

SRS Strategic Board

DATE: 22nd July 2019

SUBJECT: 2019-20 SRS Tactical Plan

Report Submitted by: Matt Lewis (COO SRS)

Report Written by: Matt Lewis (COO SRS)

1. Area Affected

- 1.1 County borough wide for Blaenau Gwent County Borough Council, Gwent Office of the Police and Crime Commissioner, Newport City Council, Monmouthshire County Council and Torfaen County Borough Council.

2. Purpose of Report

- 2.1 To agree the amended programs of work as a result of the two development sessions with the Strategic Board in July 2019.

3. Purpose of the plan

- 3.1 This document defines the amended Tactical Plan for the SRS for the financial year (FY) 2019-20. This plan serves as the annual guide to implementing tactical SRS initiatives to incrementally achieve the Strategic Board's five-year partnership strategy as agreed in January 2016, available at:

<http://srswales.com/wp-content/uploads/2016/06/SRS-Strategy-2016-20.pdf>

- 3.2 Besides providing clear linkages between the strategic objectives and the corresponding tactical objectives and initiatives, this plan also provides linkage to the FY18-19 budget, accountability, and performance measures to help ensure successful investment planning and execution.

4. Relationship to the Strategy

- 4.1 While the SRS Strategy identifies what the SRS workforce will collaboratively focus on achieving over the next three to five years, the Tactical Plan is developed annually to define how this strategy and the roadmap will be executed incrementally to achieve the long-term strategic goals. The COO annually reviews progress towards the SRS strategy and adjusts and publishes updates as appropriate. Following this reconciliation process, the customer-oriented governing boards will prioritise the elements of the SRS strategy, after which the annual evaluation and selection of tactical



investments is performed. This approach maximises the linkage between the selected investments, affordably and effectively achieving the SRS' mission and its annual budget targets.

5. **Plan Approach**

- 5.1 The SRS partnership strategy was released in January 2016 to reflect a revitalised strategy for collaboration between SRS partner organisations.
- 5.2 A platform approach has been agreed by the Strategic Board called OneWales. The platform offers collaborative opportunities that have not been available to our partner organisations in the past. The platform as a project and standard set of services, is owned by the SRS. Each partner's process of migrating into the platform will be an individual organisation project tailored to the needs of each partner.

Performance monitoring and flexibility are incorporated into the SRS Tactical Plan to provide the SRS COO and partner organisations with the ability to adapt to unplanned events, such as further budgetary changes, disruptive technologies, shifting priorities and shifting customer needs in order to facilitate alignment with individual partner Corporate Plan priorities.

6. **Plan in context**

- 6.1 The SRS Tactical Plan documents the SRS collaborative initiatives that the SRS plans to execute during the course of a financial year and includes the budgeted initiative costs and milestones for delivery.
- 6.2 The SRS Tactical Plan is not intended to cover every initiative or budgeted item that the SRS will undertake in FY 2018-19 but is intended to cover the key deliverables that provide incremental delivery of the SRS' strategy. The individual organisation projects are not typically included in this document as the full twelve month plan of those projects is not known at the start of each year and will change.
- 6.3 The SRS Tactical Plan serves as an annual execution roadmap for the SRS SLT, SRS SMT and SRS staff. The SRS Tactical Plan also serves as a guide for priorities and a delivery roadmap for our stakeholders, including our customers and our partners in delivering these numerous collaborative IT services. The plan also provides linkage for individual performance plans to ensure that SLT, SMT and staff are accountable for achieving measurable results toward the SRS strategy. Finally, the plan provides performance criteria for the SRS to ensure that these tactical investments contribute to achieving the strategy as expected, such as improved affordability, security, and satisfaction, or trigger corrective evaluations.



7. **SRS Strategic Aims**

7.1 The strategic aims, as agreed at the Strategic Board, for the SRS are:

| <u>Aim No.</u> | <u>Description</u> |
|-----------------------|--|
| 1 | Deliver effective ICT services from a single combined unit and operate as one SRS. |
| 2 | Improve services to provide a solid foundation upon which partner organisations can operate. |
| 3 | Ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations. |
| 4 | Develop a capable, professional workforce that can meet the challenges within technology over the coming years. |
| 5 | Provide a collaborative platform for public sector organisations to share common ground. |

8. **Gateway Process**

8.1 Gateway 0: B&C Board identify opportunity

Gateway 1: Strategic intent from the SB to work together

Gateway 2: Single specification agreed by the B&C Board

Gateway 3: B&C Board recommendation for a specific solution

Gateway 4: Investment decision from the F&G Board (if required)

Gateway 5: SB approval to implement

9. **The programs in flight at the SRS with an agreed strategic intent from 2018-19 (Gateway 5)**

9.1 **REC 1:** Continuation of Office 365 services in OneWales, Monmouthshire and Newport are already consuming services and Torfaen and Blaenau Gwent will be implemented in Q2 and Q3 of FY 2019-20.

