s	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31		
Total new/ chargeable costs	£ 1,602	£ 2,629	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 4,231
One-off contingency ( tolerance)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total opportunity/ non-chargeable costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>One-off costs</b>	<b>£ 1,602</b>	<b>£ 2,629</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 4,231</b>
Ongoing costs (incl. contingency)	£ -	£ 49	£ 698	£ 740	£ 740	£ 740	£ 740	£ 740	£ 740	£ 740	£ 740	£ 5,926
Gross savings (incl. contingency)	£ -	£ -147	£ -667	£ -923	£ -923	£ -923	£ -923	£ -923	£ -923	£ -923	£ -923	£ -7,277
<b>Ongoing</b>	<b>£ -</b>	<b>£ -98</b>	<b>£ 31</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 1,351</b>
<b>Net total</b>	<b>£ 1,602</b>	<b>£ 2,531</b>	<b>£ 31</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 183</b>	<b>£ 2,880</b>
<b>Cumulative net total</b>	<b>£ 1,602</b>	<b>£ 4,133</b>	<b>£ 4,165</b>	<b>£ 3,981</b>	<b>£ 3,798</b>	<b>£ 3,614</b>	<b>£ 3,431</b>	<b>£ 3,247</b>	<b>£ 3,064</b>	<b>£ 2,880</b>		

DTP 2 invest to save - financial estimates - most likely												
	0	1	2	3	4	5	6	7	8	9		Total
£'000s	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31		
Total new/ chargeable costs	£ -	£ 2,250	£ 4,643	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 6,893
One-off contingency ( tolerance)	£ -	£ 354	£ 848	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,202
Total opportunity/ non-chargeable costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>One-off costs</b>	<b>£ -</b>	<b>£ 2,605</b>	<b>£ 5,491</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 8,096</b>
Ongoing costs (incl. contingency)	£ -	£ -	£ 25	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ 1,262	£ 8,862
Gross savings (incl. contingency)	£ -	£ -	£ -572	£ -1,583	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -2,566	£ -17,552
<b>Ongoing</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -547</b>	<b>£ 320</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 8,690</b>
<b>Net total</b>	<b>£ -</b>	<b>£ 2,605</b>	<b>£ 4,944</b>	<b>£ 320</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 1,304</b>	<b>£ 594</b>
<b>Cumulative net total</b>	<b>£ -</b>	<b>£ 2,605</b>	<b>£ 7,549</b>	<b>£ 7,229</b>	<b>£ 5,925</b>	<b>£ 4,621</b>	<b>£ 3,317</b>	<b>£ 2,013</b>	<b>£ 709</b>	<b>£ 594</b>		

Networks - most likely												
	0	1	2	3	4	5	6	7	8	9		Total
£'000s	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31		
Total new/ chargeable costs	£ -	£ 1,228	£ 3,206	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 4,434
One-off contingency ( tolerance)	£ -	£ 586	£ 641	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,227
Total opportunity/ non-chargeable costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>One-off costs</b>	<b>£ -</b>	<b>£ 1,814</b>	<b>£ 3,847</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 5,661</b>
Ongoing costs (incl. contingency)	£ -	£ -	£ 410	£ 1,675	£ 1,700	£ 1,935	£ 1,939	£ 1,954	£ 2,084	£ 2,087	£ 2,087	£ 13,785
Gross savings (incl. contingency)	£ -	£ -	£ -422	£ -697	£ -785	£ -785	£ -785	£ -785	£ -785	£ -785	£ -785	£ -5,829
<b>Ongoing</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 11</b>	<b>£ 979</b>	<b>£ 915</b>	<b>£ 1,150</b>	<b>£ 1,154</b>	<b>£ 1,169</b>	<b>£ 1,299</b>	<b>£ 1,302</b>	<b>£ 1,302</b>	<b>£ 7,956</b>
<b>Net total</b>	<b>£ -</b>	<b>£ 1,814</b>	<b>£ 3,836</b>	<b>£ 979</b>	<b>£ 915</b>	<b>£ 1,150</b>	<b>£ 1,154</b>	<b>£ 1,169</b>	<b>£ 1,299</b>	<b>£ 1,302</b>	<b>£ 1,302</b>	<b>£ 13,618</b>
<b>Cumulative net total</b>	<b>£ -</b>	<b>£ 1,814</b>	<b>£ 5,650</b>	<b>£ 6,629</b>	<b>£ 7,544</b>	<b>£ 8,694</b>	<b>£ 9,847</b>	<b>£ 11,017</b>	<b>£ 12,315</b>	<b>£ 13,618</b>		



