



ICT Strategy 2006/09

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1. INTRODUCTION FROM EXECUTIVE MEMBER

I am delighted that we are now publishing Southwark's second ICT strategy, covering the period 2006 – 2009. The first strategy enabled us to re-build our basic infrastructure after many years of under-investment. We now have a much faster network and more robust servers on which we run a range of updated applications.

The next period must be one in which we start to realise the benefits of this investment, so that we can continue the modernisation process – ensuring we have the best ICT infrastructure possible so that we can deliver quality customer services in an efficient and effective way.

The first strategy was intentionally slightly inwardly looking – sorting out problems that had built up over a number of years.

This strategy starts the process of us looking outwards. We recognise that much of what we deliver, we do in partnership with other agencies such as the Police and Health, as well as the voluntary sector. Our next challenge is to ensure that we have an infrastructure that is able to join up our work and give the people of Southwark the best possible service.

Finally, we now have to agree the framework to make sure that everyone in Southwark can benefit from the technology that is now available. We will do this by working in partnership with other organisations across the whole of London, such as London Connects and the South East London ICT partnership, SEaLEGS.

I look forward to us having the same level of success in the next four years as we have had in the last.

Cllr Toby Eckersley

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2. INTRODUCTION AND EXECUTIVE SUMMARY

Southwark is now recognised as one of the fastest improving councils in the country. This has only been possible because of the skills and commitment of our staff and a substantial investment in improvement. This has included the delivery of a much improved ICT infrastructure which was the focus of our previous strategy.

This has provided a foundation for the future. Stage one of the Customer Service Centre (CSC) is now operational - providing customers with improved services whether they contact us in person, on the telephone or over the Internet. We will now use our investment to drive forward a programme of continuing improvements in customer service as well as delivering back office efficiencies.

During the life of this strategy we will face further significant challenges.

We will re-tender the ICT contract, move towards a thin client technology (Citrix) environment, increase our support for flexible working, collapse as many systems as possible into the SAP Customer Relationship Management (CRM) system and maximise the SAP Business Warehouse (BW) architecture – as well as using the benefits of technology to build partnership working across the borough. We will use the information held in our systems to improve our services.

This strategy outlines how we plan to meet these challenges so that we move towards achieving our vision of:-

“A modern authority, recognised as best in class, that excels in customer care...through being a learning organisation, focused on quality, that enables and empowers our people to deliver.”

Bill Murphy

Strategic Director of Customer & Corporate Services

2.1. Executive Summary

- Following three years of investment in the council's basic infrastructure, the ICT strategy 2006-9 will allow us to build on these achievements, looking at a more ambitious range of business benefits and a much greater external focus.
- The strategy has been drafted with departmental IS Management teams and the ICT division from the Department of Customer and Corporate Services.
- Our clear focus is to support the delivery of service excellence, not just in the council, but also across our partnerships. We will also ensure that we can support community development, customer empowerment and choice.

The key outcomes of the ICT strategy for 2006-2009 are:

2.1.1. Improved organisational efficiency and effectiveness

- Improving efficiency and lowering the cost of ICT by reducing the number of systems across the council.
- Reduced total cost of ownership (TCO) by centralising storage requirements and rationalising servers. We will also improve the quality of Business Continuity (BC) & Disaster Recovery (DR).
- Building on existing ICT investments to support flexible (home and mobile) working, more effective use of our accommodation portfolio, BC/DR requirements and meeting the needs of government initiatives.
- Working with other public sector bodies and national projects to benefit from joint procurement and make sure that ICT will meet shared service requirements.
- Building staff efficiency by improving ICT skills across the council.

2.1.2. 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 it is available to the council and its partners, supporting key initiatives such as Every Child Matters.

2.1.3. Reducing the Digital Divide

- Greater partnership engagement with voluntary and community groups, using the council's infrastructure to assist in reducing costs, and developing skills.
- Applying for regional, government and EU funds.
- Supporting (or where possible, developing) nil or low cost internet access for Southwark residents.

2.1.4. Improved ICT support services

- Reducing the overall cost of ICT management in the council and looking for opportunities to share resources with our partners.
- Re-tendering our ICT 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.

2.1.5. Methods of delivering business requirements

Flexible working from home, offsite or on mobile devices

Investment in infrastructure allows secure remote login to the council network from any location in the world with an internet connection. The next stage is to roll this out to users and make sure that all strategic systems can be accessed successfully. All future ICT system business cases need to consider flexible working.

Changing organisation structures

As the council changes due to internal and external pressures it is important that ICT is flexible and does not restrict how we re-structure and operate in the future. Standardisation of systems and infrastructure will lead to greater flexibility for the entire council.

Single view of the customer

To achieve a single view we need to be sure that we recognise 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 it and keep track of customers. This will allow information to be built in to the Business Warehouse to report on how a customer interacts with all parts of the council.

Efficiency Drives - internal

Centralising common ICT resources while 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, better contract management with third parties, improved training and reduce duplication of effort.

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.

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 strategy ensures that the council will have an open and flexible architecture to connect with other parties.

Information and Knowledge Management

Data leads to information which can be developed into knowledge. The council has vast amounts of disparate data held in independent systems or paper records, some information held in semi-accessible areas and knowledge is held by individuals. The ICT strategy supports the standardisation of information and making it readily accessible to all authorised users. Significant changes in the way we work will give us significant options in how services are provided.

3.

BUILDING ON SUCCESS

In the last three years Southwark's delivery and use of ICT has been transformed. By placing it at the heart of our change programme we have been able to deliver real improvements to the council's services – particularly through the introduction of the customer service centre. This has only been possible because we have had a clear strategy and have focused on delivery.

We now have a culture in which ICT is more often seen as the solution rather than the problem. We now understand how ICT is inseparable from the way we work and how we improve our services.