Gwent Police is in progress, utilising the same skillsets of staff at the SRS,



the migration to Office 365 (NEP) will follow similar principles to those of OneWales for the Local Authority partners.

REC 2: The continuation of the implementation of PSBA GovRoam across all partners.

REC 3: The continuation of the implementation of GovWifi across all partners and the subsequent removal of SRS Public due to the lower level of security.

10. The programs signed off with strategic intent on April 16th 2019 and confirmed in July 2019 (Gateway 1)

10.1 REC 4: A shared telephony calling plan. The SRS currently utilises a PSBA calling plan contract in bundles of minutes as an alternative to traditional ways of paying for calls. The PSBA are not extending this framework so an alternative needs to be sought. The direction being given is that the exact same call plan option will be available to us across the RM1045 framework with a direct award capability. This recommendation will seek to procure that extension for those who signal strategic intent.

REC 5: A shared core network platform. The SRS currently supports a mix of network hardware across all partners that make up multiple core networks and complex configuration to access services across those networks. The SRS direction is a single on premise core network implementation with PSBA support to consolidate configuration, for those that signal strategic intent.

REC 6: A shared secure mobile device solution. The partners currently utilise varying methods of mobile device security, some would not meet the PSN guidelines moving forward. The SRS direction is a single mobile security and authentication mechanism based in Office 365. This has already been built in OneWales and is simply enabled per Authority. This request is to signal strategic intent to move to this standard.

REC 7: A shared Oracle implementation. The partners currently utilise varying methods of licensing and implementing Oracle. The SRS direction is a single Oracle hardware platform sat in OneWales. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

REC 8: A shared SQL implementation. The partners currently utilise varying methods of licensing and implementing SQL. The SRS direction is a single SQL hardware platform sat in OneWales in Azure and on premise. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.



11. The programs agreed with strategic intent by the Strategic Board in July 2019 (Gateway 1)

- 11.1 **REC 9:** A shared telephony platform. The SRS currently supports a mix of on premise and cloud hosted telephony platforms across all partners, four different systems in total. The SRS direction is telephony integration into Skype and this program will develop the options around a single implementation for those that signal strategic intent.

REC 10: A single Sharepoint Online implementation in OneWales. The SRS has built a test environment that proves that the Information Governance requirements can be met for all partners in a single tenant. The SRS direction is to use the OneWales platform for all Sharepoint needs. This request is to signal strategic intent to collaborate and create a single specification to implement a pilot to move forward with together.

12. The programs that have been rejected at Gateway 1 in July 2019

- 12.1 **REC 11:** A shared Revenues and Benefits license model. The partners currently use SX3 for Revs and Bens, except Newport who have expressed an interest to use SX3 but would require a procurement exercise. The SRS direction is a single implementation based in the OneWales platform. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

REC 12: A shared Financials implementation. The partners currently use various systems for Financials. Some partners have pressures to move off their existing systems in the next two years. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

REC 13: A shared Information @ Work implementation. The partners currently use various Information @ Work systems for document management, particularly in Revs and Bens. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

REC 14: A shared HR / Payroll implementation. The partners currently use various HR / Payroll systems. The SRS direction is a single implementation based in the OneWales platform. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

13. The additional programs agreed with strategic intent by the Strategic Board in July 2019 (Gateway 1)

- 13.1 **REC 15:** the maximising of the benefits associated with the Microsoft



Enterprise Agreements. Across the five partners these contracts are in the region of £2M spend and the Board are seeking ways to drive out savings in other areas as a result of this.

REC 16: A review of the “on premise” data centre infrastructure to assess the benefits of moving to cloud services, namely Microsoft Azure. This includes views of alternative uses for the data centre space this creates. This will then result in work to move to cloud services or work to improve the facilities in Blaenavon. The decisions to move Newport and / or Blaenau Gwent to Blaenavon will be made after this assessment is completed.

14. Monitoring and Evaluation

14.1 The progress through the gateways will be monitored by the COO.

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| Appendices | None |
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| Background Papers | None |
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For a copy of the background papers or for further information about this report, please telephone: insert name, job title and phone number of author or responsible officer here

