



# SRS



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## 1. Exec summary

*“We look at the present through a rear-view mirror”*

*Marshall McLuhan*

To make the scale of change that is required of Welsh Public Services going forward, we can no longer look to what has gone before.

The challenges currently being faced by the Welsh Public Service demand a different approach to strategic planning. The orthodox approaches previously relied upon will no longer enable us to rise to those challenges. We need to reset the expectations of our citizens, service users, politicians and staff.

The SRS currently manages diverse infrastructures and application sets that each partner organisation operates. The strategic direction is to consolidate systems.

To deliver a single product will require a greater level of collaboration within the partner organisations and the development of a five year roadmap will allow the SRS to develop options to exploit the latest technologies to drive forward innovation within public sector.

The SRS will become a digital services organisation delivering a standard set of services through a cross sector, cloud based platform. If supported effectively, the evolution of the SRS to operate as a flexible, agile and integrated platform can develop through the Public sector.



## 2. DEMAND SECTION

### 2.1. SRS background

The Shared Resource Service (SRS) is a collaborative technology provision in South Wales that provides technology services to a growing number of public sector organisations.

The SRS currently has two strands to service provision.

- the first is the Shared Resource Centre which is a physical presence in Blaenavon that houses a state of the art data centre capability that is used by the wider Welsh Public Sector.
- the second is the Shared Resource Service which is an integrated technology team that provides services to a number of Public Sector “partner” organisations.

#### Shared Resource Centre

The Shared Resource Centre (SRC) is at the forefront of data centre services for Wales and already provides services to Gwent Police, Torfaen County Borough Council, Monmouthshire County Borough Council, NWIS and Swansea University and the private sector.

#### Shared Resource Service

The Shared Resource Service (SRS) is a collaborative technology provision that covers Gwent Police, Monmouthshire County Borough Council, Torfaen County Borough Council, Blaenau Gwent County Borough Council and Newport City Council. The SRS is underpinned with a MOU that enables a single management structure across the board. The model is one that is encouraged through the Welsh Public Sector technology Strategy.



## 2.2. SRS strategy background

Wales as a whole is fragmented and disjointed. Couple this with increasing austerity measures and the conditions are right for the radical reinvention of our service offer.

A typical Public Sector organisation in Wales has siloed applications performing departmental functions. If that state is scaled up across the entire Public Sector in Wales there will be over fifty of everything, over fifty HR systems with over fifty different HR processes and over fifty HR back office teams, over fifty finance systems with over fifty finance processes and over fifty back office finance teams and so on. This provides little value for the Public purse in Wales.

The key problem is therefore that there is currently no platform or shell available to Public Sector Wales that would allow us to share, collaborate or provide systems to each other. To provide such an environment on new infrastructure on premise would be costly and take a considerable amount of time to achieve.



## 2.3.The SRS by 2020

The vision for the SRS is to use a single technology platform to consolidate demand and broker supply of all types of resources to Public Service Wales.

The future is simple, as organisations we need to build more flexible, agile and integrated technology platforms.

To be successful going forward the SRS should:

- transform itself into a digital services organisation.
- move from being a predominantly on premise technology provider to being a cloud delivery partner.
- build a standard service catalogue of commoditised services.
- move to an integrated, digital service provision rather than siloed, single technology based approach.
- drive the percentage split of staff from reactive services into proactive, disruptive services.
- welcome other Public Sector organisations into the partnership.
- increase the value for money proposition that the SRS delivers.



## 3. CONTROL SECTION

### 3.1. Strategic Principles of the SRS

The strategic principles of the SRS are that:

- Our solutions will digital by default.
- Our solutions will be cloud first and on premise only where required from an information security perspective.
- Our solutions will use open standards and allow to enable reuse and integration.
- Our solutions will form a product set with commoditised pricing.
- The SRS are the “owners” of the environments and will define the standards upon which they are based.
- New systems will always be underpinned by collaborative process redesign from a partner perspective.
- Our solutions will span all partner organisations by default.
- Our service provision will be bimodal, one part core and one part project, one driving the other.
- Our working methods will be based on delivering minimum viable products, quickly, efficiently and planned in two week cycles.
- Value for money is defined from the customer point of view.
- We will not be afraid to fail as it is an essential part of creating success.



