Executive Decision Report

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	Cabinet Date of decision: 4 March 2013	
	Cabinet Member for Finance and IT - Councillor Lightfoot Date of decision: March 2013	
	Cabinet Member for Finance & Customer Services - Councillor Caplan Date of decision: March 2013	
Report title (decision subject)	**TRI-BOROUGH ICT STRATEGY IMPLEMENTATION PROGRAMME - FROM TECHNOLOGY-BASED PROVISION TO DEPLOYMENT "AS A SERVICE"**	
Reporting officer	Jane West, Executive Director, Finance & Corporate Governance, Hammersmith & Fulham Council Nicholas Holgate, Town Clerk and Executive Director of Finance, Royal Borough of Kensington & Chelsea Barbara Moorhouse, Chief Operating Officer, Westminster City Council	
Key decision	Yes	
Access to information classification	Open A separate report on the exempt Cabinet agenda provides exempt information about phasing and costs	

1. EXECUTIVE SUMMARY

1.1   The Tri-borough ICT strategy 2012/15 was approved by the Cabinets for the Royal Borough of Kensington and Chelsea, Westminster City Council and the London Borough of Hammersmith and Fulham at the end of 2012. The strategy set out a new rolling programme for ICT.

1.2   Since then, two crucial strategy and technical direction-setting pieces of work have been done. The first, by Gartner, verified and set out the direction for the ICT provision procurement. The second, from Fordway, developed a technical blueprint for Tri-borough ICT.

1.3   Both these documents have informed the programme set out in section 4 below.

1.4   This Cabinet is asked to agree the prioritisation as set out in section 4 and to approve the proposed Tri-borough ICT Strategy Implementation Programme. The other two boroughs have their own decision making process for this programme.

2. RECOMMENDATIONS

2.1   That approval be given to Tri-borough funding of £154,000 for a Tri-borough ICT Programme Manager to deliver the programme during 2013/14.

2.2   That approval be given to the H&F share of funding for a Tri-borough ICT Programme Manager of £51,333, to be funded from the Efficiency Reserve.

3. REASONS FOR DECISION

3.1   Cabinet endorsement of the programme is required from H&F to enable the key ICT components to be put in place to deliver the Tri-borough ICT Strategy. At RBKC and WCC the respective lead member will sign off.

4. PROPOSAL AND ISSUES - PRIORITISING ICT PROJECTS WITHIN THE ICT PROGRAMME

4.1   This report covers the crucial projects which are ICT enabling, for which Tri-borough services would not be bringing forward proposals, e.g. networks, desktops and information security.

4.2   Projects which directly reflect business need, such as the consolidation or replacement of business applications, are not considered here even though they form part of the programme. This is because their commissioning is led by the business area concerned. Their benefits, cashable and non-cashable, do however belong to the ICT programme and are managed through it.

4.3   The competing priorities are set out in order to determine their relative priority and recommend funding. The three boroughs' local ICT Strategy boards have reviewed this work programme as has the Tri-borough ICT programme board.

4.4   Three principal criteria have been used to prioritise the potential infrastructure projects:

- Risks – based on the standard Councils' risk strategies
- Constraints – the extent to which failure to undertake the project would constrain a strategic objective
- Benefits – cashable benefits, where these exist

4.5   Further information about prioritising and costs is in the separate report on the exempt Cabinet agenda.

5.   OPTIONS ASSESSMENT - ASSESSING THE POTENTIAL TECHNOLOGY INFRASTRUCTURE PROJECTS

Priority 1 - Desktop as a service, facilitating bring your own device (BYOD), single information security policy and full remote access

5.1   By 2014 all three boroughs will have needed to upgrade from MS Windows XP. Fordway recommend that the most cost effective way of providing desktop or laptop access in future is via Desktop as a Service (DaaS) using Desktop Virtualisation. This means any device can be deployed, including Bring Your Own Device, because the desktop access is provided from a Community Cloud or remote data centre. This gives staff the ultimate in choice either from a Council list of devices or any compatible device of their own including Smartphones.

5.2   This builds on the Gartner model of distributed computing (desktop strategy). It should also incorporate provision of a single e-mail service and permit packaging of access to applications. This will also prepare the Councils for the transition to the new procured desktop service. It represents part of the cost of the WCC transition from its current services provided by Serco to a new service provider in November 2014.

5.3   This will generate significant savings eg efficiencies in support, flexible deployment, fast delivery, multimedia capability, reduced downtime for staff, reduced risk of data loss, pop-up teams and faster accommodation moves. As it is a green technology it will also save energy. A rump of thick client PCs (traditional PCs) will still be required for areas such as building services, where Computer Assisted Design (CAD) is commonly in use. This however would be for a minority of users. Experience elsewhere suggests that fewer than 10% of users will require a traditional PC.