On a technical level we have a stable environment that allows all our staff to communicate and work together. This has been achieved by investing in systems and training. We have also launched a new web site www.southwark.gov.uk (including on line payment systems) as well as providing interactive kiosks for the public. We have introduced Blackberry devices to Members and key personnel to provide remote access to email.

Our success provides the foundation on which we will build in the future, moving from an inward focus on improving our infrastructure to an outward focus on the wider use of ICT in Southwark.

4. DRIVING IMPROVEMENT

Information Communications and Technology (ICT) has become central to lives at work and in the home. We are now in a position to harness the power of ICT to make public services more responsive to customer needs. We are operating in a rapidly changing local and national environment which offers real opportunities and challenges.

These include:

- Publication of Southwark 2016, the shared vision and strategy of the Southwark Alliance, our local strategic partnership which identifies three key ambitions for the borough.

To improve individual life chances
To make the borough a place for people
To ensure quality services

- The government's national digital strategy published in March 2005. If we can encourage the development of a digital infrastructure across the borough we can attract investment and employment to the borough.
- The Gershon efficiency programme which sets ambitious savings targets which ICT is helping to deliver, particularly by working with other councils.
- The Government Connects programme – bringing the public sector together to provide better on-line services which we are already using to process payments on our web site.
- London Connects – using technology to improve life for Londoners. Southwark is leading on an e-procurement initiative.
- An increasing focus on partnership working
- The drive to ensure equality, diversity and cohesion are central to all our work.
- Changed criteria for Comprehensive Performance Assessment with a new emphasis on outcomes for local people and value for money
- The need to deliver improved business efficiency

5.

FUTURE ICT STRATEGY 2006/9

5.1. Our Vision

Southwark has invested heavily in the last three years to improve our basic infrastructure and introduce key applications to improve customer service. In the next four years we will change our ICT focus so that the business benefits of this investment are realised. Our technology partners will help deliver most of our services, ensuring that we have a platform to work from which is affordable, reliable, flexible, efficient and is driven by business requirements.

Southwark ICT will focus on using the data and information held in our systems to help deliver better services. Our vision is "to provide Southwark with the most cost effective ICT tools it needs to become a customer focussed organisation where knowledge is highly valued and readily available".

In short ICT in Southwark will become far less about hardware and software and more about providing a service to the business.

5.2. Information & Knowledge Management

Information is as much a key business asset as our staff and buildings. It is expensive to create, maintain, store and retrieve, and the potential risks associated with its loss, misuse, or unauthorised destruction are substantial. Managing information from its creation to archive or deletion is critical to the delivery of high-quality and customer-focused services.

The council is very good at collecting data and information, but we have not invested in the systems to convert this into useable management information and chief officers have made it clear that we need to be able to do this in the future.

We will begin a significant programme of work to address this need which will cover all council data and information; this will be a centrally driven programme and will bring the entire council up to the same standards. This programme will be a joint effort with the GIS data team. The outcome of this programme will be a structured and documented flow of data and information that can then be stored and exploited with a degree of confidence.

Records Management operates on guiding principles for the systematic creation, access, retrieval, use, storage and destruction of resources. We need to manage the records we create more effectively and consistently in order to:

- Find information we need quickly to meet customer and business needs
- Enable others to find information we have created quickly
- Avoid re-creating and duplicating existing information
- Meet our obligations under the Access to Information legislation
- Make efficient use of our investment in technology

Paper records account for large areas of floor space in the council and in future these should be stored externally. An electronic document management pilot will be undertaken within the council during the next 12 months, using existing CSC supplied technology and if successful will be rolled out across the council.

The procedures we adopt for the management of information and records across the council will reflect existing standards for the public sector, best practice guidelines and codes of

practice. This will ensure compatibility with partner agencies, stakeholders and other public sector organisations.

Action : A programme to develop policies and procedures for information management across Southwark will be introduced during 2006.

Action : We will work with the GIS data team to review all data collected across the council, document and implement agreed standards.

Action : A corporate contract to be introduced for paper records storage.

Action : A document management pilot to be undertaken and if successful rolled out to the rest of the council.

5.3. ICT Policies & Standards

The ICT Policies & Standards Sub-Committee has been actively documenting all the current standards and policies that are being used and developing agreed new standards for Southwark. The work has been painstaking and detailed and has now reached the stage where all existing and current standards have been documented on the Southwark portal. The council has included standards such as e-GIF for all procurement since 2003 and will continue to adjust the standards as they become available from central bodies.

Future ICT policies and standards for local government will be governed very much by the work that has been accomplished by the Local Government e-Government Standards Body. Southwark's strategy for all standards will be to use wherever possible central standards, outcomes of national projects or best of breed LA standards.

Action: The e-Government policies and standards developed by the Local Government e-Government Standards Body will be assimilated into the work of the Southwark Policies & Standards Sub-Committee's forward work programme for 2006.

5.4. ICT Learning & Development

A major milestone for Southwark in 2005 was successfully achieving liP accreditation for the entire organisation. A key aspect of liP is investment in the learning and development of staff and making sure that staff maximise their potential not only for their own personal satisfaction and career enhancement, but also for the benefit of Southwark.

Imagine the benefits to the council if everyone could improve their productivity by 10%.

Basic ICT skills are now fundamental to every job in the council. We simply cannot do business without ICT and the more we invest in people's ICT skills, the more we will reap the benefit in increased productivity. In the future we will need staff to develop their ICT skills so we can deliver more of our services electronically.

There is currently no standard method for assessing ICT competence levels among staff which will be a key component for future learning and development and performance monitoring for all staff.