## 3.2. Strategic Redesign Process

The SRS recommended process for redesign of a service is to follow the simple steps of stop, simplify, standardise, share, scale and support and an example of the process working for a HR / Payroll project is shown below.

### “Stop”

The partner organisations would stop using separate instances and different versions of HR / Payroll applications. They would stop using different business processes and they would stop managing those business processes with separate teams managing them.

### “Simplify”

The redesign would include simplification of the business process to enable a single implementation of the new HR / payroll system to enable simpler upgrades, simpler system use, simpler system training and so on. The SRS would remove all other implementations and simplify the technical architecture down to one instance of HR / payroll.

### “Standardise”

The SRS will implement all new systems on a standard set of architectures and platforms. We will build a standard product set from 2016-2020 and whenever a new organisation comes on board they will use the standard product set. For example, a new Authority will be required to use the HR / payroll system that is implemented in the above example.

### “Share”

The HR / Payroll system would be shared with all existing SRS partner organisations, if not at the same time, then at least at the time that any HR / payroll contract ends. The collaborative HR / payroll system would then also result in an opportunity to collaborate on transactional HR / payroll teams

### “Scale”

The HR / payroll system would be built in the One Wales cloud infrastructure and be able to be scaled up to deliver services to as many customers as we need it to.





## “Support”

The support and governance model for the HR / payroll system would be wrapped into an updated SLA for the system.

### 3.3.Strategic aims of the SRS

The strategic aims of the SRS are to:

- deliver effective ICT services from a single combined unit and operate as one SRS.
- improve services to provide a solid foundation upon which partner organisations can operate.
- ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.
- develop a capable, professional workforce that can meet the challenges within technology over the coming years.
- provide a collaborative platform for public sector organisations to share common ground.



## 3.4. Strategic Drivers of the SRS Strategy

The strategic drivers that underpin the SRS strategy include:

- the drive to collaborate and integrate services across multiple Public Sector organisations in support of the national strategy, working nationally as the preferred option, regionally where national is not appropriate and locally only as a last resort.
- the willingness to be at the forefront of national system development, piloting, adoption and usage. The SRS aims to be a willing partner and collaborative organisation.
- the increasing financial challenges facing the Public Sector and the need to reduce cost, generate efficiencies and deliver cashable savings.
- the service specific developments which require a strategic corporate technology framework that provides clear direction for departmental business strategies to align with.
- the new models of service delivery through increased levels of partnership working with other public sector agencies.
- the changes in employee and customer expectations about the role and use of technology. A more technology aware user base will drive channel shift, providing new opportunities.
- a growing need for better information sharing whilst ensuring a robust but proportionate approach to safeguarding against data loss.
- the drive to improve services to both citizens and staff.



## 3.5. Stakeholders in the SRS Strategy

The partner stakeholders of the SRS are:

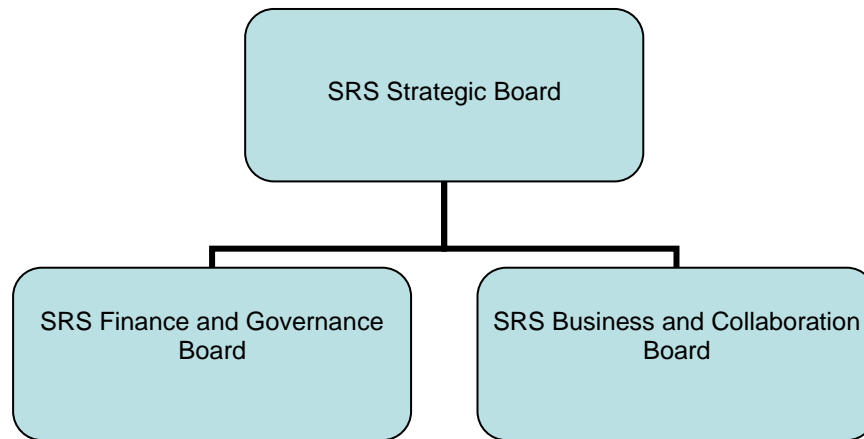
- Members of each Authority/PCC who are key to the future of the collaboration. The Authority members need to be updated and engaged on a regular basis.
- The SRS Board who have a role in governance in the SRS and are key players in decision making and direction setting.
- The Senior Leadership and the Management Teams who are critical to Service Delivery and ongoing innovation and engagement.
- Leadership Team (TCBC), Leadership Team (MCC), Corporate Leadership Team (BGCGC), Corporate Management Team (NCC) and Chief Officer Team/Police and Crime Commissioner (Gwent Police) who are key influencers in each organisation need to be engaged and supportive.
- Chief Officers and Heads of Department who are key players in helping the SRS deliver this strategy. Business process alignment can only be delivered with the support of key players.
- SRS staff are all key players in forming the future of the SRS.

