

# Supplementary Papers



Listening Learning Leading

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FOR THE MEETING OF

## Cabinet

held in the Meeting Room 1, 135 Eastern Avenue, Milton Park, OX14 4SB

on Thursday 4 October 2018 at 6.00 pm

Open to the public including the press

5. **Five Councils Capita contract changes** (Pages 2 - 4)  
To consider the head of partnership and insight's report.
6. **Technology strategy** (Pages 5 - 21)  
To consider the head of corporate services' report.

# Cabinet Report



Listening Learning Leading

Report of Head of Partnership and Insight

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To: CABINET

Date: 4 October 2018

## 5 Councils Partnership contract changes

### Recommendations

(a) Cabinet supports the proposed changes being progressed with the 5 Councils Partnership and notes the process required to enact them

(b) Cabinet confirms that the delegated responsibility for completing the proposed changes rests with the chief executive in line with the 5 Councils Partnership Inter-Authority Agreement

### Purpose of Report

1. This report updates Members on the progress to date and next steps with regards to completing and implementing planned changes to the Five Councils Capita contract and establishing an action plan for the council that addresses, over the next 12 months, the immediate deficiencies in our IT systems

### Background

2. Over the last 6 months the council's chief executive and officers have been working with our service provider Capita to:
  - a) Rectify a number of shortcomings in service delivery which have not met the council's expectations;
  - b) Rebalance the overall service delivery models for some of our services to ensure roles and responsibilities are better defined and more clearly accountable between service provision and ownership of strategy and direction;
  - c) Reshape the contract to reflect these changes and ensure future delivery meets our expectations.
3. In addition to this work the council needs to establish a clear direction for technology investment and provision to support our business ambitions and objectives going

forward, embracing the opportunities the digital revolution offers to do things quicker, better, cheaper and right first time. The technology strategy will deliver that and is being addressed in a separate submission to Cabinet.

4. First taking the current service delivery issues, we have worked closely with Capita to develop and take forward five contract changes for:
  - a. Establishment of an IT end user computing environment for South and Vale Councils only, meeting our compliance needs for GDPR and enabling a range of new technology opportunities for secure mobile, flexible and multi-agency working;
  - b. Return of the fraud service in the revenues and benefits function as an in-house service so we can continue to grow our success in this field;
  - c. Bringing finance business partner roles and a number of other key responsibilities back in-house and better defining the roles and responsibilities between the supplier and customer across the finance function;
  - d. Bringing ownership of strategic human resources (HR) back in house and better defining the roles and responsibilities between the supplier and customer across the HR function;
  - e. Upgrading our finance system to a fully supported and up to date version of Unit 4 Business World (formerly called Agresso).
5. The scope of the changes for b, c and d are virtually agreed, with the changes intended from the end of November 2018, subject to any time limitations set by TUPE and subject to completion of the revised inter-authority agreement (IAA) between the five councils. The scope of the changes for a and e are also near completion.
6. The IAA provides the chief executives of the 5 partner councils with the authority to approve changes, subject to the relevant financial and governance requirements being in line with individual council constitutional rules. This paper confirms that position and seeks Cabinet confirmation that the chief executive can approve the changes being progressed in line with the IAA.
7. These changes are only part of a wider action plan to achieve stability as part of the council's technology strategy. It is still in its early stages of delivery but collaboration with all suppliers has been positive and the changes being taken forward are being well received by staff. The plan is also included in the proposed technology strategy for the councils to ensure continuity for medium terms plans.

## **Financial Implications**

8. Changes b, c and d are cost neutral, achieved through contract adjustments.
9. The changes covering the core IT service and the finance IT systems are expected to be funded within the established contract envelope in place for current services and anything in addition to that will be considered on its merits as part of the final business case for each change
10. For the technology strategy, any financial implications will be examined as part of the 2018-19 business planning round and the resulting delivery programmes will be resourced under those business plans agreed as part of the medium term financial strategy.

## **Legal Implications**

11. The changes will be approved through the Five Councils Partnership change process and also through the council's own governance arrangements. External legal advice will be sought on how to document the changes. The revised inter-authority agreement, which is close to being agreed, will need to be in place before these changes are made.

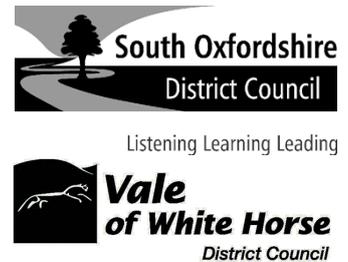
## **Risks**

12. Until the core IT infrastructure has been brought up to a suitable standard for reliable delivery we remain at risk of avoidable service outages and performance failures which significantly impact the council's ability to do business.

