



GCloud 15
Local Government
Reorganisation
Consultancy Offerings



**Triple
Value
Impact**

PLANNING & PROGRAMME MGMT

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Triple Value Impact will give you the confidence to make the leap, ensuring you land with certainty and confidence in the delivery of your digital outcomes

Business and technology leaders understand the potential of digital, but can struggle to cut through the marketing hype and veiled promises. Consistent themes we hear from customers are the need for an alternative approach: away from the traditional, overengineered delivery models which are consultancy heavy, fail to deliver the desired outcomes and lack real innovation.

We founded Triple Value Impact to provide a differentiated approach which is based on the principle of compressing the “time to value” for our customers.

We enable our customers to succeed through understanding and championing their interests and bridging the gap between their ambitions and the delivery of their outcomes.

We operate a one team philosophy, recognising that combining our respective talents provides the best results



Why work with Triple Value Impact (TVI)

Triple Value Impact (TVI) specialises in public sector transformation and delivery. We provide a differentiated approach based on the principle of compressing the “time to value” for our customers. We enable our customers to succeed through understanding and championing their interests, bridging the gap between their ambitions and delivery of their outcomes.



Efficiencies

Designing new approaches to service delivery that knock the user experience out the park, whether for your employers or customers, exceeding all their expectations.



Experience

Bridging the gap between ambition and outcome needs boldness and direction. We ensure a deep understanding and alignment with your requirements, and a relentless focus on delivering your strategic outcomes



Outcomes

Everything we do should make a quantifiable and sustainable difference, always adding value and ensuring a positive financial return – whether through efficiencies or additional income generation



A selection of our 50+ customers

 Walsall Council	 Northumberland County Council	 Dorset Council	 LONDON BOROUGH OF MERTON	 CYNGOR Sir Ddinbych Denbighshire COUNTY COUNCIL
 Brent	 LONDON BOROUGH OF MERTON	 Ealing www.ealing.gov.uk	 West Berkshire COUNCIL	 THE BRIGHTER BOROUGH Wandsworth
 SWINDON BOROUGH COUNCIL	 City of Westminster	 Kirklees COUNCIL	 ENFIELD Council	 The Highland Council Comhairle na Gàidhealtachd
 Sandwell Metropolitan Borough Council	 CORNWALL COUNCIL <i>one and all • oen hag all</i>	 BEDFORD BOROUGH COUNCIL	 CONWY CYNGOR BWRDEISTREF SIROL COUNTY BOROUGH COUNCIL	 Cheshire East Council



Our LGR Approach

- **Customised ICT & Digital Transformation Blueprint:** Unlock a comprehensive and proven ICT & Digital Implementation Blueprint, expertly tailored to your organisation's context and priorities. This offering delivers a meticulously designed, actionable roadmap, covering all activities, dependencies, and deliverables—helping you visualise precisely what is required, and when. Developed using best practices recommended by MHCLG and insights from previous successful projects, the Blueprint is designed to mitigate risk, streamline delivery, and accelerate digital transformation outcomes within your organisation.
- **Collaborative Planning for Maximum Impact:** Our partnership approach ensures we work side-by-side with your team and all key ICT and digital stakeholders. We listen, learn, and co-create a finely tuned plan that addresses your unique challenges and opportunities. Together, we'll map out every critical step—from early groundwork and the formation of a shadow authority, to launch activities and sustained post-implementation success. This collaborative process guarantees buy-in, clarity, and a plan that is both robust and immediately relevant to your needs.
- **Flexible Solutions for Regional Success:** We recognise that transformation works best when teams are united and processes are harmonised. That's why our Blueprint is designed to scale—making it possible to extend coordinated planning and delivery across multiple councils or authorities. By aligning your region under one unified strategy, you benefit from shared resources, accelerated timelines, and reduced duplication of effort. This not only fosters efficiency but also builds a strong foundation for ongoing collaboration and shared digital innovation throughout the LGR landscape.
- **Built for Sustained Progress and Enduring Value:** Our approach is forward-thinking, setting you up for long-term digital and organisational success. By enabling every council in your region to operate from a consistent, high-quality plan, you lay the groundwork for a culture of continuous improvement and resilience. The result is not just a successful implementation, but a sustainable transformation that positions your organisation—and your region—as a leader in digital excellence for years to come.
- **Ongoing Support and Strategic Guidance:** Beyond the initial planning and implementation phase, we remain your trusted partners, offering guidance, expertise, and support as you plan and implement. Our team is committed to helping you navigate change, overcome challenges, and seize new opportunities as they arise, ensuring the benefits of your digital transformation are realised at every stage.



TVI LGR Offers



LGR OVERARCHING PROGRAMME MANAGEMENT: Establishing governance framework and processes, overseeing development and delivery of the implementation plan

LGR DIGITAL & IT PROGRAMME MANAGEMENT: Digital workstreams programme management



CURRENT SERVICES BASELINE

Discover and baseline current services, including architecture, contracts, finance, third-party organisations



APPLICATION REPOSITORY

Develop multi-council applications repository, identifying duplication and savings

Application Discovery

Rationalisation Insight

Application Repository

LGR Apps plan



TARGET OPERATING MODEL DESIGN

- Outline target capabilities model
- Outline org structure
- Target architecture
- Skills & training plan
- Target budget
- Target savings
- Consultation and phasing approach



IMPLEMENTATION PLAN

Templated Digital and ICT Implementation plan, adapted to local context



APPLICATIONS IMPLEMENTATION PLAN



Technical Preparation Activities

Legacy decommissioning

Cloud device mgmt.