5.4   Introduction of a common e-mail service will improve the customer experience and should generate direct cashable savings through licence and server reductions. It will also enable wider productivity savings as staff will have only

one calendar to manage, will have full calendar visibility for Tri-borough colleagues and will be able to operate effectively as a team. The costs are somewhat different in the case of each borough. H&F costs are to primarily align with the new tri-borough policy. RBKC's costs are for early adoption of a tri-borough solution, possibly on-premises short term, to address immediate priorities such as email whereas WCC's cost is that to transition to the newly procured service. These early estimates will be firmed up shortly.

5.5   GCSX is a government secure information exchange service. For good historic reasons and on the basis of different audit processes, the three boroughs have different approaches to risk mitigation in relation to the GCSx Codes of Connection (CoCo). With the advent of the Public Service Network (PSN), which replaces the GCSX and its CoCo, and the integration of both technology and service teams, it would be advantageous to consolidate the Information Security frameworks of all three Councils into one. This will mean one information security policy to maintain in future. This is a prerequisite for DaaS.

5.6   In addition, the separate Remote Access solutions in place today should be brought together into a single service within this single policy and technical framework. In order to fully exploit the service all applications would need to be packaged. This would allow staff to have access to all the applications they need working from anywhere across the Tri-borough estate, in the field, at home or with clients. It would also facilitate, as one example, joint working with Central London Community Health (CLCH).

Score

- **Risks**: without this, customers will continue to receive inconsistent service or no service, impacting their ability to work efficiently. This will impact the significant risks of data mishandling due to inconsistent data policy, with potential for the Office of the Information Commissioner (ICO) to intervene **3**

- **Constraints**: delivering this will enable staff to work from any Council or other device. Failure to make security policies consistent will reduce the ability for virtual teams to Work from Anywhere and constrain team working as well as hindering the possibility of desktop as a service provision **7**

- **Benefits**: with a capital investment of around £2m to transition to the new desktop as a service, there will be cashable benefits of around £1m p.a. in savings primarily in desktop support with the additional non-cashable benefit that staff are able to hot desk supporting the Working from Anywhere programme. Non-cashable benefits will be delivered through reducing effort to produce information sharing agreements and enabling more flexible deployment of staff. **10**

                                                                    Total Score   20

Priority 2 - New service catalogue

5.7   To provide a consistent user experience enabling effective deployment of ICT required to support the delivery of services, a vital first stage is the generation of a service catalogue. This will bring together the best practice from all three

boroughs ICT services and streamline processes for supporting applications, setting up new users, access to services and laptop provision, as examples.

5.8 This will be underpinned by the existing Transforming Support Phase 2 project and include delivery of a high quality seamless incident resolution and request fulfilment service. The service catalogue will need to be implemented across the three service desks, making any related contractual changes required, and across all the relevant resolution groups which may include not just Serco and HFBP, but also local ICT (at RBKC and WCC) and also tri-borough services local ICT provision in Adult Social Care and Children's.

Score
 - **Risks**: without this, customers will continue to receive inconsistent service or no service, impacting their ability to work efficiently. **6**
 - **Constraints**: ability of resolution groups to participate and integrate with support processes and use common support tools. **4**
 - **Benefits**: no direct cashable benefits, but indirect benefits through enabling business areas to work efficiently. **3**
                                                                     Total Score   13

Priority 3 - Telephony as a service

5.9 To achieve the vision set out for the Working from Anywhere programme, the Council needs to roll-out its unified communications strategy to allow staff to:

 - move from one location to another (e.g. home to different office locations) while retaining a single number and the corporate features of the phone system;
 - indicate presence and availability for work;
 - use online collaboration tools.

5.10 To integrate the three current telephony services would be complex and expensive. The business however needs an integrated solution, as described above - this toolset is known as Unified Communications. Work is underway on developing options for providing single service. As the solution to this dilemma, Fordway recommend a hosted solution. The issue could be resolved by incremental change to a new hosted solution based on business need.

5.11 The first stage that needs funding is an options appraisal of the technology and suppliers available and a recommendation of a way forward. If or when the business case is established then additional funding would be needed for the implementation and transition to any new solution. RBKC have funding earmarked for this initiative but to date a cogent reason to proceed has not been put forward. The requirement to co-locate large numbers of staff means this need is becoming more urgent.

Score
 - **Risks**: without this, staff will not be able to work effectively as a team, impacting their ability to work efficiently. **3**

    ⬧ **Constraints**: ability of staff will not be able to work effectively as a team.

