



<b>Meeting</b>	<b>Performance &amp; Resources Board</b>	<b>Agenda no.</b>	<b>11</b>
	<b>30 September 2021</b>		
<b>Report Authors:</b>	<b>Peter Morath, Portfolio &amp; Programme Manager</b>		
<b>Presented By</b>	<b>Karl Edwards, Director of Corporate Services</b>		
<b>Subject</b>	<b>Digital &amp; Data Programme Update</b>		
<b>Type of Report:</b>	<b>Information</b>		
<b>Action Point No.</b>	<b>N/A</b>	<b>For Publication</b>	<b>Yes</b>

## RECOMMENDATIONS

It is recommended that the programme continues, as defined, and approved by the original business case, reference: 009-21.

## EXECUTIVE SUMMARY

Over the last four months, the Digital & Data Programme has been in the process of defining and applying governance principles, working through programme initiation, scheduling, and planning several of the core projects that were outlined in the initial business case presented to the PFCC.

The Programme Board is established and meets monthly. The Board members represent the main Service business areas and provide governance and oversight for the programme. The Programme feeds into the Service's Strategic Change Board as the overarching sponsoring group.

Programme Assurance is established and an initial assurance assessment provided to the SRO for approval. Ongoing, planned assurance reviews are in place, with the assurance process being refined and applied to all programmes of work.

The Application Modernisation component was taken out of the Digital & Data Programme and initiated as an independent programme. This action was taken to enable the programme team to accurately track the approved budget against those projects that would require funding approval.

The Programme Definition Documents for Digital & Data and Application Modernisation have been approved by Programme Board and SCB and are now in track for delivery. These include the following areas.

- Voice
- Networks
- Data Insights
- Data Quality

- Infrastructure & Security
- Applicant Tracking System
- OSHENS Replacement
- Workforce Management
- Expenses
- Intranet
- Service Website

Frontline Technology and Devices are planned to initiate at the beginning of 2022

A weekly highlight report is issued to the SRO, Assurance, and PMO and outlines key updates for the previous week.

A recent audit, against the programme, by RSM noted “... *the Digital and Data Strategy, effective April 2021, was aligned to the Services Integrated Risk Management Plan 2021-24 in terms of key objectives. The Service had also made good progress in implementing the agreed actions in respect of the Digital and Data Strategy and ICT Disaster Recovery audit with exception of a SWOT analysis, although this was mitigated through the development of a business case that underpinned the Digital and Data Strategy.*”

RSM identified further activities, however these are now in progress. In conclusion, RSM commented “*Taking account of the issues identified, Essex Police, Fire and Crime Commissioner, Fire and Rescue Authority can take **substantial assurance** that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.*”

## **BACKGROUND**

### Voice Project

- Project Brief and Project Identification Document complete and approved
- The current forecast spend is £215,000, with commitments of £34,896, and an actual spend of £30,697
- The project has brought in the services of a partner supplier, 8x8, for the Skype for Business (SfB) to Microsoft Teams migration and associated handset procurement and configuration.
- Key stakeholder engagement is taking place to identify and assess their conferencing, hardware, and dock requirements, with this information feeding into the device rollout schedule.
- An “all in one” conferencing solution has been ordered for demonstration purposes.
- There are challenges in procuring some devices due to global supply chain issues and the project team are working to mitigate this.

### Network Project

- The project has brought in the services of a partner supplier, UBDS, to identify the required network architectural design.
- The project team have reviewed the architectural design and provided feedback to UBDS.
- UBDS have presented their recommendations for a procurement approach to the project team for review.
- Project Brief in final development using inputs from UBDS

### Data Insights

- Project Brief completed and approved. Scope of Project Identification Document being finalised.
- The project has brought in the services of a Microsoft partner (ANS), to define, build, and implement the hosted environment, develop initial data feeds, and undertake knowledge transfer to the Performance & Data team.
- Current spend is £37,500. Further costs related to licenses and tools is being evaluated with the supplier.

