



Digital Services Target Operating Model Design

1 Executive Summary

This Digital Services Target Operating Model (TOM) has been created to support the Digital Strategy, the Cloud Strategy, and the ICT Strategy. This TOM has been shaped to establish a Digital service which is fit for the future, can deliver on the ambitions outlined in the Digital Strategy, Cloud Strategy and ICT Strategy, which will provide a service that has the capability and capacity to act as a transformational partner for the wider organisation.

The Digital Services TOM outlines the existing ICT strategic context, the operating design principles which have been used, and critical success factors. The TOM also describes the high-level functions needed, the proposed output for each function, the proposed transition approach, identified risks and assumptions, the financial investment case, and dependent functions.

2 Strategic Context

DCC's ICT department and services have evolved over time. However, this evolution has fallen behind that of similar-sized councils, many of whom have adopted industry standards, best practice, and a more proactive approach to managing and updating their applications, infrastructure, and service portfolio. The result is that DCC's ICT is now several years behind the curve, and this makes DCC an outlier in comparison.

DCC has three key enduring ICT / Digital risks: -

1. Insufficient technical competence to run the council's ICT services effectively,
2. cyber and information security and,
3. the complexity of the ICT estate itself and related integrations.

The requirement for an effective, well-integrated and managed Digital service is a key foundation to the ongoing success of DCC as an organisation and places significant reliance on ICT for the provision of technology and services to support day-to-day service delivery and the enablement of efficiencies. This requirement will be magnified and accelerated by the council's financial position. To meet this requirement effectively, the organisational approach to Digital and ICT needs to change from simply operational support to become a transformational business partner.

The following paragraphs detail the current delivery of ICT services across the organisation, the risks and challenges the existing ICT delivery model poses, the actions taken to date, and why there is a need for further change.

The council's ICT service delivery is fragmented, with some elements of ICT delivered directly from within service areas, but without council level ICT oversight or support. This has led to the issue of "Shadow ICT" spend and activities outside of the core ICT function. Shadow ICT accounts for an assessed additional £6.8m annual spend above the £12m core ICT spend, the result of which is no central visibility, governance or control of the ICT estate, or central planning for future needs.

Central ICT service delivery:

The existing ICT Service provides support for 387 core applications. Most of the applications are hosted and configured 'on premise', by DCC's ICT service, with data storage managed by the council. The council is currently storing approximately 180TB of data on two sites, County Hall and Shand House. An initial upgrade project is already underway to ensure the current 'on premise' infrastructure is fit for purposes in the short term and to address long standing legacy issues. This will need to be followed by a significant technical programme to ensure DCC has the technical infrastructure needed to support its Digital and technical ambitions. For the long term a Cloud Strategy has been developed to support this work, which was approved by Cabinet in April 2024. 80% of DCC's current service delivery is reliant upon the existing 'on premise' infrastructure and support.

The ICT Service's role across the organisation has, in the past, been a reactive operational role providing fix-on-fail resolution, whilst also attempting to provide technical support to large and organisation-wide change programmes. More recently, however, there has been a shift to provide a more proactive service to meet the ambitions of the organisation and establish ICT as a transformational partner of the business.

Shadow ICT service delivery:

Outside the central ICT service and budget there is 'shadow' ICT in departments. Shadow ICT accounts for approximately a further annual £6.8m spend across the council, predominantly relating to 'line of business' systems paid for directly by the service areas. Roles have been created in service areas that would normally sit in a modern central Digital service. These roles have been created to fill gaps in the current ICT service delivery at a service area level.

Shadow ICT within the service areas results in a fragmented approach to service delivery and contract management, renewals, and upgrades. Contract management can be variable, often performed by the system owners, which results in a loss of visibility of contractual delivery or performance issues. In addition, the adoption of 'point' solutions, rather than end-to-end solutions, increases complexity and technical debt, as they create siloed technical environments which often require specialist support skills. Finally, there is no 'professional lead' for the shadow ICT functions that directs the future direction / skills needs and enables the continuous professional development required from ICT professionals.

Key Risks.

The table below shows the key risks and associated impacts identified in Socitm Advisory's recent assessment:

Risk	Impact
No ICT director at top table	(Risk now mitigated)
Lack of Leadership at AD & Heads of Service Level	Fragmented and reactive service delivery, with no roadmap for the service. Not capable of curing itself.
Lack of formal governance structure, process with clear roles and responsibilities	Siloed service delivery, decisions made late or not at all, resulting in DCC being several years behind its peers.
Immature and under resourced Enterprise Architecture function	Aging applications and Infrastructure with increased risk of outages, lack of integration between systems and few end-to-end solutions to provide efficient services.
No Data & Information management function	No single view of data or master data management. Significant manual effort required to provide data and evidence on which to base decisions. Decisions made without supporting information.
Lack of central contract management function and capacity to exploit opportunities – e.g. any simultaneous contract end dates - and no single point of review/approval to procure	Contract review dates that are approaching end of life at similar times present an opportunity to rationalise or repurpose systems which may be missed otherwise – retaining current levels of technical debt
Service Relationship Managers (SRM's) funded by Business Areas	SRM do not fulfil the Business Partner role, to provide triage, insight, and requirement gathering with the business.

Actions taken to date:

In recent months, actions have been taken to stabilise the service including:

- An ICT stabilisation programme to support the current service, through SOCITM Advisory.
- A Digital Maturity Assessment conducted to assess areas for improvement.
- A council-wide Digital Strategy developed, shared, and then approved by Cabinet in March 2024.
- A detailed cloud migration assessment conducted to inform the level of investment required to minimise 'on premise' ICT, and from this work a Cloud Strategy was created, shared and then approved by Cabinet in April 2024.

ICT improvements have focussed on remediating the most immediate, critical risks. These improvements were:

- Stabilising staffing through communication and engagement initiatives, recognising areas of low resource and morale, and through recruitment campaigns supported by HR.
- Introduction of team-based service improvement plans
- Introduction of industry-standard ITIL-based service management methodologies (service desk, incident management, problem management and change management), including service-wide ITIL Foundation training for colleagues.
- A review of systems and applications patching processes and tools, followed by the implementation of an industry standard patching methodology.

- A review of PDR management, putting in place regular reviews for all colleagues in ICT.
- A focus on risk and compliance with mandatory staff training requirements.
- Support and implementation of key business projects, Mosaic, Alloy/Granicus and SAP HANA

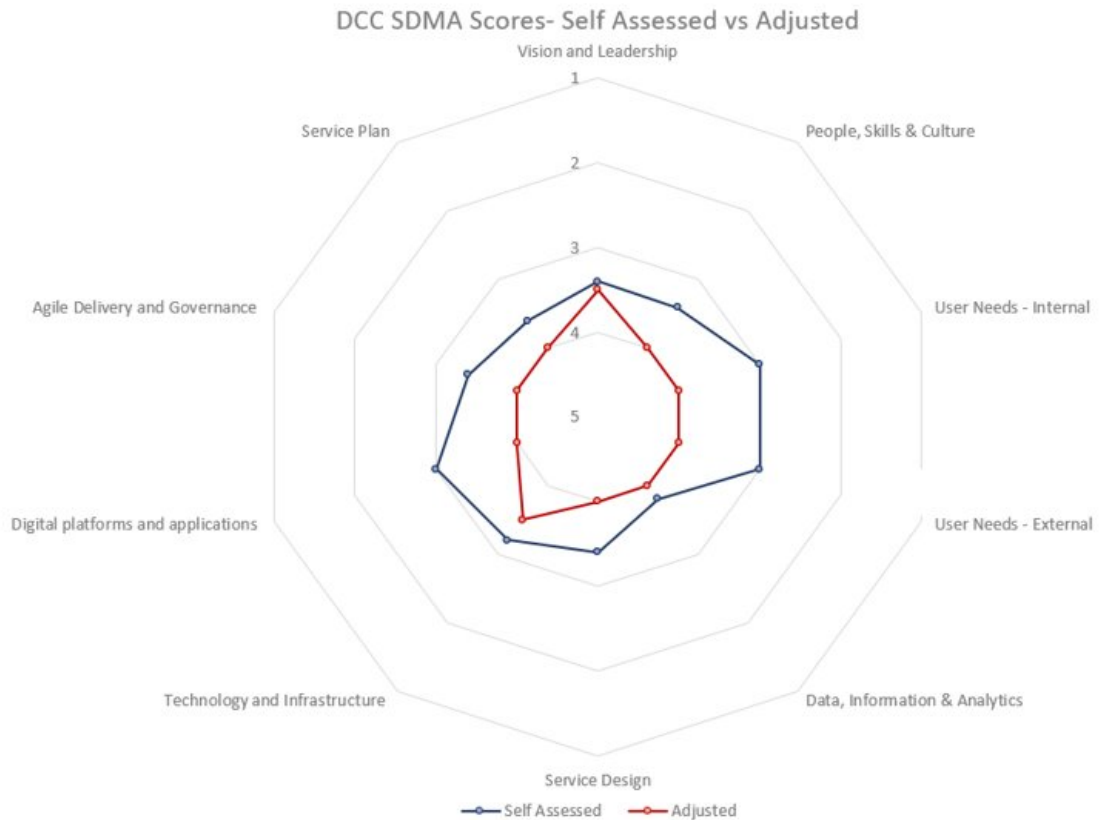
Maturity Overview

To support the development of both this ICT Strategy and the Digital Strategy a Strategic Digital Maturity Assessment (SDMA) was carried out by SOCITM Advisory which measures digital maturity against 10 key criteria. This assessment looked to baseline the current state:

- Review existing skills, resource capacity, and governance structures in place to support service delivery.
- Review the as-is architecture landscape, and the development of a to-be architecture.
- Review of ICT contracts to understand risks, and to provide visibility and focus on upcoming renewals.

