CORPORATE SERVICES ESTABLISHMENT PROGRAMME (CSEP)

Purpose

1.   To provide the National Committee with an update on the FC England Corporate Services Establishment Programme (CSEP).

Introduction

2.   There are two main work streams within the FC England Corporate Services Establishment Programme (CSEP):

- the introduction of new corporate service arrangements by Forest Enterprise England (FEE) for IT, HR and Finance; and,
- the need to develop new Bespoke Business Applications for Forest Services (FS) such as for GLOS (legacy grants).

3.   The new FEE arrangements would also service FS and the FCE Director's Office (DO), although the longer term aim is for FS to obtain their services from Core Defra but only when the timing is right for the business and the switch provides value for money.

4.   The wider CSEP work has also taken on the transfer of the Plant Health and Corporate Governance functions from Corporate Forestry Support (CFS) to FS and DO respectively.

5.   The roll-out of the new services was accompanied by a comprehensive internal communications plan which included roadshows at 21 sites, together with managers' briefings, newsletters, user Guides and Q&As.

Target Dates

6.   The original intention was for the whole programme to complete by April 2018 with contingency to September 2018, and we are needing to use the contingency and more for the IT project.

7.   For FEE the revised aim has been to establish core services and business applications by April 2018, with independent capability on IT by the end of March 2019 as legacy PSN and possibly VOIP services will be required into the new year. With VOIP we will be retaining the current FC system for our own use and will take it on at a mutually acceptable time and suiting the overall FC change programme.

This is not to undervalue the real progress made by the FEE IT team who are currently running the desktop for over 70% users and have independent capability in

place to support that. In addition, a larger IT user base than initially expected due to the inclusion of FS staff, and then need to service the Plant Health team accommodated within Silvan House, has reflected an increase in project scope and complexity

8. For FS the target was to introduce new arrangements for its 'FS Only' key business applications by end September 2018. Although some applications will achieve this date, complexities introduced through project interdependencies have delayed some applications until end of November 2018.

9. The transfer of the Plant Health and Corporate Governance functions was scheduled for April 2018.

Progress to date

<u>FEE</u>

10. All of the systems and services planned for go live in April 2018 went live according to schedule.

11. The systems are all successfully performing core functions, meaning that a safe transition has been achieved with no severe disruption to business as usual. Ongoing snagging work continues as the new systems bed in, with the majority of initial issues now fixed.

12. The finance systems and processes have been safely transferred, and the project is moving into business as usual.

13. Expenses are successfully being paid on time through the HR system, and the next phase of the HR project is in progress. An implementation plan for the learning management system has been agreed, with the intention for this to go live by April 2019. The core build for a performance management system has also been completed.

14. The new IT service team and service desk are live and running, managing the new services in England and migrating sites over to the new managed desktop environment.

15. Systems and services now live include:

    ☐ iTrent HR system - employee and manager self-service
    ☐ iTrent HR Systems - payroll
    ☐ England IT service desk
    ☐ eFin – upgraded finance system
    ☐ Collaborative planning – new budgeting and reporting package
    ☐ SRP – upgraded Sales Recording Package
    ☐ DRIVE – upgraded fleet management system
    ☐ Wildlife Management System
    ☐ SDOL – new GPC reconciliation system
    ☐ Forester GIS – cloud version

16.   Plant Heath and Corporate Governance functions successfully transferred in April 2018.

Work in progress

FEE

17.   The FE IT domain and infrastructure are live, and all users have been set up in Office 365. The major remaining programme element is migration of all users on to the England managed desktop service. Circa 70% of staff have been migrated to date, on a site by site basis.

18.   Locations completed include:

- Bristol (proof of concept group)
- Westonbirt
- Pickering
- South
- West
- East
- Central – Cannock and Sherwood Pines
- Noble House (users covered at sites)

19.   Locations still to be migrated include:

- York and Fineshade (17th Sept)
- Bristol (24th Sept)
- Delamere (1st Oct)
- Silvan House (29th Oct).

20.   The first phase of network upgrades has taken place, and excellent progress has been made on completing the required WAN connections (30 of 42 by end August 2018). Timing for the final switch over is dependent on completion of the desktop migration and having all WAN connections in place.

21.   Plans are in place for telephony, and FCE will take on the current VOIP services with timing to be agreed in alignment with FCS and FR plans.

22.   The new FE website is currently being tested in live Beta version, and is due to be launched to the public by the end of September.

23.   Minor applications such as the flexi system have been allocated to the relevant FE teams and will be worked through by end September 2018.