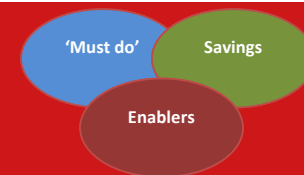
# Projects Information

Scope, Dependencies, Benefits,  
Timeline, Key Risks

---



# Scope – Project Breakdown (1/3)

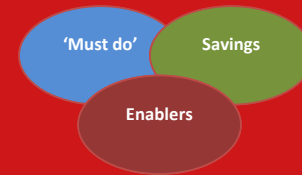


## Projects Approved Cabinet Sep 21 – known as 'DTP1

Project (or Work package) Title <i>(Project Executive)</i>	Category	Summary Description	Target deliverable	Outcome	Assoc. Benefits
<b>Portfolio Management Solution (Project tooling)</b> <i>(Tara Dillon)</i>	<b>Enabler for transformation</b>	To develop the requirements and procure a tool that meets BCC needs for Portfolio, programme and project management.	<ul style="list-style-type: none"> <li>A system and associated processes that support the Change function in managing the portfolio of projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Easier administration and tracking of projects and key project information</li> <li>Provide clear view of the portfolio and portfolio decisions</li> </ul>	<ul style="list-style-type: none"> <li>Consistent view of project financially and qualitatively</li> <li>More efficient data management for projects</li> </ul>
<b>Replace the existing telephony/contact centre solution</b> <i>(Rizwan Tariq)</i>	<b>Must do</b>	To determine options, recommend and procure new telephony system. Deliver to end users including necessary system integrations.	<ul style="list-style-type: none"> <li>New cloud based telephony system</li> <li>New contact centre handling system</li> </ul>	<ul style="list-style-type: none"> <li>Subscription based telephony system</li> <li>Integration with MS teams</li> </ul>	<ul style="list-style-type: none"> <li>Improved reliability for the contact centre</li> <li>Consolidate usage alongside MS teams</li> </ul>
<b>WIN10 (Windows 10) Rollout</b> <i>(Gavin Arbuckle)</i>	<b>Enabler for transformation</b>	Complete the deployment of Laptops and shared desktops to BCC users to replace all Windows 7 devices. Includes the deployment of applications required by recipients on their Windows 10 devices.	<ul style="list-style-type: none"> <li>Windows 10 devices as standard.</li> <li>Most appropriate devices access given recipients' role</li> </ul>	<ul style="list-style-type: none"> <li>Removal of obsolete devices and Windows 7 devices</li> <li>Improved security and features</li> <li>Consistent standard of end user devices</li> </ul>	<ul style="list-style-type: none"> <li>Improved features for collaboration, communication and productivity</li> <li>Savings from 3rd party contracts</li> <li>Simplified support</li> </ul>
<b>Website replatform</b> <i>(Theresa Jones)</i>	<b>Must do</b>	Migrate the Council's external facing website to a new cloud based technical platform.	<ul style="list-style-type: none"> <li>New resilient platform for the council's external facing website</li> </ul>	<ul style="list-style-type: none"> <li>Fully supported, secure scalable website platform.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in website outages</li> <li>Savings from moving to an open source content management system</li> <li>Savings from a lower cost support &amp; maintenance contract</li> <li>Improved accessibility on our public website</li> </ul>
<b>S: &amp; G drive migration</b> <i>(Theresa Jones)</i>	<b>Enabler for transformation</b>	Migration of business data from on premise storage to M365 cloud SharePoint and OneDrive. The project will focus on migrating business data and include housekeeping and restructure to enable collaboration for teams delivering services	<ul style="list-style-type: none"> <li>Migration of all relevant data from on premise shares to Sharepoint and OneDrive in the cloud.</li> </ul>	<ul style="list-style-type: none"> <li>Removal of the need for on premise storage to hold business data with its support needs and periodic replacements costs</li> <li>Cost reduction through better utilisation of existing M365 subscription</li> </ul>	<ul style="list-style-type: none"> <li>Cost reduction in Storage hardware, software and support</li> <li>Easier to share data with improved security and access controls that will assist collaboration</li> </ul>

