

SUBJECT: RESOURCING THE SHAREPOINT ONLINE IMPLEMENTATION

MEETING: CABINET

DATE: 9TH November 2022

DIVISION/WARDS AFFECTED: NONE

1. PURPOSE:

1.1 To present the business case for resources to implement the Microsoft SharePoint Online Electronic Data & Records Management System (MS SPO EDRMS) in collaboration with Torfaen County Borough Council. This will bring business benefits and efficiencies and enabling full use of the business tools within the MS Enterprise Agreement.

2. RECOMMENDATIONS:

2.1 That Cabinet agree funding of £355,441 to be drawn from the ICT reserve for the implementation of the SharePoint Online, enabling workforce mobility, data security, data analysis and full use of the O365 suite of business tools provided under the Microsoft Enterprise Agreement. This includes funding of an internal resource requirement that is needed for a 24-month period to support the successful delivery of the project and to ensure the transition of SPO into 'business as usual'.

3. KEY ISSUES:

3.1 The council is a Microsoft site, and has an investment of circa £400k per annum in a web-based suite of business products under an Enterprise License Agreement. The products are fully integrated and include email, Teams, network security, SharePoint Online, OneDrive and a full suite of business tools enabling automation, data analysis, efficiency and workforce mobility. We are all aware of the business benefits of Email and Teams as they have become an essential part of everyday work, bringing our very flexible and mobile workforce closer together through video conferencing and messaging tools. We are less aware that much of the accompanying suite of tools can revolutionise the way we do business if they were fully utilised. Many of these tools rely on the data contained within SharePoint Online to work effectively, though we haven't yet rolled out SharePoint Online right across the Council. We currently have most of our information stored in line of business systems e.g. HR, Purchasing etc. as well as network drives. These network drives are not effectively managed, and it's difficult for our workforce to find accurate, recent and meaningful information to share with the people who need it wherever they may be and whatever time of day. This may

present a data protection issue as well as affect business efficiency if documents are difficult to find and share with the organisations and individuals who need to use them.

3.2 SharePoint Online is web based, meaning our workforce can access information anytime any place anywhere. It has inbuilt retention and deletion, and we can share access to information with the right people at the right time. Essentially it has inbuilt, automated, information management and security abilities. In addition to the functionality described above, SharePoint Online is becoming a standard for storage of data from within 'line of business systems' e.g. our Legal system, meaning there is improved scope for keeping our data in a single location where it can be analysed rather than kept in disparate systems. The business case for using SharePoint Online stacks up in all sorts of ways as it unleashes all sorts of business benefits as described below -



3.4 The main barrier to rolling out SharePoint Online is the financial and staff resource to be able to move our information over from the network drives in a structured and effective way. Resources are needed to set up the technical elements of the system itself, as well as help our service areas understand the benefits of online information management. The people involved need to have expert knowledge of SPO and how to implement it effectively.

3.5 SharePoint Online is a strategic project for the SRS (the shared resource service), and they have undertaken the necessary configuration of the One Wales architecture to enable all of the partners to benefit from the future implementation of SharePoint Online. MCC currently has an identical configuration of its file storage as Torfaen County Borough Council, and both councils have embarked on this project as a joint venture. This has enabled us to share expertise and knowledge, increase resilience and avoid considerable duplication of effort and cost.

4. THE BUSINESS CASE, OPTIONS APPRAISAL & BUSINESS PLAN

4.1 Though MCC and TCBC are leading on this project, we have collaborated with all of the SRS partners to create a robust business case that can benefit everyone when they run their future implementations. The business case is attached in Appendix 1, and shares the detail of the options appraisals, project plan, outputs, outcomes and risks associated with the project.

4.2 Implementation of the project is complex, affecting both the technical architecture and bringing the workforce alongside to realise the business benefits. The council currently has a Data & Information Systems Co-ordinator and who has worked tirelessly to set up the project business case and plan in collaboration with other LA partners. This single resource is not adequate to undertake a wholesale implementation of SharePoint online across the whole organisation, and we will require extra resources to take us through two aspects of the project plan: -

4.2.1 *Setting up the core technical system structure and processes: -*

- Creating the core service design
- Extraction and cleansing of data from the legacy SharePoint On-Premise and Network Drive storage
- Holding workshops for staff to support their user journey
- Creating guides and training documents
- Training service 'process administrators' in the structure and process of the system

4.2.2 *Assisting our workforce to transition to the new system and enabling them to understand the value of information and data to the smooth running of the organisation: -*

- Creating a culture of data led business operations
- Training the workforce to recognise the value of information and how to use it to better inform the business operations
- Reinforcing and supporting the 'new norm'
- Document storage becomes business classified and shared with the right people rather than hidden in individual personal accounts where they present a risk of data loss if an individual moves out of their role or organisation

4.3 The detailed business case outlines the options open to us –

- Do nothing and lose the business benefits and tools that are supported by SPO
- Implement SPO fully, realising the business benefits
- Implement a hybrid version of the previous 2 options

4.4 We know we don't have the resources to do this in-house, and the business case has found that the best solution is to bring in resources from outside that have the skills, knowledge and experience from implementing it in other LA's. This type of resource can hit the ground running

from the outset and take us through both the technical and people elements of the implementation. It would work out more cost-effective than building the same resource in-house too, as it would use already skilled and trained people to implement the project more quickly than doing so in-house.