24. The combination of the MDT and Network migrations constitutes independence for a user and at which point FCE will no longer require the Silvan House IS service or infrastructure.

<u>FS</u>

25. FS continue to work with its supplier Quicksilva to transition its bespoke applications from the current Silvan House service. Applications such as Plant Health Timber Import Volume Inspections and its corresponding Business Reporting (currently Business Objects but moving to PowerBI) are on schedule to complete by end September 2018.

26. FS also have external suppliers in place to provide hosting, support and development work for the other FS Only applications such as the Felling Licence Online (FLO), Land Information Search/IMF, MAP Request Service; Public Register & EIA Notification System. The interdependencies between some of these products and the new GLOS system have added complexity and time to the programme. This has therefore delayed the launch of GLOS until November.

27. FS transferred its core content from the existing website (www.forestry.gov.uk) to GOV.UK (www.gov.uk/forestrycommission) in July. All remaining content will be transferred by the end of September 2018.

28. A new intranet for both FS and FEE, held on WordPress, will be launched when migration of all users on to the England managed desktop service has completed. At launch the intranet will include all priority content, with the remaining content migrated by the end of March 2019.

29. Following investigation and market engagement regarding the Public Services Network (PSN) connection required to give FS access to RPA/NE systems, we have identified an approach that is generally referred to as a "Walled Garden". This encloses our services and the PSN connection itself into a secure environment that will be accessible to FS users but that doesn't require us to gain complete accreditation across our IT estate. By the end of September 2018 we will have documented our requirements and completed market engagement. We will then procure a supplier to provide this service to us with completion scheduled for end of February 2019. Central Services have agreed to run the existing PSN service until the end of March 2019.

Contingency Plans

<u>FEE</u>

30. FEE has established its new infrastructure and is in the process of configuring its network. The project is now focused upon the migration of users (FE, FS and Directors Office) across to this new environment which is planned to meet the end September target. Given this scenario, the only practical and viable contingency plan, should the project be delayed, is to request continuation of the core service / infrastructure provided by Central Services for any remaining users that have not reached independent capability; as this is the core platform that FEE is moving away from. Regular (at least weekly) progress meetings are held between FEE IT and

Central Services IS teams to share information and progress the service transfer in line with the timetables.

<u>FS</u>

31.   FS's bespoke application project and its other development projects have significant interdependencies. These interdependencies and various issues that have arisen during the development phase have extended the timescales for a number of the projects. Considerable effort by FS staff is being employed to facilitate the various suppliers to work together and coordinate the individual project plans. Due to the delay, the only practical and viable contingency plan is to request continuation of the GLOS bespoke application, its corresponding Business Reporting (currently Business Objects but moving to PowerBI) and existing products (Land Information Search/IMF, MAP Request Service; Public Register & EIA Notification System) provided by Central Services until the new applications/products are completed.

32.   It is understood that the existing intranet will be available until the end of March 2019 by which point all content will have been migrated to the new WordPress platform.

Risk Status

33.   The RAG status for the main work areas is set out below:

Work Area	RAG Status
HR (FEE)	Green
Finance (FEE)	Green
IT (FEE)	Amber
FS Bespoke Applications	Amber

Transition Costs

34.   The table below sets out the budgeted and expected transition costs incurred by FEE. The forecast overspend against the original budget, set in 2015/16, relates to Silvan House IS SLA charges due to FEE IT project delivery being beyond the planned September 2018 end date, and additional HR SLA charges which are currently under review with Central Services.

	16-17 Actual £k	17-18 Actual £k	18-19 Forecast £k	Total £k
Original transition budget (16/17 BP)	1,600	2,700	2,000	**6,300**
Transition actual/forecast	1,012	1,783	4,067	**6,862**
Forecast Difference	(588)	(917)	2,067	**562**

35.   For <u>FS</u> the costs are predominately for the bespoke applications which amount to £500k in 2018/19 and which will be contained within our overall business plan baseline.

Summary

36.   The CSEP is one of the most challenging corporate projects that FC England has undertaken and it is to the credit of the individual projects (Finance, HR and IT) that all the major systems and services planned for go live in April 2018 went live according to schedule. However there are still a number of key elements, notably within the IT project, that need to be completed before FCE achieves full independent capability from Silvan House. We are working closely with colleagues in Central Services, FR and FC Scotland, on staff transition planning to ensure that the key systems remain available as required until independent capability is achieved.

Steve Meeks
FCE Finance Director/Chief of Staff
12 September 2018