- Note –
- Other funds were agreed as part of the original DTP1 £3.7m that pays for legacy work and contributes to Data & Insight programme
  - IM PowerShell (MIMAD) project previously shown within DTP1 will be targeted for closure prior to the Programme commencement.

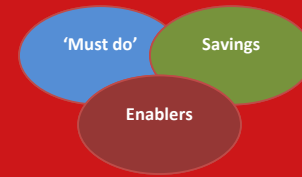
# Scope – Project Breakdown (2/3)



## New projects requiring funding (known as DTP2)

Project (or Work package) Title <i>(Project Executive)</i>	Category	Summary Description	Target deliverable	Outcome	Assoc. Benefits
<b>Network Replacement</b> <i>(Iain Godding)</i>	<b>Must do</b>	<p>Renew the network technology to improve security features, performance and supportability. Critical renewal work due to existing network obsolescence and contract expiry.</p> <p><b>Impact of doing nothing</b> – leave the council open to Cyber Security and reliability risks to our network. The network equipment will become unsupported and risk more frequent failures increasing maintenance and operating costs and impacting Council services</p>	<ul style="list-style-type: none"> <li>Procurement of equipment, installation and support</li> <li>Implementation of new equipment and software</li> <li>Procurement &amp; implementation of new support &amp; maintenance contract and networks connectivity contract (currently Virgin)</li> <li>Revision of networks connectivity and related contracts (currently Virgin)</li> <li>Network Policy review</li> </ul>	<ul style="list-style-type: none"> <li>New network equipment</li> <li>New network software access licences</li> <li>Upgraded inter-site connections</li> <li>Software defined network</li> </ul>	<ul style="list-style-type: none"> <li>Reduction to organisation risk levels</li> <li>Improved availability and operating costs</li> <li>Easier to add or remove sites from the council network</li> </ul>
<b>Digital Strategic Partner</b> <i>(Tim Borrett)</i>	<b>Enabler (however reflective to all categories)</b>	Procure and implement a Digital Strategic Partnership.	<ul style="list-style-type: none"> <li>Procurement of partner</li> <li>New processes/governance/client function</li> </ul>	<ul style="list-style-type: none"> <li>Long term continuity and cross project co-ordination between projects</li> <li>Flexible access to resources BCC need to deliver its projects</li> </ul>	<p>n/a – enabler</p> <ul style="list-style-type: none"> <li>N/A – Enabler to provide quick access to quality support for projects</li> </ul>
<b>COP - Cloud Migration (COP)</b> <i>(Gavin Arbuckle)</i>	<b>Savings</b>	<ul style="list-style-type: none"> <li>Complete analysis of on premise infrastructure and applications</li> <li>Migrate remaining applications to Software As A Service, Azure or Co-located</li> <li>Release data centre space and savings</li> </ul>	<ul style="list-style-type: none"> <li>Migration of 100% remaining apps to an off-prem solution (primarily SaaS/cloud)</li> <li>If necessary deliver small Co location facility for applications that cannot migrate</li> <li>Decommission the data centres</li> </ul>	<ul style="list-style-type: none"> <li>Removal of On premise servers and storage removing the need for data centre facilities within the Bristol Offices</li> </ul>	<ul style="list-style-type: none"> <li>Reduction to organisation risk levels</li> <li>Provision of Improve Disaster Recovery for critical applications</li> <li>Savings</li> </ul>
<b>COP - End User Compute (EUC) Optimisation</b> <i>(Gavin Arbuckle)</i>	<b>Savings</b>	<ul style="list-style-type: none"> <li>Enhance Security configuration to meet NCSC 'Better' guidelines</li> <li>Complete email migration to the cloud</li> <li>Implement Cloud email security</li> <li>Deliver contract savings</li> </ul>	<ul style="list-style-type: none"> <li>Implement improved security configuration (classed as 'better')</li> <li>Complete email migration</li> </ul>	<ul style="list-style-type: none"> <li>Further leverage of the MS subscription features in Security, end point management and email</li> <li>Simplified infrastructure easier to operate</li> </ul>	<ul style="list-style-type: none"> <li>Savings</li> <li>Reduced risk of cyber attack</li> </ul>
<b>3rd party contract savings</b> <i>(Gavin Arbuckle)</i>	<b>Savings</b>	Deliver savings from a specific list of IT category 3rd party contracts costs which are due for renewal or have addressable spend in the next Financial year.	<ul style="list-style-type: none"> <li>Renegotiated or terminated contracts for in scope suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Reduced Annual costs</li> </ul>	<ul style="list-style-type: none"> <li>3rd party savings</li> </ul>
<b>CRM, Contact Handling &amp; channel shift improvements</b> <i>(Riz Tariq)</i>	<b>Enabler for transformation</b>	Deliver channel shift and contact handling capabilities using D365 platform to enable the delivery of service improvements and operational savings. Target and provide Citizen online access to high volume transaction services	<ul style="list-style-type: none"> <li>Deliver channel shift functionality for citizens to use online or support to contact centre channels</li> </ul>	<ul style="list-style-type: none"> <li>High quality online experience for Citizen access to services</li> <li>Improved support and systems for Citizen Service contact staff</li> </ul>	<ul style="list-style-type: none"> <li>Reduced staffing costs (savings)</li> <li>Improved Citizen experience</li> </ul>
<b>SARs and e-Discovery</b> <i>(Ben Hewkin)</i>	<b>Enabler for transformation</b>	Rollout e-discovery tool to the newly consolidated Subject access request (SAR) team to support improved, automated efficiency of SARs responses/requests and enable savings from Common Activities.	<ul style="list-style-type: none"> <li>Training in use of eDiscovery</li> <li>Connecting information sources to support regularly submitted SARs</li> </ul>	<ul style="list-style-type: none"> <li>Good quality information search support to help complete Subject Access request</li> </ul>	<ul style="list-style-type: none"> <li>Enabler for Common Services Savings</li> </ul>

