



APPENDIX A
Project Documentation

Committee Software – Modern.gov

**Incorporating business case, project
brief and project management
document**

- Part A – Document Control**
- Part B – Business Case, Project Background and technical issues**
- Part C – Project Brief**
- Part D – Project Management Document**

Version no: 1

Date: 14 April 2016

Part A - Document Control

A 1 - Key personnel

Title	Project Initiation Document
Author	Sarah Evans, Senior Democracy Officer
Approver	Angela Roberts, Head of Communications
Owner	Sarah Evans, Senior Democracy Officer

A 2 - Project Organisation Structure

The main roles and responsibilities will include project management of the new Committee software.

A 3 - Version history

Version	Date	Summary of changes	Changes marked

A 4 - Distribution

Name	Area
Angela Roberts	Head of Communications
Keith Aubrey	Strategic Director
Christian Coltart	Customer Experience Manager

A 5 - References

Doc reference	Document title
	Project Mandate approved in the Capital Programme 2016 17 at Full Council on 10 February 2016
	Business Case considered by Programme Board on 18 April 2016

Part B – Business Case, Project Background / technical issues

B 1 - General

The Council has a new website which meets the needs of its customers and is modern and easy to find what you are looking for. However as a result of limited engagement in its development the same is not true of the Committee papers available on the IDOX portal and from comments received, the democracy pages are difficult to navigate and meeting information is deeply stored. There are no interactive links between documents and there is no dedicated search facility. To enable the Council to modernise and streamline democracy pages on the website and its back office processes, reduce duplication, double and treble-keying and potentially make savings in staff time, the Modern.gov Committee Management Software system is proposed.

The software can also help the Council move forward in its aspirations for paperless meetings using the software's secure tablet app. This modern approach to meeting management will make cost savings in staff time, stationery and postage. It is considered that paperless meetings would comprise phase 2 of the project to firstly allow for the software to be installed and embedded as well as prepare and foster Member commitment to working electronically in meetings. It may be helpful to note that a strong wifi signal would be needed to enable paperless meetings.

Currently the Council's Committee processes are manually managed. Documents are stored in individual Committee folders within one network drive. Each Committee folder contains multiple folders named according to each document in the process by year eg. agenda, minutes, reports, notices etc. All of these documents are stored indefinitely and historic minutes and reports are referred to periodically when researching previous Member decisions and how we got there as well as for obituary/award purposes of previous Member roles. There is no competent search facility in looking for past information on the Council's ICT network nor on the IDOX web pages. Therefore any such searches are manual and time-consuming involving mostly guess work as to where to look. The proposed software provides a search facility for all documents stored within it – this will be current meetings as well as at some historical data that is migrated to the new system.

To produce a Committee agenda for a Policy Committee involves up to 25 individual tasks for Committee Admin staff and up to 12 hours in time. This time could be reduced considerably by procuring software with in-house style templates already set up and no manual formatting needed as well as a reduction in copying and pasting between documents.

There are Committee admin staff in all of the four service areas who deal with the Committee process by following a set of written procedures. However over time and changes in staff, this has meant that there has been

some deviation from the standard documents. The introduction of a CMS would create Council-branded templates that are followed by all staff and help to ensure a consistent layout of committee documents that are easy to read and follow by Councillors and customers.

Report writers will benefit from using the package in standardising reports using the same template, offer sign off arrangements, version control and clear instruction to administrators as to when the report is final and an evidenced audit trail.

There are other functions available which will save officer time in keying in information once such as Member attendance at meetings, for instance, the software will automatically update the Member's personal page with their attendance once attendance is recorded in the minutes. This is currently an on-going task in filling in a spreadsheet after each Committee meeting showing Member attendance and once a month, the percentages of attendance for each Member are checked and the spreadsheet document is uploaded to the website. Also after the Annual Meeting, once Committee Memberships have been entered, the individual Member pages will automatically be updated too. This will save double keying and entering information on 28 individual Member pages.

