The Vision for Tri-borough ICT – A Tri-borough ICT Strategy for 2012-2015

Version Control

Version No	*Release Date*	*Summary of Changes*	*Author*
0.01	30-08-11	Initial draft	Brian Shaw
0.02	05-09-11	Updated following CIO page turn review	Brian Shaw
0.03	12-09-11	Updated following CIO line-by-line review and comments from Tri-borough IT Strategy board	Brian Shaw
0.04	20-09-11	Updated following CIO review and comments from Tri-borough ICT Strategy board	Brian Shaw
0.05	22-09-11	Updated following consistency review	Brian Shaw
0.06	28-09-11	Updated following CIO review and inputs from Technical Design workshop	Brian Shaw
0.07	18-10-11	Updated following key stakeholder reviews	Brian Shaw
0.08	09-11-11	Updated following key stakeholder reviews and comments, and CIO review	Brian Shaw
0.09	30-11-11	Updated following CIO and key stakeholder reviews and comments	Brian Shaw
1.0	15-12-11	Revised and consolidated following consultation with stakeholders	Marion Sinclair
1.01	20-12-11	Updated following CIO review	Brian Shaw
1.02	21-12-11	Further revisions and editing	Marion Sinclair and Debbie Wisdom
1.03	05-01-12	Updates to the roadmaps and following CIO comments	Brian Shaw
1.04	10-01-12	Updates following CIO review	Brian Shaw
1.05	19-01-12	Updates following comments from the Corporate Services members committee	Brian Shaw
1.06	21-02-12	Updates following comments from the Executive Director, Adult Social Care and Heads of Service, Children's Services	Brian Shaw

Version No	*Release Date*	*Summary of Changes*	*Author*
1.07	29-02-12	Updated following review by H&F's Transforming the way we do business board	Brian Shaw and Jackie Hudson
1.08	21-03-12	Updated following review by CIOs	Brian Shaw
1.09	25-03-12	Updated following release of Gartner report on future ICT sourcing	Brian Shaw and Jackie Hudson
1.10	25-06-12	Updated following CIO and IT Strategy lead reviews	Brian Shaw and Jackie Hudson
1.13	10-08-12	Updated following review with Cllr Caplan	Debbie Wisdom and Ben Goward
1.14	14-08-12	Tidying formatting	Howell Huws
1.15	Sept 2012	WCC comments	Jackie Hudson
1.16	4 Oct 2012	WCC comments	Jackie Hudson
1.17	5 Oct 2012	WCC comments	Jackie Hudson

Contents

1 Executive Summary

1.1.1 This Tri-borough ICT Strategy details the approach which Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea, and Westminster City Councils will take to ICT enablement of Tri-borough and Bi-borough services (referred to throughout collectively as Tri-borough, see Error! Reference source not found.Table 1 below).

1.1.2 WCC uni-borough services and their ICT Strategy are not in scope for this Tri-borough ICT Strategy except where this addresses commodity ICT services. This approach allows business areas remaining as uni-borough services to retain sovereignty in the commissioning and consumption of ICT services, choosing from either a Tri-borough ICT service or having the option to develop their own applications and ICT service for these uni-borough areas from their host ICT service (see Error! Reference source not found.Table 1 and 3.2.5).

WCC Uni-borough*	Bi-borough	Tri-borough
Built Environment • Development Planning • City Planning • Transportation City Management • Street Management • Premises Management • Parking • Waste and Parks Housing and Property Corporate • Organisational development (OD) and Programme Management Office (PMO) ` • Procurement • HR • Finance	Transport and Technical (TTS) Environment, Leisure and Residents (ELRS). (Note TTS and ELRS are known collectively as the Environment family of services.) Corporate • Organisational Development (OD) and Programme Management Office (PMO) • Procurement • HR • Finance • Performance • Legal	Adult Social Care (ASC) Children's (ChS) Libraries

• Communications including Member Services • Performance • Legal • Revenues • Customer Services		

*subject to change as agreed over time

1.1.3 Restructuring and aligning the three councils' ICT delivery will be carried out over three overlapping phases:

- Connect – link existing infrastructure and line of business and other applications (e.g. finance and HR), where cost effective, to support combined service teams and enable secure access to applications and information from anywhere;
- Consolidate – bring networks and applications together to enable information sharing and access from anywhere
- Combine – provide single combined service applications and information management, supported by a combined ICT Support service

1.1.4 Delivering these changes will enable Tri-borough services, allowing access to any information from anywhere, and supporting the delivery of savings of £4m from ICT spending by 2014/15, and rising to £5.3m in 2015/16 – see Table 2 in section 5.1.2. Managed Services savings were in the original Tri-borough ICT savings proposals, in the paper "Bold Ideas for Challenging Times" but have been removed from Table 3 , because their delivery is now through a different programme.

1.1.5 The ICT service and future infrastructure will be designed to take account of the emerging business landscape with a large number of potential partners and providers including small voluntary and independent providers. Sections 3.2 and 10.2.2 show the business and ICT delivery roadmaps covered by this strategy.

1.1.6 Designing the Tri-borough ICT provision will be guided by clear business and ICT design principles, detailed in sections 7.2 and 7.3.

1.1.7 Delivering Tri-borough ICT will be achieved through a single ICT organisation in order to enable combined services to operate effectively, overseen by a business-led Tri-borough governance model, detailed in section 8, to deliver optimum overall value to the business. The organisation will be led by a Tri-borough Director for ICT, and will include the retained functions shown in Appendix 2, including:

- the intelligent client which consists of
  - the PMO
  - ICT Strategy, and

    - Contract management;
  - the WCC ICT service supporting WCC Uni-borough services (Error! Reference source not found.Table 1)
  - Operations, the retained service delivery arm

1.1.8 Competitive sourcing for commodity ICT services will be used to ensure that the councils get best value from their ICT service and infrastructure with distributed computing, data centre services, service desk and service integration and management being the first to be procured in 2013, led by WCC. The first implementation of this service by November 2014 will support WCC Uni-borough and Tri-borough services.

1.1.9 Over time and subject to approval, a single Tri-borough retained intelligent client will be formed to provide leadership, develop the strategy and a Tri-borough enterprise architecture, support business transformation and manage and monitor service delivery to agreed high quality performance levels.

2 Introduction

2.1.1 The three councils are embarking on a ground-breaking programme of change in response to unprecedented economic times and increasing customer demands. Radical proposals put forward in the 'Bold ideas for Challenging Times' report and accepted by the three councils' cabinets will reduce management and overhead costs and increase capacity by:

- Combining some customer service functions into cross-borough teams;
- Transferring some functions to external organisations;
- Reducing procurement costs through improved processes and increased co-ordination; and
- Integrating back office functions into combined services.

2.1.2 These proposals are expected to deliver better services to the public and achieve savings by delivering services differently, combining teams and using the greater bargaining power to reduce costs. The councils are leading the way in London in reshaping services. Tri-borough working will involve fundamentally challenging the way services are delivered whilst ensuring individual council sovereignty and identity is retained.

2.1.3 These new service delivery models need to be supported by a transformed and enhanced ICT capability which will require alignment across the three councils. ICT will need to be flexible to be able to adapt to the changing business models and needs. The ICT service will need to have access to the right skills and capacity to work alongside the business to deliver transformational service change whilst providing greater value for money.

2.1.4 This strategic vision establishes future direction for a Tri-borough ICT Service that is flexible and responsive to the planned changes in the way services are delivered in the move from single to joint borough delivery. It is intended to guide the development and prioritisation of ICT initiatives to underpin service transformation and includes a top level roadmap identifying the ICT needed to support the business change. This will evolve over time to define an agreed sequence of ICT projects and changes required to support the successful delivery of Tri-borough working.

3 High level business requirements

3.1 Summary of business requirements

3.1.1 Services will undergo profound changes through to March 2015 in the move to Tri-borough working, resulting in a wide variety of business models being used across the councils, including:

- Fully combined Tri-borough services
- Combined Tri-borough management layer
- Bi-borough model variations of the above
- Single or uni-borough services

3.1.2 Delivering cross-council services and closer integration with external partners will depend on ICT as a key enabler. This means ICT must support mixed delivery models, enabling data to be transferred to single Tri-borough systems or shared between separate council systems. For example, finance data for various services will be managed at a Tri-borough level, but will also need to be reconciled back to individual council finance systems.

