

**DIGITAL PROGRAMME OFFICE RESTRUCTURE**

**PURPOSE:**

- 1.1 The purpose of this report is to introduce the restructure of the Digital Programme Office (DPO), incorporating the Information Governance function and the management of associated information systems. It also seeks to address a shortfall in skilled staff resources, both in the SRS and in the DPO as a result of progressing at pace with the digital projects pipeline.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet accept the report and its recommendations for investment to accommodate the responsibility for information governance and security into the Digital Programme Office, enabling the delivery of the Digital Strategy and Business Plan
- 2.2 That cabinet agree to the further investment to increase capacity in the Digital Programme Office and the SRS to enable us to pick up the pace of digitisation in Monmouthshire, realising the economic and efficiency benefits of doing so.

**3. KEY ISSUES:**

- 3.1 The DPO was established in January 2017 in order to deliver the Digital Strategy through the associated business plan. The key objective of the digital strategy is to equip Monmouthshire with the digital expertise and confidence to productively apply technology and drive streamlined, accessible public services.
- 3.1 This can only be achieved with the ability to place reliance on the integrity of our information and data, enabling us to comply with information legislation requirements as well as feed the development of digital process re-engineering and Robotic Process Automation (RPA). It also depends upon the capacity and skills of our staff resource to meet the increasing pipeline of digital projects in an emerging digital market.
- 3.2 **Information and Data**
  - 3.2.1 The recent introduction of GDPR legislation coupled with the need to have rich data and evidence to support data-led policy decisions has highlighted the need for comprehensive, structured digital information systems such as an Electronic Data Record Management System (EDRMS) and a Geographic Information System GIS.
  - 3.2.2 The DPO have taken over responsibilities for GDPR. This hasn't included Freedom of Information but as FOI requests are part of the same legislation it has been proposed that its administration is also incorporated into the DPO.
  - 3.2.3 The introduction of O365 has opened up the opportunity to implement SharePoint Online, an EDRMS that provides our workforce with data that's accessible via the Cloud from any location and at any time, along with the opportunity to open it up for others to use. This

powerful system can replace our aging network drives and databases with structured, secure storage that incorporate Business Intelligence tools to extract and report our data. Turning SP Online into the Councils Corporate EDRMS that can replace the aging network drive storage is a large project that requires services to change the way they store, retrieve structure and interrogate our data. Administering the system and implementing it throughout the council requires the skills, expertise, responsibility and accountability of a dedicated systems administrator to drive it forward. It can't be left to chance.

3.2.4 The administration of our powerful Graphical Information System (GIS) is currently managed via a team that's shared with our partners in the SRS. The GIS system stores data in a map format, enabling us to extract valuable data insights from within our local communities, as well as the ability to feed data into our customer facing systems and enable large scale automation of business processes. Managing and prioritising the use and development of the GIS function according to MCC's business need has been difficult when the service is shared with Gwent Police who have different drivers and objectives to us. Because of this, a decision was made at the SRS Strategic Board to relocate the GIS function within the DPO team where it can be managed and prioritised alongside our other corporate information systems to the benefit of the business. Bringing this service back into MCC gives us the opportunity to re-focus on the benefits that GIS and a Gazetteer can bring in terms of data insights and efficiencies. The DPO will create a new vision and strategy for spatial data and will re-design the structure needed to deliver the service using the available budget transferred from the SRS.

### **3.3 Resourcing the Change in the Digital Programme Office and the SRS**

3.3.1 Incorporating information governance within the remit of the DPO has enabled us to plan for the development of integrated systems that design data security, legislation compliance, data analysis as standard functionality. The administration of 4 large authority-wide information systems is now the responsibility of the DPO team. These systems are the aforementioned GIS and SharePoint Online systems as well as My Council Services and the Schools Information Management System (SIMS) that are currently administered within the DPO.

3.3.2 The DPO manages digital process re-design, to develop Robotic Process Automation (RPA) and 'sweat' the features of our existing systems architecture. The speed of technology innovation means the DPO co-ordinate the building of business cases, develop technical specifications and tender for the procurement of large web-based systems that work seamlessly within an integrated system architecture.

3.3.3 The team also have responsibility for managing the workflow and resources of our technology partners to SRS. This requires a technical knowledge of networks and infrastructure as well as ensuring our system architecture is interrelated and interoperable.

3.3.4 The DPO relies on the SRS to connect to the ICT infrastructure and communications networks when developing its pipeline of Digital Projects. The SRS need to co-ordinate the right amount of resource at the right time to deliver the pipeline, and this requires careful project management at the SRS.