The current arrangements for publishing Committee documents is resource heavy as each document has to be manually converted to a pdf format before being uploaded to the IDOX. The proposed software automatically publishes a whole agenda (made up of a variety of different format documents) to the website and the secure tablet app by the push of one button.

There are benefits to the public experience as the documents will be displayed on the website in a more customer-friendly layout with a comprehensive introductory page containing options for searching for the meeting by clicking a Calendar of Meetings or by Committee name to find the meeting/report/decision they are looking for as well as there being a dedicated search facility for individual issues.

Although initially proposed, the Transformation Board consider that single sign-on to the software through 'My Account' would not be worthwhile. This is due to the high cost of the bespoke development work and that regular users will receive an email alert to papers being available and it is anticipated that external customers would not be the usual visitors to the site as interest will mainly be dependent on ad hoc topics of personal interest such as planning applications.

Also available within this software is the ability to carry out political balance calculations, an option for publishing election results and a consultation tool. Committee document storage is within the software but there is also the option of separate storage in the corporate system until reports are finalised.

Migration from the existing system to the software is included subject to the Council's file structure and naming conventions being set out in committee, year and meeting date format. There may need to be some renaming within some folders and files and transfer of files into the relevant folders to make each meeting folder a complete meeting's group of documents. This would make the transition more efficient and the renaming task, if needed, would not be too time-consuming for one person as it would be spread over all the service areas that are responsible for the individual Committees.

B 2 –Service / Service / Function

The project will be led by the Communications service.
ICT support may be required and this has been added to the ICT plan held by Paul Langham

B 3 – Strategic fit

- To meet customers' expectations in accessing decision-making and democracy information
- To provide an additional communication tool for both internal and external customers
- To give the ability to achieve paperless committees using the secure tablet app
- To achieve cultural change where paperless Committees and meetings are the norm for Councillors, staff and customers
- To **work towards** efficiencies in resources and supplies

Critical success factors are:

- Content and quality of democracy information is improved
- Budgetary savings on resources and supplies
- Improve customer satisfaction
- Less reliance on hard copy documents

B 4 - Options appraisal

Full Council approved the Project Mandate at Full Council on 10 February 2016 and this compared the 3 major suppliers in this area and the existing supplier. Companies 2 and 3 have significantly less customers and their reputation is not so strong as the market leader, being Company 1 (Modern.gov).

The current supplier of Committee documents to the website, could not

supply immediate costings as bespoke development work would be needed to create software similar to the market leaders. This would require officer time and commitment to work with the company in developing such a product. This was not considered a practical and cost effective way forward as there are 'fit for purpose' products already available on the market.

Company 1 (Modern.gov) is the preferred option due to its specification set out at paragraph B7, the below reputational selling points and it having a secure app for paperless meetings. It is slightly more expensive than Company 2, however it is considered that Modern.gov would best serve the authority's needs. A recent corporate delegation to Blaby District Council confirmed this view with Blaby sharing experience and knowledge of using the Modern.gov software with Melton and attending a paperless Committee meeting led by Blaby's Members.

- Modern.gov is the market leader in Committee Management Software with over 250 customers (over 90% of which are local authorities) and most of Leicestershire using this software
- Provides services to the Wales Assembly, NHS and other public bodies including the Police, Fire and Rescue, Transport and Waste
- Over the past 15 years it has been in existence, the company has not lost a single customer. Whereas many customers have moved to it from competitor systems eg. North West Leicestershire moved to Modern.gov in 2014 from a competitor
- There is a higher level of functionality and support offered with this software as well as a wide user network across local authorities
- Its reputation is excellent and it provides the benchmark for Committee Management Software
- The recent corporate delegation to Blaby District Council supports the use of Modern.gov in committee administration and implementing paperless Committees