Action:

- ***A corporate on-line method of assessing ICT training needs for all Southwark staff will be introduced in 2006 and linked to the Performance Monitoring process.***
- ***All staff will be entitled to a passport outlining their current ICT skills***
- ***ICT team to support significant investment in the Cator St corporate learning and development centre planned for 2006***
- ***ICT team to work with corporate Learning and Development to ensure that the council's overall ICT training needs are met using the new Cator St resources***

5.5. Business Continuity & Security

There are two aspects of business continuity that need to be considered:

- Specific arrangements such as hot standby to react to emergencies
- Design features in the systems we use every day that protect against emergencies

Security similarly needs to be looked at from two angles:

- Specific measures to achieve, for example, BS7799 compliance or certification
- Design features in the ICT infrastructure and systems that address security concerns in day-to-day use

The council's specific disaster recovery arrangements for ICT are not (except for a few key systems), aimed at a rapid return to normal working. Statutory emergency planning requirements (Civil Contingencies Act 2004) are now leading to the creation of an emergency resilience facility but this will provide only the bare minimum necessary to keep the most critical elements of key services running.

For most staff affected by emergencies, the business case for ICT systems has never been seen as sufficiently strong for the necessary funding to be allocated. As a result, the council's ability to recover ICT systems for staff in these circumstances rests partly on the contractual obligations taken on by the council's ICT outsourcer, Serco and partly on resilient design features.

The council commissioned a review of security in early 2005, with a view to identifying critical gaps and establishing what needed to be done to achieve BS7799 compliance. Some high-risk technical gaps were found, chiefly concerning physical security and the security of some of the non-corporate web servers; work to remedy these is already in progress. The intention is to continue with annual testing on the corporate network. Work on an information security policy is now under way. This will update the existing (2001) policy, provide the basis for BS7799 compliance and identify an action plan for achieving compliance.

Action:

- ***An emergency resilience facility will be developed and located at Cator Street to provide emergency planning cover, work to be completed in 2007***
- ***Review the physical security of non-corporate web servers***
- ***Develop an information security policy to update the existing 2001 policy***

5.6. Partnership & Agencies

Southwark is increasingly living and working in a partnership world and this will be a key dimension of our future ICT strategy. Whether we consider inward focused partners delivering support services, those which are the face of the services provided on behalf of the

council, or partners that co-operate with the council to generate better outcomes for our citizens, we need to ensure that organisational barriers do not get in the way.

To achieve this, we will need to think about what forums we have to co-ordinate ICT strategy across the whole borough, as well as how we take decisions internally. The new ICT Contract from 2007 must be able to extend support to other agencies in a way that allows this easily and without obstruction.

We need to shift our thinking from an identity revolving around the council as an organisation to one that revolves around Southwark as a place, a common focal point for all partners and agencies. This will inform such areas as corporate image, web site and portal design and citizen access.

Action:

- ***We should anticipate more joint projects with our partners over the next three years with more shared infrastructure and An emergency resilience facility will be developed and located at Cator Street to provide emergency planning cover, work to be completed in 2007***
- ***We will develop strongly authenticated access to help us to open up our systems, but we will need to start bringing information from disparate systems together to present a complete view of Southwark using for example, nationally agreed XML messaging.***
- ***The CRM and Portal are significant tools to support partnership working and the council will explore how other agencies can be brought into the framework over the next few years.***

Back Office

5.7. Applications

The council is committed to reducing the number of applications across the council by collapsing smaller systems into our strategic systems wherever possible. A moratorium is in place for all ICT projects which include application purchases, which must be reviewed and approved by the Head of IT.

The focus for the next four years is to collapse systems into SAP or strategic systems. This will be critical to achieving efficiency savings and our information management goals.

The ICT standards group have designated Microsoft Office as the office productivity tool of choice for the council and we are currently negotiating an enterprise agreement with Microsoft.

5.8. SAP

SAP is the council's enterprise level system and is the first choice to meet any new business requirements that the council may have. We know that SAP is not always the best fit for some business requirements and we expect that the council will always have specific systems for services such as Council Tax and Education.

5.8.1. *SAP R3 (HR, Finance and Payroll)*

We will continue to exploit the potential of this system where it can improve processes, help deliver efficiency savings and provide better management information.

Large projects currently underway include

- Capital project management
- Re-assessment of SAP Roles and Security
- Training and events module
- Managers self service (MSS)
- Review of recruitment, possible move to e-recruitment
- Improvements to Employee Self Service (ESS)

A significant review of existing processes will be undertaken to ensure we are getting the best value from this suite of products.

These will be underpinned by a rewrite of all training material to ensure that SAP and business processes and rules are clearly set out in a single set of documents.

We are exploring options for the management of SAP to ensure that developments across the authority are coordinated and managed most efficiently.

5.8.2. SAP CRM

The council, with its CSC Partner Pearson Government Solutions, has successfully implemented SAP CRM in the Customer Service Centre, One Stop Shops and across all departments in the council. This has included integration with four of the council's strategic systems, with further integrations planned over the next 12 months.

The CRM implementation continues to be a cornerstone of the ICT strategy and will be enhanced during the next four years. The CRM is the preferred place to hold all customer data and our ability to use that data to better understand our customers will be vital. It is central to our drive to collapse systems and wherever possible systems that hold customer data will be required to move this onto CRM.

The implementation of CRM has helped the council to recognize that a master data management solution is required to bring together and standardise key customer data across all strategic systems. This will have benefits for customers as they will not need to advise the council many times of changes in circumstances and for council staff as we will not need to re-key data across multiple systems.

Action:

- **Continue rollout of CRM to all customer facing services, integrating with systems as required.**
- **Implement Master Data Management to complete business requirement for a single view of the customer.**

5.8.3. SAP Business Warehouse

Without timely and accurate information we cannot make effective policy decisions.

