

# Divisional Business Plan 2013-14

Directorate Name: BSS

Division/Business Unit Name: ICT

EXECUTIVE SUMMARY:
Cabinet Portfolio: Business Strategy and Support
Responsible Corporate Director: David Cockburn
Responsible Director: Peter Bole
Head(s) of Service: Jacky Scobell – Business Solutions Manager Lee Morson - ICT Programmes and Projects Manager TBA - ICT Service Delivery Manager Paula Davies – ICT Support Services Manager
Gross Expenditure: £32,007600
FTE: 352.4



## SECTION A: ROLE/PURPOSE OF FUNCTION

ICT's role is to maximise the value of investments in information and technology through the efficient management of resources and delivering the best outcomes for the communities and citizens of Kent.

The objective is to match the opportunities that technology provides to the stated vision of the Council and to facilitate increased shared working across the public, private and voluntary sectors to deliver the best outcomes across a range of shared priorities. This business plan is developed in the context of the Bold Steps for Kent and is informed by the ICT Strategy and the Customer Services Strategy.

In particular ICT aims to deliver:

- The provision of information and communication technology (ICT) services to the whole of KCC, which comprises
  - over 10,000 users located at more than 400 locations
  - 829 schools, of which 180 are located in other local authority areas
  - a monthly average of 9.8 million incoming email messages, an increase of 70% on last year, of which 15% are delivered to inboxes after spam, security threats etc. are filtered out. On average there are 1.5 million outgoing email messages per month, the same figure as last year.
- Maintenance and development of core ICT infrastructure and systems essential to support transformation of KCC and the approach to public service provision
- Building on the Kent Public Services Network (KPSN) to deliver the potential for shared services through partnership working within the public sector in collaboration with Kent Connects and SE7
- Working with partners to provide mutual benefits e.g. hosting NHS servers, sharing calendar free/busy times for easier meeting scheduling
- Development and investment in the digital infrastructure for the region with and on behalf of stakeholders across public, voluntary and private sectors
- Continued influence over government policy formation through active involvement in the Cabinet Office work on the Public Sector network (PSN), the Local Government CIO Council, SOCITM etc.
- Development of multi-agency ICT partnerships, public and private, in support of improved public service outcomes and increased economic efficiency.

## SECTION B: CONTRIBUTION TO MTP OBJECTIVES

ICT will continue to help deliver the core ambition in Bold Steps of helping the Kent economy grow through the provision of technical advice to mitigate the effects of market failure in the provision of broadband for the benefit of Kent citizens and SMEs located in rural areas. Capital of £10m is available to attract further private sector investment over the next three years. Through EIS, ICT will continue to make a real difference in education and ultimately children's lives by providing innovative solutions and outstanding support.

KCC has embarked upon the New Work Spaces programme, which aims to deliver the design principles in Bold Steps for Kent and maximise the use of the County Office estate. Our project to implement unified communications facilitates flexible and mobile working. To this end ICT are working closely with the Corporate Landlord to exploit opportunities for supporting changes in ways of working.

Better utilisation of public sector buildings through sharing the resources between organisations is an area where ICT continues to be very actively involved in finding the most cost effective method for the delivery of ICT to, for example, Gateways and Multi-Agency Support Hubs (MASHs). In particular we are working closely with health, in support of Delivering Bold Steps priority two, to assist in developing the technology solutions for a more integrated approach to health and social care and to deliver cost efficiencies across the sector.

Opportunities are continually being sought through the Kent Connects partnership to deliver benefits through joint working from the perspective of the Kent public sector and through SE7 the potential advantages of shared services across the region are being investigated.

Plans are in hand to reconfigure our organisation to better align with the ICT strategy, which supports the Council in delivering its three ambitions.

The implementation of a continuous improvement programme that introduces private sector discipline within a public sector environment to better align with the ICT strategy, which supports the Council in delivering its three ambitions. Investigation of suitable business models best able to sustain such a hybrid approach.