## **Conclusion**

13. Good progress has been made with turning around the services delivered by Capita under the Five Councils contract and tangible improvements are now visible. The enactment of the first 5 changes over the next 3 months will address the immediate concerns and the wider tactical plan, if delivered in full, will put our councils back on a stable footing with IT and other core services.

# Cabinet Report



Report of Head of Corporate Services

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To: CABINET

Dates: 4 October 2018 (South) /5 October 2018 (Vale)

## Joint Technology Strategy 2018/19 – 2023/24

### Recommendations

- (a) That Cabinet approves the joint technology strategy for both councils, endorsing the principles documented to set the direction for any investment in and use of technology and supporting the proposed approach for delivery.
- (b) That Cabinet approves a virement of £38,000 from each council's contingency budget, totalling £76,000 across both councils, for the provision of backfill and specialised resources to aid delivery of the immediate priorities set out in the strategy, to be managed by the Head of Corporate Services.

### Purpose of Report

1. The councils recognise that to secure best value for their investments in technology they have a pressing need, driven by a combination of customer demand, digital disruption driving radical change and the financial challenges faced across the public sector, to:
  - a) Establish a set of core principles for the investment in and adoption of technology to support effective working and embrace the potential it offers for improved services to our residents and businesses.

- b) Define a clear direction, aligned to business plans, for the ongoing use and development of technology that will drive how those services are delivered internally and by external service providers.
- c) Ensure the councils' workforce is confident and capable enough to embrace the potential of digital and technology to deliver services, faster, cheaper, better and right first time.

This proposed technology strategy has been designed to address this need by establishing the principles, creating a short-term action plan covering immediate needs and setting four year delivery programmes to turn the principles into practice and ensure clear direction. It also sets out how the councils can unlock the potential within our workforce to embrace digital in the way we do business.

The delivery programmes are being developed over the next two months with the senior management team as part of business planning and budget setting, and will be reported back to Cabinet in the new year, with an update on progress against the short term action plan addressing immediate issues.

## **Financial Implications**

- 2. The financial implications for this strategy are being addressed in three parts over the next three months:
  - a) Where there are existing contracts in place for the provision of services, the commercial position is that the cost of change and resulting like for like service will not increase costs and we will be actively seeking efficiencies where possible.
  - b) Where any changes to current services or new service requirements are identified, any new costs will be considered on their merits as part of the business case driving that change
  - c) Changes require some one-off investment for additional resources to carry out the activity, either to backfill resources needed to deliver the extra work needed or to bring in specific expertise that we don't have. This is the cost of change.
- 3. The development of the proposed delivery programmes set out in the strategy will provide full visibility of costings, budgets and any gaps as part of the process, which is being carried out alongside the councils' business planning and budget setting round for 2019/2020. This in turn will feed into the medium term financial strategy.
- 4. The baseline assessment of the councils' core IT services (mainly delivered by Capita) and the change in direction being proposed by this strategy, mainly in the areas of end user computing and the corporate finance and resource management systems, has identified a potential need to invest up to £100,000 per annum across both councils over the term of the strategy (five years). This will represent one-off work on specific projects and products, rather than any increase to the base contract price. For example, the councils choosing to invest in additional functionality for business intelligence through the finance and other corporate systems or technology to provide better data on customers.
- 5. On cost of change, there is already a pressing need for additional and some specialist resource to support projects in progress over the next 5 months (Migration to Pay360, the finance system upgrade, the new Active Directory setup, managed print services and the web site hosting are all examples). One-off funding in this financial year of up to £76,000 across both councils will meet this need. This requires a virement from contingency and will managed by the Head of Corporate Services. Any costs of change

for future years will be included in business plans and as part of the 2019/2020 budget setting process to ensure they are considered as part of a whole systems change rather than in isolation.

## **Legal Implications**

6. There are no legal implications in terms of the technology strategy itself. However the projects to deliver the strategy will create changes with legal implications. Examples include:
  - Changes to current contracts for services
  - Information sharing and governance
  - Shared services
  - Regulatory compliance
7. Where legal implications arise through the execution of the strategy, they will be addressed as part of the project management process.

## **Risks**

8. There are three substantial risks to delivering the strategy:
  - Achieving the required contract changes to our main IT contract, the 5 Councils Partnership;
  - Having sufficient resources to execute the projects (financial, expertise and people); and
  - Impact of change and resistance.
9. All three will be addressed at the corporate, programme and project levels, following our corporate risk management processes.

