Detailed Revenue Bid Appendix 2:

The details of the revenue request for in year revenue streams :

1) **Data Warehouse Support and Development (DWH)**
2) **Customer Relationship management (CRM) support and maintenance (CRM)**
3) **ICT Security and Compliance**
4) **ICT Business Partner and Infrastructure Resources**

Data Warehouse (DWH)

Introduction

The current implementation of the Data warehouse in Havering, as an operational set of property and person screens, was implemented in early 2015. The number of users was initially low until late 2016, when Social Care users from Troubled Families started making extensive use of the functionality.

It shares a large portion of the source code with the Newham system, so that changes can be introduced on one system and subsequently applied on the other. (e.g. Nomad Person matching software was developed in Newham and implemented in Havering a few months later).

There have been additional challenges in Havering as many of the line of business systems are not fully linked to the NLPG (National Land and Property Gazetteer) and the Person Matching software (Multivue) had not been configured. It is only after the introduction of the Nomad Person matching software in early 2107 that we were able to show truly "joined-up" data.

The DWH in Havering has been introduced to address two major issues: -

- A tactical real time single view of Properties and Persons in the borough. This allows a user (for example a Social Worker) to get a complete all-round picture of the Person's circumstances, allowing them to make informed decisions.
- Making available data for more Strategic purposes.

Data is fed from the following systems: -

- Council Tax & Benefits
- Housing
- Electoral Register
- CRM
- School Census
- Environment
- Companies House
- NNDR (Business Rates)
- Freedom Pass (TFL)
- Mosaic Data

It is currently supporting work on the following: -

- Property Licencing Pilot. The system was used to highlight (identify potential Private Rented properties) a sample set of properties that have formed the Pilot dataset.

- Troubled Families – users are making use of the Data Warehouse screens to obtain a holistic view of the Household's data, particularly around school attendance and other events

Reason for request

The data warehouse has now been developed to a point where its strategic importance to decision making and predictive analysis are essential to the organisations ability to make key decisions and identify cost savings. Key to this moving forward will be to ensure the Data warehouse is maintained and developed effectively, therefore it is essential the support and development revenue budgets are made available for this.

Below are last year's support and development costs with the required revenue to continue into 17/18 onwards.

Data Warehouse Costs

17/18 Required revenue costs

Position	April	May	June	July	August	September	October	November	December	January	February	March	Total	Finding
principal DWH Developer	4800	4800	4800	4800	4800	4800	4800	4800	4800	4800	4800	4800	57600	Revenue Required
principal DWH Developer	4800	4800	4800	3254	3254	3254	3254	3254	3254	3254	3254	3254	43686	Revenue Required
principal DWH Developer				3254	3254	3254	3254	3254	3254	3254	3254	3254	29286	Revenue Required
Senior DWH Developer	2261	2261	2261	2261	2261	2261	2261	2261	2261	2261	2261	2261	27132	Revenue Required
												Total	£157,704.00	

Rounded Figure £160,000

18/19 Revenue requirement costs

Position	April	May	June	July	August	September	October	November	December	January	February	March	Total	Finding
principal DWH Developer	4800	4800	4800	4800	4800	4800	4800	4800	4800	4800	4800	4800	57600	Revenue Required
principal DWH Developer	4800	4800	4800	3254	3254	3254	3254	3254	3254	3254	3254	3254	43686	Revenue Required
principal DWH Developer				3254	3254	3254	3254	3254	3254	3254	3254	3254	29286	Revenue Required
Senior DWH Developer	2261	2261	2261	2261	2261	2261	2261	2261	2261	2261	2261	2261	27132	Revenue Required
												Total	£157,704.00	

Rounded Figure £160,000

Customer Relationship management support and Development (CRM)

Introduction

Havering use Microsoft CRM dynamics (version 2011) a relationship management tool which allows the authority to engage with their citizens, logging all interactions along with providing complex workflow and integrations with back office systems.

There have been significant savings made to date and any impact of the service availability and support would impact the ability of the business areas especially the contact centre to carry out their service.