Application planning

Day 1 Transition Plan

Security baseline & improve

Cloud device mgmt.

Procurements

DAY 1 TRANSITION



Service Definition – LGR overarching programme management

What is the Service?

We provide end-to-end programme management for Local Government Reorganisation (LGR), supporting councils to plan, govern and deliver complex transition programmes that are safe, lawful and operationally ready from day one.

The service establishes the structure, controls and assurance required to manage interdependent workstreams across multiple organisations, ensuring that statutory deadlines are met, risks are managed, and the new authority is able to operate effectively from vesting day onwards.

What can it do for you?

- **Programme Control:** Establishes clear governance, reporting and decision-making to manage complex, multi-workstream programmes.
- **Safe and Legal Day One:** Ensures critical services, systems and statutory functions are ready and compliant at vesting.
- **Risk and Dependency Management:** Identifies, manages and mitigates delivery risks and interdependencies across workstreams.
- **Pace and Focus:** Maintains momentum, prioritisation and focus across competing demands and tight timescales.
- **Stakeholder Alignment:** Aligns members, senior officers, partners and regulators around a shared plan and direction.

Components:

- **Programme governance and assurance:** Design and operation of boards, reporting, decision routes and escalation processes.
- **Integrated programme plan:** A single, integrated plan covering all workstreams, milestones, dependencies and critical paths.
- **Workstream coordination:** Alignment and coordination of functional and thematic workstreams (e.g. ICT, HR, Finance, Legal, Property, Service Design).
- **Risk, issue and dependency management:** Identification, tracking and mitigation of programme risks and cross-cutting dependencies.
- **Benefits and outcomes management:** Definition, tracking and realisation of intended benefits and outcomes.
- **Resource and capacity management:** Planning and management of people, skills and capacity across the programme.
- **Reporting and stakeholder communications:** Regular reporting, dashboards and communications for different audiences.
- **Readiness and assurance reviews:** Formal readiness, checkpoint and gateway reviews to confirm progress and preparedness.

Benefits

- **Improved delivery confidence:** Provides clarity, structure and assurance over a highly complex and high-risk change programme.
- **Reduced delivery risk:** Identifies and manages risks early, reducing the likelihood of service failure or non-compliance.
- **Better coordination and pace:** Improves alignment, reduces duplication and maintains momentum across organisations and teams.
- **Clear accountability:** Establishes ownership, responsibilities and decision rights across the programme.
- **Greater stakeholder confidence:** Builds confidence among members, regulators and partners that the programme is controlled and on track.



Service Definition – LGR Digital & IT programme management

What is the Service?

We provide specialist programme management for the digital, data and technology elements of Local Government Reorganisation (LGR), ensuring that systems, data, infrastructure and digital services transition safely, legally and effectively to the new authority. The service focuses on coordinating complex, interdependent digital workstreams across legacy councils, managing risk and technical complexity, and ensuring that critical digital services are operational, secure and compliant from day one.

What can it do for you?

- **Safe and Legal Digital Day One:** Ensures that core systems, access, data, security and statutory digital services are ready and compliant at vesting.
- **Controlled Digital Transition:** Provides structure and control over highly complex digital, data and infrastructure change.
- **Risk and Dependency Management:** Identifies and manages technical, data, cyber and integration risks and dependencies.
- **Continuity of Service:** Minimises disruption to frontline and corporate services during transition.
- **Value and Rationalisation Focus:** Supports application, contract and infrastructure rationalisation to reduce cost and complexity

Components:

- **Digital programme governance and assurance:** Digital-focused boards, reporting, controls and escalation.
- **Integrated digital transition plan:** A single plan covering systems, data, infrastructure, identity, security and suppliers.
- **Application, data and infrastructure workstream coordination:** Alignment of core platforms (e.g. ERP, ASC, CX, Planning, M365, networks, data centres).
- **Cyber security, information governance and compliance:** Ensuring security, privacy, records and regulatory compliance throughout transition.
- **Technical risk, issue and dependency management:** Managing interdependencies between systems, data, integrations and suppliers.
- **Digital readiness and cutover planning:** Day-one readiness, rehearsal, cutover and rollback planning.
- **Benefits, cost and rationalisation tracking:** Tracking savings, efficiencies and value from consolidation and standardisation.
- **Stakeholder engagement and communications:** Engagement with services, IT, suppliers and partners.

Benefits

- **Reduced digital and operational risk at vesting:** Lower likelihood of system outages, access failures or data breaches.
- **Faster, more controlled digital transition:** Improved pace, coordination and decision-making.
- **Lower long-term cost and complexity:** Enables rationalisation and avoids duplication across the new authority.
- **Improved security and compliance:** Strengthens cyber posture, data protection and regulatory assurance.
- **Greater confidence for leaders and regulators:** Provides assurance that the digital estate is safe, compliant and ready.



Service Definition – LGR Digital Implementation Blueprint

What is the Service?

The **LGR Digital Implementation Blueprint** provides specialist planning, coordination and assurance for the digital, data and technology elements of Local Government Reorganisation (LGR). It supports councils to deliver a safe, lawful and controlled transition of systems, data, infrastructure and digital services into a new authority, with a clear focus on Day One readiness.