4.5 We have undertaken a joint procurement exercise with Torfaen County Borough Council, and a preferred supplier has been identified with proven, practical experience of the large-scale implementation of SPO across both the technical and people aspects of the project.

4.6 TCBC gained approval from their Cabinet for funding on 18th October. As it's a joint procurement exercise the preferred supplier appointment is dependent on both MCC and TCBC Cabinet approval.

4.7 Should approval be given, the preferred supplier will be appointed, and the project will start with all of the necessary monitoring and review to ensure that it is meeting the outcomes and that we can embed sustainability, resilience and business continuity into 'business as usual'.

- Helping services take ownership and responsibility for their own information and data
- Understanding the importance and value of information as a resource
- Keeping up the pace of digital step-change to invest in the future business benefit

6. EVALUATION CRITERIA

Performance of implementation will be checked within the project plan process as well as the Information Security and Technology Business plan and roadmap.

7. REASONS:

7.1 Full implementation of the online suite of business tools contained within the MS Enterprise License Agreement will improve the efficiency and effectiveness of the organisation. More specifically the SharePoint Online system underpins a suite of business automation and analysis tools as well as being an EDRMS that integrates with MS Teams and Outlook. The specific business benefits of SPO are:-

- Full exploitation of the Microsoft suite of products under the MS Enterprise Agreement
- Accurate and structured information to inform business decisions and policy
- Ensure compliance with legislation and information governance
- Automation of electronic file management and retention
- Enable workforce mobility and flexibility
- Facilitate the sharing of information and Open Data
- Realise the benefits and value of information with a culture of evidence-based decision making

7.2 We have identified that we cannot successfully implement SharePoint Online with existing in-house resources so have collaborated with Torfaen County Borough Council to undertake a procurement exercise that will enable us to implement to project within a 2 year timescale.

8. RESOURCE IMPLICATIONS:

8.1 This report requests that the project is funded from the ICT reserve, which is set aside to fund specific digital projects. The total project cost is £355,441 which includes internal MCC resources to help with the project and the costs of the preferred supplier up until March 2025.

8.2 Internal resource requirement:

1 FTE is currently employed in the capacity of Data and Information Systems Co-ordinator and is project managing the implementation of SPO. In addition, a band F resource (£36,700 including on-costs) will be needed for a 24-month period to support the successful delivery of the project and to ensure the transition of SPO into 'business as usual'.

There is likely to be a post implementation resource requirement to successfully administer the system on an ongoing basis. Options regarding the post implementation support will need to be evaluated and considered as part of the normal budget setting process

The total project cost for both Monmouthshire and Torfaen councils is detailed below:

TOTAL BID COST	£534,465
INTERNAL RESOURCE COST	£176,417
TOTAL PROJECT COST TO MARCH 2025	£710,822
COST PER LOCAL AUTHORITY	£355,441

9. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING:

9.1 This proposal has no negative impacts. It has positive impacts upon:

The actual impacts from this report's recommendations, i.e. the business benefits from the implementation of SharePoint Online will be continuously reviewed and performance managed via project plans to ensure that the implementaion achieves the desired purpose and outcomes.

- Sustainability, with the ability to access digital information and services with automatic retention and sharing, security and accuracy built into the product
- Ensuring that our digital information infrastructure is future ready and can keep up with the pace of change in modern business systems
- Working together with partner organisations, specifically the SRS and its partner organisation
- A prosperous Wales, with the improvement of data sharing within our businesses and communities to help them grow and develop

- Economy, with the ability to 'sweat' our investment in our digital information and communications systems provided via the Microsoft Enterprise licence agreements
- Safeguarding, with the upgrade and implementation of security of our information on vulnerable children and adults as well as keeping their information accurate and current
- Upskilling our workforce in the use of modern, efficient and effective business information systems
- The ability to analyse our information into useful data insights and evidence for our workforce, businesses and communities

10 CONSULTEES:

SENIOR LEADERSHIP TEAM

SRS STRATEGIC BOARD

TORFAEN COUNTY BOROUGH COUNCIL (AS PARTNERS)

DMT's

SERVICE DEPARTMENTS

IGG

11 BACKGROUND PAPERS:

The SharePoint Online business plan (Appendix 1)

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APPENDIX 1 – FULL BUSINESS CASE

JOINT BUSINESS CASE TCBC MCC

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1. Executive Summary

The purpose of the project is to provide an effective and efficient cloud-based document management system that enables our workforce to access, store, retrieve and share information wherever they may be. In addition, it will enable easy data collection and analysis to inform business and community needs.

We believe there are 3 options - Do nothing (use existing file stores), use internal resources to deliver the project or use an external migration specialist to deliver the project.

Option 1 – Do Nothing. We will see exponential growth of unstructured data on network drives and an increased risk of non-compliance to GDPR/FOI requirements. The business is unable to take full advantage of digital improvement and opportunities.

Option 2 – Implementation of project using only internal resource. Whilst this option has not been fully investigated and costed, initial feedback from the Pilot run by MCC highlighted the project could not be achieved with 1FTE in a reasonable time frame.