3.1.3 The first phase of service restructuring will focus on:

- Connect – link existing infrastructure and line of business and other applications (e.g. finance and HR), where cost effective, to support combined service teams and enable secure access to applications and information from anywhere. This may include moving users to a single location or existing IT service;
- Consolidate – bring networks and applications together to enable information sharing and access from anywhere
- Combine – provide single combined service applications and information management, supported by a combined ICT Support service

3.1.4 This will enable:

- Services teams to be located in buildings across the three councils to support new business models;
- Managers and staff to access all the applications they need to store, access, and share documents needed for their roles;
- Cross- and uni-borough services to reduce their ICT costs; and
- Staff to be contactable on their normal telephone extension.

3.1.5 Further service transformations are currently being planned, but will potentially include:

- An increased use of customer self-service, enabling customers to remain self-sufficient by accessing and managing their social care provision via self service channels;

- Integrating services with external groups, for example, Adult Social Care with the Central London Community Heath (CLCH) NHS Trust, and other NHS and social care providers; and
- Transferring services to existing or newly established external organisations, for example, the Tri-borough Managed Services Programme establishing a framework for outsourcing corporate back office services in Finance, HR, Assets and Business Intelligence from autumn 2014.

3.1.6 It is clear that ICT will play a strong supporting role in this transformation and this strategy will be developed to meet these needs as they are established.

3.2 Business change landscape

3.2.1 Many areas of the business will be affected by Tri-borough working in different ways, and at different times over the next three years. The move to Tri-borough working will require a mix of new council wide ICT services, and others more specific to each business area.

3.2.2 Each business area across the councils will have a range of choices on:

- Mobile working to enable staff to access their applications and data securely from any council building, when working from home, and in the field;
- Improving the ability of elected members to access information and applications appropriate to their portfolio securely from anywhere including their own personal email accounts (e.g. Gmail); using their own equipment (e.g. iPads); business intelligence to allow fact-based decision-making;
- Secure information exchange with partner organisations, including individuals such as foster carers and large organisations such as NHS trusts;
- Potentially establishing a consolidated property gazetteer and Geographical Information System (GIS) with common support and management processes; and
- Independent or joint customer service strategies, as required by each tri-borough, bi-borough or uni-borough service, all the while maintaining sovereignty (see Customer Services section 3.2.5).

3.2.3 Each tri-borough service area will be transformed differently by the introduction of new ways of working:

Children's Services

- Moving from service delivery to service commissioning
- Moving to fully integrated services and core applications across the three councils:
  - Secure information access and sharing, including on-line collaboration spaces and document management and data interrogation
  - Converging applications for Education and Social Care
  - Service directory for service users and professionals
- Securely sharing data with external partners, including police, health and other agencies with better network and systems integration to support secure data sharing
- School support team and Youth service exploring moving to Mutual organisations
- Consolidating processes to improve efficiency

Adult Social Care and Health

- Consolidating on a single application for Social Care
- Closer integration with health organisations, including CLCH, Inner North West London and Central North West London PCT sub-clusters, and Imperial
- Integration of Public Health staff with Westminster
- Better integration with finance systems
- Network integration and secure information sharing with external partners
- Moving from service delivery to service commissioning, including wider role in Health and Wellbeing boards

Libraries

- Consolidating on a single application for Libraries
- Possible introduction of a single library card across the three councils
- Possible transfer to a new Mutual organisation

Corporate Services

- Procurement and mobilisation of Tri-borough Managed Services covering HR, Finance, Assets, and Business Intelligence from 2013-14
- Procurement and mobilisation of a Total Facilities Management service contract
- Delivering a single, shared collaboration area

3.2.4 Each bi-borough service area will also be transformed by the introduction of new ways of working:

Environment family

- Undertaking a series of service reviews across RBKC and H&F leading to potential service transformation
- Joint bi-borough parking back office
- Consolidating on a single application for Highways, and a single application system for Enforcement, Environmental Health, Licensing, Trading Standards, Waste, Parks management, Planning applications and Building control across H&F and RBKC

3.2.5 Uni-borough service areas transformation will be managed by each borough separately. As part of the Tri-borough work, good practice will be shared. The following principles are a general high level description, but it is not an exhaustive list and there will be differences of approach for each borough.

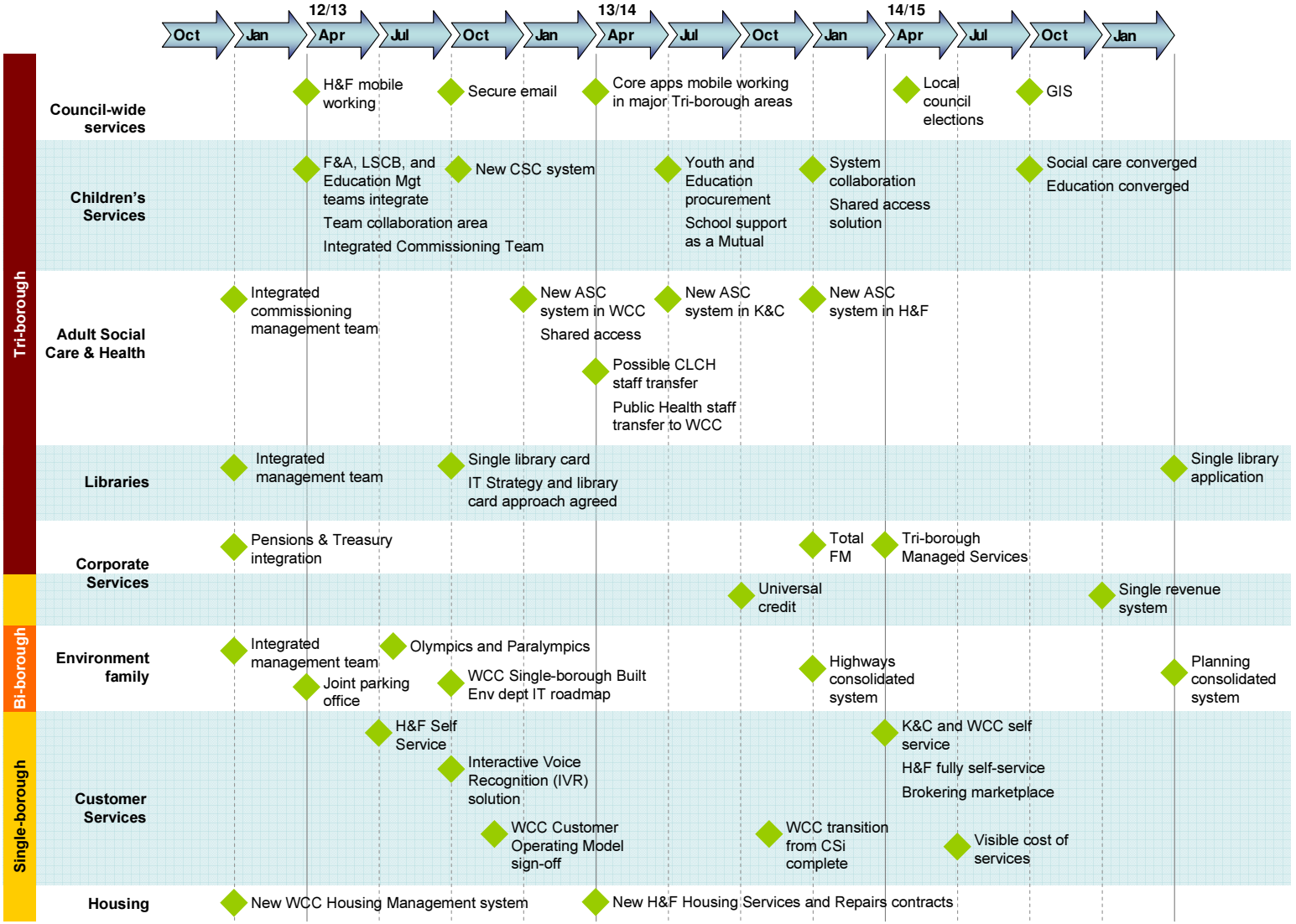
Customer Services

- Customer self service by default – design eService delivery across all appropriate channels up front
- Trust customers to manage their own information where possible
- No progress chasing or repeat visits wherever possible
- Use of customer intelligence to identify what customers do, what they want to do, and personalise council communications with them
- Community co-design and co-creation - more involvement of customers in shaping how services are designed and delivered
- Maximising economies of scale in IT service provision whilst allowing sovereignty in customer service and channel strategy approaches
- Public data online and transparency - giving the public ease of access and availability to information in a form they can use (e.g. Excel, RDF, etc.), with the Web being the single source of truth for customer and business alike
- Leverage knowledge, development, costs, resilience and capacity from sharing a single simple, responsive Interactive Voice Recognition (IVR) platform across the three councils
- Developing a brokering marketplace to enable customers to work with council quality assured providers
- Enabling customers to provide more feedback on online services and suppliers to support ongoing service improvement and drive innovation
- Visible cost of customer services via different channels, supporting business cases for channel shift
- Offering true end-to-end self service, with the option of access to expert help if needed, focussed assistance where it is needed to aid self-service
- Ensuring barriers are swept away and consistent customer experience can be delivered in each borough, while maintaining sovereignty

