Forward Plan reference number: FP/527/10/22

Report title: Technology Services Enabling Technology Programme – Resourcing the Programme Team
Report to: Councillor Christopher Whitbread - Cabinet Member for Finance, Resources and Corporate Affairs
Report author: Melanie Hogger – Director of Technology Services
Date: 28 September 2022 — **For:** Decision
Enquiries to: Melanie Hogger Director of Technology Services (melanie.hogger@essex.gov.uk)
County Divisions affected: All Essex

1. **Purpose of Report**

1.1 Technology Services have been working with stakeholders and key partners to develop a set of strategic technology roadmaps that reflect the organisation's collective ambition expressed in "Everyone's Essex." At the heart of this approach has been the desire to co-create and aggregate common enabling technology components to deliver a sustainable operating model, underpinned by fit for purpose technology. This approach reflects industry best practice and the design principles of the Government Digital Service. The output from this collaborative process has been captured within the Technology Change Programme. Investment for which has been earmarked through the Technology and Digitisation Reserve which was anticipated in the Medium Term Financial Strategy (MTFS). Historically funding was often capital and associated with major owned infrastructure, but the nature of the technology market has fundamentally changed, and our approach changed too.

1.2 This Enabling Technology Programme (ETP) operates within the context of the wider Technology Services offer and understanding the capacity and the impact of the future operating model of the department cannot be ignored. It is important to recognise that the Technology Change Programme sits within the four key strands of operational delivery; The Technology Services Strategy; The functional technology roadmaps; the core service offer and the technology change programme – the specific focus of this report.

1.3 This context is important as it shows the totality of the effort, risk, benefits, and the need to ensure the impacts of the change programme are aligned to the strategy and position the organisation to deliver desired future operating models, and strategic outcomes.

1.4 This report sets out the core resource requirements to mobilise the Enabling Technology Programme (ETP) over the next three years. This is a large and extensive programme that touches all aspects of the organisation, in terms of technology infrastructure, data platforms, automation security, resilience and digitalisation. Within the 6 programme pillars there are 200 discreet work package, which are condensed in to 22 strands of activity. The scale and

complexity is such that this work cannot be delivered within the current internal staff resource. There will be a need to create a core programme team to support delivery augmented by specialist technical partners and third parties.

1.5   To ensure that every strand of activity within ETP delivers value – be that innovation, savings, efficiency, or improved customer service it is critical that clear outcome metrics are attached to each pillar. Establishing what the outcomes are that we will assess ourselves against to know if the pillar of activity has successfully delivered will be one of the first pieces of work the incoming Change Delivery Managers will be expected to undertake.

1.6   The way the organisation works has changed beyond recognition, over the last two years, which has opened opportunities around how we manage and utilise assets, and how we engage with and support citizens. The economic outlook means the headwinds in front of us will be challenging to navigate. Standing still is not sufficient for the organisation to deliver on Everyone's Essex.

1.7   We must continue to push new boundaries and take a leadership position to meet the needs of citizens and businesses. This will inevitably mean stark choices around how we prioritise what is most important and focus our collective efforts through collaboration with partners. It also means we need to define how we approach risk and reward. To do so we need to be lean and efficient in all that we do. The right technology, in the right areas is a key strategic enabler to realise the organisational ambition.

1.8   The approach to delivery of this vision is set out in the Technology Services Strategy. This has been peer reviewed and is recognised as forward thinking for local government, aligned to industry best practice, and achievable. The Enabling Technology Programme is the vehicle by which ECC will manage and realise the Technology Services Strategy. Currently Technology Services is geared to a traditional "break fix" model, with little to no change and delivery capacity. While this may suit a focus on maintenance, and "business as usual" operations, there is no ability to define, build and implement the new service models, and technology that the organisation has said that it needs to fulfil its mission. There is a need to create the capacity to build and deliver the programme at scale and at pace, in order to mitigate organisational risks, remove legacy technology, and to provide our people with the right digital tools to drive value, and deliver effective and efficient services.

2   Recommendations

2.1   Approve the drawdown from the Technology and Digitisation Reserve of £2.304m profiled accordance with table 1 of this report to establish the core delivery team across the three-year delivery of the Enabling Technology Programme.

