



Technology consolidation

26.10.23



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Technology - four quadrants:

1) Tactical Consolidation

Revs and Bens - NEC
Planning - Idox
Legal - IKEN
Finance P-P (continuation)
Customer/HR/etc - Lagan

2) Contract Driven Activity

Zellis - HR
AP forensics - Finance
Care works – CYPS
RTC – HAS
Snap Surveying – Communications

Full contract list under review

3) Service Transformation

In or planned for scoping:

Housing /Property - Asset Management
Finance - IMS
Waste - systems consolidation
Customer - excellence
Housing homelessness - Jigsaw

4) Infrastructure Consolidation

Data Centre rationalisation
SAN replacement
Standard device
M365 back up
Property rationalisation

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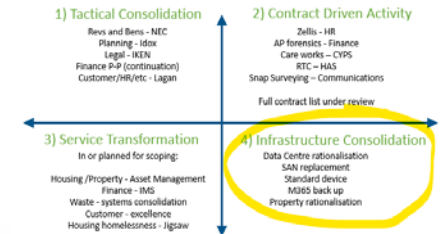
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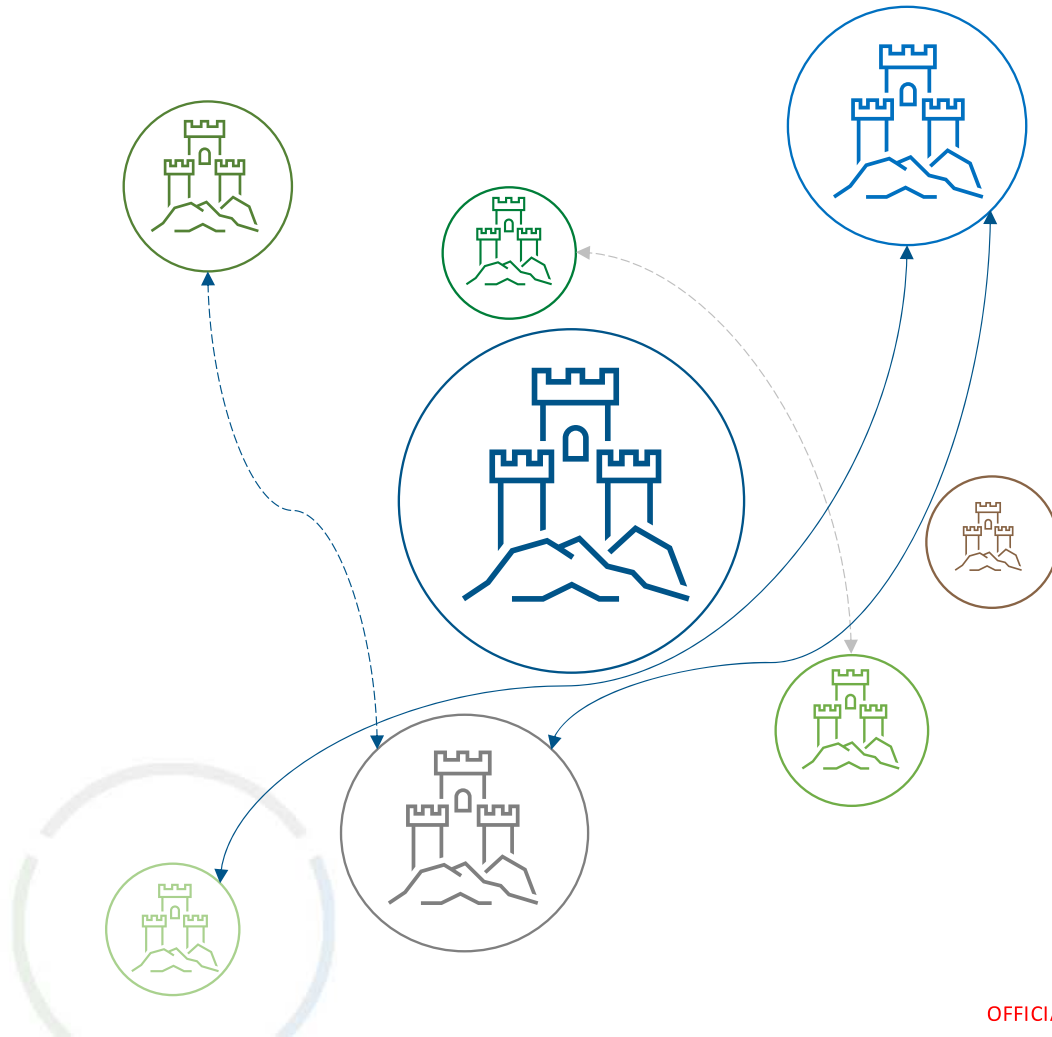
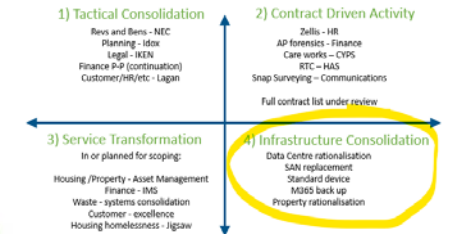
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4) Infrastructure Consolidation



