

Digital Platform Transition & Enablement for Local Government

Service Definition: G-Cloud 15 – Lot 3

1. Introduction

Local authorities increasingly deliver statutory and corporate functions through complex estates of hosted and Software-as-a-Service (SaaS) digital platforms. These estates span corporate systems, line-of-business applications and shared digital services, with extensive interdependencies across data, integrations, reporting and identity.

Periods of significant organisational and operating-model change place particular pressure on this digital landscape. This includes local government reorganisation (LGR), boundary and structural change, service realignment, shared services creation or separation, and major platform consolidation or transition programmes. In these contexts, unmanaged digital and data change presents material risks to service continuity, statutory compliance, financial control and organisational assurance.

This service provides cloud-enabled digital platform transition and enablement support to help local authorities manage the digital, data and systems impacts of change. It focuses on enabling safe, controlled transition across hosted platforms, ensuring continuity of services, data integrity and reporting, while supporting authorities to adapt their digital estates to new organisational realities.

Services are delivered as defined, outcome-based pieces of work aligned to statements of work and buyer requirements under G-Cloud 15 Lot 3.

2. Service Overview

The service supports local authorities and combined authorities managing change across complex estates of hosted and cloud-based digital platforms. It is designed for environments where corporate systems and service-specific platforms are interdependent, and where change in one area has material impacts across others.

The service spans corporate platforms (including finance, HR, payroll, CRM, identity and access management, data and reporting) alongside service platforms supporting social care, education, housing, planning and other regulatory or statutory services.

It focuses on managing the digital, data and platform implications of organisational, structural and operating-model change, rather than the redesign of services or governance arrangements themselves.

Typical use cases include local government reorganisation, service realignment, platform consolidation or separation, shared services creation or exit, and major transition programmes affecting multiple systems and datasets.

The service is delivered independently of software suppliers. While maintaining strong, constructive working relationships with platform vendors, delivery is focused on supporting the best outcomes for the authority.

All services are delivered as defined, time-bound pieces of work under an agreed Statement of Work. This service does not include ongoing system administration, managed service provision, BAU helpdesk activity, operational delivery or delegated statutory decision-making. The local authority retains full ownership and responsibility for its systems, data and live service operations at all times.

All Futures personnel follow secure onboarding and offboarding processes and operate under role-based access controls. Where required, Futures may process personal or sensitive data strictly on behalf of the authority, with access minimised, time-limited and granted only where explicitly authorised. Futures does not host or independently store customer data; all data access and processing is undertaken within the authority's secure environments, systems and governance arrangements.

Delivery aligns with cloud shared responsibility principles, recognising the respective roles of platform vendors, the authority and Futures. Futures provides advisory, delivery and enablement support only and does not take responsibility for operating, hosting or administering customer cloud platforms.

3. Operating Context: Transition, Change & Reorganisation

Local government change programmes often require authorities to operate in high-risk transition environments, where multiple systems must coexist, separate or consolidate over defined time periods. Digital platforms are typically constrained by vendor-managed architectures, contractual arrangements, security controls and release cycles, requiring careful sequencing and governance.

Typical operating contexts for this service include:

- Local government reorganisation, including the creation of new authorities or the dissolution of existing ones.
- Boundary changes and service realignment affecting multiple systems and datasets.
- Shared service formation, transition or exit.
- Platform consolidation, separation or coexistence across corporate and service domains.
- Changes to data ownership, access, reporting and statutory assurance requirements.

The service is designed to operate alongside in-house teams and specialist delivery partners, providing cross-cutting coordination and enablement rather than replacing domain-specific delivery.

4. Platform Health Checks & Discovery

Purpose:

To establish a clear, evidence-based understanding of the current digital platform estate, system interdependencies and transition risks.

Activities:

- Cross-platform discovery covering corporate and service systems.
- Mapping of system dependencies, data flows and integrations.
- Assessment of data quality, reporting and assurance impacts.
- Review of identity, access and security considerations.
- Discovery sessions with corporate, service and technical stakeholders.
- Identification of transition risks, constraints and sequencing considerations.

Outcomes:

- Shared understanding of the current platform landscape.
- Clear articulation of transition risks and dependencies.
- Evidence-based inputs to inform options and transition planning.

5. Options Analysis, Business Case & Transition Planning

Purpose:

To support informed decision-making and secure approval for digital platform transition activity.

Activities:

- Options appraisal for platform separation, consolidation or coexistence.
- Assessment of delivery, data, financial and assurance impacts.
- Development of transition roadmaps and sequencing plans.
- Benefits identification and value assessment.
- Risk, dependency and affordability analysis.
- Support to procurement strategy and framework call-off.

Outcomes:

- Clear, decision-ready options.
- Proportionate business case material.