The service brings together complex and interdependent digital workstreams across legacy councils, managing risk and ensuring that critical digital services are secure, compliant and operational at vesting.

What can it do for you?

- **Safe and lawful digital Day One** – ensures core systems, access, data, security and statutory services are ready at vesting.
- **Controlled digital transition** – provides clear structure, governance and coordination across complex change.
- **Risk and dependency management** – identifies and manages technical, data, cyber and supplier risks.
- **Continuity of service** – minimises disruption to frontline and corporate services.
- **Value and rationalisation focus** – supports application, contract and infrastructure rationalisation.

Components:

- **Digital programme governance and assurance** – digital-focused governance, reporting, controls and escalation aligned to LGR arrangements.
- **Integrated digital transition plan** – a single, joined-up plan covering systems, data, infrastructure, identity, security and suppliers.
- **Application, data and infrastructure workstream coordination** – alignment of core platforms such as ERP, Adult Social Care, Customer Experience, Planning, Microsoft 365, networks and hosting.
- **Cyber security, information governance and compliance** – ensuring security, privacy, records management and regulatory compliance throughout transition.
- **Technical risk, issue and dependency management** – managing interdependencies between systems, data, integrations and third-party suppliers.
- **Digital readiness and cutover planning** – Day One readiness assessment, rehearsal, cutover and rollback planning.
- **Benefits, cost and rationalisation tracking** – tracking savings, efficiencies and value from consolidation and standardisation.
- **Stakeholder engagement and communications** – structured engagement with services, digital teams, suppliers and external partners.

Benefits

- **Reduced risk at vesting** – lower likelihood of outages, access issues or data breaches.
- **Faster, more controlled transition** – improved coordination and decision-making.
- **Lower long-term cost and complexity** – avoids duplication in the new authority.
- **Improved security and compliance** – stronger cyber and data protection assurance.
- **Greater confidence for leaders and regulators** – clear evidence of digital readiness for Day One.



Service Definition – LGR Applications Plan

What is the Service?

The LGR Applications Plan provides a structured, evidence-based approach to planning the transition, consolidation and future management of application estates during Local Government Reorganisation (LGR).

It supports councils to understand their current applications, assess risk and criticality, and define clear, achievable application decisions to ensure service continuity and legal compliance at vesting.

The service focuses on translating LGR design choices into a clear, prioritised applications plan that supports Day One readiness and longer-term rationalisation.

What can it do for you?

- **Day One application readiness** – ensures critical line-of-business systems are available, supported and legally compliant at vesting.
- **Clarity over application decisions** – defines retain, merge, replace or retire options across legacy estates.
- **Risk-based planning** – identifies operational, technical, data, supplier and licensing risks.
- **Continuity of service** – reduces disruption to statutory and frontline services during transition.
- **Rationalisation and value** – supports consolidation to reduce cost, duplication and complexity post-vesting

Components:

- **Applications discovery and inventory** – baseline of all applications across legacy councils, including ownership, contracts and dependencies.
- **Criticality and risk assessment** – assessment of service impact, statutory reliance, technical health and support arrangements.
- **Application decision framework** – consistent criteria for retain, merge, replace or retire decisions.
- **Day One applications plan** – clear view of which systems will operate at vesting, and how.
- **Licensing, contract and supplier review** – identification of risks, novation needs and cost pressures.
- **Integration and data dependencies** – mapping of interfaces, data flows and reporting dependencies.
- **Transition and cutover planning** – sequencing, timing and risk mitigation for application changes.
- **Post-vesting rationalisation roadmap** – phased plan for consolidation and optimisation.

Benefits

- **Reduced application risk at vesting** – lower likelihood of system failure or loss of access.
- **Clear, auditable decision-making** – transparent rationale for application choices.
- **Improved service continuity** – protects statutory and frontline services.
- **Lower long-term cost and complexity** – enables rationalisation and avoids duplication.
- **Greater assurance for leaders and regulators** – confidence that application risks are understood and managed.



Service Definition – LGR Day 1 Transition Plan

What is the Service?

The **LGR Day One Technology Transition Plan** provides a structured and risk-managed approach to ensuring staff, members and critical partners can access systems and work effectively from vesting day.

It focuses on the core technology foundations required for Day One operation, including identity, access, devices, email, collaboration and core connectivity.

The service translates LGR decisions into a clear, rehearsed transition plan that ensures continuity of access, security and support across the new authority.

What can it do for you?

- **Day One access and productivity** – ensures users can log in, access email, devices and core systems at vesting.
- **Reduced disruption at cutover** – minimises downtime, confusion and support demand on Day One.
- **Secure and compliant transition** – maintains security, data protection and audit requirements.
- **Clear roles and readiness** – defines responsibilities, sequencing and support arrangements.
- **Assurance for leaders** – provides confidence that core technology is ready for Day One.

Components:

- **Identity and access planning** – user accounts, authentication, MFA, role-based access and leavers/joiners.
- **Email and collaboration transition** – mailboxes, calendars, Teams and shared workspaces.
- **Device and endpoint readiness** – laptops, mobiles, build standards, security policies and device enrolment.
- **Network and connectivity readiness** – remote access, VPN, internet access and site connectivity.
- **Core productivity services** – Microsoft 365 configuration, licensing and tenant arrangements.
- **Service desk and support readiness** – Day One support model, escalation and communications.
- **Cutover and rollback planning** – sequencing, rehearsals, go/no-go criteria and fallback options.
- **User communications and guidance** – clear Day One instructions for staff and members.