The external stakeholders of the SRS are:

- All customers that take services from the SRS, such as NWIS.
- Wider Welsh, UK Government and Policing public bodies who develop strategies that will influence longer term direction of the SRS.
- The private sector organisations who deliver services through the SRS to the partner organisations.



## 3.6. Governance



### SRS Strategic Board

The SRS Strategic Board meet on a quarterly basis and comprise the Chief Executives and the Elected Members.

The Chair is an Elected Member and the purpose of the Board will be to consider strategic issues for the SRS, to assist the COO to scale the SRS across the Public Sector and to ensure that the organisations are aligned to the SRS strategy.

### SRS Governance and Finance Board

The SRS Governance and Finance Board meet on a quarterly basis and comprise the SRS COO (Chair), SRS Assistant Directors, SRS Business Manager, partner Section 151 Officers and area experts as required.

The purpose of the Board is to provide assurance to the partners that the SRS are delivering value for money, provide assurance that audit actions are managed, to plan and agree the budget, to receive and scrutinise the SRS performance report and to provide a forum to progress the new operating model.



## SRS Business and Collaboration Board

The SRS Business and Collaboration Board meet on a quarterly basis and comprise the SRS COO (Chair), SRS Assistant Directors, partner Project Board Owners, partner Heads of Digital Services and Business Sponsors as required for collaborative projects.

The purpose of the Board is to highlight, inspire, enthuse and motivate the partner organisations to collaborate at a business level. The Board will be used to share project lists, to be the clearing house for organisational projects and be a place to provide healthy challenge to each other around areas of work.

The Board will assist the COO in ensuring that the business alignment that the strategy requires is delivered. Whilst there is recognition that not everything can be done together, there is an acceptance that this is the default position that should be challenged at this Board when deviations occur.

## ICT Delivery Boards

Each of the SRS partners has its own ICT Delivery Board which is uniquely structured to effectively govern, acquire and manage ICT projects to meet corporate and individual needs such that costs are reduced, benefits are maximised, interdependencies are managed and operational risk is minimised.

The ICT Delivery Board receive business cases for consideration and prioritise work in terms of delivery in-line with corporate priorities and authorise activity, allocation of resources and spend within the ICT programme. The board will monitor the delivery against the investment schedule to ensure awareness of the current and project financial position.

The ICT Delivery Board will ensure that solutions meet the business case requirements and are designed to be cost effective over their lifetime to ensure maximum use of investment.

## Operational meetings

The SRS will be represented at each of its partner's key operational meetings. SRS aims to provide partners with greater flexibility and accessible ways of communication and working to ensure the delivery of front-line services.



SRS Workstream managers work closely with the partners to ensure the operational issues are appropriately addressed and escalation procedures are in place.

## Internal management meetings

The SRS has a programme of weekly management meetings to provide a cascade for communication to the staff. The meetings are designed to monitor high level actions, upcoming change requests, key performance issues, events, successes, project progress and blockers and barriers.

## Team meetings

Following the on from the weekly service manager meetings, each work stream has a schedule of team meetings and staff performance meetings to cascade key messages and ensure the team is focused on the delivery schedules.

## Projects

The SRS will adopt a holistic approach to the project delivery. Utilising specialist project teams we are aiming to shorten delivery timescales through an agile, lean and standardised approach. The SRS has been restructured to ensure effective delivery of service, focusing on optimising project implementation to align with outcomes. This will be achieved through increased integration across the SRS rather than being managed as separate organisational units. This will allow us to maximise deployment of our resources.

## Project Assessment and Approval

Individual Business Development Groups in each of the partner organisations will assess new project requests. There are representatives from the SRS in each group. Projects will be assessed against a project assessment matrix to ensure strategic fit against the individual organization corporate strategies. The framework has been developed by the SRS to ensure that there is a common platform across all partners for the introduction of new work.