- Agreed transition approach and delivery plan.

6. Digital Enablement & System-Adjacent Capability

Purpose:

To support the controlled delivery of digital platform transition and enablement activity through clearly defined workstreams.

Typical Delivery Workstreams:

Support can be provided for all, or a selected subset, depending on in-house capability and maturity:

- Programme and Transition Management – planning, governance, dependency management and reporting.
- Change and Communications Management – stakeholder engagement and adoption support.
- Business Analysis – requirements definition and impact analysis across systems.
- Data Migration, Separation & Quality – data strategy, preparation, testing and cutover.
- Integration & Reporting – management of information flows and statutory reporting.
- Testing & Assurance – quality assurance and readiness validation.
- Training & Enablement – user enablement and operational readiness.

Where configuration, data or workflow changes are required to support digital enablement, this activity is time-bound, project-specific and delivered in accordance with an agreed Statement of Work and the authority's governance arrangements. Futures does not provide ongoing system administration, managed service provision or operational ownership of customer systems.

7. Digital Enablement & Corporate Capability

Purpose:

To support the development of sustainable digital capability alongside platform transition activity.

Scope of Support:

Where aligned to platform transition and enablement, support may include:

- Corporate digital strategy and road-mapping.
- Data and insight enablement across corporate and service domains.

- Automation and productivity tooling to reduce manual processes.
- Rationalisation of platforms and digital tooling.

8. Transition to BAU & Organisational Readiness

Purpose:

To ensure digital platforms are stable, governed and ready for sustainable business-as-usual operation following transition.

Activities:

- Operational readiness and cutover support.
- Definition of ownership, support and governance models.
- Handover to internal teams and suppliers.
- Performance and assurance monitoring setup.

Outcomes:

- Stable BAU operation.
- Clear accountability and governance.
- Reduced reliance on external support.

Support focuses on readiness for the defined transition period. Responsibility for BAU operations and live service management remains with the local authority and its system suppliers. This service does not provide ongoing operational support.

9. Post-Transition Support & Optimisation

Purpose:

To support continuous improvement following major transition activity.

Activities:

- Configuration and workflow optimisation.
- Reporting and assurance refinement.
- Targeted improvement and stabilisation support.

Outcomes:

- Improved platform performance and usability.
- Better alignment between systems and organisational needs.

Post go-live support is limited to short, defined pieces of optimisation or assurance work delivered under an agreed Statement of Work. It does not constitute a retained, ongoing or continuous support service.

10. Knowledge Transfer & Capability Building

Purpose:

To embed knowledge and capability within the authority.

Activities:

- Structured knowledge transfer and documentation.
- Coaching and mentoring of internal teams.
- Support to long-term capability development.

Outcomes:

- Sustainable in-house capability.
- Reduced long-term dependency on external support.

11. Delivery Approach & Governance

Services are delivered through defined statements of work aligned to buyer requirements. Delivery is governed through proportionate reporting, assurance and escalation arrangements appropriate to the size and complexity of each engagement.

The service is designed to work alongside in-house teams and third-party suppliers, providing coordination and enablement rather than duplication.

12. Social Value

Social value is embedded in the way this service is delivered, in line with the Social Value Model (PPN 06/20). The approach focuses on strengthening local authority capability, supporting sustainable digital delivery models and improving digital resilience within local government.

- **Skills & Employment:**
Delivery includes structured knowledge transfer and skills development for local authority teams, supporting capability growth across digital, data, cloud and

change disciplines and helping organisations reduce long-term reliance on external support.

- **Support for Local Economies**
Vendor-neutral delivery and clear, reusable documentation support informed procurement decisions and more efficient operation of digital platforms. This helps create fairer access and better conditions for a diverse supplier ecosystem, including SMEs.
- **Community Resilience & Wellbeing**
Improved data quality, reporting and platform stability contribute to more reliable statutory services, supporting safeguarding, inspection readiness and better outcomes for children, families and adults within local communities.
- **Environmental Considerations**
Where aligned to the authority's objectives, digital rationalisation and the reduction of duplicate processes can support more efficient, lower-impact operating models and reduced unnecessary digital overhead.
- **Overall Contribution**
By focusing on capability building, transparent delivery and stable digital operations, the service supports long-term organisational resilience and delivers social value in a proportionate way, without increasing dependency on external resource.

13. Ordering & Engagement

Services are available via G-Cloud 15 Lot 3 call-off. Engagements are defined through agreed statements of work setting out scope, deliverables, timescales and outcomes.

14. Summary

This service supports local authorities to manage digital platform transition and enablement across corporate and service domains, particularly in the context of organisational change and local government reorganisation. It focuses on cloud-enabled delivery, risk reduction and assurance to support safe, compliant and sustainable local government operations.