Benefits

- **Staff productive from Day One** – users can log in and work immediately at vesting.
- **Lower operational risk** – reduced likelihood of access failures or widespread disruption.
- **Improved user experience** – clearer guidance and reduced confusion at transition.
- **Stronger security and compliance** – controlled access and consistent policies.
- **Greater confidence for senior leaders** – assurance that core technology is ready and supported.



Service Definition – LGR Current Services Baseline

What is the Service?

A structured baseline of the current IT, digital and data services across the existing councils, providing a clear, evidence-based view of the starting position ahead of Local Government Reorganisation (LGR).

It captures the current state of systems, infrastructure, contracts, costs, risks and capabilities to inform transition planning, identify risks to “safe and legal day one”, and highlight opportunities for early alignment and rationalisation.

What can it do for you?

- **Clear starting position:** A single, consistent view of the current IT estate across all legacy authorities.
- **Risk and readiness insight:** Identification of risks, dependencies and gaps that could affect day-one operability or compliance.
- **Cost and contract visibility:** Transparency of IT spend, suppliers, contracts and termination constraints.
- **Rationalisation opportunities:** Early identification of duplication, overlap and standardisation opportunities.
- **Evidence for decisions:** A factual baseline to support business cases, options appraisal and transition planning.

Components:

- **Services and service performance:** Core IT services, service levels, demand, volumes and user experience.
- **Applications and data:** Line-of-business systems, integrations, data flows, records and information risks.
- **Infrastructure and cloud:** Networks, hosting, identity, devices, M365, data centres and resilience.
- **Cyber security and information governance:** Security posture, risks, controls and compliance gaps.
- **Suppliers, contracts and commercial:** Contracts, spend, renewal dates, termination rights and dependencies.
- **Costs and resources:** Run and change costs, unit costs, internal capacity and key skills.
- **Digital maturity and capability:** Maturity across architecture, service management, data, automation and delivery.

Benefits

- **Improved readiness for LGR:** Reduces uncertainty and risk ahead of vesting.
- **Better planning and prioritisation:** Enables targeted transition planning and early risk mitigation.
- **Stronger assurance:** Provides evidence to support governance, audit and regulatory scrutiny.
- **Faster and safer transition:** Avoids surprises and reduces delivery risk during cutover.
- **Better value outcomes:** Identifies opportunities to reduce cost, duplication and complexity early.



Service Definition - IT Service Review

What is the Service?

Our IT service review is a structured assessment that measures the efficiency, reliability, and alignment of IT services with your organisation's strategic goals.

Our services can be highly tailored to individual needs but typically cover the following areas of IT services delivery: strategy, business partnering, projects, infrastructure, applications, data management, cybersecurity, user support and service management.

What can it do for you?

- **Identify Improvement Areas:** Highlights areas where IT services can be optimised or need adjustments to better serve business needs.
- **Enhance User Satisfaction:** Provides insights into user experiences and satisfaction, leading to improved support and service delivery.
- **Ensure Compliance:** Assesses compliance with relevant regulations, standards, and best practices, reducing legal and operational risks.
- **Optimise Costs:** Identifies opportunities for cost savings and more efficient resource utilisation within IT operations.

Components:

- **Scope Definition:** Clearly defining the services, processes, and functions to be reviewed.
- **Performance Metrics:** Using specific metrics and key performance indicators (KPIs) to measure the effectiveness of IT services.
- **Stakeholder Feedback:** Gathering input from users, management, and IT staff to gain a comprehensive view of service performance.
- **Benchmarking:** Comparing service performance against industry standards or similar organisations to identify areas for improvement.
- **Technology Assessment:** Evaluating the current technology stack and infrastructure for modernisation needs or potential risks.
- **Report and Recommendations:** A detailed report summarising findings, areas for improvement, and actionable recommendations.

Benefits

- **Improved Service Delivery:** Enhances the quality and efficiency of IT services, leading to better support for business operations.
- **Strategic Alignment:** Ensures that IT services are in full alignment with the organisation's strategic objectives and business needs.
- **Risk Management:** Identifies and mitigates IT-related risks, including cybersecurity threats, data breaches, and compliance issues.
- **Innovation and Growth:** Encourages the adoption of new technologies and innovative practices to support organisational growth and competitiveness.



Service Definition - IT Service Benchmarking

What is the Service?

Our IT service benchmarking service provides a structured and evidence-based comparison of your IT services, costs and performance against peer organisations and recognised good practice to identify improvement, efficiency and value opportunities.

It typically covers core IT functions including service desk, infrastructure, applications, cyber security, data and digital platforms, supplier management, and project delivery.

What can it do for you?

- **Understand Relative Performance:** Shows how your IT services compare with similar organisations across cost, quality, resilience and maturity.
- **Identify Improvement Opportunities:** Highlights areas where performance, capability or value for money can be strengthened.
- **Support Investment Decisions:** Provides objective evidence to inform business cases, prioritisation and funding decisions.
- **Strengthen Assurance:** Supports audit, leadership and member assurance with independent, comparable insight.