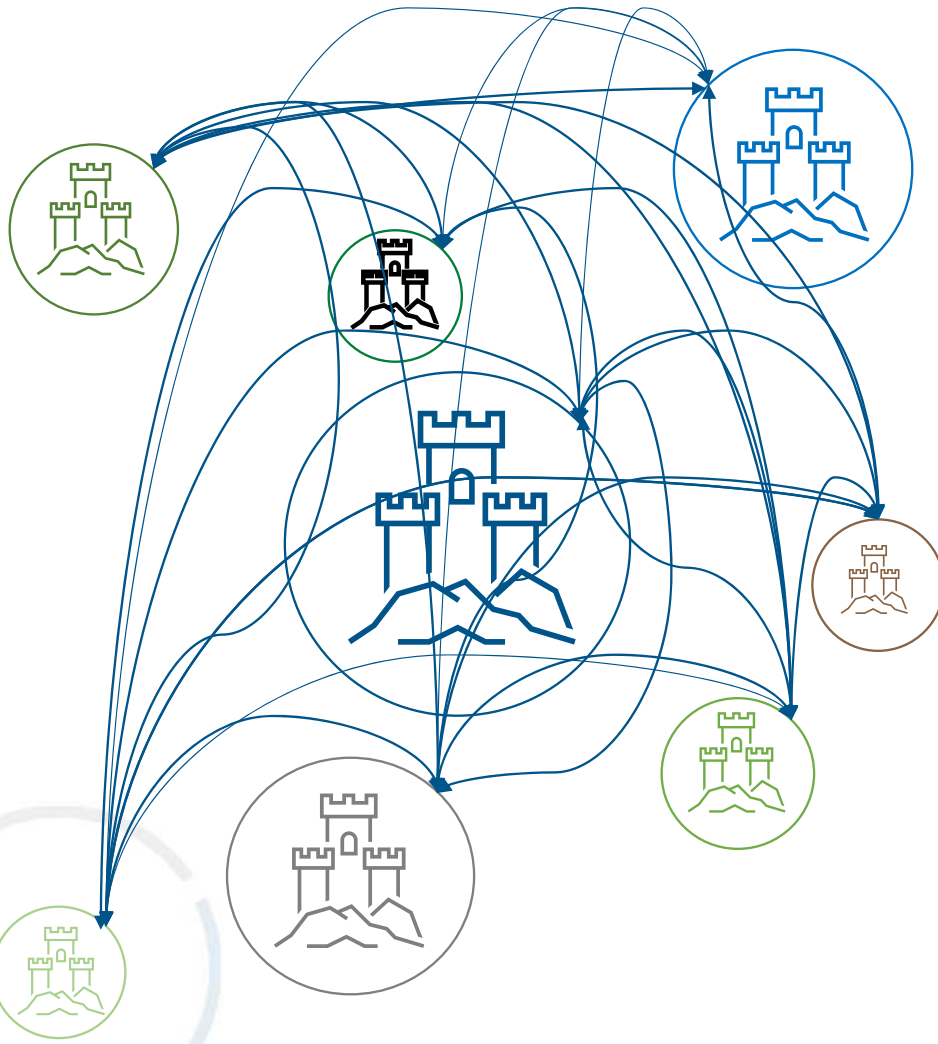
- Eight secure, safe and well protected islands.
- Each designed to fight off cyber intruders and specifically designed not connect to anyone else.
- All also built to different designs with different specifications.