2.2   Instruct Officers bring back a report to the Cabinet Member after 12 months to assess how the delivery team is functioning.

3 Background and Proposal

3.1 Throughout 2020/21 the Technology Services Business Engagement function undertook a broad and deep exercise across all ECC (Essex County Council) functions to document necessary and desirable technology activity planned to take place over the next 5 years. This represents the captured ambition of the organisation and are represented through a series of functional roadmaps, which are made up of 22 significant workstreams – including very large projects such as SCPP, End User Devices and Network and Voice. As well as more innovative, smaller packages of work around re-platforming the internet and intranet, innovation and citizen personalisation. These roadmaps, in effect form the business requirements for the organisation going forward. These have been aggregated into defined projects aligned to the Technology Strategy, and number approx. 200 work packages.

3.2 The roadmaps have been considered in light of the new ECC technology Strategy, and in particular the design principles that underpin it. Consequently, the development of outline proposals reflects an aggregation of demand across common requirements to deliver a more commercially astute approach to the sourcing, delivery, and operation of future technology. This would combine maximising our existing investment, better usage of strategic partner relationships and acting as more of an intelligent customer.

3.3 The approach will be to build a programme that optimises the investment aligned to strategic priorities. Across the five-year period from 2021/22 to 2025/26, the MTFS includes a total planned investment of £35m, of which £28.4m has been approved to date to support programme delivery (see Table 2 in section 6). We undertook a very high-level estimation process for priority items that form the programme pillars and the amount required broadly reflects the contents of the fund. As the pillar outcomes are created and individual strands of activity commence, much more detailed estimation will be possible. And where indicative costs exceed the amount of funding available then prioritisation decisions will need to be made.

3.4 The information that we have at a macro level suggests that the financial strategy to support the roadmap appears to be adequate, however, until business cases have been developed to determine the solutions and resource requirements, there is no guarantee that the funding that is in place is sufficient to meet the full extent of the captured ambition. Given the financial constraints, at that point we will prioritise resources accordingly.

3.5 The programme of prioritised schemes will be known as the Enabling Technology Programme (ETP), and delivered through a managed delivery programme, built around 6 programme pillars.

3.6 The 6 pillars represent a broad programme of enablers that will underpin *Everyone's Essex* and deliver enhancements to citizens, businesses, partner organisations and our employees and many investments are critical dependencies for other ECC initiatives.

3.7 The six pillars and their objectives are set out below:

- Automation and Efficiency
  - *One platform for the whole organisation to handle repetitive tasks and automate data transactions*
- Technology for Collaboration
  - *To connect Essex and its partners to make them more productive and efficient*
- Citizen Engagement
  - *Ensure customer can find and discover anything they need to access services to support and enrich their lives.*
- Innovation and Improvement
  - *To provide the organisation with the right technology to support innovation and continuous improvement*
- Platforms for Data
  - *To organise our information and make it accessible and useful*
- Renewing our technology
  - *Providing the best user experience for ECC employees*

3.8 While each pillar will deliver the enabling technology to support the organisation, it is important to recognise this is about delivering a suite of new capabilities to the organisation. As these capabilities are taken on by the business areas, the benefit of the investment will flow through into the delivery of organisational outcomes. These capabilities include new data insight tools to drive better decision making; new productivity tools to drive more efficient internal practices such as scheduling and booking activities; process automation through the use of robotics; and new means to engage and manage citizen contact. The innovation pillar has the potential to yield significant benefits. The key to doing so will be in identifying solutions that scale and address significant areas of cost across ECC and help us deliver both qualitative and financial benefits, as well as having a well-defined understanding of the corporate appetite to risk and reward.

3.9 Work on the outline business cases will better describe this linkage and will be supported by the appropriate governance. It should also be recognised that opportunities to drive out value through contract liquidity will be considered throughout the programme. Subject to onboarding the proposed capacity it is planned for this work to be completed by Q1 2023.

3.10 The candidate project schemes within the ETP will go through a "gated" approval process, that will seek to refine the cost of delivery and downstream run-costs through a full total cost of ownership (TCO) model, with funding requested to be released to complete set staged activities. This approach will ensure that funds are allocated in line with organisational priorities and return of investment and associated risks are fully considered. Furthermore, this gated approach will provide for the release of sufficient funds to complete discovery activities that provides for a better basis of costings and benefits prior to moving

to full roll-out. This will be coupled with the use of benefit profiles aligned to the delivery of the programme pillars.