Housing

- WCC ALMO (CityWestHomes) implementing a new housing management system
- H&F re-tendering their Housing Services and Housing Repair contracts
- K&C implementing the Civica W2 Electronic Document Management system and the Keystone Asset management system
- Assessing responses to Localism Bill
- Consideration of WCC ALMO adopting future tri-borough ICT services

Figure 1 - Business Change Roadmap 2012-15



4 The vision for Tri-Borough ICT

4.1.1 This vision outlines how ICT will enable the business to rise to the challenges of Tri-borough working from April 2012 to March 2015.

4.1.2 Tri-borough ICT will deliver a common vision of service that creates an agreed direction of travel for all three councils for tri-borough services. The ICT Strategy must allow for the adoption of Tri-borough working practices in different areas of the business at different times by each of the three councils.

4.1.3 ICT should be seen as core to the Tri-borough service delivery. It should effectively support and drive convergence of all three councils onto the best application or solution that exists for a service (either in the market place or internally).

4.1.4 The ICT Strategy should, where there is a successful process or delivery model in existence within one of the three councils, adopt and promote that process or model across the three councils for tri-borough services.

4.1.5 The work will be in three overlapping phases with the initial focus on maintaining the ICT service as Tri-borough re-organisations take place in the business. The expected timescales and an overview of each phase are outlined below.

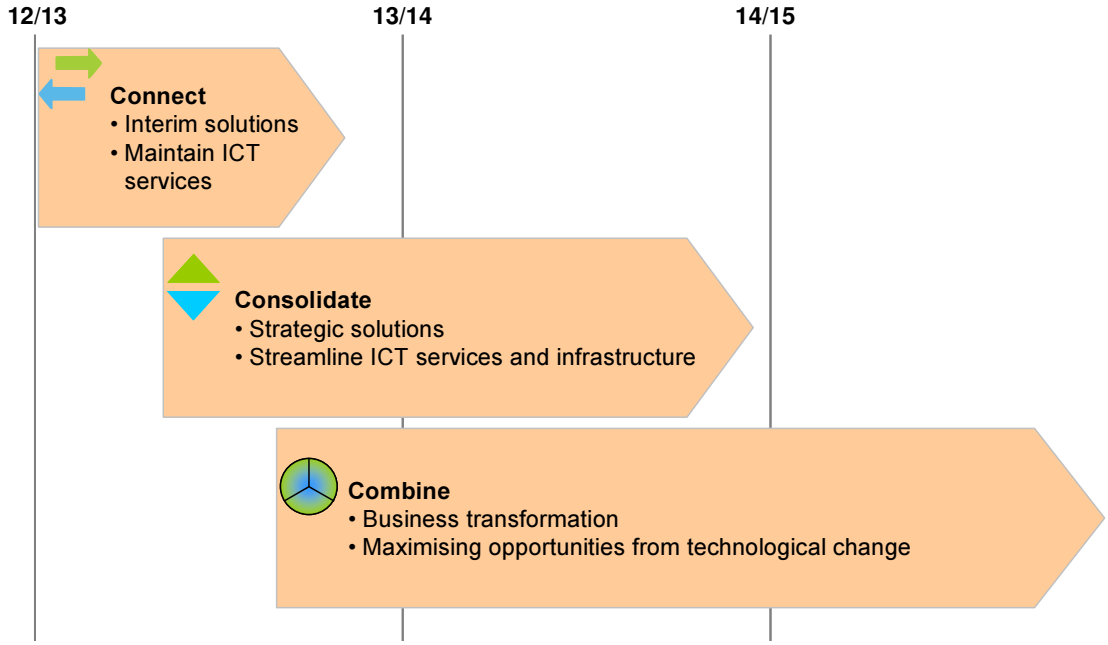


Figure 2 - Connect, Consolidate, Combine phases over time

4.1.6 A detailed roadmap showing key milestones within these phases is in section 10.2.2 of this document.

4.2 Connect: Maintain ICT services during business transition

4.2.1 A deliberate decision was taken to converge front-facing services including Adults, Children's and Libraries prior to the consolidation of back office functions such as ICT. As a result of this IT teams have been playing "catch-up" in attempting to integrate three separate Council IT environments to deliver an acceptable level of IT service to end users in the new converged teams. This has proved challenging to achieve within current contractual obligations and legacy technical complexity and security constraints.

4.2.2 The initial priority for delivery has been consolidating and connecting infrastructure and applications in order to support the business in its initial re-organisation and re-location. Following this initial phase the councils will need to develop ICT that is flexible, able to adapt to changing business models and able to deliver continuous improvements in ICT delivery.

4.2.3 The three councils will need to align current priorities and agree a mechanism for defining future Tri-borough ICT initiatives without affecting existing service delivery. They will need also need to consider how existing ICT contracts can be best utilised to meet pressing Tri-borough business requirements.

4.3 Consolidate: streamline the Tri-Borough ICT service

4.3.1 ICT can enable savings in the business but there is also a need to drive savings directly out of the ICT provision. Reducing spending on business as usual ICT will enable the councils to place their focus on business transformation, including consolidating data centres across the three councils.

4.3.2 This will be achieved by consolidating the ICT infrastructure, ICT applications and ICT service and improving the value for money achieved, increasing efficiency and economies of scale. For example, consolidating versions of MS Office and other ICT service specific applications will reduce costs for each council; enabling staff to use the same username and password for all applications to reduce the need for password resets, and making it easy for staff to see which applications they can access across all Tri-borough services.

4.3.3 The aim is to retain the current high level of ICT service across the councils but the age of austerity means accepting compromises between ideal solutions and what is sufficient to enable Tri-borough service delivery. The Tri-borough ICT Strategy board will oversee these decisions (see section 8.1 for details).

4.3.4 The creation of Tri-borough service delivery also means that staff from all three councils will need to be increasingly mobile, able to access council systems and services from a wider range of locations across the councils. Each council may host staff from all three councils, and will need to provide the right access to the right services and applications for these staff to work as effectively as if they were in their own council. Each service will transform

at different paces to March 2015 and beyond, and ICT will need to adapt flexibly to support each service as it develops.

4.3.5 The ICT procurement provision will deliver a hardware catalogue based on the identified business needs across the three councils. Each council can then choose desktop devices from the hardware catalogue to meet its preferred service profile, retiring devices based on their fitness for purpose relative to the business area.

Mobile working

4.3.6 Mobile working will also enable front line staff to use applications on the move, removing the need to go back to council offices. This will enable staff to maximise the time they can spend with customers, delivering council services.

4.3.7 Each council will need to make more efficient use of its buildings, supporting different working practices. Staff will need to be able to easily access any applications as if they were working in their main office, and to be able to simply communicate and share documents with colleagues from all three councils - securely.

Supporting effective fact based decision making

4.3.8 Across the organisation service areas, management and elected members will need the right access to the right data from across the councils for performance, financial and statutory reporting in a way that reflects the new Tri-borough service delivery models.

4.3.9 Business Intelligence (BI) will provide the ability to analyse data from multiple sources to identify historical and current views of the business, and enable predictions to be made about future trends and events to support decision making, including identifying where earlier interventions and better provisioning will lead to better customer outcomes and reduced Tri-borough service costs.

