



London Borough of Hammersmith & Fulham

OVERVIEW AND SCRUTINY BOARD 8th April 2014

UPDATE ON THE TRI-BOROUGH IT PROGRAMME

Report of the Tri-Borough Chief Information Officer

Open Report

Classification: For Scrutiny Review & Comment

Key Decision: No

Wards Affected: All

Accountable Executive Director: Jane West, Executive Director of Finance & Corporate Governance

Report Author: Jackie Hudson, Director for Procurement and IT strategy

Contact Details:

Tel: 020 8753 2946,

Email: jackie.hudson@lbhf.gov.uk

1 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to update the Overview and Scrutiny Board on the progress of the Tri-borough Information Technology (IT) programme

2 RECOMMENDATIONS

- 2.1 That the Overview & Scrutiny Board note the progress made delivering a tri-borough IT programme.

3 BACKGROUND TO THE TRI-BOROUGH IT PROGRAMME

- 3.1 See Appendix 1 for a summary of the Tri-Borough IT Programme and Appendix 2 for a list of projects delivered to August 2013.

4 CAPABILITY DELIVERED IN THE LAST SIX MONTHS

4.1 The table below summarises key areas of delivery in the last six months.

| Delivery Date | New capability |
|---------------|---|
| Oct 2013 | Successfully co-locating shared service teams. Enabling staff to work effectively from a single location, with access back to their home networks and systems, through a tactical solution involving three network cables. Recent moves have included the Education move to KTH and the Multi agency safeguarding hub to WCC. |
| Nov 2013 | Implemented enhanced network capacity which has improved network performance when working between boroughs e.g. speedier access to Sharepoint documents for the Fostering & Adoption teams |
| Dec 2013 | A series of pan-London IT framework contracts have been successfully procured by the councils for service desk and service management from Agilisys and desktop services and data centres from BT. The procurement was carried out on time and below budget. Early engagement with the suppliers is going well and significant interest has been shown by other London Boroughs with a planned event to promote these innovative contracts in the next few months. |
| Jan 2014 | Staff can now easily access Tri-borough corporate Wi-Fi from key locations in all three boroughs. This new Wi-Fi gives staff direct access to their corporate network without having to use any additional remote access logon process or token. They are now able to print to the networked printer in the office they are working in at the time. The same desktop experience staff have in their home borough is now available to them when working in any of the other boroughs. |
| Jan 2014 | ASC Frameworki systems integration A new Frameworki service has previously been rolled out to Adult Services at WCC, RBKC and now this year to H&F. This will provide a sound basis for aligning social work processes. |
| Jan 2014 | PeopleFirst portals are now live for WCC and RBKC, providing a self-service capability to residents with regards to finding suitable provision to meet their needs. |
| Feb 2014 | Single legal case management system implemented and supporting Bi-borough working. |
| Mar 2014 | Staff at Kensington Town Hall with a Vodafone service can now use their phones for calls, email and internet access. IT services worked hard with Vodafone to negotiate a deal and then install new equipment in KTH to boost the signal for users from all three boroughs. |

5 SUMMARY OF PROGRAMME WORK PLAN

The table below shows the projects within the Tri-borough IT Programme Work plan with a summary of progress and key timescales.

| | Project | Summary of scope | Benefits | Progress/Timescales |
|-------|--|--|--|---|
| 3.1 | Strategy and delivery | | | |
| 3.1.1 | Tri-borough IT Target Operating Model | To develop and recruit to the Target Operating Model (the organisational structure and principles of service delivery) for the new tri-borough IT Service. | A streamlined and consolidated IT Service able to manage delivery of and develop the IT service consistently across tri-borough. | A Tri-borough IT Leadership Team is in place. Strategic Relationship Managers and a Problem Manager have been seconded into temporary posts. The new Tri-borough CIO is in place. The CIO is carrying out a review of IT structures and TOM, aligned with the Corporate Services review. The CIO will report to the Corporate Services Portfolio Board at the end of May 2014, then at the Cabinets in July 2014, before staff consultation and implementation in October 2014. |
| 3.1.2 | IT provision options appraisal and procurement | An options appraisal will be undertaken to determine the strategy to follow in relation to telephony/network, applications development, support and integration, Business analysis, Strategic relationship management and project management services. | To align services which are delivered differently today across the three boroughs and to eradicate the three town hall nature of service delivery to tri-borough services. | Options appraisal June 2014. Once scope is decided then Publish PIN Concept viability workshop Publish OJEU and PQQ Supplier day held Tender clarification Final ITT Preferred bidders Award contracts Transition to new services June |