3.11 To operate in this way there is a need to establish the core team to enable potential benefits and outcome metrics to be identified, assessed and a baseline position defined. As we move through delivery, and transition it is essential that these are tracked, and ownership clarified and assigned in "steady state" operations. The team will be clearly responsible and accountable for the delivery of the roadmap items that constitute their pillar. They will define the outcomes and metrics that demonstrate success and be personally responsible for their successful delivery.

3.12 The project sponsor will be accountable to the programme investment board for the realisation of ascribed benefits defined within the profile for their pillar and the business cases within it. Where there may be issues arising that reduce or change benefits these will be reported and scrutinised by the investment board. The investment board will be provided with a benefits tracker that will show planned verses actual benefits realised. The investment board will hold oversight on the full extent of the ETP benefit profile. Regular progress reports will be brought back to Members and CLT to ensure oversight and scrutiny and corporate alignment.

3.13 At this stage it is not possible to give meaningful estimates of potential benefits for all workstreams – where this is possible, savings have already been fed in to the MRTS. What can be said is that the programme is designed to improve workforce productivity through new technology such as robotic process automation to remove unnecessary and manual tasks; it will make fuller use of the Microsoft productivity suite of tools and ECC's other critical strategic investments, it will provide great insight to enable better decision making using improved data platforms and tools. We will seek out opportunities where there are clear cashable savings through application rationalisation, aggregating (and reducing where appropriate) demand, and limited utilisation of assets. Delivering ROI will be a key objective for the team, and we will establish a framework to assess savings, review monthly at the portfolio board and report back in 12 months in order to help determine next steps.

3.14 The core team being requested by this CMA will be instrumental to building a credible framework for the definition, quantifying and tracking the opportunities and benefits delivered through this programme. Subject to appointment of the required capacity and capability, the first tranche of benefit identification will be available for review in Q1 2023.

3.15 By drawing together all these activities and opportunities into a single programme of work we believe we can deliver more efficiently – both in terms of resource required to undertake each business case, but also to ensure all resource requests are contextualised within a clear understanding of the outcome seeking to be achieved. Our aim is to have a core team with accountability for delivery, who run whole strands of activity. This approach avoids fragmentation that often arises when running multiple small, disconnected initiatives, and allows for programme resources to be brought in

and deployed flexibly across workstreams thereby also preventing the need for multiple, fragmented business cases. In some cases, this will be a refocusing of internal capacity, augmented by fixed terms assignments. This will enable us to deliver at pace, and scale.

3.16 The approach to programme governance will following ECC programme governance, which itself is based upon industry best practice through the Association of Project Management body of knowledge (APM). Technology Services (TS) will in effect act in a "commissioner" to describe all project outputs and to manage all delivery partners (be that internal or external to ECC) to ensure high quality and efficient delivery. Continued use of the TDS project assurance processes will support this objective.

3.17 It is recognised that to deliver this programme a dedicated set of resources will be required outside of the "business as usual" operational technology capacity. The current Technology Service was never designed to deliver a programme of this nature, scale and timeline and their focus has always right been on 'business as usual'. Similarly, the corporate support functions, in particular Transformation Delivery Service (TDS) does not have the capacity or the domain knowledge and expertise to initiate and deliver on this scale. Historically, the approach has always been to require a drawdown from project funds to create a team – both the PMO (from TDS) and technology resource (from TS). This approach seeks to prevent doing that on multiple occasions by creating a small core team within Technology Services, will ensure alignment across all Technology Services activities, better scope definition and initiation of projects and work packages, sufficient direction and oversight by effective and competent project and programme sponsorship. It will ensure that TDS resources have a clear scope of work and are empowered to deliver.

3.18 The preferred approach is to adopt a blended approach to resourcing. This will ensure we make best us of our in-house change and delivery capability across Technology Services and People and Transformation while recognising where it makes sense to bring in specific focused expertise from outside. This outside expertise will be made of fixed term dedicated assignments, and well as compliant procurement routes to on-board partners to collaborate with us to deliver shared outputs.