3.3.5 The DPO has been so successful in developing the digital projects pipeline that resource bottlenecks have emerged within both the SRS and the DPO, restricting the speed of implementation and delaying the realisation of efficiency and economic benefits across MCC. The SRS lacks capacity in Project management and Applications Support, and there is a requirement to bolster this resource to achieve digital outcomes. The DPO lacks

capacity in its Digital Design function because our skilled team is increasingly being drawn into basic business support, project monitoring and inventory management that could be undertaken by an administrator or by a digital trainee. Bolstering resource in this area with a Digital Apprentice and part time business support will free up the skilled and scarce resources of the Digital Design Team, and it is proposed that this is incorporated into the investment. The Digital Apprentice will enable some succession planning within the team and offer an opportunity to an enterprising young person to learn and grow digital skills in a thriving market

- 3.4 The digital jobs marketplace is thriving, with skilled digital designers commanding higher salaries than Monmouthshire provide. The DPO has had zero turnover for the last 6 years, as colleagues are proud of their achievements and committed to delivering the digital strategy, but their skills are in demand in the local digital market and part of the restructure of the DPO includes re-designing job descriptions and evaluating the associated grade to take account of the required skills and knowledge and compete within the competitive and thriving digital job market.
- 3.5 The attached report in Appendix 1 details the need for the DPO restructure and the further investment needed to deliver the Digital Strategy.

#### **4. REASONS:**

- 4.1 The Digital Programme Office was established to deliver the Digital Strategy via the Digital Business Plan. It has recently taken over responsibility for information Governance and the management of 4 key corporate information systems in addition to its digital design functions and management of our technology partnership with the SRS.
- 4.2 There is a need to restructure the DPO in order to effectively manage the interrelationships between information governance and the provision of good quality data with the underlying systems architecture that supports our business.
- 4.3 The success of the DPO in raising digital awareness and the potential of RPA to improve efficiency and realise cash savings has meant we have an increasing pipeline of digital projects (see appendix 4a) resulting in a resource gap within the SRS.

#### **5. RESOURCE IMPLICATIONS:**

- 5.1 This report requests an investment in two areas –

5.1.1 A restructure of Digital Programme Office, with the introduction of –

- An additional post to manage the corporate system SharePoint Online and other Microsoft Enterprise products
- A Digital Apprenticeship to develop digital skills and enable succession planning
- A Schools GDR & Information Officer post to be funded by schools
- Additional business support to monitor projects, manage inventories and administer FOI
- A re-evaluation of the responsibilities of the Digital Design team, with revised responsibilities and accountabilities within job descriptions.

The total investment in the DPO restructure with on-costs is £162,733

5.1.2 An investment in 2 additional posts within the SRS as follows –

- A project manager post to manage the increasing pipeline of digital projects through to completion
- An Application Support Analyst to upgrade and support our systems architecture of circa 60 systems.

The cost of these two posts is £77,937 including on-costs.

5.2 It is proposed that funding of this investment comes from various sources –

- An associated cost avoidance with the introduction of SharePoint online of circa £300,000 to replace the aging server suite supporting our corporate network drives.
- Flexible retirement of the Head of Digital and a reduction to 32 hours per week - £11,396 saving
- Funding of the Schools GDPR & Information Officer post – as agreed with schools and via Individual Cabinet Member decision in January 2019 – £30,645 funding from schools
- SRS additional staffing charged onto services via digital project costs - £77,937

The net investment requirement is therefore £120,692.

## **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

There are no significant equality impacts as a result of this report, save that proper governance and use of information will ensure that we safeguard vulnerable people from indiscreet sharing of personal data.

The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include:

- Continued compliance with legislation
- Security and information governance
- Optimum use of information in a digital environment

The impacts will be reviewed on the same timeline as the main MCC strategy and business plan is reviewed i.e. annually on a rolling basis.