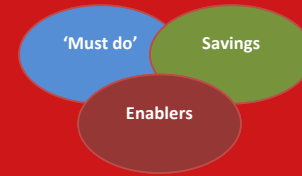
# Scope – Project Breakdown (3/3)



## Enabling activities

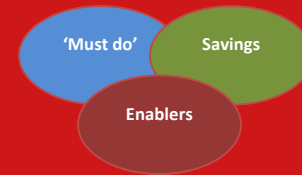
Project (or Work package) Title <i>(Project Executive)</i>	Category	Summary Description	Target deliverable	Outcome	Assoc. Benefits
<b>Programme Management &amp; Governance</b>	<b>Programme Enabler</b>	<p>Overarching programme management including Governance, Risk and dependency management, Benefits tracking, reporting and exception reporting and changes.</p> <p><b>Impact of doing nothing</b> – would result in lack of co-ordinated between standalone project and reduced aware ness and action on broader risks.</p>	<ul style="list-style-type: none"> <li>• In scope infrastructure and systems renewal</li> <li>• Targeted savings through contract terminations, licence control and closure of data centres</li> <li>• Further transformation based on leveraging and deploying additional features of the M365 and D365 platforms, delivery of channel shift.</li> <li>• Training and support to council staff in use of the platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and drive to achieve the Programme goals</li> <li>• Effective delivery of programme outcomes through constituent projects.</li> <li>• Take on the oversight and coordination of existing DTP1 projects</li> <li>• Timely management of inter project issues and dependencies</li> </ul>	n/a - enabler
<b>Continued Adoption &amp; Change Management</b> <i>(Steph Griffin)</i>	<b>Enabler for transformation</b>	<p>Continued investment adoption &amp; change management support to work with business based Digital Champions to embed ways of working, upskill staff and bring improved collaboration and efficiencies.</p> <p><b>Impact of doing nothing</b> – would result in lack of co-ordinated support to the roll out and embedding of the new technology platforms. Potential for colleagues to feel unsupported, reduced buy-in or up-take due to lack of communication and understanding of benefits.</p>	<ul style="list-style-type: none"> <li>• Deliver comms for digital transformation work</li> <li>• Deliver training and support tools</li> <li>• Implement Nulia to provide metrics on adoption, usage and benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Embed new ways of thinking and utilisation of MS65 , using the digital champion network</li> <li>• Align support with transformation project delivery to ensure communications and readiness planned and implemented</li> </ul>	Enabler of savings and efficiencies from ITTP and DTP investments