Components:

- **Scope and service definition** — Agree services, platforms and costs in scope to provide a clear basis for benchmarking.
- **Service performance benchmarking** — Compare service quality, reliability and user experience against peers.
- **ITIL maturity benchmarking** — Assess service management maturity against ITIL best practice.
- **Performance benchmarking** — Measure efficiency, demand and productivity to understand service effectiveness.
- **Cost benchmarking** — Compare IT costs and unit cost drivers against sector peers to assess value for money and opportunities for savings.
- **Digital maturity benchmarking** — Assess digital and data maturity relative to the sector.
- **Technology and capability review** — Review platforms, architecture and skills to identify risks and improvement opportunities.
- **Findings, insights and prioritised recommendations** — Summarise evidence into clear, prioritised actions

Benefits

- **Improved Value for Money:** Identifies efficiency and cost optimisation opportunities while protecting service quality.
- **Better Decision-Making:** Provides robust evidence to support strategic, financial and operational decisions.
- **Transparency and Accountability:** Enables clear communication with leaders, members, auditors and regulators.
- **Continuous Improvement:** Creates a baseline to track progress over time and measure the impact of change.



Service Definition - M365 Assessment

What is the Service?

Our service provides a comprehensive assessment designed to optimise the utilisation and performance of Microsoft 365 (M365) within public sector organisations. It encompasses a thorough analysis of current M365 deployments, including configuration settings, security measures, licensing, and usage patterns. Through expert assessment and consultation, the service aims to identify areas for improvement, enhance productivity, streamline processes, and ensure alignment with security and compliance standards. Leveraging industry best practices and tailored recommendations, the M365 assessment empowers public sector entities to maximise their investment in M365, drive operational efficiency, and achieve greater value from their technology investments.

What can it do for you?

- Ensures that your M365 environment is **configured optimally**, identifying and addressing security gaps and vulnerabilities.
- Ensures that your M365 setup aligns with **industry regulations and compliance standards** relevant to the public sector, minimising the risk of non-compliance.
- Streamlines **workflows** and improves **collaboration** among employees using M365 applications and features.
- Provides insights into **licensing** usage and recommendations for optimising licensing costs and maximising the value of your M365 deployment.
- Enhances **user satisfaction and adoption** rates by optimising M365 settings and configurations to provide a seamless and intuitive user experience.
- Utilises **data-driven insights** generated from the assessment to make informed decisions about your M365 strategy, leading to improved outcomes and ROI.

Components:

- M365 configuration assessment, user interviews and surveys, and data analysis.
- Evaluation of the current security posture, including identity and access management, data protection, and threat detection capabilities.
- Evaluation of compliance with relevant regulations and standards, such as GDPR.
- Usage patterns analysis for M365 collaboration tools such as Teams, SharePoint, and OneDrive to identify opportunities for improving productivity and collaboration.
- Assessing the need for user training and adoption to maximize the benefits of M365.
- Development of a roadmap for implementing recommended changes and improvements, including timelines, resource requirements, and dependencies.

Benefits

- An optimised M365 deployment, aligned to organisational objectives.
- Enhanced security posture defined with identified vulnerabilities documented.
- Increased productivity and collaboration through streamlined workflows and improved usage of M365 capabilities.
- Potential cost savings identified through optimised licensing and subscription management.
- Assurance of compliance with relevant regulations and standards.
- Future-proofed M365 deployment with recommendations aligned with evolving technology trends and advancements, such as Microsoft Copilot.



Service Definition - Security Assessment

What is the Service?

This service provides a comprehensive evaluation and analysis of the digital infrastructure, systems, and processes to identify vulnerabilities, misconfigurations, threats, and potential risks to sensitive data and operations. Leveraging advanced methodologies and tools, this service conducts a thorough assessment of identity management, network security, application security, endpoint security, data protection measures, and compliance with industry standards and regulatory requirements, helping to enhance the cybersecurity posture, to mitigate risks, and to strengthen resilience against cyber threats. This service facilitates informed decision-making and strategic planning to effectively safeguard critical assets and to maintain operational continuity.

What can it do for you?

- Conducts a thorough assessment of the digital infrastructure, systems, and processes to identify vulnerabilities and misconfigurations.
- Utilises advanced methodologies and tools to detect and analyse potential cyber threats against the likes of malware, ransomware, phishing attacks, unauthorised access and more.
- Identifies and prioritises cybersecurity risks to facilitate proactive risk mitigation strategies and improve overall cyber resilience.
- Provides actionable insights and recommendations to inform decision-making and strategic planning for enhancing cybersecurity defences and mitigating risks.
- Supports long-term resilience against evolving cyber threats through ongoing monitoring, assessment, and adaptation of cybersecurity measures.

Components:

- Review of existing cybersecurity controls, policies, procedures, and documentation.
- Scanning and assessment of infrastructure, identifying vulnerabilities in hardware, software, and configurations.
- Simulated cyber-attacks to identify exploitable weaknesses in systems and applications.
- Assessment of compliance against with relevant cybersecurity standards, regulations, and best practices.
- Training to educate stakeholders about cybersecurity best practices, common threats, and their roles and responsibilities in maintaining security.
- Comprehensive report documenting assessment findings, including vulnerabilities, risks, and compliance status, with clear and actionable recommendations for improving cybersecurity posture and enhancing overall security resilience.