3.19 To operate a hybrid model as described, and to ensure appropriate grip it is proposed to establish a core programme team within Technology Services. This will compliment, and not duplicate existing capabilities within ECC.

3.20 Accountability for the programme outcomes will be achieved through ownership sitting with a designated Change and Delivery Lead. The role will fulfil the role of sponsoring specific programme pillars. They will own the programme pillar business case and work collaboratively across ECC to drive user adoption and remove blockers to releasing value. They will have deep knowledge of the ECC business environment and culture of the organisation to drive outcomes forward. Oversight and monitoring will continue to site with the ETB investment board, with progress delivery reporting provided to Members in the form of

monthly updates to the portfolio lead (Councillor Whitbread) and written updates for the Cabinet as required.

3.21 The ETP programme support function will enable project controls to be established earlier in the lifecycle and that we start well. The project initiation process is a priority area to address. This capacity will include business analysts to support project scoping and business case development. A dedicated ETP PMO will be established supporting the management of interdependencies across workstreams, assist with resource planning and scheduling and quality assurance information and progress being reported into the existing reporting mechanisms. This investment will ensure that workstreams are commissioned effectively with a defined statement of works, clear outputs and defined budget envelope.

3.22 A good understanding of the relevant markets will be critical to determining the exact mix of in-house versus bought in resource. This will need to be weighed against the wider capacity to deliver and the organisations ability to adopt change. This will shape the actual resource mix.

3.23 Over the lifetime of the programme, as a consequence of both planned organisational re-design and staff turnover, opportunities will be taken to align supporting ETP staff structures to new models of delivery. Every effort will be taken to minimise cost and risk, by absorbing programme skills into core Technology Services capabilities. This will avoid any "cliff edge" scenarios as the programme transitions to steady state operation. A review point at the halfway in the programme will be built in to access the effectiveness and value of the programme delivery model, associated costs and risks. This will also enable us to plan for programme closedown and transition, and to inform the future operating model for Technology Services.

4   Links to our Strategic Ambitions

4.1   The purpose of this programme is to ensure ECC is equipped with the right tools for the job, to deliver the ambitions described in the Essex Vision and the shared prosperity encapsulated in Everyone's Essex.

4.2   The renewed focus on technology as an "enabler" of service transformation is key. Making the right investment decision now, will put ECC on the right trajectory to deliver the services and meet future anticipated demand.

4.3   The *Platforms for Data pillar* will transform how we make use of data through use of best of breed data platforms that will enable us to democratise data driven insight in ways we have not been able to achieve before.

4.4   Linking this with our *Automation and Efficiency pillar* allows for much better understanding of how our assets are used and consumed. It enables predefined responses to be enabled based on a real and self-learning dataset. This has real life application in our work around climate change, social care, and environmental management systems.

4.5   The need to collaborate with partners has never been greater and is at the heart of how the health and social care economy will work in the future. The *Technology for collaboration* pillar will build on our learning through the pandemic and equip us with the safe and efficient virtual spaces where we can work together to deliver outcome for our citizens.

4.6   Our future models for delivery will not be the traditional provider/consumer model the *Citizen engagement pillar* seeks to re-balance the relationship between citizen and local authority. We will be open to new and innovative engagement platforms, that deliver relevant and reliable content. We want to co-create services that are valued and meaningful to our citizens.

4.7   To achieve this, we will need to experiment and try new solutions. Our *Innovation and Improvement pillar* will require a mature approach to risk and building collaborative ventures that support ECC as a leaning organisation. We will be bold and seek out opportunities to innovate in what we do.

4.8   Underlying all of these endeavours will be the need to be trusted by our staff and Members to provide the best user experience we can, through our *Renewing our Technology pillar*. We will do this through embedding our technology strategy, working with key strategic partners to consolidate and drive value for our technology, while ensuring our technology offer remains relevant and reliable.

4.9   Approving the recommendations in this report will have a tangible impact on the Council's ambition to be net carbon neutral by 2030. It is important to reflect that reducing environmental impact is an expected outcome for all our projects. Technology Services acknowledge that we can make a significant contribution to our ambition to be carbon neutral by 2030 for example, our Cloud Modernisation activity. It will be possible to assess cumulative impacts as various aspects of each pillar are delivered. The programme team will have responsibility for collating impacts.