B 5 - Achievability

<u>Phase 1</u>	
<ul style="list-style-type: none"> • Procurement of Modern.gov and secure app following the release of funds assigned for this project 	SDO/Head of Comms
<ul style="list-style-type: none"> • Software to seamlessly blend with the website 	SDO/Digital Engagement Officer/Steria/Modern.gov
<ul style="list-style-type: none"> • Design of templates which represent the Council for all decision-making documents 	SDO/MT/Modern.gov
<ul style="list-style-type: none"> • Implementation which will include installation of the new software, training 	

for relevant staff and project management by Modern.gov	SDO/DEO/Steria/Modern.gov
<u>Phase 2</u> <ul style="list-style-type: none"> • Ensure a strong wifi signal in all meeting rooms • Involvement and commitment of Members • Programme of roll out of ipads for all Members and sign up to e-summons • Training on the ipad/secure app for Members • Monthly drop in sessions for ipad queries and support • Trial of paperless Committee meetings 	Steria MT/SDO/Lead Member Steria/SDO SDO/Modern.gov SDO/Steria MT/SDO/Modern.gov

B 6 - Legal Issues (if applicable)

- The new software will need to meet accessibility standards
- Comprehensive security is included within the software and allows for all common types of information to be published fully secured, safeguarding sensitive documents and to meet exemption criteria of Access to information legislation
- There is legislation that allows delivery of electronic summons to a Committee meeting subject to the consent of the Member

B 7 Specification

- The main features of Modern.gov are :-
- Comprehensive database of agendas, minutes, decisions, and reports
 - Creates electronic document packs as PDF files, including running page numbering, headers, restricted notices and watermarks
 - Decision lists and action tracking
 - Secure tablet app for paperless meetings
 - Members' website
 - Register of Interests
 - Meetings database
 - Election Results
 - Webcast integration and e-petitions
 - Document library
 - Outside Bodies
 - Consultation
 - Supplementary agendas feature

- Automatic report format conversion, both PDF and HTML links are available automatically for all documents published
- Comprehensive security allowing for all common types of information to be published fully secured, safeguarding sensitive documents
- Selective Intranet / Internet publishing
- Free-text searching via web on all content including scanned material
- Web-based submission of agenda items, reports and plan items by officers in other departments, motions and substitutions by members
- Room and location database
- Working-draft export feature to enable off-system working
- Automated management of paper copy counts and label printing
- Automatically generated web-based timetable of meetings
- Management of internal meetings eg. Task Groups

B 8 - Financial Implications

Cap / Rev		
	£	Comment
Capital		
Purchase of Modern.gov software and licence	15,000	Includes Year 1 support
External Funding	Nil	
Net Cost	15,000	
Revenue		
In-house ICT support	1,000	
Secure tablet app	1,500	Fixed rate for 3 years £3k per annum after year 3
Modern.gov – Maintenance, support and upgrades	7,010	Year 2 onwards
Net cost total – year 2 onwards	9,510 *Less 7,300	*Dependent on Member take up of Paperless Committees
Additional net cost	2,210	Year 2 onwards

B 9 – Project Scoring Matrix

Scoring – for your project – calculate the points			
Criteria	1 Point	2 Points	3 Points
Cost £ (budget, time and human resource)	<£10k	£10k - £50K	>£50K
Timescale	< 6 months	6 – 12 months	> 12 months
Impact if project failed on the organisation	Minor disruption	Moderate	Major
Melton's Track Record	Done Successfully Many Times Before	Done Successfully Once or Twice Before	New Area of Working
Stakeholder Interest (internal and external)	Minimal	Moderate	Major
Project Complexity	Straight-forward	Moderately Complex	Highly Complex

The risk is calculated at 10 points

Projects scoring 6 – 10 points - Formal methodology **not** necessary
 Projects scoring > 10 points - Formal methodology **is** necessary

Note

The business case **must** be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed.

Part C – Project Brief

The Project Brief sets out the direction, scope and objectives of the project and forms essentially the “contract” between the Project Sponsor and Project Manager as to what will need to be delivered.

C 1 - Project Objectives, outcomes and benefits

What are we hoping to achieve from doing this project? Outline principle aspirations/objectives.