4) Infrastructure Consolidation



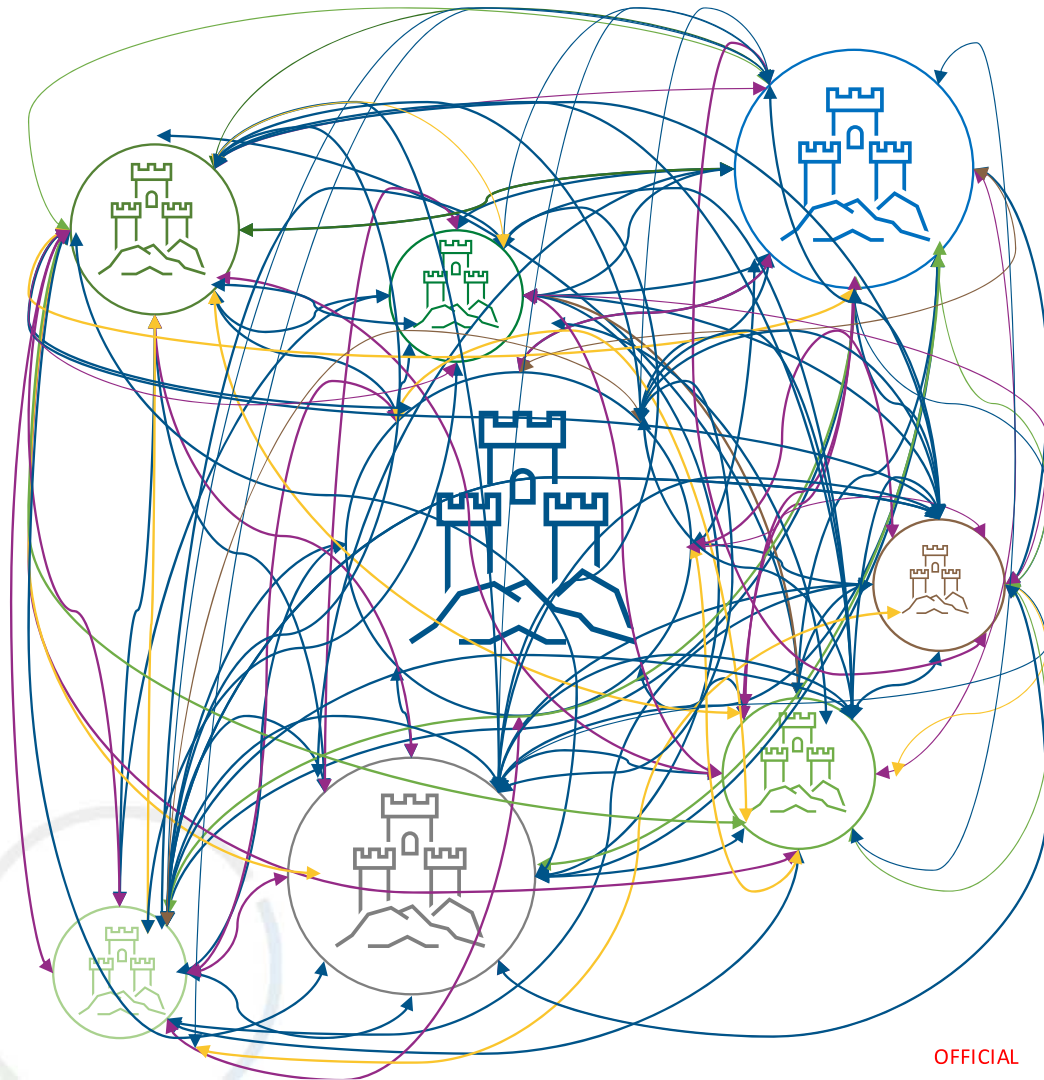
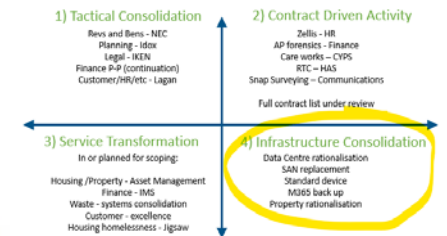
- For planning we have built some tactical connections (similar to the safe and legal work done for day one) prior to their system consolidation because service delivery was failing.
- This work has now stopped.