## **7. CONSULTEES: SLT, DPO, SIRO,**

## **8. BACKGROUND PAPERS:**

Annex 1 – DPO restructure proposals

Annex 2 – Restructure costings

Annex 3 – Current and proposed structure

Annex 4 – DPO Roadmap and Project Delivery Pipeline

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## Annex 1

### The Restructure of the Digital Programme Office

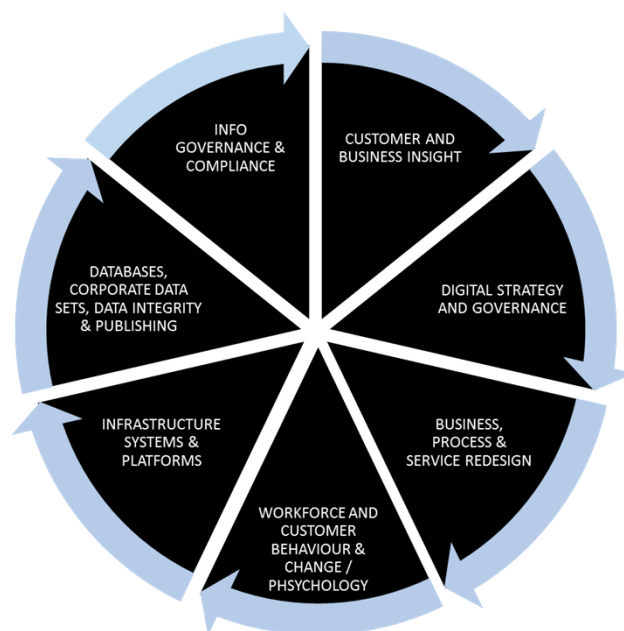
#### 1.1 Background

The Digital Programme Office was established in January 2017 with a purpose to deliver the digital strategy and organise, simplify and join up our council services and information so that users can find and understand what they need, in whichever way suits them best. We know that anything is technically possible, but if the tech solution isn't designed with people at the heart they will put a disproportionate amount of time and effort in bypassing it. The team members have developed their skill set through practical experience and learning how to manage the very different aspects of technology with the psychology of the way people behave and work.

#### 1.2 Skills and knowledge

In the last 2 years the DPO has successfully delivered a range of corporate digital projects as well as laid the foundations to change the digital culture and maturity of MCC. We have recognised that we can more effectively manage our information resource if we bring it under the responsibility of the DPO team where we can design information governance, process and security into our corporate systems to make it easy for people to manage their data resource.

The following diagram shows the current responsibilities of the DPO -



The skills and abilities of the team members have matured with every lesson learned, and there is now far more emphasis on understanding the psychology of people's behaviour coupled with digital design applied to a technology solution.

The key skills for the team in delivering our responsibilities are varied and include –

- The importance of Customer centricity
- The psychology of how our customers and colleagues think and behave and the barriers to change
- The importance of digital design for Robotic Process Automation (RPA), making digital processes so simple that people wouldn't want to do it any other way
- Understanding how our whole business is structured, communicates and interacts
- Understanding how ICT communications networks, desktop services and ICT infrastructure works and interconnects

- How to manage contracts – Selecting a product to meet a business need, building a specification, procuring the solution, sweating the system potential, future proofing, contract negotiations and new product design and development.
- Understanding of information governance, legislation, key data sets, data analysis techniques, cyber security, and the value of simple, clean, structured data.

It is recognised that the current structure shown in appendix 1 doesn't enable us to deliver the evolving responsibilities of the DPO, and that job roles have changed and grown and now have an increased level of responsibility and accountability. Some salary levels don't match compatible posts within our own authority, neighbouring Local Authorities, and within the wider Digital market. There is a real danger that key staff will take their skills elsewhere, leaving MCC to fall behind with the implementation of its digital strategy and wider aspirations of the Corporate Plan.

## **2. Keeping pace with demand for digitisation within the Corporate Plan**

It's clear that the DPO has been successful in laying down the foundations to support future service re-design, and there is an increasing pipeline of digital projects and interventions coming through that the DPO doesn't have the capacity to address at speed. If we want to drive digital change at pace and realise the economic and efficiency benefits we will have to release capacity within the team to enable them to focus on areas within their expertise. The team are currently undertaking a range of very important but minor tasks that prevent them from keeping a focus on the core digital delivery function that requires their specialist knowledge. They continue to juggle competing workloads and the digital market isn't able to plug the gap at speed with suitably knowledgeable candidates. There is also an issue of succession planning in the event that any of the team members move on.

This opens up an ideal opportunity for a digital apprenticeship to learn the complexities of digital strategy, with excellent future job prospects in this ever evolving field. The Apprenticeship would also give us the opportunity to support the wider team with inventory management, project support and post-handover monitoring of digital interventions. Apprentice posts are paid the national minimum wage but will receive excellent training and the opportunity to attend training and qualifications in a relevant field.

