Contractor High Level ICT Transition Plan

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Mobilisation, Transition and Transformation

Figure 1 describes our Mobilisation, Transition and Transformation (MTT) roadmap with high level milestones. Key points include:

- Early investment by RRP in technical and business design work for PartnershipWorks, leading to detailed design and development commencing at contract award. We recognise that if we do not begin early, functionally will not be available for use mid-2015. This design and development, in phases, will take place in parallel to other activities, through 2015 and 2016
- Technical analysis and due diligence activities begin immediately upon 'preferred bidder' award status. This is the point when the scale of the solution becomes clear (based on the number of CPAs awarded) and when a detailed analysis of the current trust ICT architectures will be used to inform the detailed Transition plan
- A detailed ICT Transformation Plan to be agreed with the Authority well before 6 months from contract award. This recognises the lead times associated with aspects of transformation (procurement planning availability of Authority resources, and obtaining WAN connections, etc.) and our stated aim of exiting Authority ICT as soon as possible
- The early transition of legacy CRC systems where possible (from May 2015). These will typically be systems without onward dependencies to nDelius (and the offender record) and will both exercise the transition process and de-risk later stages (avoiding big-bang transitions). Candidates include back-office and non-offender systems (such as payroll and selected 'lists' or calendaring applications)
- The transition of a pilot trust in advance of the main transition activity (2015Q3 – as soon as practical after the NSPG becomes available and its functionality has been tested) – an essential step in de-risking the Transition as a whole through the subsequent lessons to be learnt. This will include parallel running of RRP and Authority systems during the pilot, to ensure data consistency
- An 'industrial' approach to transformation following the pilot based, on highly skilled expert staff focussing on key subject areas, lessons learnt and detailed planning
- A lag in the decommissioning of legacy systems post transition completion – reflecting the possibility of NPS use of these applications longer than any RRP need for them. Wherever this is not the case, detailed planning would pull those dates forward
- The continuing delivery of updated PartnershipWorks functionality in a number of maturing tranches, consistent with OGC Programme & Portfolio best practice guidance. This recognises that not all functionality is required at once and that the system will not be 'finished' at the end of 2015. Our experience of delivering in a DWP 'Welfare to Work' context leads us to plan for a sustained period of

further refinement. This will extract the full benefits of an optimised ICT system and close alignment to the business

We are planning to use a number of parallel Transition teams, each aligned to specific functional responsibility. This will include teams focussed on the transition of back-end applications (HR, Finance and Payroll); on the delivery of new infrastructure; on the delivery of local operational systems etc. This allows experiences of transitioning (for example) payroll from one trust to be applied to subsequent transitions in other trusts (particularly where a common system is used). The due diligence, lessons learnt and planning work immediately after contract award will be instrumental to planning and delivering an efficient, optimised Transition process with the lower risk.

During MTT we will provide stakeholders (including the Authority) with a range of management reporting tools to track the progress of Transition. This will include dashboards, alerts and potentially real-time views of progress and issues; all designed to concentrate management focus, manage risk, support the success of transition and inform transformation.

Further Transformation

Following immediate transition, further proactive work is expected to bring ICT solutions to maturity and drive maximum benefit from the solution. Key business processes will evolve as new data informs their implementation. Our ICT solution is adaptable by design so that it will remain optimally aligned to the business. This resonates with the experience of delivering Welfare to Work to the DWP where, for more than a year after go-live, refinement of the solution continued to further optimise delivery.
We anticipate a year or more of further work on PartnershipWorks, to refine and extend functionality in line with the transformation of the business. We will introduce further innovations as they emerge to maximise operational efficiencies and deliver further cost optimisations.

We will appoint an ICT Transition Manager, and use several specialist Transition Teams. These will augment the delivery organisation during Transition. How many teams will be dictated by the number of CPAs to be transitioned and the pace of transition planned. This offers the following benefits:
- **Specialist transition teams** rather than generalists, who are able to deliver higher quality work at a faster pace than otherwise achievable
- **A modular delivery approach** conforming to industry best practice (e.g. PRINCE2, MSP). This allows lessons transfer and continuous improvement to take place at pace during transition itself. This in turn allows us to capitalise on greater productivity: more transformation per unit of resource and per calendar month. Historic performance data suggests a second 'wave' of an implementation might take only 75% the original resource time
- **A single point of contact** responsible for all aspects of transition planning and delivery. The Transition Manager will coordinate all activities between the

Authority, NPS and RRP (including CRC staff). While NPS staff rely on capability being supported or delivered by the CRC, the Transition Manager's responsibility will be to ensure its continuity to existing service levels. When NSP staff have transitioned away from that capability, the Transition Manager becomes responsible for arranging its decommissioning.

Figure 1 – Mobilisation Transition and Transformation (MTT) Roadmap