4) Infrastructure Consolidation



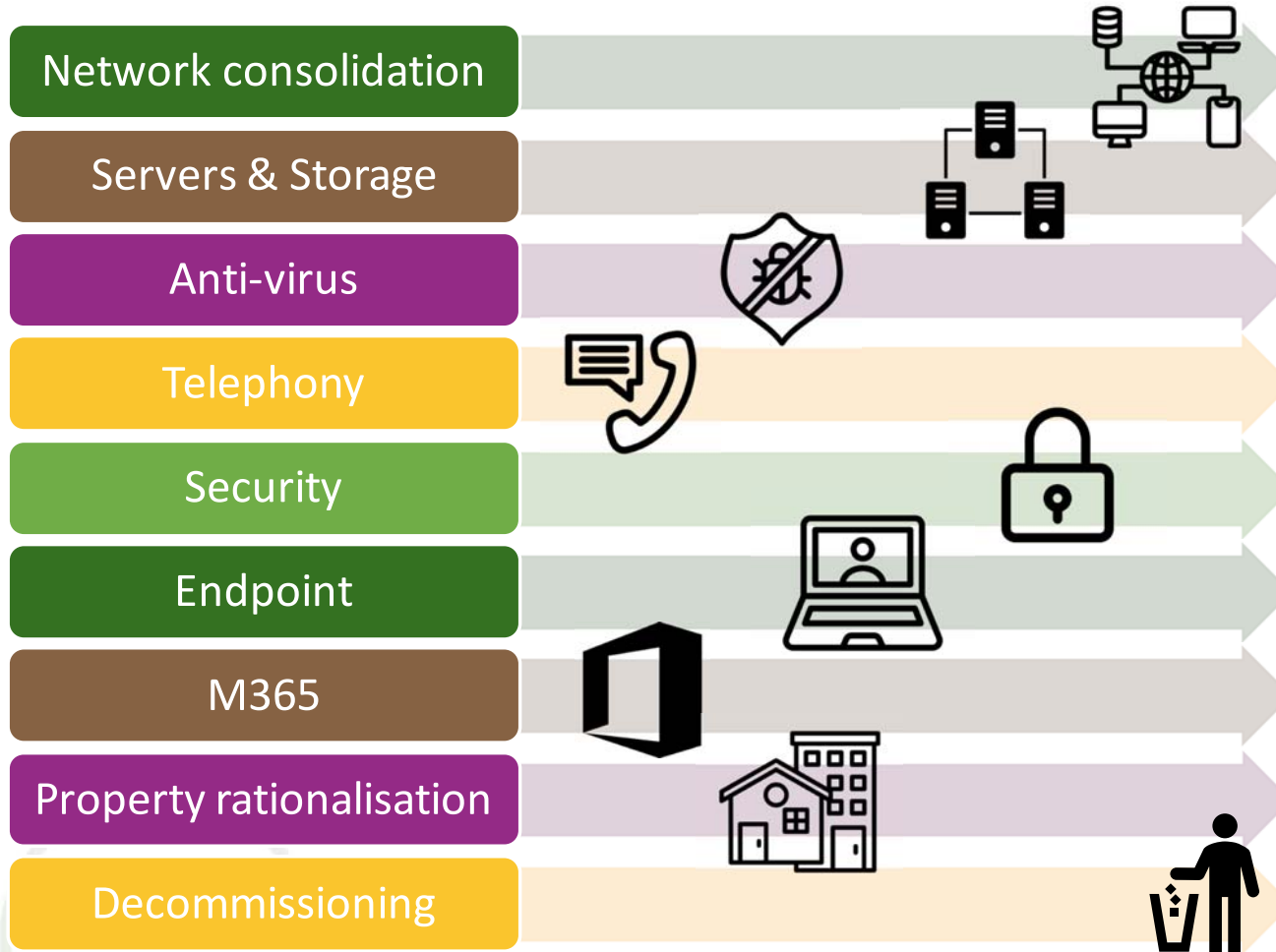
- **if** we continued like this just for Planning we would have a mesh of connectivity that is unsupported and unsustainable.
- And it would tie up important time and effort on fixing one tiny part of the problem.