For the foreseeable future the County Council faces diminishing funding at the same time there is increasing demand for services. In support of this conundrum ICT will need to make savings through greater efficiency. We will continue to position our ICT infrastructure so that greater capacity may be created without increasing support overhead costs, whilst also providing further opportunities for partnership working and income generation.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

<b>PRIORITY 1: Delivery of ICT Strategy</b>		<b>DESCRIPTION OF PRIORITY: The ICT strategy has been aligned to the requirements expressed in the Customer Services Strategy and is pivotal to its success.</b>		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>1</b>	<b>ICT Business and Partnership Development with particular focus on shared services opportunities</b>			
1.1	Develop and implement ICT solutions accessible to SMEs as a proof of concept	Jacky Scobell	April 2013	March 2014
1.2	Establish a strategic partnership with a private sector provider to improve ICT capability	Jacky Scobell	January 2012	December 2013
1.3	Reduce unit costs of core ICT functions through implementation of shared service initiatives.	Jacky Scobell	April 2013	March 2014
1.4	Identify a potential future business operating model for ICT support functions reflecting the strategic approach of the Council	Jacky Scobell	April 2013	June 2013
<b>2</b>	<b>Maintaining and improving ICT Security</b>			
2.1	Plan for ISO27001, an internationally acknowledged security standard, accreditation in preparation for first audit in 2015/16	Kathy Stevens	April 2013	March 2014
<b>3</b>	<b>Unified Communications is being deployed during 2013, which requires a project to integrate this technology with the Contact Centre</b>			
3.1	Integration of unified communications with the Contact Centre technology in support of the Customer Service Strategy	Jacky Scobell	April 2013	September 2013

<b>4</b>	<b>Continuous Service Improvement to improve quality and value for money in ICT delivery</b>			
4.1	Conduct external benchmarking exercise to provide performance trend information	Kathy Stevens	October 2013	January 2014
<b>5</b>	<b>Influencing National Policy</b>			
5.1	Lobbying national government departments to implement policies that reduce technical duplication between public services	Peter Bole	April 2013	March 2014
<b>6</b>	<b>Customer Services Strategy</b>			
6.1	Delivery of core Customer Relationship Management (CRM) system infrastructure, using latest version of Microsoft Dynamics. This is the main ICT system used by the Contact Kent agents.	Lee Morson	April 2013	September 2013
6.2	Deliver system analysis to align with business process re-design work informed by customer services' service specifications	Lee Morson	April 2013	March 2014
6.3	Deliver basic templates for access to SharePoint as a replacement for shared folders	Jackie Scobell	April 2013	June 2013
6.4	Commence migration programme to SharePoint	Lee Morson	July 2013	March 2014
6.5	Refresh technology platform in support of re-build of the <a href="http://www.kent.gov.uk">www.kent.gov.uk</a> website	Lee Morson	April 2013	September 2013
<b>7</b>	<b>Improving Employment Outcomes</b>			
7.1	Establish an ICT work experience and apprenticeship programme ring-fenced for Kent's Looked After Children	Paula Davies	October 2012	April 2013
<b>8</b>	<b>ICT Staff Competencies and Skills</b>			
8.1	All in scope ICT staff to complete Kent Manager	Peter Bole	March 2012	March 2014
8.2	Additional training and up-skilling is required in SharePoint/EDMS, CRM, BYOD/Security, IG Risk Management, Oracle, ITIL	Peter Bole	April 2013	March 2014

KEY MILESTONES		DATE (month/year)
A	Strategic partnership in place	December 2013
B	ICT business operating model proposal complete	March 2014
C	Deliver gap analysis for ISO27001 accreditation to inform 2014/15 plan of action	March 2014
D	Document demonstrable benefits of unified communications integration into the Contact Centre	September 2013
E	Benchmarking report completed providing performance trend data to inform service improvement	January 2014
F	CRM infrastructure ready and first applications deployed using CRM	September 2013
G	SharePoint templates completed, tested and ready for service, lan for SharePoint migration ready	July 2013
H	Refreshed <a href="http://www.kent.gov.uk">www.kent.gov.uk</a> website technology ready for service	September 2013
I	Monitoring in place for work experience placements and apprenticeships	April 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A	

<b>PRIORITY 2: Supporting Business Improvement</b>		<b>DESCRIPTION OF PRIORITY: KCC has a number of objectives relating to improving its performance, which all require extensive support through the implementation of ICT systems.</b>		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>7</b>	<b>Protocol Implementation for FSC; the replacement for the Capita ICS system which was a consequence of the Ofsted report recommendations</b>			
7.1	Support for change identified through inspections	Lee Morson	On going	
<b>8</b>	<b>ERP Implementation</b>			
<b>8.1</b>	Rationalisation of the Oracle infrastructure across applications, providing a suitable platform for the new ERP systems	Jacky Scobell	January 2013	April 2013
8.2	Phase II – technology support for implementation of OBI (dashboards), e-invoicing	Lee Morson	April 2013	March 2014
<b>9</b>	<b>New Ways of Working</b>			
9.1	Identify technical user profiles to align with the New Work Spaces objectives	Jacky Scobell	April 2013	May 2013
9.2	Equip New Work Spaces demonstration sites with associated technology	Jacky Scobell	April 2013	May 2013
9.3	Plan and implement new wireless solutions at all New Work Spaces sites	Jacky Scobell	April 2013	October 2013
9.4	Introduce tablets as core devices in support of mobile working	Jacky Scobell	April 2013	May 2013
9.5	Introduce smart phones as core devices in support of mobile working and implement a strategy for a rolling replacement programme.	Jacky Scobell	April 2013	May 2013
9.6	Develop and implement a secure infrastructure to support Bring Your Own Device (BYOD)	Jacky Scobell	April 2013	September 2013