Main risks of this option include: - a slower roll-out, delayed implementation of the advantages of new technologies including mobility and collaboration, delayed realisation of data cleansing to reduce risks of non-compliance and inform business decisions. A slow roll-out will lead to a disparity in the user experience across the Local Authority (LA). Whilst there is not a cost of an external supplier, there would be a significant requirement to recruit into the project team and secure extra internal resource to deliver the project. Current migration tools do not maintain the links between documents, and this means either staff would need to re- create the links in those documents, or each LA would need to invest in a software tool to keep links in documents being migrated. This option also adds extra pressure to SRS, potentially affecting other corporate projects.

Option 2 also relies heavily on the business teams to do in-depth work with the project team to clean, map and migrate data. Over time, the project costs are likely to be similar or higher to bringing in an external specialist.

Option 3 – Our recommended option is to use an experienced specialist supplier/service to aid delivery of the project. The chosen supplier will lead data cleansing and migration, plan, design and implement the Information & Document Management architecture whilst putting staff at the front of the journey via training and cultural change management. This capital spend will ensure the project is delivered to the required standard, at speed with minimal impact to business as usual. An experienced external supplier will provide a tried and tested Information & Document Management design which will be instrumental to user adoption of the implemented solution.

We predict all areas to be affected by this project. Timescale from adoption to project completion is estimated at 24 months.

Following an extensive procurement process, we have received 2 supplier bids. The bids received are different in their approach, with one concentrating on data analysis and the other on achieving the change in process.

Both Local Authorities wish to go ahead with the project. We believe this project meets the criteria of digital transformation and would recommend funding from Capital Reserves.

2. Problem Statement

A substantial part of each council's electronic information is stored within shared network drives which have grown steadily over many years. This is unstructured electronic data, with no automated retention, relying on user disposal. Therefore, a large percentage is classed as duplicate, redundant, obsolete, or trivial information (DROT). In MCC there are also older SharePoint repositories which hold more data.

Much of our information is stored in Line of Business System systems which may also need cleansing but is beyond the scope of this project.

3. Problem Analysis

Current Position

The current position places a burden on ICT infrastructure and makes it increasingly difficult for staff to find valuable information quickly and manage their information efficiently. The retention and disposal of data currently depends on users identifying the correct retention period for each piece of information based on the retention schedule for each area and then manually maintaining or disposing of it following this. Many teams do not have the resource or capacity to prioritise this as a regular admin task. Electronic records therefore exist beyond their agreed retention periods, and this leads to the need for data cleanse or disposal exercises with limited success. A lack of structure can also lead to records being lost or duplicated in multiple locations.

Each LA has undertaken a high-level analysis of data on the file shares. TCBC recently (April 2022) carried out a top-level data trawl and has found to be holding 7.5TB of unstructured folders and files with 15% (number) of duplication and an unknown quantity of non-compliant information. MCC analysed its data estate in mid-2021 and at that point had 20TB of data across network drives and older SharePoint Sites with over 16 million files on the network drives alone. Analysis carried out in June 2022 shows that the network drives have grown by another 1,000,000 files.

Both LAs need to improve how information is stored, managed, processed and accessed. Improving the accuracy and relevance of the data, enabling improved document collaboration across each team and deploying automatic retention and deletion of data.

Information governance is a crucial consideration. Failed audits and concerns around compliance i.e., GDPR/FOI/SARS need to be addressed and remedied within any recommended solution. For both MCC and TCBC, this unstructured and ungoverned growth is unsustainable without information management in the longer term. The move to SharePoint Online will address recent Audit recommendations to TCBC.

Both Local Authorities are looking to implement a solution for an EDRMS (Electronic Data and Records Management System) to apply structure and governance to our business documentation and enable cleaner data analysis. SharePoint Online provides an opportunity to us to provide this governance within existing licence arrangements.

With the introduction of other cloud-based technologies such as Microsoft Teams and One Drive (both of which utilise SharePoint), the advantages of cloud-based technology now need to be expanded to incorporate other business documents. Utilising SharePoint Online as our EDRMS will maximise our investment into the M365 platform, implementing the integrated suite of SharePoint Online, Teams and Outlook.

4. Benefits

- **Cleaner data collection and analysis**
- **Information Governance**

- Reduced business risk – only data within retention is migrated and this poses less risk for the Freedom of Information (FOI) process and GDPR regulations governing data protection and how long we should keep data.
- Automated retention and disposal – SharePoint Online can apply agreed retention and deletion policies against files stored in the EDRMS which eliminates the reliance on users to manually cleanse files.
- Reduced duplication of files – Being able to send links to files for multiple users to view and collaborate on will give one version of the truth
- DROT (Duplicate, Redundant, Obsolete, Trivial) files are removed / not migrated. In similar projects other councils have seen a reduction of up to 70% being removed.