To obtain a holistic understanding of the ICT capability, interviews and workshops were held with each of the council's four directorates: Corporate Services & Transformation, Place, Adult Social Care & Health, and Children's Services.

The SDMA assessed DCC's capabilities on scale of 1 to 4 (1 representing high levels of maturity, 4 representing low levels of maturity).



The assessment established that DCC had low-levels of maturity in all the 10 themes. Whilst it is common for Local Authorities to be weak in two or three areas, it is uncommon for there to be no areas of high maturity.

The headlines from the Digital Maturity Assessment were that DCC ICT has:

- Become c10 years behind best practice e.g. ITIL Service Management (including Change, Incident and Problem Management).
- No ICT, Data or Cloud Strategy (circa 5 years behind peers e.g. Derby City Council)
- Aging and failing infrastructure causing Business Continuity and vulnerability risks
- Ineffective demand management and business prioritisation of work into the ICT service
- Newly established a centralised PMO (1st April 2023) that it was still maturing in its capability.
- No effective ICT capacity/capability planning
- A lack of KPI's or ICT performance data
- Limited effective governance or industry standards applied and lacking best practice roles and responsibilities.
- Overly restrictive administration controls in place; seen as a barrier or blocker and suppressing innovation.

- A lack of basic Management Information / Business Information (MI/BI) reporting. Reporting is mostly manual with no MI/BI strategy or standardisation.
- Issues with data access, data quality, and data use for insight and decision making. There is a great deal of data available within the organisation.
- A lack of integrated technical ICT and Business Change to drive and embed initiatives.
- No project or project resource management controls

The resourcing issues highlighted were:

- Visibility, influence, and direction of ICT has been largely absent.
- Poor or no Head of Service leadership, poor working practices, and management of ICT staff
- Lack of self-awareness, motivation, and skills to instigate or implement a modern ICT strategy.
- Unfilled vacancies within ICT (40) creating serious capacity issues.
- Knowledge drain; people leaving the ICT service.
- Digital skills are not seen as a priority when recruiting across the council, putting pressure on ICT support services.
- Lack of training and support for colleagues to best utilise current systems.
- No 360-feedback loop, either internally or externally, resulting in poor communication.
- A 'can't-do' culture, rather than finding acceptable business solutions.
- No service management culture aligned to business requirements.

3 Operating Model Design Principles

In determining the design principles for the new operating model, the strategic drivers and priorities have been considered; specifically, a shared desire to:

- Embed solid foundations for robust, secure delivery of ICT services.
- Be efficient and effective and ensure everything delivered offers the best value for money.
- Ensure customer-centric design and service delivery.

The new operating model is created to deliver the ICT strategy and the ambitions of the Digital and Cloud Strategies, aligned to industry standards and best practices. It considers the key drivers, and seeks to support the Council Plan, while mitigating the current key risks associated with ICT and digital service delivery.

4 Critical Success Factors of the Operating Model

4.1 Effective, stable digital leadership

Digital leadership requires an understanding of how best to bring together people, technologies, and processes to deliver service transformation, with an emphasis on the cultural conditions for success. It also requires strong and effective engagement with service areas to ensure that digital is positioned as an enabler of service change and not simply a set of ICT tools. It requires an appreciation of the risks inherent within digital service design and delivery, and how best to mitigate them.

4.2 Standards and governance

Previous ICT governance processes were described as 'clunky' and 'not fit for purpose' by some stakeholders. The council has already recognised the need for effective governance that is proportionate, and which focuses on ensuring strategic alignment as well as managing risk and capacity.

The introduction of industry standards such as Information Technology Infrastructure Library (ITIL) for managing IT Service Management and the further development of the Enterprise Architecture function, is already raising the maturity of the ICT capability, and introducing new standard processes.

Revised architecture principles and associated governance processes will provide the framework for decision making, and have been designed to be effective in ensuring that objectives are met. The principles relate to all architecture domains, including data, infrastructure, applications, and processes. The principles and governance ensure that decisions are tested against the Digital, Cloud and ICT Strategies, and provide a framework which enables a clear direction of travel. New technology and digital roadmaps will set a proactive direction of travel that can be tracked. It will enable the council to better allocate capacity to planned work, while creating capacity that enables more responsive service to new, unplanned demands and innovation.

4.3 Centralisation and standardised governance of all ICT resources and budgets

Consolidation of budgets and ICT resources allows for standardisation of approach, accountability, control and governance and the reduction of technical debt, which is an inevitable consequence of a fragmented approach to the delivery of services. It also enables a proactive and consistent approach to managing contracts and vendor performance.

4.4 Continuously improving services based on evidence and collaboration

Better services result when users and residents are involved in designing solutions. Modern digital service design techniques put the user at the centre of the service design. Agile methodologies put a strong focus on collaboration and incremental development, so that usable elements of functionality can be quickly released into service, to deliver value and are then enhanced based on user or resident feedback.

4.5 Effective procurement and contract management practices

By centralising all ICT procurement, contract management and supplier management activities, expertise and best practice can be developed, working closely with the Enterprise Architecture function, to create application roadmaps to proactively manage contract renewal, consolidation or termination, and future service need can be more efficiently planned. In line with best practice, it is proposed that this centralised function of specialist ICT procurement expertise should be moved under the central DCC Procurement team who will provide that service in the future.

4.6 User focus

The council has a desire to deliver easy-to-use services for both colleagues and residents. There is an opportunity to create a user research and service design function in line with the Government Digital Service (GDS) service manual and established practices. This considers the offer for residents, including digitally excluded groups, how they might access services offline, as well as the creation of digital services themselves.

4.7 Competencies

To ensure the right competencies and capabilities are in place to support the council's Digital ambitions, a full review of current skills and competencies across the ICT teams will take place, to understand the gap between the current "as is" and the designed future state. This will identify how ICT can support the development of existing colleagues, to meet both the technical and professional competencies required, as well as the softer cultural capabilities needed to be a successful ICT / Digital service. A programme of ITILv4 Foundation training has been commenced for all colleagues in the current ICT team, giving everyone a base level of understanding

of the industry-standard framework and core processes. The industry standard SFIA (Skills for the Information Age) competency framework will be considered for future alignment with job roles.

4.8 Capacity

The Target Operating Model is sized to provide capacity to support and maintain the future ICT estate in line with the ICT Strategy and the Cloud Strategy. It also supports at least 10% of the ICT service capacity to be available to work on projects. Working with the Portfolio Management Office (PMO), if there is a prioritised demand for additional project capacity, additional ICT resource will need to be funded from within the project business case. A flexible provisioning model will be put into place which allows the council to call off specific resources.

4.9 Flexible provisioning

All ICT contract and supplier management will fall under the remit of DCC Procurement, working closely with ICT colleagues. This is to ensure that the necessary professional skills are in place to manage supplier relationships and ICT contracts, and to ensure compliance with minimum requirements in relation to GDPR, Information Security, Architectural Principles, the Technology Roadmap, and the Procurement Regulations. This approach also enables close monitoring of overall ICT and Digital spend and enables the Contract team to review whether contracts align with licence requirements and drive value for money overall (e.g., through contract and application consolidation).

4.10 Standard operating procedures

The purpose of standard operating procedures is to help organisations perform better and faster, by reviewing the procedures that are causing the most 'pain' and frustration. Many of the presenting issues in relation to perceived delays and lack of agility from the ICT service will be able to be resolved, or at least improved, by the use of standard operating procedures, and the underlying causes properly identified.