# Scope – Not included



	Out of scope	Any risks/consequences associated with “Out of scope” items
1	Delivery of any Data & Insight related work	- Although some of the costs in DTP1 relate to data and insight activities, there is a separate D&I programme and governance. Need to ensure narrative is joined up to support clear comms. Look to leverage the data lake for CRM and integration requirements
2	Other specifics technical projects not listed, that sit elsewhere in the Change Portfolio	- Risk of dependencies being missed. To mitigate a dependency log has been developed with dependencies mapping for all DTP1 and DTP2 Projects. Periodic review established to review and ensure dependencies are managed adequately.
3	DTP3 shaping – consider investment opportunities to continue, complete or enhance Digital transformation that has already been delivered	- This means no funding set aside for shaping any DTP work beyond the scope proposed single programme. Some of this may be possible as BAU or using resources involved with DTP, but nothing yet set aside.
4	Provide improved support for Service Area strategic development OR Line of Business System changes	- Originally referenced in previous proposals but not included within scope of this programme. This may lead to a potential lack of engagement from wider services who cannot see any direct ‘benefit’ or value from the programme (beyond the corporate savings). - There will be business transformation or system projects running concurrently that will be coordinated using the dependency process and log developed on this programme.

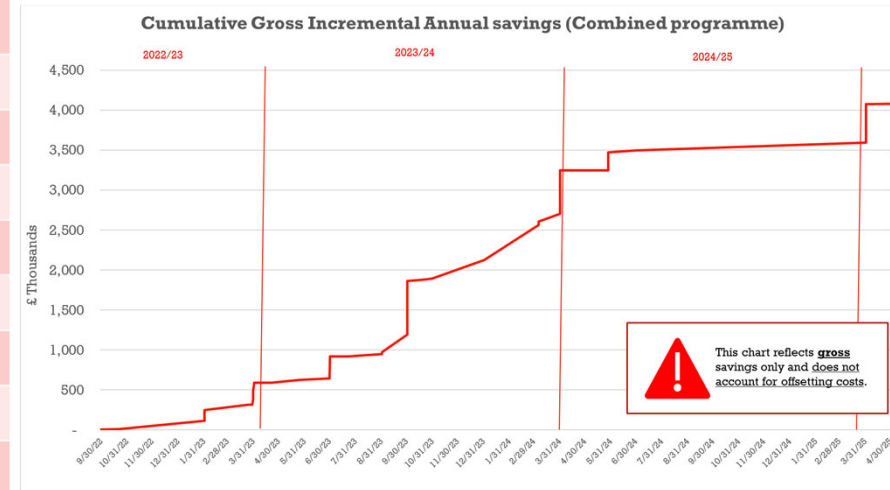
# Dependencies



Provider (Giver)	Dependent (Receiver)	Description of dependency	Date Required
DTP1 Strategic Partner Procurement	DTP Programme	DTP2 COP – Cloud migration and CS/Channel Shift projects require the Strategic Partner to be appointed in order for them to progress	1/11/22
DTP2 ACM	DTP2 Cloud Optimisation Project	It is assumed by the COP project that communications will be constructed and delivered using ACM workstream, and therefore no further comms/resource needed to be planned/budgeted for.	1/8/22