4.3.10 The three councils may also move towards an integrated property index enabled by a shared National Land and Property Gazetteer (NLPG) and GIS systems for common geographical based systems and reporting for individual councils and at a Tri-borough level.

Increasing the capability and capacity of a combined service by supporting improved business processes

4.3.11 As Tri-borough services transform the way they work, ICT will work proactively with the service areas to identify opportunities for ICT to enable

the business to innovate, streamline processes, realise cost and efficiency benefits, and transform interactions with customers and staff.

4.4 Combine: Maximise the business opportunities from technological change

Enabling integrated Tri-borough service delivery and collaboration with a range of external partners

4.4.1 Tri-borough service delivery will increasingly involve working with external delivery providers of all shapes and sizes – community groups, mutuals, charities, private sector organisations, social care delivery groups, and various parts of the NHS. Some of the services currently provided by the councils may transition to external delivery partners, either through the transfer of staff to external organisation, or through the migration of whole services, such as libraries, to a separate organisation.

4.4.2 Tri-borough services must be delivered in a seamless, secure, and integrated way for customers and staff, at best value for money. This will demand high levels of integration from ICT to ensure data is passed seamlessly between the different organisations, and that customers are able to access the right data through the right channels.

Sharing data securely

4.4.3 As integration with Tri-borough partners increases and some services functions currently provided by the three councils are transferred to external organisations, sharing the right data with the right external organisation will be of key importance across a range of data types and sources.

4.4.4 New information sharing policies and agreements will be needed with external organisations, based on a Tri-borough information governance model, applying the appropriate level of protection based on data types and content and without being too risk-averse.

4.4.5 Secure information exchange will become more crucial as information will be shared with an increasing range of customers and partners. ICT must enable information to be correctly classified and protected. Below is the information classification schema for the three councils:

Table 1 - Information Classification Schema

Unclassified	Low impact documents, or publicly available information (e.g. a list of holes in the road)	Can be sent via normal email across the internet

Protect	Personal data being sent between councils (e.g. appraisals being sent to a manager in another council)	Once the networks are connected, should be sent via secure email or a secure data exchange method
Restricted	Sensitive information sent: • to and from non-government organisations (e.g. sending child details to a foster carer) • with other government organisations other than Youth Offending • Youth Offending	 Egress GCSx CJSM

5 Reducing the cost of ICT and delivering savings

5.1 The source of ICT cost reduction and savings

5.1.1 Cost reduction within ICT comes from two main areas – reductions in the cost of ICT related procurement and from opportunities to reduce baseline ICT costs. Establishing Tri-borough service delivery opens up opportunities for ICT cost reduction in both of these areas and is the focus for current cost reduction plans.

5.1.2 Providing Tri-borough ICT will enable a reduction in business as usual ICT costs through providing single applications to Tri-borough teams, through consolidating contracts where single borough teams use the same systems, and using the greater size of Tri-borough services to reduce overall ICT costs through economies of scale.

Table 2 - ICT savings

Savings by service area[1]	£000's			
	12-13	13-14	14-15	15-16
Unified communications	320	370	685	685
Datacentre consolidation	0	0	0	0
Staff consolidation	50	225	300	400
Consolidation of business systems	0	1,148	1,483	1,516
Desktops and core systems	100	830	1,410	2,430
Shared directories	300	300	300	300
Savings total	770	2,873	4,178	5,331

5.1.3 In addition to ICT cost reduction, ICT can be used to deliver savings in the business in two further areas – the use of cost saving technology in the business, for example mobile technologies and from the use of technology to implement process improvement based business restructuring and innovation. Future Tri-borough savings are likely to be focussed in these areas.

5.1.4 This view of ICT cost reduction and saving delivery is based on the Gartner ICT cost optimisation model. The diagram below shows the split between ICT cost reduction in the lower half and ICT enabled savings in the upper half.

[1] This savings table excludes Managed Services. It only shows gross savings i.e. it also excludes the investment, such as set up and configuration costs, necessary to achieve the savings.

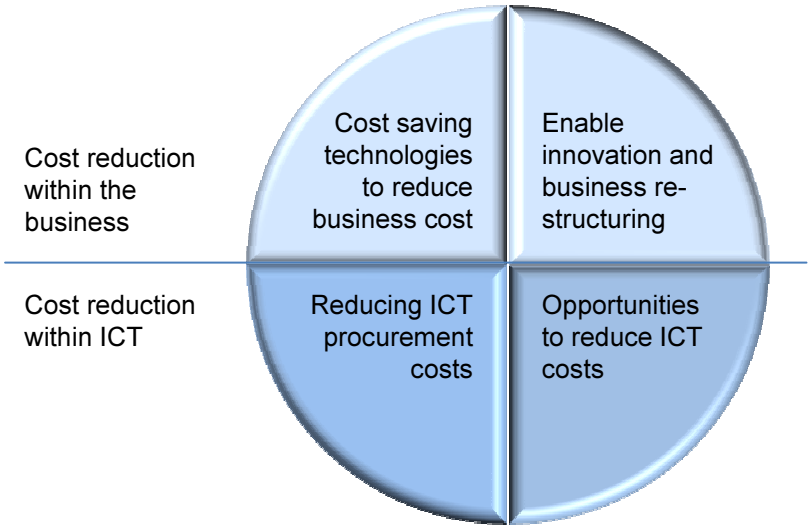


Figure 3 - ICT cost savings and cost optimisation

5.2 Moving to a Tri-borough ICT service delivery model

5.2.1 **The three councils are leading the way in London in delivering cross-council ICT, but delivering the ICT for Tri-borough working is not simple; it will require radical changes of thinking about the technology, flexibility to support a number of different business models, innovative approaches to managing interactions with providers and new ways of providing the ICT required by the business.**

5.2.2 **Tri-borough working will require a change of culture away from each council defining their own ICT requirements to a collaborative approach for Tri-borough services which balances the needs of a wider group of stakeholders. As ICT will be delivering to a different and wider group of stakeholders, it is imperative to deliver a radically new Tri-borough ICT service delivery model.**

5.2.3 **Each council currently has different service models for ICT, increasing the challenge of delivering solutions at a pace that meets business requirements. The expiry of Westminster's current ICT contract (part of the overall Customer Services Initiative contract) in November 2014 provides an opportunity to evaluate the future Tri-borough ICT service delivery options.**

5.2.4 **The initial Tri-borough Working proposals estimated a total of £33.8m in savings across the three councils from combining service and back office delivery. This included a target saving of £4m from ICT spending by 2014/15, rising to £5.3m in 2015/16. See Table 2 in section 5.1.2.**

5.2.5 **The current baseline spending has been confirmed and a common understanding has been reached. There are a number of variables, including the delivery of service provision, the accounting treatment of desktop services, the number and range of applications, network resilience and investment, and contract costs.**

5.2.6 An options appraisal has been undertaken in order to understand the potential savings and associated transition and implementation costs of the different future potential Tri-borough ICT service delivery models. This has led to the identification of opportunities for significant savings from the current ICT provision procurement, comprising combining and outsourcing the three councils' data centres, distributed computing, service desk, and service integration and management.

5.3 Transition costs

5.3.1 Delivering Tri-borough ICT will mean each council will need to undertake additional work that is not currently factored into the current cost reduction plans.

5.3.2 The costs of the transition and subsequent ICT provision will be transparent and capable of being understood both by residents and the organisations themselves. A fair and equitable approach will be taken to both costs and derived benefits, with agreed business rules being applied to sharing benefits between the councils and services.

5.3.3 This strategy and the current ICT provision procurement will seek to provide the vital ability to quickly and easily reduce the cost of ICT to the business with, for example, pay as you go ICT service models.

6 Delivering ICT in 2012 – from interim to strategic technical solutions

6.1.1 Delivering the Tri-borough business requirements will require a major change in the three council's ICT services. Staff have always been able to assume that crucially, within council boundaries; they can log onto the network from any building, have access to all relevant business applications and information, and make and receive calls between extensions.