           4

    ⬧ **Benefits**: good potential for direct cashable benefits from integrating telephony and exploiting purchasing power, with additional indirect benefits through enabling business areas to work efficiently.   **6**

                    Total Score   **13**

Priority 4 - Consolidate networks strategically

5.12 Fordway recommend the consolidation of network services and equipment in order to reduce the cost of change, simpler provision of services and to realise savings from network support. This proposal would see the removal of support complexity in an environment where tri-borough staff are operating in more complex environments and increasingly across network boundaries. The timescales over which these savings will be realised will be lengthy, due to existing strategic investment in kit and the long technology lifecycle involved.

5.13 The recommendation is that this strategic decision about Wide Area Networks (WAN), internet services and a single directory supplier must be taken within the next 6 months, in order to prevent the opportunity for savings being pushed out beyond 2016 when existing contracts expire.

5.14 Better user access control (eg Jericho-style security) will be a by-product of this implementation allowing partners to access in a more streamlined way (e.g. CLCH, Police). The Councils need to ensure that the tri-borough network meets the operating requirements of working with partners across the strong network boundary wall by strengthening authentication.

5.15 Network security renewal also addresses new security threats to provide assurance of continuing availability and confidentiality – which will also enable it to maintain compliance with PSN.

5.16 Enabling much more ICT "as a service" means that many services, like the managed services or total facilities management, and applications like Adults Social Care Frameworki, will be provided externally and hosted elsewhere. Therefore additional bandwidth (both internet and inside the council network) is urgently needed. This would enable access to e-meetings, streaming from websites for news or webinars, training materials or staff briefings from senior leaders.

5.17 The funding is for a resource to procure the necessary equipment and reconfigure existing setups such as those for WiFi. A later phase may see the need to change infrastructure overall.

Score

    ⬧ **Risks**: without this, network issues will result in customers receiving inconsistent service or no service, impacting their ability to work efficiently.

           5

    ⬧ **Constraints**: ability for staff to work from anywhere.   **5**

♦ **Benefits**: no direct cashable benefits, but indirect benefits through enabling business areas to work efficiently. **3**

Total Score 13

Priority 5 – Streamlining processes and a strategic hub

5.18 Also critical to the streamlining of service provision for staff is the automation of business processes. In addition there is a need for a strategic information hub, which would be charged with streamlining transactions from different applications and making sure that they completed successfully. This will be particularly critical in the case of managed services where there is a large number of existing in interfaces which will be rationalised and consolidated if this is approved. Arguably, the managed service programme will drive the generation of this hub. Properly designed this can enable data to flow to and from operational services at the same time as to the Business Intelligence data warehouse proposed in the managed services Programme.

Score

♦ **Risks**: this reduces risks of data being inappropriately secured and paper being lost. **3**
♦ **Constraints**: failure to invest will constrain flexible working and access to paper files from multiple locations. **2**
♦ **Benefits**: this offers savings from reducing accommodation requirements **5**

Total Score 10

Priority 6 - Identity and asset management

5.19 Vital in underpinning all of the above services is identity management. For staff starting work at, moving between teams at or leaving any of the organisations providing services to our residents or customers it is vital they have the access they need to the correct information, applications and services. When they change role or leave the organisation it is imperative their assets (mobile phones, remote access tokens etc.) be recovered and recycled and their access withdrawn in order to avoid fraud or data loss. Managed services will also require common asset management.

Score

♦ **Risks**: this reduces risks of data being inappropriately secured and paper being lost. **3**
♦ **Constraints**: failure to invest will constrain flexible working and access to paper files from multiple locations. **2**
♦ **Benefits**: this offers savings from reducing accommodation requirements **5**

Total Score 10

Priority 7 - De-duplication prior to data centre consolidation

5.20 Automatic de-duplication of all data will reduce storage requirements by 40% across all three boroughs on conservative estimates, as the RBKC experience

would demonstrate as it has already undertaken work on this. As WCC and H&F have done less work on automaton though some has been done on customer behaviour, the impact will be greater at those two boroughs.

5.21 Undertaking these tasks prior to data centre consolidation will enable optimisation of data centre costs prior to externalising management.

Score

⬧ **Risks**: this reduces risks of server failures where these represent single points of failure. **2**
⬧ **Constraints**: this does not remove any current constraints. **0**
⬧ **Benefits**: this offers savings from improved productivity in being able to locate data more easily and reduced downtime from virtualised servers, cost avoidance and cashable savings from reduced data centre costs going forward **6**

Total Score **8**

Link to corporate strategic drivers

5.22 There are two key corporate strategic drivers that this deployment of IT will enable:

- **Working from anywhere** – enabling staff to be work from any Council building across the three boroughs
- **Tri-borough organisation of service** - enabling staff to work in teams organised across borough boundaries.