## **Conclusion**

10. This strategy will complement the councils' business plans, budget setting process and other corporate strategies including workforce, customer and communications, and will ensure direction, activities and objectives are all aligned towards providing high quality, affordable services to our residents and businesses.
11. Cabinet are asked to approve the joint technology strategy for both councils and the principles therein, and to approve a virement of £38,000 of underspent budgets from each council's contingency budget, totalling £76,000 across both councils, for the provision of backfill and specialised resources to aid delivery of the immediate priorities.

## **Background Papers**

None

# Joint technology strategy 2018/19-2023/24

## Getting the basics right in a digital world

**Document details:**

Status: V2.0 Issued for comments

Date: 23/09/2018

## 1. Executive summary

There can be no doubt the digital revolution has fundamentally changed our expectations and those of our residents and businesses in terms of how we need to deliver services now and in the future. Our technology environment will need to be able to support how we transform to meet those expectations.

Within our councils we will need an IT environment that not only supports deep collaboration but continues to enable our staff to work flexibly but securely, anytime, anywhere and with colleagues from other organisations. Our IT delivery capability will need to support user centred service design from beginning to end in an environment that demands rapid development, implementation and change (Agile) but ensures provision is secure and robust. It also needs to be delivered in collaboration with and led by our business drivers.

We cannot do this in isolation. Many of the services we provide are part of a more holistic experience involving other providers: health; housing; welfare; crime prevention and reduction; transport; education; and environment. Collaboration across the technology and information landscapes will be essential if we are to make the transition from institutionally driven service provision to consumer driven digitally enabled provision. The enablers to support this transition will require deep collaboration across:

- Information sharing and governance
- Connectivity
- Identity management, authentication and security
- Strategic asset utilisation and management
- Interoperability

The councils have laid some excellent foundations on which to build:

- Our longstanding shared service arrangement across the two councils, one of the most successful and sustainable in the UK.
- Our successful partnerships for leisure and economic growth with the public, not for profit and private sectors working together to attract significant inward investment and generate jobs growth.
- The One Public Estate programme, a potential platform to make strategic asset utilisation a reality for all public service providers.
- The core IT platform built on Office 365 and the partial deployment of mobile working capability, setting the scene for moving to the Cloud and multi-agency end user computing.
- A sharp focus on successful service delivery for our residents and businesses as part of the DNA of our organisations, reflected in our continued positive resident feedback going against the decline being seen more widely in local government.

This strategy describes the wider landscape in which we need to evolve and embrace the digital opportunities transforming how we live, work, learn and spend our leisure time. It then sets out where the councils' IT environment is today and lays out core technology principles for the councils to adopt with the roadmap for the next 4 years to enable South Oxfordshire and the Vale of White Horse District Councils to be at the forefront of digitally enabled public service delivery. Lastly, it sets out what we will do to establish a digitally capable workforce for the future.

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## 2. Background

Our councils have weathered a series of significant challenges around the devastating fire in 2015 which destroyed our headquarters, the ongoing financial pressures affecting all local public services and a major change in the commercial environment where we source many of our services.

Our temporary headquarters and the new technology services provision being delivered through the 5 Councils contract mean that much of what we do is contained within our physical estate and focussed on our councils at a time when public services are moving towards multi-agency models, in part driven by the ongoing financial challenges we all face and in part by the demands of digitally driven residents and businesses.

We cannot stand still, we must embrace digital and embed it in our business plans for the future and that requires our technology strategy to be an enabler and not a blocker through legacy, releasing the potential that exists to deliver user centred services better, cheaper and faster than we do today, not constrained by physical assets and open to collaboration with others yet still secure.

We certainly have the ambition, capable workforce and political drive to move in this direction. Our revenues and benefits service is a long standing high performer nationally, our leisure and community facilities continue to grow in popularity and we have increased provision in recognition of the wider benefits they bring in terms of health and wellbeing at a time when others are closing theirs. Our regulatory and enforcement services are embracing mobile working and demanding greater flexibility to drive up performance and productivity and our economy continues to grow strongly through effective strategic planning and partnerships.

### 3. The IT landscape today and digital disruption

Our technology platforms are mainly made up of contracted out services across all levels of the enterprise environment, in common with most local authorities and a reflection of the markets from which we source our services. These markets are continuing to convert their products to commoditised "virtual" managed services delivered via large scale shared infrastructure commonly called Cloud service provision. This is in line with global IT market changes and the UK Government strategic direction for the future acquisition of technology as a service to support service delivery. Consequently, locally owned and managed datacentres are in decline across the public sector alongside significant change happening across the business applications markets, the latter being driven by a combination of new entrants disrupting the market and established providers redesigning their services to protect their customer base and remain competitive in the digital environment.