It is intended that these posts will be paid for by building in an additional cost to each digital project business case. This will still be a cost to MCC overall, but apportioning this cost across the digital projects is an equitable way of applying it and can be offset by savings from the digital project itself.

## **3. Digital Data and Information**

The introduction of GDPR has been a catalyst for our investment in better information governance, and we have recently appointed a Data Protection and Information Manager to ensure compliance, and more importantly to reap the benefits of automation and self-service that good data brings.

We know that we still have paper documents, but the majority of our information is stored digitally. We know that much of the information contained in our system databases and stored in the network drives is unstructured and lacks data integrity so can't be used to inform our business and policy decisions without a degree of manual manipulation. Our key corporate data sets should be available both inside and outside of the organisation but our electronic systems are not configured to be able to do so with ease.

In order to manage our data more effectively we have brought the information function into the DPO, including the GDPR and Information Manager post and a new post funded by schools to advise and guide on their GDPR and information responsibilities. WE have also brought in FOI administration as it is a legislation requirement closely linked to GDPR

### **3.1 SharePoint Online and Information Systems Administration**

MCC successfully uses SharePoint as its EDRMS in some areas of the business. SharePoint is also used to host our Intranet site 'The Hub'. In 2018 we procured the O365 business suite of products under the MS Enterprise agreement. This suite includes SharePoint Online which is a cloud based EDRMS that can be configured into a technical framework by an informed user with practical knowledge of digital design. SP Online offers information at the touch of a button on a mobile device wherever our workforce may be. There is no need to be tied to an office base. Security, data structure, classification, document retention and version control can be configured to operate seamlessly in the background enabling a much better experience for users of the system. It also offers safe data sharing and integration with the suite of MS business tools, including business analysis and intelligence.

The current 'on premise' SharePoint system is managed by the Digital Programme Office team members as a small shared part of their everyday duties. It is often not the priority amongst a plethora of digital projects, and it is becoming obvious that in order to make the transition to SP Online we will need a dedicated resource to manage the programme of work setting up the team structures and moving data from the current network drives and unsupported databases. SP Online sits alongside the other corporate systems for finance and payroll, but unlike those it will be used by every employee across the council as well as external stakeholders in business and government. It needs someone responsible and accountable for managing this very large contract, sweating the suite of products to gain maximum value for our investment.

The administration and contract management of SP online can no longer be left to chance. It will require someone with both technical and people skills and specific expertise across the MS suite of business tools as well as Active Directory, Email and Skype. This is coupled with very strong contract management skills, 'sweating' this valuable asset by identifying opportunities to fully utilise its features, creating efficiency and effectiveness in the way we manage our information. It will also enable us to analyse, present and open up our data to interested stakeholders both internal and external to the organisation. To this end an Information Systems Co-ordinator is to be created to manage the implementation of SP Online and its integrated suite of business tools. This post has been evaluated at Band H SCP 27-31 £30,507-£33,799

As SP online is a cloud based system all information is stored there, and over time the need for on-premise servers in a data hall will diminish as data is transferred to the cloud. This will open up opportunities for a significant cost-avoidance of £200-£300k for server refresh.

### **3.2 GIS**

When the SRS was initially set up 6 years ago MCC transferred its GIS service into the SRS with the intention of joining up the teams of the other partners creating efficiencies and economies of scale. Both Gwent Police and MCC transferred their services in but the remaining partners retained GIS within their organisations. MCC and GP are very different organisations and their GIS requirements are also different. MCC also uses a separate GIS application to Gwent Police, meaning that 2 separate systems need to be administered.

A decision has been made to bring the service back to MCC, to sit with the emerging information team in the DPO. MCC has an investment of £59k in the GIS function, plus it funds the revenue costs of running the GIS system itself.

Interim arrangements have been agreed for Newport County Council to discharge the GIS function until such time we can develop the vision, strategy and operational plans that meet MCC business needs.

## **4. SRS Relationship management and funding of the digital projects pipeline**

The number of digital projects coming through the pipeline as a result of digital assessments are increasing in both scale and complexity. The DDPO itself is beginning to experience a bottleneck of digital projects, which is why more resources are needed to deal with the introduction of



overarching projects e.g. SharePoint online system administration to take the strain off existing staff and enable them to concentrate on digital change projects.

It's fair to say that for some time this increase in projects has also impacted on the resources in the SRS to manage projects and introduce new systems, and this has created a bottleneck there, particularly in basic project management as well as in the Applications Team.