DTP1 Telephony	DTP2 CS and Channel Shift	It is expected that the BCC telephony project will provide the telephony and CCM integration and data capabilities so that CS/Channel Shift can deliver integrated communications	30/06/23
DTP1 Telephony	DTP2 Cloud Optimisation Project – Cloud migration	Delivery of the BCC telephony project to remove the on premise telephony servers. The current telephony system is on premise and cannot be moved to the cloud.	01/12/23
DTP1 SharePoint Migration	DTP2 SAR eDiscovery	The SAR eDiscovery project is dependent on the SharePoint project to deliver all of the required unstructured data content in M365 to enable it to be searchable automatically.  Common activities: Merging of teams in November 2022 to deliver savings.	30/11/22
DTP1 SharePoint Migration	DTP2 Cloud Optimisation Project	SharePoint project needs to deliver all of the required unstructured data content in M365 to enable storage to be decommissioned	01/10/23
DTP2 Networks	DTP1 Telephony	Telephony has a dependency on Networks, in that releasing savings from the Virgin/Centrex contracts is linked to Networks timescales (specifically, the necessary renewal of the Virgin contract from Sept 22-Sept23)	30/9/2022
Channel Shift Strategy	DTP2 CS/Channel Shift	The Channel sift project requires the guidance of the strategy to inform the scope, priority and principles the project will be required to deliver	1/11/2022
DTP1 Networks	Ops Centre/CCTV networks changes	Separate project already in flight with capital r: network improvements. Unclear on the level of connection – to be clarified as part of Networks stream.	1/7/22

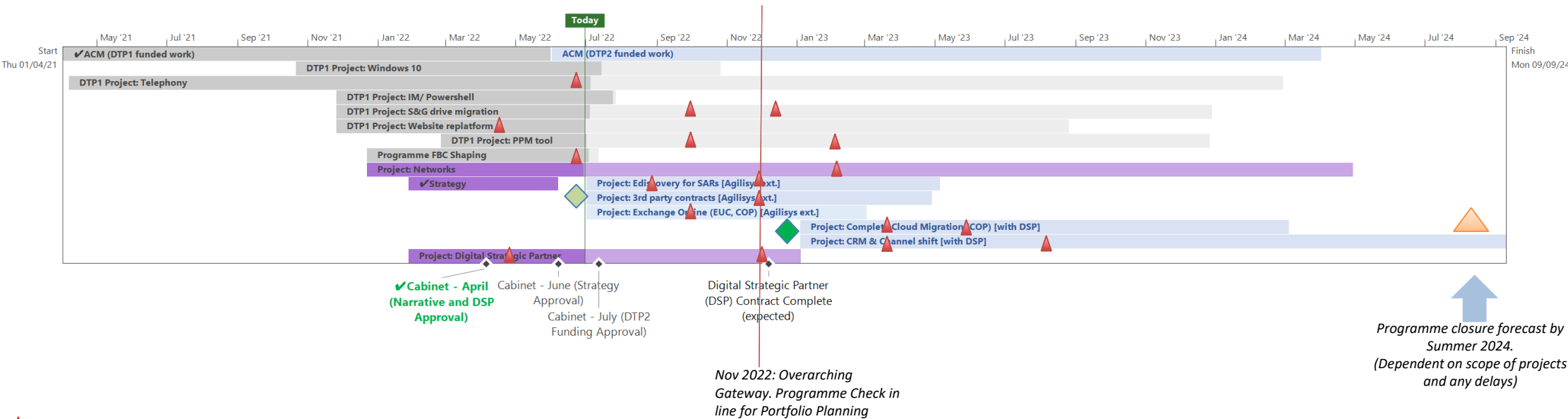
# Programme Benefits

	Project	Financial		Non Financial		
		Cashable	Cost Avoidance	Resilience	Reduced Risk	Operational Efficiency
DTP1	Website Replatform	✓		✓	✓	
	S: and G: Drive migration Sharepoint	✓	✓	✓	✓	✓
	Telephony	✓		✓		✓
	WINDOWS 10			✓	✓	✓
	Project Management Tooling					✓
DTP2	EUC Completion	✓	✓	✓	✓	✓
	Cloud Migration	✓	✓	✓	✓	✓
	3 <sup>rd</sup> Party Savings	✓				
	SAR eDiscovery					✓
	CS Channel Shift	✓		✓		✓
	Networks		✓	✓	✓	✓
	Adoption and Change Management					✓



# Timeline – Programme Delivery

Grey bars: DTP1 projects. In flight.  
 Purple bars: DTP2 enabling / DTP1 approved to start.  
 Blue bars: New DTP2 projects. These require OBC and FBC.



