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South Cambridgeshire
District Council

15 February 2018

To:	Councillor Nick Wright, Portfolio Holder	
	Henry Batchelor	Opposition Spokesman
	Jose Hales	Opposition Spokesman
	Tumi Hawkins	Scrutiny Monitor

Dear Sir / Madam

Please find the appendices for the Shared Services Update agenda item which will be discussed at the meeting of the **BUSINESS AND CUSTOMER SERVICES PORTFOLIO HOLDER'S MEETING**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **TUESDAY, 20 FEBRUARY 2018** at **2.00 p.m.**

Yours faithfully
Beverly Agass
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA

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3.	**Shared Services Update - appendices to follow**	**1 - 80**

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3C ICT & Digital Strategy v3.0

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8th August 2017

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Partner	3C Management Board Member	Signature	Date
CCC	Fiona Bryant		08/08/2017
HDC	Oliver Morley		08/08/2017
SCDC	Mike Hill		08/08/2017

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ABOUT THIS DOCUMENT

This following two pages give an overview of the 3C ICT strategy and how the strategy has been considered. Two of the three strategies are detailed in this document and are condensed to provide a summary of each along with the principles followed in the construction of this strategy.

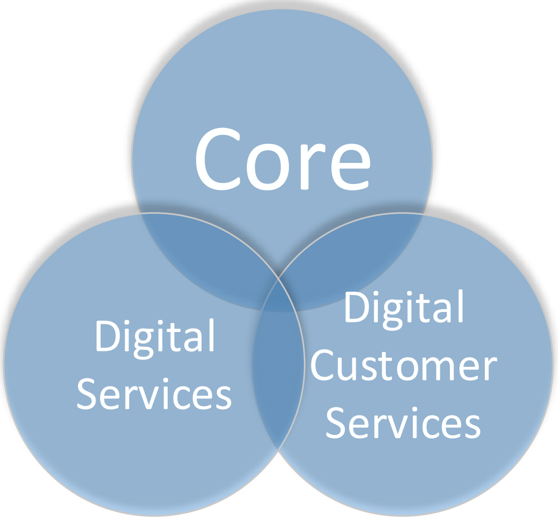
For the user, this document has been written to allow the non-technical reader to glean enough from the document by the end of the Partner Principles section. For those involved in applying the strategy Design and Procurement principles are listed after the Partner Principles section. Each strategy section has purposely been kept as brief as possible.

ICT AND DIGITAL STRATEGY OVERVIEW

Digital in the context of this strategy means different things to customers, staff and members across the three partners;

- For some digital means, SMART working, paperless offices and ubiquitous access to internal council systems and data (perhaps big data) about customers and service utilisation.
- Digital can also be thought of as the means of consuming council services via web pages and mobile apps across a variety of different device platforms.
- Finally, to some, digital might mean (a) intelligent bins fitted with sensors that automatically adjust the collection route of the refuse vehicle or perhaps (b) automatic notifications from internal sensors fitted to an empty managed council property when there is a damp or other problem (an early warning might help to prevent unnecessary damage via a visit to turn on the heating by a council officer or perhaps even remotely.

It is seldom that a complete picture is visualised because “digital” means so many different things to individuals and for this reason this strategy document recognises the following distinct strategies. Combined they represent the complete 3C ICT strategy and overlap exists between them in terms of technology and systems. Throughout the remainder of this document the digital strategy can be visualised by the following graphic.



STRATEGY DESCRIPTION: CORE

The core strategy is concerned with the development of the internal infrastructure and represents the direction of travel towards a standard IT platform across the 3 partners. This strategy supports improved efficiency, automation, economies of scale and is a common approach towards completing the partnership (in terms of ICT) through shared back-office systems and functions. A key component of this strategy will be the **Technology Roadmap** which sets out the future of 3C ICT systems that will support the business moving forward. Standardisation delivered by this approach provides the following tangible benefits:

- Reduced IT support burden resulting in the ability to develop space for further improvement and system automation. By reducing our current support burden it will create opportunities to develop the service offering further improvements for our partners, customers and even potential partners.
- Reduced support issues due to system incompatibility, for the end customer this results in fewer support issues due to incompatible hardware and/or software.
- Improved system reliability resulting in reduced downtime for the end customer.
- Reduced staff/support operative training times and costs.
- Improved and more efficient inter-council, cross-council communication and collaboration.
- Lower support and maintenance costs.
- Simpler budgeting and cost management.
- Improved vendor bargaining power.
- Facilitates a single approach to IT governance, IT Security, Business Continuity support and Disaster Recovery operations.

The core strategy (as represented in the previous graphic) has significant overlap with the other digital customer facing and digital service strategies. The regions of overlap are where the other strategies rely on having common interfaces with back-office line of business systems, shared data sources, secured mechanisms to provision access and so on. The other strategies are underpinned by the core strategy which is therefore a key enabler for the other two. This strategy very much underpins the core desire of the 3C partnership; “Buy once and use three times”, 3C ICT will ensure we act as the technology gateway to ensure these benefits are realised.

The core strategy is such an important component of the other two, so in order to be successful, the 3C’s partner members need to share an understanding and be agreed on the core principles by which IT solutions will be chosen, procured, developed, utilised, managed, and disposed of. The principles are not exhaustive or detailed but set the style by which the IT function and business departments should operate in its governance of IT. They are as much a guide for the IT, Web and Digital teams as they are for the business departments who together are making technology choices. The principles are detailed in the section following a more detailed description of the Core and Digital Customer Services strategies.

STRATEGY DESCRIPTION: DIGITAL CUSTOMER SERVICES

This strategy is concerned with the delivery of council services direct to the customer via the web or apps that allow customers to interact with traditional council services.

The digital customer services strategy outlines the architectural approach, development and procurement principles by which 3C ICT will support, enhance and deliver the partners customer facing digital strategy. Each of the partners are at a different stage of the journey towards a digital customer service strategy but it should be clear that the ongoing support and development of this strategy can only be achieved if a common delivery approach in terms of technology and architecture is established.

The Digital Teams were not rationalised during the creation of the 3C Shared ICT service. Input from both CCC and SCDC were considered in creating this strategy and are represented as themes in the short/mid-term deliverables. Through 3C ICT the plan is to create a Virtual Digital Team across the 3 partners to ensure alignment, sharing and best practice opportunities are not missed.

STRATEGY DESCRIPTION: DIGITAL SERVICES

This strategy is concerned with traditional council services that may be enhanced or augmented due to digital innovation, for example SMART bins, internet connected council housing, air quality sensors and maybe integration with SMART lighting.

The digital services strategy is concerned with and expands on the architectural approach detailed above but also considers how we will incorporate these types of innovative services, engage with potential partners and the connectivity approach needed to underpin the connection of such technologies.

This area of strategy needs significant development, 3C ICT thinking around this area will develop once the immediate strategic issues with existing customer digital channels are addressed.

CORE STRATEGY

CORE VISION

“The core strategy is concerned with the continuous improvement of the infrastructure and represents the direction of travel towards a standard environment across the 3 partners. This strategy supports improved efficiency, automation, benefits of scale and is a common approach towards completing the partnership (in terms of ICT) through consolidated back-office line of business systems.

The goal is to create an empowered workforce that is able to use ICT to greater effect and work seamlessly with back-office systems and work with business processes wherever and whenever staff might need to. Eradication of the hard links to paper processes that shackle our internal customers to traditional ways and places of work is a given.

The approach is to focus on the benefit that the different end customers will gain through the use of ICT whilst focussing on consolidating the plethora of discrete systems in the business. Reduction of the overheads and economies of scale will free cost and time to allow 3C ICT to maximise the benefit and deliver new services where it was too expensive to do so before.

Ultimately, the goal is to provide a lean, always available, transparent and focussed service that empowers everyone to get the most out of ICT. Finally, the desire is to be in a position where we can endeavour to commercialise 3C ICT and become a 4C, 5C or even nC service provider.”

SUPPORTING PARTNER STRATEGIES

- 3C Shared Services ICT Business Plan.
- Cambridge City Council Office and Accommodation Strategy.
- 3C/2C Shared Services (Legal, Planning, Waste).
- Commercialisation of HDC and SCDC office spaces.
- HDC Transformation Project.
- All Partner Digital Strategies (CCC’s: “Digital Choice”, SCDC’s: “Digital by Default” and HDC’s: “Mosaic Programme”)
- SCDC Business Improvement and Efficiency Project.

SHORT TERM (0-1 years)

- Continue to develop and implement service improvement plans and develop the team to transition towards thinking/acting like a shared service provider with a strong focus on customer service. Incorporate ITIL “Lite” and Lean methodologies to facilitate continuous improvement of the service and provide expected standards of service.
- Complete the partnership – Transition remaining services from NPS so 3C has full ownership of the ICT environment. Eradicate the use of hired resources to allow the team to unlock the staff cost savings detailed in the original business plan.
- 3C ICT financial and resource utilization transparency.
- Develop a joint Business Case for “Council Anywhere”[1] and deliver short term improvements for failing remote access technologies.
- Data center transformation (Unified single data center model).
- Develop a Communications and skills hub.
- Develop a unified network and security architecture (Consolidate core infrastructure offerings across the 3 partners).

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[1] **“Council Anywhere”** is the branded name given to the 3C Desktop Transformation project. This will essentially create an environment to facilitate working anywhere with full access to council systems. Requires a business case as investment will be required to create a common desktop environment across the 3 partners.

- Continuous development of opportunities for system harmonization across the partners through identification of common systems which will also unlock economies of scale.
- Payment Card Industry Data Security Standards (PCIDSS) compliance and opportunities to adopt industry standards (ISO27001).

MID TERM (1-3 years)

- Implementation of the Council Anywhere approach and incorporate a paperless office technologies to create a ubiquitous working environment.
- Desktop automation and support (Creation of a single logical infrastructure to support automation, further consolidation, efficiency and self-service).
- Develop towards a cost-per-user model to enable partners to have greater control of ICT spend and resource.
- Further economies of scale.
- Develop ISO27001 and PCIDSS compliance.

LONG TERM (4+ years)

- Investigate potential for supporting additional partners and prepare the service to act as a commercial entity reducing costs further for the original partners.

DIGITAL CUSTOMER SERVICES STRATEGY

DIGITAL VISION

"The vision is to develop systems and capabilities around a digital platform with omni-channel[1] *subscription, providing a single bi-directional view of the customer for the council and a single transactional view of the council for the customer. To create a technology platform that is a* ***digital by default***[2] *enabler for the partner council digital strategies. The desire is to unlock internal staff capacity by providing automated digital end to end transactions for all service interactions to improve efficiency, customer service levels and responsiveness. To develop our own internal capabilities to allow us to continuously improve and develop our digital offering."*

"Finally, when all of the above is fully embedded or in flight, opportunities to incorporate ***gamification, socialisation and loyalty***[3] *should be explored to drive a channel shift towards digital as far as possible. From the partners' perspective, this will allow us to unlock even more internal capacity and help us influence our customers and residents whilst developing better communities."*

"The following link demonstrably conveys the desired direction detailed above. "Digital End to End Processes.""

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[1] Omni-channel in this sense is used to mean various digital and non-digital ways in which the customer can interact with the council. Via the website, social media, e-mail, Direct or artificial intelligence web chat, self-service, white mail, physical agents (telephone/face to face) and apps across a variety of digital platforms including the highly pervasive mobile devices.

[2] Digital by default. This refers to the approach with regards to technology only. Automation will also allow for improved physical experience via standard channels (white-mail, physical agents etc).

[3] Very successful digital strategies incorporate these three principles. Explanation is outside of the scope of this document.

DIGITAL BACKGROUND

Each of the 3C Partners are at a different stage of their digital journey. It is recognised that each partner has a different agenda and priorities that are currently not aligned. The purpose is to create an environment where ***technology*** is "Digital by default" so that when each partner is ready to embark on their digital journey the work beforehand will have been done to accommodate their requirements and allow for integration with the main back office systems. This will allow us to bring the services to the customer in a digital offering.

CCC and SCDC are in relatively similar places in terms of the deployed digital technology and have immediate requirements to provide a more joined up customer experience for the Digital Customer Service Web delivery and provide a consolidated platform user interface for customers. The long-term strategy may or may not include a Customer Relationship Management System (CRM) at the heart of the technology stack. It is yet to be determined if this business transformational approach is suitable.

HDC are attacking digital as part of an overarching business transformation project. The likely direction of travel will see the incorporation of a CRM package which will provide tight customer to business integration throughout a variety of processes and service areas. The technology solution will likely incorporate very tight back office integration with key business systems.

All three partners offer some services digitally already but are currently offered in a standalone fashion with little or no integration between the web services. This results in a very disjointed user experience. In all cases integration with back office services is not always achievable or possible in some cases due to legacy technology and closed vendor interfaces.

DIGITAL APPROACH

The purpose is to provide an approach that will;

- Work for the benefit of all partners and end customers.
- Dovetail with the capabilities of the 3C service.
- Work with existing web technology platforms.
- Work at a pace that is not overly disruptive to the business.
- The long-term vision is the Nirvana that any interaction with the council can be offered through both digital and conventional means. (To be based on an assessment of the needs of the customer).

The long-term vision will facilitate closer internal interaction between service verticals and provide a secure, trusted, single bi-directional pane of glass for the customer and council alike (a single view of the customer for the council and a single view of all transactions with the council for the customer). The strategy will provide a platform that will deliver and interact across a variety of digital channels including mobile, app, web and social media. The goal is to deliver both a digital choice but also a channel choice that suits the customers' needs and expectations.

The vision is closely coupled with the core strategy as back office integration will only be possible if the existing or new systems support the interfaces. Within the core strategy the **Technology Roadmap** will drive decisions around replacement of systems from a cost/benefit consolidation perspective and we will use these opportunities to also ensure that newly procured/potential systems give us the capability to turn digital "on" for these services. This is the premise of how we will achieve a digital by default technology platform.

There are of course short term digital opportunities to enhance existing offerings; these are included in the outline plans below. The remainder of this section highlights how we will identify these opportunities, how procurement can be influenced to support the strategy and the approach to system design/delivery.

DIGITAL: IDENTIFICATION OF OPPORTUNITIES

To achieve the strategy a process is needed to identify the opportunities to become technically digital by default and ensure systems are ready.

The technology roadmap will be the key 3C ICT document that will drive digital change. Clearly, it would be too expensive to swap out all of the 3 partner back office systems to provide digital integration so as opportunities are identified within the roadmap the 3 partners will be involved in the process. The goal is to achieve consensus for each platform, and although, not each partner may be in a position to undertake the system migration the system will be ready for when they are. As the roadmap opportunity is identified, if agreed by each partner, procurement will involve making sure that future systems have a digital capability.

This of course is not the only route that we must capitalise on;

(1) The application opportunity roadmap "**Technology Roadmap**" maintained by 3C.
(2) 3C/2C future business partnerships where business changes may necessitate a common platform (2C Planning, 2C Waste etc).
(3) Strategic Partnerships with suppliers.
(4) Any internal business transformation program of work.
(5) Enhancements in technology offerings (payment gateway providers, other software platforms etc).
(6) Other local government and central government partnerships and collaborative projects.
(7) Open data strategies and opportunities.

The following section details high levels projects that have been considered on this journey towards digital.

DIGITAL: SHORT TERM (0-1 years)

- **ALL:** Create a Virtual Digital Development Team capability (a community of sharing and practice) across the 3 partners to ensure alignment and create opportunities for a combined approach to all development and procurement.
- **HDC:** Development of proof of concept mobile council app (cross platform) to prevent proliferation of apps. Bin collections calendar planned.
- **HDC:** Improve Digital Development Team incorporation of Agile methodologies.
- **HDC:** Develop CRM development/configuration/support capability within 3C so that we can support partners through transformation programmes.
- **HDC:** Transformation Programme, delivery of the first technology and integration options with line of business systems later in 2017/18.
- **CCC/SCDC:** Opportunities to utilise IEGForms and hosting under a single procurement.
- **CCC/SCDC:** Create single user portal approach for existing services to provide a single joined up platform for the customer.
- **CCC/SCDC:** Overhaul website content to better reflect information needed by residents.
- **CCC:** User interface overhaul (opportunities for SCDC given similar hosting technologies in use).
- **CCC:** Delivery and agreement of Cambridge City digital strategy.
- **CCC:** Initial implementation of online forms, Explore 2C options for benefits of shared approach to online forms procurement.
- **CCC/SCDC:** Website single re-procurement opportunity.
- **CCC/SCDC:** On-board shared service SDS for digital user testing and research (initially user testing at Cambridge City but opportunities for SCDC given technology synergies).
- **SCDC/CCC:** Definition of a CRM roadmap and opportunities to reuse HDC transformation approach in digital strategy.

DIGITAL: MID TERM (1-3 years)

- **HDC:** Delivery of a number of services via the integrated CRM solution as part of the Transformation Programme (possible examples include robotics, Artificial Intelligence, Live customer chat, Business Intelligence tools and so on).
- **All:** Operational incorporation of a broader understanding of cyber security via digital services. Consideration for Open Web Application Security Project (OWASP) training for digital teams.
- **CCC/SCDC:** Procure and implement customer portal (IEGForms Portal).
- **CCC/SCDC:** Procure and implement website and joint hosting.
- **CCC/SCDC:** Implement integrated payment gateway (consideration of alternative technologies to Capita).
- **CCC:** Migrate legacy forms onto strategic forms solution, integrate or decommission legacy customer portals.
- **HDC:** development of customer portal integrated with CRM (or just further transformation activities as required by the Programme).
- **HDC:** Continued development of mobile app to incorporate further services and make available to partners for reuse.
- **CCC or CCC/SCDC:** CRM and customer services system implementation where required.
- **CCC/SCDC:** Evaluation of the opportunities to adopt HDC CRM approach and opportunities to reuse development

- **CCC/SCDC:** Incorporation of customer access for newly implemented 2C LOB application into broader customer portal: waste, planning and housing.
- **ALL:** Systems swap (x) number of systems out as per ICT roadmap to digitally enable back office services.
- **ALL:** Develop internal CRM Integration, Business Analyst and Workflow Development and Integration skills.
- **CCC/SCDC:** Reuse development from HDC Transformation Programme to offer CRM integrated services.

The short and mid-term strategy reflects the different starting places of the three councils. There are some immediate activities that can improve the current digital offering and these have been considered above. These are centred on reviewing existing digital content for CCC/SCDC, creating a better user interface and grouping the available services under a single account logon for the customer/resident. HDC in the meantime will be travelling towards a CRM integrated platform. The goal is to deliver immediate improvement for CCC/SCDC whilst keeping the door open to adopt the CRM integrated approach “The Vision” and reuse the technical development that HDC will have unlocked through the ongoing Transformation Programme. 3C will be identifying roadmap opportunities to ensure all systems moving forward are procured in such a way to unlock digital for each service vertical.

STRATEGY PRINCIPLES FOR PARTNERS

In order to be successful, the 3C's partnership members need to share an understanding and be agreed on the core principles by which IT solutions will be chosen, procured, developed, utilised, managed, and disposed of. The principles are not exhaustive or detailed but set the style by which the IT function and business departments should operate in its governance of IT. They are as much a guide for the IT, Web and Digital teams as they are for the business departments who together are making technology choices. "Buy once and use three times" is the golden thread running through all of these principles. By accepting this strategy partners are committing to a common approach for ICT and one which 3C ICT will use to support the business requirements of all three partners.