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| | | | | 2016 |
| 3.1.3 | Print services | Procurement of a single print service tri-borough for both static and dynamic printing | Seamless user experience, reduced costs. | Procurement complete October 2014, implementation at WCC April 2015, then across the rest of tri-borough 2016. |
| 3.1.4 | IT Enterprise Architecture | To develop a technical blueprint with a delivery roadmap for consolidation of the three council's architectures over the next 3-5 years. | Sets a clear technical direction and roadmap for convergence. This work will also include flexible and mobile working requirements. | First phase completed in the first quarter of 2013. IT services has now committed to a tri-borough EA review and re-baseline with a view to having it ready in time for the next major procurement likely to start summer 2014. The mobile working scope of this piece has been set up with a working group and various pilots underway. |
| 3.2 Enabling | | | | |
| 3.2.1 | Access to applications | To provide access to business applications for tri-borough teams via a tri-borough portal. | Enables tri-borough team working sharing business applications. | On-going work as services continue to prioritise the applications most needed. |
| 3.2.2 | Tri-borough team co-location moves | Delivering the IT to support the co-location of Tri-borough teams. | Defined for each move - support Tri-borough working. | The next set of moves involve the legal teams moving to KTH and the TTS/ELRS teams moving locations, including to Pembroke Rd and Holland Park. |

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| 3.2.3 | Mobile working | This covers remote working, Bring Your Own Device (BYOD), Choose your own device (CYOD), development of a strategy for a common tri-borough policy and implementation of different solutions for the business to meet different needs. | Supports the Working from Anywhere programme and enables different areas of the services to work in a mobile way, whichever is most suitable to their business process. | Solutions to be available in 2014 |
| 3.2.4 | Collaboration | Consider how to achieve information sharing, user directory, who knows what etc. and procure and implement | Better information sharing, more professional processes | April 2015 |
| 3.3 Service Desk and Desktop | | | | |
| 3.3.1 | Service management and integration | Development of a unified service desk for tri-borough conforming to ITIL best practice Single service desk for WCC and H&F. RBKC to unify but expected to deliver an in-house service (subject to business case). | Better and consistent customer service across the service desks. Consistent processes, common SLA's and comprehensive performance reporting. | The Problem Manager is working to ensure the Service Desks processes are better aligned and complex problems are addressed effectively as well as establishing good communications a consistent user experience across TFM, MSP and IT. In the next stage of work, KPI's, SLA's and performance reporting will be aligned. The final stage, a unified service desk, will be in place in 2016. |
| 3.3.2 | Desktop as a service catalogue and work styles | Development of a common look and feel Windows 7 desktop across the three boroughs, including delivery to thin/thick/BYOD devices. Develop aligned | Common Tri-Borough user experience - where ever working with whatever device. Simplified support. Flexibility for users, savings in ensuring the best fit device | Once the IT working from anywhere project completes (the single wire solution) this supports converged single desktop for tri-borough. |

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| | | service catalogues of devices and services to meet user requirements and work styles. | | |
| 3.3.3 | Integrated directories (including starters, movers, leavers) | A single tri-borough process delivered by the new Managed Services holding individuals' basic details. | Supports system and building access, asset management and access to user details for support desks. | After the MSP go-live. |
| 3.4 Telephony and Networks | | | | |
| 3.4.1 | Telephony | To provide a common telephony service across tri-borough including a single directory and a common contact centre. | Consistent user experience. | Options appraisal commissioned due to be approved at the IT Strategy Board in April 2014. This will provide input to the IT provision procurement. |
| 3.4.2 | Data Networks (Working from Anywhere) | To provide a common network across tri-borough with Wi-Fi access also available in key sites. Creating a common network has involved controlled change of network addresses to ensure there are no address 'clashes' | Staff will be able to work from more locations across tri-borough as the project will simplify Tri-Borough needs and remove the need for the temporary '3 wire' solution where desks were wired with a wire for each councils network It will underpin further work to give a consistent user experience. Wi-Fi access provides additional flexible access to the networks at key sites | Estimated completion of the final single wire solution April 2014 |
| 3.5 Data centres | | | | |