More recently we have seen digital disruption change service expectations by residents and businesses towards provision that's accessible all the time, on-line, built around them and not the provider and matching the experience provided by the retail, entertainment and financial sectors.

Matching these expectations will necessitate local government and the wider public sector going through the type of whole systems transformation already experienced by other sectors, driven by:

- A very different workforce strategy approach, much more flexible and digitally competent to meet future service demands.

- Service design and delivery built around the customer (and/or consumer) rather than structured service lines and across traditional public service structures, aligned to marketplaces (home based care, leisure, health, lifelong learning, work, lifestyle).
- Connectivity that provides universal high-speed coverage for all residents and businesses.
- Multi-modal (transport) and multi-environmental services (workplaces and home) designed to maximise space, minimise time and energy waste and simplify access.
- Adoption of recognised best practice benchmarking to provide ongoing assurance of best value.

One reality of the digital age is radical, rapid and ongoing change in crime and exploitation. We need to keep pace with and counter those changes to ensure we continue to support and protect the most vulnerable in society as well as helping to keep our communities safe more generally. Cybercrime has also become much more corporate in terms of targeted attacks at the commercial and government levels, requiring a much more dynamic and proactive approach to IT security.

So, what does this mean for the councils' technology provision going forward? Putting services on-line based on how providers expect them to be used and operating proprietary IT systems are no longer sustainable and at odds with what our customers expect. Equally our staff and public services more generally need to be able to take advantage of what digital solutions can provide to meet those expectations but do it better, faster and cheaper than we do now. The services have not been benchmarked for some time and we need a baseline with peers to set our current state and inform the strategic direction. Membership of a well respected benchmarking service (CIPFA for example) for IT will fulfil this need.

#### **4. The councils' IT environment and latest activity 2018**

Our technology platforms today are largely proprietary and physically built around our corporate estate with links to our delivery partners being provided through dedicated network connections. Annex A shows the current enterprise architecture and the state of our technology assets in terms of delivery platform, corporate systems and people and place-oriented systems.

Much of our architecture reflects where we were 3 years ago and plans to date did not look to maximise the potential of technology to support productivity by simplifying the end user computing or network environments around business need. This is now being revisited and will inform the two platforms roadmaps (always connected and end user computing) for our technology needs through to 2023.

Similarly, our line of business systems have evolved independently from wider technology developments and more direct alignment with our strategic business plans. The corporate systems, people and place roadmaps will review our systems alongside those business plans and with that identify the potential that user centred design can bring to future service delivery, unlocking the opportunities that the digital revolution have brought forward.

Together these will inform the establishment of the four delivery programmes needed to realise this strategy.

We also have immediate issues that must be addressed for reasons of service stability and a 12 month action plan has been put in place to addresss, shown at Annex B. This plan is operational and will be integrated into the four year delivery programmes as they are established.

**5. Technology principles and roadmap to support our business strategy to 2023/24**

Our drive towards resident centric service provision requires a fundamentally different technology approach to the one we have today, underpinned by the following six principles for technology investment, design, delivery and use:

	<b>Principle</b>	<b>Why</b>	<b>Benefits</b>
1	<b>Cloud first for new and cloud migration for legacy</b>	<p>The marketplace for the provision of secure, resilient and legally compliant cloud services is mature and gathering pace as the standard platform for IT services as they are renewed across public services. Affordability and value for money over the life of a service is also tipping in favour of cloud thanks to increased competition.</p> <p>Suppliers are also withdrawing legacy on site services and only offering cloud models and newer entrants only offer cloud. As legacy proprietary platforms diminish they become more expensive and there is a point at which it becomes financially viable to accelerate migration to the cloud.</p>	<p>Cost efficiencies will be released through cloud based collaborative systems rather than organisation specific localised systems, especially across multiple agencies.</p> <p>Cloud will avoid the need for future capital investment in on-site technology provision.</p>
2	<b>Ubiquitous connectivity, superfast as a minimum</b>	<p>Proprietary network provision remains a significant blocker and cost for individual organisations, yet the technology, infrastructure and security required has evolved to allow ubiquitous connectivity whilst retaining security through role and device based security models.</p> <p>On network speeds and coverage, the investments in superfast broadband for non-commercially viable geographies and the growth in fibre provision and competition means connectivity is much more widely available and we are not so dependent on corporate site provision.</p>	<p>Significant cost efficiencies through economies of scale on provision in terms of coverage and delivery method (voice, video, data, wired, wireless and mobile).</p> <p>More efficient estate use by removing limitations on buildings driven by the ability (or not) to connect to IT systems so staff can work anywhere.</p>
3	<b>Lightweight devices, always on and work anywhere</b>	<p>The end user computing (EUC) experience continues to be one of the greatest opportunities for increased productivity by supporting the ability to work anywhere and at any time.</p> <p>Superfast connectivity spans geographies meaning the need for dedicated office locations will diminish.</p>	<p>Speed and ease of access in an "always on" environment where people need to complete tasks drives out lost time through travel, waiting for technology to respond.</p>
4	<b>Role based security, works with partners and meets UK govt standards</b>	<p>Multi-agency working is a reality now and is only set to grow in future years. Role based security and federation with corporate environments offer the potential to make this experience seamless, especially as systems become more interoperable and data sharing matures into business intelligence around places and people.</p> <p>UK government standards are progressing well across these areas and we must adopt them rather than duplicate or compete with them.</p>	<p>Staff will be able to carry out their work across agency boundaries securely and legally.</p> <p>Information integrity and access will not be compromised when sharing, supporting GDPR compliance.</p>
5	<b>Line of business systems designed around the user, interoperable and compliant with</b>	<p>Housing, transport, health, spatial development and social care integration will drive this agenda aggressively over the next 3 years as NHS digital and Sustainability and Transformation Plans (STPs) move into delivery and the ongoing financial pressures on local government services continue to bite. Again, we</p>	<p>Integrated services for vulnerable people will be developed across agencies, improving quality of provision and safeguarding.</p>