6.1.2 To make this work in a flexible Tri-borough way needs a radical change in ICT service provision. It will take up to a year to achieve the vital first stages. Over the next year, ICT will support integrated working across borough boundaries by providing tri and bi-borough services with the ability to:

- Be able to work and access key applications and information from key locations, including working from home;
- Securely share information across council boundaries;
- Securely exchange information and email;
- Be able to print documents in any service location;
- Allow staff to use their own landline extension numbers from any of the three council's locations;
- Give the right people access to the right information through a role based security model; and
- Obtain seamless ICT support.

6.1.3 Transitioning to these new solutions will present significant challenges. Tactical interim solutions will be needed to enable combined services to operate whilst more effective strategic solutions supporting the longer term requirements are established. Prioritising scarce resources on the delivery of interim solutions may delay delivery of the more strategic objectives. The business requirements are evolving as services define their new business models and processes, and the demanding timescales will potentially result in sub-optimal delivery in the short term.

6.1.4 The three council's ICT services need to be reviewed. For example, the three council's networks that have been designed to work separately for each council need to be brought together for bi and tri-borough services – initially in a simple way to enable basic access to applications and data, then to a more sophisticated solution that allows cost effective and secure integration between service users and key external partners.

7 Tri-borough design principles

7.1.1 The following section sets out a range of business design principles that provide the framework within which the ICT will be delivered, together with a set of ICT design principles that will guide the development of the ICT service to support tri-borough working

7.2 Business design principles

7.2.1 The business design principles fall under six groups:

7.2.2 Smarter Commissioning: The desired Tri-Borough culture blends the best from each council with that available from the market place

7.2.3 Reducing Overheads: A key factor that arises from a move to Tri-Borough working is the opportunity to reduce overheads, both headcount and assets through process efficiencies

7.2.4 Redesigning Services: The creation of Tri-Borough working and the new approach it requires, gives an opportunity to redesign services to bring efficiency improvements to residents and employees

7.2.5 Integrated Working: The Objectives for Integrated Working describe new ways of working where plans and processes are built on areas which align originating council responsibilities

7.2.6 Improved Accountability: Tri-Borough working will require enhanced accountability for each council derived through a new governance regime respecting the needs of the residents

7.2.7 Business Transfer: Options that are part of the consideration of Tri-Borough working is the move to employee led business transfers and the opportunity to create new providers of services originating from within the councils

7.2.8 The business design principles in each of these areas are set out below:

Smarter Commissioning	1. Any service will be commissioned within a governance framework that scrutinises immediacy of requirement against future alignment 2. Any services commissioned will be tested against "Value for Money" principles 3. Periodic market testing will be undertaken where there is a mature or sufficient market for the service 4. The councils will use market forces and bundled volumes to drive competition into any sourcing activity

	5. Service commissioning will be done in an environment embracing improved service quality, shared learning and the delivery of innovation 6. Outcomes of any commissioning will meet public expenditure rules and key council policy expectations and requirements
Reducing Overheads	7. Merging of functions will allow a reduction in staff numbers through process de-duplication and efficiency savings 8. Release of property and other corporate assets arising from staff reductions 9. Training costs and support for working practices can be delivered through a more streamlined delivery arm 10. Where appropriate and where it meets data security requirements, services can be relocated outside the expensive London catchment 11. The councils will consider using a shared corporate application infrastructure for corporate functions 12. Joint working will reduce procurement overheads by reducing the number of procurements that the councils need to undertake Retaining Sovereignty
Redesigning Services	13. Aligning the requirement and use of corporate assets to streamlined Tri-Borough process and procedures 14. Implement improved policies, processes and procedures to ensure that joint working is delivered in a secure environment 15. Business led decision making supported by appropriate back-office corporate functions 16. Business cases for joint commitment of Tri-Borough expenditure to be made within a framework of sound commercial context 17. Common specifications to be adopted where it is compatible with each Council's policy objectives
Integrated Working	18. Implementation of unified communications; data, voice and video 19. Efficiencies derived from de-duplicating the services provided by the boroughs 20. Implementing shared source datasets through collaboration tools ecosystems 21. Joint working practices developed across the councils to support integrated working

	22.	Create a common user interface and a common user experience
Improved Accountability	23.	Deliver an enhanced governance regime to support a Tri-Borough approach
	24.	Respecting residents trust in council operations, data and systems
Business Transfer	25.	Encourage employee-led business transfers to new providers, subject to business plan showing substantial savings

7.3 Tri-borough services: ICT design principles

7.3.1 Moving from the current, single-borough ICT provision to Tri-borough working systems and applications will take place over a number of years as the business services develop and as current ICT contracts allow.

7.3.2 To allow flexibility in the speed of developing Tri-borough ICT, but enable consistent management and delivery of Tri-borough ICT, a number of design principles have been agreed. These will be used in the development of future Tri-borough working ICT systems to maintain integration with existing systems:

Information Governance and Security	1.	The service host borough will be data controller - RBKC for Children's services, H&F for Adult Social Care, WCC for Libraries, and Joint RBKC and H&F - service by service joint data controllers for the Environment family
	2.	The Information Management Strategy and enterprise architecture will use role-based access controls, ultimately providing standardised single sign-on access to applications and data based on the job role.
Support	3.	The combined service host council will support ICT and training. As an interim solution, ICT support and training will be provided by staff's employing council.
	4.	Until such time as a single service desk provision is available, staff will call their employing council's service desk – support calls will be passed off between service desks if necessary.
	5.	Support SLAs will be co-ordinated over time to ensure expectations are clear and consistent.
	6.	Training will only be provided for line of business applications. Core applications (such as MS Office) should be easy enough to use with eLearning and with minimal classroom training.
	7.	Councils may have local business support teams to help staff get maximum benefit from their ICT and to identify

		future business transformation opportunities. However, these local teams will not duplicate any of the corporate ICT functions. Where an application is supporting only one borough, then the support for that application may be provided through that council's business support team.
Projects	8.	The service host borough will commission new projects and service requests, including securing capital and operational funding. For an interim period, the user's employing council will provision project and service requests.
	9.	Project governance frameworks will be aligned into a coherent cross-borough framework balancing local and cross-borough objectives.
Applications and Procurement	10.	Any new applications will be procured in such a way as to maximise volume discounts, e.g. through framework contracts for all three councils. Each council may choose to draw down from such frameworks where this meets the business need.
	11.	Application and system contracts will ultimately be held by the service's lead council
	12.	Applications and services should move to managed service and web-based applications, subject to the business case demonstrating sufficient value for money
	13.	Business sovereignty will be applied where appropriate, including providing individual council branding on customer facing channels where needed
	14.	Versions of core applications will be aligned over time
	15.	Access to shared applications will be provided through a common access point.
Future proofing	16.	ICT should enable moving to infrastructure-free models, subject to the business case demonstrating sufficient value for money
	17.	ICT services will be commissioned based on an understanding of the whole lifecycle, including the total cost of ownership (TCO).

8 Tri-Borough Services: ICT governance and sourcing

8.1 ICT Governance

8.1.1 ICT for Tri- and Bi-borough services needs to be delivered consistently to enable combined services to operate effectively.