▲ Gateway point in project

◆ July 22: 3 of 5 new projects aim to start in July

◆ Nov 22: Remaining 2 projects delayed start until new DSP in place

▲ July 24 Programme Closure

# Programme Risks – See also Appendix D

Digital Transformation Risk Register - Key Risks extract

Negative Risks that offer a threat to Digital Transformation Programme and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Risk Tolerance			Notes	
										Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating		Date
001	The funding available to the Programme is not sufficient to deliver it.	1. Programme approval sought at early stage of many project business cases. 2. Significant market volatility. 3. Funding envelope only allows average of circa 20% programme contingency (DTP2 specific) 4. History of IT / technology projects increasing in cost and complexity. 5. Scope creep within projects. 6. Finely balanced business case with relatively low level of associated net financial benefit.	1. Changes in scope of the programme and impact its cost/benefit ratio. Removal or reduction of financial and non-financial benefits. 2. Programme creates net pressure on council budget. 3. Scope changes or 'no go' decisions at project gateways result in sunk cost - i.e. money spent without achieving outcomes.	Open	<ul style="list-style-type: none"> <li>Development Org</li> <li>ED02 One Council</li> <li>ED03 Employer of Choice</li> <li>EDO4 Data Driven</li> <li>ED05 Good Governance</li> <li>Resilience</li> </ul>	Project/Programme Management	Director: Policy, Strategy and Digital	1. Strong programme governance and project/programme gateways (to give the opportunity to determine whether to continue the project or to reallocate funding as required). 2. Project board governance and Project Executives accountable. 3. Embedded assurance and Finance team representation at DTP Board. 4. Delegations for major expenditure require consultation with Section 151 Officer and Monitoring Officer. 5. Expertise and experience sourced from Digital Strategic Partner. 6. Procurement support and engagement in all project contracting of goods and services.	<>	3	5	15	2	3	6	Jun-22	Scoring reflects early stage of several project business cases and that procurement of a Digital Strategic Partner is not yet complete.



# Programme Risks – See also Appendix D

## Digital Transformation Risk Register - Key Risks extract

### Negative Risks that offer a threat to Digital Transformation Programme and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Risk Tolerance			Notes	
										Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating		Date
002	Benefit realisation – benefits are not delivered either in full or part.	<p>1. If there is not strong governance of projects and/or programme.</p> <p>2. If anything (including external factors) drives up project costs beyond contingency levels.</p> <p>3. If there is insufficient knowledge or sight of dependencies.</p> <p>4. If there is insufficient quality in baseline analysis.</p> <p>5. If there is too much optimism of the savings that can be made.</p> <p>6. If there is not full completion and embedding of activity in business as usual as projects close.</p> <p>7. If service areas across the council do not make best use of technological tools or adopt new ways of working.</p>	<p>1. Targeted savings are not delivered.</p> <p>2. Fewer efficiencies in service delivery.</p> <p>3. Programme does not produce sufficient savings to cover costs of more modern operations, creating base financial pressure for the council rather than benefits.</p> <p>4. Missed opportunities to use resources and investment to deliver savings elsewhere.</p> <p>5. Reputational damage.</p>	Open	<ul style="list-style-type: none"> <li>Development Org</li> <li>ED02 One Council</li> <li>ED03 Employer of Choice</li> <li>EDO4 Data Driven</li> <li>ED05 Good Governance</li> <li>Resilience</li> </ul>	Financial Loss Reputation	Director: Policy, Strategy and Digital	<p>1. Governance via Digital Transformation Board and with Cabinet reporting on progress.</p> <p>2. Programme and Project gateways for key milestone decisions, including stepped business case development.</p> <p>3. Embedded audit assurance via Board.</p> <p>4. Support and challenge from expert external partner.</p> <p>5. Finance scrutiny from Business Partner.</p> <p>6. Role of a benefits manager to drive benefits.</p> <p>7. Adoption and Change Management programme function to encourage local adoption.</p>	<>	3	5	15	2	3	6	Jun-22	Scoring reflects lack of Cabinet approval for Governance of DTP, which is anticipated 12 July 2022. It also reflects the early stage of development of individual project business cases for the majority of DTP2 projects.

