

### Appendix 3: Details of projects, resources requirement and related Risks/Benefits

Item	Description	Risks of not doing	Benefits
CRM system support	The CRM system is one of the most critical system used in the council as is resident facing and hosts all online transactions through Havering portal.	The current resource model is no longer fit for purpose or sustainable. It is therefore important to ensure the system is supported by fixed term resources while more permanent resources are put in place.	Access for residents to a system that is fully supported and available for use supporting the customer journey and vision for Havering council.
DWH/BI	The DWH and BI (Business Intelligence) are the two key systems for informed decision making. The council's use of these systems moving forward to make informed decisions, identify fraud and service redesign based on information will become a norm. These are key systems which provide data for service delivery across all services including social care for adults and children.	The key risk for <b>system</b> ?? having an unsupported system will create significant risks for the reports and information that is gathered from PowerBi.	Informed decision making, prevention of Fraud, ability to remodel service designs, better visibility of council's information to facilitate decision making.
Back-up Solution	The current backup product has insufficient throughput and does not support the upgraded compute and store capability currently being implemented (Nutanix and Tintri). This project is therefore to migrate from the current product to a market leading product that is fit for purpose. This will ensure reliable back ups and confidence in timely recovery.	Without a fit for purpose back up system there is danger that the council is not able to back up all its data and thus risks losing	Confidence that all information is retrievable

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		the critical data.	
Telephony	<p>The support contracts for Telephony (Contact Centre and Standard Telephony) will expire during February 2018. Extending existing contracts would result in a significant cost increase, so a new system replacement system is required. Selection of a new system is currently being reviewed at this time; however estimates have been prepared using broad indicative costs. It is urgent that resource is brought in to consider the options available, undertake a soft market test and develop a telephony strategy. If procurement is required, it will already be difficult to have a new solution in place by 1 March 2018.</p>	<p>Failure to procure and implement a replacement telephony system will put the council on significant risk of running telephony on unsupported contracts. One of the suppliers who provide telephony through another reseller has recently filed for bankruptcy. Any additional risks as a result of that will continue whilst we remain with the existing supplier.</p>	<p>This approach will allow us to look at leading edge solutions providing greater mobility and flexible working along with the ability to integrate more social media elements. Providing the ability for our customers to transact with us using media they are more comfortable with.</p>
Online Forms	<p>The support contract for current Online Forms system (Achieve Forms) comes to an end in December 2017. There are currently 1000+ forms supported via oneSource, which have been developed over the last 10 years since the Council first started providing on-line transactional services.</p> <p>Working with departments and Customer Services, interim resources will be required to review forms and where relevant redevelop them in the latest version of the Achieve product exploiting additional features. Many of the forms have little</p>	<p>Failure to upgrade the current forms into the new version in time will mean the critical front facing online forms will be held on the old and unsupported platform, we have no choice but to move to the</p>	<p>This project will allow us to review the current usage and effectiveness of the existing forms, allowing us to reduce the number and improve their efficiency. This</p>

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	<p>integration with back-office systems so an opportunity exists to drive out efficiency savings through the development of end-to-end processes and eliminating data errors and double entry.</p> <p>It is expected that the overall number of forms will be reduced as forms are combined or processes re-engineered, thereby reducing the support workload. Wherever possible data will be pre-populated reducing the consumer effort in completing forms. This will help increase the take-up reducing the load upon departments and customer services.</p>	new system as there is growing demand on creation of new online forms. It will be impossible to maintain two different versions of the system for old and new forms	could result in additional resource savings and a better customer experience
Wi-Fi	<p>It is essential that the staff can connect their current mobile devices to wireless network enabling mobile and flexible working where possible. It is essential that the open Wi-Fi network is available in all council buildings and meeting rooms, allowing staff to roam office locations whilst remaining connected. This will help reduce the dependency upon paper and ensure staff have access to the data they need to enable them to do their work efficiently and effectively at all times.</p> <p>The project will therefore survey existing Wi-Fi configurations and upgrade them as required as well as install new networks in remote Council buildings and offices. This can facilitate access to council systems from locations across the borough for those officers who currently spend time off site.</p>	Failure to upgrade our wireless infrastructure will mean that staff will not be able to work flexibly and existing frustrations amongst mobile workers will continue.	The introduction of increased Wi-Fi coverage and resilience will allow mobile workers to work more effectively on their mobile devices in any Council building. Increasing the ability to work collaboratively in meetings, reducing the requirement for paper increasing overall efficiency.
Remote Access	The council's current remote access system needs improving. The new ways of working programme will require a substantially	The risk of not implementing the	The introduction of a new Remote

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	<p>increased number of remote access users to log to the council's systems from home or other sites across the borough. Access to systems from home and other sites will reduce accommodation costs and increase staff flexibility and productivity.</p> <p>The present remote working solution (UAG) is the cause of many user complaints and lacks capacity to support an increased number of users. The mainstream support of the current product has already ceased. The security support for this system will also cease in three more years.</p> <p>It is therefore proposed to implement a new class leading product, remove the present limitations in terms of service quality and support users in delivering new ways of working. This will also enhance the Council's business continuity capability.</p>	<p>system will mean there is insufficient capacity to support new ways of working. It will therefore limit the benefits that can be delivered by flexible and remote working programme. It will also inhibit the council's capability for disaster recovery and business continuity.</p>	<p>access system will allow more seamless access to ICT systems from any location and any device with an internet connection – it will also allow for offline working whilst a connection is not available. A more robust remote Access solution will also allow for a more aggressive building strategy and reduced staff to desk ratio saving on office space. Whilst also improving more like balance for staff with the ability to work from any remote location including home.</p>
Network Infrastructure	The Local Area Network (LAN) is in need of replacement as the core infrastructure is over 8 years old and has reached 'end-of-life'.	Without this investment to upgrade our network,	Improved and supported network hardware.

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	<p>The network switches (hardware required in the data centre) are of a similar age. An initial programme of equipment replacement is proposed which will be sufficient to ensure the network is resilient and the risk of failure is minimised.</p> <p>However, to truly improve connectivity, it is essential that the current outdated overall network design is reviewed. A substantial network redesign is required to provide full high availability, disaster recovery capacity and to exploit new features offered by the new network technologies. These will be crucial to support the new and changing demands from business.</p>	<p>the network will become increasingly unreliable and unable to support existing services.</p> <p>Failure to invest in renewal of network infrastructure will mean that we continue to use on premise solutions with higher costs. These will increasingly become more expensive, inflexible and slow to implement any new changes.</p>	
Infrastructure and Cyber Security	<p>The security of the infrastructure is a growing concern for the public sector. The public sector had recently seen cyber attacks which have had major impact on the security and safety of citizen's data and the public sector IT systems. The ransomware attack on NHS was a stark example of importance of safeguarding resident's data and ensuring that our IT systems and infrastructure is secure.</p> <p>In addition, we are bound by PCI DSS requirements to ensure we keep data relating to financial transactions in a safe and secure environment.</p>	<p>High probability of cyber attacks and loss of resident's data.</p> <p>Financial penalties and fines from banks.</p> <p>Fines from ICO.</p>	<p>Safe, secure and compliant data and systems.</p> <p>Avoidance of potential fines and data losses.</p>