



Mission

To use shared technology platforms to consolidate the demand and broker the supply of all types of services to the Public Sector.

Vision

To be more efficient through the use of technology.

Values

When people are sharing their practice, they add value to the common purpose of the SRS.

Strategic Aim #1

INNOVATING WITH EXPERTS:
improve services to provide a solid foundation upon which partner organisations can operate.

Strategic Aim #2

MODERNISING THE EMPLOYEE EXPERIENCE:
ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.

Strategic Aim #3

POWERING UP THE CLOUD:
provide a collaborative platform for public sector organisations to share common ground.



SRS Partnership Strategy

2020-2026

Audience	List of partners: Blaenau Gwent County Borough Council, Office of the Police and Crime Commissioner Gwent, Gwent Police, Monmouthshire County Council, Newport City Council and Torfaen County Borough Council.
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Key Documents	List of key documents associated with this strategy
Name	Comment
MTFP	Managed through the Finance and Governance Group and used to agree annual budgets.
Performance framework	Agreed by the Strategic Board.
RAID Log	Managed by the SRS after each Strategic Board, Finance and Governance Group and business and Collaboration Group meeting.
SLA	The Service Level Agreement document is agreed by the strategic Board in June each year.

Version	Date	Name	Comment
1.0	11/6/2020		Final draft



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Why a partnership Strategy ... ?

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

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

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

Marshall McLuhan

The SRS will become an organisation that delivers great digital services for its partner organisations from a standard set of commodity services. They will be delivered through a cross sector, cloud based platform.

If supported effectively, the evolution of the SRS to operate as a flexible, agile and integrated platform can spread like wildfire through the Public sector.

1. What is the SRS



The Shared Resource Service (SRS) is a unique and successful collaboration in South Wales that provides technology services to the public sector.

The Shared Resource Service (SRS) partners include Blaenau Gwent County Borough Council, Office of the Police and Crime Commissioner Gwent, Gwent Police, Monmouthshire County Council, Newport City Council and Torfaen County Borough Council.

The SRS operates a collaborative service through a single organisational structure and delivery model and is one that is encouraged through the Welsh Public Sector Technology Strategy a document written and endorsed by Welsh Government.

2. 2020 and the impact it will have

There has not been, in the history of the SRS, nor indeed the internet, such a massive and sudden shift in the way we all expect to use and rely on technology as now. With so many of us unable to meet in person, due to COVID-19, our way of working has suddenly shifted from direct contact to having meetings and working virtually overnight.

Whether it is holding team meetings, running Emergency Response Team (ERT) meetings, social services settings, teaching children remotely or making sure our staff are coping in partial lockdown, people are using their technology in a way and to an extent they have never done before.

The current situation, which seems set to continue for some time in 2020, has introduced millions to a technology which up to this point was, really, just limited to those who already worked virtually. This will undoubtedly have a major impact on the strategy of the SRS and indeed of each partner.

3. SRS strategy background

The SRS has learnt a lot about collaboration in its first ten years of operating. A key learning for the Strategic Board and for the SRS has been that service redesign and implementing single, shared applications across multiple business areas does not always align well to the transformation plans of five public sector partners.

In 2019, the SRS took time out with the Strategic Board to reimagine its service offer. The Board has agreed that the future of the SRS needs to be about collaborating where it makes sense to do so and not simply setting a default position of collaboration.

If the strategy were to summarise its purpose in a single sentence, it would simply be that the SRS is set up to consolidate partner demand and then broker the supply of the most appropriate service to them. Sometimes this will be together and sometimes it will be individually.

The SRS Chief Operating Officer has for a long time, guided the SRS towards a position where it consumes publicly available infrastructure where possible. There is a gathering pace in the industry now around making the most of publicly available infrastructure and the “why build your own if it already exists” philosophy.

4. The SRS by 2026

Mission	To use shared technology platforms to consolidate the demand and broker the supply of all types of services to the Public Sector.
Vision	To be more efficient through the use of technology.
Values	When people are sharing their practice, they add value to the common purpose of the SRS.

The vision for the SRS is to use shared technology platforms to consolidate demand and broker supply of all types of resources to our partners.

If supported effectively, the evolution of a flexible, agile and integrated platform can spread like wildfire through the Public sector.