Benefits

- Enhanced cybersecurity posture through comprehensive evaluation and mitigation of vulnerabilities.
- Improved resilience against cyber threats, reducing the likelihood and impact of security incidents.
- Assurance of compliance with relevant industry standards and regulatory requirements, minimising legal and financial risks.
- Increased stakeholder confidence in the ability to protect sensitive data and maintain operational continuity.
- Actionable insights and recommendations to inform decision-making and strategic planning for cybersecurity improvements.
- Strengthened security culture and awareness among employees and stakeholders, reducing the risk of human error and insider threats.



Service Definition - Operating Model Design

What is the Service?

The LGR Digital, Data and Technology Target Operating Model supports councils to define a clear and realistic target operating model to underpin Local Government Reorganisation (LGR) transition planning.

It focuses on setting out the minimum viable but sustainable digital, data and technology model required for Day One operation, and the phased steps needed to transition from legacy arrangements to the new authority.

The service is designed to inform LGR business cases, implementation plans and workforce transition decisions, rather than detailed long-term transformation design.

What can it do for you?

- **Provide a clear transition target** – defines the target model required to support LGR implementation and Day One operation.
- **Support transition planning** – informs workstream planning, dependencies and sequencing.
- **Enable workforce and TUPE planning** – provides clarity on roles, skills and organisational shape.
- **Improve cost and risk visibility** – sets out target budgets, savings and key assumptions.
- **Create a realistic delivery pathway** – balances Day One stability with phased convergence.

Components:

- **Outline target capabilities model** – definition of essential digital, data and technology capabilities required for the new authority.
- **Outline organisational structure** – indicative structure, key roles and accountabilities to support transition and Day One delivery.
- **Target architecture (transition view)** – high-level target architecture to support convergence, interoperability and security during transition.
- **Skills and training plan** – identification of priority skills gaps and transitional training needs.
- **Target budget model** – high-level view of operating costs and transitional investment requirements.
- **Target savings and efficiencies** – identification of realistic, transition-led savings and cost avoidance.
- **Consultation approach** – structured engagement with staff, services and unions to support transition.
- **Phasing and transition approach** – staged plan from pre-vesting through Day One to early post-vesting.

Benefits

- **Clear basis for transition planning** – shared understanding of the target model that underpins LGR plans.
- **Reduced delivery and workforce risk** – clearer structures, roles and skills for transition.
- **Improved financial assurance** – realistic view of costs, savings and timing.
- **Better Day One readiness** – target model aligned to operational stability.
- **Greater confidence for leaders and regulators** – evidence that the operating model is achievable and planned.



Service Definition – LGR Technical Preparation Activities

What is the Service?

LGR Technical Preparation Activities provides structured technical readiness support to help councils prepare their digital, data and technology estates for Local Government Reorganisation (LGR).

The service focuses on identifying, planning and de-risking the technical activities required ahead of vesting, ensuring the new authority can operate securely and effectively from Day One.

It supports councils to move from high-level LGR decisions to clear, prioritised technical actions across systems, infrastructure, identity, security and suppliers.

What can it do for you?

- **Improve Day One technical readiness** – ensures essential technical foundations are understood and prepared.
- **Reduce transition risk** – identifies technical risks, constraints and dependencies early.
- **Provide clarity and prioritisation** – translates LGR outcomes into clear technical actions.
- **Support coordinated delivery** – aligns technical activities across councils and suppliers.
- **Strengthen assurance** – provides confidence that technical risks are being actively managed.

Components:

- **Technical readiness assessment** – review of current systems, infrastructure, identity, security and support arrangements.
- **Priority technical actions plan** – defined set of pre-vesting technical activities with owners and timelines.
- **Identity and access preparation** – planning for user accounts, authentication, permissions and MFA.
- **Core platform preparation** – readiness activities for email, collaboration, devices, networks and hosting.
- **Security and compliance preparation** – cyber security, data protection, records and regulatory readiness.
- **Supplier and contract technical review** – identification of constraints, dependencies and novation considerations.
- **Technical risk and dependency management** – tracking and mitigation of cross-system risks.
- **Input to cutover and Day One plans** – technical inputs to wider LGR transition and cutover planning.

Benefits

- **Reduced likelihood of Day One failures** – fewer access, system or security issues at vesting.
- **Earlier visibility of technical risk** – issues identified before they become critical.
- **Clear technical priorities** – focused use of time and resources ahead of vesting.
- **Improved coordination across councils and suppliers** – fewer gaps and overlaps.
- **Greater confidence for senior leaders** – assurance that technical readiness is in hand.



Service Definition – LGR Applications Discovery

What is the Service?

Enterprise application estates are complicated in current times due to multiple factors including historic purchase decisions, upgrade status, vendor churn and their strategic product decisions, evolution of core platforms and technologies and changing business needs and priorities. This service works with an enterprise to discover, catalogue and rationalise the data associated with applications used by a business. The service incorporates the current state of application records for the enterprise and delivers a comprehensive view to provide a basis for further services or to provide a new baseline for the enterprise in question.

What can it do for you?

- Gain a full understanding of applications used across the enterprise, who is using them and how they support the services
- Understand the contractual obligations and cost commitments for the estate
- Engage and inform all stakeholders in the various aspects of applications used across the enterprise
- Provide the basis for analysis and insights to achieve rationalization and improved utilization of applications on the estate
- Provide the basis for roadmaps and transformation planning.