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| 3.5.1 | Data centres | Transition from individual physical environments to shared virtualised service (aka Cloud). | Potential savings from combining data centre locations and virtualised service. | Part of the transition for WCC from Serco/Cap to BT in 2014. Then tri-borough with a latest date of 2016 for H&F, and end of life of current assets for RBKC. |
| 3.6 Information management and security | | | | |
| 3.6.1 | Information security – alignment | Align all security policies; agree a risk assessment approach for Tri-Borough. Implement common controls including single PSN strategy. | Clarity and consistent approach, lower cost to implement. | Work underway. |
| 3.6.2 | Tri-borough information management strategy | To be defined across Tri-borough. | Single approach to support Tri-borough working. | Project starting in April 2014 |
| 3.7 Projects led by the business, supported by IT | | | | |
| 3.7.1 | Children's System Integration | Frameworki to be implemented across the three councils. | Single system to support Tri-borough working. | Frameworki has been rolled out to Children's Services at WCC. Next phase of implementation in H&F and RBKC. |
| 3.7.2 | TTS/ELRS Systems Integration | Service reviews are complete and are generating requirements for co-location and IT. | | Bi-borough parking procurement is underway for approval. |
| 3.7.3 | Libraries Systems Integration | Single library system to be procured and implemented. | Single system to support Tri-borough working. | Contract award expected October 2013. Implementation target date April 2014. |

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| 3.7.4 | Content management system or service | Procurement and implementation of a new CMS | Single service to maintain and support, reduced costs | April 2015 tri-borough |
| 3.7.5 | Business intelligence | Setup of new service tri-borough based upon existing WCC provision and using technical support from RBKC | Better analytics and decision-making | April 2015 |

4. NEXT TO BE DELIVERED

4.1 The table below lists the key deliverables in the next six months.

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| April 2014 | Telephony options appraisal for Tri-borough began in September. This will make recommendations on a strategic approach to telephony and unified communications and will look to ensure a consistent user experience in areas such as a single directory, collaboration and conference call facilities, together with support for cross-boundary team working including hunt groups and call distribution. |
| October 2014 | Tri-borough IT target operating model developments. The CIO is co-designing this, aligned to the wider Corporate Services review. The new IT structure is due to go live in October 2014. Until then the tri-borough transition team will support the contract change from Serco/Cap to Agilisys and BT and will continue to act as client for the new contracts until the new structure is in place. |
| April 2014 | Customer Satisfaction - work has started on preparing an IT customer satisfaction survey to be done Tri-borough in April in time to set an improvement plan for 2014/15. |
| May 2014 | The IT ' Working from Anywhere ' project will be completed. Staff will be able to work from more locations across tri-borough as the project will simplify Tri-Borough needs and remove the need for the temporary '3 wire' solution where desks were provided with a wire for each council's network. It will underpin further work to give a consistent user experience. |

4.2 In addition to delivering this, work will be done to complete scoping of projects in development, to develop business cases, identify resources for delivery and move to implementation. These projects are part of the transition from the initial phase of work that put solutions in place to **connect** staff and enable tri-borough working to a phase that **consolidates** and converges in a more robust way. The programme is now moving to focus on the **combine** stage of the IT strategy which is to say on transformation and innovation rather than getting the basics right.

5. CURRENT CHALLENGES

5.1 **Pace of Change** – as organisational changes are implemented, there is an expectation that IT will respond and provide the enablers to the new service offerings. This is not always a straightforward exercise, as the requirements themselves can change quickly over time leading to the need to redesign IT solutions. Since the last progress report, service engagement has increased and improved with the secondment of Strategic Relationship Managers

(SRMs), who act across the three boroughs as a critical liaison point between the service and IT. Also seconded is a Problem Manager responsible for oversight of all major incidents which affect IT services in a serious way. The SRMs are providing an integrated, holistic view of the IT required to support tri-borough working strategically and to an extent at an operational level. This mitigates to an extent the risk previously highlighted related to the pace of change, as the SRMs can embed themselves in their appointed business area and really understand the targets, priorities and deadlines of the departments concerned. This makes it easier for IT to plan and deliver to requirement.

To ensure the finite IT resource is concentrating on the business priorities for uni-borough, bi-borough and tri-borough initiatives, a review is underway of all IT programmes and projects. Its aim is to identify those activities that provide the greatest value and return, against the effort and risk involved in delivery. This portfolio review is a joint exercise between the service areas and IT services.