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

To be successful going forward the SRS should:

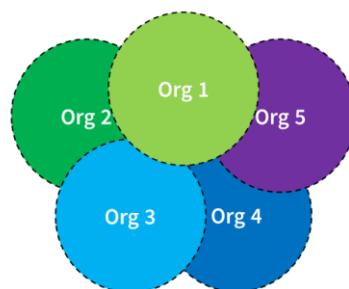
- transform itself into an organisation that delivers great digital services to its partners.
- move from being an on premise technology provider to a cloud delivery partner.
- maximise the benefit of the standard service catalogue of commodotised services.
- continue to drive the percentage split of staff from reactive services into proactive services.
- increase the value for money proposition that the SRS delivers.
- ensure that the existing technology estate is supported effectively during times of transition.

5. Strategic Principles of the SRS

The strategic principles of the SRS are that:

- Our partners recognise that each organisation is starting from a different baseline regarding their current technology provision and that each will learn from the other.
- Our partners need our strategy to align to their service delivery models to ensure that their service delivery to citizens is improved.
- Our partners' solutions will be digital by default.
- Our solutions delivered will be best value for money for the partners.
- Our solutions will span all partner organisations where the Strategic Board agrees to do so as like-minded organisations.

“A loose collective of like-minded organisations”



- Our target operating model is to use the most cost effective technology platform based on confidentiality, integrity and availability.
- Our solutions will use open standards and enable reuse and integration.
- Our solutions will form a product set with commoditised pricing.
- The SRS are the owners of the environments and will define the standards upon which they are based. Our service provision will be bimodal, one part operational service and one part delivering the research and development required to plan for our future, one driving the other.
- Our working methods will be based on agile delivery principles.
- Value for money is defined from the customer point of view.
- We will not be afraid to fail as it is an essential part of creating success.

6. Partner Organisation Dependencies

The partner organisation dependencies for the SRS are that:

- they recognise the different starting positions and help each other to progress.
- they set a digital by default position in their business strategies.
- that they clearly translate their business strategy into a set of technology deliverables.
- each partner organisation has an information strategy.

- the impact of increased costs are placed upon them when requiring a non-standard solution.
- the capacity to drive business change exists and is made available to the project teams.
- they use products from the standard list with commoditised pricing.
- they engage the SRS at a very early stage in any business case process.
- they will seek to offer collaboration opportunities with other SRS partner organisations.
- they support the SRS to manage and prioritise operational work.
- they own the project backlogs and prioritise them at regular Delivery Group meetings.
- they define what value for money means to them.
- they retain an intelligent client function to hold us to account for service performance, engage with the business and to prioritise the project backlogs.
- they support us in failure as it is an essential part of creating success.

7. Strategic aims of the SRS

Strategic Aim #1	INNOVATING WITH EXPERTS: improve services to provide a solid foundation upon which partner organisations can operate.
Strategic Aim #2	MODERNISING THE EMPLOYEE EXPERIENCE: ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.
Strategic Aim #3	POWERING UP THE CLOUD: provide a collaborative platform for public sector organisations to share common ground.

To deliver the strategic aims the SRS will:

- deliver effective technology services from a single combined unit and operate as one SRS.
- develop a capable, professional workforce that can meet the challenges within technology over the coming years.

8. Strategic Drivers of the SRS Strategy

The strategic drivers that underpin the SRS strategy include:

- to deliver a technology environment aligned to the partner needs and what they need to deliver for their citizens.
- the aim of the partnership strategy is not simply roll out technology, it is to deliver the technology that supports the partners needs for their services to citizens.
- the enabling of the work “is what we do” and not “where we go” principles for staff to work anywhere.
- the drive to collaborate and integrate services across multiple Public Sector organisations in support of the Welsh national strategy, working nationally as the preferred option, regionally where national is not appropriate and locally only as a last resort.
- the willingness to be at the forefront of national system development, piloting, adoption and usage. The SRS aims to be a willing partner and collaborative organisation.
- the increasing financial challenges facing the Public Sector and the need to reduce cost, generate efficiencies and deliver cashable savings.
- the service specific developments which require a strategic corporate technology framework that provides clear direction for departmental business strategies to align with.
- the new models of service delivery through increased levels of partnership working with other public sector agencies.
- the changes in employee and customer expectations about the role and use of technology. A more technology aware user base will drive channel shift, providing new opportunities.

- a growing need for better information sharing whilst ensuring a robust but proportionate approach to safeguarding against data loss.
- the drive to improve services to both citizens and staff.