- **Digital Improvements**

- Mobility - SharePoint Online is cloud-based and will support access from anywhere.
- SharePoint is the cornerstone of M365 - One Drive, Teams, Microsoft Lists are all SharePoint-based products
- Links to other apps – SharePoint allows us to make improvements to working practices and helps links to other O365 tools such as Power apps and Power Automate. This will allow us to automate more processes.
- Utilising SharePoint Online helps maximise our investment in existing M365 licences
- SharePoint Online will improve Business Efficiency (see below)

- **Business Efficiency**

- Staff productivity – Staff will have a structured EDRMS with access to their relevant areas, where the data has been cleansed, is relevant, recent with DROT removed.
- Data Sharing / Collaboration - SharePoint Online allows multiple users to work on the same document at the same time which is not possible on the file shares.
- Reduced duplication - Users can share links to documents rather than email individual copies so everyone works on the same source document. This gives huge benefits and will eliminate the scenario where a file is emailed, then stored multiple times individually, creating confusion of who has the latest version and what the latest changes are.
- Versioning – Each time a file is saved in SharePoint Online, a new version is created within that file. SharePoint Online can hold thousands of versions per file, although the project team recommends 500 rolling versions. If needed, the document owner can “roll-back” to an earlier version.
- Mobility / Access to information – The network drives require a VPN link but as SharePoint Online is cloud-based, users can access through a secure device using www.office.com allowing them to access from any location.
- Improvements in being able to find information for customers and staff - migrating only current and in-date info, this improves the speed of finding the information we need.
- Improved data on which to base business decisions - quality and structure to data held will allow the data teams to be able to confidently find and supply information on which to inform business decisions.
- Files are stored within a classification scheme agreed by the business, rather than individual structures.

5. **Project Scope**

In scope: -

- Migration of files on corporate network drives / file-shares
- Existing SharePoint on-premises sites into SharePoint Online.

Out of scope: -

- Emails stored in Outlook
- Digitisation of paper records

- Business systems / team files which may use the network drives to transfer files into other systems not easily changed
- Other Line of Business corporate systems such as Civica, SIMS, Hwb, My Council Services (or equivalent).

The SharePoint Online project is the next stage of journey of digital transformation through O365 which will improve business continuity and information governance. Other projects to analyse and improve information stored in other areas/formats will follow once the SharePoint Online platform is in place and being utilised across the authority.

This may include (but is not an exhaustive list)

- Further roll-out of Microsoft Teams to staff in MCC (TCBC have Already rolled out on an approval basis, potential to integrate into Existing Teams, by using Teams as the graphical user interface)
- Review of existing Microsoft Teams and link/migrate to SharePoint EDRMS to existing Microsoft Teams areas as needed. (Excludes Teams set up for projects)
- Review of Outlook (following planned retention applied Nov 22) and SharePoint Online to improve integration of the 2 applications. There are software tools which will make this easier for staff but would need to be assessed.
- A review of remaining systems that use the network drives / file shares to see if they can also be moved to cloud.

Further detail has been included in the Post-Implementation Section

6. Recommended Solution

Overview of Options			
	Summary of option	Pros	Cons
Option1	Do Nothing	Nothing Changes	Not adhering to audit recommendations.
	Keep File Shares & Renew Servers		GDPR/FOI non-compliance. Data unstructured / complicated file paths with no retention. Not able to use new technology (available as part of current M365 license), improved access to information and collaboration methods are limited. Continued server costs - increasing as more server space is needed due to ever increasing file volumes. Manual manipulation of data to provide evidence.
Option 2	Roll Out project with Internal Resources.	Overall project Capex cost is assumed to be lower than Option 3.	Slower rollout Inability to use data to inform business decisions. (Delayed implementation) Data sharing limited (Delayed implementation)

			<p>Prolonged risk of non-compliant data held against audit recommendations and continued risk of unstructured data / not cleaned.</p> <p>Limited current resources to do the work – 1 SharePoint project officer per LA. Project would need an injection of internal resource.</p> <p>Limited resources in SRS dedicated to project and reliance on SRS to create SharePoint Online sites, retention labels etc.</p> <p>Difficult to ensure consistency and risk of human error.</p> <p>Opportunities of new technology not available to staff at the same time across the LA with slow rollout.</p> <p>Current migration tool does not support the links between documents, and this means staff would need to re-create links in those documents.</p> <p>Each LA responsible for their own culture change and adoption of technology</p>
Option 3	Use specialist supplier/services to aid delivery of the project.	<p>Rollout achieved at a faster rate due to injection of resources and experience.</p> <p>Achieves the goal of mobility</p> <p>Organisation moves together, improving adoption rates of the software.</p> <p>Achieves the goal of data sharing more quickly</p> <p>Specialist software will be used to undertake the migration work, reducing the risk of human error.</p> <p>Supplier will have previous experience of data cleansing/migration and a dedicated team of specialists will ensure a consistent migration</p> <p>Supplier can provide high level support for technical requirements, training requirements and change management opportunities.</p> <p>Document retention and destruction will be built in tools reducing the risk of non-compliance.</p>	<p>Cost of employing external specialist – partly offset against renewal / ongoing costs of servers – currently unknown</p> <p>Whole organization needs to commit time to data cleansing and migration mapping.</p> <p>Collaboration - need to align projects and ensure synchronicity – needs to be factored in.</p>

		<p>Able to use specialist software to support the links between documents when migrating.</p> <p>Collaboration project will supply opportunities of scale and increased consistency across the One Wales tenant.</p> <p>Hidden costs of team data cleansing reduced (but not eliminated) as migration expertise software can identify duplicates and redundant data for teams to check.</p>	
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As well as the 3 main options outlined above, there are various permeations and partial options that fit in between the choices in the table provided. For example –

1. Cleanse the file shares and continue working in a similar fashion.

Pros - This would supply the temporary advantages around cleaning the data (reduced DROT), more space released from file share support

Cons – No improvements as detailed in options 2 and 3 i.e., limited collaborative working, no automated retention and we would soon be back in a similar position.