4.10   This report links to the following strategic priorities in the emerging Organisational Strategy 'Everyone's Essex':

- A strong, inclusive, and sustainable economy
- Health wellbeing and independence for all ages

5   Options

5.1   **Option 1: Do nothing**

Failure to act now with this investment will expose the organisation to significant risk, through extended use of legacy and end of life technology. It would degrade the organisation's ability to deliver its future service models and ambitions as set out in Everyone's Essex.

There is insufficient capacity or capability to deliver the enabling technology with existing resources and structures. It is important to recognise that there is significant effort required, within a compressed time period to mobilise the initial programme workstreams. In order to ensure that delivery resources (be that in house or third parties) are deployed to best effect, we must ensure that work packages are correctly scoped and resource and whole life costs fully understood. To work in this way, it is acknowledged by TS and TDS that a core PMO team within TS is the best way to move forward.

We would not recommend this option. To date, the TS Leadership Team have been responsible for building and kickstarting the transformation area of work. The scale of the work, its importance and its wide-ranging nature means this is not sustainable alongside other critical TS activity. Failure to correctly resource this programme in its initial stages will fundamentally undermine its deliverability.

5.2 Option 2: Procure a third party to provide these services

One alternative is to explore using a consultancy firm to deliver the entirety of the team. At this stage, we have not explored this option in significant detail for two key reasons. Firstly, we believe this would be a more costly option and as the funding is from the Technology and Digitisation Reserve, we want to minimise impact to leave the maximum possible amounts for technology investment. Secondly, as the investment transformation will be delivered over several years we believe it will benefit from continuity of accountability and leadership and therefore requires positions to be filled by permanent staff.

5.3 Option 3: In-house delivery

We will use our in-house resources directly, or via back fill arrangements where it makes sense to do so. This will be in cases where we have capacity and capability and where we wish to retain ownership of intellectual property, or where local subject matter knowledge is essential. We do not have the full breadth and depth of skills and capacity to deliver the programme as a whole with in-house resource. To recruit additional resource on this scale will be a significant task, and evidence suggests that with a buoyant jobs market we are unlikely to attract the skilled candidates we need. Direct recruitment also comes with a significant management overhead, on-costs and downstream liability which may in some cases degrade the business benefits.

5.4 Option 4: Hybrid mix of in house delivery and third party use – Recommended option

It represents best value, by looking across the internal and external supply chain to identify the most appropriate delivery partner. It will rely on a small core resource to ensure schemes are well defined and managed. This model provides for greater flexibility and access to market leading expertise and insight, while making best use of local and tacit knowledge. It allows for a more balanced approach to risk, with obligations placed on partners for specific deliverables, and clear lines of accountability between delivery and

commissioning activities. This will provide for a structured and commercially disciplined approach to third parties and internal resource planning. This hybrid model to resourcing and delivery is the recommended option, with the individual business cases that are to follow to recommend the best way forward to support delivery using a hybrid mix.

6   Issues for consideration

6.1   Financial implications

6.1.1 The expected cost of the Core Programme Team to support delivery of the Enabling Technology Programme is set out in Table 1; this reflects the cost of the roles expected to be required and the cost based on the current rate for the job for those roles, plus an allowance for on-costs (including NI, Pension and computer and licencing requirements); an annual inflationary assumption has also been included of 5% for 2023/24, reducing to 2% for the subsequent years.

6.1.2 The number and cost of the respective roles set out in Table 1 reflects the current best estimate required to support the delivery of the Enabling Technology Programme; it is acknowledged that potential recruitment challenges and changes in planned delivery may impact on the profiling of the roles required and, as a result, the actual recruitment may be required to be flexed from that set out in Table 1, but overall, this is expected to be managed with the total value of the funding requested of £2.304m.

6.1.3 In addition to the roles set out in the Core Programme Team, support may be required from other posts to support delivery of individual business cases; where this support exceeds the available capacity, additional funding may be sought through the respective business case. Examples of such roles include support from the business partnering communities in Finance, People and Transformation and Technology Services, in addition to support from roles in Procurement, Legal and the Transformation Delivery and Support Service, plus relevant Subject Matter Experts (SMEs) where required.