4) Infrastructure Consolidation



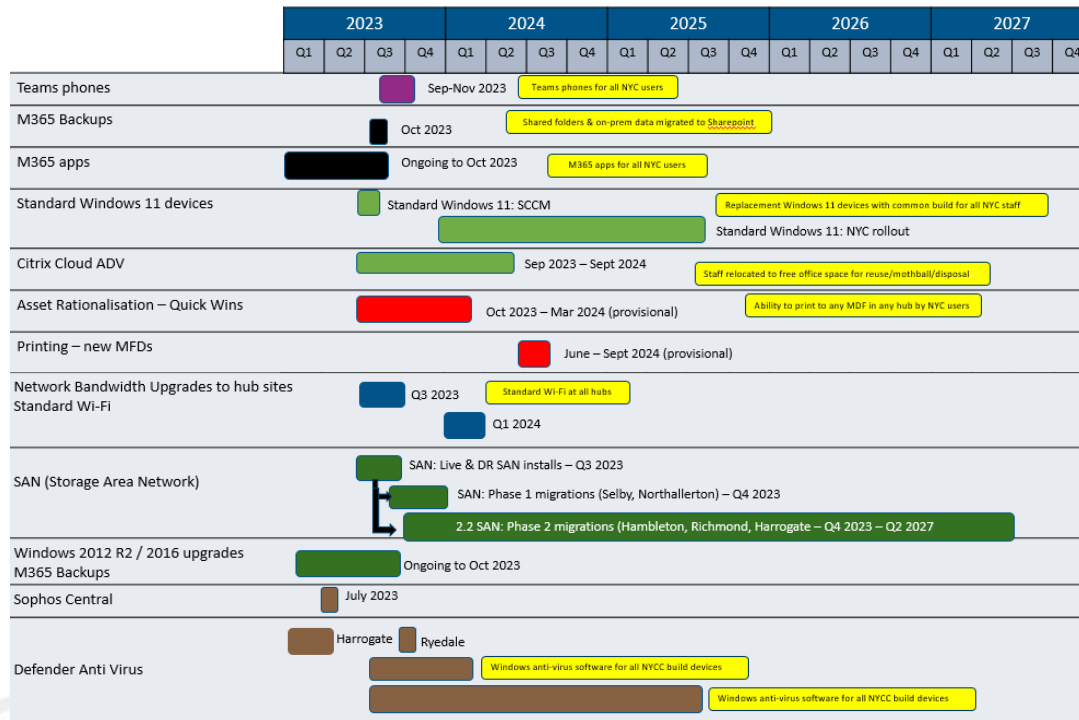
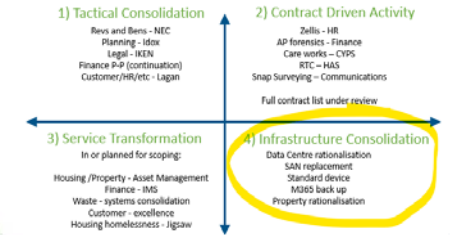
- Creating tunnels between islands for every system would be a security nightmare and take longer than doing it properly.
- (image is a tiny fraction of required connections)

4) Infrastructure Consolidation Programme!