9. Stakeholders in the SRS Strategy

The partner stakeholders of the SRS are:

- Members of each organisation who are key to the future of the collaboration. The organisation members need to be updated and engaged on a regular basis.
- The SRS Strategic Board who have a role in governance in the SRS and are key players in decision making and direction setting.
- The Senior Leadership and the Management Teams who are critical to Service Delivery and ongoing innovation and engagement.
- Leadership Teams in each partner organisation who are key influencers in each organisation need to be engaged and supportive.
- Chief Officers and Heads of Department who are key players in helping the SRS deliver this strategy.
- Frontline staff of all partner organisations.
- SRS staff are all key players in forming the future of the SRS.
- Citizens receiving services from partners.

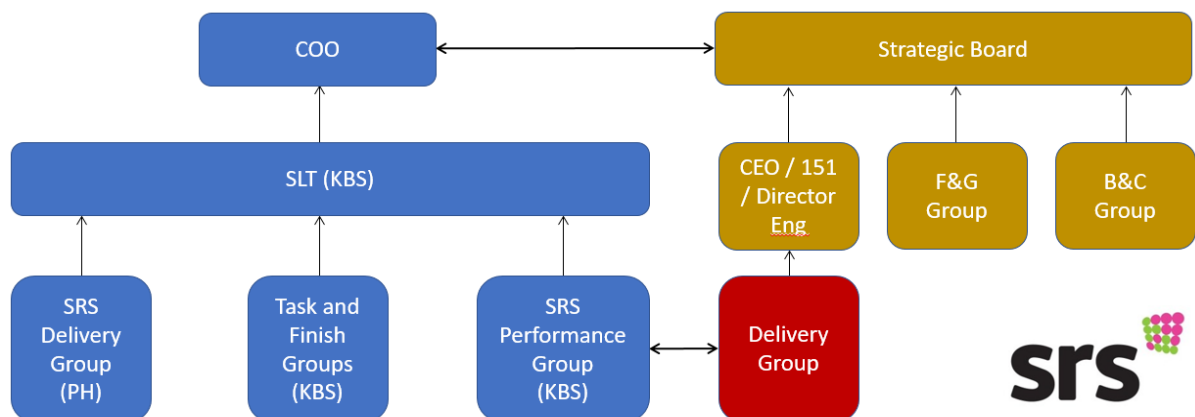
The external stakeholders of the SRS are:

- All customers that take services from the SRS, such as NWIS.

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

10. Governance

The SRS are accountable for a significant proportion of all SRS related services hosted, delivered and supported out of SRS datacentres or the cloud. The SRS also delivers some services in conjunction with strategic partners. Some (a reducing number) of these supplier arrangements are executed through contracted support arrangements and some are not. An example of this could be where they have been inherited with no formal novation and definition of service/support arrangements and therefore have a limited service provision.



SRS Strategic Board

The SRS Strategic Board meets on a quarterly basis and comprises the Chief Executives and the Elected Members.

The Chair is an Elected Member and the purpose of the Board is to consider strategic issues for the SRS, to assist the Chief Operating Officer (COO) to scale the SRS across the Public Sector and to ensure that the organisations are aligned to the SRS strategy. This Board receives recommendations and assurances and it is a decision making Board.

SRS Finance and Governance Group

The SRS Governance and Finance Group meets on a quarterly basis and comprises the SRS COO (Chair), SRS Assistant Directors, partner Section 151 Officers and area experts as required.

The purpose of the Group is to provide assurance to the partners that the SRS are delivering value for money, provide assurance that audit actions are managed, ensures robust governance is maintained and to plan and agree the budget and to provide a forum to progress the new operating model.

The SRS Finance and Governance Group reports recommendations and assurances into the SRS Strategic Board.

SRS Business and Collaboration Group

The SRS Business and Collaboration Group meets on a monthly basis and comprises the SRS COO (Chair), SRS Assistant Directors, partner Digital Officers and area experts as required.

The purpose of the Group is to share ideas, agree collaborative approaches, support the implementation of the Strategic Board recommendations and to enable the partner resource required to move projects forward.

The SRS Business and Collaboration Group reports recommendations and assurances into the SRS Strategic Board.

SRS Delivery Groups

The purpose of the partner SRS Delivery Groups are to:

- monitor the performance of Core Services.
- monitor problem resolution.
- agree the work prioritisation across infrastructure, development, applications and desktop for both planned (including audit actions) and project work.
- receive new project requests from the partners.
- monitor development and delivery of the SRS Strategy.
- consider and discuss collaboration in respect of partners.
- discuss any impacts on the partner as a result of any SRS Board meetings.
- discuss any impacts on the SRS as a result of any partner decisions.