4.11 A delivery model with clearly defined accountability

In any ICT and Digital Service delivery model, it is critical that there are clearly defined accountabilities, particularly for the areas of the highest risk. As part of the risk control framework, it is important for the council to be assured that they know who has ultimate accountability for key elements, such as the running of the live ICT estate, cyber security, problem resolution, GDPR compliant design and for specific projects. The more fragmented responsibilities in each area become, the greater the likelihood of risks materialising.

4.12 A visible performance framework

Service Level Agreements (SLAs) have been used to offer very traditional approaches to measuring what is perceived as quality of service by IT organisations.

These traditional metrics are based on IT infrastructure and applications, such as “server up/down” or response times of an IT software application. When technology was less complex these metrics were fit for purpose.

It could be said that the construct of SLAs is fundamentally the reason IT departments are not perceived as innovative and strategic. IT organisations are often seen by a business as underperforming, disconnected from the needs of the business and simply a “commodity” rather than a partner. One of the major factors is that IT continues to design and report on metrics that have little to no value and do not demonstrate how IT is contributing to an organisation’s business outcomes.

Today, a more meaningful use of SLAs is about measuring business processes mapped to business outcomes. This is in line with the ITIL principle “*Focus on value*” where outcomes, not outputs, are what matters. Measuring business outcomes also takes service consumption into consideration, not only service delivery. This is what ITIL describes as the “*co-creation of value through service relationship*” in which “*customers are an essential element in the process of creating value*”. This means ICT needs to align metrics to outcomes such as an increase in customer satisfaction, contribution to revenue growth and delivery of business efficiencies.

4.13 Co-ordination of resources and activities

Linked to governance and the use of Standard Operating Procedures, there is a need to ensure a co-ordinated approach to the use of resources, to manage and prioritise overall demand effectively and to sequence activity in a logical way which ensures risks are not created, particularly as services transition to live operation. This requires visibility of the overall resourcing pool, and pipeline management of demand. The sequencing of activities also ensures that basic ICT services, like environment management, run effectively and that there are not multiple changes being made to council services at any one time.

5 ICT Function Definitions & High-Level Outputs

The table below details the ICT functions that are required to support the council's Digital, Cloud, and ICT Strategies. It provides a brief definition and high-level outputs of each function.

Function	Definition	High Level Outputs
ICT strategy and alignment	<p>ICT strategy and alignment refers to integrating an organisation's ICT strategy with its overall business strategy. ICT alignment aims to ensure that ICT investments and initiatives support and enhance the business's goals and objectives and that ICT is being used effectively and efficiently to meet the council's needs.</p> <p>It involves a close collaboration between the business and ICT departments to ensure that ICT is aligned with the business goals and that the business is taking advantage of the opportunities ICT can provide. This includes aligning technology investments with business priorities, ensuring ICT projects are aligned with business processes and operations, and managing risks related to ICT and the business.</p>	<ul style="list-style-type: none"> • End-to-end solutions, providing improved efficiency and productivity, • Evidence to support better decision-making, • Enabling proactive business responses. • Customer focus improves customer satisfaction. • ICT alignment also helps the council stay ahead of the curve by ensuring they are taking advantage of new and emerging technologies that can help the service areas.
Strategic Business Planning	<p>Strategic Business planning helps align business and ICT. It provides a visual blueprint, demonstrating the connection between applications, technologies, and data to the business functions they support.</p>	<ul style="list-style-type: none"> • Technology and Product roadmaps for key line of business systems • Horizon scanning • Innovation • It improves the council's operations. • It improves business agility. • It can help the IT team earn stakeholder buy-in • Assesses organisational maturity for adoption.
Architecture Management	<p>The primary objective of the ITIL Architecture Management process is to define & maintain a baseline for future technological development, bearing in mind the council's service strategy and any newly available technologies.</p>	<ul style="list-style-type: none"> • Produce and maintain as-is technology landscape diagrams. • Produce and maintain to-be technology landscape diagrams. • Define architecture principles. • Knowledge sharing good practice architecture with the business.

Function	Definition	High Level Outputs
Architecture Standards	<p>Identifies and selects which Enterprise Architecture framework and methodologies are to be used within DCC. Responsible for putting the nominated framework/methodology in place and communicating to ICT and the rest of the council the standards contained within the framework.</p> <p>Responsible for ensuring the standards are understood, adhered to and maintained.</p> <p>Examples of Frameworks are.</p> <ul style="list-style-type: none"> • The Open Group Architectural Framework (TOGAF) • Gartner's Enterprise Architecture Framework • The Zachman Framework 	<ul style="list-style-type: none"> • Run the Architectural Review Board (ARB) • Defined Architecture Standards and Templates. • Architecture Standards Governance Process • Training and Communications on the use of Architecture Standards.
Enterprise and Solution Architecture	<p>Enterprise & Solution Architects are leaders working across various levels within the council to translate the business strategy into business change and technical delivery. They own the enterprise architecture vision, strategy and roadmaps from a business, technology, security, and data perspective, including 'as is', 'to be' and transitional states.</p> <p>Responsible for designing business solutions that comply with Enterprise Architecture principles and best practices.</p>	<ul style="list-style-type: none"> • Identified priorities for change to enable delivery at pace. • Signed-off designs for business solutions
ICT Cyber Security	<p>ICT Cyber Security is the collective strategies, methods, solutions, and tools used to protect the confidentiality, integrity and availability of the council's data and digital assets.</p> <p>A comprehensive ICT security strategy leverages a combination of advanced technologies and human resources to prevent, detect and remediate a variety of cyber threats and cyberattacks. It will include protecting the</p>	<ul style="list-style-type: none"> • ICT Cyber Security Strategy • Cyber Security Framework • Cyber Security designs for solutions • Cyber Security governance • Cyber Security threat monitoring and prevention/remediation. • Cyber Security awareness training and communications.

Function	Definition	High Level Outputs
	council's ICT systems, networks, and data from unauthorised access, use, disclosure, disruption, modification, or destruction.	
Data Architecture	Data Architecture is the framework of models, policies, rules, and standards that the council uses to manage data and its flow. It describes how data is collected, stored, arranged, integrated, and consumed. Data Architecture is the foundation of an effective data strategy and is essential for data processing and artificial intelligence applications. A Data Architecture, in part, describes the data structures used by the council and its computer applications software. Data Architectures address data in storage, data in use, and data in motion; descriptions of data stores, data groups, and data items; and mappings of those data artifacts to data qualities, applications, locations, etc.	<ul style="list-style-type: none"> • Target state data architecture • Data platform design including data integration. • Data framework • Data policies • Data standards • Defined data structures
Data Platform & Tools	The purpose of a data platform is to collect, store, transform and analyze data and make that data available to (business) users or other systems. It is often used for business intelligence, (advanced) analytics (such as machine learning) or as a data hub. The platform consists of several components that can be categorised into common layers that each have a certain function. These layers are Data Sources, Integration Layer, Processing Layer, Storage Layer, Analytics Layer, Visualisation Layer, Security, and Data Governance	<p>Design/Specification, of the various data tools used by the data platform. E.g.</p> <ul style="list-style-type: none"> • Integration layer, • Data cleansing • Data migration, • Data analytics • Data Processing.
Data Centre Management	Overseeing of a series of processes, services, and applications related to data centres. This includes the consideration of dealing with large volumes of equipment, software,	<ul style="list-style-type: none"> • Definition and identification of all assets within the data centre ecosystem. • Quicker rollout of new equipment and processes.