Approaches have been made to the other SRS partners to assess the appetite for a shared pool of resource to reduce the project pipeline, and though this is perceived as a good way forward the concept is considered to be a longer term by our partners who are not feeling the effect of resource pressures to the same degree we are.

In order to get our digital projects over the line it is proposed to fund 2 additional posts in the SRS: A Technical Project Officer and a Applications Analyst on SRS (TCBC) salary grade 8 (£31,371 - £36,876) and grade 7 (£26,999 - £31,371) respectively.

As it would assist with moving forward the pipeline of digital projects, it is our intention to fund the additional posts in the SRS via an appropriate apportionment of cost. This would spread the cost across those teams who are receiving the benefit of the economies and efficiencies of digital projects, and can be incorporated into the business case for change.

## **5. Finance**

The effect of the changes is shown in the table in Appendix 1 below. In summary, the investment is as follows –

Digital Programme Office	£162,733
SRS	£77,937
Total	£240,670

Savings and funding identified to mitigate the cost implications are as follows:

- Flexible retirement of the Head of Digital and a reduction to 32 hours per week - £11,396 saving
- Funding of the Schools GDPR & Information Officer post – as agreed with schools and via Individual Cabinet Member decision in January 2019 – £30,645 funding from schools
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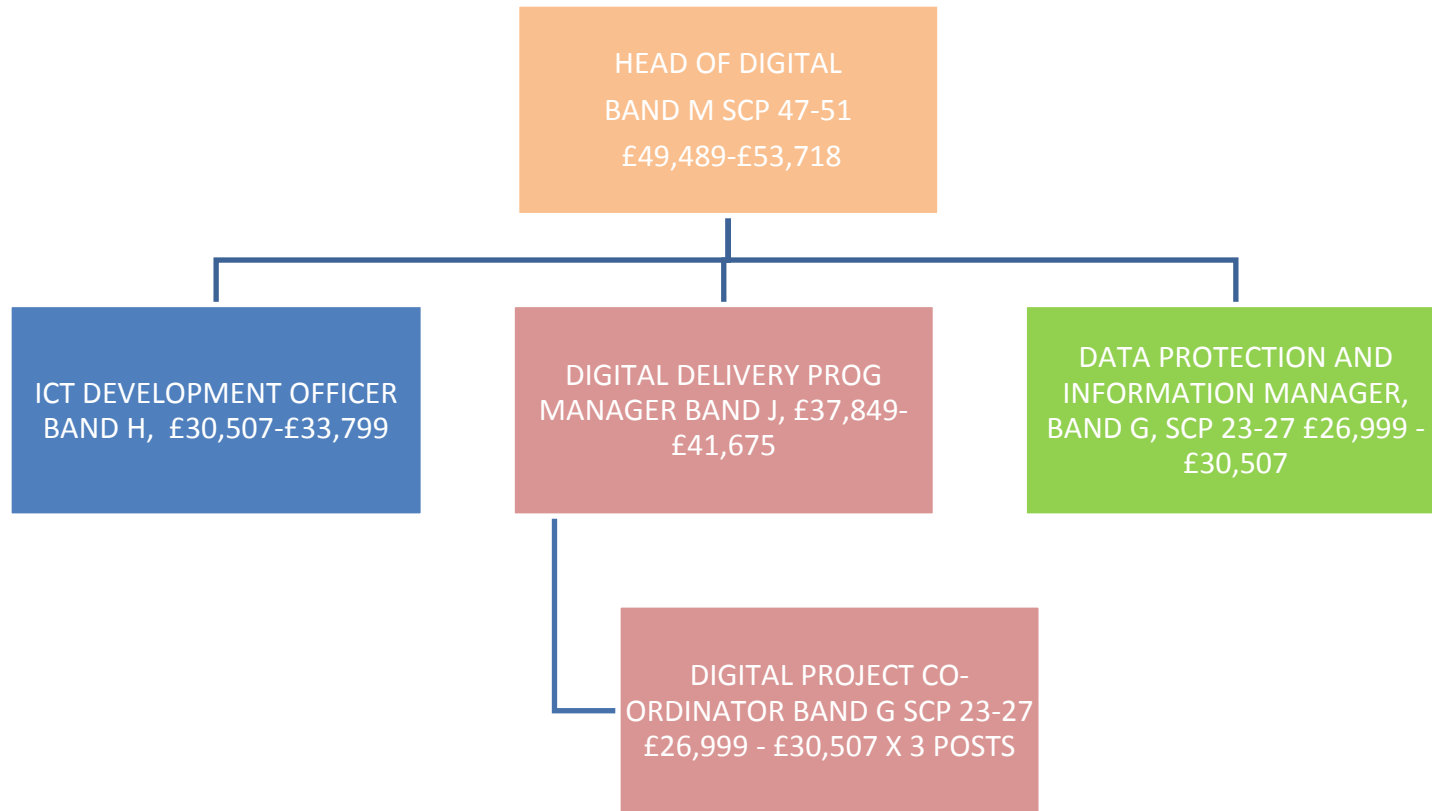
**ANNEX 2**