<table>
<tr><th colspan="2">PRIMACY OF PRINCIPLES</th></tr>
<tr><td colspan="2">Principle: These principles apply to all organisations within the partnership</td></tr>
<tr><td>Rationale: The only way we can provide a consistent and measurable level of quality information technology is if all organisations abide by the principles.</td><td>Implications: Without this principle, exclusions, favouritism, and inconsistency would rapidly undermine the management of information technology. Initiatives will not begin until they are examined for compliance with the principles.</td></tr>
</table>

<table>
<tr><th colspan="2">MAXIMISING BENEFIT TO THE PARTNERS</th></tr>
<tr><td colspan="2">Principle: Information technology management decisions are made to provide maximum cost benefit to each party within the partnership.</td></tr>
<tr><td>Rationale: Decisions made from a partnership-wide perspective have greater long-term value but within the core principles, organisations need to be free to pursue their own corporate strategies and operate within their own style so long as this is not detrimental to the partnership.</td><td>Implications: Achieving maximum partnership-wide benefit will require changes in the way we plan and manage information. Technology alone will not bring about this change. As needs arise, priorities must be adjusted. A forum with comprehensive partnership representation should make these decisions.</td></tr>
</table>

<table>
<tr><th colspan="2">COMMON USE APPLICATIONS</th></tr>
<tr><td colspan="2">Principle: Development of common technology solutions used across the partnership is preferred over duplicative applications although this should not prevent any party from achieving their corporate aims.</td></tr>
<tr><td>Rationale: Duplicative capability is potentially expensive to own, support, develop and this proliferates conflicting data. In recognition of the fact that the rate of progress of each party may be slightly different, organisations should be free to pursue their own development strategy.</td><td>Implications: Expenditures of scarce resources to develop essentially the same capability in marginally different ways should where possible be reduced and avoided.</td></tr>
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<tr><th colspan="2">COMPLIANCE WITH LAW & GOVERNMENT BEST PRACTICE</th></tr>
<tr><td colspan="2">Principle: Partnership information technology management processes comply with all relevant laws, policies, and regulations.</td></tr>
<tr><td>Rationale: Partnership policy is to abide by laws, policies, and regulations. This will not preclude business process improvements that lead to changes in policies and regulations.</td><td>Implications: The partnership must be mindful to comply with laws, regulations, and external policies regarding the collection, retention, and management of data.
Efficiency, need, and common sense are not the only drivers. Changes in the law and changes in regulations may drive changes in our processes or applications.</td></tr>
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<table>
<tr><th colspan="2">ADDRESSING CUSTOMER NEEDS NOT TECHNOLOGY FADS</th></tr>
<tr><td colspan="2">Principle: There must be a sound business reason for technology investment, articulated in a formal business case.</td></tr>
<tr><td>Rationale: Often businesses believe that buying a piece of software will fix the ills in their business. We are often drawn towards technology for emotional reasons and the business case comes as an after-thought.
This principle is in place to ensure that there is a sound business case for technology investment and to ensure investment is not technology for technology sake.</td><td>Implications: The partnership will select appropriate technology solutions to meet particular business process requirements. The business need and investment profile will be considered ahead of picking individual products.
It’s important to the public that Councils make sound technology choices and that resources are well distributed.</td></tr>
</table>

<table>
<tr><th colspan="2">COMPROMISE (BUT NOT THE PATH OF LEAST RESISTANCE)</th></tr>
<tr><td colspan="2">Principle: Compromise is inevitable in a Partnership and should be embraced.</td></tr>
<tr><td>Rationale: Individual technology solutions may not exactly fit every time. A technology solution possesses many quality factors including cost and supportability. It may be that a compromise must be made in certain quality factors for the wider greater good of the partners.</td><td>Implications: Individual departments may not be able to go their own way and buy individual technology solutions that don’t fit into the wider requirements of the individual businesses.
However, this should never be detrimental to any one business pursuing its corporate aims.</td></tr>
</table>

<table>
<tr><th colspan="2">CLOUD FIRST</th></tr>
<tr><td colspan="2">Principle: In any business case for technology investment, a public cloud based solution should be considered ahead of alternatives.</td></tr>
<tr><td>Rationale: Public-Cloud providers can offer unrivalled resilience, scale, ease of use, security, and flexibility. Therefore, a cloud based solution should be considered ahead of alternatives, subject to an overall business case.</td><td>Implications: This principle will encourage a longer term move to cloud based computing. Cloud solutions mostly work on a revenue or subscription model, removing the spikes of capital investment from the roadmap.
A business case may show that there is a clear reason not to implement in the cloud. This is ‘cloud first’ not ‘only cloud’ policy.</td></tr>
</table>

TECHNICALLY DIGITAL BY DEFAULT	
Principle: Services will be capable to be offered on Digital Platforms wherever possible.	
Rationale: It is widely acknowledged that service costs can be reduced by automating them through technology solutions. This principle is supported by government policy. We may not want to offer a service digitally but we should have the ability to do so by design.	**Implications:** All services will be where possible, digitally enabled and aligned to the respective corporate strategies. This will allow greater self-service opportunities to be unlocked for partners.

APPROPRIATE SECURITY	
Principle: Security controls will be applied commensurate with the appropriate business risks. Flexibility and openness are key qualities of security in the public sector.	
Rationale: Data and application security is essential for any modern business offering digital services. However, overly risk-averse approaches to IT security can be a blocker to progress and innovative methods of providing controls need to be established.	**Implications:** Risk assessments should be implemented routinely and appropriate security controls should be implemented in line with 3C's asset classification and control policies. Solution providers need to be innovative in their approach to providing risk vs functionality. IT security will be an enabler not a disabler to the core business functions. A heavily locked down, inflexible infrastructure is not the right approach in the modern business world.

MEASUREMENT AND MANAGEMENT	
Principle: Monitoring and measuring is a key part of any service.	
Rationale: Monitoring and measuring shall be a key part of any solution design to ensure that there is pro-active support, the solution is being used (and therefore delivering value), and that it copes with the load.	**Implications:** There may be additional implementation costs in initial implementation but that additional investment can be recouped through efficient use of the solution. A clear service level agreement should be known for every solution to ensure it meets documented expectations.

DIGITAL INNOVATION	
Principle: Organisations should be encouraged to innovate through the use of IT, whilst sharing their successful use cases with the other partners.	
Rationale: Digital innovation will be key to delivering effective public services in the next decade. Organisations should be free to challenge the status quo and push the boundaries to make improvements to public services.	**Implications:** Organisations will be free to trail blaze innovative new methods of working in the digital space, providing the other partners to benefit from the learned experiences.

MANAGED FAILURE	
Principle: Failure is inevitable in a small number of projects. Failure should be minimised and should happen early in the project lifecycle.	
Rationale: Government projects have a reputation for large failures. Failure is inevitable in a small number of cases. The trick with failure is to fail early in the project to ensure minimal losses and before committing to large scale procurement.	**Implications:** Proof-of-concept projects should be common place and project trials are not a step to be skipped. Regular and timely gateway review points in a project to mitigate risk regardless of the project delivery methodology. 'Agile' project methodology may be a more appropriate delivery method for specific projects.

MOBILE AND FLEXIBLE WORKING	
Principle: Mobile and flexible working, enabled by IT is a core aim of all Councils within the partnership and should be key to technology choices.	
Rationale: As all organisations seek to reduce costs, the ability for staff, and partners to operate from any location at any time is key to delivering the services that residents, the public and visitors to the region. Therefore, this flexibility should be a default part of any future solution.	**Implications:** New and more innovative technology methods may be chosen above traditional methods of operating in order to provide the required flexibility of operations.

FINANCIAL VISIBILITY AND TRANSPARENCY	
Principle: Financial visibility and transparency is a fundamental requirement in any shared service.	
Rationale: As all organisations seek to reduce costs, the ability for ICT to demonstrably provide value for money is key.	**Implications:** Full transactional visibility of partner contributions is needed both from a resource and cost perspective.

DIGITAL PROCUREMENT STANDARDS

The key blockers to becoming fully digital are the myriad of incumbent systems in use within the 3 partners. They largely prevent end to end integration between the digital customer channels and the back-office systems. There are currently very few standard back office systems, this makes development and maintenance of interfaces cumbersome and often impossible. As systems are identified for review we must include and “weight” appropriately to select systems that support our digital strategy. The following standards will be incorporated into our procurements activities.

3C ICT will invariably be involved in this decision-making process and it is our duty to ensure these standards are maintained to support the strategy. The methodology for digitally enabling new Line of Business (LOB) services and applications will be determined on a case-by-case basis. We will favour API and web service access to enable digital transactions, where this is not appropriate; we will consider integration for customer SSO for individual customer portals which have close integration with an LOB application. Prospective systems should however;

FAVOUR COMMON API, WEB SERVICES AND OPEN API VENDORS	
Principle: Open integration standards only, no propriety standards.	
Rationale: Open integration options allow for simpler, more cost-effective integration between systems. They allow for a single view of a customer record, greater automation, reduced cost of rekeying data. Suppliers often charge inflated costs for API’s so important to mitigate their use as far as practical.	**Implications:** Without this standard the risk of being locked in with a specific vendor is increased. We need the flexibility to choose our digital systems partnerships. This principle also ensures that we can develop the skills within the organisation to maintain and develop our own in-house digital capabilities.

BUY ONCE AND USE THREE TIMES	
Principle: Partners will be involved in the procurement of all systems.	
Rationale: Rate of adoption may vary due to Council specific strategic needs but the process of identifying new line of business systems must incorporate all parties with a mandate that digitally enabling the service is a key driver in vendor selection. Procurement should include the option to bring all partners on to the same platform where the crucial business requirements have been fully agreed.	**Implications:** Without this a digital standard approach is not possible. We must cater for inclusion otherwise a common digital approach becomes difficult and cumbersome to maintain. Unlocking cost consolidation opportunities rely on this approach.

<table>
<tr><th colspan="2">SUPPORT FOR MINIMUM VIABLE DATA INTEGRATION</th></tr>
<tr><td colspan="2">Principle: Systems should support Customer Master data and case data integration as a minimum.</td></tr>
<tr><td>Rationale: Practically all internal line of business (LOB) systems have duplication of features (usually CRM centric features) including customer data and some form of case management. If prospective systems support these levels of integration by default, maintaining a consolidated master data is possible.</td><td>Implications: Without this principle complicated or manual data synchronisation is needed. Web and digital integration is much more complicated when dealing with real time access to online data. Maintaining a consolidated customer data set is crucial to supporting cross council services. This should be weighted heavily in all systems procurement.</td></tr>
</table>

<table>
<tr><th colspan="2">SCALABILITY</th></tr>
<tr><td colspan="2">Principle: It should be possible to scale the system to meet the additional demands of customer and population.</td></tr>
<tr><td>Rationale: Partners are evolving at different rates with regards to digital. Any and all solutions must be able to scale to meet the future demands of all partners and be tied with a 10 year view of the environment and population growth.</td><td>Implications: Performance issues due to scalability can damage reputation and reduce the effectiveness of a digital solution. Scalability issues are often difficult to circumvent involving costly additional technologies and/or software to mitigate the effect of a solution that does not scale well.</td></tr>
</table>

<table>
<tr><th colspan="2">SUSTAINABLE</th></tr>
<tr><td colspan="2">Principle: We need to rely on our own capabilities to support our digital systems.</td></tr>
<tr><td>Rationale: We need to plan for sustainability from the start, including planning for long-term financial health and assess the total cost of ownership. We must invest in our application support and development teams to facilitate the ongoing development and maintenance of our digital systems. Doing so this will help to catalyse and help to develop our home grown potential.</td><td>Implications: Without this principal, we are unable to utilise and invest in local development capabilities by default. We become beholden to external support for system enhancement and we are no longer masters of our own digital destiny.</td></tr>
</table>

<table>
<tr><th colspan="2">DESIGN FOR PRIVACY AND SECURITY</th></tr>
<tr><td colspan="2">Principle: Security should be a demonstrable feature of any system.</td></tr>
<tr><td>Rationale: We need to consider the context and needs for privacy of personally identifiable information when designing solutions and mitigate accordingly.</td><td>Implications: Without a proportionate approach to security we put the reputation of our digital systems and the partners at risk.</td></tr>
</table>

DIGITAL DESIGN PRINCIPLES

These following design principles seek to serve as a set of living guidelines that are meant to inform, but not dictate, the design of technology-enabled digital development programs within the 3 partners.

ACT LIKE SYSTEM INTEGRATORS NOT DEVELOPERS	
Principle: Our approach will be to define ways of incorporating existing technology, not to build it.	
Rationale: We configure by default and only customise where absolutely necessary i.e. where a specific requirement is not addressed by the market place or is not cost effective.	**Implications:** We are not equipped to support heavy software development internally. Building everything internally is not a cost-effective approach.

DESIGN FOR THE CUSTOMER	
Principle: Service design starts with identifying customer needs.	
Rationale: Develop context-appropriate solutions informed by user needs. Include all user groups in planning, development, implementation, and assessment. Develop projects in an incremental and iterative manner. Design solutions that learn from and enhance existing workflows, and plan for organizational adaptation. Ensure solutions are sensitive to, and useful for, the most marginalized populations: women, children, those with disabilities, and the disassociated.	**Implications:** Without this principle, we run the risk of alienating the population and risk criticism of our digital approach which may damage the reputation of the council and digital initiatives.

BE DATA DRIVEN	
Principle: Customer User Experience (UX) design and services should be driven from data.	
Rationale: In most cases, we can learn from real world behaviour by looking at how existing services are used. Let data drive decision-making, not hunches or guesswork. Keep doing that after taking services live, prototyping and testing with users then iterating in response. Analytics should be built-in to developed services, always on and easy to read. Being data driven and using data analytics are essential.	**Implications:** With quantitative analysis, we are guessing what to build which is dangerous and costly. A lack of this approach encourages decisions to be made without gathering the knowledge correctly to build the service or system.

FAVOUR LOOSELY COUPLED SERVICES	
Principle: It should be possible to swap services out without considerable effort.	
Rationale: We will adopt the benefits of service orientated architectural design approach (SOA) when implementing digital solutions where possible. The basic principles of SOA are independent of vendors, products and technologies and a service is a discrete unit of functionality that can be accessed remotely and acted upon and updated independently, such as retrieving customer account information.	**Implications:** Without such an approach, we are unable to respond quickly and cost-effectively to changing market conditions. Vendor lock-in can occur if this principle is not adhered to wherever possible.

BE COLLABORATIVE	
Principle: Look for solutions in the local government eco-system.	
Rationale: We will identify solutions within the local government market place and identify opportunities to learn from our peers.	**Implications:** Without this principle, we will re-develop the digital wheel and miss opportunities to stand on the shoulders of giants.

USE OPEN DATA, OPEN SOURCE, OPEN STANDARDS & OPEN INNOVATION	
Principle: Reuse open standards to accelerate further integration.	
Rationale: Open source software is generally free software that you can use in your business. Open source developers choose to make the source code of their software publicly available for the good of the community and to publish their software with an open source license – meaning that other developers and integrators can see how it works and add to it.	**Implications:** Again, this refers to reinventing the digital wheel. An open-minded approach is needed to the use of free tools otherwise we waste time, effort and money creating something that already exists and miss the opportunity to use and adapt to leverage a quicker implementation.

DEVELOP RAPIDLY, FAIL FAST AND WORK ITERATIVELY	
Principle: Where possible use a development model which favours rapid and agile iterative delivery.	
Rationale: Agile development accelerates the delivery of initial business value, and through a process of continuous planning and feedback, is able to ensure that value is continuing to be maximized throughout the development process and system lifecycle.	**Implications:** Waterfall approaches to software development and integration are cited as one of the largest contributors to project failure. Waterfall is risky and an expensive way to build successful software systems.

ACTIVELY MANAGE USER INTERFACE AND SEAMLESS CUSTOMER EXPERIENCE	
Principle: Understand the importance of a seamless user interface and cohesive customer experience.	
Rationale: Systems we offer to our customer base will often incorporate many discrete back end business services. Good user interfaces will hide this separation from the user to provide a standard, understandable user interface. A seamless user interface is a common objective of any methodology for application or systems integration. If our digital systems are not seamless our residents and customers will favour more traditional channels. Vendors must support the ability to seamlessly integrate from a user interface perspective as well as support standard architectural approaches to support tight integration (Single Sign On (SSO), Token passing etc).	**Implications:** A mixture of disjointed systems presented via digital channels is very confusing for the end user. This resulting in poor adoption and continued use of the service. The experience for the user should be consistent and pleasurable across all channels of access.

OPERATIONALISE, DESIGN AND MANAGE RIGHT-SIZED SECURITY MODEL FOR DIGITAL SERVICES	
Principle: Design and enforce appropriate security standards for our digital services.	
Rationale: Security should be incorporated into the design of all of our digital services at the outset. Often security is considered as a bolt on to the delivery of digital services. Standards such as those encouraged by OWASP should be part of everyday development and integration approaches.	**Implications:** Omitting security can be incredibly damaging to our reputation, compliance and obligations to protect the personal data of our residents/customers.

DESIGN AND USE SYSTEMS THAT SUPPORT EQUALITY	
Principle: Services should be designed to support universal access.	
Rationale: Access to services within this strategy will be designed for the entire community where practical. We will design for access to services for the elderly, disabled, BAME, economically disadvantaged who have limited or no access to technology.	**Implications:** Failure to meet equality obligations towards providing services for the community.

3C Shared Services

Major Systems Application Roadmap

South Cambridgeshire District Council

CAMBRIDGE CITY COUNCIL

Huntingdonshire DISTRICT COUNCIL

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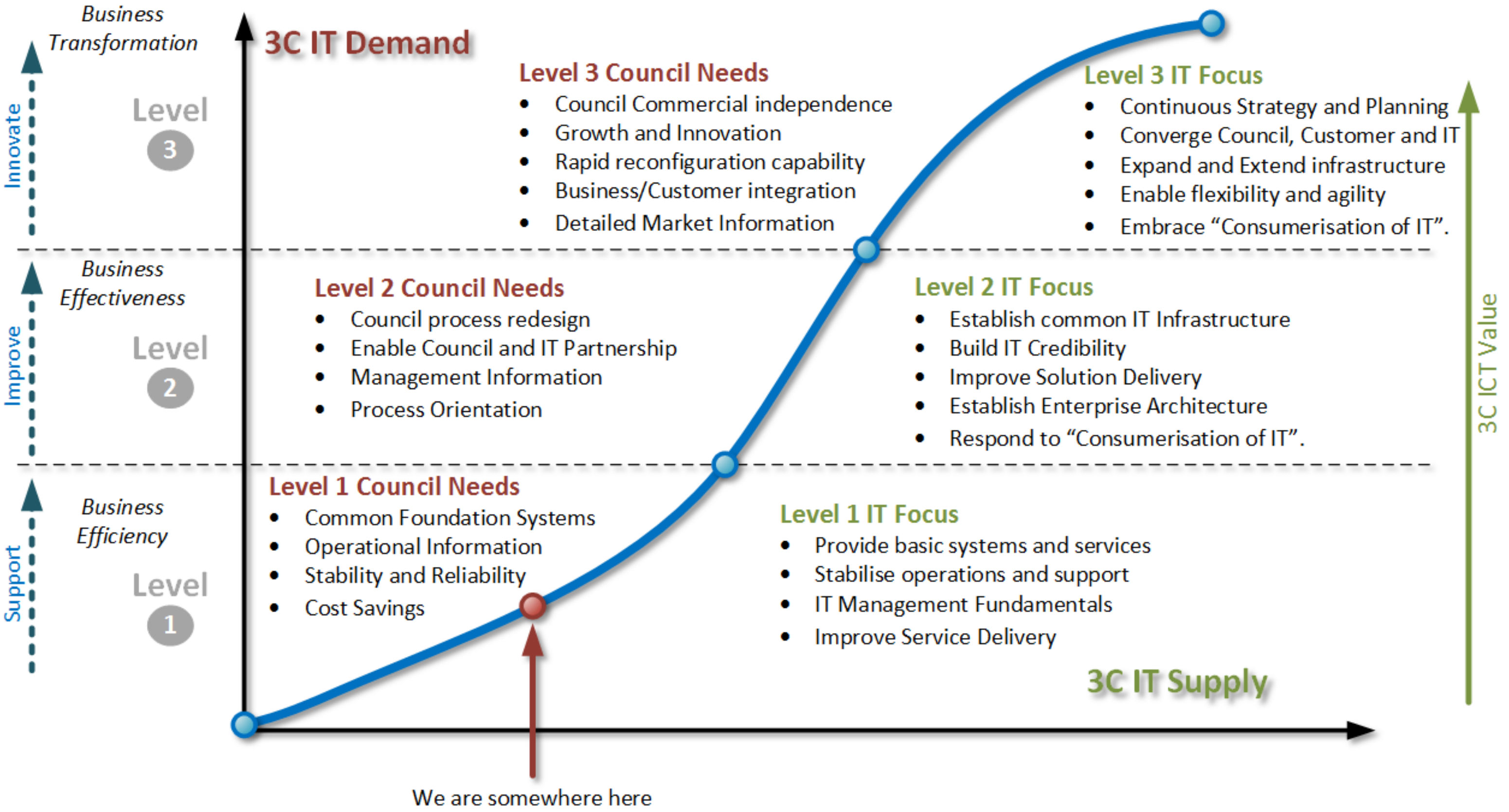
Current ICT Environment

3C Shared Services

- 284 Discrete Software Applications
  - Version differences within that software environment.
- Poor data hygiene, data quality and limited exploitation of data.
  - Inability to use data to good effect across the board.
- 73 discrete ICT staff Supporting the environment.
  - High IT Staff/Customer Ratio.
- No standardisation (process, data or systems)
  - 3 Different logical environments, each with different support requirements.
  - Few common operational processes.
- No standard hardware.
  - Multiple hardware platforms, no standard devices, no standard support model.
  - Absence of a continual IT investment strategy.
  - Historical Sweat vs invest approach.
  - Lack of IT investment.