Our goal is for the Business Warehouse to be the authoritative repository of information about our customers and how our services respond to their demands. This will be achieved by building on the integrations we have already introduced between our key strategic systems and CRM. Data from the strategic systems can then be imported into the business warehouse and then compared between services, across departments and with the data already being captured in CRM. For the first time it will be possible to understand how customers interact with the entirety of our services. Key Performance Indicators (KPIs), both local and national will be the summary level of information, with supporting data available at the click of a mouse.

Our vision for the business warehouse is for this information to be up to date and constantly available (24/7/365). Users will be able to drill down into KPIs to quickly and easily understand changes in performance and the relationship between services and customers.

At the time of writing this strategy a pilot of this approach is being undertaken with the Environment & Leisure department, if successful it will be rolled out to all departments.

Action:

- **Complete pilot in Environment and Leisure of Business Warehouse strategic reporting tool, if successful rollout to all departments during 2007+.**

5.8.4. SAP Portal

The portal is the entry point for access to CRM, Business Warehouse, web based email and intranet and also provides collaboration tools. It is a vital ingredient in the Information & Knowledge Management programme. In future the portal will be the gateway to knowledge as well as document management, team rooms, instant messaging and bulletin boards, accessed over the internet using our secure authentication service.

SAP Portal is our default interface for web based applications and all Southwark systems that need to be accessed over the internet must be capable of working within the portal.

Action :

- **Complete rollout of portal to all 4500 desktop users in the council and make available for the information management requirements by August 2006**

5.8.5. Geographic Information Systems

The council has built an enterprise GIS, in the firm belief that a single geographic information platform will provide enhanced benefits in multiple departments, by including all information, issues and challenges across the authority in a spatial context.

Geographic information will help to modernise many processes, drive efficiency and improve our services, but achieving this requires a change in attitude towards GIS, primarily through involvement from a higher level of management, and deployment through easy access methods to a high number of varied users.

5.9. ICT Infrastructure

The council's ICT infrastructure has been upgraded substantially in recent years. This is as a result of recognition, following criticism in the 2002 CPA assessment, that it was not fit to support the council's modernisation programme. Substantial capital funding was made available in Spring 2003, and a report on the council's ICT infrastructure was commissioned in May 2003, resulting in the infrastructure review report of July 2003 and the [ICT@Southwark](#) programme of upgrades to the council's ICT infrastructure began in August of that year.

Going forward, the [ICT@Southwark](#) programme has four component areas:

Core ICT Infrastructure

Action :

- **Completion of a highly resilient core network distributing key functions between two core sites (Town Hall and John Smith House), plus a third central site - for Social Services only - at Mabel Goldwin House. The two core sites will have machine rooms fitted out to a high standard of security.**
- **Corporate review of ICT security, including testing the council network's potential susceptibility to hackers and BS7799 compliance**
- **Corporate standards for implementing Citrix, established as part of the Housing Department Citrix upgrade**

Wide Area Network Upgrade

- **Provide consistent broadband access to ICT systems for users, through upgrades to a common standard of network links between all council sites (WAN links) and of network infrastructure within the sites (LAN infrastructure).**
- **Strengthen core resilience by diversifying routing to systems in the Key Data Centres and for corporate internet access.**

Desktop Upgrade

- **Provide a common standard of desktop hardware and software to all council users at all council sites. This project has obtained capital funding and is now in the process of obtaining approval and release of funds. It will build on the Citrix upgrade in Housing Department. The project business case will be completed during Summer 2006 and will be included as part on the new ICT contract that will be negotiated by the end of the year.**

Storage and Backup

- **The council has reviewed all possible technologies and has decided that our strategy is to deploy a corporate Storage Area Network to meet our current and future requirements for storage and backup. A SAN has been deployed as part of**

the Citrix project in Housing and the corporate SAN will be introduced at the second machine room to help meet our business continuity requirements.

- ***Deploy the corporate SAN to the Regeneration department and then make it available to all departments.***
- ***Improve Backup as part of this deployment, reducing the cost of current backup regimes***

5.10. ICT Service Contracts

The performance of our ICT demands a set of robust contracts that meets the council's current and future business requirements. It is critical to service delivery to the citizen that the support of key applications and back office systems linked to the Customer Service Centre is of the highest quality. The integration of corporate systems and rationalisation of existing solutions will be a key factor in our success.

The council's corporate ICT service and related contracts are summarised below:

- ICT Services - full ICT outsourcing – desktop, applications, SAP, servers and network support, web hosting, project management - Serco
- Wide area network infrastructure – BT (OGC / GTC framework contract)
- Corporate internet access and external email - Computacenter (OGC / GTC framework contract)
- Voice Network infrastructure - ntl
- Voice Switch maintenance - Mitel
- Mobile email – T Mobile
- E-payments – Software AG
- Secure remote access - Signify
- ICT Hardware and peripherals – Dell / Serco
- LGA Master Agreement – Phoenix Microsoft Office Enterprise Agreement, DELL.
- ICT Consumables – Office Depot
- Web Hosting (Serco)
- Third party Applications support (Northgate, OLM, Southbank Systems etc.)

The council recognises the value added by its private sector partners in the delivery of ICT services and aims to be their partner of choice when contracts are let.

Action.

- ***While each of these services has a known duration and life cycle, a 10 year view has been taken to the year 2014, to coincide with the initial term of the Pearson CSC contract. Most of the service contracts will go through two generations over that period, and whenever it is practicable and more efficient, these will be collapsed into larger contracts with prime contractor accountability.***

5.10.1. ITIL

Since late 2003 the ICT industry has aligned their service delivery models to the Information Technology Infrastructure Library (ITIL) standard. The ITIL standard supports the BS15000

standard which has recently received international recognition in the form of ISO 20000. The ITIL Standards themselves are centred on ICT delivery at the operational level so a full ITIL adoption will not be required by Southwark.

Action.