Reason for request

Whilst there have been a number projects to develop new functionality with in the CRM by transferring transaction from face to face/telephone to an online process through CRM, the ongoing support and maintenance was never factored into the project costs. Up to 16/17 there had been a full development team carrying out this support and maintenance function as part of the project delivery, however this team has now moved on and with this a revenue gap on the support and maintenance which now needs to be identified.

This gap has put significant pressure on the ICT revenue budget which cannot be sustained therefore the need to identify an ongoing revenue budget to fund the support and maintenance is required.

Below are the previous year's costs and the required ongoing revenue budget requirements:

CRM Costs

CRM revenue requirements 17/18

For 17/18 there will still be a requirement to retain the current contract support and development staff due to the complexity of the system and the risk to the business of removing there, however there will be a phased replacement which we do not expect to happen until 18/19 with salaried staff (new and existing).

	April	May	June	July	August	September	October	November	December	January	February	March	Total	Finding
CRM Team Leader	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 29,280	Funded from Base Budget
Lead Developer	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 54,000	Revenue Required
Database Administrator	£ 5,130	£ 5,130	£ 5,130	£ 5,130	£ 5,130	£ 5,130	£ 5,130	£ 5,130					£ 41,040	Revenue Required
CRM Support Analyst	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 68,640	Revenue Required
CRM Support Analyst	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 5,720	£ 68,640	Revenue Required
Apprentice	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 9,600	Revenue Required
												Total	£ 241,920	

Rounded Figure £240,000

18/19 Revenue requirements

	April	May	June	July	August	September	October	November	December	January	February	March	total	Funding
CRM Team Leader	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 2,440	£ 29,280	Funded from Base Budget
Lead Developer	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 54,000	Revenue Required
Database Administrator	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 1,910	£ 22,920	Funded From Base Budget
ICT Specialist Analyst	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 2,256	£ 27,072	Revenue Required
ICT principal Analyst	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 1,884	£ 22,608	Revenue Required
ICT Senior Analyst	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 1,581	£ 18,972	Revenue Required
Apprentice	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 800	£ 9,600	Revenue Required
												Total	£ 132,252	

Rounded Figure £130,000

ICT Security and Compliance

Introduction

There are on going threats to the organisation from Malware, Viruses, Hackers, Ransomware, political activists, and changes in legislation and compliance agencies. Citizens, businesses, government and partners want assurance that data and our network is secure and that we have appropriate and up to date technical and soft controls to manage the risks. The council is increasingly making services digital and therefore we must have the appropriate technical controls and resources to respond to the changing landscape and threats.

The council must implement the new data protection law (General Data Protection Regulations) before 25.05.2018. The risk to the council for non compliance is that fines will increase from £500K to £20m and individual or class action can be taken by Data Subjects for compensation. ICT security is a key component of the data protection law. We must therefore ensure that our systems and network are compliant and that the new requirements are fully implemented and maintained.

The council is not fully compliant with the banks Payment Card Industry Data Security Standard (PCI-DSS), which was amended to version 3.2 and included additional requirements. The risk to the council is that non compliance may incur monthly fines from the banks or the cessation of card payments.

Reason for request

ICT security and compliance (data protection and card payments) is a corporate requirement and would impact on all services. The threats to the council are multiple and increase. There are risks to the council's reputation and the prospect of fines for non compliance.

There is pressure on the ICT revenue budget which cannot be sustained therefore the need to identify an ongoing revenue budget to fund the support the implementation of data protection budget, the support and maintenance of systems and necessary resources.

Below are the costs and the required ongoing revenue budget requirements:

ICT Security Costs

For 17/18 there is a requirement for new resources for the implementation of the data protection law, security and PCI-DSS compliance. Furthermore, there is a revenue requirement for the support and maintenance of new security systems.

For 18/19 the revenue requirement will continue for the Project Manager until May and is ongoing for the annual support and maintenance of new security systems.