11. Financial Management of the SRS

The SRS Medium Term Financial Plan (MTFP) is a key part of the SRS' financial planning process and sets out the approach to the management of its finances and provides a framework within which the priorities of the SRS will be delivered.

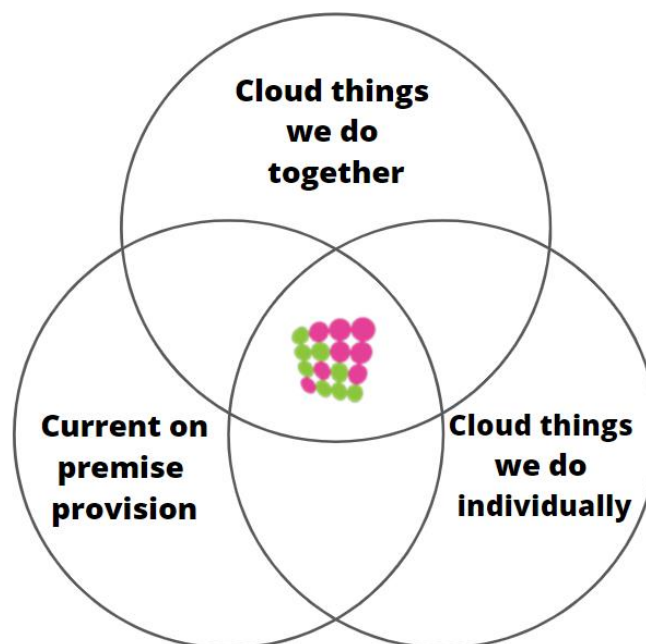
The MTFP is a separate document and has been developed with Torfaen County Borough Council as part of the support services agreement. The MTFP is a document that is agreed by the Finance and Governance group and monitored annually.

12. Target Architecture

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

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

The target architecture is simple, Office 365 and Azure environments that are the conduits to consuming on premise services, cloud services together or cloud services individually. This ensures best value for all partners together or individually at the time of implementation.



In the venn diagram example, this shows that the SRS currently has a mix of service offerings. There are on premise services that each partner consumes, there are cloud services that partners consume together and there are cloud services that partners need to consume individually.

The centre of the venn diagram is the critical piece that enables this and for each sector within our partnership there is an Office 365 and Azure implementation that connects these services together.

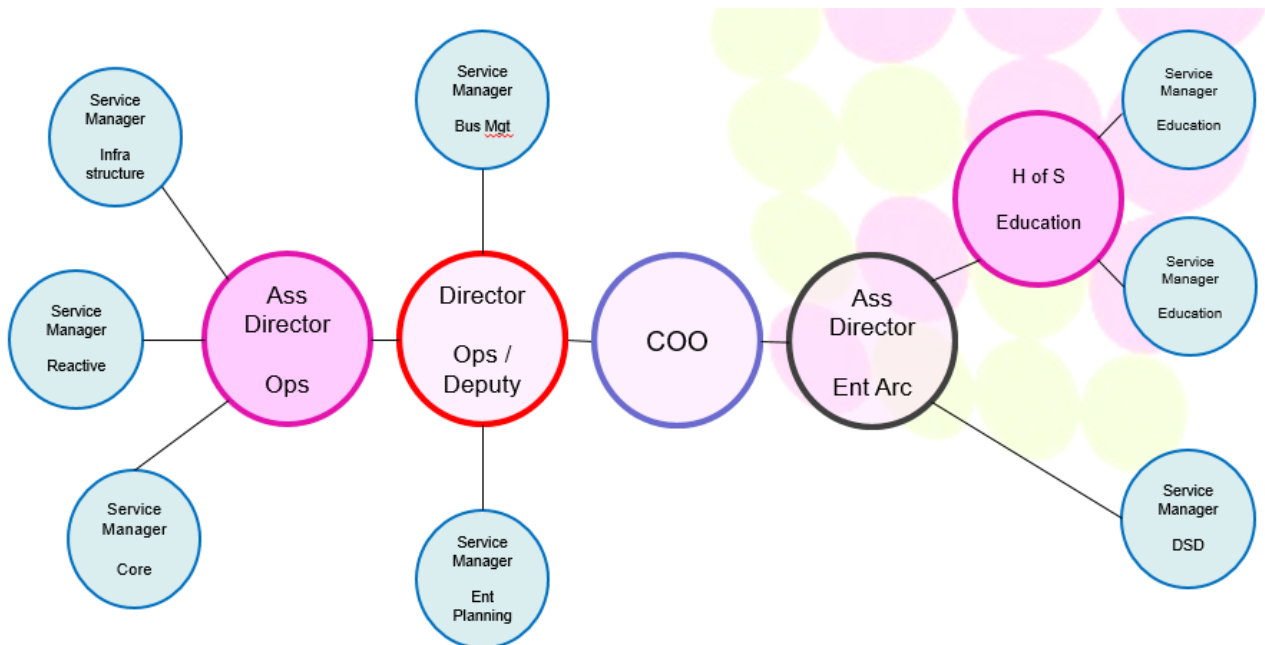
In Local Authorities this is the OneWales Office 365 / Azure implementation, in Policing this is the National enabling Programme (NEP) Office 365 / Azure implementation and in Education this is the EDU / Hwb Office 365 / Azure combined implementation. The key to the succes of the venn diagram centre is that the SRS is enabling collaborations of all kinds using the same skills and experience to build out platforms on publicly available infrastructures for all partners and sectors.