## Project Review Process

The project review process is the responsibility of the ICT Programme Boards, and is built in to each board meeting.



## Prioritisation

We recognize that our priorities and the schedule of work will continually evolve. We will respond by fine-tuning and periodically updating our plans using our knowledge, expertise and evidence together with advice from our key stakeholders. Any revisions to the implementation plans will be submitted for approval by the ICT Project Boards.

## Project Leads

Projects are the responsibility of the SRS Assistant Directors. They will be allocated based on service type. A project lead will be allocated to all approved projects to act as the single point of contact for the project.

The project lead will be responsible for the identification, management and appropriate escalation of project risks. ICT Project Board will monitor each project and their risk status and advise on appropriate action. Should a project risk increase and have an adverse effect on resourcing, the SRS Senior Management Team will escalate the item to the SRS Board for appropriate action.

### **3.7. Financial Management of the SRS**

The SRS is a cost centre to the organisations and the aspiration is to drive income into the SRS from multiple areas.

The operating budgets for each organisation include staff costs, all hardware and software contracts and line rentals specific to that organisation. Memorandum budgets are prepared on an annual basis and agreed through the SRS Board around February each year. The budget for 2018/19 is shown below.

**Table – 2018/19 Budget for the SRS**

	<b>Budget 18/19</b>
Police	3,079,590
Monmouthshire	2,017,681
Torfaen	2,704,229
Blaenau Gwent	2,139,320
Newport	3,104,558
<b>Total</b>	<u>13,045,378</u>



## 3.8. Performance and measurement

The SRS Board has agreed that performance will be measured in a number of ways and presented in a standard format for all three organisations as shown on the following page. The strategy must improve the measures, if it does not then the strategy has not achieved what it set out to. The areas that the strategy will impact the measures are: -

### Operational

The move to use cloud services and platforms will result in greater levels of availability and higher levels of resolution around SLA's due to greater scale of service.

### Project management and delivery

The measures around projects will improve due to releasing talented staff from core provision to focus on projects. This will be achieved through improvements in core service as above.

### Financial management

The cost of overall provision may increase with the implementation of revenue based cloud services, however the value for money should also increase due to collaborative provision and unlocking savings within the organisations. The strategy will also deliver greater opportunities to bring in income into the SRS, offsetting increasing revenue costs.

### Employee / user satisfaction

Customer / User Satisfaction will increase due to the drive to resolve all recurring issues, the increase in service stability, the greater integration between systems and the fact that they will be more easily accessed from anywhere.





Measure and Description	Frequency
Number of Major Incidents that have resulted in an outage of a corporate system	M
The % availability of Platinum and Gold Corporate Systems between the hours 08:00 – 18:00, Monday to Friday excluding planned downtime	M
The % availability of whole network between the hours 08:00 – 18:00, Monday to Friday excluding planned downtime	M
The % of completed changes with planned timescale	M
The % number of calls resolved within time scales set out in the SLA <u>Incidents (Applications/Systems)</u> Platinum 4 Hrs Gold 8 Hrs Silver 24 Hrs Bronze 48 Hrs <u>Standard Request</u> 72 Hrs <u>Back Office Request</u> 10 Day	M
Projects that successfully delivered the customer agreed scope	Q
Projects that have been delivered in time – SRS Overall	Q
Customer Satisfaction ratings (on projects) – SRS Overall	Q
Savings released within the organisations – SRS Overall	Q
Customer satisfaction rating (ICT Services) from Service Point questionnaires	M
The % customer calls resolved during the initial call	M
Average call response time in seconds to the Service Desk	M
Manage within the budget set for 2015/16 (£m) – SRS Overall	Q
Savings released within the organisation – SRS Overall	Q
Income into SRS Public – SRS Overall	Q



## 4. SUPPLY SECTION

### 4.1. IT Services and Processes

The SRS service Catalogue is as below and shows the area that the service sits within:

Service Offering	Area
Strategic planning / oversight	Senior Leadership
ICT Access provided by the "Repairs Team"	Core
Back Office	Core
Procurement	Core
Help Desk	Core
Training	Core
Mobile telephony / data provided by the "Back Office" team	Core
Application delivery provided by the Apps, GIS and SIMS teams	Core
Application Support provided by the Apps, GIS and SIMS teams	Core
Authentication	Core
File service	Core
Internet service	Core
Network service	Core
Printing service	Core
Infrastructure Support	Core
Telephony service	Core
Unified comms	Core
Airwave	Core
Development Projects	Projects
Implementation	Projects
Infrastructure Projects	Projects
Service Improvement	Projects
Moves and installations	Projects

The core service operates to standard ITIL processes including incident, problem and change management which are embedded into the Help Desk application set.