<b>JOB TITLE</b>	<b>CURRENT SCALE</b>	<b>PROPOSED SCALE</b>	<b>INCREASE</b>	<b>INCREASE WITH ON COSTS</b>
<b>DIGITAL MANAGEMENT TEAM</b>				
HEAD OF DIGITAL	BAND M SCP 47-51 £49,489 -£53,718	CHIEF OFFICER BAND C £61,326 - £68,471	£7,608 Point 1 (£61,326)	£10,478 (35.6%)
BUSINESS ANALYST AND SRS RESOURCE PLANNER	BAND H SCP 27-31  £30,507 TO £33,799	BAND J SCP 35- 39 £37,849 - £41,675	£5,983 SCP 37 (£39,782)	£8,222 (34.6%)
DIGITAL DESIGN AND DATA MANAGER	BAND J SCP 35-39 £37,849 - £41,675 SCP	BAND L SCP 43- 47 £45,591 TO £49,489	£7,814 SCP 47 (£49,489)	£10,723 (35.1%)
<b>NEW POST</b> DIGITAL BUSINESS AND PROJECT SUPPORT	N/A NEW POST	BAND F SCP 19- 23 SCP £24,799 - £26,999	£24,799 SCP 19	£32,958 (32.9%)
<b>NEW POST</b> DIGITAL APPRENTICE	N/A NEW POST	NATIONAL MINIMUM WAGE BASED ON AGE MCC £9 PER HOUR	£17,316	£22,684 (31.0%)
DIGITAL BUSINESS RELATIONSHIP PARTNER X 3	BAND G SCP 23-27 £26,999 TO £30,507	BAND H SCP 27- 31 £30,507 - £33,799	£1,522 x 3 = £4,566 SCP 29 (£32,029)	£2,068 x 3 = £6,205 (33.9%)
<b>NEW POST</b> DATA AND INFORMATION SYSTEMS CO- ORDINATOR (SHAREPOINT)	N/A	BAND H SCP 27- 31	£30,507 SCP 27	£40,818 (33.8%)
DATA PROTECTION & GDPR MANAGER	BAND G SCP 23-27 £26,470 TO £29,909 POST SCP 31 £28,221	NO CHANGE	N/A	N/A
SCHOOLS GDPR AND INFORMATION OFFICER (NEW POST)	BAND F – PART TIME 18.5 HOURS TERM TIME ONLY SCP 19-33 £23,111- £26,470 PRO RATA	<b>NEW POST FUNDED BY SCHOOLS</b>	£23,111	£30,645 (32.6%)
<b>TOTAL INCREASE IN COSTS FOR THE DPO</b>			<b>£121,704</b>	<b>£162,733</b>
SRS TECHNICAL PROJECT OFFICER (NEW POST)	Scale 8 - SCP 28-34 £31,371-£36,876		£31,371 SCP28	£41,974 (33.8%)
SRS APPLICATIONS ANALYST (NEW POST)	Scale 7 – SCP 23-28 £26,999-£31,371		£26,999 SCP23	£35,963 (33.2%)
<b>TOTAL INCREASE</b>			<b>£58,372</b>	<b>£77,937</b>

<b>IN SRS COSTS WITH ON-COSTS</b>				
<b>TOTAL INCREASE IN COSTS</b>			<b>£180,076</b>	<b>£240,670</b>
<b>Funded by:</b>				
Head of Digital – Flexible Retirement (reduction to 32 hr)		% CHIEF OFFICER BAND C Pro rata 32 hours £53,039 - £59,218		£(11,396)
Schools funding – Schools GDPR & Information Officer post				£(30,645)
<b>NET COST INCREASE</b>				<b>£198,629</b>

**Annex 3**

**CURRENT STRUCTURE OF THE DIGITAL AND DATA PROGRAMME OFFICE**



**PROPOSED STRUCTURE OF THE DDPO**

