Areas of capability required from a retained ICT Client Team

Retained Controls

This function establishes and manages the contracts through which ICT services are provided (Supplier Management and Financial Management), ensures that knowledge is gathered, analysed and exploited by the Councils (Knowledge Management) and ensures that the Councils maintain a suitably skilled and experienced core team to perform the retained roles.

This area also includes service assurance of all the processes assigned to Capita to ensure that they are meeting their contractual obligations.

Since the Councils will retain assets and therefore contracts, the client team will need to manage initial procurement and any future re-provision of contracts (including the managed ICT service) as well as any third party contracts in accordance with the Councils ICT standards and procurement rules.

It will also be responsible for the contractual management of its suppliers, as opposed to the service (day to day, operational) management which should be devolved to Capita.
To obtain value for money from suppliers and to provide seamless quality of service to the business, all contracts and agreements with suppliers must support the needs of the business and all suppliers must be held to their contractual commitments.

The retained team will also need to support management reporting from the suppliers engaged to provide ICT services to the Councils, either directly or indirectly via Capita. Vendor management will cover monitoring Key Performance Indicators (KPIs) and general service in addition to supporting the development of the partnering relationship by facilitating meetings between the Councils and its supply chain, both Capita and its successors.

A vital aspect of retained controls is to carry out the service assurance function, ensuring that Capita as the core supplier carries out its responsibilities in accordance with contracted service levels. It is important to understand that while Capita will carry out service management tasks for the rest of the supply chain, the retained team will need to independently service manage Capita itself.

The retained team will also need to ensure that the ICT Strategy and ICT Sourcing Strategy continue to support and facilitate the Councils strategic business objectives. This will involve ensuring that close links between the ICT function and the rest of the council are maintained, and that regular discussions are held to discuss council services and ICT strategy together.

Service Demand

This activity provides a link between the ICT service and the rest of the Councils service areas, both to understand, anticipate and influence demand for capacity requirements of current services (Demand Management) and to identify requirements for minor changes to current services (Business Relationship Management).

The Councils will need to ensure that the retained function establishes close working relationships with all of the councils service areas in order to align the ICT strategy with the councils objectives, to provide advice on how ICT can support or enable business improvements, to communicate ICT news effectively and to facilitate the provision of

external advice as needed. The aim of this role is to ensure that the business and ICT work in close partnership and to prevent departments from making ICT decisions and procuring services in isolation.

The retained team must also understand, anticipate and influence customer demand for ICT services and to work with capacity management to ensure that service providers have the capacity to meet this demand.

Solution Assurance

Provides confirmation from the councils perspective that any new releases have been implemented in accordance with relevant standards and with any changes in service requirement (Service Validation and Testing).

The Councils need to be content that ICT service releases will deliver a new or changed service that is fit for purpose and meets the specified requirements. The retained team will need to provide sufficient testing resources, representative of the end user community and to ensure that appropriate test, evaluation and acceptance activity is planned, executed and reported for each new or changed service.

Security and IA

Ensures that risks to the confidentiality, integrity and availability of the Councils information are identified and mitigated.
Standards and policy inform Capita while technical assurance and accreditation form part of Information Security Management which is owned by the Councils.

The Councils will need to ensure that its ICT services are delivered in a suitably secure manner to avoid compromise of its information assets. This includes defining and assuring security standards and ensuring that all ICT services are accredited, as well as tracking information security incidents.
The contract does specify information security standards required by the councils from the supplier, but the retained team must have the expertise to be able to monitor and assure the councils that these standards have been achieved and are being maintained.

Programme Governance and Project Integration

Coordinates changes to current ICT services from the customer perspective, including planning, directing suppliers and monitoring progress (Change Management) and ensuring that completed changes are released in a controlled manner and after appropriate test and validation activity (Release and Deployment Management). The changes themselves would be made by the supplier.
Although the Councils will need to ensure that its portfolio of ICT programmes and projects is well-managed and that expectations are managed and that deliverables from both suppliers and the Councils are understood, any change that is considered to be more significant than the minor changes that would be expected in a steady state situation is outside the scope of Service Delivery that is being considered.

However, even minor changes need proper governance and to be tested properly before they are rolled out. In this area, the retained Service Delivery organisation will need to work with Capita to ensure that the requirement and scope of minor changes is clearly understood, to manage the planning and implementation of the changes, and to carry out user testing to confirm that the change delivers the required service.

Enterprise Architecture *(to be carried out in conjunction with the supplier).*

Provides the overall context for the councils ICT services, informing service areas by developing and maintaining standards, designs and architectures that the councils systems and services must conform to.

The councils architecture would be a blueprint that shows how the council's different access channels, systems, business applications, platforms, services, tools and infrastructure components fit together. It would typically include:
a) A map of systems and business applications, and associated interfaces;
b) Standards for technology platforms and tools;
c) A map of hardware infrastructure and data and voice network components;
d) A comprehensive data model, showing how data is defined and organised;
e) A unified framework in which new ICT developments and implementations are placed;
f) Details of applications in use across the various departments

The client team would own the standards and guidelines associated with the overarching architecture and would have responsibility for resolving conflicts, agreeing variations to the standards and for developing new standards and integration plans and for providing advice to business units as needed.