- Programme Management has applied themes and is working on high level timelines, dependencies and opportunities.
- Procurement timeline risks.

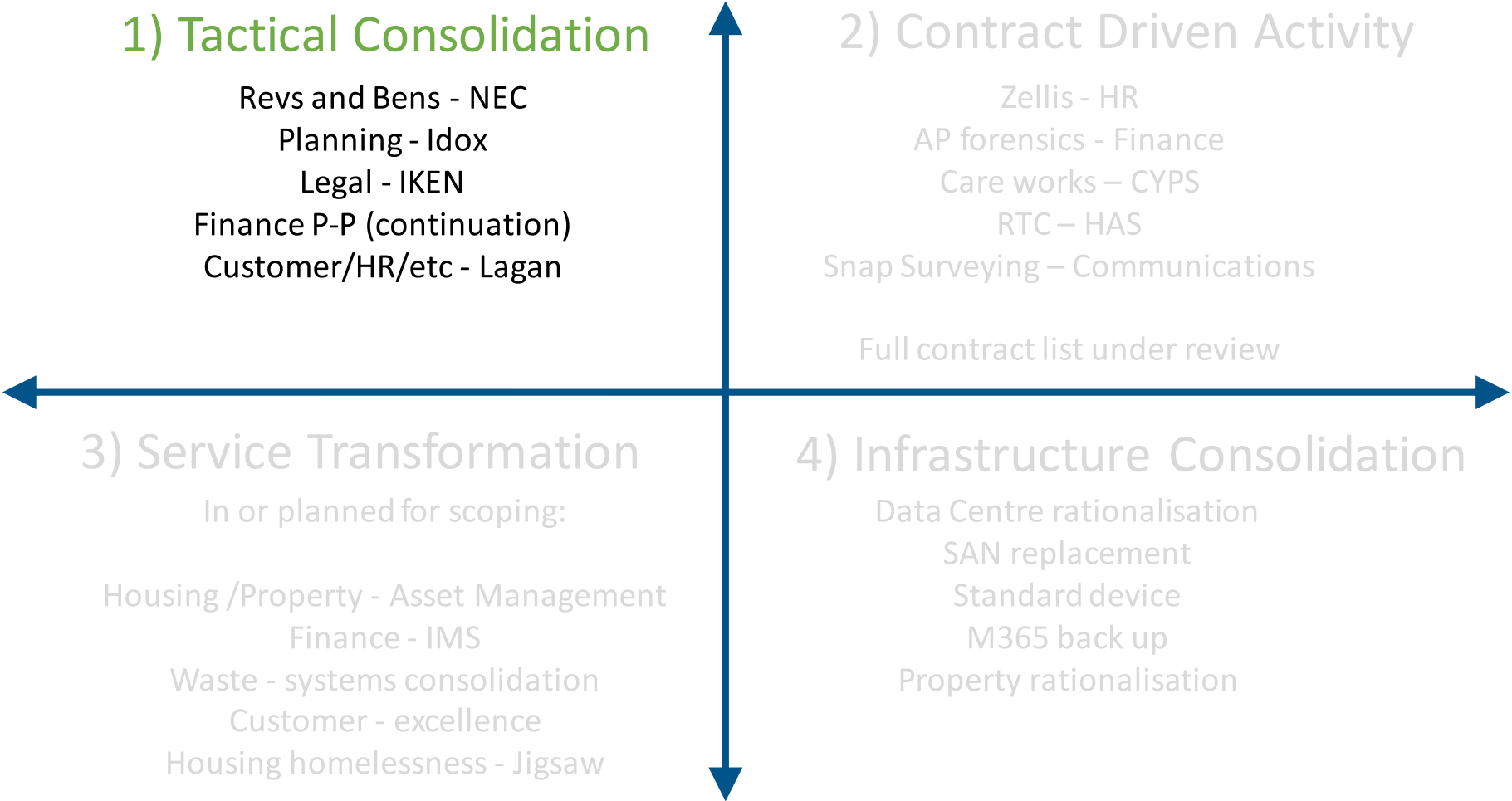
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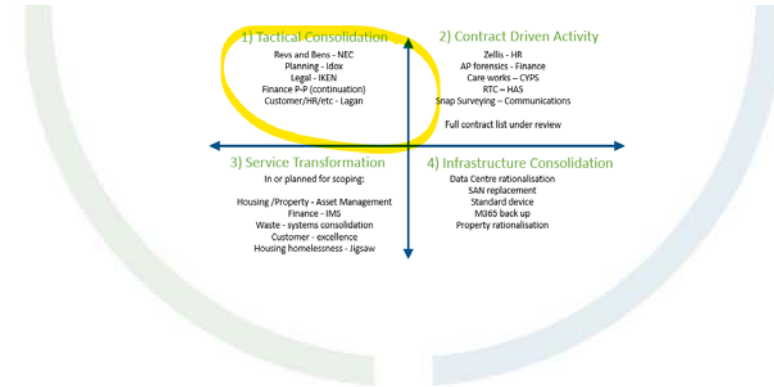
- Early planning underway to indicate ‘what will be different for people’ at key points in delivery.
- PM now needed to detail plan delivery, resources, procurement, et al