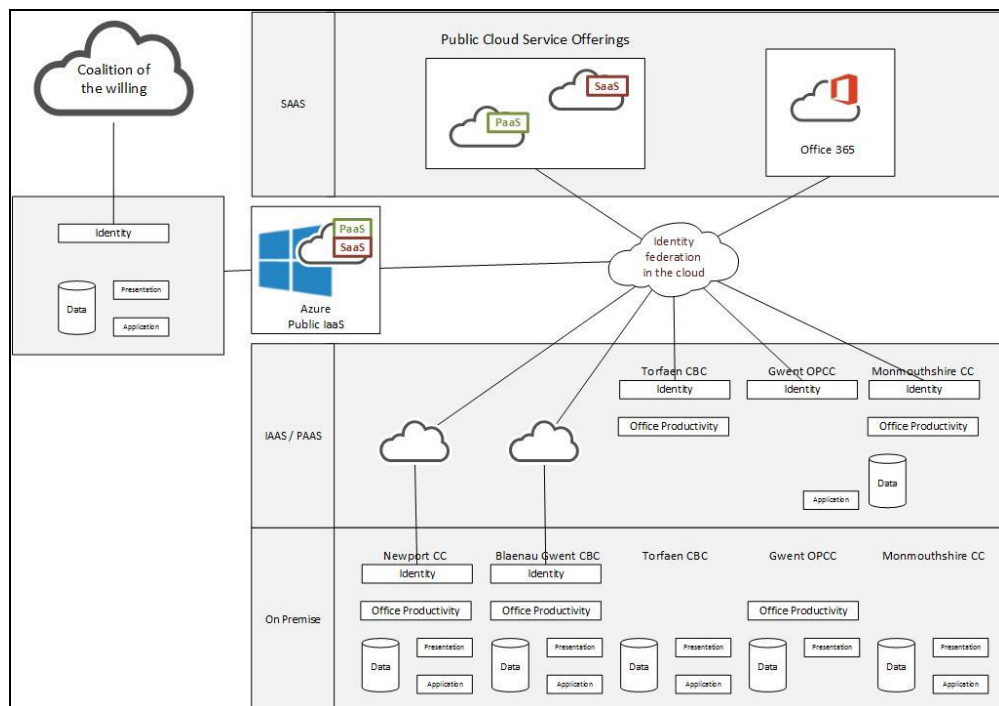


## 4.2. Target Architecture

Platforms are not about specific technology solutions. They can be enabled by technology, but they are not driven by it. A platform is about the operating model of the business and in our case this is an opportunity to redefine and reinvent it.

As an example, the road network in Wales could be described as “place as a platform”. The road network is “governed” by Public Service Wales and there are rules and regulations for using those roads, but the businesses and the organisations that locate in Wales on our road network are not operated by Public Service Wales.

