




## 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	Full Cabinet  Date of decision: 3 March 2014	
	Cabinet Member for Community Safety, IT and Corporate Services - Cllr Hon Joanna Gardner  Date of decision (i.e. not before): 3 March 2014  Forward Plan reference: <i>not required</i>	
	Cabinet Member for Finance and Customer Services, Melvyn Caplan  Forward Plan reference: <i>not required</i>  Date of meeting or formal issue:	
<b>Report title (decision subject)</b>	<b>ICT PROGRAMME MANAGEMENT</b>	
<b>Reporting officer</b>	Jane West, Executive Director, Finance & Corporate Governance, Hammersmith & Fulham Council  Nicholas Holgate, Town Clerk and Executive Director of Finance, Royal Borough of Kensington & Chelsea  Charlie Parker, Chief Executive, Westminster City Council	
<b>Key decision</b>	Yes	
<b>Access to information classification</b>	Open	

### 1. EXECUTIVE SUMMARY

- 1.1. The Tri-borough ICT programme is entering a new strategic phase as a result of the agreement to transform the ICT services across all three boroughs, with WCC being the first borough to transition to new suppliers and the implementation of a new tri-borough ICT target operating model.

1.2. The programme requires the effective management of an ever broader scope of highly interdependent business, technical and change projects delivered by ICT delivery teams and change managers from across the three boroughs. This will also include leading the management of the benefits realisation activities arising from the programme. This is currently being managed, delivered and supported by the tri-borough ICT programme management role.

1.3. This report seeks approval to:

- To continue to fund this tri-borough ICT programme role of an ICT Programme Manager from 1<sup>st</sup> April 2014 through to 31<sup>st</sup> March 2015 in the sum of £140,000, which is based on an industry estimated day rate for this role of £700 per day.
- To continue to apportion equally the costs of this ICT Programme Manager role across all three boroughs, ie £46,667 per borough.

## **2. RECOMMENDATIONS**

### **2.1. Hammersmith and Fulham**

That approval be given to the continuation of this ICT Programme Manager role, the total costs of £140k to be funded from the IT enablers fund, with the resulting cost to H&F after recovering the agreed contribution from the other two boroughs being £46,667.

### **2.2. Westminster City Council**

That the Council approve the continuation of this role and the apportioned cost of £46,667

### **2.3. Kensington and Chelsea**

That the Council approve the continuation of this role and the apportioned cost of £46,667.

## **3. REASONS FOR DECISION**

3.1. Funding approval of £140k for the continuation of this key role within the programme, which will be apportioned equally across the three boroughs.

## **4. BACKGROUND**

4.1. The Tri-borough ICT programme has been designed to:

- develop ICT of a strategic nature to respond to the evolving needs of the business

- deliver the savings required by the Corporate Services programme;
- jointly procure the ICT services required by the three authorities in time for the expiry of the WCC Serco contract;
- streamline and consolidate the three ICT service organisations into one;
- while maintaining a high quality level of ICT service throughout.

## **5. PROPOSAL AND ISSUES**

5.1. This programme management role of ICT Programme Manager will be required to lead and support the following activities

- Support the production of detailed business cases for a range of projects within the programme.
- Monitoring and reporting on the delivery of benefits, both cashable and non-cashable for the programme
- Ensuring staff are better enabled to collaborate with partners to securely share information across council boundaries (e.g. within Tri-borough and with community groups, mutuals, charities, private sector organisations, social care delivery groups, and various parts of the NHS)
- Supporting the ICT transformation programme which will see the unification of the three current ICT services into one in the next year
- Managing the overall delivery of a complex series of applications consolidation, business change and technology projects, including co-location of tri-borough teams
- Ensuring ICT deliver the required capability to enable the Corporate working from anywhere programme
- Supporting a review and refresh of the ICT strategy by the Chief Information Officer
- Planning and programme management of any subsequent strategy enabling projects
- Supporting other interdependent programmes such as the Managed Services programme, Corporate Services programme and the property-led Working from Anywhere programme

5.2. The continuation of this role for the duration of the programme was one of the priority recommendations resulting from the Internal Audit of the programme.

## **6. OPTIONS AND ANALYSIS**

- 6.1. **Option 1 - Do Nothing.** If the proposal is not approved then there is a risk to the successful delivery of the required outcomes and expected benefits of the ICT programme, which total in financial terms £3m and which would hinder the transformation programmes of the business areas many of whom are critically dependant on ICT for their delivery.
- 6.2. **Option 2 – Approve the role and the associated funding.** For the reasons cited in sections 1.1, 1.2 and 3.1 this is the recommended option, which will ensure effective management of this enabling programme and the associated delivery of the benefits and savings.

## **7. CONSULTATION**

- 7.1. Not applicable.

## **8. EQUALITY IMPLICATIONS**

- 8.1. There are no equality implications arising from the recommendations in this report. Procurement regulations indicate that for Interim Management “providing temporary cover for specific management resources and skills in a period of transition...within the organisation in a situation where a permanent role may be unnecessary or difficult to find at short notice... Interim managers may be appointed directly by the Council or be appointed through an agency using the Council’s agency recruitment system”.
- 8.2. Implications verified/completed by: Joanne Beill, Solicitor (Employment) Bi-borough Legal Services 020 8753 2712 and Carly Fry, Opportunities Manager, Innovation and Change 020 8753 3430.

## **9. LEGAL IMPLICATIONS**

- 9.1. There are no procurement related implications. See equality implications.
- 9.2. Implications verified/completed by: Cath Irvine, Senior Solicitor (Contracts), Bi-Borough Legal Services 020 8753 2774.

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**

- 10.1. The funding required is £140k from the H&F IT enabling budget. Costs will be apportioned across all three boroughs, with a cost to each borough of £46,667.

10.2. Implications verified/completed by Andrew Lord, Head of Strategic Planning and Monitoring, Corporate Finance 020 8753 2531

## 11. RISK MANAGEMENT

11.1. The continuation of the programme role is crucial in continuing to ensure that management of IT risk is effectively undertaken. Approval of the recommendation has added importance as the role provides programme resilience, continuity and leadership. The Tri-borough programme contributes directly to the positive management of many of the key Bi-borough Enterprise Wide Risks entries either, through direct delivery of efficiency improvements or indirectly through benefits realised from Tri-borough joint working initiatives.

11.2. Implications verified/completed by: Michael Sloniowski Bi-borough Risk Manager, telephone 020 8753 2587

## 12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

12.1. There are no procurement related issues as the recommendations in this report refer to funding for the provision of resources.

12.2. Implications verified/completed by: Joanna Angelides, Procurement Consultant, Tel No.0208 753 2586.

### LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Triborough ICT Strategy (published)	Jackie Hudson 020 8753 2946	IT & Procurement, LB Hammersmith & Fulham

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