- ***The council will develop its ICT Client Management teams to be ITIL aware. This will allow an understanding of ITIL to be introduced without the need to become aligned to BS15000 or ISO20000. However in order to continue matching the aggressive pace of the market place the council will need to introduce ITIL standards into its supplier/contract management function during 2006/7.***

5.10.2. Procurement of new ICT Service Contract

The council has successfully initiated the gateway process for tendering its third generation ICT service contract. The new service will build on the existing service, with the addition of the capability to act as a framework for other London boroughs that are members of the London Contracts and Supplies Group. There will also be a tendering option for an asset transfer and technology refresh, linked to a Citrix rollout. A key criteria of the new contract is the inclusion of 5% efficiency savings per year (2.5% cashable). This will be a standard requirement for all future contracts/

Action.

- ***Preferred bidder will be announced in September 2006***
- ***Award of contract in January 2007***
- ***Contract to begin in July 2007***

5.10.3. Service Improvement

The corporate client unit has introduced the importance of service improvement to the council's principal ICT service providers. The major contract service reviews are recorded and all include an agenda item to review the current service and to plan improvements.

Action.

- ***The council will use the consultancy services of SOCITM to benchmark the ICT service. A national programme of benchmark groups is run every year and the council participates every two years. The 2005 benchmark group was the first to bring together local authorities and their outsourced service providers. The results are identified elsewhere in the strategy, along with the suggested service improvements.***

5.11. Shared Services

A new, shared services approach will be needed to release efficiencies across the council and to support delivery that is more focussed on customer needs. Technology now makes this far easier than ever before and shared services provide the council with the opportunity to reduce waste and inefficiency by re-using assets and sharing investments with others. Liaison with

the regional centres of excellence for shared services will be established as part of our continuing strategy for development.

Business support teams have been established in each department, using networked ICT applications and infrastructure. We have the potential to further consolidate these teams, using location independent working, electronic records management and workflow.

The council provides ICT infrastructure and applications for Housing Repairs contractors so that the ICT systems can support integrated working. This way of working will be extended to extend integration with other services and applications such as within the agency worker contract.

Action.

- ***The council will investigate and introduce shared services within the ICT environment where there is a clear business benefit in doing so.***

5.12. New Ways of Working

5.12.1. Home Working

Home working demand is set to increase significantly in the future and there is already a large unmet need for this within the council. We are upgrading our current to allow a user with a council supplied machine to have the same level of access over any internet/wireless connection as they would in a council office. The council has agreed and implemented a standard for strong authentication to securely provide this level of access.

Action.

- ***The ICT team will work with the HR team to agree standards for deployment and will provide this as a package.***

5.12.2. Hot Desking

- The corporate thin-client environment planned for introduction during 2006 and including single sign on will reduce the authentication burden placed on users who move from desk to desk regularly. Hot desking will allow the council to release office accommodation (already in short supply) and make use of less space in any new buildings occupied. To help with the introduction of hot desking the council has begun a programme of wireless enabling buildings.

Action.

- ***Working with BT to implement a scalable wireless solution that can be deployed across council buildings***

5.12.3. Mobile Working

Mobile working will become increasingly important with demand for this in a number of departments already. The high level requirement is to have secure and fast mobile access to council databases and resources both on the move as well as in non-council offices and client's own homes. Standards for mobile devices will need to be regularly reviewed and agreed. Again strong authentication devices are required for mobile access and all hardware will need to be able to meet the agreed council standards.

Applications will need to be mobile enabled. The council's view is that strategic back office applications should use their own mobile enabling tool if available. All other applications, and front office requirements should use the SAP portal and mobile engine to access their information.

Action.

- **Set standards for mobile devices.**
- **Mobile enabling strategic applications using standard interfaces supplied by vendor.**

Customer Centred Services

5.13. Customer Service Centre

The Customer Service Centre has introduced many new technologies to the council and is the key user of CRM. The CSC programme has taken over most of our front-line telephone services and in doing this has made itself a critical service provider.

Departmental strategic systems are now integrated and used by a third party 24 hours a day, which has had an impact on required hours of support within the council.

Our investment in the CSC means business continuity is protected but it also means that an outage at the CSC has a larger impact on the business. We need to ensure that all the services that integrate and rely on the CSC provide BC/DR planning and that these plans are deliverable.

The strategy for the CSC remains in place:

- To transfer as many customer facing services as possible.
- To exploit technology to gain efficiencies while recognising that this will often mean extra work on change management and business transformation
- Improve customer service by gaining a better understanding of our customers

5.14. One Stop Shops

- The focus of our strategy will be to further encourage the use of customer self-service within One Stop Shops with greeters able to guide first time users.

- Customers will be able to bring in their proof of ID once and sign up to all the relevant services that the council has to offer that person. If they should require more services at a later stage their proof of ID will still be on record and available to authorised officers.
- All systems needed to complete a customer transaction need to be available in the OSS, preferably through the CRM, or through a licensed version available from the desktop.

5.15. Service Kiosks

During 2004 Southwark installed 10 interactive touch-screen kiosks across the borough. The kiosks were installed as a contribution towards the e-government strategy to provide increased public access to electronic information and services. The units are managed and maintained by third-party supplier CitySpace.

Council-provided information is delivered directly from the council's Content Management System (CMS) which is also used to deliver content to the corporate website and intranet system.

Usage for 2005 averages a steady 11,000 unique visits per month across the network, indicating an average of 1200 unique visits to each unit per month.

Strategically, there are no plans to extend the network at the moment, but to enhance the type of information and services that the kiosks offer the public.

In line with the phased development of the CSC, the kiosks could provide a free touch point to the call centre utilising in-built VOIP capability. Payment collection could also be provided to extend online payments for items such as parking fines/permits.