Where we need to go



Business Transformation
Innovate
Level 3
Business Effectiveness
Improve
Level 2
Business Efficiency
Support
Level 1
3C IT Demand
3C IT Supply
3C ICT Value

Level 3 Council Needs
- Council Commercial independence
- Growth and Innovation
- Rapid reconfiguration capability
- Business/Customer integration
- Detailed Market Information

Level 3 IT Focus
- Continuous Strategy and Planning
- Converge Council, Customer and IT
- Expand and Extend infrastructure
- Enable flexibility and agility
- Embrace "Consumerisation of IT".

Level 2 Council Needs
- Council process redesign
- Enable Council and IT Partnership
- Management Information
- Process Orientation

Level 2 IT Focus
- Establish common IT Infrastructure
- Build IT Credibility
- Improve Solution Delivery
- Establish Enterprise Architecture
- Respond to "Consumerisation of IT".

Level 1 Council Needs
- Common Foundation Systems
- Operational Information
- Stability and Reliability
- Cost Savings

Level 1 IT Focus
- Provide basic systems and services
- Stabilise operations and support
- IT Management Fundamentals
- Improve Service Delivery

We are somewhere here

Possible Approaches

- Cross-Application Consolidation
- *Cross-Council Consolidation**
- Efficiency Savings – Reduction of Waste
- Business lead

* Chosen Approach

Cross Application vs Cross Council Consolidation

3C Shared Services

	Bins & Waste	Planning	Leisure	Council Tax	Housing
CAMBRIDGE CITY COUNCIL	Contender	Uniform	?	Civica	Orchard
South Cambridgeshire District Council	Whitespace	Apas	?	Northgate	Orchard
Huntingdonshire DISTRICT COUNCIL	?	Uniform	MRM	Northgate	Homelink

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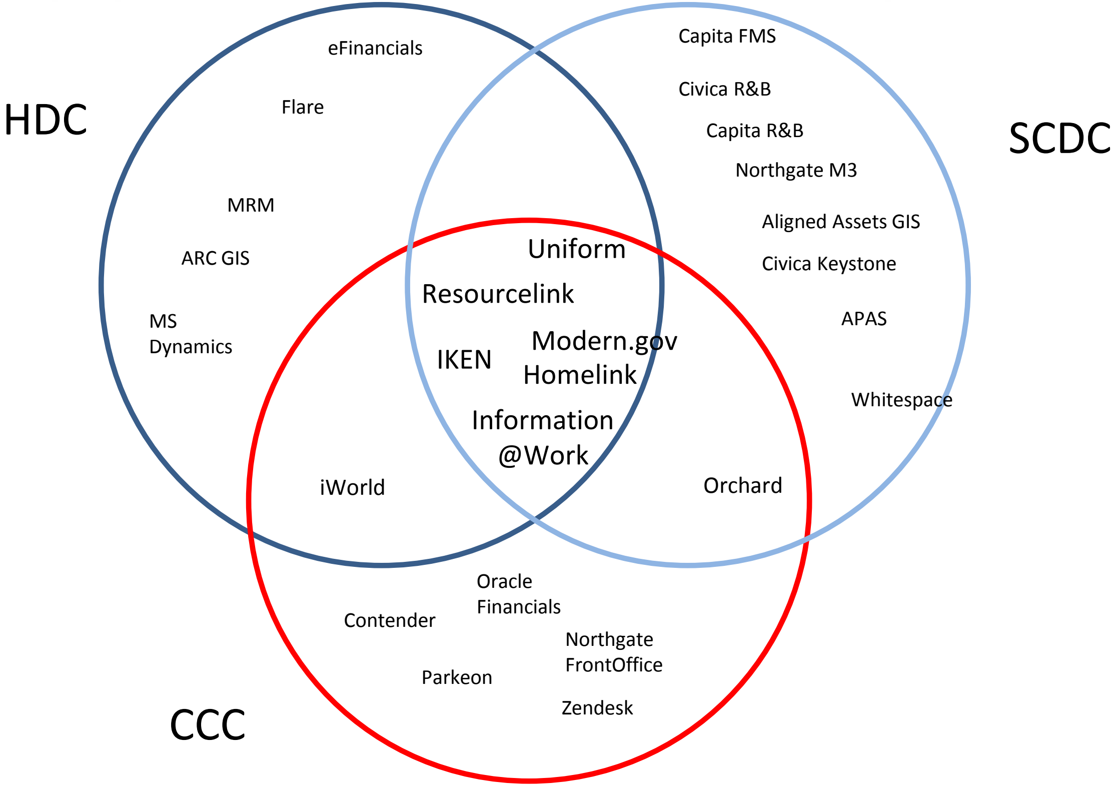
As Is: Application Overlap



HDC

eFinancials

Flare

MRM

ARC GIS

MS Dynamics

SCDC

Capita FMS

Civica R&B

Capita R&B

Northgate M3

Aligned Assets GIS

Civica Keystone

APAS

Whitespace

Uniform

Resourcelink

IKEN

Modern.gov

Homelink

Information @Work

iWorld

Orchard

CCC

Oracle Financials

Contender

Northgate FrontOffice

Parkeon

Zendesk

Portfolio Management

Action (TIME)	Description
Tolerate	The solution works. It may not be completely strategic but there is no need to take action.
Integrate	This is a fully strategic product that should be integrated with the application architecture
Migrate	The solution is due for replacement. A project should be put in its place to replace with a more strategic solution
Eliminate	The solution is no longer used and or can no longer be justified. A project is required for it to be removed.

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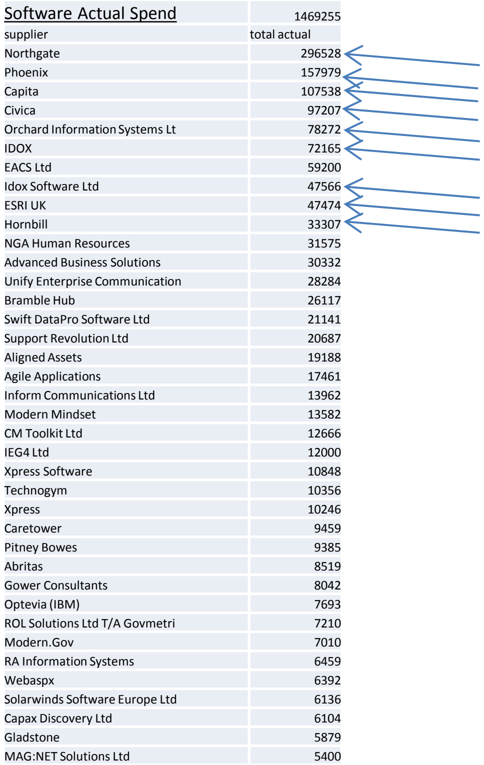
Active Projects:

- Resource booking has recently been aligned.
- FMS replacement is nearing completion and will be launched before the end of 2017
- Waste Management software tender paperwork is nearing completion.
- Housing system is currently out to tender with responses due mid Oct ’17.
- Consolidated Server room project will reduce and consolidate many ICT costs
  - Disaster Recovery
  - Server room facility costs
  - Consolidate licensing
  - Reduce backup costs
- MFD’s will soon all be aligned with Konica-Minolta
- Workshops for Environmental Health system requirements start shortly
- Recent Business Analysis work has concluded that Uniform is ideally placed to support business alignment within the Planning service
- Transformation programmes at Huntingdonshire are reviewing the Digital engagement with customers, staff working practice and options to commercialise the council

Software Spend by Supplier



Software Actual Spend	1469255
supplier	total actual
Northgate	296528
Phoenix	157979
Capita	107538
Civica	97207
Orchard Information Systems Lt	78272
IDOX	72165
EACS Ltd	59200
Idox Software Ltd	47566
ESRI UK	47474
Hornbill	33307
NGA Human Resources	31575
Advanced Business Solutions	30332
Unify Enterprise Communication	28284
Bramble Hub	26117
Swift DataPro Software Ltd	21141
Support Revolution Ltd	20687
Aligned Assets	19188
Agile Applications	17461
Inform Communications Ltd	13962
Modern Mindset	13582
CM Toolkit Ltd	12666
IEG4 Ltd	12000
Xpress Software	10848
Technogym	10356
Xpress	10246
Caretower	9459
Pitney Bowes	9385
Abritas	8519
Gower Consultants	8042
Optevia (IBM)	7693
ROL Solutions Ltd T/A Govmetri	7210
Modern.Gov	7010
RA Information Systems	6459
Webaspx	6392
Solarwinds Software Europe Ltd	6136
Capax Discovery Ltd	6104
Gladstone	5879
MAG:NET Solutions Ltd	5400

Quite predictably the top 10 are dominated by suppliers we are all familiar with:

- Northgate – Rev's and Ben's
- Pheonix – MS Licences
- Capita - Payments
- Civia – Rev's and Ben's
- Orchard - Housing
- IDOX – Planning + More
- ESRI - Mapping
- Hornbill – Service Desk
- NGA – HR/Payroll

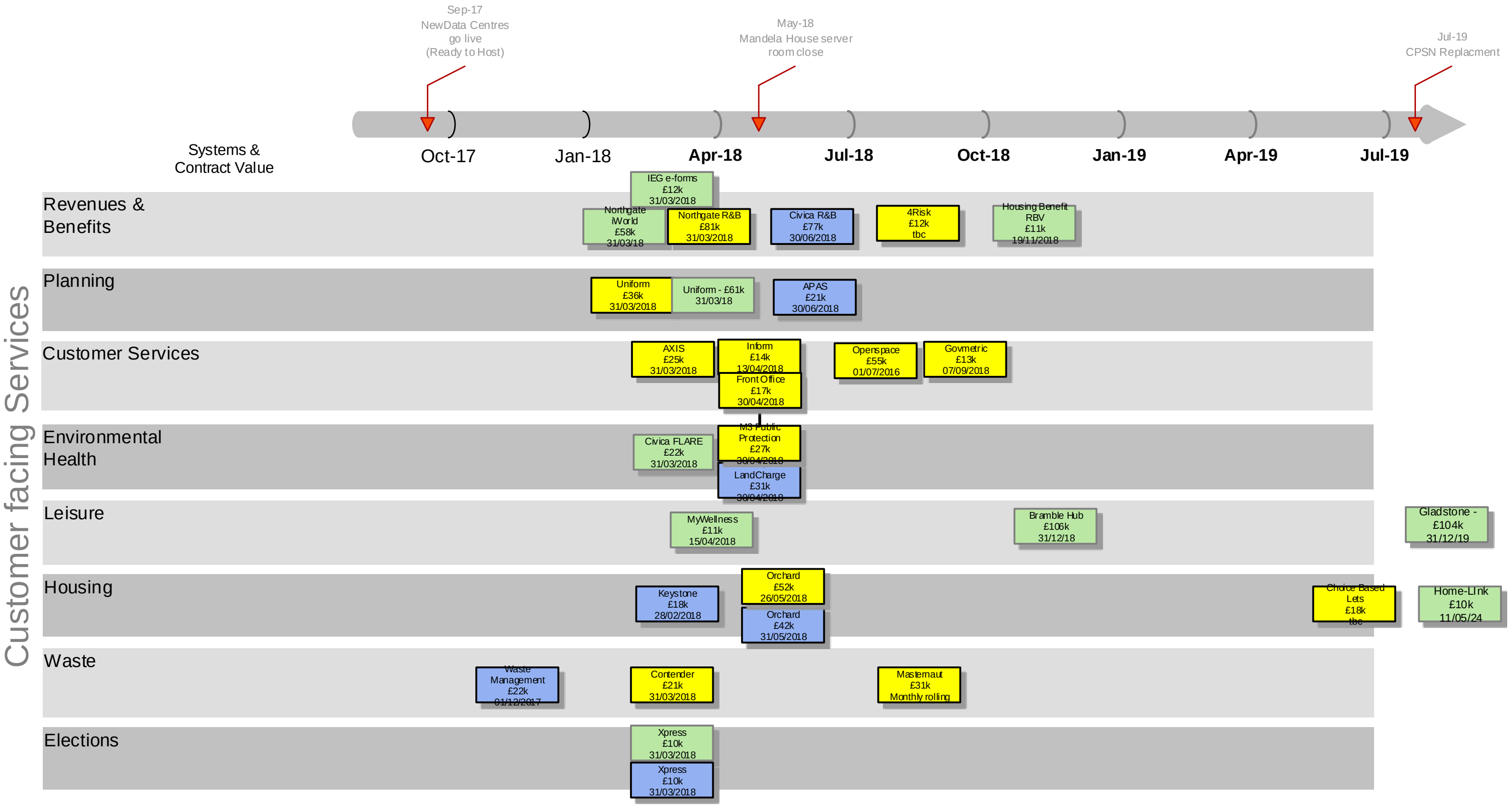
This allows for the potential negotiation of better agreements without the need for disruptive procurements or system changes

All | HDC | SCDC | City

3C ICT Shared Service Roadmap

Vision – We will provide a flexible and efficient IT service to our customers,
Enabling and supporting our partners in their business delivery

3C Shared Services



Sep-17
NewData Centres
go live
(Ready to Host)

May-18
Mandela House server
room close

Jul-19
CPSN Replacment

Oct-17 | Jan-18 | Apr-18 | Jul-18 | Oct-18 | Jan-19 | Apr-19 | Jul-19

Systems &
Contract Value

Customer facing Services

Revenues & Benefits
- IEG e-forms £12k 31/03/2018
- Northgate iWorld £58k 31/03/18
- Northgate R&B £81k 31/03/2018
- Civica R&B £77k 30/06/2018
- 4Risk £12k tbc
- Housing Benefit RBV £11k 19/11/2018

Planning
- Uniform £36k 31/03/2018
- Uniform - £61k 31/03/18
- APAS £21k 30/06/2018

Customer Services
- AXIS £25k 31/03/2018
- Inform £14k 13/04/2018
- Front Office £17k 30/04/2018
- Openspace £55k 01/07/2016
- Govmetric £13k 07/09/2018

Environmental Health
- Civica FLARE £22k 31/03/2018
- M3 Public Protection £27k 30/04/2018
- LandCharge £31k 30/04/2018

Leisure
- MyWellness £11k 15/04/2018
- Bramble Hub £106k 31/12/18
- Gladstone - £104k 31/12/19

Housing
- Keystone £18k 28/02/2018
- Orchard £52k 26/05/2018
- Orchard £42k 31/05/2018
- Choice Based Lets £18k tbc
- Home-LInk £10k 11/05/24

Waste
- Waste Management £22k 01/12/2017
- Contender £21k 31/03/2018
- Masternaut £31k Monthly rolling

Elections
- Xpress £10k 31/03/2018
- Xpress £10k 31/03/2018

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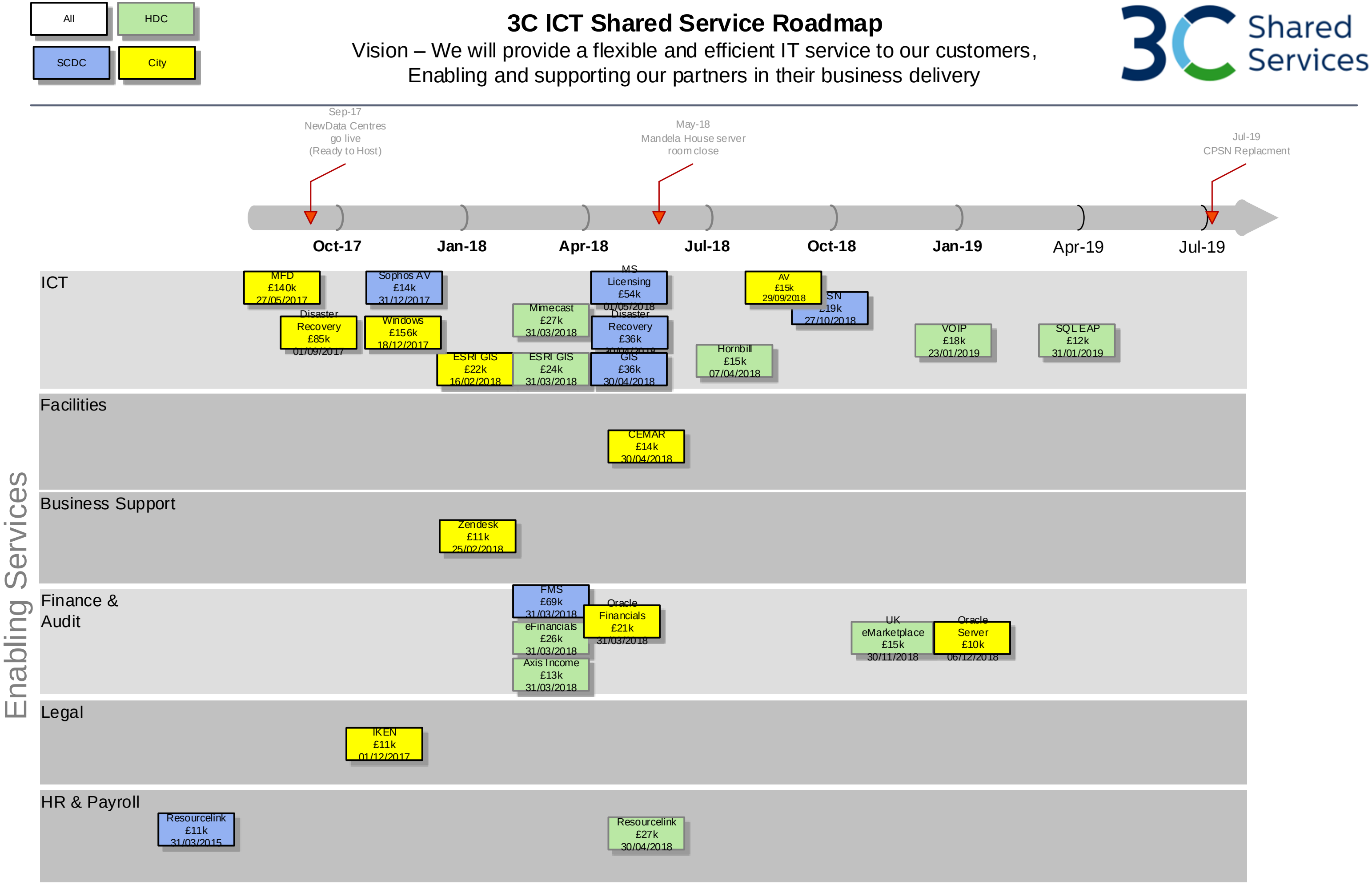
Version 1.0 1/09/17 Nigel Brown