Components:

- **Discovery** of applications used across the enterprise including those not support by IT
- **Understand** the usage including key functions and data held within the systems
- Provide a **Baseline** for rationalisation activities and architectural road mapping of applications to support business needs
- Provide a comprehensive view of applications to allow **Transformation Programmes** to understand scope and impact of programme objectives

Benefits

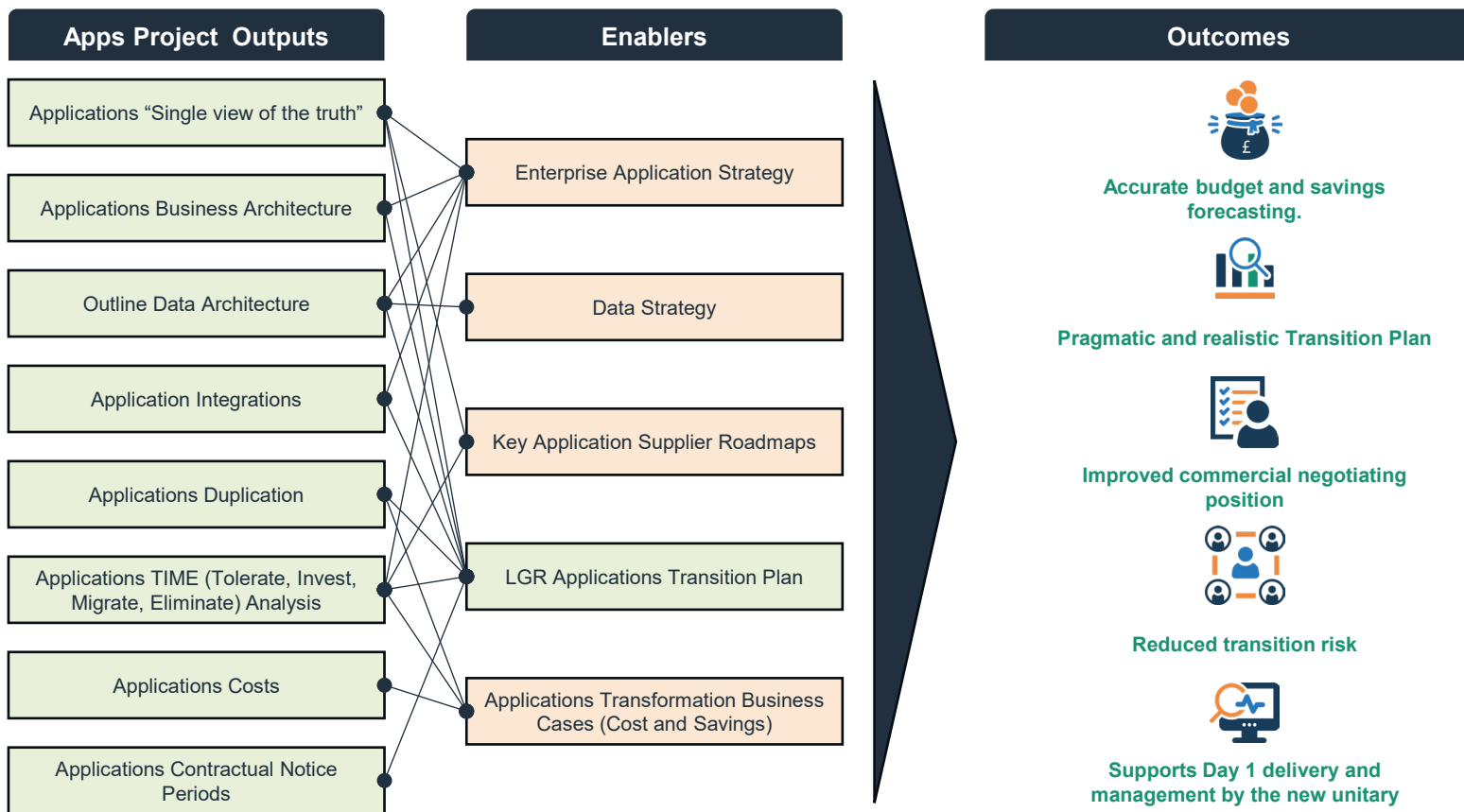
- Support for governance with a common view of data across Technology, Finance, Commercial and Business Teams
- Understand alignment of applications to current business capabilities
- Understanding of the cost of ownership and potential savings (anticipated to be of up to 30% of the applications estate)
- Clarification of application ownership, roles and responsibilities between IT and the services and identification of the level of human resources involved in supporting applications



Role of the Apps Repository in supporting LGR Transition Planning



Application
Repository



Key



Service Definition - LGR Applications Repository

What is the Service?

Our repository development service addresses the challenge of managing applications across multiple stakeholders with varying datasets. A key pattern we've identified after working with many organisations is that typically each stakeholder group (architecture, applications support, Contract management, business functions and transformation programmes) have a different set of base data to work from. This can mean key applications are omitted from the scope of their work or else the impact on different stakeholders is missed due to incomplete data.

What can it do for you?