2. Create the new EDRMS environment in SharePoint Online, and all new business files created would be stored there. File shares/Network drives would be made 'Read Only', and old data would be deleted over time.

Pros – A clear “cut-off” of transition to the new environment. No migration needed. Partial move to cloud.

Cons – Increased frustration for staff, are files in the new or old system? Read-only files may still be needed to active work – who would move them across? Archive file shares would still need to be cleansed area by area to eliminate files out of retention as they cannot stay there forever.

From previous experience any archived /ring fenced area to be “revisited/sorted at a later date” becomes a low priority and is rarely completed. This in turn causes a permanent archive, with data risks increasing as older files are never removed. Having files on both an EDRMS and an old file share complicates BAU processes, and business productivity is compromised due to effort needed to find files over multiple storage options.

These partial approaches to the project are not recommended by the project team. We believe this will create confusion and frustration for staff, will create an extra administrative burden on staff and information teams with limited advantages and no quantifiable timeframe for project aims to be realized.

There is a myriad of possible combinations of the partial approaches. However, none of the partial scenarios lead to a realization of all project benefits covered by implementation of the project team's recommended option. **In summary, the project team recommend Option 3 from the main options table.**

7. Solution

We have recommended an external migration specialist who have successfully completed this project with other councils. The previous experience, insight and solutions they will bring will prove invaluable in helping each council navigate the process. The migration specialist also brings an understanding of the importance of training and change management, the need to bring staff on the journey so staff understand the “why” and feel part of the process, rather than being “done to”. This is essential to maximise user adoption.

The experience of the supplier we have recommended gives us reassurance as they have delivered this project successfully with other councils. They were heavily involved in the development of the Local Government Classification Scheme (LGCS), recommended by the Information and Records Management Society (IRMS).

They have successfully delivered a migration into a SharePoint Online EDRMS in other councils. We believe their wealth of experience in working with local government and meeting (and overcoming) challenges at each council gives them a depth and breadth of knowledge of how councils work, migration projects and SharePoint Online. This will be invaluable to the successful adoption and delivery of this project.

As outlined in the options table above AND having undertaken a Pilot of migrating to SharePoint Online with one team, we have identified the time and resource needed to implement the solution cannot be done at speed across the organisation without injecting significant extra resources into the project.

An injection of resource will enable faster data cleansing, supply support to agree and implement an EDRMS design, agree information governance and manage the migration process. A structured roll-out, at a reasonable pace across the organisation will mean all staff can benefit from the advantages of the new solution within a reasonable time frame.

Earlier attempts to implement an EDRMS stalled due to insufficient process change structures.

8 Implementation with the Preferred Supplier

In recognition of the business-as-usual pressures teams face, the project will work closely with the Digital Teams of each Local Authority to ensure the roll-out does not conflict with other corporate projects such as Teams Telephony. The Heads of Digital (from each LA) are part of the Joint Project Working group and will help in planning the roll-out alongside other projects. Feedback from the service areas themselves on their working pressures / other projects will also be considered in adopting the best roll-out plan.

As part of the bid process, we asked the bidders to adopt a 3-stage approach.

1. Development phase – 3 Teams per Local Authority (teams tbc)
2. Pause – Evaluate design and roll-out approach and consider team feedback. Adjust EDRMS design and rollout approach as needed.
3. Phased roll-out to rest of organization.

Aims for the development phase

- EDRMS design tested and agreed for 3 teams per LA.
- Delivery methodology including training and change management tested and agreed.
- Retention for development phase teams agreed and implemented.
- Data for development phase teams analysed, mapped, and migrated.
- File Shares / area of network drive made read-only for a period after migration, then removed.
- Pause – Review development phase. We will capture feedback throughout the development phase from all stakeholders (staff, project team and migration specialist) and evaluate this during the pause / analysis of the development phase. As part of this evaluation, we will also review the EDRMS design. Any changes will be agreed by the respective LA or wider joint project working group as needed. At the end of the development phase, any concerns and feedback will be addressed until we are confident, we have a solution that meets the needs of the business.

Whilst the core element of the EDRMS design is likely to be similar for each LA, they are unlikely to be the same as functions may differ. It is crucial we allow some flexibility in the design.

Costs to development phase are included in the Financial Overview section.

9. Contingency

Should the recommended option not be approved, it is important to highlight the following:

The bids currently received are valid until the 31st of October, should any exploration of alternative solutions continue past this date, the invitation to tender process would need to be re-done.

Should only one Local Authority approve Option 3, they would need to re-invite to tender again based on one LA.

If the project spend is not approved, the project will need to restart with a new project definition and scope, exploring all possible methods of approach whilst using internal resource to deliver a minimum viable product.

