HARMONISATION OF ICT SYSTEMS

1.1   Background

1.1.1   The current status is there are 4 shared systems across both Councils, which are those systems for each of the Shared Services. For the out of scope services at both authorities some are provided by the same supplier. (more detail in appendix 1)

1.1.2   There are 6 business system contracts across both authorities with the same supplier.

There are 15 additional business systems in use at Watford Borough Council and an additional 7 in use at Three Rivers District Council.

1.1.3   Through the business case of Shared Services it was identified that the removal of key points of failure through the improvement of resilience was a key factor in Shared Services success.

1.1.4   Harmonisation of systems has already begun across Watford Borough Council and Three Rivers District Council in the shape of a shared Income Management and the procurement of the E-Petitions system. However there is the potential for other key systems across both Councils to also be aligned and realise the same benefits including resilience and cost savings.

1.2   Drivers

1.2.1   Potential drivers for the harmonisation of business systems across both authorities have been identified as the

- Existing common suppliers – Appendix 1
- Expiry of contracts – Appendix 1
- Suppliers de-supporting existing systems
- Hardware replacement programme
- Business continuity – defining the priority systems – Appendix 2

1.2.2.   Suppliers do de-support systems, and we are given notice of this. There are currently no known timescales of de-supporting of existing business systems (other than for Income Management which is already in progress).

1.2.3   As the harmonisation programme progresses it would be prudent to review business system priorities if knowledge of de-support becomes known.

1.2.4   Hardware replacement programmes for both authorities will be an outcome of the external infrastructure review which is currently in progress and therefore identification of urgent hardware replacement may impact the priority and timescales of business system harmonisation.

1.2.5   As with de-support it would be prudent to review the priority of harmonisation in line with information received regarding critical hardware replacement.

1.3   Consolidation Advantages

1.3.1   Overall capital replacement hardware programme may be reduced. Servers themselves would be consolidated, but potentially would need to be a higher specification in order to manage the requirements of virtualisation of the systems themselves.

1.3.2   Other associated hardware costs include the ongoing maintenance contract costs

could also be reduced.

1.3.3   It is proposed that the alignment of the systems will reduce the licensing requirements for the system software. Use of site licenses and single operating system and platform licenses could all be streamlined.

1.3.4   Reduction in the requirement for a wide range of skills across the applications analysts team. See appendix 3 – this is currently a work in progress, high risk areas of require resilience were identified early on in the inception of Shared Services for ICT and resilience building is currently an ongoing process and being developed primarily through shadowing exercises.

1.3.5   Upgrades could be aligned and reduced overall, therefore freeing up applications and infrastructure resource.

1.4   Harmonisation Process

1.4.1   Mapping of the existing business processes for each service involved and highlighting the differences. Consideration of the future needs of the services would also need to occur. If the system is to be shared in its entirety then agreement on the business processes between the relevant authority services would need to be sought.

1.4.2   An options appraisal for the harmonisation of business systems would consist of a standard process looking at (Sample appendix 4 – Example of system harmonisation project plan):

- Do nothing

- Existing systems and solutions in place at either authority

- Alignment of business system and hardware only

- Alignment of business processes, business system and hardware

1.4.3   Options for doing nothing are a standard part of an appraisal of this type. Looking at what the implications are e.g. advantages and disadvantages, costs, timescales, benefits, risks etc.

1.4.4   As there a number of systems in place potentially with established contracts then investigation of exploitation of existing systems would take place. E.g. Garages may not require a separate system, instead there might be potential to use an additional module within the Uniform system.

1.4.3   If business processes could not be aligned harmonisation of the system and hardware only would be considered. E.g. The hardware is shared, and the services use the same system however the databases are separate.

1.4.4   If business processes are aligned then full advantage of systems sharing can take place. E.g. Income Management. For both authorities as processes are aligned there will be one common system. As a result initial implementation costs, hardware, annual maintenance and licenses are all reduced.

1.4.5   Outline Timetable:

2011-2012 – Options appraisal for the alignment of Uniform systems

2011-2012 – Joint Committee should note the alignment of Proactive (TRDC – CSC) system with Watford Borough Council – Lagan system. Suitable options appraisal to be completed as part of this process to ensure that Lagan fits TRDC CSC business requirements. (this has already been identified in service plans)

2011-2012 – Options appraisal for the alignment of Three Rivers Housing system

2012-2013 – Implementation of agreed option for Uniform systems

2012-2013 – Implementation of the Three Rivers Housing system

1.5 **Longer Term**

1.5.1 As contracts come up for renewal SSICT would review the options for harmonisation as detailed above. This would also be the standard process for working with other Councils who may join as shared services grows.