6.1.4 Further, individual business cases may also seek additional funding to bring in external expertise for targeted pieces of work through the proposed hybrid model, where this is required to address skills shortages or knowledge gaps and can be demonstrated to be cost effective.

Table 1: Summary of estimated projected costs for the Core Programme Team

Position	FTE	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Project Support Officer	1.0	20	41	42	21	124
TS Business Analyst	2.0	63	129	131	67	391
PMO Manager	1.0	43	87	89	45	264
Enterprise Architect	1.0	48	98	100	51	296
Change and Delivery Manager	3.0	165	348	354	181	1,048
Resource Manager	1.0	29	60	61	31	182
Total	**9.0**	**369**	**762**	**777**	**396**	**2,304**

6.1.5 The £2.279m is requested to be funded from the Technology and Digitisation Reserve in accordance with the profile set out in Table 1; should the total funding exceed the amount required by the Programme, this will be returned to the reserve in accordance with the requirements of the Financial Regulations.

6.1.6 There is sufficient funding within the reserve to meet this commitment in addition to the withdrawals that have been approved to fund the programmes that are already in progress, as set out in Table 2. The table also sets out that whilst the ETP is anticipating to require the full remaining balance in the reserve, the profile of this across the years is still to be confirmed through delivery of the respective business cases. However, it is anticipated that without the investment in the Core Team, the delivery of the programmes within the ETP would be dependent on existing resources becoming available to support delivery, meaning that the anticipated benefits would be realised more slowly across the wider organisation.

Table 2: Impact of funding the Core Team on the Technology and Digitisation Reserve

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Openning Reserve Balance	(8,749)	(11,640)	(12,594)	(9,709)	(9,428)	
Planned MTFS Contributions	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	**(35,000)**
Approved Net Withdrawals	8,109	8,678	7,123	4,504	0	**28,413**
Current Planned Balance to support the ETP	**(11,640)**	**(12,963)**	**(10,471)**	**(10,205)**	**(14,428)**	
Drawdown to fund the ETP Core Team		369	762	777	396	**2,304**
Residual Balance to support the ETP		**(12,594)**	**(9,709)**	**(9,428)**	**(14,032)**	**(14,032)**
Anticipated Spend to deliver the ETP (profile of spend to be confirmed and subject to approval)						**14,032**

6.1.7 The investment in the Core team is expected to ensure that the Enabling Technology Programme is delivered in a more efficient and joined up manner by aligning the investment activities into a single programme of work. This approach is also expected to maximise benefit realisation across the Enabling Technology Programme by investing in a more joined up approach to delivery and change management across the Programme.

6.1.8 It is recognised that recruitment of the Core Team for a period exceeding 2 years means that the respective staff may attract redundancy and associated

costs following delivery of the programme. It is proposed to actively manage this risk through reviewing of opportunities such as re-deployment to vacancies arising through turnover and review of the Technology Services future operating model. The scale of the potential risk in this respect is unknown as it would depend on the circumstances of the individuals recruited into post; it will be the responsibility of the Director of Technology Services to actively monitor this risk to ensure that any costs arising could be accommodated within budget.

7   Legal implications

7.1   All draw downs from reserves must be approved by the Cabinet Member for Finance.

7.2   This report does not authorise any procurement activity to take place and a separate decision will be needed to procure consultancy services. The decision maker for this activity will depend on the value of each procurement.

8   Equality and Diversity Considerations

8.1   The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
   (a)   Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
   (b)   Advance equality of opportunity between people who share a protected characteristic and those who do not.
   (c)   Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

8.2   The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

8.3   The Equalities Comprehensive Impact Assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

9   List of Appendices

Appendix1 Implication of failure to commence ETP
Appendix 2 Equality Impact Assessment

10   List of Background papers

None applicable.