# Programme Risks – See also Appendix D

Digital Transformation Risk Register - Key Risks extract

Negative Risks that offer a threat to Digital Transformation Programme and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Risk Tolerance			Notes	
										Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating		Date
009	Insufficient staff resource or available specialist skills to appropriately coordinate and deliver the programme: - BCC resource - Strategic partner - Application Vendors resource	1. If there is insufficient BCC Project Management and support service resource for this programme as and when required.  2. If there is insufficient specific resource available from a strategic partner or external supplier when required.  3. If there is insufficient resource from existing application vendors to complete tasks required by programme works as and when required.	1. Impact on health and wellbeing of reduced staff team.  2. Risk to quality and benefits  3. Delays to timeline and/or increased cost.  4. Strain on supplier relationships.  5. Scope may need to be reduced.	Open	• Development Org • ED02 One Council • ED03 Employer of Choice • EDO4 Data Driven • ED05 Good Governance • Resilience	Project/Programme Management	Digital Transformation Programme Manager	1. Procurement of Strategic Partner to specify needs for flexible additional resource if required, a non-exclusivity allows further sourcing if needed.  2. Programme resource plans and engagement with resource managers.  3. Project health checks and assurance from BC PMO to check projects sufficiently engaging and resourcing.	<>	3	5	15	2	3	6	Jun-22	Scoring reflects that procurement of a strategic partner is underway but not complete.
015	External supply chain or service provision issues which are outside of the council's control impact upon delivery of the Programme, for example by causing delays in provision of required hardware.	1. COVID-19 pandemic impact 2. Domestic or global inflation 3. Escalation of geo-political conflict 4. Post EU-Exit supply chain disruption 5. Other unforeseen events including supplier failure, natural disasters etc.	1. Project resources diverted.  2. Delayed programme and/or projects leading to increased costs, reduced scope and benefits (project not being delivered).  3. Non-compliant contractual arrangements (e.g. emergency extension of supplier contracts if new solutions not available)	Open	• Development Org • ED02 One Council • ED03 Employer of Choice • EDO4 Data Driven • ED05 Good Governance • Resilience	Environmental, Project/Programme Management	Digital Transformation Programme Manager	1. Prioritising required scope. 2. Iterative delivery approach. 3. Strategic Partner able to assign more resource if BCC resources diverted away.  4. Assurances and risk analysis sought when procuring goods and services.  5. Horizon scanning and contingency planning.	<>	2	7	14	2	7	14	Jun-22	

# Programme Risks – See also Appendix D

## Digital Transformation Risk Register - Key Risks extract

### Negative Risks that offer a threat to Digital Transformation Programme and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Risk Tolerance			Notes	
										Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating		Date
014	Anticipated staff savings through natural attrition does not happen or does not happen rapidly enough. [N.B. primarily related to Citizen Service and Channel Shift project]	<ol style="list-style-type: none"> <li>Retention of staff to serve other service pressures.</li> <li>Fewer people than normal choose to leave roles (e.g. career progression, relocation, resignation etc.)</li> </ol>	1. Formal management of change processes required including risk of redeployment or redundancy, with associated costs incurred that delay savings realisation.	Open	<ul style="list-style-type: none"> <li>Development Org</li> <li>ED02 One Council</li> <li>ED03 Employer of Choice</li> <li>EDO4 Data Driven</li> <li>EDO5 Good Governance</li> <li>Resilience</li> </ul>	Financial Loss	Head of Citizen Services	<ol style="list-style-type: none"> <li>Project Executive is the HoS for the service area with decision making and budget management powers.</li> <li>Project contingency.</li> <li>Liaising with the Head of Human Resources.</li> </ol>	<>	2	5	10	1	5	5	May-22	