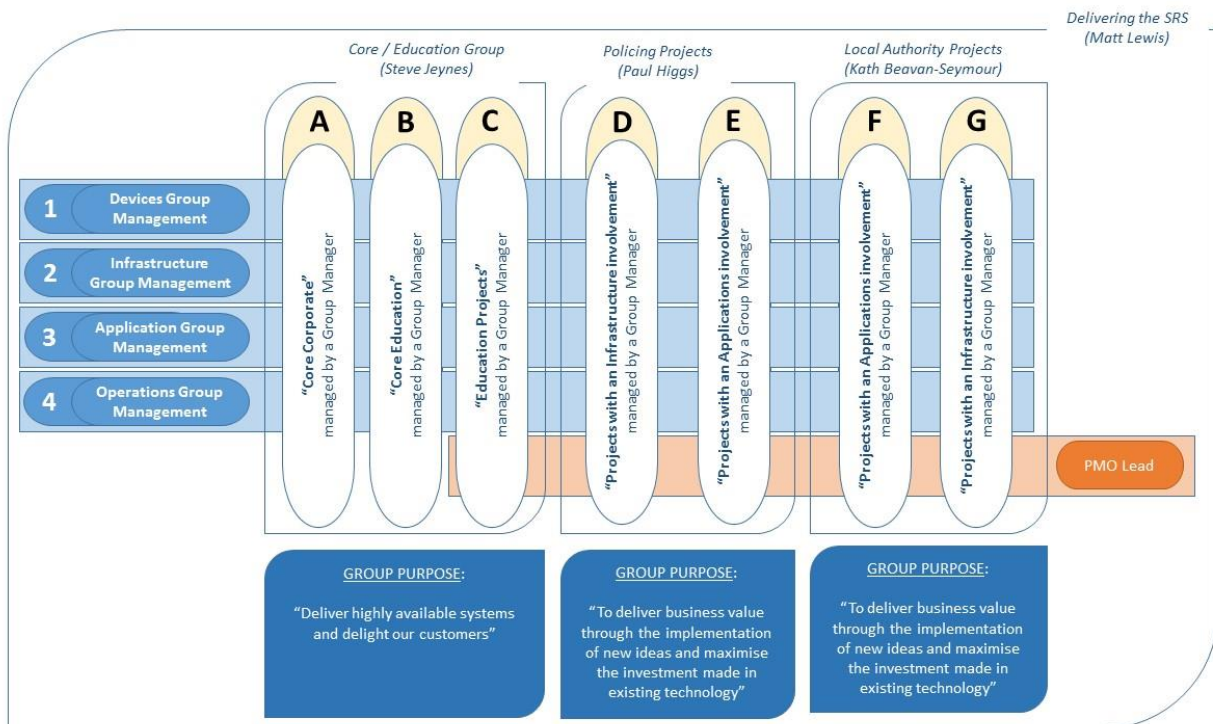
Our digital platform will take advantage of Internet based infrastructures to fulfil the increasing drive for the way individuals inside and outside our organisations want to interact with us.



## 4.3. People

The working practices provide short times between delivery of products, require greater engagement with customers, require a different way of resourcing projects, deliver shorter, more concise highlight reports and offer opportunities to view latest updates directly.

The organisational structure the SRS is implementing to support the strategy is shown below and is key in building a successful future.



## 5. 2020 Ambitions

By 2020 the SRS will be transformed into an arm's length, cloud delivery partner that delivers value for money, digital services to any organization in any sector.

To do this the SRS would recommend the following projects in 2016:

1. Establish a secure, compliant cloud infrastructure called "OneWales".
2. Complete the "OneWales" cloud design and implementation which will create a space for reuse and collaboration across sectors.
3. Complete the design work for Exchange, Skype and Yammer and migrate all organisations into the new solution.
4. Complete a Sharepoint implementation in the new "OneWales" infrastructure and migrate all organisations into the new solution.

The methodology going forward needs to be primarily driven by the organisations and what systems they wish to collaborate on. In the absence of any direction from the organisations the default position would be to move any system requiring capital investment or any new system into One Wales. The SRS will review the volume of services in One Wales on a quarterly basis ensuring that we are not left in 2019-2020 with a large volume of systems still to move into One Wales.

The SRS is also committed to support the police service in delivering the Policing Vision 2020 where core national infrastructure can support national digital programmes.

## 6. Risks and issues

The risks to the delivery of the strategy from a core perspective includes:

- prioritisation of work within the SRS changing and core not having the resource it requires to deliver
- channel shift in the organisations not achieved and self-service not widely used
- core minimum viable products takes longer to work through than expected
- core not given the same priority as the project provision



- project delivery through change causes core pressures and instability

The risks to the delivery of the strategy from a projects perspective includes:

- prioritisation within the organisations changing and the SRS not being able to deliver benefit
- the organisations not having the capacity to drive the required level of business change involved in radical redesign of services
- delivery boards in the organisations not identifying organisational needs appropriately
- funding not made available where additional resources are required
- new project methodology not widely accepted and old methods still required as well
- Prince 2 reporting mechanisms still required meaning new methods do not meet need
- organisational appetite for collaboration outside of IT doesn't create opportunities
- the organisations not satisfied with levels of performance, the cost or the service of the One Wales cloud infrastructure which would result in greater levels of investment being required
- the appropriate level of investment being put into getting the One Wales cloud infrastructure up and running
- lack of cross organisation projects reduces cost savings opportunities