I approve the above recommendations set out above for the reasons set out in the report. **Councillor Christopher Whitbread, Cabinet Member for Finance, Resources and Corporate Affairs** **Insert name and title of Executive Director**	Date **24/11/2022**

In consultation with:

Role	Date
Executive Director, Corporate Services (S151 Officer) **Stephanie Mitchener on behalf of Nicole Wood**	13/10/2022
Director, Legal and Assurance (Monitoring Officer) **Paul Turner**	13/10/2022

Appendix 1:

IMPLICATIONS OF FAILURE TO COMMENCE THE ENABLING TECHNOLOGY PROGRAMME

Projects already underway that would have to complete
- Digital Platforms (re-platform the internet and intranet)
- Network and Voice Programme (mobiles, telephony, network and contact centre tooling)
- Social Care Platform Programme (due to end of Mosaic contract)

Projects already underway that would terminate due to lack of resource
- Office 365 roadmap (meaning we would not maximise on our investment or keep up to date with Microsoft products we pay for)
- Microsoft 365 External Federation and Controls
- Community Engagement, Internet of Things and Citizen Personalisation (to develop an innovative approach to supporting citizens, including work to change demand levels on social care)
- Innovation activity, including RPA
- Future Cloud Strategy (necessary to continue to drive down costs, ensure we remain resilient and to explore our approach to being a multi-cloud customer)
- Contact Strategy, including integrating and automation platforms to ensure we have the capability to connect data and process from our systems to key suppliers (including Capita and Mosaic)
- Education System Replacement Programme
- Data Hub (a very critical strand of work to deliver the platforms, capabilities and skills to deliver ECC's Data Strategy and derive significant value from our data assets. This will build a new, modern approach to sourcing, processing, storing and reporting on all forms of data).
- Strategic Sourcing and Innovation Pathway (joint project with Procurement to develop a mature model for sourcing and delivering innovation through a network of global suppliers and SME businesses.)
- GIS modernisation
- Ways of Working phase 2

Appendix 2

Official / Sensitive

Essex County Council

Equalities Comprehensive Impact Assessment

Reference: ECIA458492761

Submitted: 13 October 2022 16:06 PM

Executive summary

Title of policy / decision: Technology Services Enabling Technology Programme – Resourcing the Programme Team

Policy / decision type: Cabinet Member Action (CMA)

Overview of policy / decision: This report sets out the core resource requirements to mobilise the Enabling Technology Programme (ETP) over the next three years. This is a large and extensive programme that touches all aspects of the organisation, in terms of technology infrastructure, data platforms, automation security, resilience and digitalisation. Within the 6 programme pillars there are 200 discreet work package, which are condensed in to 22 strands of activity. The scale and complexity is such that this work cannot be delivered within the current internal staff resource. There will be a need to create a core programme team to support delivery augmented by specialist technical partners and third parties.

What outcome(s) are you hoping to achieve?: The purpose of this programme is to ensure ECC is equipped with the right tools for the job, to deliver the ambitions described in the Essex Vision and the shared prosperity encapsulated in Everyone's Essex.

The Platforms for Data pillar will transform how we make use of data through use of best of breed data platforms that will enable us to democratise data driven insight in ways we have not been able to achieve before.

Linking this with our Automation and Efficiency pillar allows for much better understanding of how our assets are used and consumed. It enables predefined responses to be enabled based on a real and self-learning dataset. This has real life application in our work around climate change, social care, and environmental management systems.

The need to collaborate with partners has never been greater and is at the heart of how the health and social care economy will work in the future. The Technology for collaboration pillar will build on our learning through the pandemic and equip us with the safe and efficient virtual spaces where we can work together to deliver outcome for our citizens.

Our future models for delivery will not be the traditional provider/consumer model the Citizen engagement pillar seeks to re-balance the relationship between citizen and local authority. We will be open to new and innovative engagement platforms, that deliver relevant and reliable content. We want to co-create services that are valued and meaningful to our citizens.

To achieve this, we will need to experiment and try new solutions. Our Innovation and Improvement pillar will require a mature approach to risk and building collaborative ventures that support ECC as a leaning organisation. We will be bold and seek out opportunities to innovate in what we do.

Underlying all of these endeavours will be the need to be trusted by our staff and Members to provide the best user experience we can, through our Renewing our Technology pillar. We will do this through embedding our technology strategy, working with key strategic partners to consolidate and drive value for our technology, while ensuring our technology offer remains relevant and reliable.