9.7	Develop and implement an ICT solution for Members	Jacky Scobell	May 2013	June 2013
<b>10</b>	<b>Partnerships with other public sector bodies in pursuit of economies of scale and enabling multi-agency shared working</b>			
10.1	Establish the Public Service Network (PSN) connections between Kent, East Sussex and Surrey to deliver business efficiencies e.g. shared property system, collaboration on waste etc.	Jacky Scobell	April 2013	December 2013
10.2	Promotion of shared projects with the Health Informatics Service to support multi-agency solutions between health and social care	Jacky Scobell	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Phase one of Protocol (ICS) live -0 the replacement system for Capita's ICS			May 2013
B	New Work Spaces demo sites in place			May 2013
C	New Work Spaces wireless solution designed and approved			October 2013
D	Approved tablet and smart phone devices defined and support formalised			May 2013
E	Capability to support and protect KCC's assets to allow bring your own device (BYOD)			September 2013
F	All members provisioned with ICT to a common standard			June 2013
G	Three Public Service Networks (Kent Surrey and East Sussex) linked and available for secure data transmission			December 2013
H	Proposal for a shared ICT service with health			February 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			



<b>PRIORITY 3: Reducing broadband “Not Spots” and Supporting Regeneration</b>		<b>DESCRIPTION OF PRIORITY: Supports Bold Steps priority seven – building strong relationships with the business sector across Kent, objectives regarding regeneration and improving access to services</b>		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>11</b>	<b>Improve Broadband Provision</b>			
11.1	Provide technical input into BDUK procurement	Jacky Scobell	April 2012	April 2013
11.2	Research opportunities for use of broadband to put the citizen in control in support of economic development and regeneration	Jacky Scobell	July 2013	December 2014
<b>KEY MILESTONES</b>				<b>DATE (month/year)</b>
A	Supporting Economic Development in procurement process for Kent and Medway BDUK call off contract			April 2013
<b>ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?</b>			<b>ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No</b>	
1	N/A			

PRIORITY 4: Sustaining the Infrastructure		DESCRIPTION OF PRIORITY: Maintain availability of ICT systems supporting delivery of services to the public, which are largely dependent on ICT systems, therefore their maintenance is critical to the delivery of high availability.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>12</b>	<b>Kent Public Services Network replacement contract required since existing managed service contract expires in February 2015</b>			
12.1	Prepare for tendering process leading to the award of a new contract for the management and supply of the Kent Public Service Network, which provides data and voice networking for all KCC sites, schools, district councils and blue light services in Kent. The current contract with Unisys expires in February 2015.	Jacky Scobell	April 2013	March 2014
<b>13</b>	<b>User Devices; enabling a reduction on the current dependence for thick clients and KCC owned devices, which supports New Ways of Working and greater flexibility of both work styles and devices</b>			
13.1	Develop thin client delivery model to reduce dependence on specification of end user devices.	Jacky Scobell	June 2013	December 2014
<b>14</b>	<b>Managed Print Service to reduce costs of managing the printer state and also the environmental impacts in terms of power consumption and consumable use.</b>			
14.1	Implement new third party managed print service contract in partnership with Surrey County Council's procurement.	Service Delivery Manager	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	KPSN tendering documents produced			August 2013
B	Thin client infrastructure available to deploy software applications in support of the New Ways of Working approach			September 2013
C	Management information on printing behaviours and costs to inform the deployment of the managed print solution			June 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