5.16. Web Development

Over the past two years the council has transformed the way in which web content is managed, both for external public audience via the corporate websites, as well as the internal staff audience via the corporate intranet.

The procurement and installation of a tactical content management system (CMS) and the training of over 100 content publishers across all departments, has significantly improved the way that service information is developed and distributed on the web.

Public usage of the corporate website has shown a consistent month-on-month increase with a 150% growth in the number of unique visitors in the two-year period from January 2004 to January 2006.

The migration of the corporate website into the standard corporate CMS will be completed during 2006. This will enable Southwark to benefit from the use of a single multi-channel CMS – the final part of the strategy to rationalise web content management into a single CMS.

The corporate website has provided 100% service information online as per BVPI157 targets. Service information will continue to be updated and developed in line with national and corporate strategies surrounding information management.

In order to meet the requirements of equal access to council information, further signposting of translation services available to the public will be introduced to online material. Where feasible static content may also be fully translated into the core group of languages representative of Southwark's population. This is due for further development during the period covered by this strategy document.

Action:

- ***Using portal technology to provide secure and authenticated log-in to the council website. Users of this service will be able to view personalised content as well as have direct access to authenticated services relevant to their customer profile.***
- ***An opt-in service for residents to benefit from up-to-the-minute information using SMS text messaging***
- ***Council meetings available on the web site, live and archived for increased accessibility to council processes and democracy.***
- ***Web-cams to allow online viewing of rich media content such as partnership and citizenship ceremonies***
- ***Subscription to e-alerts and online newsletters through the web site.***
- ***Development of GIS interactive map information over the web***
- ***Online tools to enable public participation in council consultations***

5.16.1. Online Forms

The council currently hosts 194 online forms. Approximately 33% of these forms are true electronic forms which can be submitted online. The remainder are downloadable PDFs which need to be submitted with accompanying information such as photocopied proof of identity, or signed declarations. These forms will remain as downloadable PDFs until effective electronic authentication has been introduced. Pearson will take responsibility for e-forms and will manage this as required.

Southwark is actively involved in the marketing and launch of Your London Portal, an initiative developed by London Connects, in association with all of London's local authorities and the GLA.

The portal provides access to a comprehensive directory of public services with full search facility across all 33 London Boroughs.

5.17. Promoting the take up of e-Services

The council invested in a one-off marketing campaign in January 2005 to increase public awareness of the number and type of transactional services available via the council's corporate website. The campaign itself was category winner for best use of photography in a marketing campaign in the 2005 CIPR Local Government Excellence in Communications awards, and has contributed to the significant growth in public access to the corporate website.



The recently signed Microsoft enterprise agreement gives the council the ability to offer free training via the web site on Microsoft applications which we should encourage people to take up.

Strategically, the council will continue to promote the council web services via all literature distributed across the borough to residents and businesses, as well as participating in partnership marketing campaigns such as the London Connects 'Your London' portal, Local DirectGov portal.

A number of locally targeted marketing campaigns will be carried out through 2006 to increase awareness of the growing number of services available online.

MANAGING AND DELIVERING THE ICT IMPROVEMENT PROGRAMME

5.18. Programme Governance

The council has committed substantial investment – this now needs to be managed. The structure for ICT is currently being reviewed with a proposal to centralise shared roles to gain efficiency and benefits of shared working being considered by Chief Officers and their teams.

The day-to-day management of ICT is led by the Head of IT who manages the corporate ICT staff.

A monthly meeting of ICT managers (corporate and departmental) ensures that the programmes, activities and day-to-day operational management are effective and that service standards are being maintained.

ICT, both steady state services via the Serco contract and the investment programme, need to be managed in a co-ordinated way to ensure that the objectives of this strategy are achieved.

5.19. Monitoring the Programme

Action.

- ***As part of the ICT management review it is proposed that a central programme management function is created. This will later fit within a larger corporate programme management function that is part of the council's wider efficiency agenda.***

5.20. Projects and Project Management

ICT Projects that have a corporate scope and benefit will generally be funded by the Modernisation fund. All projects will need to demonstrate that there is a sound business case, that options have been investigated and that the approach demonstrates best value for Southwark.

They will be prioritised according to how the project measures against:

- Impact on improving customer service
- Business benefit – reduction in unit cost of service delivery
- Legislative Requirements – including e-government targets
- Infrastructure impact
- Dependency on CSC
- Degree of integration required to other systems & e-GIF compliance status
- Pace of development and external dependencies
- Partners – does the project provide benefits to partnership or community working

5.21. Benchmarking

Southwark first joined a Socitm London benchmarking group in 2003, and in 2005 took part in the first ever Socitm Partnership and Outsourcing group, jointly with Serco. The group included 8 other authorities and their outsourcing partners from the private sector. A separate group of London Boroughs also met to benchmark their ICT services.

The Society of IT Managers (Socitm) has a long established programme of benchmarking ICT services across the Local Government sector in the UK. Authorities are invited to take part in a number of benchmarking groups that are run each year by Socitm consultants. The overall

results of the 2005 surveys will be published in 2006 and benchmarking will continue to play a central part in our performance monitoring.

The recommendations and lessons learned from the benchmark will be taken forward in the service improvement plan under the umbrella of Forward with ICT at Southwark (2). The wider implications will be used as a benchmark for cost and quality of service during the tendering process for the next ICT service contract.

User satisfaction will be measured in two ways in future:

- Serco will continue to survey a sample of the users of the service by electronic questionnaire and will provide a summary of the results in the monthly KPI database. The objective is to undertake the survey in a way that is auditable and suitable for submission to SOCITM for KPI 1, and to achieve an upward trend in user satisfaction.
- The council will commission an external in-depth survey of managers and Members in 2006. The approach will be consistent with the 2 previous annual surveys and will again be used to verify the success of the ICT strategy and satisfaction with service delivery. Actions will be identified for inclusion in the next iteration of the service improvement plan.