Function	Definition	High Level Outputs
	<p>and data as well as maintenance and security.</p> <ul style="list-style-type: none"> • Maintenance of data centre hardware and software, including updates and installation • Connectivity solutions to external 3rd parties using Internet Service Providers and Network Service Providers • Managing data and application storage, flow, and distribution • Planning and execution of robust backup methodology • Disaster Recovery and Continuity Planning • Day to day technical support (in some cases, additional out of hours emergency support) 	<ul style="list-style-type: none"> • Build relationships with 3rd party users to enable new services for workforces. • Cost savings with cross connect services to internet and cloud service provider nodes. • Increased operational efficiency resulting in improved energy and cooling costs. • Revealing previously untapped capacity. • Futureproofed capacity • Plan for growth in the future. • 2nd & 3rd Level Support
Network Management	<p>The process of orchestrating network traffic and data flow across the enterprise ecosystem using network monitoring, network security, network automation, and other tools either hosted on-premises or on the cloud.</p>	<ul style="list-style-type: none"> • Network Strategy • Network fault management: to anticipate, detect, and resolve network faults to minimize downtime. • Automated network configuration management: Network configurations are a key aspect of performance. These configurations are expected to change dynamically to keep up with data and traffic demands. • Network performance management to help boost network uptime, service availability, and concurrent bandwidth speeds. • 2nd & 3rd Level Support
Environment/Release Management	<p>IT Environments Management encompasses a set of best practices proposed to provide an effective, end-to-end management service for test software platforms or development environments. The software test bed or development environment could consist of a client server application, Relational Database Management</p>	<ul style="list-style-type: none"> • Environment set up including Hardware, network, firewalls, storage and applications required for testing. • Release management • Source Code Management • Source Code deployment • Data Archiving (job scheduling only) • Change Management (for stages prior to Live release only)

Function	Definition	High Level Outputs
	System (RDBMS), middleware, interfaces, daemons, customized processes (written in any software programming language), FTP utilities etc. Functional test phases such as Unit, Integration, Acceptance, all manner of performance or non-functional testing and development phases all require IT Environments.	
Application Development	Planning, designing, creating, modifying, testing and deploying software applications to meet specific business requirements and objectives. Integrating Software as a Service (SaaS) applications Managing and maintaining on-Premises and Legacy applications.	<ul style="list-style-type: none"> • Planning and research • Design and prototyping • Code development • Testing and optimization • Release and maintenance
Microsoft Centre of Excellence	A Centre of Excellence (CoE) in an organisation drives innovation and improvement and brings together like-minded people with similar business goals to share knowledge and success, while at the same time providing standards, consistency, and governance to the organisation.	<ul style="list-style-type: none"> • Operational applications delivering measurable business value. • A team of trained resources adept at building applications • A knowledge base that drives further development • Industry and organisation specific best practices around data management, application build, change management, program management, and reusable code base. • Reduced silos of knowledge and data
Test	Evaluating and verifying the functionality, performance, and quality of software applications through various testing techniques and methodologies. Application testing refers to testing any software application using scripts, tools, or test automation frameworks to identify errors. It helps teams release bug-free and robust software applications into the real world. It also enables teams to identify bugs in the early stages of development and save development time.	<ul style="list-style-type: none"> • Test Plans mapped to business requirements. • Test Scripts • Defect remediation • Tested Applications <ul style="list-style-type: none"> • Web, desktop, and mobile App testing • Smoke, regression, acceptance, functional, non-functional and performance testing • Unit, integration, and system testing

Function	Definition	High Level Outputs
Website Management	<p>The ICT function for websites is to support the business (Digital communications team) with the back-office duties required to support the website. The scope of this support is limited to supporting the application that the website is hosted on.</p> <p>Out of scope for ICT: Website management is the process of maintaining and developing a website so that it is secure, attractive, fully functional, and up to date, once you've built your website. This process applies to the site's design, structure, content, features and marketing.</p>	<ul style="list-style-type: none"> • Managed application – maintenance and application 'housekeeping' tasks • Application support service <ul style="list-style-type: none"> • Deployments/ release management • Hot fixes, vendor fixes and security patches & updates. • Apps performance and optimization • Availability and performance monitoring and alerting • UAT Testing
Service Design	<p>Service Design identifies service requirements and devises new service offerings as well as changes and improvements to existing ones.</p> <p>To coordinate all service design activities, processes, and resources. Design coordination ensures the consistent and effective design of new or changed IT services, service management information systems, architectures, technology, processes, information, and metrics.</p>	<ul style="list-style-type: none"> • Defined new services including all component elements.
Business Relationship Management	<p>Business Partners are members of ICT, who function as a connector, a bridge, linking functions and business units (at different levels sometimes including sometimes at C-suite level) to ensure that the technical expertise they have to offer is placed within the real and current concerns of the business to create value. The Business Partner will work with business areas to:</p> <ul style="list-style-type: none"> • Create Business Value, • Implement ICT architecture and compliance policies, • Provide Technical Specialist, 	<ul style="list-style-type: none"> • Increased business agility and responsiveness. • Faster application of innovative approaches and solutions. • Effective compliance and control mechanisms.

Function	Definition	High Level Outputs
	<ul style="list-style-type: none"> Functional Intermediator 	
Business and Financial Planning	<p>Business financial planning (BFP) is the process of creating a financial roadmap to help ICT achieve its objectives. It documents the financial budget, data, and KPIs for the next three to five years. It also helps the business to balance competing priorities, implement strategies, and select suitable products or services. It involves evaluating the current financial status, setting short-term, intermediate-term, and long-term goals, and creating a budget plan. The ICT BFT should be based on and support the council's Strategic objectives</p>	<ul style="list-style-type: none"> Annual ICT Business Financial Plan.
Requirements Gathering	<p>Business Requirements gathering is the process of working with the business stakeholders to identify the business outcomes (requirement) required. Working with the suppliers to show how each requirement is fulfilled. Note - Requirements should be documented in terms of business outcomes not the way of delivering them. Each requirement should have a business owner. Requirements Traceability Matrix are live documents which for each requirement show the owner, success criteria, how it is being satisfied, by whom and the test results with evidence to show the requirement is fulfilled.</p>	<ul style="list-style-type: none"> For Each project Functional requirement Log Non-Functional requirement Log Requirement Traceability Matrix Signed off Prioritised Requirements Document
Digital Adoption	<p>Working with the business to overcome change resistance when introducing new products or services. To facilitate the embracing and integrating digital technologies, tools, and change in working practices within an organisation to enhance productivity, efficiency, and customer experiences.</p>	<ul style="list-style-type: none"> Benefits Identification & Map Change Plan Communications Strategy Comms Plan Training Approach, Training Plan
Demand Prioritisation	<p>A demand prioritisation process is rooted in two principles: The intent is to fulfill demand</p>	<ul style="list-style-type: none"> Real time view of project resource capacity

Function	Definition	High Level Outputs
	<p>whenever it is practical and will result in an increase in marginal profits. Prioritisation activities are unnecessary when demand and supply differ within a period that allows operations to be changed without impact on costs or other operations.</p>	<ul style="list-style-type: none"> • Project pipeline of when projects can be completed or resourced. • Informed decisions based on resource availability and business priorities. • Identification of capacity/capability bottlenecks that need additional resources.
<p>Technical Project Management</p>	<p>Technical project management is the process of managing IT or IT-related projects. A technical project manager is a person who has technical expertise in IT, manages IT projects, and leads technical teams within an organization. Technical project management requires both technical and management skills and is a hybrid role.</p>	<ul style="list-style-type: none"> • Managed and controlled project delivery • Robust project budgets • Robust project plans • Successfully delivered projects on time quality and budget. • Risks & Issues identified and proactively managed. • Expectations of Stakeholders managed.
<p>Service Desk</p>	<p>The single point of contact between ICT and the users, the service desk manages incidents and service requests and handles communications with the users. A service desk is a communications centre where customers, employees or other stakeholders can find help from their ICT resolver teams. As the ITIL service desk definition states, this help may take the form of incident resolution or service request fulfilment, but regardless of what type of help is being provided, the goal of a service desk is to deliver high-quality service to customers in a timely manner.</p>	<ul style="list-style-type: none"> • Enabling and continually improving effective, efficient, and convenient communications between the service provider and its users to deliver a high-quality service to customers in a timely manner.
<p>Service Management</p>	<p>Service Management is a customer-focused approach to delivering information technology. Service Management focuses on providing value to the customer and on customer relationships. Service Management provides a framework to structure IT-related activities and the interactions of IT technical personnel with customers and clients.</p>	<ul style="list-style-type: none"> • A published service catalogue covering all the service descriptions. • Integrated ITIL processes to deliver monitor and report on all ICT services.