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Appendices

Appendix 1 – Existing systems comparison across Watford Borough Council and Three Rivers District Council
Appendix 2 – Extract from business continuity plan – priority services
Appendix 3 - Current skills matrix for the Shared Services ICT applications team
Appendix 4 – High level project plan

Background Papers
The following background papers were used in the preparation of this report. If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

- Shared Services Programme Detailed Business Case

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Appendix 1 – Existing business systems comparison and contract expiry information across authorities

Microsoft Excel - Applications Comparisonv1 1

No.	Business Application	WBC	TRDC	Shared Services	Expiry Date
	Watford Borough Council				
1	APLAWS /Mapgpie	✓			31/03/2011
2	BACS - Connect IP	✓			01/04/2011
3	Atrium	✓			01/01/2015 Contract 01/04/2011 Support
4	Ebase - Eforms	✓			30/11/2010
5	ELMS Part of Radius Civica	✓			
6	EROS/Weberos/PostCode/LLPG/ICR/Adest	✓			31/03/2011
7	Gauge	✓			01/03/2011
8	Halarose (Eros): Avantguard	✓			28/02/2011
9	Idox DMS	✓			24/02/2011
10	Lagan	✓			31/03/2011
11	Macfarlane	✓			01/07/2011
12	Radius - Cash Receipting	✓			01/04/2011
13	Touchpaper	✓			31/03/2011
14	OMS	✓			30/04/2011
15	Orchard	✓			
	Three Rivers District Council				
15	Albany BACS		✓		01/06/2011
16	Capita Housing		✓		01/04/2013 (6 month Notice period by 30 Sept 2012)
17	Capita REMIT		✓		20/11/2010
18	Northgate CRM Proactive		✓		01/03/2011
19	Solcase		✓		
20	Northgate - M3		✓		02/03/2011
21	E-Shop Works		✓		01/04/2011
	Both Councils have the same systems in use				
22	ESRI – GIS	✓	✓		31/03/2011
23	Planning Portal	✓	✓		24/02/2011
24	Public Access	✓	✓		24/02/2011
25	Site Improve	✓	✓		16/12/2010
26	Total Land Charges	✓	✓		24/02/2011
27	Uniform	✓	✓		24/02/2011
	Watford and Three Rivers Shared Services Applications				
	Capita Academy R&B				TRDC &

Application comparison / P1 & P2 Applications / Sheet3

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Appendix 2 – Business Continuity Plans – Priority Services

Priority 1	Watford	Three Rivers
	COA	COA
	Academy	Academy
	Uniform	
	Lagan	CSC - Proactive
	Cash Receipting Radius	Cash Receipting - AXIS
	WBC Website	Corporate Internet/Intranet

Priority 2	Watford	Three Rivers
	Touchpaper	Income Distribution - REMIT
	EROS	Loans Management system
	Gauge	Bank-line plus
	GIS	Northgate EH Module
	Resource Link	EHC Net
	Intranet	Integrated Planning management system - Uniform
	OMS - Legal Management	Express- Electoral register
		Resource Link - Personnel system
		Solcase - Legal Management system
		Local Authority Claim Management system

Appendix 3 – Applications Analyst Skills Matrix - Extract

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Microsoft Excel - Resilience Trainingv5.0.xls [Read-Only]

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M1   Comments

	A	B	C	F	G	H	N	O	P	Q
1	**Name of Analyst**	**A1**	**A2**	**A4**	**A5**	**A6**				
2	**Application System**									
84										
85	**COA**									
86	**Password reset**	Yes	yes	Yes	Yes					
87	**Create user in Security Editor**	Yes		Yes	Yes					
88	**Create user in efin**	Yes		Yes	Yes					
89	**Create Role**	Yes		Yes	Yes					
90	**Link user to role**	Yes		Yes	Yes					
91	**Add email address**	Yes		Yes	Yes					
92	**Add e-proc and e-analyser licence**	Yes		Yes	Yes					
93	**Log support call with COA**	Yes		Yes	Yes					
94	**Oracle account unlock**	Yes	yes	Yes	Yes					
95										
96	**Gauge**									
97	**Reset Password**									
98										
99	**Uniform**									
100	**Create User**	Yes	yes	Yes						
101	**Edit Role**	Yes	yes	Yes						
102	**Create Roles**	Yes	yes	Yes						
103	**Add Codelists**	Yes		Yes						
104	**Set up permissions for a user**	Yes		Yes						
105	**Create Officer Code**	Yes		Yes						
106	**Customising Fields**	Yes		Yes						
107	**Customising Screen**	Yes		Yes						
108	**Customising modules**	Yes		Yes						
109	**Customising Officer Diaries**	Yes		Yes						
110	**Cronjobs**	Yes								
111	**Deleting Case Record**	Yes		Yes						
112	**Create document templates**									
113	Amending document templates			Yes						

Applications / Sheet2 / Sheet3 /

Ready   NUM

Start   3 Inter...   2 Micro...   ICT Restr...   SSICT - H...   Microsof...   08:05

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Appendix 4 – High Level Project Plan (Sample)

		Task Name	Duration
1		Mapping of existing business processes TRDC	15 days
2		Mapping of existing business processes WBC	15 days
3		Document future business needs for TRDC and WBC	5 days
4		Production of "Business Processes Differences" document	5 days
5		☐ **Options appraisal**	**2 days**
6		Do nothing	2 days
7		Solution within existing business systems	2 days
8		Alignment of business system and hardware	2 days
9		Alignment of business processes, business system and hardware	2 days
10		Decision	2 days
11		Implementation	170 days