5.23 The above proposals support these strategic drivers as follows:

| Proposal | How this proposal enables… | |
	Working from anywhere	Tri-borough organisation of service
1 Desktop as a service, facilitating Bring Your Own Device (BYOD), single information security policy and full remote access	Enables staff to work from any site without requiring personalised set-up, optimising use of desks Consistent framework for deployment of staff. Full remote access enables more staff to work from home, reducing accommodation requirements	Enables staff to work from any site without requiring personalised set-up, enabling more flexible arrangements for locating staff Full remote access enables staff to access applications from more than one borough on-site, enabling more flexible arrangements
2 New service catalogue	Consistent definition of IT offerings, reducing bespoke work and enabling more rapid deployment of staff	Easier to choose right IT service component to support new ways of working. Staff working with consistent IT set up enabling mutual support and fostering teamwork
3 Telephony as a service	Staff can use single number across council buildings	Team set up is more effective: • co-location enabled through integrated telephony

Proposal	How this proposal enables…	
	Working from anywhere	Tri-borough organisation of service
		• virtual team working across multiple sites enabled through collaboration software
4 Consolidate networks	Reduces bespoke work and thus lead time for setting up new buildings	Reduced downtime resulting from network equipment failure due to more flexible support
5 Orchestration and a strategic hub	More consistent support experience for co-located staff	Quicker deployment of consolidated applications, more effective information sharing
6 Identity and asset management	Easier access to required applications and resources	Quicker deployment of consolidated applications, more effective information sharing
7 Virtualising and de-duplication prior to data centre consolidation	n/a	Easier to find required data

Programme delivery

5.24 Critical to and underpinning the huge level of work described above is the successful design and implementation of this prioritised programme of work. Vital to it and to the other interdependent programmes (managed services Programme, total facilities management) will be the continued delivery from an existing experienced programme manager. The programme manager will deliver the following areas of the programme:

- The production of a detailed business case, identifying the benefits and savings of the programme, the costs to deliver, the skills and resources to implement and the timescales and key milestones of each project within the overall programme.

- Effective management and leadership of the interdependent projects that will contribute to the achievement of the overall programme and associated business case.

- Benefits both cashable and non-cashable for both the prioritised ICT enablement projects listed in this document and other technical projects commissioned by the business areas.

- Effective communications of the programme and projects, using all channels to keep the many stakeholder groups engaged and informed.

- Management of the programme/project delivery plans, ensuring the requirements of costs, timescales and quality are fully achieved

- Programme and project governance, ensuring risks, issues, actions, decisions and escalations are managed in an efficient and effective way.

5.25   It is recommended that the H&F Cabinet and the lead members at WCC and RBKC approve funding of £154,000 for 2013/14 for the Tri-borough Programme Manager role, to be shared equally between the three Councils.

6.   CONSULTATION

6.1   There is no legal requirement to consult with the public.

7.   EQUALITY IMPLICATIONS

7.1   There is little or no impact on service users in terms of our duty under S149 of the Equality Act 2010 as a result of the recommendations in this report. However, managers will need to give consideration to making reasonable adjustments for staff and this may include IT (hardware and software) and telephony as examples. In such case, HR would assist

        Comments provided by – Carly Fry, Innovation and Change, tel 0208 753 3430

8.   LEGAL IMPLICATIONS

8.1   There are no direct legal implications at this point.

        Comments verified by Catherine Irvine, Principal Contracts Lawyer tel: 0208 753 2774.

9.   PROCUREMENT IMPLICATIONS

9.1   There are no direct procurement implications at this point. Any procurement would need to be undertaken in accordance with each Council's CSO and the Public Contract Regulations 2006 (as amended).

        Comments provided by – Francis Murphy, Head of Procurement, tel 0208 753 2211

10.   FINANCIAL AND RESOURCES IMPLICATIONS

10.1   Review and prioritisation of the potential projects has been undertaken by officers and each Council is requested to approve a £4,764,000 funding envelope for the Programme set out in section 4. The initial estimate is that the Hammersmith and Fulham share of this will be £1,123,000. Costs and funding sources will be confirmed as individual business cases are brought forward for approval.

10.2 Immediate funding of £154,000 is requested for a Tri-borough ICT Programme Manager to deliver this programme during 2013/14.

10.3 For H&F, the share of the cost is £51,333 and it is proposed that this is funded from the Efficiency Projects Reserve.

10.4 Further financial and resources comments are in the separate report on the exempt Cabinet agenda.

Comments provided by – Andrew Lord, Corporate Strategy and Resources Manager, tel 0208 753 2531

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT

Background Papers	Held At	Contact
Tri-borough ICT strategy 2012-15 (published)	3rd floor, Hammersmith Town Hall	Jackie Hudson 0208 753 2946