<b>PRIORITY 5: Supporting Schools</b>		<b>DESCRIPTION OF PRIORITY: Helping to ensure all pupils meet their full potential</b>		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>15</b>	<b>Service Development for delivery of ICT support to schools and other partner organisations</b>			
15.1	Capita have announced their roadmap for School Information Management System (SIMS), which means all schools require server upgrades by September.	Claire Hewett	October 2012	September 2013
15.2	Develop Apple support and training services to respond to the constant increase in Apple devices in schools. Marketing of this new service to existing customers.	Claire Hewett	December 2012	April 2013
15.3	Deliver a new successful managed service to four Building Schools for the Future (BSF) schools. Working with these schools to find a best fit and test financial viability of a full managed service for secondary schools.	Claire Hewett	TBC	March 2014
15.4	Increase take-up of curriculum support and School Information Management System (SIMS) hosting services since many schools are choosing a hosted service over an upgrade of existing servers.	Claire Hewett	April 2012	March 2014
15.5	Develop product roadmap & review pricing model for EiSNet, an in house developed network management tool purchased by 100+ schools for their curriculum network.	Claire Hewett	August 2012	April 2013
15.6	Increase training income by developing Continuous Professional Development training programme for teachers focusing use of IT, utilising spare capacity in our training room at Canterbury	Claire Hewett	January 2013	March 2014

15.7	Continue working towards all services “breaking even”.	Claire Hewett	January 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	SIMS servers upgraded to a supported version			September 2013
B	Apple device support service available			April 2013
C	Managed service for four BSF schools in place			March 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?				ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A			

SECTION D: FINANCIAL AND HUMAN RESOURCES

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
EiS (incl. Schools broadband)	Claire Hewett	£ 4,454.7	£ 4,381.9	£ 8,836.6	-£ 9,097.5	-£ 260.9	£ -	-£ 260.9
Kent Public Services Network	Jeff Wallbank	£ -	£ 1,200.0	£ 1,200.0	-£ 1,200.0	£ -	£ -	£ -
Kent Connects	Carol Patrick	£ 121.1	-£ 45.3	£ 75.8	£ -	£ 75.8	£ -	£ 75.8
Operations	Peter Bole	£ 11,544.6	£ 4,191.4	£ 15,736.0	-£ 2,466.2	£ 13,269.8	-£ 57.1	£ 13,212.7
Commissioning	Jacky Scobell	£ 1,161.3	£ 4,919.7	£ 6,081.0	-£ 454.0	£ 5,627.0	£ -	£ 5,627.0
Information, Communication and Technology Divisional Budget	Peter Bole	£ 232.5	-£ 154.3	£ 78.2	£ -	£ 78.2	£ -	£ 78.2
<b>Totals</b>	Peter Bole	<b>£17,514.2</b>	<b>£14,493.4</b>	<b>£32,007.6</b>	<b>£-13,217.7</b>	<b>£18,789.9</b>	<b>£-57.1</b>	<b>£ 18,732.8</b>

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
352.4	352.4	

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	MITIGATION
Reduced service quality and potential interruption due to closure of Cantium House	Advance planning and management regarding location of the Service Desk to be completed in advance of building closure.
Loss of remote access during times of high demand (e.g. due to bad weather)	Increase remote access capacity through the introduction of thin client technology.
Expectations that ICT can provide 24 x 7 support as staff working increasingly flexible hours resulting in potentially poor PR	Raise awareness of service hours and consider option for extending them within the existing resource constraints.
Loss of availability of major line of business systems e.g. Swift, Careworks etc.	Build costed options for providing full DR and present to business units for decision.
Common risks across projects/programmes may not be recognised causing insufficient mitigation to be put in place.	Portfolio risk management for all ICT projects reported monthly to the ICT DivMT for decision on options for mitigation.
Loss of Cantium House and/or Oxford Road	Relocate staff, implement change moratorium and communicate with customers.
High staff absenteeism	Cancel annual leave; redeploy staff according to skills; advise staff to work from home or a local office if applicable and communicate with
Inability of third parties to deliver service	Invoke DR, where available.
Loss of major systems	Whilst service restoration is in progress, in event of telephony failure, use mobile phones. Loss of SupportWorks, fall back to manual records. Loss of email, use alternative communications.
Loss of confidential or sensitive data	Reasonable technical solutions put in place, accompanied by staff education since behaviours present the greatest vulnerability.
Loss of staff capability due to budget constraints with associated impact on major transformation projects	Management of staff communications and careful monitoring of resources and budgets so that increases in risk scores are identified early allowing action to be taken to address them.

BUISNESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Service Desk	1 hour	
Data centres	8 hours	One Regional Data Centre remains operational at all times
Kent Public Service Network (KPSN) – wide area network	4 hours	Core is intrinsically resilient with alternative routing available, so the core minimum service level is 99.99%.
Telephony	4 hours	99.99%
HiPath – automated call distribution	4 hours	
File shares/SharePoint	8 hours	
KLZ	8 hours	

**Table for PERFORMANCE indicators measurable annually by financial year**

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
Percentage completion of Kent Manager Standard by eligible managers with two years on the programme	95%		N/A	100%	100%
Annual cost per FTE of ICT	£1,660	£1,634	£2,011*	£1,517	£1,455
Users supported per ICT engineer	75	71	56**	80	95

\*NCC data for local government (typically lower than other industry sectors and central government) \*\* SOCITM data for local government  
 Benchmarking exercises are undertaken on a 2 year cycle and are scheduled for 2013/14.

**Table for PERFORMANCE indicators measurable monthly by financial year**

PERFORMANCE INDICATOR - MONTHLY	Floor Performance Standard	2012/13 Outturn	Q1	Q2	Q3	Q4
Percentage of calls to ICT Help Desk resolved at the First point of Contact	65%	70%	70%	70%	70%	70%
Percentage satisfaction with the ICT help desk	90%	98%	95%	95%	95%	95%
KPSN (data & voice network) core availability	99%	99.98%	99.8%	99.8%	99.8%	99.8%
ICT Service availability (exc. Email and <a href="http://www.kent.gov.uk">www.kent.gov.uk</a> )	98%	99.3%	99%	99%	99%	99%
Email availability	98%	99.6%	99%	99%	99%	99%

More Service Desk performance information can be found here <http://knet/WorkingatKCC/ICT/Pages/PerformanceStats.aspx>

The last three KPIs were not in last year's business plan. They are deemed to be important since, as pressures continue to increase on demand for ICT service delivery there may be an impact on the quality of service. Last year's Oracle availability KPI is being dropped in favour of a more generic systems availability KPI – as this represents the measure most relevant to productivity of all KCC services.

As funding of ICT infrastructure is decreasing in real terms sustaining current level of service availability is considered a challenging target.



SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
New Work Spaces (P&I and HR)	Building decommissioning and ICT provision to new/refurbished buildings. Property to provide advice on futures to inform project plans, in particular unified communications.	On going
Enterprise Resource Planning (ERP), including remote access solution (HR, F&P, BS)	Improve the cost effectiveness of HR through development of self-service, including schools. Provision of Oracle Business Intelligence (OBI) for improved budget and resource management together with pilot use for performance dashboards.	Mar 2014
e-invoicing (F&P)	Improved efficiencies through implementation of e-invoicing increasing automation.	May 2013
Headcount Reduction (HR) – One View	Starters/leavers process – impact on security. ICT needed to support more self-sufficiency and efficiency. (Subject to business case)	Dec 2013
Facilities Management Outsourcing (P&I)	Impact of transferring staff and systems as part of contract	Sept 2013
Property Asset Management System (P&I)	Procurement Board agreement to use of shared service provided by Hampshire CC, support in	

	changing business processes and data migration	
Enhance TCP process through improved system functionality (HR)	Improve the rating distribution profile to show greater differentiation.	Mar 2014 and beyond
Children's Services Recruitment and Retention (HR)	Support required for service improvement programme and in particular implementation and development of Protocol	May 2013
ICS Replacement, phase 1 (FSC, BS)	Part of the response to the Ofsted report and ensuing children's service improvement programme. Also supporting the work across agencies	May 2013 Mar 2014
Shared HR Services (HR)	Providing infrastructure/hosting arrangements in support of this business development.	
Customer Services Strategy (C&C)	Suitable infrastructure required coupled with the capability to develop digital by default solutions	Oct 2013
KPSN Re-procurement (FP)	Essential to replace Unisys contract which expires February 2015	Feb 2015
Workforce development (HR)	Making managers more self-sufficient in the management of change and performance. Adoption of unified communication through quarterly webinars. Helping HR to improve the resilience and ICT skills of the workforce.	Mar 2014
Increase productivity and profitability (G&L)	Increased automation to deliver this objective requires ICT support	Jun 2013

Adult Transformation Programme (FSC, P&I)	Property solutions required, but detail unknown. Will require close co-operation to deliver ICT requirements especially for multi-agency locations.	Mar 2014
Implementation of new Property Asset Management Systems (P&I)	Shared service as part of SE7 partnership working will be used to maximise rental income from Corporate Landlord properties and to inform the Property strategy. Decommissioning of Enterprise and Atrium should deliver savings and business efficiencies.	Sep 2013