### Data Quality

- Project Identification Document complete and approved.
- This is an ongoing piece of work that will develop a Quality Framework, action plan, and development of an improvement schedule

### Infrastructure & Security

- Development of the Project Brief and core scope continues, with the project formally initiating in Q3 2021

### Applicant Tracking System

- Project Brief completed and approved. Scope of Project Identification Document being finalised.
- Work is underway with Procurement in planning desktop assessments of the 3 short listed products on G-Cloud
- Evaluators have been identified and weightings will be added to the evaluation criteria this week prior to evaluation commencing

### OSHENS Replacement

- Project Brief completed and approved. Scope of Project Identification Document being finalised.
- Supplier evaluation completed by H&S and returned for review.
- Suppliers have been contacted to arrange system demos.

### Workforce Management

- Project Brief completed and approved. Scope of Project Identification Document being finalised.
- Work is underway with Procurement in reviewing the short-listed products on G-Cloud, with supplier demonstration to key stakeholders.

### Expenses

- Project Brief completed and approved. Scope of Project Identification Document being finalised.
- Procurement and Finance are working to establish a procurement pack for the NHS Framework assessments, and the 4 shortlisted suppliers.

## Intranet

- Ongoing development of the Project Brief, and high-level requirements gathering is underway

## Service Website

- Ongoing development of the Project Brief, and high-level requirements gathering is underway

## **OPTIONS AND ANALYSIS**

Each of the area of the Data and Digital Programme is being treated as an independent project with its own Project Initiation Documentation (PID), which considers the options and analysis prior to the project progressing further.

## **RISKS AND MITIGATIONS**

The Digital & Data programme has identified several risks and has developed a Risk Treatment Action Plan. This plan is reviewed and approved at each of the Programme Boards to ensure that the right control measures and mitigation are in place.

## **LINKS TO FIRE AND RESCUE PLAN**

The Digital & Data and Application Modernisation programmes continue to deliver in alignment with the Annual Plan. Programme scheduling is flexible enough to allow adjustments based on changes to the current, or future, Annual Plan and these are also reviewed and scrutinised through the Continuous Improvement Board (CIB).

## **FINANCIAL IMPLICATIONS**

All the financial allocation is tracked through the Programme Board with representatives from finance to ensure that the costs associated with each of the projects is correctly monitored and accounted for. Equally it is imperative that as we progress each of the projects, we are closely identifying the cost and efficiency savings that align with the benefits realisation. This is to ensure that all costs are fed into the Medium Term Financial Strategy (MTFS) and draw down from the respective revenue and capital budgets.

## **LEGAL IMPLICATIONS**

Whilst there are no direct legal implications the service has recently invested in Cyber Security Insurance cover in recognition that this sits as a Strategic Risk within the service and across Public Sector ICT infrastructures as a whole.

## **STAFFING IMPLICATIONS**

Additional temporary resources have been procured to support the rollout of devices Voice project, Data Insights and Network design/implementation. These are short term, specialist contracts with key deliverables built in upfront to ensure that we obtain achievement of the task.

Further staffing implications are addressed by each project within the Digital & Data and Application Modernisation programmes.

## EQUALITY AND DIVERSITY IMPLICATIONS

Equality and diversity implications are addressed by each project within the Digital & Data and Application Modernisation programmes.

Is this decision anticipated to have an impact on any of the following protected groups as defined within the Equality Act 2010:

Race	X	Religion or belief	X
Sex	X	Gender reassignment	X
Age	X	Pregnancy & maternity	X
Disability	X	Marriage and Civil Partnership	X
Sexual orientation	X		

## HEALTH AND SAFETY IMPLICATIONS

Health and safety implications are addressed by each project within the Digital & Data and Application Modernisation programmes.

## CONSULTATION AND ENGAGEMENT

Managers and staff have been engaged at each stage of the project initiation to ensure that there is the user end and staff feedback required to make changes and highlight any unidentified risks.

Recruitment to a Digital Skills Officer and Digital Transformation lead have really assisted the service in being able to pick up the user end experience and adoption piece that will help to embed, sustain and enhance the way in which we use technology moving forward.

Rep bodies have been engaged and have been provided with background information for both the Digital & Data and Application Modernisation programmes. They have been invited to attend the key programmes to ensure that there is appropriate input and feedback.

## FUTURE PLANS

The key area of focus across the whole programme is unequivocally the data insights programme as this will ultimately lift the visibility of information available to the service in a way that allows much more informed decision making and focus driven outputs. It is clear that whilst we are making positive enhancements to the information we have available to us now, there is even further scope to widen and take forward how we deliver data to the fingertips of all service users and broaden our visibility of key information and metrics.