

<b>Item No.</b> 12	<b>Classification:</b> Open	<b>Date:</b> 18.07.06	<b>MEETING NAME</b> Executive
<b>Report title:</b>		ICT Strategy 2006-9	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Strategic Director of Customer and Corporate Services	

## RECOMMENDATIONS

1. The ICT Strategy for 2006-9 is approved on the basis that ICT addresses the key priorities of all Council stakeholders.
2. The ICT Strategy 2006-9 is published on the Southwark internet site to provide clear guidance to all interested parties.
3. Officers are authorised to use the ICT Strategy 2006-9 as the clear statement of requirements for an ICT Programme plan for the next four years.

## BACKGROUND INFORMATION

4. Following three years of investment in the Council's basic infrastructure, the ICT strategy 2006-9 (appendix A) is now ready to enable us to build on these achievements - looking at a more ambitious range of business benefits – with a much greater external focus.
5. The first draft of the ICT Strategy for 2006-9 was drafted in collaboration with the departmental IS Management teams and the ICT division from DCCS, further drafts have included feedback from senior officers wherever possible.
6. The Strategy's clear focus is to support the delivery of service excellence, not just in the Council, but recognising the nature of partnership delivery. Also, the aim is to ensure that the infrastructure we have developed, can be utilised to support community development and customer empowerment and choice.
7. In addition, as part of the budget process for 2006/07, there was an agreement to find efficiency savings from changing the way that ICT is managed within the Council, the strategy reflects this requirement by proposing a centralisation of some management functions.

## KEY ISSUES FOR CONSIDERATION

8. Improved organisational efficiency and effectiveness
  - Improved efficiency and lowering cost of ICT by reducing the number of systems across the council;
  - Reduced TCO by the centralisation of storage requirements and rationalisation of servers – also improving the quality of Business Continuity (BC) & Disaster Recovery (DR);
  - Builds on existing ICT investments to support flexible (home and mobile) working, more effective use of the accommodation portfolio, BC/DR requirements and government initiatives
  - Collaborate with other public sector bodies and national projects to benefit from joint procurements and ensure ICT will meet shared service requirements
  - Greater staff efficiency by improving ICT competency across the whole Council to support change programmes.

9. Improved Information management

- Improved use (and re-use) of data supported by a centralised data function based on the existing GIS team;
- Master data held and maintained centrally (where legislation allows) and distributed to strategic systems so that ICT is available to the council and its partners, supporting key initiatives such as “Every Child Matters”;

10. Reducing the Digital Divide

- Greater partnership engagement with voluntary and community groups, using the council's infrastructure to assist in reducing their costs, and developing skill levels;
- Applications for regional, government and EU funds;
- Supporting (or if possible, developing) cheap internet access for Southwark residents;

11. Improved ICT support services

- Reduce the overall cost of ICT management in the Council and seek opportunities to share resources with our partners;
- Re-tender contract to get best possible deal for the Council with improved desk-top support;
- Greater flexibility of staff movement by standardising and management of desktops;

**HOW THIS CAN BE DELIVERED**

While the full strategy does this in detail, the following section provides some examples of how some of the outcomes can be delivered in practice.

12. Flexible working from home, offsite or on mobile devices

Investment in infrastructure has enabled secure remote login to the Council network from any location in the world with an internet connection. Successful pilots of Wireless, SAP Portal and the forthcoming Citrix pilot in housing all support this approach, the next stage is to roll this out to users and to ensure that all strategic systems can be accessed successfully. All future ICT system business cases need to consider how flexible working will be supported using the existing infrastructure.

13. Changing organisation structures

As the Council changes due to internal and external pressures ICT is important that ICT is flexible and does not restrict how the business can re-structure and operate. Standardisation of systems and infrastructure leads to greater flexibility for the entire Council. Ensures agreed standards for data, security, BC/DR and access are more easily adhered to.

14. Single view of the customer

To achieve a “single view” the Council needs to be sure that ICT recognises where and how many times a customer is entered on any of the Council's strategic systems. A Master Data system is required to clean the data, align ICT and keep track of customers. This then allows information to be built in to the Business Warehouse to report on how a customer interacts with all parts of the Council.

15. Efficiency Drives - internal

ICT believes that centralising common resources whilst keeping specialist information workers in departments can provide a more cost effective and better quality service. Efficiency gains will come from having a shared pool of resources that will reduce the amount of agency staff that are required for projects, improve contract management with third parties, cohesive training and reduce duplication of effort between departmental resources.