Function	Definition	High Level Outputs
	<p>A service is a coherent, ready-to-use deliverable that is of value to the customer. Services allow customers to do business without worrying about underlying technology or IT infrastructure.</p>	
Request Management	<p>Service request management is a key component of the ITIL framework and is designed to shine a light on important service request data, help establish customer expectations, and address employee-initiated service requests effectively and conveniently.</p> <p>The ITIL service request definition states that it is a procedure of getting, recording, and responding to service requests known as service request management. Service request management is critical for service teams that get a high volume of requests (such as IT) to manage such requests and ensure that nothing gets missed.</p>	<ul style="list-style-type: none"> • Acknowledge, process, and allocate requests to the appropriate resolver team. • Follow up on service requests to ensure that workers are satisfied with the assistance they get. • Standardise requests by creating a service catalog that specifies the services that are provided. • Monitor service requests from submissions to service request fulfillment. • Control and optimize the resolver teams' response to service inquiries. • Manage and control the resolver team's bandwidth to avoid oversubscription.
End User Computing (EUC)	<p>End User Computing (EUC) encompasses user access to enterprise applications and data anywhere, anytime, using one or more devices to access virtual desktop infrastructure (VDI) located either at the enterprise's premises or in the public cloud. EUC provides support for a broad range of client devices including traditional PC, tablet, smartphone, or thin-client terminal device. EUC devices can either be provided by the enterprise or bring-your-own-device (BYOD) owned by employees or other users.</p>	<ul style="list-style-type: none"> • Management and deployment of operating systems and applications for desktop systems, smartphones, tablets, and other mobile devices. • Management of virtual desktops and applications. • Management of user access to enterprise applications and data.
Service Support	<p>There are usually 3 levels of Service Support:</p> <p>Level 1 support is the first tier of support, usually provided by service desk personnel with the least experience of technical issues, and limited access to company information.</p> <p>Level 2 support take queries from Level 1. This level of help mostly</p>	<ul style="list-style-type: none"> • Quick resolution of technical issues • Identification and resolution of repeat and endemic technical or procedural issues • Monthly stats and reports on first time fix. • Creating a positive customer experience

Function	Definition	High Level Outputs
	<p>deals with in-depth troubleshooting and backend analysis.</p> <p>Level 3 support technicians attempt to define the root cause of the problem by looking into code and designs in a lab setting. These technicians may raise the issue with the company to make changes to a product and pass down the solutions to Tier 1 and 2 support.</p>	<ul style="list-style-type: none"> • Increased employee satisfaction
Early Life Support	<p>Ring fenced service desk resourced that work exclusively to support new projects as they go live. Early Life Support prevents the Business as usual (BAU) Service Desk being overwhelmed by queries or issues resulting from implementing a new project. The Early Life support team, work with the project team to identify trends and assist with root cause analysis prioritisation and resolution.</p>	<ul style="list-style-type: none"> • Log of all calls related to a new project. • Resolution of call or handover to project team for resolution. • Prioritised trend analysis of calls / issues. • Early identification of potential issues. • Improved employee satisfaction.
Access Management	<p>Access Management is the process responsible for allowing only authorised users to access certain assets and IT services while preventing unauthorized users from accessing them.</p> <p>The main objective of access management is to safeguard data from being accessed by unauthorised users. This is extremely vital for an organisation as critical data falling into the wrong hands could cause irreversible damage to the company.</p>	<ul style="list-style-type: none"> • The confidentiality of information will be maintained. • Ensures that the employees have only the required level of access to complete their jobs effectively. • Verification of the identity of a user making a request and the legitimacy of the request being made. • It provides a means to audit the IT services and trace any misuse of the services. • Ensures that access to the service to a particular user can be withdrawn when needed to comply with security requirements.
Disaster Recover Management	<p>Disaster recovery is the process of maintaining or reestablishing vital infrastructure and systems following a natural or human-induced disaster. Disaster recovery focuses on information technology (IT) or technology systems supporting critical business functions as opposed to business continuity. This</p>	<ul style="list-style-type: none"> • Maintained recovery plan. • Agreed Recovery Point Objective (RPO). This is the maximum acceptable interval during which transactional data is lost from an IT service. • Agreed Recovery Time Objective (RTO). This is the targeted duration of time and a

Function	Definition	High Level Outputs
	involves keeping all essential aspects of a business functioning despite significant disruptive events; it can therefore be considered a subset of business continuity. Disaster recovery assumes that the primary site is not immediately recoverable and restores data and services to a secondary site.	service level within which a business process must be restored after a disruption in order to avoid a break in business continuity.
Service Catalogue Management	A service catalog lists all the IT services ICT provides for its customers. It brings together a huge amount of information regarding these services. The service catalog will include information about products and services, prices, contact points, contract data, ordering, and request processes. A brochure-style service catalog can double up as marketing material, showcasing your IT services to potential customers.	<ul style="list-style-type: none"> • Standard service definitions. • Identified mission critical services, business critical services, business operational services, and administrative services. • Published SLA's, per service.
Service Readiness	Operational Readiness and Release Management aim to ensure that the transition of a new or modified service into a live environment goes as smoothly as possible and that the service meets the predefined operational criteria. The business expectations for service releases are twofold: speed and agility, and error free service delivery.	<ul style="list-style-type: none"> • Service transition and release plans covering the testing and implementing of service processes and the support model before the release. • An operational readiness and release management checklist that helps to ensure a smooth transition, providing transparency of operational readiness of services and giving all parties a common understanding of the steps and key criteria for acceptance.
Capacity Management	Capacity management involves right-sizing IT resources to meet current and future needs. Capacity management is proactive, not reactive, and aims to ensure that business and service needs are met with a minimum of IT resources. It also includes the service designs, plans, and processes that affect the cost and availability of IT resources.	<ul style="list-style-type: none"> • Short, medium, and long-term capacity plans aligned to business requirements. • Early visibility of and proactive management of capacity constraints. • Efficient use of resources • Cost effective and efficient services and solutions.
Environment Management	Environment Management is a set of good practices used to provide an effective, end-to-end	<ul style="list-style-type: none"> • Environment management aims to reduce the risks associated with having multiple environments

Function	Definition	High Level Outputs
	<p>management service for all pre-production (e.g., developer, build, test, staging) and production environments used when releasing changes to software projects, products, platforms, and services.</p> <p>Having lots of teams and lots of environments, many of which multiple teams may need to use, causes two main problems:</p> <ol style="list-style-type: none"> 1. Environmental booking conflicts, which cause delays. 2. Lack of technical consistency between environments, which cause quality issues. 	<p>across multiple teams. This means ensuring that delays, problems, and incidents are not caused by issues that are traced back to environments being incorrectly set up or shared.</p> <ul style="list-style-type: none"> • Reduction in change fail rate through stages • Time saved from less unplanned work.
Vendor/Contract Management	<p>Vendor/Contract management involves identifying suitable suppliers based on specific requirements such as price, quality standards, and delivery timelines. Vendor managers manage the operational activities of acquiring goods or services from suppliers, including procurement planning, supplier evaluation, and the selection process.</p> <p>Vendor managers must establish key performance indicators (KPIs) that measure supplier performance against set goals to make informed decisions regarding ongoing supplier relationships.</p>	<ul style="list-style-type: none"> • Help ensure suppliers meet SLAs by monitoring their performance against agreed-upon metrics. • Ensure better communication between the organisation and its partners. • Having well-defined processes for communicating with suppliers can resolve issues more quickly and efficiently, leading to a better overall customer experience. • Promotes cost optimisation – identifying areas where efficiencies can be gained through streamlining or renegotiating contracts.
Incident Management	<p>Incident management is the process that restores service as quickly as possible, with as little adverse impact as possible. Here the service desk is the single point of contact for all the users communicating with IT.</p>	<ul style="list-style-type: none"> • Single point of contact for incident, and information related to it. • Co-ordinated response to incident • Fully aligned with Problem Management proactively working closely together. • Improved first-time fix rates, • improvement in overall service quality, • increased customer satisfaction

Function	Definition	High Level Outputs
Problem Management	The primary objectives of problem management are to eliminate recurring incidents (problems) and to minimize the impact of incidents that cannot be prevented. In other words, problem management people pop up after normal service has been restored and act as detectives to figure out what happened, what caused things to go wrong, how it was fixed, and how to stop recurrence.	<ul style="list-style-type: none"> Fully aligned with Incident Management proactively working closely together to spot trends and reoccurring incidents. Root cause analysis. Improved first-time fix rates, improvement in overall service quality, increased customer satisfaction
IT Change Management	ITIL defines change management as the process of tracking and managing a change throughout its entire life cycle, from start to closure, with the aim to minimize risk. A change is defined as "the addition, modification or removal of anything that could have an effect on IT services". Setting up a systematic change management process helps your organization implement incident-free changes with a high success rate.	<ul style="list-style-type: none"> Adherence to the Formal Change Management Process including authorisation. Published calendar of authorised changes Back out plan for each change Risk assessment for each change Higher rate of successful changes Reduced risk of impacting existing services.
License Management	Software license management, or SLM, is part of overall software asset management (SAM) capability and involves the process of reducing, documenting, and controlling total IT costs. In short, SLM is a plan to help you monitor and maintain all your organization's various software licenses.	<ul style="list-style-type: none"> Good understanding of contractual terms related to the type of software licenses being used. compliance with software licenses (also known as an End-User License Agreement, or EULA) Reduced license costs Strong Policies Clear Controls Process and Governance.
Asset Management	IT asset management (ITAM) is the end-to-end tracking and management of IT assets to ensure that every asset is properly used, maintained, upgraded and disposed of at the end of its lifecycle. An information technology (IT) asset is any piece of information, software or hardware that an organisation uses in the course of its business activities. Hardware assets include physical computing equipment like physical servers	<ul style="list-style-type: none"> Detailed inventory of all IT assets IT assets are maintained according to their lifecycle stage. Understanding the total cost of ownership (TCO) Maintained TCO model. Optimised costs by reducing the total number of assets in use. Informed decision-making.