3C ICT Shared Service Roadmap

Vision – We will provide a flexible and efficient IT service to our customers,
Enabling and supporting our partners in their business delivery



All
HDC
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Oct-17
Jan-18
Apr-18
Jul-18
Oct-18
Jan-19
Apr-19
Jul-19
Enabling Services
ICT
MFD
£140k
27/05/2017
Sophos AV
£14k
31/12/2017
MS
Licensing
£54k
01/05/2018
AV
£15k
29/09/2018
SN
£19k
27/10/2018
Disaster
Recovery
£85k
01/09/2017
Windows
£156k
18/12/2017
Mimecast
£27k
31/03/2018
Disaster
Recovery
£36k
30/04/2018
VOIP
£18k
23/01/2019
SQL EAP
£12k
31/01/2019
ESRI GIS
£22k
16/02/2018
ESRI GIS
£24k
31/03/2018
GIS
£36k
30/04/2018
Hornbill
£15k
07/04/2018
Facilities
CEMAR
£14k
30/04/2018
Business Support
Zendesk
£11k
25/02/2018
Finance &
Audit
FMS
£69k
31/03/2018
Oracle
Financials
£21k
31/03/2018
eFinancials
£26k
31/03/2018
Axis Income
£13k
31/03/2018
UK
eMarketplace
£15k
30/11/2018
Oracle
Server
£10k
06/12/2018
Legal
IKEN
£11k
01/12/2017
HR & Payroll
Resourcelink
£11k
31/03/2015
Resourcelink
£27k
30/04/2018

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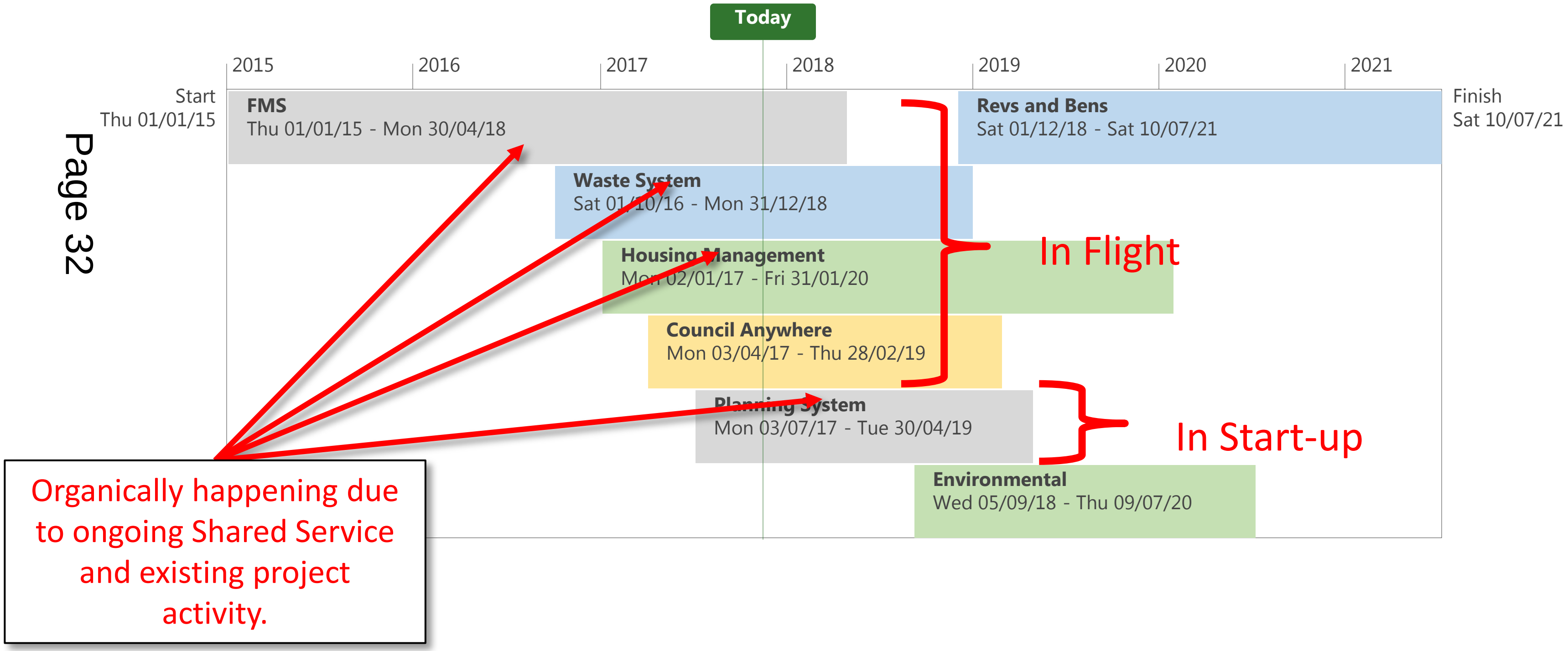
Version 1.0 1/09/17 Nigel Brown

Major Systems Roadmap

3C Shared Services



FMS
Thu 01/01/15 - Mon 30/04/18

Revs and Bens
Sat 01/12/18 - Sat 10/07/21

Waste System
Sat 01/10/16 - Mon 31/12/18

Housing Management
Mon 02/01/17 - Fri 31/01/20

Council Anywhere
Mon 03/04/17 - Thu 28/02/19

Planning System
Mon 03/07/17 - Tue 30/04/19

Environmental
Wed 05/09/18 - Thu 09/07/20

In Flight

In Start-up

Organically happening due to ongoing Shared Service and existing project activity.

Transformational links

All implementations should be shaped by clear business requirements:

- Organisational objectives e.g. outcome focussed, price focussed
- The current process and issues to be addressed
- Desired process and benefits desired
- Customer demands
- Commercial opportunities
- Transformational opportunities
- Digitally enabled solutions y default!

Should inform the discovery and design stage of each implementation.

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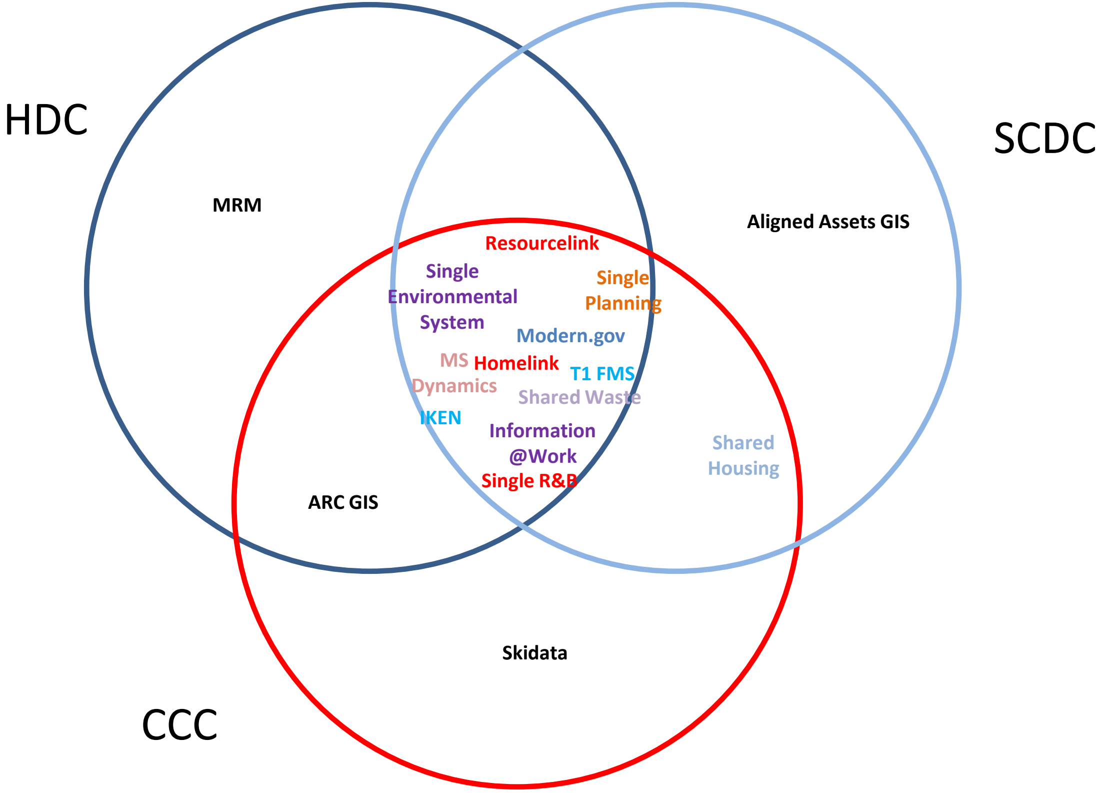
TOBE: Application Overlap

3C Shared Services



HDC

SCDC

CCC

MRM

Aligned Assets GIS

Resourcelink

Single Environmental System

Single Planning

Modern.gov

MS Dynamics

Homelink

T1 FMS

Shared Waste

IKEN

Information @Work

Single R&B

Shared Housing

ARC GIS

Skidata

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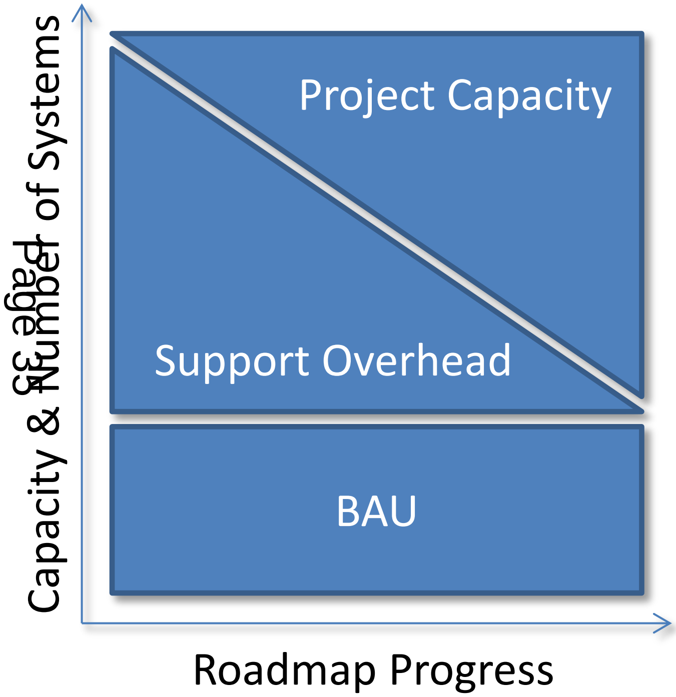
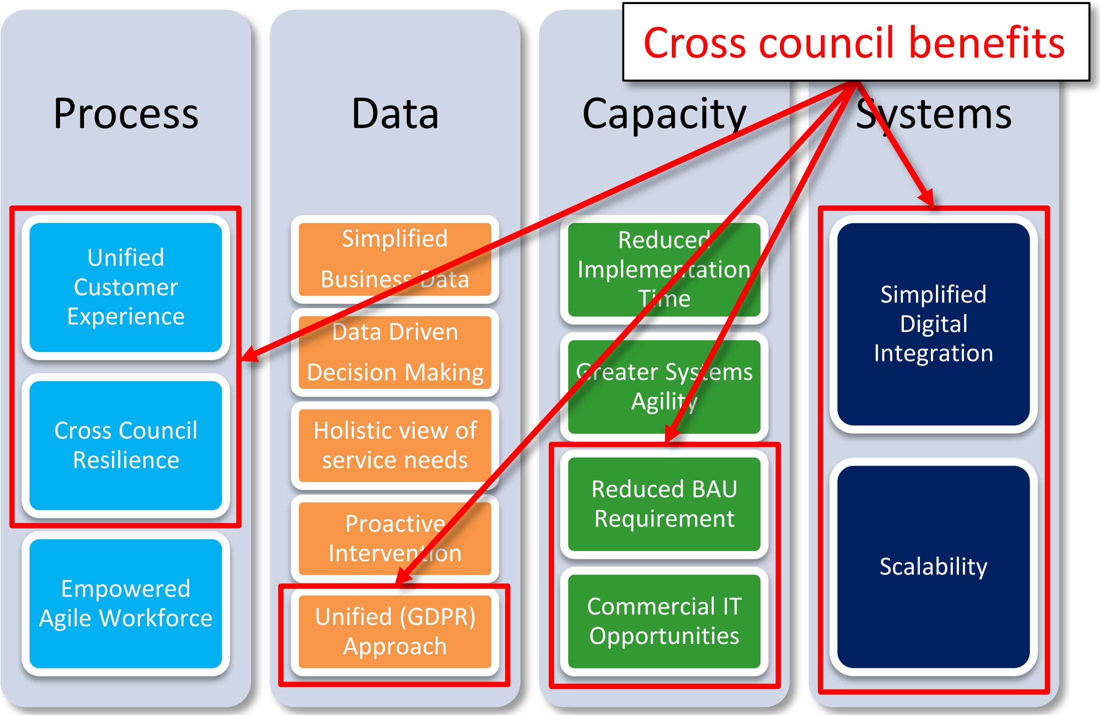
Roadmap Benefits (If 3C partners align)

3C Shared Services





Cross council benefits

Process
- Unified Customer Experience
- Cross Council Resilience
- Empowered Agile Workforce

Data
- Simplified Business Data
- Data Driven Decision Making
- Holistic view of service needs
- Proactive Intervention
- Unified (GDPR) Approach

Capacity
- Reduced Implementation Time
- Greater Systems Agility
- Reduced BAU Requirement
- Commercial IT Opportunities

Systems
- Simplified Digital Integration
- Scalability

End State Benefits

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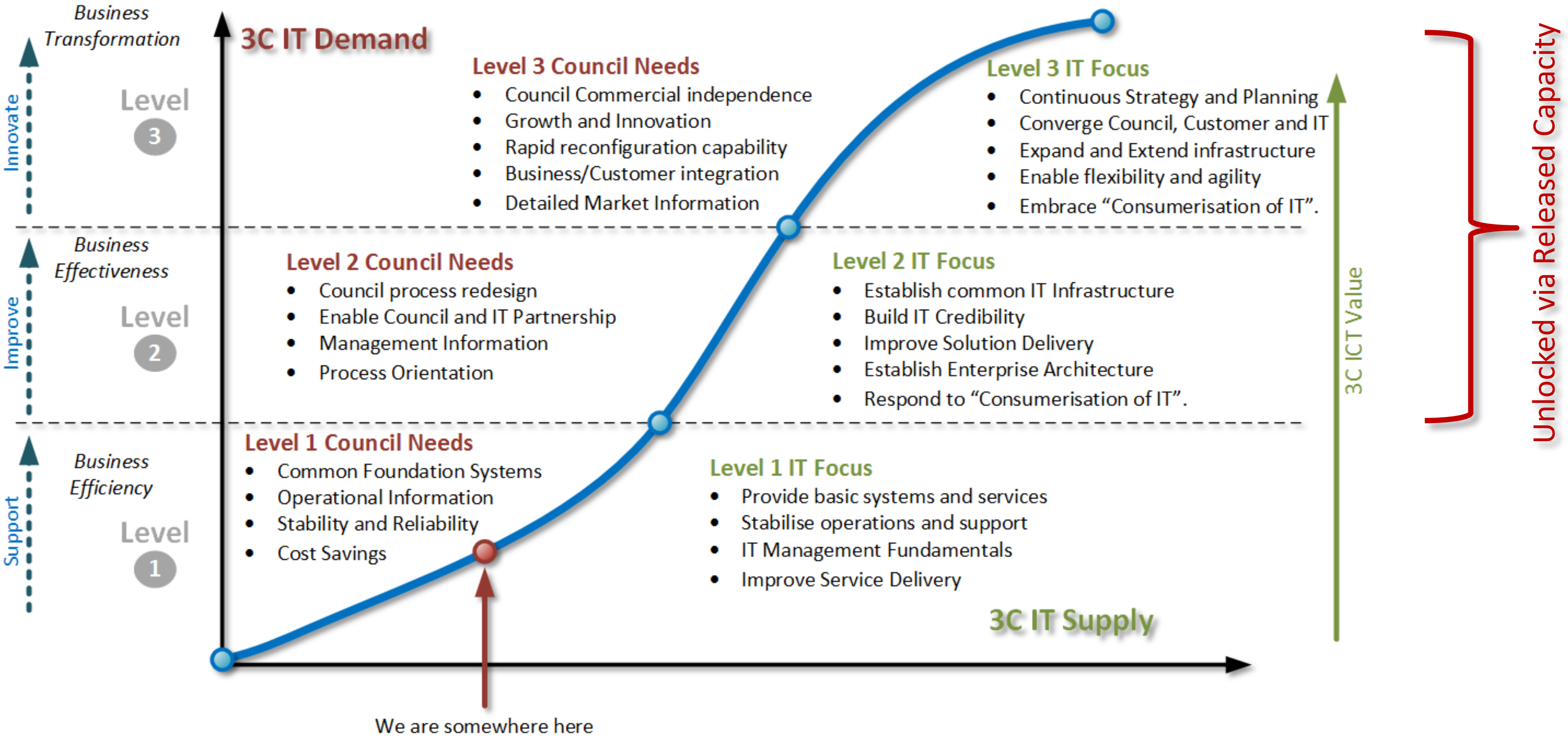
Why that capacity is key…

3C Shared Services



Business Transformation
Innovate
Level 3
Business Effectiveness
Improve
Level 2
Business Efficiency
Support
Level 1
3C IT Demand
3C IT Supply
3C ICT Value
Unlocked via Released Capacity

Level 3 Council Needs

- Council Commercial independence
- Growth and Innovation
- Rapid reconfiguration capability
- Business/Customer integration
- Detailed Market Information

Level 3 IT Focus

- Continuous Strategy and Planning
- Converge Council, Customer and IT
- Expand and Extend infrastructure
- Enable flexibility and agility
- Embrace "Consumerisation of IT".

Level 2 Council Needs

- Council process redesign
- Enable Council and IT Partnership
- Management Information
- Process Orientation

Level 2 IT Focus

- Establish common IT Infrastructure
- Build IT Credibility
- Improve Solution Delivery
- Establish Enterprise Architecture
- Respond to "Consumerisation of IT".