The project links to the Corporate Priority of being an ‘Agile Council’ to effectively manage demand delivering well-respected and value for money customer focused services with pride and efficiency by the following :-

- To meet customers’ expectations in accessing decision-making and democracy information
- To provide an additional communication tool for both internal and external customers
- To achieve paperless committees using the secure tablet app
- To achieve cultural change where paperless Committees and meetings are the norm for Councillors, staff and customers
- To achieve efficiencies in resources and supplies

Part D – Project Management

D 1- Key Business Risks/Contingency Plans/Exit Strategy

The main risk is in phase 2 of the project for paperless Committees. The risk would be a lack of commitment in working electronically in Committees and meetings which would mean a higher level of budgetary efficiencies could not be achieved.

Mitigating proposals :-

- Officers to lead by example and work electronically in meetings
- a small group of Members to champion electronic working
- work with Members on what would suit their individual needs
- be flexible by allowing Chairs to have paper copies
- compromise by allowing hard copy agendas at Full Council
- provide drop in sessions for queries and support
- ensure robust wifi is available in all meeting rooms

D 2 - Key Stakeholders

This section should identify the key stakeholders, both internal and external to Melton Borough Council, for example:

External Stakeholders

General Public – Access to information on the website will be improved and all democracy-related information will be easier to locate. Look and feel of the Committee software will be the same as the existing website and transitions will be seamless

The Media – Not expected to raise concerns as the overall outcome is to make efficiencies and improve access to democratic information.

Internal Stakeholders

Transformation Board – Fits with improving technology and facilitating electronic working. Delegation to Blaby District Council to share their experience and knowledge of the software and app. Demo on how this has been used to run electronic Committees

ICT (Steria) - The system is well self supported by Modern.gov, Steria don't really get involved with it at the other Councils who have it ie. Blaby, Hinckley & Oadby & Wigston and again 'it just works'. The main advantage is the ability to publish onto the internet and it has a Councillor portal to allow access to confidential papers

Legal – Blaby (and many other Councils) has provided a case study for paperless meetings and there is legislation that supports the electronic summons to meetings.

***For guidance on their management strategies refer back to Step 2 –
Prioritisation, page 16***

D 3 - Communication Plan

- Regular project progress reports to Angela Roberts as Approver and budget holder
- Liaison with Lead Officers and Committee administrators on committee specific areas of the software and training arrangements
- Liaison with Members on gaining commitment and support for electronic working
- Liaison on training arrangements for Members
- Completion of the works notified to Approver so that budget can be updated accordingly

D 4 - Project Controls

Quality Control

The project will be overseen by Sarah Evans, Senior Democracy Officer.

Key Controls for Project Closure

The Project will be certified as complete by Sarah Evans and Angela Roberts as the Approver. The Budget holder will be notified.

Appendix B2, – Standard Risk Management Template

Project Name: Committee software – Modern.gov

Updated: April 2016

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11
Risk No.	Grade [red, amber, green]	Risk Owner	Cause	Potential Consequences	Current Score	Original Score	Movement [↔,↑,↓]	Current controls [working]	Adequacy of mitigation measures	Planned actions (For key risks only)
1	Amber	SE	Low level of commitment to paperless meetings	Lower budgetary savings than expected						
2										
3										
4										

Last updated:

Risk Number	This is the unique identification number given to each individual risk
Owner/project	Who is the risk owner and therefore responsible for ensuring the mitigation work is undertaken
Cause	This describes the existing, potential or perceived risk/threat to the project objectives
Consequence	The impact of the cause is often a chain of events that can impact on many stakeholders
Current score and original score	Based on the risk matrix, how is the risk likelihood scored e.g. A, B, C, D or E Based on the risk matrix, how is the impact scored e.g. 1, 2, 3 or 4 The original score is as per the first time it was raised.
Current mitigation	The existing measures that are in place to control /prevent the risk (risk mitigation)
Adequacy	An assessment on the suitability of the current mitigation measures (adequate, poor, good)