6. ICT FUNDING

6.1. R.O.I

Return on Investment as a measure of ICT productivity (rather than TCO – the total cost of ownership) is important but complex to measure.

Microsoft and Citrix both have ROI models that can be used by organisations willing to prove business cases for the investment in their products, but these are not sufficient on their own.

Considered together with strategic outsourcing, ROI will be key in making risk-reward proposals, but for the steady-state infrastructure this will be covered under the asset transfer option. Separate assessments prior to the new ICT contract would be time-consuming and short-lived, so need to be bundled together in the work considering the new ICT contract.

7. APPENDICES

7.1. Departmental ICT Strategies

7.1.1. Housing

Southwark Housing is the largest landlord in London and sixth largest in the country. The department is responsible for identifying housing needs across all tenures and maximising resources directly, or through partnership with other organisations to meet those needs. There are approximately 1000 ICT users in the department working from fifteen key sites: The department uses corporate and strategic systems with the major responsibility for the integrated housing system (known as iWorld) and the council's income systems.

This is a selection of some of the initiatives we will focus on in the future:

- Comprehensive review of Housing Information Management
- Introduction of mobile working
- Maximisation of home working opportunities
- Improved systems for Leasehold Management
- Improved Income systems
- Review, and migration, of non standard applications and databases to tactical and strategic systems
- Integration of planned maintenance with corporate capital planning system.
- Potential of enhanced community access to services such as Digital TV on council Estates

7.1.2. Social Services

Currently Social Services have two main service divisions (Children's Services and Adults Services) delivering a range of services. Structures in Adults Services have been changing over the past few years with closer integration with Southwark PCT. A new Children's Trust brings together the existing Children's Services division, Education together with parts of the PCT providing health services to children.

This is a selection of some of the initiatives we will focus on in the future:

- Completing the migration of legacy systems to our main strategic Care Recording system (CareFirst)
- Developing in house capability to deliver training on CareFirst
- Implementing the Integrated Children's System (ICS) as web forms built on CareFirst
- Implementing the Single Assessment Process (SAP) as web forms on CareFirst
- Implementing the Electronic Social Care Record (ESCR) defined by the Department of Health to support full electronic case recording and document management
- Establishing the infrastructure required to support integrated working with the PCT and Mental Health Trust
- Initiating a Telecare pilot to allow older people to live more independently at home

7.1.3. Environment & Leisure

The Environment & Leisure department consists of six service areas: parks & sports, libraries & culture, quality & performance, waste & transport, southwark building & design services, streetscene & public protection and community safety. The ICT function sits within the quality & performance service.

This is a selection of some of the initiatives we will focus on in the future:

Environmental Health

- The strategic system used by the division, ITECS will no longer be supported by the supplier, the division will migrate over to APP, which is the suppliers replacement system.

Street Scene

- Currently wardens log service requests/problems via the Confirm system and directly to the call centre via SAP CRM. It is planned introduce a system for logging all service requests via a radio command centre, either directly into SAP CRM or to the call centre.

Highways Infrastructure

- Further development and rollout of mobile units for condition surveys and inspections and spacial mapping of all highways sections.

Waste Management & Transport

- Enforcement -Various MSAccess databases, Lotus Notes and Excel spreadsheets have been rationalised into one database which is used to process and manage enforcement and prosecution processes. The system is used by markets, legal services as well as staff in waste management's enforcement team.

Parks

- Contract management of current grounds maintenance for parks and cemeteries. This service will be live with the operation of the Confirm system environmental contracts module – April 2006.

Libraries & Culture

- Wireless networks in all libraries for public internet access. RFID – radio frequency identification device – for self issue and stock management.
- TALIS – Upgrade of the main library management system for libraries stock and customer information.

Museums

- Further digitisation of stock of items, photographs and pictures and to implement a computerised system to manage these collections.

7.1.4. Strategic Services

Strategic services ICT strategy is, to a large part, captured in the wider strategy outlined above. The main focus for the department is consolidation of applications into the larger strategic systems. Where an existing system is not capable of meeting requirements then alternatives will be considered, in addition to this a wider survey of business requirements will also be undertaken to understand if a corporate project needs to be undertaken for this application.

All infrastructure undertaken by Strategic Services is done by the corporate infrastructure team and by definition all Strategic Services infrastructure work is part of the wider corporate programme. The largest change that the department is facing is the accommodation review which will look to consolidate the large number of locations that are currently occupied by the council. **The strategy is for all infrastructure work to consider the impact that a change in accommodation may have and ensure that flexible working environments are also considered.**

Strategic Services also undertakes a significant contract management function on behalf of the council. **This contract management function is establishing standards and principles, based on ITIL that we will expect all our suppliers to meet. The strategy will be for these standards to be enforced as part of a centralisation of contract management.**

7.1.5. Regeneration

Regeneration covers a range of services that effect the physical environment, the economy of the Borough and the lives of most of Southwark's residents. It is responsible for setting the strategies that govern change, for delivering planning, support to businesses and property services as well as ensuring that the council's approach to managing neighbourhoods in Southwark is well co-ordinated. This is achieved by working closely with developers, businesses, regeneration partnerships, statutory bodies and the people of Southwark.

Regeneration's ICT strategy for the future will be to rationalise servers and provide additional resilience to key applications in the process through the use of Blade servers and SAN technology. There will also be a strong emphasis on Business Analysis for efficient use of ICT and Knowledge Management for setting up data structures on the LAN that enable the efficient retrieval of information and compliance with the corporate metadata structures that will emerge.