Level 1 Council Needs

- Common Foundation Systems
- Operational Information
- Stability and Reliability
- Cost Savings

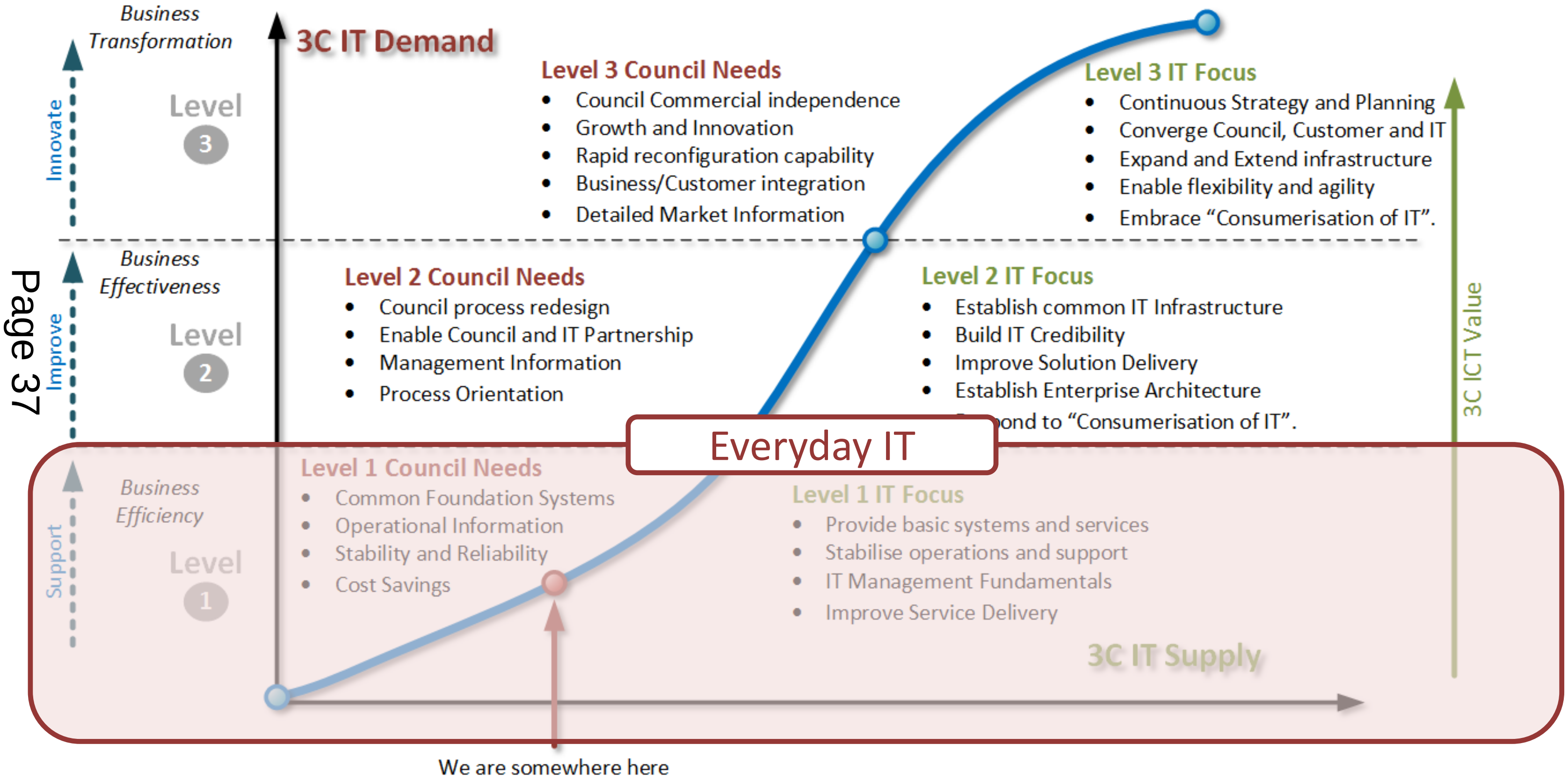
Level 1 IT Focus

- Provide basic systems and services
- Stabilise operations and support
- IT Management Fundamentals
- Improve Service Delivery

We are somewhere here

Why that capacity is key…

3C Shared Services



Business Transformation

Innovate

Level 3

Business Effectiveness

Improve

Level 2

Business Efficiency

Support

Level 1

3C IT Demand

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Everyday IT

Level 1 Council Needs

- Common Foundation Systems
- Operational Information
- Stability and Reliability
- Cost Savings

Level 1 IT Focus

- Provide basic systems and services
- Stabilise operations and support
- IT Management Fundamentals
- Improve Service Delivery

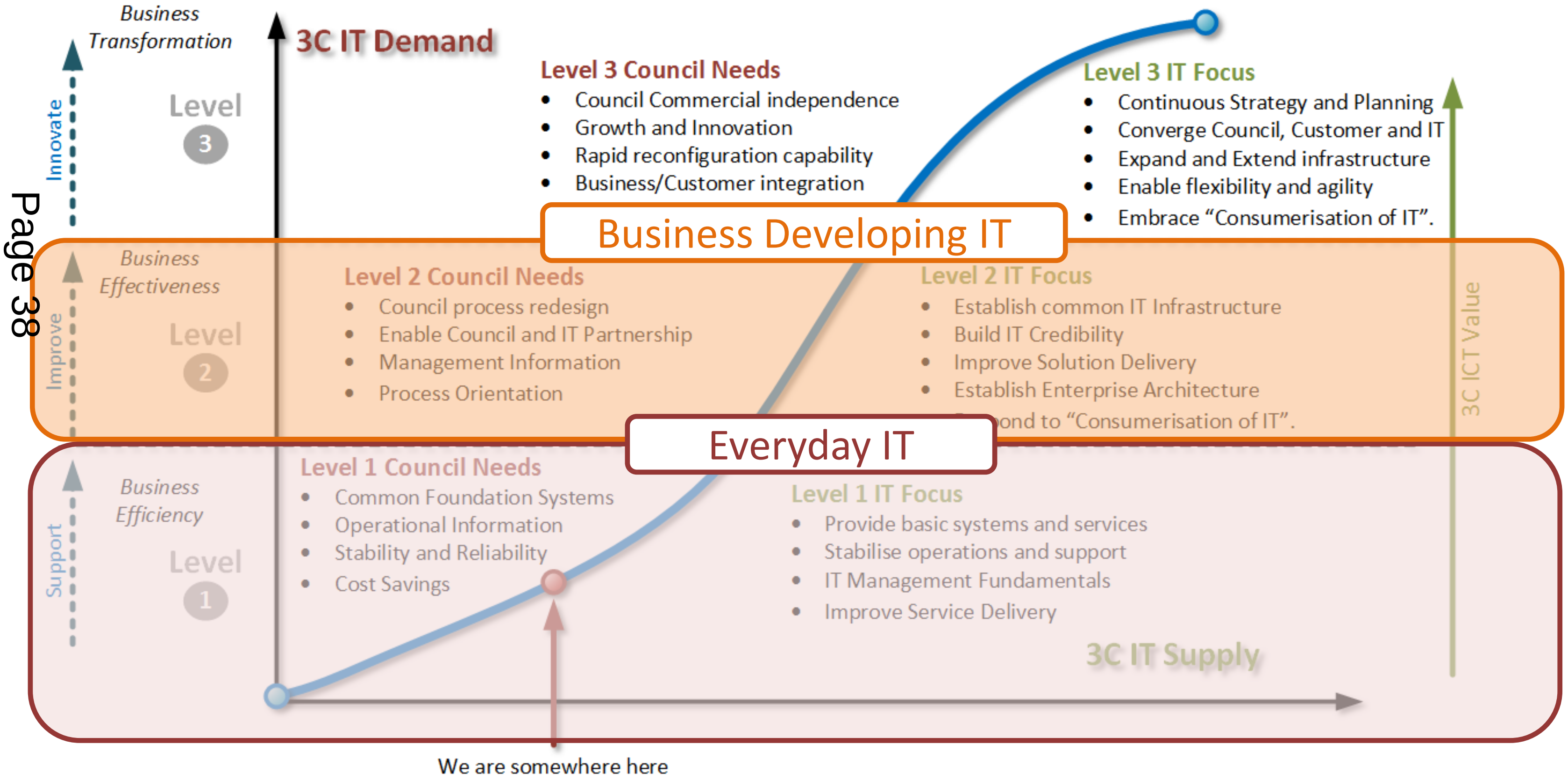
3C IT Supply

3C ICT Value

We are somewhere here

Why that capacity is key...

3C Shared Services



3C IT Demand

Business Transformation

Innovate

Level 3

Level 3 Council Needs

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Level 3 IT Focus

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Business Developing IT

Business Effectiveness

Improve

Level 2

Level 2 Council Needs

- Council process redesign
- Enable Council and IT Partnership
- Management Information
- Process Orientation

Level 2 IT Focus

- Establish common IT Infrastructure
- Build IT Credibility
- Improve Solution Delivery
- Establish Enterprise Architecture
- ond to “Consumerisation of IT”.

Everyday IT

Business Efficiency

Support

Level 1

Level 1 Council Needs

- Common Foundation Systems
- Operational Information
- Stability and Reliability
- Cost Savings

Level 1 IT Focus

- Provide basic systems and services
- Stabilise operations and support
- IT Management Fundamentals
- Improve Service Delivery

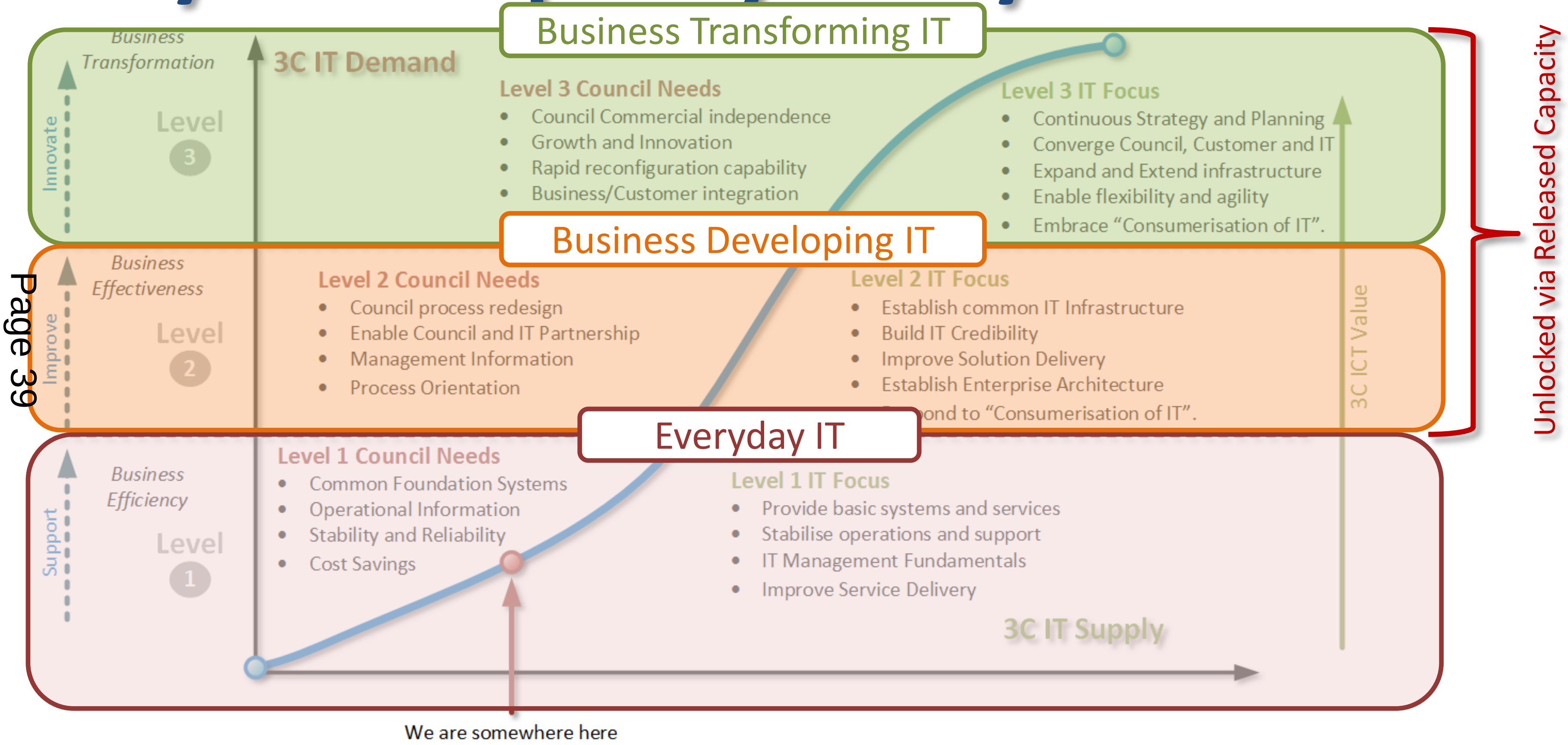
3C IT Supply

3C ICT Value

We are somewhere here

Why that capacity is key…

3C Shared Services



Business Transforming IT

Business Transformation

Innovate

Level 3

3C IT Demand

Level 3 Council Needs

- Council Commercial independence
- Growth and Innovation
- Rapid reconfiguration capability
- Business/Customer integration

Level 3 IT Focus

- Continuous Strategy and Planning
- Converge Council, Customer and IT
- Expand and Extend infrastructure
- Enable flexibility and agility
- Embrace “Consumerisation of IT”.

Business Developing IT

Business Effectiveness

Improve

Level 2

Level 2 Council Needs

- Council process redesign
- Enable Council and IT Partnership
- Management Information
- Process Orientation

Level 2 IT Focus

- Establish common IT Infrastructure
- Build IT Credibility
- Improve Solution Delivery
- Establish Enterprise Architecture
- ond to “Consumerisation of IT”.

3C ICT Value

Unlocked via Released Capacity

Everyday IT

Business Efficiency

Support

Level 1

Level 1 Council Needs

- Common Foundation Systems
- Operational Information
- Stability and Reliability
- Cost Savings

Level 1 IT Focus

- Provide basic systems and services
- Stabilise operations and support
- IT Management Fundamentals
- Improve Service Delivery

3C IT Supply

We are somewhere here

Benefits (Process)

- Sharing common systems and processes supports:
  - A unified customer experience across boundaries. Crucial for cross council shared services but other tangible benefits exist.
  - Allow further operational consolidation (shared customer services, shared HR and so on).
  - Massive untapped operational savings opportunities.
  - Opportunities to create additional operational capacity through better use of data and systems (particularly shared systems).
  - Allow cross council support/resilience in times of need.

Benefits (Data)

- Reducing the number of systems creates simpler opportunities for Master Data Sets and synchronisation of those sets.
  - Simplified Business Data.
  - Allows for greater data driven decision making.
  - Holistic view of service needs, driven by data not guesswork.
  - Better use of data will allow for proactive service intervention. (Use of data to reduce service demand through targeted early intervention)
  - Unified approach to data compliance with GDPR.

Benefits (Capacity)

- Reducing systems reduces BAU support.
  - Freed capacity can create capacity to:
    - Accelerate project delivery.
    - Allow more agile and dynamic response to change.
    - Allow Commercial ICT opportunities to be explored to reduce partner costs and create revenue.
    - Become *n*C not just 3C.

Benefits (Systems)

- A reduced number of line of business systems allows:
  - Easier digital integration, simpler integration architectures and therefore reduced support and development overheads.
  - Far greater systems scalability.
  - Commercial opportunities to offer best practice systems to interested customers.
  - Buy once, use 3 times.
  - Integrate once, reuse 3 times.
  - Simpler support model.
  - Greater automation opportunities due to released capacity.

Financial Benefits

- ICT Support and BAU overhead will naturally reduce.
  - Freeing capacity for further integration and automation.
  - Increased ICT Bandwidth to pursue additional customer end to end digital opportunities for even further business automation.
  - Extra 3C ICT bandwidth to pursue offerings for potential paying customers.
- Increased bargaining power with vendors.
  - Buy once and use 3 times.
  - Reduced ICT costs for partners and stakeholders.
- Standardisation and reduction of support with fewer compatibility issues.
  - Common platforms for digital integration.
  - More reliable customer facing digital offerings.
  - Integrate once, use 3 times. (Digital and internal automation).
  - Common Data standards.

3C Shared Services

BUSINESS PLAN FOR ICT SHARED SERVICE (MID YEAR REFRESH)
2017/18

Service Leads			
Head of 3C ICT Shared Service	Paul Sumpter		
	Cambridge City Council	**Huntingdonshire District Council**	**South Cambridgeshire District Council**
Director of Shared Service	Fiona Bryant	Oliver Morley	Mike Hill
Lead Councillor	Cllr Herbert	Cllr Brown	Cllr Topping

APPROVED BY	Status	Date
Management Board	Draft	
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council *[Executive Councillor and Scrutiny Committee]*	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable

Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly 3C Management Board meetings and then submitted every quarter to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.

Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in *March 2018* as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.

Version	Date
V4.0 Draft	**16 November 2017**

SECTION 1: CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the ICT Service, part of 3C Shared Services, for 2017/18. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced managements costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles which individually, are not viable in the long-term.

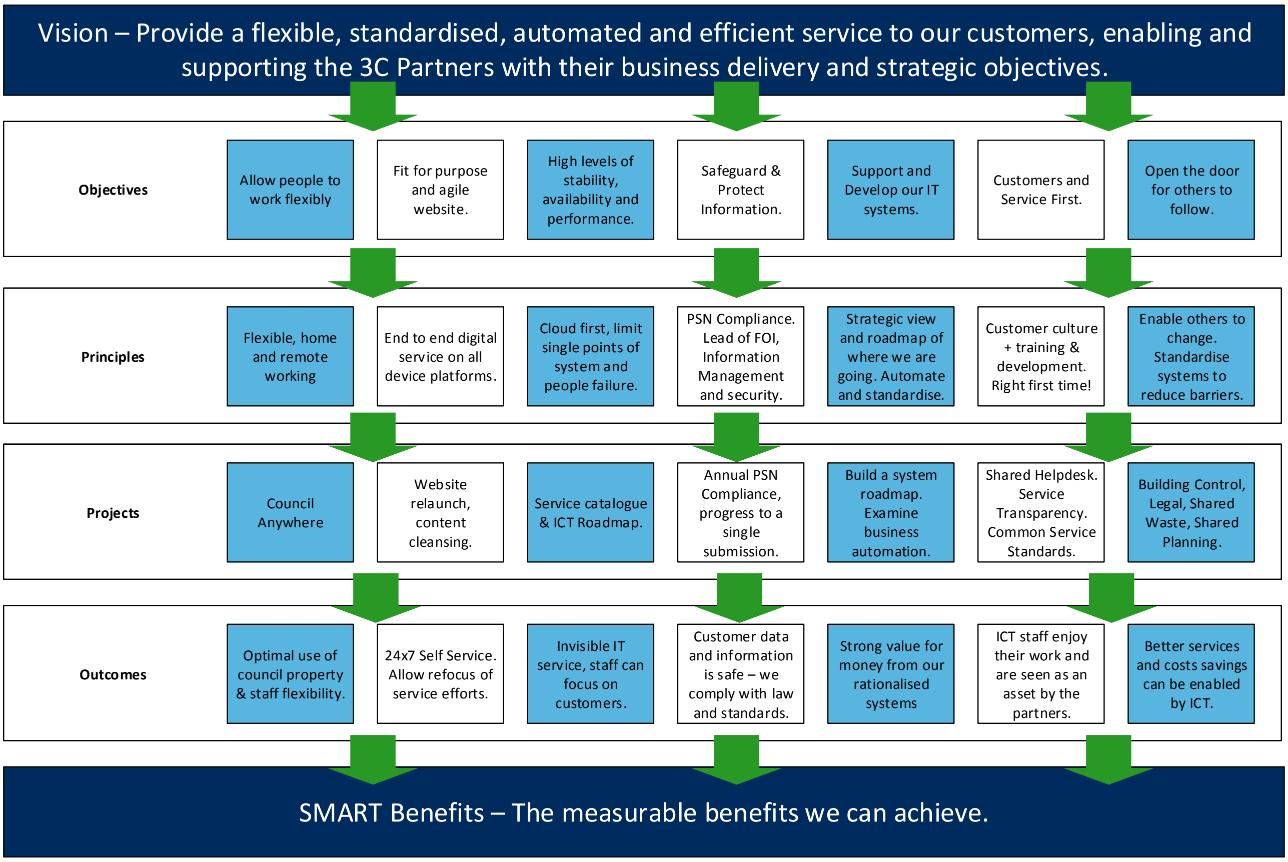
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

Vision & Objectives

The following diagram summarises the vision and high level objectives for the 3C ICT Shared Service:



Vision – Provide a flexible, standardised, automated and efficient service to our customers, enabling and supporting the 3C Partners with their business delivery and strategic objectives.