SOUTH OXFORDSHIRE AND VALE OF WHITE HORSE COUNCILS TECHNOLOGY STRATEGY

	Principle	Why	Benefits
	<b>recognised standards</b>	<p>must adopt agreed international and national standards and not look to create proprietary solutions.</p> <p>In the economic and environmental arenas Internet of Things based technologies are establishing new standards for interoperability for new data sources to turn the ambitions around smart places into reality.</p> <p>On systems design and build, we will use the Agile project methodology and strengthen our digital skillsets around centres of excellence in IT, business intelligence and communications, following the Government Digital Service principles for service design and digital delivery.</p>	<p>Whole systems solutions will be applied to spatial and economic development around geographies, working across delivery partners in all market sectors (private, public, not for profit).</p> <p>User centred design of services will make effective use of the potential that digital offers in delivering services faster, better and cheaper</p>
6	<b>Information governance across partners through cross agency governance structures</b>	<p>Information governance through strong partnership will be a powerful enabler for advanced analytics supporting better decision making.</p> <p>We must develop a focal point for multi-agency information sharing and to be the first point for developing joint analytics projects.</p>	<p>Provides a single repository for information sharing protocols across agencies, supporting compliance with legislation.</p> <p>Offers a platform for multi-agency analytics services to support better decision making and more fundamental service design based on places and people.</p>

To turn these principles into practice, we will establish a four year roadmap to be delivered through four programmes with a high level assessment of investment needs (existing and new), priorities, dependencies and risks:

- a) Always connected (networks and unified communications) (2)
- b) End user computing (1, 3 and 4)
- c) Corporate systems delivery (5 and 6)
- d) People and place systems delivery (5 and 6)

Annex C comprises the four programme plans and Annex D sets out the target enterprise architecture for our technology platforms following completion of the programmes. These will be used as a reference point for programme progress and support the development of collaboration opportunities with our public service delivery partners.

**6. A capable and empowered workforce for the digital age**

Technology is an integral part of our lives and work, impacting on every employee, resident and business in our districts. It is our responsibility to ensure there is sufficient resources, skills and knowledge to meet business needs driven by our communities. We expect staff to have a minimum level of competence in using technology, through end user devices, web based and mobile applications and specialist operational equipment to be able to do their jobs effectively and productively. Training for technology is often delivered on-line interactively in the working environment. This expectation reflects the impact of digital on our personal lives and the expectations it sets for business systems to be as easy to use as consumer based services.

Historically corporate technology has lagged consumer provision and usability, often due to the cost of replacing or changing legacy systems and design principles focussed on processing times, closed infrastructure and security and operational models rather than end user

experience and interoperability based on open standards. The roadmaps for our IT going forward will tackle the legacy and with it we need to ensure our workforce and our service users take full advantage of the opportunities they'll unlock. They will be part of the transformation from concept right through to live operations: user centred design, build, testing and implementation as a flexible (Agile) delivery model.