Function	Definition	High Level Outputs
	<p>in data centers, desktop computers, mobile devices, laptops, keyboards and printers. Software assets, on the other hand, include applications for which licenses are typically issued per user or machine, as well as software systems and databases built using open-source resources. Software assets also include cloud-based assets, such as Software-as-a-Service (SaaS) applications.</p>	
<p>Vulnerability Management</p>	<p>Vulnerability management, a subdomain of IT risk management, is the continuous discovery, prioritisation, and resolution of security vulnerabilities in an organization's IT infrastructure and software. A security vulnerability is any flaw or weakness in the structure, functionality, or implementation of a network or networked asset that hackers can exploit to launch cyberattacks, gain unauthorized access to systems or data, or otherwise harm an organisation. Examples of common vulnerabilities include firewall misconfigurations that might allow certain types of malware to enter the network, or unpatched bugs in an operating system's remote desktop protocol that could allow hackers to take over a device.</p>	<ul style="list-style-type: none"> • Continuous vulnerability lifecycle management • This lifecycle comprises five ongoing and overlapping workflows: Discovery, categorisation and prioritisation, resolution, reassessment, and reporting. • Risk-based vulnerability management.
<p>Event & Alert Management</p>	<p>Event & Alert Management deals with any kind of Event & Alert in the IT infrastructure and IT services. A well-defined and controlled process leads to the effective handling of these events and alerts. Event & Alert Management is triggered by occurrence of noticeable signals or messages which has significance for the services of infrastructure.</p>	<ul style="list-style-type: none"> • Defined correct level of filtering of events and alerts. • Close integration of Event & Alter monitoring in the Service Management Processes • Defined thresholds together with Service Design and Service Operations in trial-and-error manner • automated monitoring of systems and services for Event & Alert Monitoring.
<p>Patch Management</p>	<p>Patch management is the process by which organizations gain, test, and install multiple patches (sets</p>	<ul style="list-style-type: none"> • Up-to-date inventory of all DCC production systems • Determined degree of risk

Function	Definition	High Level Outputs
	<p>of codes) in various operating systems and applications within the network to protect those systems and applications from potential threats and ensure business operations continuing. While waiting for the suppliers to give the most recent version, the patches apply to the running code to offer an extra layer of protection. The administrator of the information technology must be accountable for building a properly configured IT infrastructure and securing it against vulnerabilities.</p>	<ul style="list-style-type: none"> • Roll out a plan for standardising computer systems and operating systems to the same version. • Automated Patch Management.

6 ICT Target Operating Model (TOM)

In developing the Target Operating Model to support the Digital, Cloud and ICT Strategies, what works well at high performing Local Authorities has been drawn upon, with ITIL best practice, taken into consideration as the council's starting point. This has enabled the development of a functionally orientated modular Operating Model, with sufficient flexibility to enable the council to quickly create multi-disciplinary teams for project work. This approach considers the diverse types of inputs that different projects might need, the overall resilience is required to run an ICT service and the opportunities created by making improvements to operating and governance processes.

To deliver DCC's Digital, Cloud and ICT strategies the ICT Operating Model is built based on the premise of authority over a technical domain. It is led by the newly created Director Digital, supported by one Assistant Director heading up the Strategy and Architecture functions and three Heads of Service heading up Applications & Infrastructure, Business Engagement, and Service Management respectively.

The Director Digital will manage and drive value from the use of modern technologies and approaches to digital services within the council. Main duties will include:

- Developing and implementing the technology vision and strategy for the council, aligned with its goals and objectives.
- Overseeing and supervising the research and development of modern technologies, products, or services that can improve what the council delivers.
- Providing technical guidance and advice to the MD, EDs, Statutory Officers and other senior leaders on technology related matters, such as innovation, digital transformation, security, privacy, and governance.

- Setting strategy and direction for the evaluation and selection of the appropriate technology vendors, partners, platforms, and systems for the organisation, negotiating contracts, and managing key relationships.
- Ensuring the monitoring and assessment of the performance, efficiency, and effectiveness of the technology systems and solutions, identifying issues and opportunities for improvement or innovation.
- Staying abreast of the latest technology trends and developments in the market, anticipating potential disruptions or opportunities for the council.

The Assistant Director for Strategy and Architecture has four areas of responsibility:

- Strategy and Architecture covering, ICT Strategy and Alignment, Strategic Business Planning, Architecture Standards & Management, and Solutions. This overall function is vital for defining and enabling DCC's future technical and architectural direction with the publication of architecture standards and application roadmaps and ensuring solutions and services are aligned.
- Compliance and Security, ensuring that cyber security and technical compliance (PSN accreditation, Cyber Essentials, etc) are identified and maintained.
- Data Architecture and the data platform and tools required by the council's Business Intelligence function.
- Information Governance, ensuring that DCC maintain compliance with ISO27001 information governance standards.

The Head of Service for Applications & Infrastructure is responsible for the technical delivery of all applications and infrastructure, this includes:

- Development, support and maintenance of the both the on-premise and cloud-based infrastructure, applications and network components. As on-premise applications and data are migrated to the cloud it is anticipated that resources will upskill to work on new cloud technologies and gradually move across to the Microsoft Centre of Excellence.
- Digital Services: responsible for support and maintenance of the council's websites and the new service design, user research and user experience functions which will be vital in working with service areas, colleagues, and residents to deliver customer-centric services.

The Head of Service for Business Engagement has three principal areas of responsibility:

- Customer Engagement: this includes the functions necessary to understand and address the key digital challenges faced by service areas, introducing the Business Engagement function to liaise between Enterprise Architecture and the service areas to advise on how they can take advantage of digital technology to improve their services and make them more efficient. Business Analysts tease out the service areas' requirements and provide input for the Solution Architects, then the demand management team works with the Portfolio Management Office (PMO) to prioritise demand and ensure what is

important to the council gets addressed. Technical Project Management delivers the solutions and Digital Adoption help to embed the new ways of working that projects will facilitate.

- Business Relationship Management: this function acts as the main conduit and triage between the council's directorates and Digital Services to help prioritise business projects requiring ICT resources.

The Digital Adoption function plays a crucial role in ensuring that digital transformation within DCC is successful, it provides training and guidance through a variety of media such as content rich video, bite-sized learning and FAQs. They are responsible for ensuring that information is socialised through the Digital Champions network of approximately 350 users throughout DCC, enabling the council to adopt new technology and capability quickly and consistently.

The Head of Service for Service Management has five main areas of responsibility and acts as the back office, administration functions that keep ICT running smoothly and consisting of:

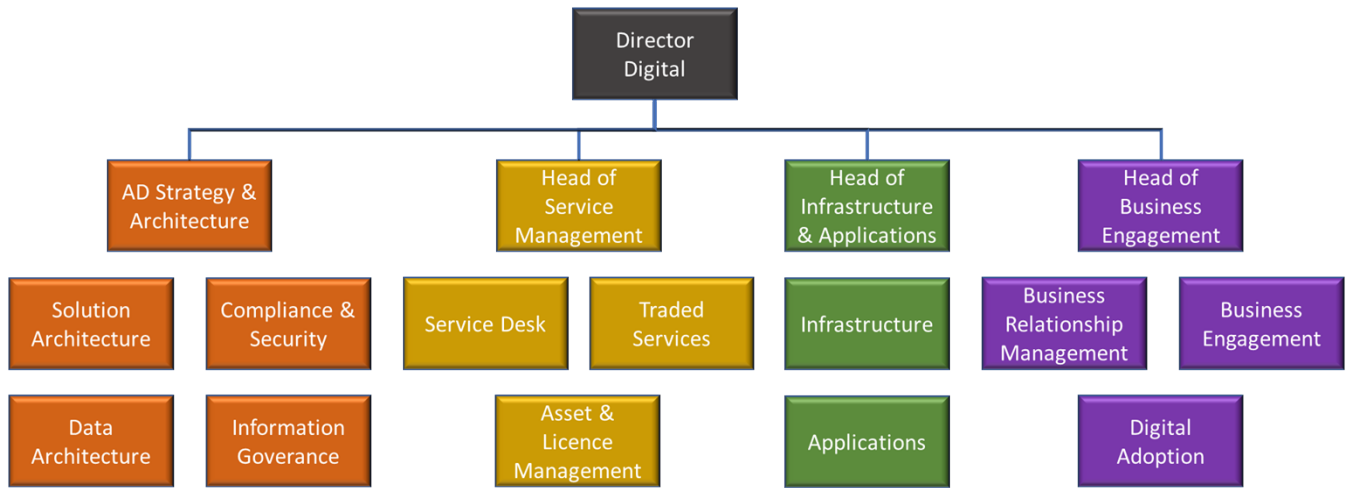
- Service desk: the main 'front door' for users into Digital Services helping to resolve technical problems, answer queries, and manage service requests, some of the key functions provided are:
 - Incident Management: Handling and resolving incidents (such as software glitches, hardware failures, or network issues) reported by users.
 - Service Requests: Fulfilling user requests (such as password resets, software installations, or access permissions).
 - Problem Management: Identifying and addressing underlying issues to prevent recurring incidents.
 - Change Management: Managing changes to IT systems and infrastructure.
 - Knowledge Base: Maintaining a repository of solutions, FAQs, and troubleshooting guides.
- Catalogue Management involves creating and maintaining a catalogue of IT services that Digital Services offers. It ensures that a precise and consistent picture of each IT service is readily available to those who need it. In the context of ITIL, it provides a single source of consistent information on all services and service offerings and includes details such as features, benefits, SLA, points of contact, vendor support and design information.
- Licence Management tracks, organises, control, and manages software usage across DCC. Right-sizing, planning and effective licence management ensures that DCC avoid unnecessary costs, maintain compliance, and ensure efficient utilisation of software resources across the estate.
- IT Asset Management (ITAM) is the process of ensuring that DCC's assets are accounted for, deployed, maintained, upgraded, and securely disposed of when the time comes. The service ensures that IT assets are properly amortised to provide the best value for the council.

- Traded Services. This function provides traded services out to over 220 schools across Derbyshire, these include Service Desk (not linked to DCC service desk function), on-site engineer support, Professional Services, infrastructure support, data migrations, Cyber Security review remediation and Risk and Insurance support.

There are ICT functions currently in other areas of the council which it is recommended should move in a phased approach to centralise within ICT. These areas are primarily Finance, Adult Social Care, and Children's Services. There are also opportunities for synergies by merging the current ICT Traded Service "School Support Team" with the Children's Traded Service "Education Data Hub". Given the scale of work to be undertaken it is recommended that this should be conducted on a phased basis.

The resultant Target Operating Model can be seen in in Figure 1 below:

Figure 1 - ICT Functional Operating Model



6.1 Roles, skills, and capabilities

New job descriptions will detail skills and capabilities to align with industry standard ITIL functions and SFIA competencies, suitably linked to the council's Job Evaluation scheme. These skills and capabilities requirements will be used to create a baseline skills matrix of core digital skills. A skills assessment will then be carried out to capture current digital skills and use this to highlight gaps, then a digital skills framework developed that grows capabilities will be actioned.

6.2 Key Elements

The new Target Operating Model addresses many of the challenges faced by the current ICT model, and positions the function as a flexible, business-oriented partner for the council's service areas:

- It has a director level role to sit at the top table to provide visibility, influence and direction of ICT.
- The Senior Management (Heads of Service) roles have been aligned with ITIL Best Practices.
- The Strategy and Architecture role has been elevated to an Assistant Director role to provide sufficient seniority and influence right across the council.
- All ICT/Digital resources and budgets are transferred to Digital Services to allow central control and governance to be applied.
- A centralised contract and vendor management function to allow a standardised proactive approach to be taken for managing contracts and vendor performance, moved under the professional practice of DCC Procurement.
- This model would achieve single line management of all the ICT, Digital, Data and Technology resources.
- It is the most efficient delivery model to streamline ways of working and optimise overall value for money.
- It would operate as a commissioning model, where Business Relationship Managers work with service areas to plan out work against agreed criteria and strategy prior to being submitted to the PMO for prioritisation.

6.3 Impacts on Other Service Areas

There are some traditional ICT functions and contract budgets that are currently delivered in the Service Areas; referred to in this paper as "Shadow ICT".

The council has agreed the centralisation of all technical Responsibility, Accountability and Authority, including budget, under the new Director Digital role. The functions outside the current central ICT service would be moved to Digital Services to put in place new governance for all technology development, centralising hardware and software management, improving service delivery, ensuring that all changes are aligned with the overall digital and technology direction, and ultimately lowering the overall cost of ICT provision for the council.

More detailed analysis of each functional area will be conducted to ensure that the appropriate changes are made, and the impact upon service areas is minimised. This detailed work would form the second phase of implementation of the TOM. An outline of the impact in each area is shown below.

6.3.1 Adult Social Care & Health. Digital and Partnership Team.

Adult Social Care & Health				
Functional Description	ICT Projects, Partnerships and Digital Adoption			
	ICT Projects, Partnerships and Digital Adoption		Management Information	
	Snr Project Officer 4x FTE	Project Officer 3x FTE	Mosaic (MI) 1x FTE	General MI 3.6x FTE
	<ul style="list-style-type: none"> • Focus on health • Continuous Improvements, MS Forms, Power Apps, Mosaic workflow • Cisco Meraki rollout to care settings • BAU managing Smartphones zero usage and cancelling contracts • Licence management for students and agency workers • Digital Champions 		<ul style="list-style-type: none"> • Manual provision of data and reports to provide evidence to support Care Act compliance and CQC audits • Augment with knowledge and skills from Power BI CoE 	
	Phase 0		No Change	No Change
Phase 1		Consider Review	Consider Review - Remain within ASCH but develop BI tools and governance	
Phase 2		Migrate to Digital Services	Migrate to Digital Services	

6.3.2 Childrens Services. Digital & Data Services, Strategic Commissioning, Quality & Performance

Childrens Services					
Functional Description	Digital & Transformation		Systems & BI	Information Governance	Traded Services (250 Schools)
	11.4x FTE	4x FTE	21.8x FTE	18.4x FTE	15.35x FTE
	<ul style="list-style-type: none"> Relationship management Assets Management (tracing missing devices) Digital Adoption M365 SharePoint Benefits realisation Contract Management Procurement support ICT problem/issue resolution exceptions 	<ul style="list-style-type: none"> Website Content managements, Schools extranet, Local Offer & Family Information Services 	<ul style="list-style-type: none"> Business Intelligence Inspection Readiness Data Dashboards Strategic systems (Mosaic, Core+, Synergy and Terms) workflow, config, systems admin and reporting) Migrating 600 reports to Power BI Supporting Families Data Quality FOI Requests 	<ul style="list-style-type: none"> IG policies and procedures FOI Requests Information sharing agreements Privacy notices Records management School's statutory returns Subject Access Requests <ul style="list-style-type: none"> Complaints Childrens Life Stories EHCs 	<ul style="list-style-type: none"> Education Data Hub (EDH), comprising; <ul style="list-style-type: none"> GDPR Compliance Audits & support Data management for schools Cyber Security, accreditation and support Training (data management, Security)
Phase 0	No Change	No Change	No Change	No Change	No change
Phase 1	Consider Review	Consider Review	Consider Review – move 25% to BI hub	Consider Review	Consider Review – Education Data Hub
Phase 2	Migrate to Digital Services	Migrate to Communications	Migrate to Digital Service BI Hub	Migrate to Digital Services	Migrate Education Data Hub

6.3.3 Finance. Core Systems Team.

SAP							
Functional Description	SAP Technical Lead			Reporting	HR	Procurement	Finance
	Basis	Development	Roles				
	<ul style="list-style-type: none"> BAU support Configuration management Process scheduling Release management Patching Statutory changes for year end 	<ul style="list-style-type: none"> Configure workflows Maintain interfaces Develop application code Database management 	<ul style="list-style-type: none"> Security Permissions Fiori – Application design, eg, Flexitime, annual leave approvals, sickness, etc. 	<ul style="list-style-type: none"> Business Warehouse functional experts Report writing Makes data available to functional teams Report creation in Power BI 	<ul style="list-style-type: none"> Overall functional support and guidance 3rd level support and CI Translates business requirements into technical specifications for SAP Basis development BAU support for current interfaces into functional areas Manages changes and improvements into the functional areas Develops workflow. 		
3x FTE	4x FTE (1 vacancy)	4x FTE	3x FTE	10x FTE (3 vacancies)	4x FTE (1 vacancy)	3x FTE	
Phase 0	No Change			No Change	No Change		
Phase 1	Consider Review			Consider Review	No Change		
Phase 2	Migrate to Digital Services			Migrate to Digital Services	No Change		