Objectives	Allow people to work flexibly	Fit for purpose and agile website.	High levels of stability, availability and performance.	Safeguard & Protect Information.	Support and Develop our IT systems.	Customers and Service First.	Open the door for others to follow.
Principles	Flexible, home and remote working	End to end digital service on all device platforms.	Cloud first, limit single points of system and people failure.	PSN Compliance. Lead of FOI, Information Management and security.	Strategic view and roadmap of where we are going. Automate and standardise.	Customer culture + training & development. Right first time!	Enable others to change. Standardise systems to reduce barriers.
Projects	Council Anywhere	Website relaunch, content cleansing.	Service catalogue & ICT Roadmap.	Annual PSN Compliance, progress to a single submission.	Build a system roadmap. Examine business automation.	Shared Helpdesk. Service Transparency. Common Service Standards.	Building Control, Legal, Shared Waste, Shared Planning.
Outcomes	Optimal use of council property & staff flexibility.	24x7 Self Service. Allow refocus of service efforts.	Invisible IT service, staff can focus on customers.	Customer data and information is safe – we comply with law and standards.	Strong value for money from our rationalised systems	ICT staff enjoy their work and are seen as an asset by the partners.	Better services and costs savings can be enabled by ICT.

SMART Benefits – The measurable benefits we can achieve.

In essence, the drivers for the creation of the ICT Shared Service are:

- **Savings to the 3 councils**: creation of a single shared service increases efficiency and reduces the unit cost of service delivery.
- **Service resilience**: fewer single points of failure, and increased scale enables increased investment in ruggedized infrastructure, thus reducing probability and impact of service outages.
- **Collaborative innovation**: increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First at their heart. In this way, the 3C ICT Shared Service will become thought leaders for evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own

The **Digital and ICT Strategy** together with the **Service Catalogue** are the primary documents outlining the strategic intent for the service and describe the current service offerings provided by the ICT Shared Service. These important documents are managed under the approval of the 3C Management Board, and will continue to evolve throughout the life of the ICT Shared Service.

In summary, the following is the current list of ICT Services detailed in the Service Catalogue:

- Service Desk and End User Support.
- Network and Infrastructure Support.
- Communications Support.
- ICT and Digital Strategy Formulation.
- Technical / Solutions Architecture.
- ICT Project, Procurement, Contract and Supplier Management.
- ICT Bespoke Service Delivery.
- Data Centre Management.
- Telephony Management.
- Data and System Backup and Recovery.
- Local Area Network (LAN) & Wide Area Network (WAN) Management.
- ICT Security Management.
- Email Support & Web Filtering.
- Desktop Provision / Replacement.
- Office Computer Provision.
- Flexible / Homeworking Service.
- Mobile ICT Provision (incl. smartphones & tablets).
- Print Facilities.
- Audio Visual Facilities (provision & support).
- Database administration and management.
- Application Maintenance and Support.
- Release Management (Infrastructure and Applications).
- GIS Management.
- Address Management.
- Information Governance/Management.
- Website and intranet Support (incl. web apps and web forms).
- SharePoint / Office 365 Support and Development.
- System Integration Support and Development.
- Training.
- Compliance (inc PSN / PCI).
- Licence Management / SAM.
- Test Plan Development.
- Client Service Management.
- Finance and Billing.
- System packaging (AppV / SCCM etc).
- Unix / Linux Physical Windows support
- Business analysis & Business support.

In addition to delivering the “traditional” ICT service such as Service Desk and Applications Support, the portfolio of services includes less traditional “thought leadership” types of services, which are seen as essential for the three partner authorities to achieve their strategic goals. For example, “Digital First” delivery of front line council services is strategically vital in order to deliver the level of savings and customer satisfaction required of the councils.

The **Technology Roadmap** is the other important document describing service capability. It describes the planned changes / additions / modifications to service delivery as well as identifying the financial opportunities to leverage the economies of scale needed to fulfil the anticipated savings desired from the service. It includes the relative priorities of these changes (MoSCoW), together with a mapping of which of partner(s) wish these change(s). As with the service catalogue, this document is also managed under change control, and will continue to evolve throughout the life of the Shared Service.

Together, the Service Catalogue and Technology Roadmap provide a complete and comprehensive description of the services (current and planned) that will be provided by the 3C ICT Shared Service.
In order to deliver the services described in the catalogue, a new structure has been designed for the ICT Shared Service, which is now complete following the incorporation of the outsourced support model at Cambridge City Council. The overview of the service structure is provided in Section D.

Aims & Priorities

The aims and priorities of the service are to provide the right ICT services at the right price point to enable the partner councils to achieve their goals. Within the template of the service catalogue, each of the individual services will have a clear priority, service availability, service support details, KPIs and a service owner.

Regular Service Delivery Reviews between the ICT Shared Service management team and the management teams of each of the partner councils are taking place with the view to further refine and improve the delivery. Through these reviews, operational issues will be discussed, reviewed and (where necessary), service improvement plans will be developed including prioritisation.

All three councils approved the proposal to create the service, and hence the ICT Shared Service now has a mandate to operate for the next 5 years (assuming it meets the required cost & service parameters).

Whilst not a formal partner of the ICT Shared Service, there was a key working relationship with Northgate, to whom Cambridge City outsourced their ICT Service some years ago. In April 2017 this outsourced service was formally transitioned to 3C ICT allowing additional posts to be created to formally finalise the shape of the support offered.

C. FINANCIAL OVERVIEW

Several changes have been made to the financial element of the Business Plan for 2017/18 financial year and moving forward. The original 2015 business case made some broad assumptions regarding the possible cost saving opportunities which were not feasible at the time of the business case. It is clear that any significant savings were only going to be derived from some large partner wide rationalisation projects affecting key line of business systems. Such rationalisation of key services in the first year of the service to realise the savings in the original profile would therefore not be possible. The original business case budget also did not forecast that there would be a heavy reliance on hired staff whilst permanent staff were recruited to key roles.

The financial profile of the Business Plan has been remodelled below to show a pragmatic stepped approach to savings recognising the (a) significant dependence on hired resources in the first year of the service and also (b) recognising the procurement practicalities of rationalising several key “line of business” systems across partners when there was little or no correlation of vendors. The original 2015 business case financial summary is provided in the following tables to allow for easy comparison with the revised financial model.

The original baseline also excluded a number of fundamental costs which are included in the following tables. This revised baseline is used to calculate all costs (apportionment, savings etc) moving forward, the original baseline is shown to give an appreciation of the uplift due to the missing costs.

Finally, this section details a fairer approach to apportionment of cost/savings. The original business case budget assumed that if the partner contributed more to the overall revenue pot there would be a corresponding proportional saving benefit or contribution to overspend. The ultimate goal is to develop the service business case towards a fairer usage model and as such the following approach to the apportionment of cost is outlined below:

(1) **Staff Costs** – The contribution towards the staff element of the business case effectively represents the service delivered by 3C ICT. In the following revised model the contribution of the partner to the staff element of the budget is used to calculate the percentage of the service the partner should expect. The proportion of time committed to partner projects and business as usual support will be reported through routine monthly service management reports.

(2) **Project Costs** – The contribution to new projects will be based on the utilisation of the live system. In essence, the cost of each shared project will be split amongst the number of expected users in the proposed system from each partner. Partners may have specific implementation requirements due to a variety of reasons. In such cases where there is no perceived benefit for the other partners this will be funded directly from the partner requesting any additional/enhanced features.

(3) **Shared Costs** – Those projects resulting in the realisation of truly shared service systems will usually involve ongoing running/support costs. These running costs for shared systems will be based on the number of users from each partner.

(4) **Legacy Costs** – These include systems/services and ongoing procurement commitments the partner is directly liable for. These costs will be charged directly back to the originating partner. This will serve to further incentivise partners to support and work with 3C ICT to develop opportunities to adopt a shared approach. This in turn will help the service unlock and realise the economies of scale by moving as many services as practical into the Shared approach.

(5) **Charges** – Partner invoicing based on the approach above will be charged on a quarterly basis including any overspend to avoid the hosting council carrying the liability of the other partners.

This approach will prevent the subsidy of respective partners in the event of overspend, focus partners on supporting the Shared Service “Buy once and use three times” principle and provide fairness and transparency in relation to partner contributions. This approach will be adopted immediately moving forward from the acceptance of this business case.

Re-Forecast 3C ICT Revenue Budget

The top part of the table below shows the revised business case financial summary including all of the elements omitted from the original business case as a revised baseline. With the CCC/NPS outsourced contract being used to fund additional roles within 3C ICT a revised budget is detailed in the bottom section of the table. With the NPS contract now funding staff roles indexation is applied and future Microsoft licensing requirements to support the business case and licensing compliance. The updated baseline and budget case also includes all previously missing costs.

Budget category	**Year 2 2017/18**	**Year 3 2018/19**	**Year 4 2019/20**	**Year 5 2020/21**	**Year 6 2021/22**
Baseline Staff[1]	£3,406,695	£3,492,568	£3,562,419	£3,633,667	£3,706,341
Baseline Other[2]	£3,386,677	£3,827,564	£3,896,795	£3,967,411	£4,046,759
(a) Baseline Total ICT	**£6,793,372**	**£7,320,131**	**£7,459,214**	**£7,601,078**	**£7,753,100**
Budgetary Staff Costs	£3,198,000	£3,081,000	£3,100,660	£3,163,553	£3,227,704
Budgetary Other Costs	£3,311,495	£3,427,725	£3,388,959	£3,349,419	£3,416,407
(b) 2017 Revised Budget	**£6,509,495**	**£6,508,725**	**£6,489,619**	**£6,512,972**	**£6,644,111**
Forecast Staff Savings	£208,695	£411,568	£461,759	£470,114	£478,636
Forecast Other Savings	£75,182	£399,839	£507,836	£617,992	£630,352
Revised Savings Plan	**£283,877**	**£811,406**	**£969,595**	**£1,088,106**	**£1,108,989**
Savings Percentage vs Baseline	**4.2%**	**11.1%**	**13.0%**	**14.3%**	**14.3%**

[1] *Includes Information Governance Staff costs transferred within FY2016/17 and staff funded from NPS contract. Indexation of 2% applied to model future staff costs.*

[2] *Includes additional CCC contract transferred within FY2016/17 and additional support arrangements funded by NPS contract. Indexation of 2% applied to model future service costs.*

- **Row(a)** represents the revised partner running costs before 3C including all missing items.
- **Row(b)** represents the revised budget based on actual running costs from 2016/17 and a revised savings profile.

To better reflect fairness between contributions the distinction is made between what comprises the service element of the Shared Service and the ongoing running costs of the partners. Moving forward any partner overspend against budget for legacy costs will be charged directly back to the originating council based on actuals to ensure that the integrity of the original baseline can be accurately monitored (in essence anything not transferred as part of the original budget will be charged back direct to the partners).

Budget Narrative

The savings represented within the tables above are planned changes to rationalise existing partner support arrangements and leverage the benefits of scale. Benefits realisation from activities detailed within the **Roadmap** and **Digital & ICT Strategy** will be evaluated separately.

FY17/18 – Contractor resource requirements fully removed from 3C ICT staff compliment.

FY18/19 – Contribution for Microsoft Licensing increases to support partner SMART flexible working Requirements (£366,000 increases). No previous Microsoft Licensing in HDC original profile (£160,000). Various contracts removed due to ongoing rationalisation work with vendors already in progress (£316,000 reduction in revenue costs planned from Contender/Civica DBA Support/DR Contract Cambridge City/NPS DBA Support and Server Room consolidation project).

FY19/20 and FY20/21 – Modest assumption surrounding savings due to procurement of new shared systems. (£100k in each year) and further contract consolidation. Potential for other savings based upon **Roadmap** activities.

Approach to Funding CCC/SCDC Digital Programmes

Both CCC and SCDC have emerging Digital and Web projects. To ensure that the financial business case detail is able to reflect the original baseline costs of the respective partners it has been proposed that any recruitment needed to support these emerging projects will be funded directly by the partners and shown outside of the nominal operating costs for the service to avoid confusion.

There are clear benefits from such posts being directly homed within the existing 3C ICT Digital team but a separate business case will be developed to fund any such post to avoid confusion and to allow the savings objectives of the Service to be achieved. Revenue will be transferred to 3C ICT as income to fund such initiatives.

Proposed Service (Staff Element) Apportionment

Apportionment of Costs	**Year 1** **2016/17**	**Year 2** **2017/18**	**Year 3** **2018/19**	**Year 4** **2019/20**	**Year 5** **2020/21**	**Year 6** **2021/22**
Cambridge City Council[1]	32.7%	44.8%	45.1%	45.1%	45.1%	45.1%
Huntingdonshire District Council	38.4%	31.5%	31.3%	31.3%	31.3%	31.3%
South Cambridgeshire DC	28.9%	23.7%	23.6%	23.6%	23.6%	23.6%
Grand Totals	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

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[1] The Cambridge City Council service (staff) contribution increases due to the novation of the Northgate contract used to fund additional service Staff posts. Year 1 is shown only to illustrate this change.

Cost of 3C ICT Shared Service by Partner

ICT Shared Service costs per partner	**Year 2 2017/18**	**Year 3 2018/19**	**Year 4 2019/20**	**Year 5 2020/21**	**Year 6 2021/22**
Cambridge City Council	£3,102,395	£3,080,494	£3,070,924	£3,080,425	£3,142,430
Huntingdonshire DC	£2,065,833	£2,097,672	£2,090,349	£2,096,345	£2,138,548
South Cambridgeshire DC	£1,341,268	£1,330,559	£1,328,347	£1,336,202	£1,363,133
Grand Totals	**£6,509,495**	**£6,508,725**	**£6,489,619**	**£6,512,972**	**£6,644,111**

Figures show above are only estimated based from original proportional contribution. Actual charge backs to the partners will be based on actuals
As detailed previously, the avoidance of the sharing approach for actuals avoids any potential cross-subsidy issues.

Savings from 3C ICT Shared Service by Partner

The following table details the estimated split of savings per partner.

ICT Shared Service savings per partner	**Year 2 2017/18**	**Year 3 2018/19**	**Year 4 2019/20**	**Year 5 2020/21**	**Year 6 2021/22**
Cambridge City Council	£131,378	£382,845	£458,883	£517,178	£527,125
Huntingdonshire District Council	£89,768	£261,041	£312,338	£351,195	£357,943
South Cambridgeshire DC	£62,732	£167,520	£198,374	£219,734	£223,921
Grand Totals	**£283,877**	**£811,406**	**£969,595**	**£1,088,106**	**£1,108,989**
Cumulative Total Saving	**£283,877**	**£1,095,283**	**£2,064,878**	**£3,152,984**	**£4,261,973**

Key Financial Risks/Observations.

1. Many of the Roadmap activities could see operating costs increase (for example the Shared Waste procurement project, HDC currently has no system and will therefore incur additional cost which is not currently forecast). As these projects are dependent on procurement it has been assumed that there is no uplift against operational costs, all such projects will have a separate business case and justification which will include the impact on revenue budgets.

2. Regional staff salaries for key skills become difficult to recruit/replace resulting in significant overspend due to hired staff.

3. Exchange rate variances pose a genuine risk to the ICT budget forecast due to a large number of non-UK software suppliers (as was seen with the anticipated Microsoft Licensing uplift reflected in the business case).

4. There is currently no way to reflect operational savings derived from ICT project benefit against the 3C ICT service. Currently this would just be seen as an operational ICT cost uplift even though there are clear benefits for the operational teams for doing so.

C. FINANCIAL OVERVIEW (ROADMAP: HIGH LEVEL CAPITAL INVESTMENT FORECAST)

The table below represents the proposed capital investment profile based on the ICT Roadmap for major applications. All investment will undergo formal scrutiny through existing partner budgeting processes. All systems will be procured in line within ICT Strategy principles.

		2018-19		2019-20		2020-21		2021-22		2022-23	
Council	**Roadmap Activity**	**CapEx**	**OpEx**	**CapEx**	**OpEx**	**CapEx**	**OpEx**	**CapEx**	**OpEx**	**CapEx**	**OpEx**
CCC	Council Anywhere (Initial investment and rolling desktop upgrade)	£496k						£98k		£98k	
	Waste System	£463k	£38k		£38k		£38k		£38k		£38k
	Housing Management System	£650k									
	Shared Planning System	£230k									
	Environmental Health System			£200k							
	Revs & Bens System					£500k					
HDC	Council Anywhere (Initial investment and rolling desktop upgrade)	£637k						£160k		£160k	
	Waste System	£329k	£33k		£33k		£33k		£33k		£33k
	Housing Management System										
	Shared Planning System										
	Environmental Health System			£200k							
	Revs & Bens System					£500k					
SCDC	Council Anywhere (Initial investment and rolling desktop upgrade)	£360k						£66k		£66k	
	Waste System	£164k	£16k		£16k		£16k		£16k		£16k
	Housing Management System	£500k									
	Shared Planning System	£270k									
	Environmental Health System	£40k		£200k							
	Revs & Bens System					£500k					

Assumptions:

- Env Health costs are based on worst case scenario of Civica soft market testing.
- Revs & Bens is an estimation based on similar sized systems.
- Only 2018/19 costs are based on soft market testing prices and have been submitted via partner bid process. Cost may vary during procurement process.
- It is anticipated that any efficiency savings needed due to uplift of revenue budgets will be met by the service.
- Many of the 2018/19 costs are driven from Shared Service activities which are the main reason for frontloading the profile.

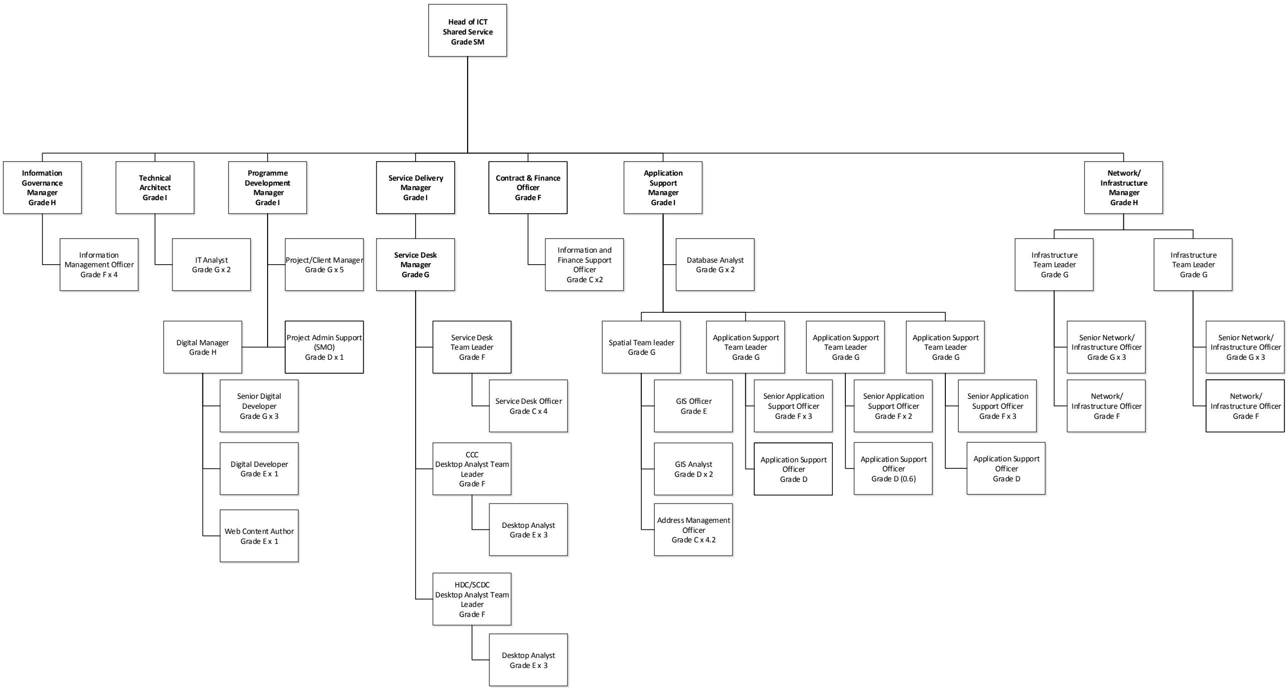
D. STAFFING OVERVIEW

Huntingdonshire is the employing authority.