- Notes:**
- All dates are high level indicative estimates only, based on current known information.
 - All dates and resource requirements will be subject to further review and changes, if prioritisation changes.
 - Only includes known and scoped items of work

1) Tactical Consolidation

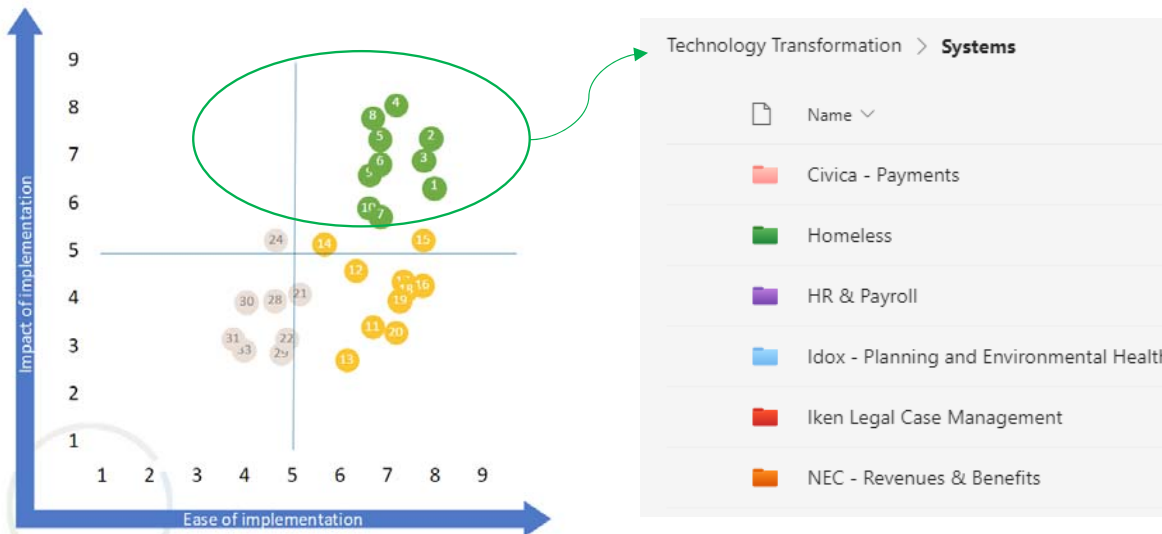


1) Tactical Consolidation

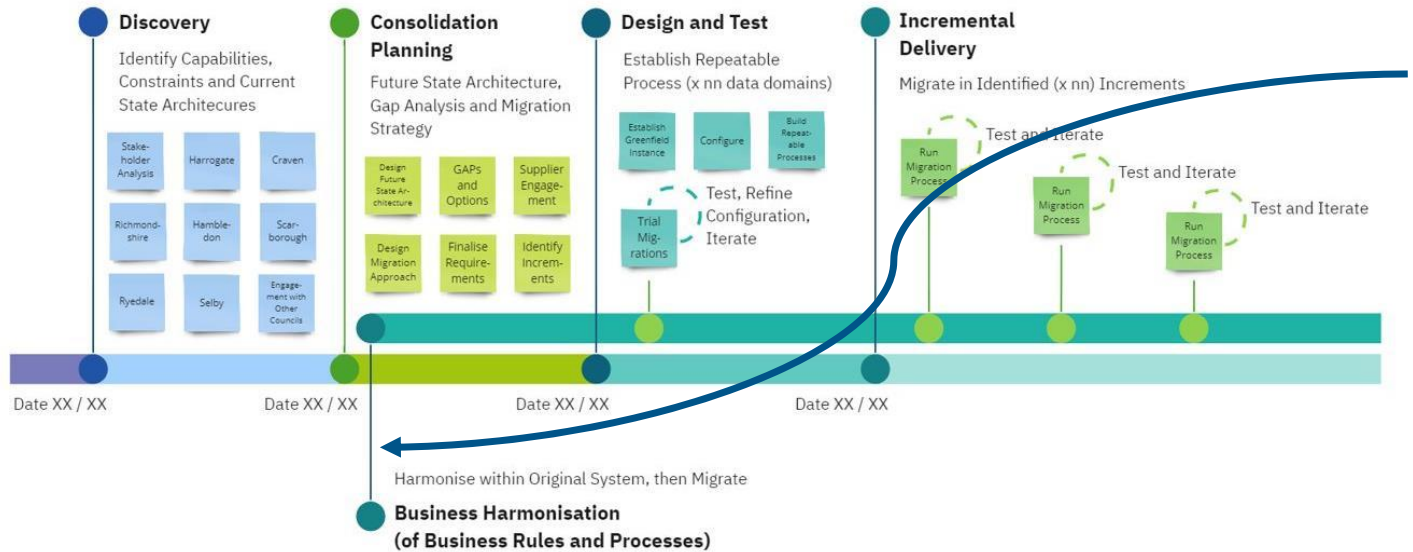
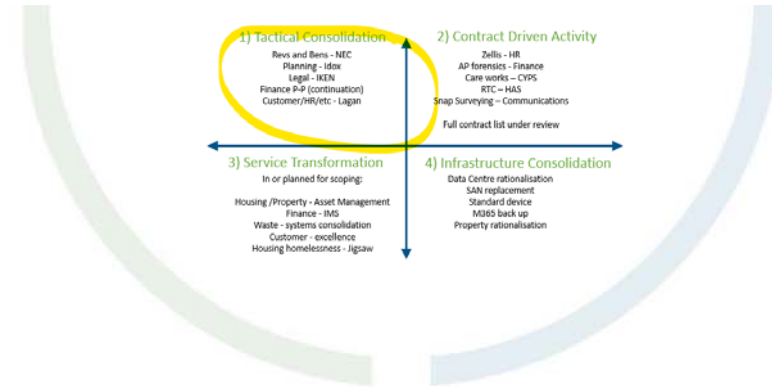


10 = High 0 = Low		Ease of Implementation						Impact of Implementation					
Service / System		Single Supplier / Contract simplicity	Data migratable / standardised	Outsource-able for speed / simplicity	Low systems integration/ complexity	Service priority / Commitment / Driver	AVERAGE	Staffing crisis	Political issue	High profile	Statutory service	Savings identified	AVERAGE
1	Service – System (example)	10	7	9	6	10	8.4	3	6	7	9	9	6.8

- Prioritised in April.
- Contract work underway.
- Delivery planning (ICT) underway.
- Closed door for further activity to follow this pathway.



1) Tactical Consolidation



- Ready to move to process and planning.
- PM allocated to:
 - Iken / Legal
 - NEC / Revs & Bens
- PM and BA needed:
 - Idox / Planning

2) Contract Consolidation (end of life)

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- There is still a lot of missing information, so ...