Our technology services will not be working in isolation but as part of whole systems project delivery led by our strategic business plans, with digital as an integral part of them. Whilst delivery is mainly outsourced, our strong intelligent client function will ensure our:

- a) Core technology platforms are run by effective, well trained and competent technical teams covering connectivity, data storage, security and integrity including "always on".
- b) End user computing experience is customer centric, responsive and minimises staff downtime through technology faults.
- c) Digital services are designed around the end user and meet the expectations of our residents and businesses, deployed through applications that operate seamlessly across services within and outside our organisation.
- d) Analytics capabilities support better decision making and service fulfilment by maximising the potential digital offers to exploit our information assets and those we share with others.

We will unlock the digital capability of the rest of our workforce through:

- a) Establishment of super user networks designed to include people in technology projects and digital development.
- b) Embedding digital by default into our service and business plans, working with teams to ensure user centred digital design is applied to how services can be delivered better, faster and cheaper.
- c) The use of recognised project methodologies as part of whole systems change.
- d) Provision of high quality digitally enabled and deployed learning platforms to allow our staff to learn when and where they choose (e-learning).
- e) An enhanced and interactive social media environment for staff to engage with each other and develop thinking and opportunities on how we can do things better, faster and cheaper.
- f) Active inclusion of staff and professionals who will challenge and validate that what we build and run is a positive force for tackling inequality rather than creating a digital divide.

To bring user centred design and build to life we will engage with our service delivery partners and users from the outset of a project and include them throughout the process.

Digital needs to be an integral part of the way our organisation works in the future. It is not something you do to services nor is just about technology. The reality is that most of our society is already digitally capable and that continues to grow, it is all too often our organisational structures that hold us back from unlocking its potential.