Should an alternative solution by agreed utilising internal resource, any onboarding process would take time and money.

All the above would ultimately delay project start and therefore overall project delivery, impacting realization of new technologies, in turn causing delays to other dependent corporate projects.

10 Challenges and approach.

Whilst the project needs to have strong IT support and involvement, it is not a solely IT-driven initiative.

Project success does require commitment across the organisation and strong support from leadership downwards. Where there are obstacles which may affect the success of the project and the project team will try to mitigate these through identification of risks, communication, training and change management.

Resources available from the teams will be a key dependency for the roll-out of the project. Teams will need to be involved in design, agreeing retention, analysis of current data and migration. The project team will liaise with their digital teams to minimize impact on business as usual and in consideration of other corporate projects.

We have taken the opportunity to adopt a Joint working / collaborative project between TCBC and MCC as both councils have the same aim to move all business documents into cloud-based storage (SharePoint Online). Project collaboration will increase momentum on the project and allow both councils to take advantage of economies of scale in going to market as one project covering two councils (in one IT Tenant.)

Following the creation of the Joint Working Project group, Blaenau Gwent (BGCBC) were invited to take part in the project, as an observing partner at the present time.

The project team will need both support and resource from SRS in implementing the project. SRS will need to help the presence of the external migration specialist in their work in the tenant, plus understand the design and building of the system with a long-term commitment of supporting the EDRMS when the project ends. SRS will be especially involved in creation and maintaining security/permission groups.

11 Post-implementation

Once the EDRMS is in place, there will be a requirement to maintain the system and other related projects will need to follow: -

1. Managing the EDRMS

SRS - Manage groups, permissions, access, and retention labels.

LAs - Information Management / Digital Resource

- MCC Resource secured via role of Data and Information Systems Co-Ordinator to manage project delivery and keep oversight of the EDRMS as part of an information governance role in BAU.
- TCBC – 1 FTE is currently employed as a records management project officer for a 24-month fixed period. In addition, a permanent role should be secured for EDRMS transition into BAU.
- Options of FTE support for the project through recruitment/secondment and post-implementation EDRMS maintenance will need to be evaluated in line with business needs and resources available in each LA. Recommendations have been made within the costing model but are subject to evaluation by each LA.

Each LA – SharePoint / Information / Digital Champions needed in each service area to help support their dedicated SharePoint Online sites and Microsoft Teams areas.

2. Outlook

Both LA's have used Outlook as their email tool for several years. Outlook is part of the M365 suite of products available within existing licences. Whilst email usage has dropped since the introduction of Microsoft Teams and Teams Chat, it is still one of the 3 main tools we use.

Outlook, whilst being a useful tool, is linked to an individual's account. This means it is not visible to others and will be removed when a user leaves. It should serve as an "in-tray" and should not be used as a business document repository for these reasons.

From November 2022 an initial retention of 7 years will be applied to Outlook emails. Over time, the Information Teams would like to reduce this to 1 year (check TCBC). The SharePoint Online EDRMS will help achieve this as it will allow the user to move an email or attachment out of Outlook into the correct business area of the EDRMS and apply correct retention/disposal.

Outlook to SharePoint integration is not as seamless as other Microsoft Products to SharePoint. This is an area we will need to evaluate once the SharePoint Online platform is in place. There are tools which integrate the 2 together to allow a much more seamless process to move documents and messages from Outlook into SharePoint (and vice versa) e.g., Repstor, AISyncpoint, but this does come with an associated cost and will need to be subject to a full cost-benefit analysis. We have recently been made aware Microsoft are developing a new "Outlook for Windows" which will also improve this integration feature.

3. Teams

For MCC - Following the implementation of the EDRMS, a more comprehensive rollout of Microsoft Teams can be done. This will need to include: -

- A roll-out of Microsoft Teams to those business Teams requiring a Microsoft Teams area. This would need to be done with guidance on best practice for files and linking the files areas of these teams to their appropriate areas of the SharePoint EDRMS.

For both Local Authorities - A review of existing teams created during and since Covid (excluding projects) to evaluate whether files in each Microsoft Team should be saved into the SharePoint EDRMS and retention applied.

- Re-linking these SharePoint areas back into the team so the link to the files is not lost.

SharePoint Online will be where users store their business files, whilst integrating with the other M365 products for a best fit approach to where files are stored.

MEWORK

My Files e.g.
Coursework, Early
Ideas...



WEWORK

Teams Chat, Email
communication



PROJECTWORK

Project
Documents



Project
Complete

TEAM+WORK

Business
Documentation



11. Financial Overview

Following the procurement process, in June 2022 we invited (via the NEPRO/Bloom framework) 9 suppliers to tender for our project. We extended the deadline for potential responses to 29 July 2022 and of those invited, 2 suppliers sent bids. General feedback for not bidding was staffing resources leading to capacity issues to undertake a large project at this time.

The project team asked SRS to confirm whether the reduction in the number of network drives, with a minimal volume of files left for now, would release any server costs. SRS confirmed the files on the network drives do not exist on servers, but on SAN disks, which the servers communicate with, so no direct server savings. Alongside our enquiry, SRs confirmed new servers were bought for the move to Vantage which will deliver server savings to the LAs.