The structure was shaped by the following Key Principles:

1. Integrate the current three ICT org structures into a single structure.
2. Ensure this structure has clear accountabilities for delivering the scope of work described in the ICT Shared Service Catalogue.
3. Ensure ICT Shared Service has sufficient knowledge and experience to provide thought leadership to the three councils as they seek to evolve their services to a "digital first" world.
4. No more than 7x direct reports for any role within the structure.
5. Minimize the number of management layers between the Head of Service and all roles within the ICT Shared Service.
6. Move towards stronger alignment with the ITIL management model.
7. Provide a single shared services structure, with roles spanning the needs of all clients (as opposed to siloed teams serving each council).

2017 ICT Organisational Structure


Head of ICT Shared Service Grade SM
Information Governance Manager Grade H
Information Management Officer Grade F x 4
Technical Architect Grade I
IT Analyst Grade G x 2
Programme Development Manager Grade I
Project/Client Manager Grade G x 5
Digital Manager Grade H
Project Admin Support (SMO) Grade D x 1
Senior Digital Developer Grade G x 3
Digital Developer Grade E x 1
Web Content Author Grade E x 1
Service Delivery Manager Grade I
Service Desk Manager Grade G
Service Desk Team Leader Grade F
Service Desk Officer Grade C x 4
CCC Desktop Analyst Team Leader Grade F
Desktop Analyst Grade E x 3
HDC/SCDC Desktop Analyst Team Leader Grade F
Desktop Analyst Grade E x 3
Contract & Finance Officer Grade F
Information and Finance Support Officer Grade C x2
Application Support Manager Grade I
Database Analyst Grade G x 2
Spatial Team leader Grade G
GIS Officer Grade E
GIS Analyst Grade D x 2
Address Management Officer Grade C x 4.2
Application Support Team Leader Grade G
Senior Application Support Officer Grade F x 3
Application Support Officer Grade D
Application Support Team Leader Grade G
Senior Application Support Officer Grade F x 2
Application Support Officer Grade D (0.6)
Application Support Team Leader Grade G
Senior Application Support Officer Grade F x 3
Application Support Officer Grade D
Network/ Infrastructure Manager Grade H
Infrastructure Team Leader Grade G
Senior Network/ Infrastructure Officer Grade G x 3
Network/ Infrastructure Officer Grade F
Infrastructure Team Leader Grade G
Senior Network/ Infrastructure Officer Grade G x 3
Network/ Infrastructure Officer Grade F

Incorporation of the outsourced contract from Cambridge City allowed many of the original capacity and skills gap issues inherent within the original combined structure to be resolved. These included:

- **Project / Client management**: Additional roles were added to this service area and will play an important part in the deployment of key business solution changes (e.g. new financial management system, council anywhere, shared service initiatives and other key roadmap activities). As of April 2017 this team is at full compliment.

- **Contracts and Finance Management:** This role is critical to providing management of 3C ICT financial performance and identification of potential savings from existing partner council commitments.

- **Network / Infrastructure:** A scarcity of permanent staff with these skills was mitigated in the early days of the service through the utilisation of hired staff. This was not ideal, and the resulting staff overspend in Year 1 was predominantly due to the excessive use of interim staff. Restructuring the team has allowed the service to attract some key skillsets needed to manage a large and complex infrastructure.

- **Status of Staffing:** The 3C ICT staff restructuring in now largely complete. By late September it is anticipated that the reliance on hired staff within non-project related roles will be largely eradicated. This allows the service to maximise the full potential of staff savings from FY2018 onwards.

E. LOOKING BACK

Achievements (2016/17)

A number of discrete projects are either in flight or completed in the last year.

Transition of NPS to 3C

The end of April 2017 saw the remainder of the ICT support structure at Cambridge City Council (CCC) move over to 3C ICT from the incumbent supplier Northgate Public Services Limited (NPS). The migration project started in earnest at the start of the year and saw a lot of key staff from 3C ICT involved in the transition of the service. Although, not the smoothest of journeys the final elements of the NPS service were taken on-board without incident.

Previously to this move, the ICT support services were provided through a mixture of NPS and 3C functions. Completing this move allows the 3C ICT Shared Service to plan better and provide services in a consistent manner to all three partners and reduce the complexity of the service provision. Management control over this previous arrangement was also very difficult, support is now being provided by a single accountable supplier to all three partners with a common Digital and ICT vision.

The additional revenue has allowed 3C ICT to complete the shape of the service offering through the recruitment of additional posts into the service which were being previously provided by expensive hired staff. Most of the gaps have now been filled with a much smaller dependency on hired resources which will allow 3C to maximise the staff savings opportunities envisaged within the original business 2015 business plan.

Server Room Consolidation Project

This project was commenced in 2016 and will involve the rationalisation of all of the 3 partners server room infrastructures into a single solution that will standardise the hardware environment, improve business continuity, improve stability/performance. The project will provide a server platform that will meet future requirements for the 3 partners whilst leveraging significant savings. The migration to this platform will see HDC, CCC and SCDC migrate to this platform over the forthcoming months and is planned to be completed by the end of 2017. This single project should unlock almost £200,000 per annum of savings (2018 business year) through the consolidation of these services.

Cambridge City Council (CCC) Network Review

A full review of the network infrastructure at CCC was conducted in March 2017. The standard of this key element of the CCC infrastructure was very poor and was viewed as a barrier to effective working and resulting in lost productivity and limitations on the systems and software that can be run across the Council network. During the first quarter of 2017 3C ICT visited all the sites that are connected to the Council network and performed a detailed reviewed of the ICT infrastructure. In March 2017 CCC gave 3C the approval to initiate a project to overhaul the infrastructure from existing transferred budgets. The project is planned to be completed in October 2017. The overhaul is cost neutral but should have a significant impact on incumbent issues with the reliability of the CCC infrastructure.

4 Stars from SOCITM
The Digital Team in 3C ICT were proud to be notified that Socitm awarded the Huntingdonshire District Council (HDC) website 4 stars in an assessment completed in early June 2017. Socitm has announced that 35 out of 416 councils in total received 4 stars. Of the 200 shire district councils, only 16 got 4 stars.

Remote Access Upgraded in South Cambridgeshire District Council (SCDC)
Migration of users onto the new Net Connect remote access system at SCDC has now been completed with 300 users now using the new portal to connect remotely. The new system has resolved compatibility issues and ensures PSN compliancy.

Single ICT Service Desk
A single ICT Service desk for all support, change and service requests was established in December 2016. This allows 3C ICT to have a single view of the customers service requirements and provides a platform to allow 3C ICT to monitor and further refine the service offering.

F. LOOKING FORWARD

Short to medium term:
The initial focus of the 3C ICT Management Team is to stabilise the service. The transition of the additional support overhead to 3C ICT due to the novation of the Northgate contract has been met with a few challenges resulting in a dip in performance. From a service perspective, there is a short-term action plan in place to address this.

Medium term however, the plan is to standardise the desktop and infrastructure into a single logical environment so that support can be offered, delivered, monitored and tuned in a standard way. This is a key deliverable of the 3C Digital and ICT Strategy and will see a business case submitted for “Council Anywhere” which the brand name given to the 3C ICT Desktop Transformation and Standardisation initiative. A standard support environment will create the support space needed to deliver further improvements from the service whilst delivering one of the key strategic drivers which is to allow all of our staff to work flexibly. By consolidating the three separate ICT systems of the partner councils and bringing them to the same high standard, the ICT Shared Service will create a more cost-effective operation than any of the individual partners could provide.

The “Council Anywhere”, “Cambridge City Network Upgrade” and the “Server Room Consolidation” projects will reduce the cost of supporting the entire environment, improve reliability, facilitate automation opportunities, improve service delivery whilst providing a very robust disaster recovery and business continuity processes.

Longer term:
With the **Technology Roadmap** established 3C will engage with Partners to continuously identify and review 3-way opportunities to rationalise the application environment, potentially unlocking further cost savings. This activity is already happening but will continue to be an ongoing theme as there are a wide variety of applications to rationalise across the three partners. Each review point is also the opportunity to assess the Digital capabilities of the respective service vertical and ensure that newly procured line of business systems can support fully digital end to end transactions.

The **Technology Roadmap** (mentioned above) will be the means whereby these service evolution steps will be specified, prioritised, controlled and managed.

Risks & threats: The following table describes the key risks, and associated mitigation actions:

Risk Description	Risk Mitigations
The Shared Service is not able to adequately protect the partner ICT environment from Cyber Crime threats and maintain PSN compliance.	An extensive programme of external audit activities has been established to review the Service's approach to the management of these critical areas of ICT operations. This programme also includes the ongoing compliance plan for PSN compliance. Audit activities focus on procedural, organisational and operational approaches to ICT security. The service has already deployed a significant number of counter measures to combat the overall threat posed by security.
Shared Service benefits are not adequately captured nor regularly checked and monitored leading to inaccurate reporting and potentially lack of support (incl financial)	Business cases have been developed and presented to each council's committee cycle for consideration and approval. Benefits have been identified and quantified wherever possible and quarterly performance reporting agreed.
Service standards are set at different levels across the three Councils, leading to customer and Member complaints about differing service levels from a shared service.	Clear principles to be established to agree how service standards will be developed and approved. To support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery. A single Service Catalogue will be reviewed by the partners on a frequent basis.
Overall financial savings targets are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.	Savings targets to be regularly reviewed as part of performance monitoring and evaluated as part of the development and delivery of the Shared service business case Business cases to include robust financial analysis and risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre-shared service levels initially, which automatically builds in savings in year 1. Posts being held vacant where appropriate until structures are agreed, offers early possible savings.
No communication plan is in place leading to employee rumour and dissatisfaction and the lack of 'buy-in' or cynicism with the shared service model.	Regular communications from project boards and PBSS. Full communications plan has been developed & is being implemented by communciations, workstream leads and programme manager. A number of methods of engagement have been adopted to ensure staff needs are met – 1 to 1s, group meetings, briefings, written communications, email updates.
The uncertainty arising from a shared services delivery model causes uncertainty amongst impacted employees, leading to them resigning and the Council's losing expertise and knowledge that would be beneficial to the re-engineering of the service.	Communications and engagement plan for staff to support change management and manage uncertainties HR processes clear and well communicated Effective, timely and robust consultation with staff
The ICT infrastructure is not robust enough to support the requirement of staff to work across multiple sites, leading to a reduction in service levels and the failure to agree the financial savings identified.	ICT shared service priority is to deliver "Council Anywhere". The ICT strategy & implementation plan captures the short, medium and long-term actions needed to facilitate flexible, multi-site working and standardisation.

Shared Services do not deliver the expected good quality services to internal and external customers	Agreed service standards to be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery

G. COMMUNICATION AND ENGAGEMENT

The ICT Shared Service uses a variety of methods for communication with their staff, customers and key stakeholders.

The **3C ICT and Digital Strategy** outlines the intent and vision of the ICT Shared Service. This is shared and disseminated to all partners via the 3C Management Board. The document, as well as outlining short to longer term objectives, also outlines the principles to which partners engage with 3C ICT and each other to ensure that the service is able to meet the objectives of the original business case.

The **Service Catalogue** outlines the main functions delivered by the ICT Shared Service, including performance indicators, role responsible for delivering the function and the main components to be delivered. This document has been drafted by the staff within ICT and will be released to customers from across the Partner Authorities for comment and feedback to help shape the services being delivered.

The **Major System Technology Roadmap** is the forward plan of technological development of the ICT Shared Service, it outlines the timelines for moving to new or different technologies and details how Application rationalisation opportunities will be identified. The Head of Service and Technical Architect will lead on effective engagement with key service areas to define their future needs and ensure they technical solutions are built into the roadmap.

The **Delivery Programme** is the forward plan for the ICT Shared Service. This plan captures the needs of services from across the Partner Authorities and sets out the timeline for the work to be completed, the roadmap is the responsibility of the Development Manager who will lead on consultation with the partner Intelligent Clients to ensure the programme of work is aligned with strategic partner objectives.

Communications within the ICT Shared Service team will continue via the ‘weekly comms’ email that reports on progress for forming the new ICT Shared Service.

SECTION 2: OPERATIONAL PLAN 2017/18

SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS

This Section sets out the “Business as Usual” priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined *(i.e. Corporate plans, ICT strategy)*	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Deliver high standard of system availability	ICT and Digital Strategy, Service Catalogue.	Develop a list of services provided with customer service standards Develop the Technology roadmap to outline forward plan of work.	Service Catalogue. Technology Roadmap.	Services across the Partner Authorities understand and have confidence in the functions being delivered Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers.
2	Support and develop our IT systems	ICT and Digital Strategy	Build a technology roadmap. Examine business processes and enable automation wherever possible. Proactive management of vendors/contracts.	Have a clear understanding of the technological direction for the future. Clearer simpler processes that involve less human interaction and that can be replicated elsewhere. A single set of invoices and contracts to administer.	The Partner Authorities are confident that we are getting value for money from the ICT investment

3	Open the door for others to follow	ICT and Digital Strategy	Support the work of the following Shared Services, Building Control, Legal, Waste, Planning and Finance. Council Anywhere Business Case and Project.	Standard applications. Ability to access, use or administer systems centrally Enable the services to change	These shared services deliver a more efficient function and better value for money.
4	Allow people to work flexibly	ICT and Digital Strategy	Council Anywhere Business Case and Project.	Flexible Working Home working Remote Working Office Space Rationalisation.	Allow flexible working, staff are able to have a better work life balance with home or remote working. Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner

SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures *(provide a list only - target information is included in section 4)*	Dependencies *(ICT, Finance, Human Resources, accommodation etc)*	Key risks to delivery *(include how these will be mitigated)*
KPI-1	Customer Satisfaction	ICT	Three logical environments present a challenge to providing the service, this coupled with a 15% reduction in staff has placed the service under stress. Plans to standardise the support environment are in place to create capacity within the service and reduce the duplication of effort.
KPI-2	Service Availability	ICT	
KPI-3	Incident Performance	ICT	
KPI-4	Service Desk Response	ICT	
KPI-5	Service/Work Order Request Performance	ICT	
KPI-6	Project Delivery Performance	ICT	
KPI-7	Staff Budget Savings	ICT, Finance	HDC salaries are not competitive for key ICT skilled staff resulting in excessive "Hired Staff" overspend. Mitigated via restructuring to provide competitive salary and career progression, apprenticeships.
KPI-8	Software and Services Savings	ICT, Partners, Finance	Partners do not engage fully with Roadmap objectives adopting to retain legacy systems in favour of non-rationalisation. Mitigated through sign off against principles within the 3C ICT and Digital Strategy.

SECTION 3: 2017/18 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

DEVELOPMENT OBJECTIVE DO17-001

Development objective	Allow staff to work flexibility from home and across the 3 partner Authorities.	**Describe the desired outcome – what will it look like when it has been achieved?**	Staff are able to access any system they require from any site or home	**Lead officer**	**Development Manager/ Technical Architect**

Is this a Project? ***(Yes/ No) and description***	*No this is a programme of works – There are a series of projects that need to be delivered to enable staff to work in a more flexible manner. The first phase includes providing access to all sites via a single swipecard mechanism, access to centralised resource booking, availability of hotdesks and the provision of global protect enabled laptops and tablets as part of the “Council Anywhere” initiative.*

Business Benefits	**How will it be measured?**
1. Enables the cultural change of staff working in a partnership environment	Staff satisfaction survey
2. Maximises the usage of existing accommodation, and enables the partner Authorities accommodation strategies to be implemented.	Percentage of desk space used, and ratio of staff to desks across the partner offices
3. Provides a standardised enterprise architecture resulting in improved service stability and reliability.	Reduced Service Desk calls/incidents.

Outputs & products	**Resources**	**Responsible Officer**	**Target delivery date**
Install a single common card reader system. Implement a single cloud based resource booking system. Council Anywhere desktop transformation. Follow me printing solution.	ICT and facilities staff ICT with input from facilities and accommodation staff	Andy Wood (Facilities) 3C ICT Project/Client Manager	*End FY2018*

Key risks	Three-way agreed Sign off on required expenditure for key elements of the project(s) detailed in the programme. Mitigated through extensive partner engagement.

DEVELOPMENT OBJECTIVE DO17-002

Development objective	Implementation of a single Financial Management System.	**Describe the desired outcome – what will it look like when it has been achieved?**	A single system, and standard processes in use by all three partner Authorities	**Lead officer**	**Development Manager**

Is this a Project? ***(Yes/ No) and description***	*Yes – This is a procurement and implementation of a new system to replace the three existing IT applications, along with the standardisation of business processes. This is fundamentally Finance lead project but ICT are providing the External Contractor resource to the project. ICT are not involved as Senior Supplier in this project.*

Business Benefits	**How will it be measured?**
1. A single system will mean less administration overheads for the ICT Application Support Staff	Service availability time, call resolution time, customer satisfaction
2. A standardised system will enable staff in Finance to work in a more efficient and flexible manner, and potentially work across the different partners, maximising the staff resources	
3.	
4.	

Outputs & products	**Resources**	**Responsible Officer**	**Target delivery date**
Following tender process an order and contract for a new Financial management System	Accountancy, project management, legal	3C ICT Project/Client Manager	December 2017.
Standard configuration setup (documented)	Accountancy, IT Analyst	3C ICT IT Analyst	

Key risks	Use of a vendor without key experience of UK local government system requirements.

DEVELOPMENT OBJECTIVE DO17-003

Development objective	Consolidation of the existing data centres and replacement of the SAN storage system.	**Describe the desired outcome – what will it look like when it has been achieved?**	Provide a main and secondary data centre with SAN capacity to run all server requirements for the partner Authorities	**Lead officer**	**Technical Architect & Network/ Infrastructure Manager**

Is this a Project? ***(Yes/ No) and description***	*Yes – Procurement of a new SAN to accommodate the data for all three partner Authorities, and consolidation to a main and secondary data centre. The secondary site is a live mirror of the main site so that it will provide a dynamic fail over option in case of an emergency or disaster.*

Business Benefits	**How will it be measured?**
1. Reduction in ICT administrative overheads for multiple data centres	Call resolution time by Network staff, Network and server availability and performance metrics
2. On site dynamic disaster recovery options with the secondary backup site, allowing the cessation of external options which currently cost £110k per annum	Cost benefit analysis
3. Closing of certain data centres, especially within Cambridge will enable the Cambridge City accommodation strategy to be delivered.	Successful utilisation of space at key locations in Cambridge City Council.
4. Anticipated Business Case savings of £200k per annum.	ICT Budget Performance.

Outputs & products	**Resources**	**Responsible Officer**	**Target delivery date**
Consolidated data centres New SAN software	ICT Network and project management	3C ICT Technical Architect and Project/Client Manager	December 2017.

Key risks	Vendor has under specified solution, mitigated through a detailed design phase managed milestone.

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans *(i.e. what do we want to achieve and why are we doing it?)*	Lead Officer(s)
DO17-001	Allow staff to work flexibility from home and across the 3 partner Authorities. • CCC OAS Strategy • HDC Transformation Programme – "WorkSmart" work stream. • SCDC Commercialisation of Office Space and Rationalisation Targets. • 3C ICT and Digital Strategy.	Development Manager/ Technical Architect
DO17-002	Implementation of a single Financial Management System. (Finance Lead objective)	Development Manager / External PM Resource.
DO17-003	Consolidation of the existing data centres and replacement of the SAN storage system. • 3C ICT and Digital Strategy – Standardisation and rationalisation.	Technical Architect/ Network/Infrastructure Manager

SECTION 4: KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

No Key Performance Indicators were previously established for the 3C ICT Service in the original business case. The follow table details the newly established measures, reporting frequency for each measure and the current business plan target for the current business plan year. Each measure is detailed in the 3C ICT Service Catalogue. Measures reported quarterly will be provided to the 3C ICT Management Board in line with routine reporting and service governance.