6.3.4 ICT

Digital Services				
Functional Description	Strategy & Architecture	Business Engagement	Service Management	Applications & Infrastructure
	Solutions Architecture	Business Analysis	Asset Management	Applications
	Data Architecture	Project Management	Service Desk	
	Compliance & Security	Business Relationship Management	Licence Management	Infrastructure
	Information Governance		Vendor & Contract Management	
		Traded Services		
Phase 0	Information Governance moves from Finance	No Change	No Change	No Change
Phase 1	No Change	No Change	Review – Traded Services Vendor & Contract to Procurement	No Change
Phase 2	No Change	No Change	Consolidate – Traded Services Vendor & Contract to Procurement	No Change

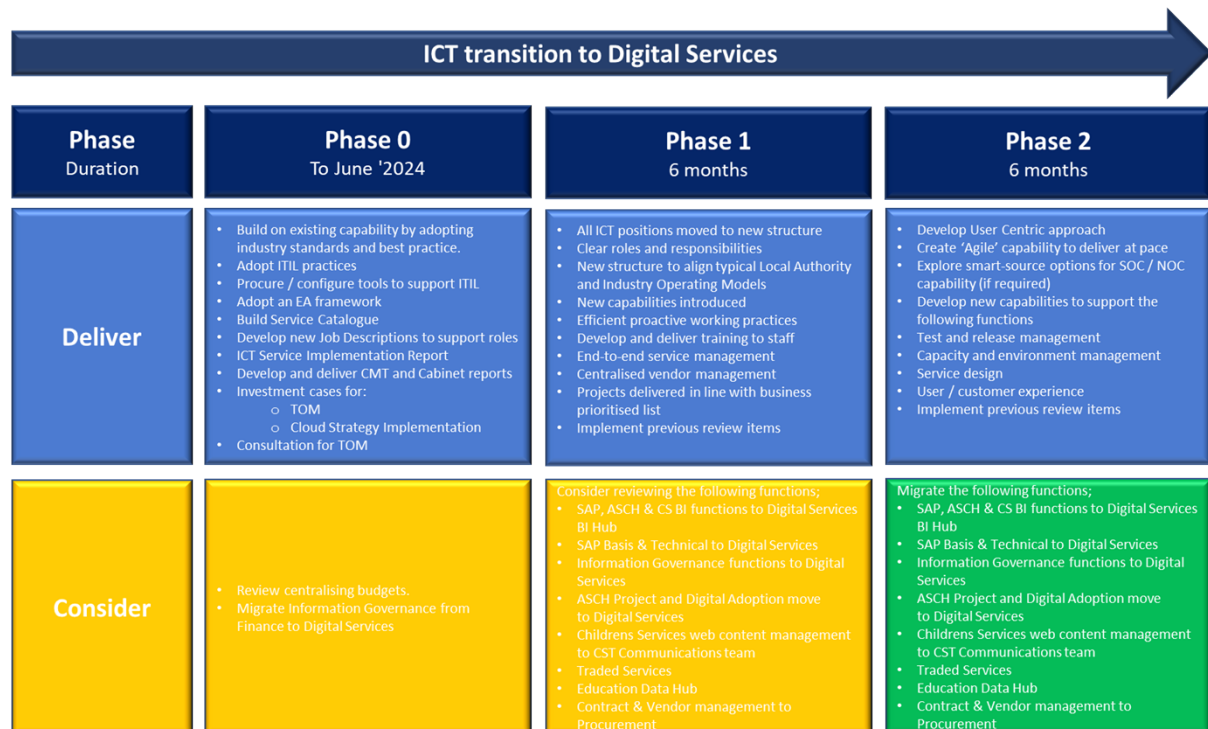
7 Proposed Transition Approach – Moving from the As-Is state to the TOM

A phased approach to transitioning to the Target Operating Model is recommended.

Phase 0 builds upon the stabilisation work already underway within ICT and adoption of industry standards and practices such as ITIL, the development of the Enterprise Architecture Framework, and the communication of these throughout the council. It also prepares for the launch of the TOM by aligning job descriptions, roles and responsibilities to the new structure, conducting digital skills assessments and preparing training frameworks.

Phase 1 would move all of the existing ICT staff to the new operating model and allow the new structure to bed in. ICT contract budgets will start to be consolidated under Digital Services' control. It is recommended that other Service Area colleagues are transitioned to Digital Services in Phase 2, thus allowing for a smoother transition into a recently transformed and stabilised environment. New ITIL capabilities such as Business Relationship Management, delivered by the incumbent Service Relationship Managers, will be introduced and the maturity of the ICT service can be considered to have improved a level. Phase 1 will also consider if Childrens Services and ICT Traded Services are to be consolidated.

In Phase 2 roles from ASC&H, Childrens Digital and Partnership would move into Digital Services. Building on the increasing levels of ICT maturity delivered in previous phases, this would allow for additional ITIL capabilities that require a level of organisational maturity to be introduced such as service design and agile delivery.



8 Risks and Assumptions

There is a risk that	Mitigated by
Visibility, influence, and direction of ICT has been minimal	Already addressed: Director of Digital recruited April 2024
Lack of leadership at AD & Heads of Service Level - Fragmented and reactive service delivery, with no roadmap for the service. Not capable of curing itself.	Aligning job descriptions to industry standards and recruit into these roles.
Lack of formal governance structure, process with clear roles and responsibilities - Siloed service delivery, decisions made late or not at all, resulting in DCC being several years behind its peers.	Introduce industry standard Governance procedures such as ITIL and EAF and introduce KPI to track performance against.
Immature and under resourced Enterprise Architecture function - Ageing applications and Infrastructure with increased risk of outages, lack of integration between systems and few end-to-end solutions to provide efficient services.	<p>Further development of the Enterprise Architecture function and framework, building upon already delivered architecture principles, design patterns, with a to-be architecture roadmap, horizon scanning and application roadmaps to ensure a proactive approach is taken to developing future solutions.</p> <p>Build upon the Cloud Strategy and develop business cases and plans to migrate data, applications, and infrastructure to the Cloud taking advantage of the modern technology, security and flexibility the cloud offers.</p>
No Data & Information management function - No single view of data or master data management. Significant manual effort required to provide data and evidence on which to base decisions. Decisions made without supporting information.	To provide information for the council's decision-making processes it is recommended to create a business intelligence Centre of Excellence, hub and spoke model, with the core capability sitting within the hub, providing a self-service capability to each business area spoke.
Lack of central contract management function and capacity to exploit opportunities – e.g., any simultaneous contract end dates - and no single point of review/approval to procure.	Transfer all ICT budgets to ICT and contracts to Procurement. Provide a centralised contract and vendor management function within Procurement to allow a standardised,

There is a risk that	Mitigated by
	<p>proactive approach to be taken for managing contracts and vendor performance.</p> <p>Work with the Enterprise Architecture and Business Relationship functions to ensure solutions/contracts conform to the architecture and application roadmaps.</p>
<p>Service Relationship Managers (SRM's) funded by Business Areas SRM do not fulfil the Business Partner role.</p>	<p>Introduce the Business Relationship Manager role, to provide triage, insight, and requirement gathering with the council. To mediate between the Enterprise Architecture function to advise service areas on emerging technologies they could take advantage of.</p>

9 Investment Case (Target Operating Model)

An analysis of the 'As is' and 'To be' structures indicate that the TOM for the ICT service can be delivered within the current allocated budget for the ICT service. Management of change, to support Director Digital and the Heads of Service in implementing the new TOM is estimated to require additional resource of c.£500k. Any approval for additional funds will be agreed through the council's normal budgeting process.

10 Dependent Functions

Alongside the new Digital Services TOM there are core functions which will sit outside of Digital Services but that will be crucial in the success of the ICT TOM. It is vital that these functions are mature and have the capacity to input and support initiatives from the initial stages of Solution Design.

A critical enabler of an effective ICT service is a mature PMO function to manage and prioritise council requirements and project priorities to enable the Digital Services team to maximise use of capacity.

Once the ICT service has migrated to the new TOM, and connected to progress against the Cloud Strategy, the intention will be to establish a Business Intelligence "Hub" Centre of Excellence. The responsive use of the council's data, which the Cloud Strategy will allow, coupled with the improved Digital capability that the ICT TOM offers, will allow the council to use the data it collects and holds to inform

analysis of service needs, costs of service deliver and decision making to drive further innovation in service design and delivery across the council.