Internal resource requirement:

1 FTE is currently employed in the capacity of Data and Information Systems Co-ordinator and is project managing the implementation of SPO. In addition, a band F resource (£36,700 including on-costs) will be needed for a 24 month period to support the successful delivery of the project and to ensure the transition of SPO into 'business as usual'.

There is likely to be post implementation resource requirements to successfully administer the systems on an ongoing basis. Options for the post implementation support will need to be evaluated and considered as part of the normal budget setting process

The cost breakdown for Monmouthshire and Torfaen Councils is outlined below:

6.1.2	Bid cost (£) - Total	£534,465
	Internal Resource Cost - Total (to March 2025)	£176,417
	Total Project Cost to March 2025 (Both Local Authorities)	£710,882
	Total Project cost PER LOCAL AUTHORITY until March 2025	£355,441

12 Implementation Timeline

Project Timeline								Planned					
Phase	Start	End	Q2-22	Q3-22	Q4-22	Q1-23	Q2-23	Q3-23	Q4-23	Q1-24	Q2-24	Q3-24	Q4-24
Discovery	Q2-22	Q3-22											
Initiation	Q3-22	Q4-22											
Execution	Q4-22	Q3-24											
Closure	Q4-24	Q4-24											

Development and implementation are expected to take 2 years but will require strategic support from the Leadership Team, and SRS in terms of information and systems support from each service area to ensure understanding, buy in and delivery.

The project will be delivered over a 2-year period from external supplier appointment via a phased approach. Phase 1 would involve roll-out of the EDRMS design for a selection of teams, a pause and evaluation, a redesign/adjustment for any changes and then a move to full roll-out.

13 Conclusion

A joined-up approach to digital transformation, information governance and data is crucial to our organisation. This approach gives reassurance to customers, users and leaders that our business information is held in a safe and secure way. Each LA aims to supply data insight and business intelligence that will support service design and interventions at the right time, whilst creating the ability to extract and join up data, supplying insight and business intelligence to support the Council around data driven decision making.

SharePoint is the foundation for many of the collaboration solutions through Microsoft 365. SharePoint allows us to unlock new ways of working together by helping people and teams stay connected, engaged, and ensure fluid communication across organisations and applications.

Utilisation of an external migration specialist will serve to deliver a significant step-change to both our digital journey and strategic aims within a reasonable timeframe. Specific recommendation of the Method4/LG Improve partnership to support delivery of the project will supply unparalleled ability and knowledge transfer to both Local Authorities, enabling upskilling of our own staff and service areas.

In Summary, the project team requests approval for the following:

- The expansion of the Local Authorities investiture in the M365 Stack by relocation of Corporate Data to a Cloud-Based EDRMS solution, namely SharePoint Online.
- The appointment of an External Migration Specialist /Process Change consultant partnership to support and deliver intelligent data migration and process change management throughout the Local Authority in line with a joint working approach in the One Wales Tenant by Monmouthshire County Council and Torfaen County Borough Council.
- The recommendation of Bidding Partners Method4 and LG Improve as the preferred external supplier option, based on the Procurement scoring process (mini comp) and supporting costing model outlined in the Business case.
- The provision of internal resource to support delivery of the project during the allotted term and subsequent transfer into Business as Usual.
- The Use of Funds from Capital Reserves to fund the above recommendations over a 3 (financial) year project timeline, detailed in the cost model outlined above.



monmouthshire
sir fynwy

Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio-Economic Duty)

Name of the Officer completing the evaluation Sian Hayward Phone no: 01633644309 E-mail: sianhayward@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To present the business case for resources to implement the Microsoft SharePoint Online Electronic Data & Records Management System (MS SPO EDRMS), bringing business benefits and efficiencies and enabling the full use of the business tools within the MS Enterprise Agreement.
Name of Service area Information Security and Technology	Date 28/09/2022

1. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	This proposal will not have any significant impacts, either positive or negative on age characteristics	None	None
Disability	This proposal will have some positive impact on disability characteristic, as it is likely to improve the provision of information and access to services for people with a disability	None	None

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	This proposal will not have any significant impacts, either positive or negative on gender re-assignment	None	None
Marriage or civil partnership	This proposal will not have any significant impacts, either positive or negative on marriage or civil partnership characteristics	None	None
Pregnancy or maternity	This proposal will not have any significant impacts, either positive or negative on pregnancy or maternity characteristics	None	None
Race	This proposal will not have any significant impacts, either positive or negative on age characteristics.	None	None
Religion or Belief	This proposal will not have any significant impacts, either positive or negative on religion or belief characteristics	None	None
Sex	This proposal will not have any significant impacts, either positive or negative on sex characteristics affects, either positive or negative on sex characteristics	None	None

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	This proposal will not have any significant impacts, either positive or negative on sexual orientation characteristics	None	None

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	This proposal will have a positive impact on people suffering socio economic disadvantage, as will help to provide the community with information and access to services within MCC. It will also supply data which can find people at risk of social or economic disadvantage enabling MCC to target its services and change policies.	None	None