KPI Reference and Description		**Reporting frequency**	**2017/18 Target**
Key Service PIs *(to be selected from the action plan at section 2B)*			
KPI-1	Customer Satisfaction (Partial)[1]	Quarterly	80%
KPI-2	Service Availability	Quarterly	95%
KPI-3	Incident Performance	Quarterly	80%
KPI-4	Service Desk Response	Quarterly	90%
KPI-5	Service/Work Order Request Performance	Quarterly	80%
KPI-6	Project Delivery Performance	Quarterly	80%
KPI-7	Staff Budget Savings	Annual	£210k
KPI-8	Software and Services Savings	Annual	£80k
Business Plan KPIs *(all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)*			
Customer Satisfaction (Full)[1]		Bi-Annual	80%
Deliver high standard of system availability		Quarterly	95%
Support and develop our IT systems (Roadmap and Strategy Sign Off)		Quarterly	Complete
Open the door for others to follow		Quarterly	Ongoing
Allow people to work flexibly		Quarterly	Business Case

[1] Customer satisfaction surveys will be conducted through service desk feedback on a quarterly basis, in full adopting a full questionnaire approach bi-annually.

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APPENDIX 4 - WORK-STREAM HIGHLIGHT REPORT

GREATER CAMBRIDGE PLANNING SERVICE

Prepared by: Paul Williams

Status of work-stream as at 19 January 2018

1) Summary

a) Work-stream status **GREEN**
b) Changed or newly identified risks **Yes**
c) Budget issues **Amber**
d) Major Issues to report to project board **NO**

2) Work-stream/subproject status report – progress and challenges

Report of progress with workstreams tasks this period	Original Dates	Status/Comments
Submit SCDC and CCC financial bids for 2018/19	SCDC15/9 CCC 4/10	Complete. Capital bids have been further refined and submitted
New TUPE date of the 1st April 2018 confirmed with HR, CEX and Leaders	13/11/17	Complete.
New management structure, project timelines, Outcomes report and Consultation document agreed with CEX's and Members Steering Group	13/11/17	Complete New consultation document detailing the proposed new management structure and also informs staff of the revised TUPE date of 1st April
Outcomes report published	24/11/17	Complete
Launch of the new consultation	15/11/17	Complete Staff meetings held in SCDC and CCC offices 1:1 meetings held with managers affected Separate meeting held for the Unions
Advert closed for the tender to support on recruitment for Head of Implementation and 2 Assistant Directors	15/01/2018	Complete. 4 responses received
Decision on short list of candidates	17/01/2018	Complete Contract awarded to Gatenby Sanderson. On-boarding meeting with Stephen Kelly and HR representatives from CCC and SCDC week commencing 22nd January
Staff consultation Q&A Issue 1	17/01/2018	Responses published on the 3C Intranet site from the generic questions asked on the second consultation
Memorandum of Understanding.	17/01/2018	Ongoing First draft circulated to Stephen Kelly and Brian O'Sullivan for comment

Draft Part B Capital bid submitted to CCC for Capital Programme Board for consideration	19/01/2018	Complete Further contact with the preferred supplier to elicit further information
Branding	01/04/2018	Greater Cambridge Logo agreed. Brand guidelines produced in draft. Discussions with 3C ICT underway regarding internal and external facing websites

3) Milestones – coming up

Milestones scheduled for completion by next report	Target date
Close Consultation	29/01/2018
Commencement of recruitment for Head of Implementation post	29/01/2018
Prepare and issue outcomes report	19/02/2018
TUPE CCC staff to SCDC	01/04/2018
Appoint new management team	16/04/2018

4) Communications - Key events

Key events	Dates	Key Communication Message
Weekly Highlight Report being shared with project board and Steering Group	Weekly	Update on tasks completed against project plan, new risks or issues and tasks for following week
Shared Planning Newsletter	29/01/2017	Update to staff on project progress, news stories and relevant commination messaging
Steering Group Meeting	12/02/18	Review project progress
Staff induction (SCDC offices)	02/04/18	Welcome and introduction to SCDC from Beverly Agass and Stephen Kelly

5) Budget Issues

RAG rating is amber based on that the Initial bids submission. Further work undertaken in refining bids, financial modelling and cost sharing principle
Further work required on the creation of a single shared planning service budget book for 2018/19

6) New or changed risks

7) Items to report to Board

Issue Description	comments	Change request YN	Date Closed
None			

8) Report Distribution

Highlight Report Distribution List		Date
Project Sponsor	Stephen Kelly	
Shared Services Programme Manager	Brian O’Sullivan	
Project Manager	Michael Holmes	
Shares Services Boards	Board Members	

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VERSION 1.7

APPENDIX 5

To:	3C Management Board, 3C CEX Board, 3C Joint Advisory Group
Date of meeting:	18 December 2017
Author:	Brian O'Sullivan – Shared Services Programme Manager
Purpose:	To review the governance arrangements for shared services
Recommendations:	That the boards agree to new streamlined Shared Services governance arrangements : 1. The role of the Member Steering Groups 2. The role, draft outcomes and key objectives of the Management Board 3. The revised role of Combined Joint Leaders & CEX Group 4. Proposal for the public element of the former Joint Advisory Group to be ended 5. The revised meeting schedule

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1.0 Executive Summary

1.1 The current governance arrangements for shared services boards need to be reviewed to ensure that:

- Decisions are being made and problems are being solved at the most appropriate level
- The relevant boards are able to focus on the performance, strategic direction and corporate issues relating to shared services, including considering proposals for future phases
- Accountability for service delivery is set at an appropriate level and is as transparent and open as possible
- The governance of the programme (prior to and post implementation of any shared service) is as efficient as possible, with unnecessary board meetings avoided
- Benefits and opportunities presented by Shared Services are identified and maximised across all partners. There is consistency in both leadership and direction across the shared services
- Reduce the overall bureaucracy of the management of shared services.
- Governance reflects that the current 3C's Shared Services have now moved from "set-up" phase to "business-as-usual" operations and performance management
- Ensure Members are fully engaged in operational performance and issues through the introduction of Member Steering Groups
- Members and CEX's are fully involved in the shaping and formation of new Shared Service initiatives

1.2 The Chief Executives are keen to formalise the role of the Members and Directors in driving forward the agreed shared services, which this review will facilitate.

2.0 Member Steering Groups Proposal

The Greater Cambridge Waste Service has operated under a Member Board since inception, ensuring that relevant Member leads can build relationships, directly influence the development of service policy, and oversee and understand performance of the Service. This model has been adopted by the Greater Cambridge Planning Service. It is proposed that this model is now adopted for all 3C and 2C Shared Services.

2.1 Roles and Responsibilities

- Overseeing the performance of the individual services by receiving from the Heads of Service:
  - Quarterly Performance Reports
  - Draft Yearly Business Plans & Reports for individual services for agreement
- Agree and approve reports (including quarterly performance reports) for direct submission to relevant Partner committees and processes
- Champion shared services at member level
- To provide an operational management steer for the development of services
- To provide exception reports and updates as required to the Management Board on operational priorities, performance, finance, risks and issues
  - The Head of Service (or equivalent senior manager) for the shared service at the Employing Authority is operationally accountable to the Member Board.

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2.2 Member Steering Groups Structure

It is proposed that the groups will consist of relevant Portfolio Holders / Executive Councillor, heads of service and director/directors of partner councils and meet on a quarterly basis. The groups will be updated on service progress, key issues and risks as well as providing input into the overall service.

It is proposed to have in place a number of Member Steering Groups to reflect the complexity, profile and development stages of the various shared services. These will consist of:

- Shared Planning Member Steering Group (already in place) – to include Building Control Shared Service.
- Shared Waste Member Steering Group (already in place)
- Shared ICT Member Steering Group
- Shared Corporate Services Steering Group. Alternatively, instead of forming a Member Board, it is proposed that “Corporate Services” comprising Legal, Shared Internal Audit, CCTV, Payroll, Home Improvement Agency etc. remains within the direct oversight of the 3C Directors Management Board.

3.0 Management Board Proposal

3.1 In order to meet the needs described above, it is suggested that the Management Board is continued with revised repsonsibilities, comprising of the three Directors involved most heavily in Shared Services (FB, OM, MH) and Head of 3C ICT (PS) with shared service heads and any other directors that need to be involved, being invited to attend as needed.

3.2 This Management Boards would meet quarterly with heads of services and other directors attending as required.

3.3 The key outcomes and objectives are outlined in draft below:

3.4 Desired Outcomes:

- Managing exceptions, problem solving and escalation route for cross-cutting shared services issues that may impact on all Shared Services. e.g. on procurement or conflict with the Shared Service Partnership Agreement.
- A clear performance management framework (PMF) is developed and implemented to support the ongoing management of shared services. This will see "business-as-usual" performance reports submitted directly into Partners' corporate PMF processes without further sign-off from CEx or Leaders. This will align current Shared Services with all the other services across each Council.

- Reporting on an exception basis only to the Joint Advisory and CEX GROUP, where there are corporate or cross-cutting issues that cannot be otherwise resolved
- The Management Board oversees the production of and approves draft reports/ papers prior to circulation to the Combined Joint Leaders & CEX Group and committees as needed.
- The Combined Joint Advisory and CEX Group receives more strategic level papers and reports that have been approved by the Management Board and are therefore in a more finalised state, with clear recommendations presented from the Management Board.
- The Management Board commit to provide an Annual Report (June) and yearly Business Plans (Jan) to the Combined Joint Leaders & CEX Group and committees.
- Ensure opportunities are maximised across all Shared Service activity, and not narrowly focussed on individual functions. To support alignment with the wider devolution and Public Sector Reform agendas.
- To ensure Boards have enough time to properly consider items and amend where necessary before they are issued.

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3.5 Key Tasks/ Objectives:

- To provide strong leadership across the shared services, ensuring alignment with the corporate priorities and frameworks
- To be accountable for consistency in the approach and delivery of all shared services (list – Building Control, Legal, ICT, Planning, Waste, CCTV, Internal Audit, Home Improvement Agency, Housing Development Agency, Payroll, FMS)
- To oversee production of initial and full business cases of any proposed shared services
- To align performance, finance, risk and other "enabling" processes across the 3 Partner Councils in support of Shared Services.
- To deal with issues and risks, implementing solutions as needed. To refer to the Combined Joint Advisory and CEX Group on an exception basis (within agreed parameters) where the risk or issue requires their attention
- Similarly, to resolve operational conflict that has been escalated by the Head of Service or manager, only referring to the Combined Joint Advisory and CEX Group as needed
- To develop and implement a robust Shared Service Performance Management Framework and then oversee adoption of that PMF across all Shared Services.
- To produce aligned communications and messages concerning Shared Service performance and risks.
- To quarterly produce regular monthly Management Board reports from meetings, with key actions being captured and circulated

- To ensure that all Shared Service activity is properly aligned, both across functions (member steering groups), but also with constituent organisation priorities, and brings issues to the Combined Joint Advisory and CEX Group attention where issues or opportunities present.

4.0 Combined Joint Leaders & CEX Group

The Combined Joint Leaders & CEX Group shall comprise of the Leader and CEx of each council (or a nominated representative). The Management Board will report in the Combined Joint Leaders & CEX Group.

4.1 Roles and Responsibilities

- Overseeing the work of the shared services by receiving from the Management Board:
    - An Annual Report on shared services
    - Agreeing the framework for the production of Annual Business Plans for individual Shared Services.
- Agree and approve relevant reports for submission to relevant committees
- Champion shared services at member level
- To provide a strategic steer in the development of new and developing shared services
- Own the principles forming the overarching "Partnership Agreement" relationships between the 3 Councils
- Consider any significant changes to the shared services and/or partnership agreement and may make a recommendation to the partners to inform their decisions on such issues
- For clarity, the Joint Leaders & CEx Group is not a formal decision-making body. All decision-making remains with the Partner Councils as per their consititutions.

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The Joint Leaders & CEx Group will meet at least twice each year to receive and review the Shared Services Annual Report (June) and review the Business Planning framework (February). Other meetings will be convened as business requires, particularly during the development of new Shared Services.

It was the original intention for the former Joint Advisory Group meetings to be held in public. Since all decision-making remains within the governance arrangements of each individual Partner Council, all Shared Service decisions, performance and scrutiny are already in the public domain. The recommendation is therefore that future Joint Leaders & CEx Group meetings will not be required to meet in public unless the Leaders so agree.. The reports that at a minimum will go to committees of each of the Partner Councils are:

Annual Report – June/July
CCC – Strategy and Resources Committee
HDC – Cabinet
SCDC – Cabinet & Scrutiny

Yearly Business Plans – Feb/March
CCC – Strategy and Resources Committee
– Environment Scrutiny Committee (Building Control and Planning only)
HDC – Cabinet
SCDC – To relevant Portfolio Holder meeting

4.2 Proposed Revised Meeting Schedule

	Member Steering Group	Management Board	Combined Joint Advisory and CEX Group		
Dates	**High-level Agenda**	**High-level Agenda**	**High-level Agenda**	**Output**	**Committee Dates**
May	- Q4 Service and Budget Performance - Individual Service Highlight Reports - Operational issues and risks	- Annual Report - Q4 Service and Budget Performance - Individual Service Highlight Reports - Issues and Risks - Strategic review	- Annual Report - Q4 Service and Budget Performance summary - Key Issues and Risks - Strategic direction	Annual Report	June/July
Aug	- Q1 Service and Budget Performance - Individual Service Highlight Reports - Operational issues and risks	- Q1 Service and Budget Performance - Individual Service Highlight Reports - Issues and Risks - Strategic review - Joint development of funding bids for constituent authorities.			
Oct	- Draft Yearly Business Plan Q2 Service and Budget Performance - Individual Service Highlight Reports - Operational issues and risks	- Yearly Business Plan - Q2 Service and Budget Performance - Individual Service Highlight Reports - Issues and Risks - Strategic review	- Yearly Business Plans - Q2 Service and Budget Performance summary - Key Issues and Risks - Strategic direction	Yearly Business Plan	Feb/March
Jan	- Q3 Service and Budget Performance - Individual Service Highlight Reports - Operational issues and risks	- Q3 Service and Budget Performance - Individual Service Highlight Reports - Issues and Risks - Strategic review			

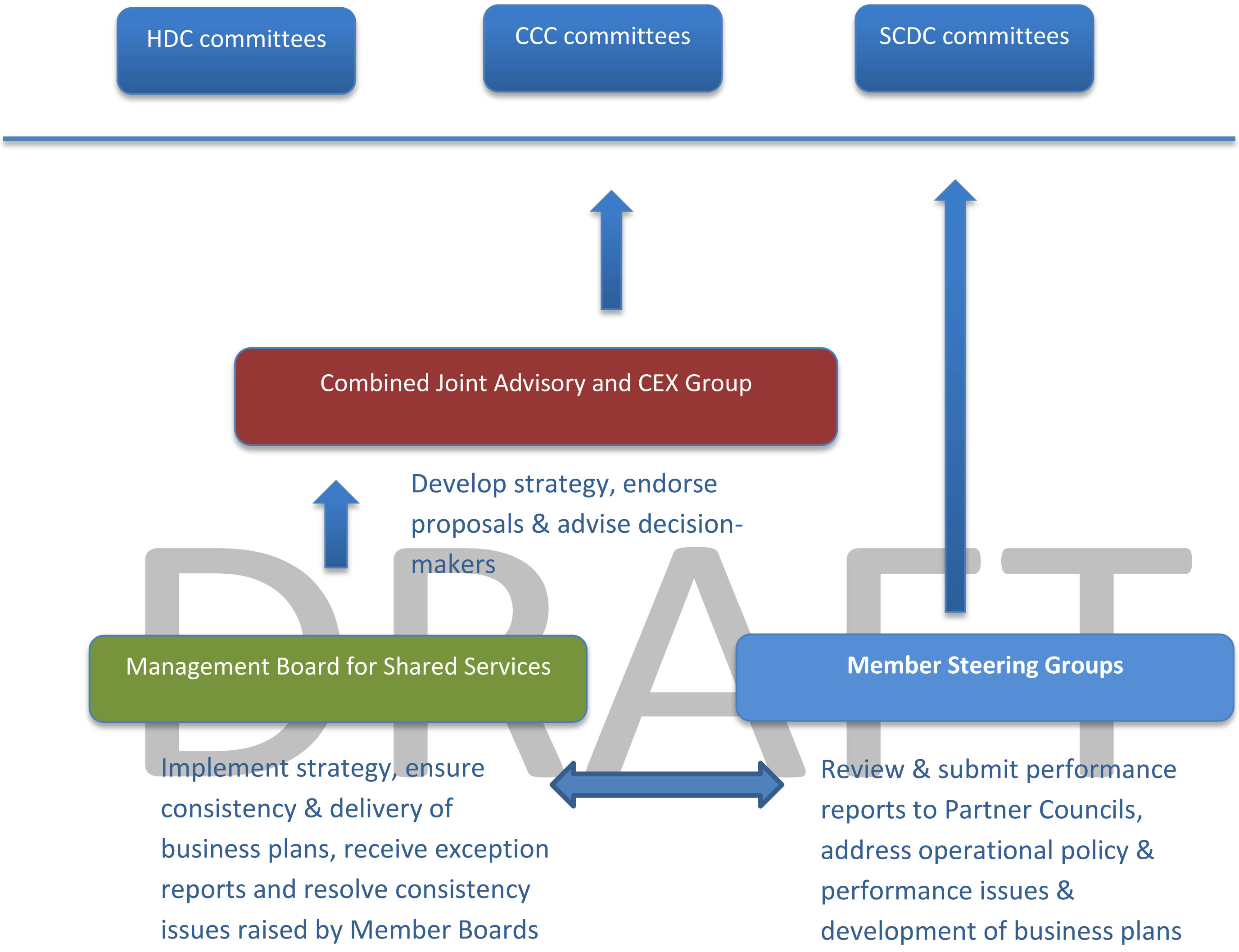
5.0 Proposed Revised Board Structures

SHARED SERVICES COMBINED JOINT ADVISORY AND CEX GROUP		
Board	**3C SHARED SERVICES**	**GREATER CAMBRIDGE SHARED SERVICES**
Services	ICT Building Control Legal CCTV	Planning Waste Audit Payroll
Membership	Leaders or Representative x 3 CEX x 3 Directors x 3 Programme Manager x 1	Leaders or Representative x 2 CEX x 2 Directors x 2 Programme Manager x 1
Meeting Cycle	6 Monthly	6 Monthly

SHARED SERVICES MANAGEMENT BOARDS		
Board	**3C SHARED SERVICES**	**GREATER CAMBRIDGE SHARED SERVICES**
Services	ICT Building Control Legal CCTV	Planning Waste Audit Payroll
Membership	Mike Hill – SCDC Director Fiona Bryant – CCC Director Oliver Morley – HDC Director Paul Sumpter – Head of 3C ICT Brian O'Sullivan – Programme Manager	Mike Hill – SCDC Director Fiona Bryant – CCC Director Paul Sumpter – Head of 3C ICT Brian O'Sullivan – Programme Manager
Meeting Cycle	Quarterly	Quarterly

SHARED SERVICES MEMBERS STEERING GROUPS				
Board	**SHARED WASTE**	**SHARED PLANNING**	**SHARED ICT**	**SHARED CORPORATE SERVICES**
Services	Waste	Planning	ICT	Audit/CCTV/Legal/Payroll
Membership	Portfolio Holders x 2 Directors x 2 Head of Waste	Portfolio Holders x 2 Director x 1 Head of Implementation	Portfolio Holders x 3 Directors x 3? Head of ICT	Portfolio Holders x 3 Director x 1 Heads of Service
Lead	Mike Hill	Stephen Kelly	Oliver Morley	Fiona Bryant
Meeting Cycle	Quarterly	Monthly	Quarterly	Quarterly

Diagram depicting future governance arrangements:


HDC committees
CCC committees
SCDC committees
Combined Joint Advisory and CEX Group
Management Board for Shared Services
Member Steering Groups

Develop strategy, endorse proposals & advise decision-makers

Implement strategy, ensure consistency & delivery of business plans, receive exception reports and resolve consistency issues raised by Member Boards

Review & submit performance reports to Partner Councils, address operational policy & performance issues & development of business plans

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