# Corporate Systems



## Key:

Blue: Capita managed

Green: end of life

Red: Requires resolution

Yellow: change in progress

Purple: 3<sup>rd</sup> party managed

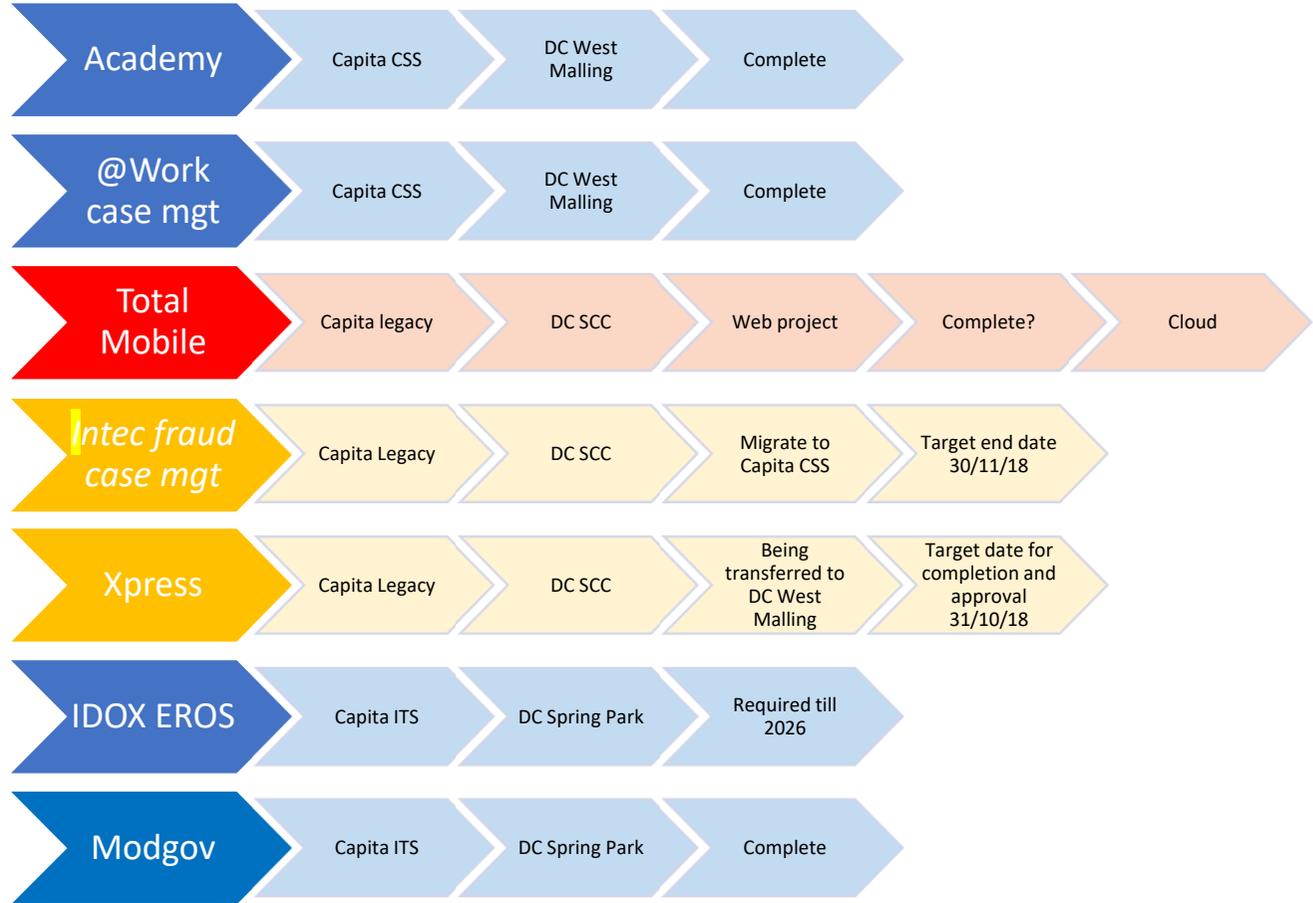
# Platform



## Key:

- Blue: Capita managed
- Green: end of life
- Red: Requires resolution
- Yellow: change in progress
- Purple: 3<sup>rd</sup> party managed

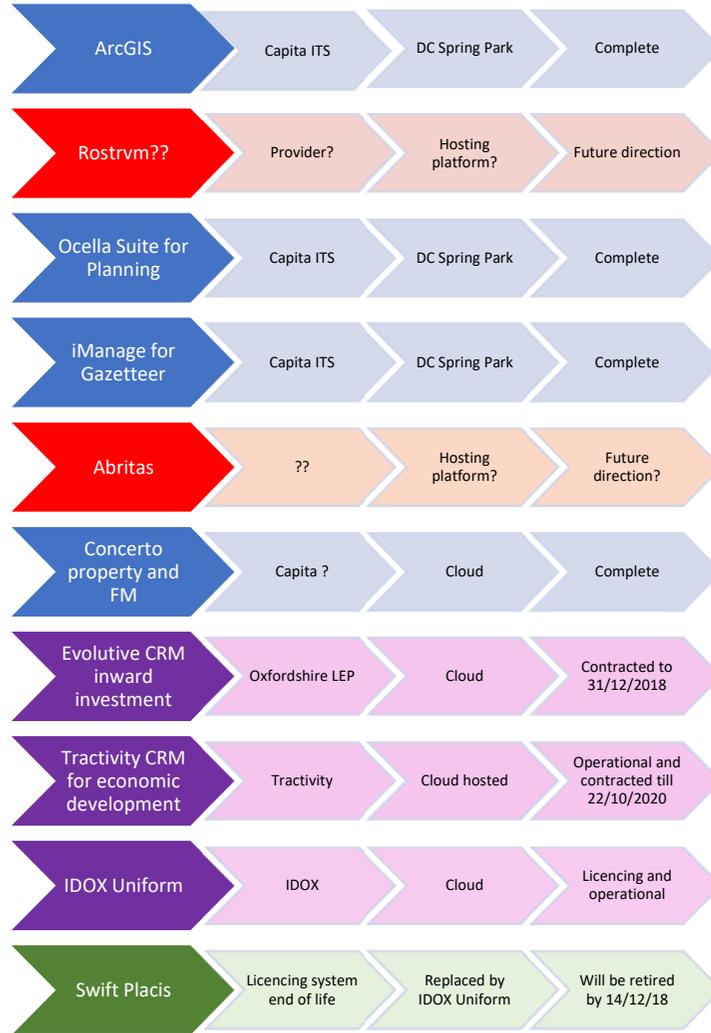
# People Systems



## Key:

- Blue: Capita managed
- Green: end of life
- Red: Requires resolution
- Yellow: change in progress
- Purple: third party managed

# Place Systems



## Key:

- Blue: Capita managed
- Green: end of life
- Red: Requires resolution
- Yellow: change in progress
- Purple: 3<sup>rd</sup> party managed