1. Taking a problem risk approach to analysis:

1. Proactive management of April 2024 cliff.
2. Procurement lead in post 30th October.

2. Creating a single version of information ITSM:

1. Centralise information and ratify, then risk score with procurement lead.
2. Build culture of proactive contract management in Technology.



3) Service Transformation

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Design principles:

- The level of change fatigue and anxiety with operational staff means some level of 'same' is tremendously beneficial for adoption (human factors).
- This also supports moving forward with alacrity as sticking with one of what we already have is much faster.
- **Reduce, Reuse, Recycle!**
- **Composable and Vanilla!**



3) Service Transformation

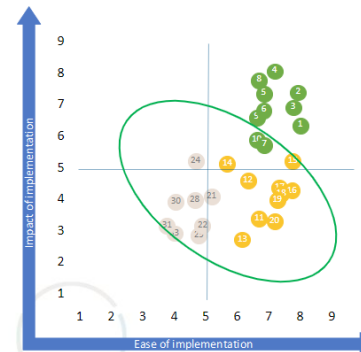


Work underway:

- Supporting PM scoping work for CDG and prioritisation. →
- Building consolidated view of all technology enabled projects.
- Meeting with current ICT suppliers.
 - Waste
 - Housing
 - ...
 →

Recommended to go to scoping – 18/10/23

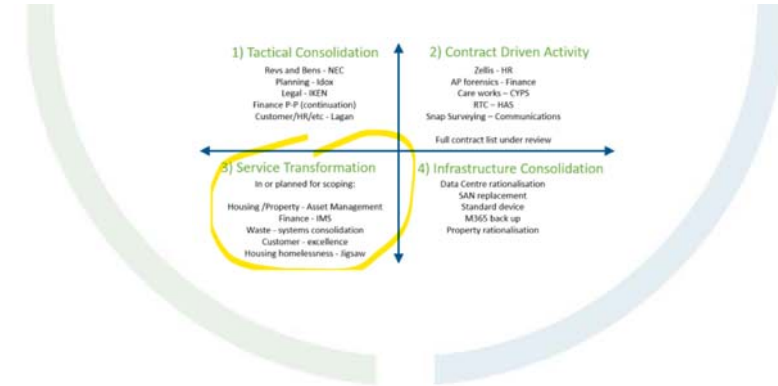
URN	Action	Total Savings	Income	Communications	Customer Finance requirement	HR & OD Requirement need	Legal Requirement	Procurement Requirement	Property requirement	SKP	Technology requirement need	Transformation	Comments
4464	Single operating system	£25,000		0	2	0	0	2	0	0	3	1	Agreed
4593	Develop one approach to NYC annual billing, income collection and recovery work with Finance on single approach to sundry debts (owned by finance)			0	1	0	0	0	0	0	2	1	Agreed
4589	Revenue and benefits service- Develop/implement e-billing offering and agree way forward with finance services and customer service	£15,000		1	3	0	2	2	0	0	3	2	Agreed
4259	Consolidation of Licensing Software			0	2	1	0	1	0	0	3	1	Agreed
4750	Harmonisation of IT systems - Asset Management for Council homes Development and launch of a new Destination Management System and North Yorkshire Tourism Website to drive the commercial strategy and attract visitors to North Yorkshire	£10,000		2	2	2	2	2	0	0	2	2	Agreed
4514	SLR - second phase - development of an investment strategy for leisure Facilities with recommendations for existing sites.			0	0	0	2	2	0	0	3	0	Agreed
4346	Organisational migration of sundry debt and AUDIS compliant direct debits	£200,000		1	3	0	1	2	0	0	3	3	Agreed
4127	Rolling out data architecture										2		Agreed



3) Service Transformation

Work underway:

- Shopping for external support to deliver.
 - Current suppliers
 - Partners existing and new
 - Outcome based not day rate contractors
- Articulating Reduce, Reuse, Recycle principles through BRMs.
 - Focus on process standardisation – not ‘quick fixes’
 - Will feed into prioritisation if any quicker options become apparent



Reduce



Reuse



Recycle



Key Asks of Transformation

1. Provision of **project management** support for the ongoing and tactical work already underway, in particular the infrastructure consolidation and tactical system consolidation work.
2. If we could **accelerate information into PPM** it would provide an effective baseline of ICT resource availability for service transformation (PM allocation to infrastructure consolidation)
3. Allocation of **business analysts** to tactical and contract driven priorities to complete the people and process requirements.