- Maintain an up-to-date understanding of applications used across the enterprise, who is responsible for them, who is using them and how they support the services
- Understand the contractual obligations and cost commitments for the estate. Provide alerts for contract management and upgrade planning.
- Engage and inform all stakeholders in the various aspects of applications used across the enterprise
- Provide the basis for analysis and insights to achieve rationalisation and improved utilisation of applications on the estate
- Provide the basis for roadmaps and transformation planning.

Components:

- **Establish data requirements** for repository load
- **Establish pre-requisites** for teams repository build
- **Set up repository** in teams and test. Assign repository owner
- Confirm or modify **standing data**
- **Load data template**, parse and resolve data issues
- **Provide documentation** for technical and users
- **Technical training and handover session**

Benefits

- A tool to support the governance with a common view of application data across Technology, Finance, Commercial and Business Teams
- Maintain an ongoing view of the cost of ownership and potential savings (anticipated to be of up to 30% of the applications estate)
- Support the application ownership by capturing roles and responsibilities between IT and the services
- Provide visibility across the different stakeholder groups of all applications used across the enterprise
- Provides the ability to capture a summary of the applications to infrastructure mapping
- Tool can be provided in an open format for further integration with management processes through power platform development



Service Definition – LGR Applications Analysis and Insights

What is the Service?

Our Analysis and Insights service begins with a comprehensive examination of enterprise applications strategy and policies, consolidating application lists. We conduct thorough analysis and stakeholder input, culminating in interactive sessions and a final report with insights and recommendations. This is a broad analysis that can provide steer and guidance to the more detailed projects and programmes that may be planned or in flight for business areas seeking to improve their delivery and cost effectiveness.

What can it do for you?

- Provide the analysis of applications use and potential overlap or application exploitation opportunities
- Provide insights on contractual spend by area and opportunities to consider savings
- Identify potential timescales for applications to be upgraded or replaced
- Provide the basis for analysis and insights to achieve rationalization and improved utilization of applications on the estate
- Inform roadmaps and transformation plans.

Components:

- **Capture key transformation and strategy objectives**
- **Evaluate the applications portfolio** against operational needs, costs, overlap and platform strategy
- **Provide visibility** of applications by service area, deployment, business capability and data held
- Provide analysis to **inform the application strategy** and investment objectives
- **Final report** covering the items listed

Benefits

- Provide insights across the applications estate through a common view of data across Technology, Finance, Commercial and Business Teams
- Informs the potential for eradication of duplication and enabling rationalisation to reduce cost and increase efficiency in business operations
- Allows analysis of applications supporting current and future business capabilities. Identifies overlap and gaps
- Identification of opportunities to support and plan digital development and migration to cloud
- Optimised applications environment enabling simplification of architecture delivering common solutions for common business needs reducing applications and supplier management overheads
- Provides analysis of the cost of ownership and potential savings



Service Definition – LGR Applications TIME Analysis and Roadmaps

What is the Service?

Our Time and Roadmaps service begins by understanding the application estate, then determining and capturing the intended future state for applications. This work starts with a TIME analysis (Tolerate, Invest, Migrate or Eliminate) for each application using a set of criteria relevant to each enterprise. This provides a clear and agreed intention for each application that in conjunction with agreed priorities and benefits analysis, can be used to capture the overarching designs and maintain them as the roadmaps are implemented for the organisation.

What can it do for you?

- Visibility of all applications so each can be categorized and assigned an architectural target and TIME analysis to inform roadmaps
- Provide insights for all applications used by a service and overlap in data and business capabilities
- Captures the organisation's decisions on future treatment of each application allowing wide visibility and opportunity to engage

Components:

- Capture of existing plans for new, **upgrades and replacement applications**
- **Engagement with business, architecture and transformation leads** regarding applications roadmap requirements
- **Capture the TIME and architecture targets** in the repository

Benefits

- Clear alignment of applications to current and future business capabilities
- Identification of opportunities to support and plan digital development and migration to cloud
- Optimised applications environment enabling simplification of architecture delivering common solutions for common business needs reducing applications and supplier management overheads
- Providing clarity of applications roadmaps and enable planning tradeoffs between investment opportunities

Service Definition – LGR Applications Architecture

What is the Service?

Our Application Architecture service follows comprehensive analysis to design and define the application architecture. Once the enterprise landscape has been captured and analysed it is possible and desirable to design and define the application architecture that provides design integrity to the roadmaps and ensure strategic choices are captured and applied throughout. This work provides the blueprint for the application designs and integrations and helps to steer functionality requirements between line of business applications and platforms and defines the integration approach and services to be provided across multiple platforms and applications.

What can it do for you?

- For designated business services consider and define application architecture options against the requirements for the area
- Develop a preferred roadmap for applications and or business areas considering line of business and leveraging cross function platforms
- Identify integration methods and tools to support data integration
- Align with information asset management to capture information asset ownership
- Define architectural blueprints for each application/business area

Components:

- Establish **scope of application architecture**
- **Review technical components and functional features** for applications in scope
- **Identify gaps and overlaps**
- **Identify options**
- **Review and agree target state**
- **Document and update repository and architectural artefacts**

Benefits

- Support for architectural governance with a common view of applications data across Technology, Finance, Commercial and Business Teams
- Clear alignment of applications to current and future business capabilities
- Provide clarity on technical standards and platform decisions to be used to guide the implementation and integration of applications
- Support information governance through application of data standards across applications projects
- Support the technical design and project scoping of transformation and upgrade projects





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