8.1.2 ICT Governance should be led by the business services it supports:

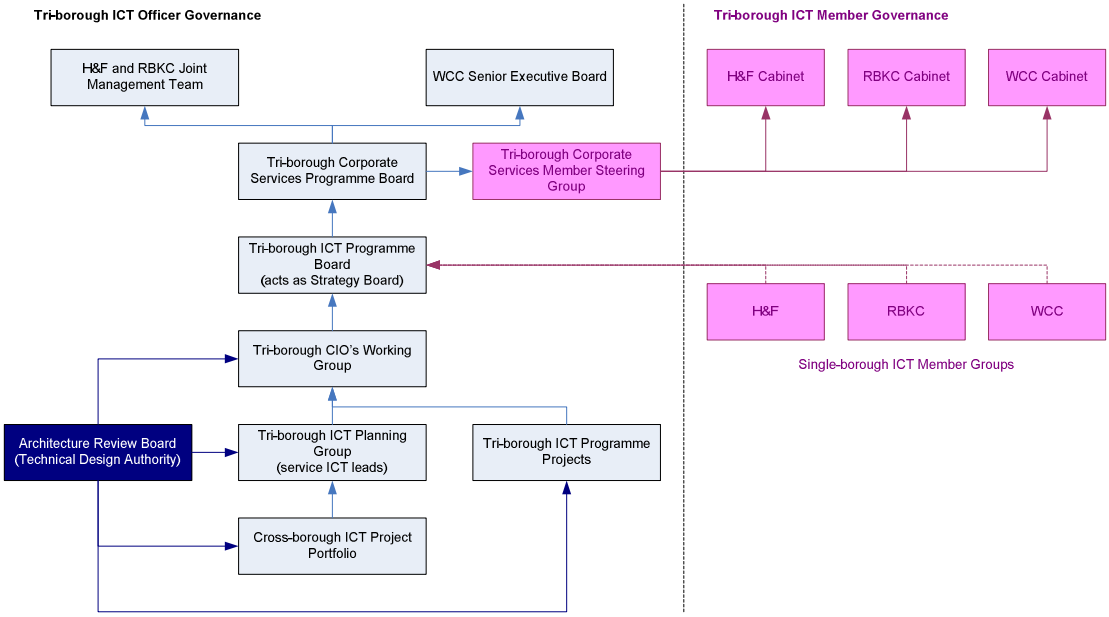


Figure 4 - Draft ICT governance for Tri- and Bi-borough services

8.1.3 A single Tri-borough retained intelligent client will be formed, subject to approval, to provide leadership, develop the strategy and the Tri-borough enterprise architecture, support business transformation and manage and monitor service delivery to agreed high quality performance levels.

8.1.4 The retained intelligent client will include the relevant levels of business development and transformation support as required by the Tri-borough service areas but must also ensure that focus is maintained on those service areas which remain single borough

8.1.5 Organisation and service design should be the next step to ensure Tri-borough ICT planning and procurement is effective and informed. A draft organisation structure is attached at Appendix 2. This shows the retained functions:

- **the intelligent client consisting of:**
  - **the PMO**
  - **ICT Strategy, and**
  - **Contract management;**
- **the WCC ICT service supporting WCC Uni-borough service (see Error! Reference source not found.Table 1)**

- Operations, the retained service delivery arm

8.1.6 As part of the development of a target operating model, consideration needs to be given to the scale and capability of business development and transformation and support to be delivered locally.

8.1.7 The future technical blueprint will inform the imminent and any future procurements, and set a clear technical direction for a cohesive infrastructure. The output of this technical design will be a technical blueprint, a set of technical design principles, and a technical architecture.

8.1.8 This strategy must be directed in a way that delivers optimum overall value to the business rather than focusing purely on the costs of ICT.

8.1.9 The plan is to initiate a competitive sourcing process for the provision of ICT Tri-borough. Competitive sourcing will be used to ensure that the councils get best value from their ICT service and infrastructure

8.2 Retained intelligent client

8.2.1 The retained intelligent client will be responsible for the following:

IT leadership

- Establishes the strategic direction in line with the business value and future needs of the enterprise in relation to IT services, and will include the Chief Information Officers (CIO). It will also include leading a shift from functional silos to processes, outsourcing much of ICT's traditional work, establishing centres of excellence.
- Technology advancement – concerned largely with introducing new technologies, and guiding the work done by centres of excellence and by external service providers.

Security and Information Assurance

- An Information Governance board will continue to manage IM policy across the councils, incrementally aligning Information security policies to support information management requirements including information sharing between the councils and with external partners.

Technical Design Authority

- Oversee the levels of standardisation or customisation of services over time to ensure that future value is delivered and that outsourcing does not lock the enterprise into a single method of service delivery through a monopoly service provider. This is critical to maintaining agility and choice in service delivery.

Business enhancement

- For Tri-Borough ICT to deliver effectively it requires a strong business relationship management function so that business demand can be understood and catered for, together with identifying opportunities for business transformation enabled by ICT. Currently this capability is delivered with differing levels of success across the three Councils. This needs to be developed to a consistent, high quality level, focusing on the relationship between ICT and the business with strategic relationship managers who work closely with the business to get the appropriate IT resources, either in house or, increasingly, from external service providers.

8.3 The ICT provision procurement

8.3.1 This will seek to procure from the market the following four services:

- Distributed computing – desktop, email, end user software, collaboration software, in accordance with the definition in section 4.3.5
- Data centre services – provision of storage and processing capacity in a highly resilient environment
- Service desk – resolution of incidents and fulfilment of requests for new work. There needs to be sufficient help desk capability to meet business needs of the individual councils' service profiles. Some services are 24/7, e.g. WCC customer services, whilst others are seasonal, e.g. financial year end and electoral services, and will therefore need operational Service Level Agreements to meet that service requirement.
- Service Integration and Management – this service will source, integrate and monitor all IT services performed, both internally and externally, in support of Tri-borough business performance.

8.4 Tri-borough Target Operating Model (TOM)

8.4.1 See diagram in Appendix 1 for details.

8.5 Programme Governance

8.5.1 Aligned ICT Programme Management approaches will ensure ICT investments are in line with Tri-borough strategic objectives, and ensure agreed prioritisation of investments and project approvals. Project approvals will be based on business cases detailing the project rationale, cost/benefit/risk analysis, implementation plans and project constraints. A business case repository will be maintained, including reference to the allocated funding and budgetary accountability.

8.5.2 A common arbitration process to resolve issues and conflicts around accountability and governance will be agreed, managed by the Tri-borough

Programme Board. This arbitration responsibility is expected to transfer to a Tri-borough Strategy Board during the lifetime of this strategy.

8.5.3 The current programme governance is:

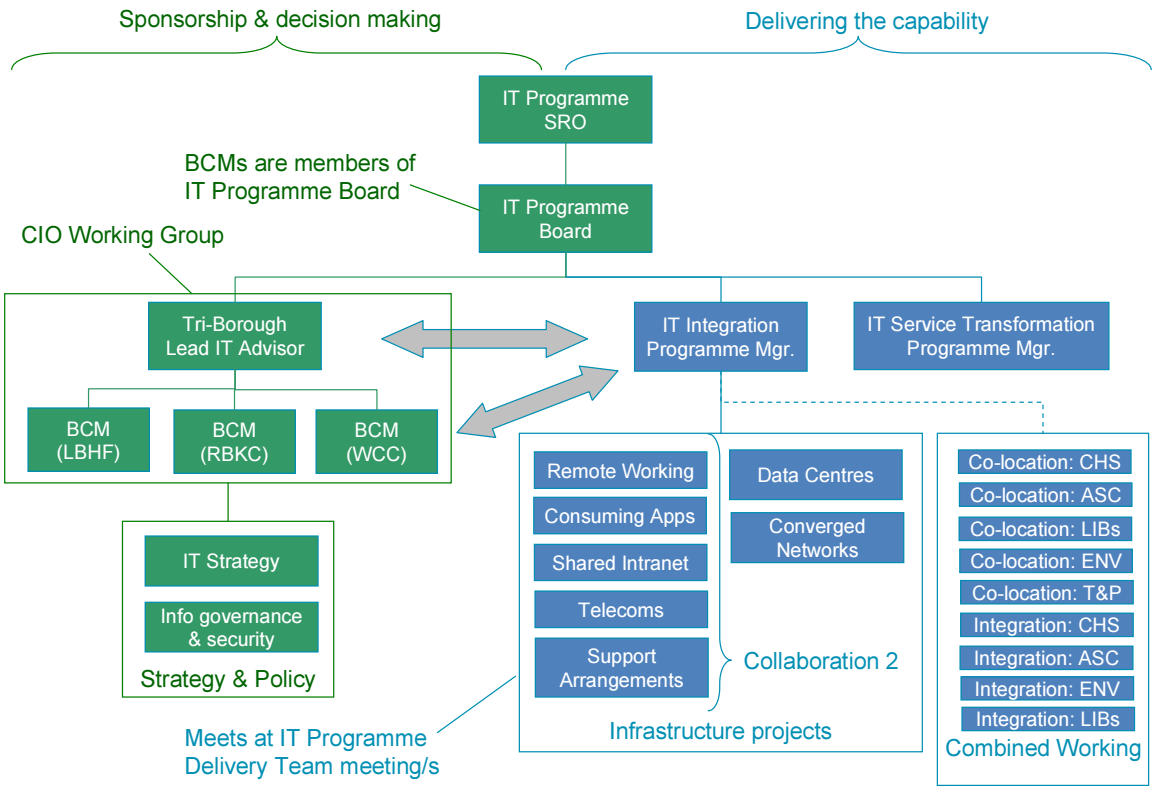


Figure 5 - Tri-borough ICT Programme Governance

9 Tri-borough services: ICT enablers

9.1.1 Delivering the ICT that the business needs for Tri-borough working will require a number of key ICT enablers, each providing key functionality to teams across the three councils.