	A	B	C	D	E	F	G	H	I	J	K	L	
1	Green	Under way and on track		Blue	Complete								
2	Amber	In negotiation		Grey	End point								
3	Red	Off track		(AP)	Perm/Successor Lead								
4	Activity Stream	Project	Lead	Resourcing	Funding approach	2018-19 Budget outside contract £000s	2018-19 pressure £000s	Q1 July-Sept 18	Q2 Oct-Dec 2018	Q3 Jan-Mar 2019	Q4 Apr-Jun 2019	Q5 July-Sept 2019	
5	Core IT turnaround	Active Directory	DW	Covered by 5Cs contract	Contract change	0		directory designed and approved	New directory built and all staff migrated	Operational (LB)			
6		End User Computing (EUC)	DW	Covered by 5Cs contract	Contract change plus new devices for CILrs	40			Standard EUC model defined and agreed	Deployed across workforce (LB)			
7		Thin Client	DW	Covered by 5Cs contract	Contract change	0			Service retirement plan agreed	Thin client services retired (LB)			
8		Wifi consolidation	LB	Hybrid 5Cs contract and S&V budgets	Invest to save			Consolidated design agreed	New Wifi solution implemented	Legacy Wifi retired			
9		Network consolidation	DW	Covered by 5Cs contract	Contract change	0			Single multifunction architecture designed and agreed	New network implemented (LB)			
10		Legacy datacentre closure	LB	S&V budgets currently £37K pa	Cost reduction to remove pressure	0	27	Retirement plan agreed, budget pressure in discussion with Capita	Legacy migrated or retired	Legacy datacentre service retired			
11		Print services	LB	S&V budgets to be funded from legacy DC closure est. £10K pa	retained budget	48		Procurement commenced	New contract awarded and service implemented	Old print service retired			
12		Web sites replaced	AP	project approved and contract change		50	10	Web site replacement project commenced, hosting costs to be resolved	New sites designed, hosting procured and content migration plan complete	New sites live, legacy sites retired			
13		Finance system upgrade	DW	Covered by 5Cs contract	Contract change	0		Upgrade plan for system designed and agreed	Upgrade project initiated (BW)		Upgraded finance system live, plan for migration to cloud		
14		Banking and payments system upgrade	BW	S&V Budgets	invest to save			Plan for migration to Pay360 agreed	Pay360 designed, built and implemented	Icon legacy system retired			
15		Core services reshaped	Finance Business Partners	SH	Covered by 5Cs contract	Contract change	0		Revised service design agreed, resource transferred	Finance Operating Model agreed		Go live of Finance TOM	
16			Strategic HR	AP	Covered by 5Cs contract	Contract change	0		Revised service design agreed, resource transferred	HR Operating Model agreed	Go live of HR TOM		
17			Revenues and Benefits Fraud	PH	Covered by 5Cs contract	Contract change	0		Revised service design agreed, resource transferred	Service enhancement plans developed	Roadmap to be the best agreed and implemented in business plans		
18		Technology strategy	Enterprise Architecture	DW	S&V budgets	Funded adviser			IT Enterprise Architecture baselined	Future state Enterprise Architecture designed	Architecture owned by Client Team and embedded in technology roadmaps (AP)		
19	IT Target Operating Model		DW	Covered by 5Cs contract	Contract change	0		Revised fit for purpose IT TOM designed	Service management and S&V Client Team designed and agreed	Go live of IT TOM (AP)			
20	Telephony Systems		DW	Covered by 5Cs contract	Invest to save				Consolidation plan for voice services designed and agreed	Voice consolidation project initiated (LB)	new voice services live, legacy VOIP retired		
21	Unified Communications		DW	Hybrid 5Cs contract and S&V budgets	Invest to save					Unified comms plan agree under Technology Strategy	Unified comms project initiated (LB)		
22	Technology Strategy document		DW	S&V budgets	Funded adviser			Technology strategy drafted and agreed with Senior Leadership			(AP)		
23	technology roadmaps		DW	S&V budgets	Funded adviser			Technology roadmaps drafted and agreed under Strategy	Technology roadmaps integrated into business plans and approved as part of MTFS	Intelligent client function tracks roadmaps and owns Architecture and relationship management (LB)			

	A	B	C	D	E	F	G	H	I	J	K	L
1	Green	Under way and on track		Blue	Complete							
2	Amber	In negotiation		Grey	End point							
3	Red	Off track	(AP)		Perm/Successor Lead							
4	Activity Stream	Project	Lead	Resourcing	Funding approach	2018-19 Budget outside contract £000s	2018-19 pressure £000s	Q1 July-Sept 18	Q2 Oct-Dec 2018	Q3 Jan-Mar 2019	Q4 Apr-Jun 2019	Q5 July-Sept 2019
24	Organisational Development	Mobile and digital	AP	S&V budgets	Core service			Core principles for operational working practices agreed	Workforce policies revised to adopt principles	Workforce transitioned to new model supported by technology changes	Revised estates policy to maximise new workforce model opportunities	
25		Core workforce principles	AP	S&V Budgets	Core service			Core principles for skills and capabilities defined	Roadmap for skills uplift and productivity designed and agreed	New model agreed with Trade Unions and staff	Implement new model	
26		Capability roadmap	AP	S&V Budgets	Core service				Define capability model for workforce	New model agreed with Trade Unions and staff	Implement new model	
27						138	37					