17/18 Revenue requirements

Position	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Funding
GDPR Project Manager				£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 4,500	£ 40,500	one Off Revenue required
PCI-DSS & Security Consultant		£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000				£ 40,000	one Off Revenue required
Support & Maintenance				£ 55,000									£ 55,000	Ongoing Revenue Required
												Total	£ 135,500	

Rounded Figure £135,000

18/19 Revenue requirements

Position	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Funding
GDPR Project Manager	£ 4,500	£ 4,500	£ 4,500										£ -	one Off Revenue required
Support & Maintenance				£ 55,000									£ 55,000	Ongoing Revenue Required
												Total	£ 55,000	

Rounded Figure £50,000

ICT Business Partner, Infrastructure Analysts Costs

In June 2016, SOCITM Consultancy Services were engaged to review the ICT Service. In summary, the report highlighted a number of issues: Investment in ICT was low and when spending was benchmarked against other Boroughs it was found to be the lowest in London. Although the support from the ICT Service desk was satisfactory there was still a requirement for performance improvements. The customers were also dissatisfied with the pace of ICT change and innovation. The lack of capacity in ICT to support business projects was a major concern, hampered by inconsistent governance and weak customer relationships.

A response to the report was taken to SLTs (29th November) which identified a need for wider investment with the main priorities identified as:

- Customer relationship management
- Technology led innovation
- ICT strategy and roadmap planning
- Investment plan
- ICT service structure
- Resource and demand management

The SOCITM report highlighted a need to urgently invest in Customer Relationship Management. This task was previously undertaken by a team of Portfolio Managers and was later absorbed into the functions of the ICT Management Team as a rationalisation exercise. In some areas, this has continued to work but in others the service has degraded. Business areas have been frustrated by the inability to utilise technology to reduce costs.

It is recommended that the service recruit at least one Business Partner for a period of 24 months. This will enable us to develop a strong understanding with each of the senior management teams and their requirements. The main tasks of the business partners are to advise customers on emerging technology opportunities and help them deliver the digital projects.

As we develop new requirements, it will be necessary to ensure we have sufficient development capacity to respond. There is an absence of Business Analysis skills within the current team. To assist the development of new business cases it will be necessary to have Business Analysts (BA's) that can work with our customers to generate new innovative proposals. This resource will work in partnership with the customer teams to help develop new initiatives and outcomes.

The additional projects arising from this programme will require staff to project manage their implementation. Alongside their existing workload, it would not be possible for the existing team to take on this work without project delays.

The SOCITM Report highlighted that the Council has fallen behind in its infrastructure investment and there is a need to catch up. The investment plans described above along with the current service projects is currently imposing a substantial workload on the existing staff that also have to maintain *business as usual*. In order to maintain the service whilst this intense level of activity is ongoing it is necessary to supplement the permanent team with interim staffing. The current situation is that a number of staff are working day and night around the clock to implement the new infrastructure hardware. The same staff are required to attend during the day to support the infrastructure. The infrastructure project failed to address the resource issue, which is now resulting in a pressure on the infrastructure team.

Risks

The SOCITM review clearly identified the Havering and Newham ICT service as the least resourced ICT service in all London authorities. It was highlighted that there has been significant lack of investment in ICT resources.

The customer survey also highlighted the business user's dissatisfaction with the service due to lack of capacity within ICT. It was quite clear to the business that ICT simply lacks resources required to support the service delivery and critical service projects.

There are various projects that require business partner, analysis and project management resources with expert technical knowledge. The lack of business partner resource has been a critical missing function, which has resulted in ICT not having been able to attend customer meetings and drive innovation.

The SOCITM review highlighted an urgent need to invest into ICT resources to support service delivery. Moreover, there are many infrastructure projects, which lack key resources including the security aspects of ICT, which have resulted in significant security risks to maintain the infrastructure and its architecture to a certain standard.

ICT Resources 17/18

Position	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Funding
Strategic ICT Business Partner						£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	43120	Revenue Required
InfrastructureAnalystsx2						£ 7,042	£ 7,042	£ 14,083	£ 14,083	£ 14,083	£ 14,083	£ 14,083	84498	Revenue Required
ProjectManagersx2						£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	42350	Revenue Required
Systems Developer						£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	42350	Revenue Required
BusinessAnalystsx2						£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	42350	Revenue Required
												Total	£ 254,668	

Rounded Figure £250,000

ICT Resources 18/19

Position	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Funding
Strategic ICT Business Partner	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	£ 6,160	6160	73920	Ongoing Revenue Required
BusinessAnalystsx2	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	£ 6,050	6050	72600	Revenue Required
												Total	£ 146,520	

Rounded Figure £150,000