3. Policy making and the Welsh language.


How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
Policy Making Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language, no less favourably	None	None	None
Operational Recruitment & Training of workforce	SharePoint is the platform which our intranet is built. The Intranet will have selected documents in English and Welsh as advised by the Welsh Language Officer who will liaise with content managers accordingly.	None	None
Service delivery Use of Welsh language in service delivery Promoting use of the language	'Teams' uses SharePoint Online as the underlying platform for its operations. It has the ability to transcribe English to Welsh as part of its functionality. It also has the functionality to have English to Welsh voice translation (and vice versa).	None	None





4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, supplies jobs</p>	<p>The provision of a robust and modern electronic document and records management system (EDRMS) will vastly improve the information we keep and analyse into useful data insights, enabling businesses and communities to predict trends and forward plan their activities.</p>	<p>None</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g., climate change)</p>	<p>SharePoint Online will be able to organise and manage our data electronically, enabling us to supply data insights for future planning of activities. The data and evidence will help to predict the effects of certain projects and activities with much greater precision. In addition, access to electronic data at any time, any place and anywhere will substantially reduce the amount of travelling, printing and copying needed when using physical documents.</p>	<p>None</p>
<p>A healthier Wales People's physical and mental wellbeing is maximised, and health impacts are understood</p>	<p>None</p>	<p>None</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Digitisation of data and information will result in the ability of the workforce to access it from any place, at anytime and anywhere. This will have a positive effect on businesses and communities, providing them with speedy information when needed most, as well as being able to access information direct from web-based comms tools where connected.</p>	<p>None</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Enhanced digitisation will have an impact on local social, economic and environmental wellbeing.	None
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No	None
A more equal Wales People can fulfil their potential no matter what their background or circumstances	SharePoint Online can share information with Businesses, schools and the community, contributing to more equal access to services and education.	None

5. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal show you have met this principle? If yes, describe how. If not explain why.	Are there any added actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	Digital services don't stand still, and if we don't continuously plan for the long-term future, we will suffer significant shortfalls and failure in our digital service provision. SharePoint Online is an integral part of our digital information systems, and non-implementation will prohibit access to a range of tools contained within our Office Enterprise suite.	None

Sustainable Development Principle	Does your proposal show you have met this principle? If yes, describe how. If not explain why.	Are there any added actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p>	<p>We are actively working together with our partners in other local authorities in the SRS to implement SharePoint Online. This is a joint procurement exercise with Torfaen County Borough Council and will be taken up by the other 3 partners, following the lessons learned in this implementation.</p>	<p>None</p>
 <p>Involving those with an interest and seeking their views</p>	<p>The project is a joint one with other partners forming the SRS, and their views have been sought. There are also comprehensive consultations in play with the service departments across MCC.</p>	<p>None</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This implementation is a considerable financial and human resource investment. The benefits of having structured, managed data and integrated central information system far outweighs the investment by improving the speed at which information can be turned into useful data insights and enabling our workforce to access information wherever they may be working.</p>	<p>None</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>. None</p>	<p>None</p>

6. Council has agreed the need to consider the impact its decisions have on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	This implementation will ensure the safety and security of information relating to vulnerable adults and children within Monmouthshire County Council. It will also automate the retention of information, keeping it recent and relevant for our service users and staff.	None	None
Corporate Parenting	None	None	None

7. What evidence and data have informed the development of your proposal?

We have evidence that the current network storage is unstructured and inaccessible. It is effectively not fit for purpose and is a risk of losing data and information within individual people's files. In addition to that, the network files are not stored in a way that information can be turned into evidence and data insights.

The council has an investment of £417k in our Microsoft Enterprise Agreement. The licences include the provision of SharePoint Online as well as other automation and data analysis tools that work off SharePoint Online. These tools will supply efficiencies for our Workforce and will 'sweat' the full use of our Enterprise investment.

Implementing SharePoint online will involve our workforce having to learn to utilise the benefits of structured and accessible information and will be a change in their business filing process. We need help to train and hold people's hands through the change as well as implement the technical structures forming the background of SharePoint Online. Our current ability is in a single postholder and therefore a single point of failure. Bringing in extra resource to 'train the trainer' with SharePoint online ability within each service will enable our workforce to take on the changes as part of business as usual. We have evidence of several attempts to implement other business process changes where we did not invest in sufficient resources to implement fully throughout the organisation at speed.

- Equalities dashboard link. [Equality data dashboard for EQIA's 2020.xlsx](#)

8. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

This proposal has no negative impacts. It has positive impacts upon:

- Sustainability, with the ability to access digital information and services with automatic retention and sharing, security and accuracy built into the product
- Ensuring that our digital information infrastructure is future ready and can keep up with the pace of change in modern business systems
- Working together with partner organisations, specifically the SRS and its partner organisation
- A prosperous Wales, with the improvement of data sharing within our businesses and communities to help them grow and develop
- Economy, with the ability to 'sweat' our investment in our digital information and communications systems provided via the Microsoft Enterprise licence agreements
- Safeguarding, with the upgrade and implementation of security of our information on vulnerable children and adults as well as keeping their information correct and current
- Upskilling our workforce in the use of modern, efficient and effective business information systems
- The ability to analyse our information into useful data insights and evidence for our workforce, businesses and communities

9. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision-making process. It is important to keep a record of this process to prove how you have considered and built-in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	9th November 2022	