16. Efficiency Drives – external  
By providing flexible working environments, collapsing systems and standardising the user experience, ICT will support changes to ways of working that have previously been restricted by lack of information. Mobile workers will particularly benefit with full access to CRM and other strategic systems being made available over secure channels to authenticated users for all services that they are responding to.
17. Shared Services  
The Council is a leader in promoting shared services having been selected as an early adopter for the Government Connects programme and has a strong presence in the SEALegs forum and London Connects. The ICT strategy ensures that the Council will have open and flexible architecture to connect with other parties to prescribed secure standards.
18. Information and Knowledge Management  
Data leads to information which can be developed into knowledge. Currently the Council has vast amounts of disparate data held in separate systems or paper records, some information held in semi-accessible areas and knowledge is held by individuals. The ICT strategy supports standardising information and making ICT readily accessible to all authorised users. The strategy also supports capturing the knowledge held by individuals and making this a Council owned asset. This significant change in working practise will give the organisation significant options in how services are provided.

### **Supporting the Sustainability Agenda and Accommodation Strategy**

19. Southwark's Sustainability Summary Statement 2004 to 2009 sets out the Council's commitment to improving the quality of life of the local and wider community, now and in the future. The ICT Strategy 2006-9 includes flexible working and provides a clear statement that all future systems must support this requirement. ICT enabled flexible working will allow the Council to introduce options for staff members to work at home, reducing travel costs, accommodation costs, environmental impact and providing greater work/life balance.
20. The ICT Strategy 2006-9 includes a proposal to move to a standardised desktop across the council, this investment is to be funded within the ICT Contract which is currently being tendered. The move to a standard desktop will further support flexible working but will also improve our energy efficiency as the new PCs will be small more efficient models with monitors that also have improved efficiency standards.
21. The proposed Accommodation strategy requires that flexible working be in place to allow hot-desking, mobile working and working from home. The ICT Strategy 2006-9 places a strong emphasis on the importance of flexible working and ensuring that all future developments include this as a key requirement.

### **Community Impact Statement**

22. While the strategy is mostly internally focussed on how the Council can improve efficiencies by providing the appropriate ICT Services to staff there is an impact on the community. As stated earlier, Shared Services are a key consideration that the ICT Strategy considers and future developments must include in their requirements wherever appropriate. This should have a positive impact for all Southwark stakeholders.
23. The ICT Strategy also includes the requirement for a "single view of the customer", this will provide vastly improved management information and gain internal efficiencies due to reduction in duplication of effort there is also a positive impact for customers as well. Once this strategic goal is realised customers will no longer have to provide changes in status (such as name or address) to multiple departments as the "single view" will update all systems at once.
24. Reducing the Digital Divide is a strong consideration in the ICT Strategy 2006-9, the Council

recognises that the investment in web based services are beneficial to some residents however there is a significant percentage that will be left behind and not be able to take advantage of improved information and service levels that can be made possible via web based services. Therefore the ICT Strategy attempts to address this with the aims of improving ICT literacy within the community and considering how cheaper internet access can be provided to all residents.

### **Legal Implications**

25. There are no specific legal implications arising from the report

### **THE NEXT STEPS**

26. Officers are asking the Executive to approve the ICT Strategy 2006-9 which will then form the programme of work for the ICT resources across the Council for the next 4 years.
27. The centralisation and standardisation of systems and data that is key component of the strategy will be included in the ICT Management Review which is currently being undertaken and will be submitted to Chief Officers during July.
28. Much of the ICT Strategy will be enabled via the outsourced ICT supplier, currently Serco. This contract is being re-tendered and the ICT Strategy 2006-9 forms a basis for final negotiations and clarifications with the preferred supplier. This is scheduled for September to November 2006.

### **Programme Governance Arrangements**

29. The ICT Strategy 2006-9 is not an agreed programme of work as each component is still subject to business case evaluation, however there is a governance arrangement in place for business case evaluation which is the ICT Steering Group whose members consist of:-
  - The Director of Customer & Corporate Services
  - The Director of Finance
  - Head of IT

Once a business case is approved and a project begins there will be individual governance arrangements in place for that project depending on whether ICT is an ICT or business led project. This arrangement is likely to change to a centralised programme management function once the ICT Management Review is implemented.

### **Concurrent report of Director of Finance**

30. This strategy does not commit the Council to any particular course of action at this stage. However, the detailed business case will need to be considered for each component of the strategy and will be subject to full scrutiny and subject to Council procurement rules.

### **Concurrent report of the Head of Legal Services**

31. This report does not commit the Council to any particular course of action at this stage or authorises officers to enter into any form of legal agreement, therefore a concurrent report has not been sought.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
ICT Strategy 2006-9	Town Hall	David Currey

### Audit Trail

<b>Lead Officer</b>	<i>David Currey</i>	
<b>Report Author</b>	<i>David Currey, Head of IT</i>	
<b>Version</b>	<i>1.0</i>	
<b>Dated</b>	<i>07 July 2007</i>	
<b>Key Decision?</b>	<i>No</i>	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Borough Solicitor & Secretary	No	
Chief Finance Officer	No	
Director of Corporate and Customer Services	Yes	Yes
<b>Executive Member - Cllr Toby Eckersley</b>		
<b>Date final report sent to Constitutional Support Services</b>	07 July 2006	