Desktop and Telephones	1.	All three councils support flexible working, but currently with different desktop and phone strategies. These will be aligned over time.
	2.	The relevant desktop, laptop and mobile phone equipment will be given to Tri-borough working staff, wherever they may be working. The councils will ensure the telephone networks are able to easily redirect numbers across the three networks, including public facing numbers so that flexible estate management and moving teams between locations does not require public facing numbers to be changed.
Sharing documents and emails	3.	Staff working in different boroughs will need to access single email solution.
	4.	Document sharing will be delivered through a single shared collaborative area.
Phone and Web conferencing	5.	Tri-borough teams will need to communicate efficiently across a wider range of locations, without having to lose time travelling. Fast and effective phone and web conferencing facilities need to be in place.
Access to applications and information	6.	Shared access to applications and information will be delivered through the Next Generation Network (NGN)2 framework agreement, together with re-engineered security arrangements.
Application consolidation	7.	The three councils will prioritise application consolidation in line with business need and ability to deliver savings, taking account of contract expiry dates, including sharing applications across services (for example, creating intranet and internet sites in the same system), and common applications from single suppliers where possible.

[2] The Next Generation Network (NGN) Framework was awarded to Virgin Media Business (VMB) in April 2011 to provide public sector organisations in London the ability to procure a range of network services, including full managed wide area network (WAN), internet provision, telephony, local area network (LAN) management, wireless network, and video conferencing.

Information governance	8. Access to information and continued ownership of information assets across the re-organised services will be crucial for Tri-borough working. 9. A Tri-borough Information Management Strategy and Information Governance model will be developed, ensuring correct information sharing and compliance with Data Protection and Freedom of Information Acts. 10. A new security model will be required, with protection built around applications and data rather than the current high security perimeters, using a mixture of encryption, inherently secure computer systems, and data level authentication. The security model will consistent with the standards required by the secure public sector network shared between local authorities and other government organisations.
Approach to customer services	11. Delivering a transformed approach to customer services may involve, in accordance with sovereignty on service provision, a range of opportunities for: a. Sharing a single Interactive Voice Recognition (IVR) platform, implemented in the most customer friendly way possible, to provide economies of scale savings and consistent functionality across the councils, with council specific branding to reflect each council's sovereignty; b. Jointly developing eServices (mobile and web) capability across the three councils, and an understanding of the costs of different channels to drive future service development; and c. Enabling greater mobile access to relevant applications for both customers and staff, including secure information access and transfer without staff needing to return to the office.
Enterprise Architecture	12. The ICT that is delivered must be underpinned by a single enterprise architecture common across Tri-borough services.. This enterprise architecture should utilise Cloud services where it is appropriate, mature and capable of delivering to the business requirements of the three councils. 13. The ICT service will aspire to a single Tri-borough Enterprise Architecture describing the applications, information, infrastructure, and other elements of ICT used

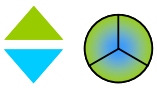
	across an organisation. 14. This will enable the three councils to create common interfaces, identify single and combined service components, make it easier to turn applications on and off, and provide a single view of service costs to support achieving overall cost savings.
ICT Sovereignty	15. Providing ICT to Tri-borough services may be delivered through combined service provision, with inter-dependencies between the councils' support services. In the short term the individual council ICT services will not be combined, and in the longer term any combination will be achieved through a joint ICT procurement. 16. Any combined ICT service must be able to continue to deliver separate council financial reporting and performance monitoring to both combined management teams and separately to each council.

10 The Tri-borough ICT roadmap

10.1.1 Tri-borough working will create new ways of delivering services to customers and staff through new business models, with services evolving over time and transitioning between business models. ICT needs to be flexible and adaptive to respond to these changing business requirements, including the ability to close down or start up ICT services.

10.2 ICT Delivery

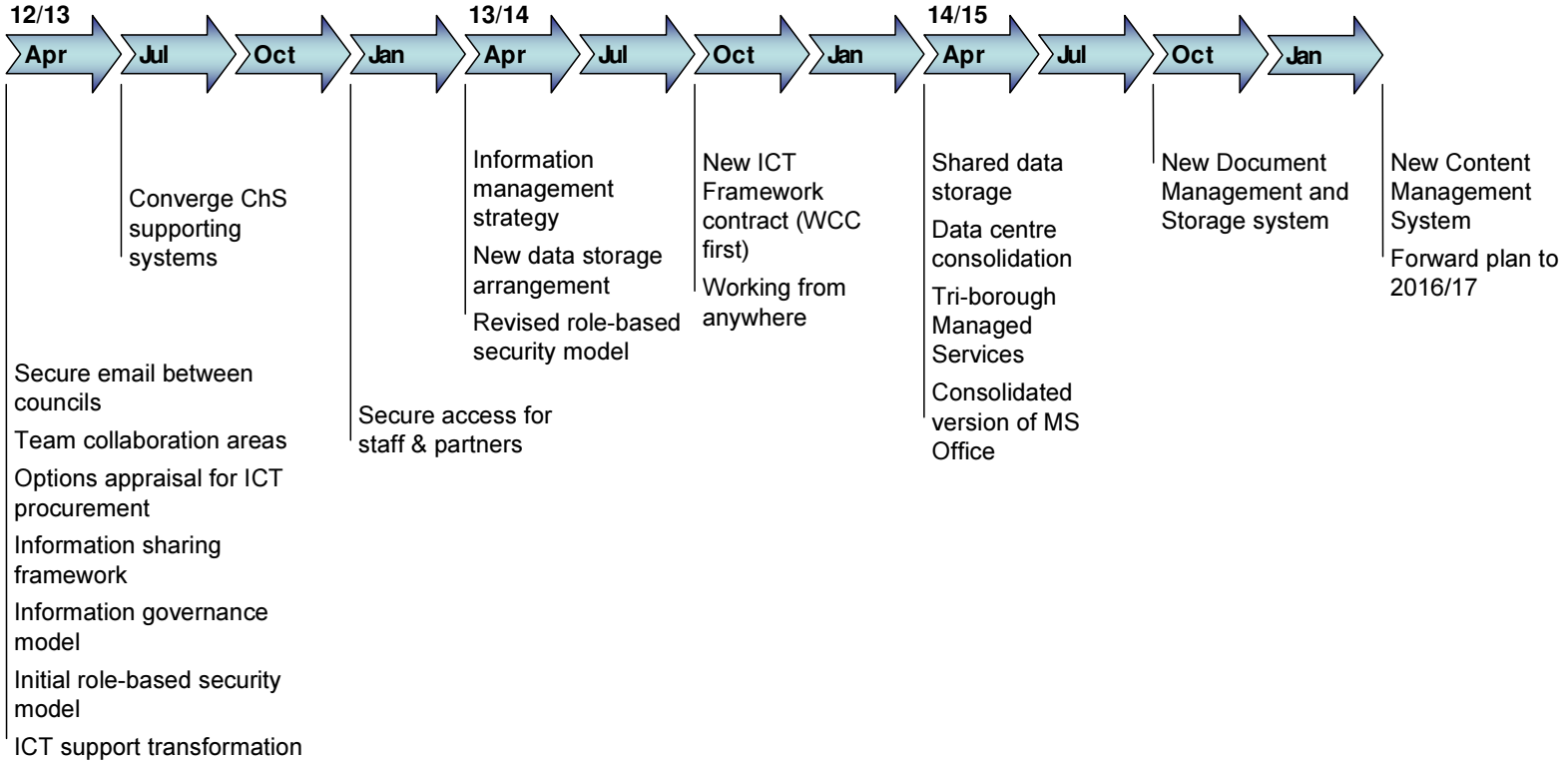
10.2.1 Tri-borough ICT will be delivered through a number of projects through to March 2015:

Phase	*Project*	*See section*
	Shared email contacts and visibility of free / busy time for staff across the three councils	4.2, 6, 8
	Secure email between the councils, enabling secure information sharing	4.3, 8
	New Tri-borough Information Management Strategy and Information Governance security model	4.3, 8
	Working from anywhere, including accessing shared services and files from different locations	4.2,
	Connecting ICT Support teams to provide seamless ICT support to the business	3.1
	Appraisal of options for future Tri-borough ICT supplier procurement	5.2
	Consolidating versions of MS Office across the councils to provide common versions and reduce costs	4.3
	New Adult Social Care system implementation at Westminster, Kensington & Chelsea, and Hammersmith & Fulham	3.1
	Secure access to applications and information for external partner organisations	3.1, 4.3
	Shared responsive IVR to support customer self service	3.2, 8

Phase	*Project*	*See section*
	Shared data storage procurement and consolidation	4.3
	Implementation of Tri-borough Managed Services across Finance, HR, Assets, and Business Intelligence	3.1, 3.2, 8
	New Tri-borough ICT Supplier Framework, in line with the recommendations from the Options Appraisal	5.2

10.2.2 These changes will require a number of ICT infrastructure changes to enable the business transformation:

Figure 6 - ICT roadmap to support cross-borough business change



11 The view to 2017- technology trends

11.1.1 ICT is changing at an ever increasing pace and is offering ever more flexible solutions for customers and staff. This will provide the three councils with further opportunities to transform the three councils ICT provision in new and innovative ways.

11.1.2 Outlined below are some of the key technology trends which are likely to impact the Tri-borough ICT strategic direction beyond 2015. Currently the three councils each have their own, separate, ICT strategies with different planned levels of adoption of these technologies. The ICT provision procurement will consider the potential future impact of these trends, and the particular trends identified here may be refined or changed as a result of the options appraisal. This is a reflection of their different starting points. It is expected that these approaches will be aligned.

11.2 Virtualisation

11.2.1 The creation of a virtual rather than a physical version of elements of the computing infrastructure is a key trend. It is well established for server storage and has enabled savings through more efficient use of storage, reductions in the number of physical servers and the consequent reductions in energy usage.

11.2.2 The trend continues with a move to virtualised applications and desktops using a server computing model where the virtual desktop is accessed from a remote server. This allows users to access a familiar desktop and use applications from devices such as Smartphones, tablets and thin client as well as thick client devices.

11.2.3 This move to virtualisation also enables a move to 'infrastructure free' ICT provision moving from delivering solution specific hardware to consuming ICT from external providers as a commodity. This approach replaces an organisation's capital acquisition of technology and the in-house provision of infrastructure and desktop service costs by ongoing service contracts and licensing.

11.2.4 The expectation is that any new service provider will propose virtualisation technologies as a solution for distributed computing (desktop) and data centres.

11.3 Cloud computing

11.3.1 A term describing the provision of ICT via the Internet – is an evolution of the virtualisation approach and enables ICT provision to be purchased as a utility – when and to the level required at a particular time. There is currently a definite move for non-critical applications to be hosted in the

Cloud and this trend will continue. The three councils expect to be able to take advantage of this over time.

11.4 Providing ICT equipment – bring your own device (BYOD)

11.4.1 Because the virtualised model breaks the link between the user and their "own" laptop and allows them to access their systems from any browser capable device, it allows more flexibility in the devices that are used. Some organisations are adopting a Bring Your Own Device policy that enables staff to use their own devices for work purposes. This is based on the rapid increase in individual ownership of Smartphones and tablets and individuals personal preference for using these devices.

11.4.2 In the short to medium term it will be necessary to converge the three councils' desktop strategies to one as a preparatory step towards enabling the organisation to work using any chosen device.

11.5 Use of social media for customers and staff

11.5.1 Increasingly people are using social networks and mobile devices to stay in touch, communicate and collaborate. The use of social media is replacing the use of email. Customers and staff are increasingly used to accessing and commenting on services via social media, providing a valuable means of communicating with customers, and capturing their views on the quality of services the councils deliver. Data analysis tools are being developed that will allow organisations to identify key terms being used about them and their services through social media as a feed into future strategic decisions about the type and level of services offered. This ICT Strategy will take account of the prevalence of social media in the delivery of future services.

11.6 Conclusions

11.6.1 These three councils will make sure they have appropriate deployment of the technologies described above to meet emerging business requirements and deliver savings, ensuring the right capacity and skills exist to deliver these and other technologies that emerge during the implementation of this strategy.

12 Appendix 1:Target Operating Model

Enterprise Architecture
- Architecture Governance
- Opportunities & Solutions (Roadmap)
- Migration Plans (Roadmap)
- Architecture Change Management
- Architecture Vision
- Information Systems Architecture
- Technology Architecture

Security and Information Architecture
- Standards and Policies
- Information Assurance Governance
- Security Architecture
- Accreditation Authority
- Servicing information requests (FoI/ DPA etc)

Solution Assurance
- Requirements Development
- Decision Analysis and Support
- Solution Design
- Solution Assurance and Validation

Security Services
- Intrusion Detection
- IT Health checks
- Protective Marking
- Directory Services

Voice and Telecom Services
- Management of switching / routing hardware (ACD, VRU, ICR, CTI, etc)
- Provision and maintenance of telephone handset & system equipment
- Configuration of voice services and peripherals
- Configuration of voice mail software / hardware
- Management of voice infrastructure
- Management of call routing

Programme Governance and Project Integration
- Work and Project Prioritisation
- Resourcing
- Portfolio Planning
- Portfolio and Programme Management
- Project Management
- Define and Maintain Standards, Methods and Processes
- Integration and User Test Management
- Risk Management

Distributed Computing Services
- Client patch management
- Provision and maintenance of client hardware
- Build and deployment of core software image
- Provision and support of Smartphones
- Printer installation, support and management
- Desktop support (Office / collaboration software)
- Adaptive equipment / software configuration
- E-mail, groupware and collaboration client software provision
- User client software installation and support
- Desktop training

Data Centre Services
- Server patch management
- Central printing
- Provision of storage / processing environment (virtual environment)
- Provision of Hosing facility / operations and administration
- Provision of messaging service
- Disaster recovery service / Backup
- Management of messaging service
- Middleware management and configuration
- Management of vitualisation infrastructure
- Database management
- Management of content / document management / search engine configuration

Retained Control (Intelligent Client Function)
- Procurement and Contract Management
- Vendor Management
- Exit Management
- Service Assurance
- Customer Service Management
- Business Relationship Management
- Service Strategy (including Architecture)
- Financial Management and Administration
- Management Reporting
- ICT Strategy and Planning
- Workforce Planning
- ICT Professionalism and Training
- Asset inventory management

Data network
- Management of building cable management and wiring closets
- MAN management
- WAN circuits
- Management of internet load balancing hardware
- Configuration of intrusion / detection hardware / software
- WAN endpoint management
- Management and configuration of network firewalls
- Support and configuration of Internet access services
- Configuration encryption hardware
- Management of switches, routers, wireless hardware and network equipment
- PSN compliance (assurance)
- LAN management
- Remote access

Service Desk
- Incident resolution
- Request fulfillment

Service Integration and Management (SIAM)

Provided from multiple SSC Delivery Teams	Provided by a specific SCC Delivery Team(s)	Warrants Development
• Release and Deployment Management • Change Management (in accordance with CAB processes) • Service Transition and Testing • Incident Management (to standard policy / procedure) • Availability Management • Continual Service Improvement • Acceptance into service (through CAB process) • Catalogue Management / Service Level Management	• Consumption Verification (Data centre and Distributed Computing services) • Capacity Management (Management of virtual environments / DBAs) • Event Management (via Service Desk) • Ops Security (Data Centre Services) • Access Management (Directory Services) • Test Environment Management (App Dev / Support) • Problem Management (via Service Desk) • Service Asset and Configuration Management (Service Desk & Data Centre services) • Service Verification (Quality) (Internal quality resource) • Request Fulfilment (Service Desk)	• Knowledge Management

Application Support
- Bug fixing
- CLPG maintenance
- Website / Intranet content management
- Website / intranet / document management, configuration and design
- GIS

Application Development and Integration
- System integration
- Functional enhancement
- New application development
- Third-party application implementation support

Legend: Retained client | Expose to procurement

13 Appendix 2:Tri-borough ICT organisation structure