- 5.2 ICF transition team** – it is critical that there be an effective transition to the new IT suppliers and that all boroughs are engaged in it. Continuity and ownership of decisions made during the process forms an important part of this. Work is underway to address resourcing issues in the transition team, with efforts being made to secure expert external support as well as resources from across tri-borough. The team that support the transition will need to function as the client for the new framework contracts until the new IT TOM and structure is in place.

6. CONCLUSION

- 5.1 IT staff and suppliers have worked collaboratively to deliver to meet the tri-borough service transformations and overcome the significant technical and organisational challenges to deliver consistently high quality IT services.
- 5.2 Core IT services have been delivered to tri-borough teams to facilitate continued service operation. Although this has involved some workarounds which have caused a level of frustration, more strategic integration approaches, with longer term streamlined solutions and benefits are now in place or in development.
- 5.3 Service convergence and the consolidation of applications is the next key focus for both service improvement and savings.
- 5.4 There are still significant challenges ahead but the three councils can have confidence that the IT service can meet them.

Background Papers used in the Preparation of this Report: None unless already mentioned.

Appendix 1. TRI-BOROUGH IT PROGRAMME - SUMMARY

The Tri-borough IT programme has been designed to:

- develop IT 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 IT services required by the three authorities in time for the expiry of the WCC Serco contract;
- streamline and consolidate the three IT service organisations into one;
- while maintaining a high quality level of IT service throughout.

The Tri-borough IT Strategy agreed in 2012 proposed that restructuring and aligning the three councils' IT delivery would be carried out over three overlapping phases:

- **Connect** – an initial phase that links 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** – delivering a consolidated infrastructure that brings networks and applications together to enable information sharing and access from anywhere supporting the Tri-borough business model;
- **Combine** – provide single combined service applications and information management and technology that supports transformation in the business, supported by a combined IT Support Service.

Appendix 2 - Collaborative infrastructure projects delivered to August 2013

A range of collaborative infrastructure work was established within the IT programme to provide the IT services required by staff in the initial phases of Tri-borough working.

The table below lists projects completed to August 2013.

| Delivery Date | New capability |
|------------------|--|
| Feb 2012 | Joined up IT networks between the three boroughs. |
| Started Feb 2012 | Co-location of teams including Treasury and Pensions, Fostering and Adoption, Adult social care, allowing teams to work together from a single location and staff access back to their employing borough, through a tactical solution involving three cables. |
| Mar 2012 | Staff can email securely across the three councils' networks. |
| Apr 2012 | Calendar visibility through the scheduler across the three boroughs |
| April 2012 | Shared contacts and phone number information available on the global address list |
| Apr 2012 | Wi-Fi access at all three boroughs in various locations, that allows staff to access their home networks. |
| Apr 2012 | Information Sharing Agreements (ISA's) produced, Personal Commitment Statements updated, Privacy statements updated, register of ISA's in place. |
| Apr 2012 | TriBnet launched, now has a repository for tri borough information such as the "How do I?", the tri-borough IT programme, shared applications and much more, plus regular "heartbeat" communications to key stakeholders |
| May 2012 | Touchdown capability at all three town halls - WCC City Hall 14 th floor; RBKC KTH basement; H&F THX 4 th floor |
| Sep 2012 | Access to legacy files in folders for those areas that need access to existing documents. |
| Oct 2012 | Agreed, documented and communicated to all stakeholders, the tri-borough IT strategy. |
| Jun 2012 | All three boroughs are in different stages of implementing Egress, with policy alignment happening now and deployment beyond RBKC to WCC and H&F autumn 2012. |
| Mar 2013 | Secure email to external partners via Egress |
| Mar 2013 | Shared distribution lists bi-borough, including councillors |
| Mar 2013 | Tri-borough teams can share information in Collaboration spaces on over 150 SharePoint sites. |
| Jul 2013 | Touchdown capability established at all three town halls to allow staff to work when temporarily located in all main buildings. RBKC expanded this capability by introducing a virtual touchdown approach. Staff are now able to print from all the touchdown areas. |

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| Jul 2013 | The initial tri-borough IT target operating model proposals were agreed; Management Team established, four Strategic Relationship Managers and a Problem Manager recruited on a secondment basis. |