13. People

Over the previous financial years, the SRS has changed the way in which it delivers both the core and the project areas. The period of transition from current working practices to the new working practices supports the new strategy and will require the continued support of the SRS Strategic Board and key internal stakeholders. These working practices provide shorter times between delivery of products, greater engagement with customers, require a different way of resourcing projects, deliver shorter, more concise highlight reports and offer opportunities to view latest updates directly.

The SRS has also been building skills in cloud infrastructures and delivery mechanisms to support the Strategic Board recommendations.

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



14.2020-2026 Ambitions

By 2026 the SRS will be transformed into a cloud delivery partner that delivers value for money, digital services to any organization in any sector.

The high level key collaborative deliverables based on strategic recommendations are to:

- move partners to an alternate physical data centre and decommission the current Blaenavon data centre by the end of 2022 and saving approximately £4M based on NPV calculations.
 - Torfaen and Monmouthshire target January 2021
 - Education target August 2021
 - Business Solutions customers by April 2021
 - Blaenau Gwent target August 2021
 - Newport target August 2021
 - NWIS (NHS Wales) by end of November 2021
 - Gwent Police target April 2022, however this is dependent on new HQ build
- move the remaining partners (LA, Police and Edu) to Office 365 by the end of 2020 and maximizing the use of their Enterprise Agreement investments.
 - Blaenau Gwent by December 2020
 - Gwent Police by December 2020
- removing all non-secure access by the end of 2020 and to move the remaining partners (LA, Police and Edu) to Microsoft's secure mobile solutions by the end of 2021 increasing the security of all partner systems and removing all other contract spend on alternative access methods.

- Blaenau Gwent March 2021, dependent on licenses being available from December 2020
- Monmouthshire March 2021, dependent on licenses being available from December 2020
- Gwent Police end of 2022, dependent on NEP alignment decision
- Education into Hwb by end of 2021
- migrate the infrastructure and applications for all partners (LA, Police and Edu) into Azure by the end of the current strategy period in 2025
- migrate all partners (LA, Police and Edu) to cloud telephony, cloud contact centres and cloud switchboards by the end of 2023, reducing the overall cost by replacing the need for capital investment with a lesser ongoing revenue cost.
 - Torfaen, Monmouthshire and Blaenau Gwent contact centres by end of 2021
 - Newport PSBA hosted contact centre by the end of 2022
 - Torfaen Cisco to Teams telephony by the end of 2022
 - Monmouthshire Cisco to Teams telephony by the end of 2022
 - Newport PSBA VOIP to Teams telephony by the end of 2023
 - Blaenau Gwent Nortel to Teams telephony by end of 2023
 - Gwent Police Unify to Teams telephony by end of 2024
- migrate all partners (LA, Police and Edu) to Sharepoint Online by 2021 and remove the need for on premise storage therefore reducing cost.
 - Monmouthshire by the end of 2021
 - Gwent Police by the middle of 2021
 - Torfaen by the middle of 2022
 - Newport by the middle of 2023
 - Blaenau Gwent by the end of 2023

The methodology going forward needs to be primarily driven by the organisations and what systems they wish to collaborate on. In the absence of any direction from the organisations the default position would be to move any system requiring capital investment or any new system into One Wales.