Future Projects

1. Get Portal working correctly for Chiltern staff
2. Re-launch Information Management project
3. CSC phase 2 (DC implementation) – BPR project
4. Manhattan SAI ▶
5. Data services for E&C project extended to all Southwark
6. ADOS rollout to other groups in Regeneration.
7. Standardised consultation project
8. Migration of servers to Blade technology and SAN storage

7.2. Community Strategy – Take up of e-Services

7.2.1. The INTO Partnership Experience

The **Into** partnership was formed in 2003 to undertake an innovative e-community project in the ElephantLinks SRB Area. The partnership delivers skills training, support and development of media and Internet applications to help communities make better use of technologies including e-government applications. The partnership also helps individuals to connect with local communities of interest strengthening as well as building the capacity of the local community.

Into operates from a fully equipped training and support centre at Trinity street in SE1 and is linked by high speed DSL lines to 6 other community based centres in the area including a secondary school and a tenants resource centre. The Trinity Street centre has 3 ICT training rooms, a multimedia production lab, internet café and meeting rooms as well as the technological hub that provides 'thin client' (Citrix) computing facilities and high speed internet access to all of the **Into** resource centres.

7.2.2. The Elephant and Castle Redevelopment

The Elephant and Castle redevelopment is a major project of strategic importance to the whole of London. Over the course of the next decade the Elephant will be transformed into a major town centre for London providing 5300 new homes, five open spaces, striking architecture and thousands of jobs for local people. Part of the process for the redevelopment will be the provision of an ICT infrastructure that will make the area functional, future-proof and attractive to business and residents.

This infrastructure should also facilitate the delivery of other services including: e-government, e-health, e-learning, maintenance and monitoring systems, evidence quality CCTV systems, public wireless access, digital telephony, ultra-local media channels (community and municipal), and secure remote storage.

7.3. Actions summary

Section Ref	Action
5.1.1	The council through the ICT strategy will encourage ICT take-up across the borough's population and in particular the more disadvantaged communities.
5.1.1	The ICT Strategy will seek to attract employment opportunities to the borough in order to tackle poverty, by taking a lead in encouraging the deployment of competitive digital infrastructure.
5.1.2	The ICT strategy is aimed at investing in an ICT toolkit that the council's efficiency programme will be able to utilise to help enable business transformational changes that will be required to meet the efficiency targets.
5.1.2	The council is leading on an e-marketplace project across South East London, this is an example of the type of collaborative working we wish to achieve with other Local Authorities and an example of more efficient procurement processes.
5.1.2	The council will continue to search for and join collaborative projects with other Local Authorities particularly where this leads to clear procurement efficiencies and therefore lower costs.
5.1.3	Government Connects Pay - Southwark is an early adopter of the supplied payments engine, having gone live in 2005, the strategy is to build further on this for all our online payment requirements.
5.1.3	Government Connects Exchange – Southwark has already conducted technical testing of GC Exchange thanks to the investments made in GC Pay and will expect to be one of the first LAs to implement this tool.
5.1.3	Government Connects Register – This product will be utilised for online citizen authentication once the council has an ID Management system in place to integrate with GC Register. The council has submitted a proposal to be an early adopter of GC Register.
5.1.3	Government Connects Mail – This product will be used when the council identifies a need for secure email.
5.1.4	The ICT strategy will ensure that Southwark plays it's full part in supporting the London Connects programme and will actively participate in delivering this.
5.1.4	Southwark is participating in the Nomad wireless networking project and will use the outcomes of this to drive our own wireless strategy.
5.1.4	Southwark will continue to be a strong participant in the Southeast London local authority partnership (SEaLEGS) and is leading on an e-marketplace project for this group.
5.1.4	Southwark is a participant in the proposed London Public Sector Network (LPSN) being lead by London Connects.

Section Ref	Action
5.1.5	Southwark has submitted a Digital Challenge bid and is awaiting the outcome of the judging process.
5.1.6	Our strategy will be to work closely with other agencies such as other local authorities in London, the GLA and London Connects so that we can collaborate with our ICT systems to provide the information needs of Londoners and all visitors during the Olympics.
5.1.6	Our ICT Strategy will study the results from the national projects and implement aspects of the projects, which will yield best value and assist the council in delivering the targets set by government.
5.1.6	Southwark will continuously review it's website and ensure that it complies with Local Directgov requirements.
5.2.1	The ICT strategy will underpin and support the delivery of Southwark's corporate goals and deliver more choice and personalisation of services to it's citizens and communities.
5.2.2	ICT will ensure that by underpinning the capture of data and information to record progress say with ethnic monitoring as an example, but it can also help in ensuring that the digital divide does not become a source of inequality in the future by building on the work that has already started in parts of the Borough (INTO project).
5.2.3	The ICT strategy will ensure a sound ICT infrastructure that supports the business objectives of Southwark and continuously improves service delivery, which are key parts of the CPA assessment.
5.2.4	The ICT strategy will develop tools such as the Intranet (The Source) as learning portals rather than merely a library of static pages. The development of this medium is also key to better ways of working and more flexible means of obtaining information whether on the move or statically in the home or at a work location.
6.2	A programme for implementing the Policies and Procedures for Information Management across Southwark, will begin to be introduced during 2006.
6.2	Working with the GIS data team a programme of work will be undertaken to review all data collected across the council, document and implement standards.
6.2	A corporate contract to be procured for paper records storage.
6.2	A document management pilot to be undertaken and if successful roll out to the rest of the council.
6.3	The e-Government policies and standards developed by the Local Government e-Government Standards Body will be assimilated into the work of the Southwark Policies & Standards Sub-Committee's forward work programme for 2006.

Section Ref	Action
6.4	A corporate on-line method of ascertaining ICT training needs analysis for all Southwark staff will be implemented in 2006 and be linked to the Performance Monitoring process.
6.4	All staff will be entitled to a 'passport' of their current ICT skills.
6.4	ICT team to support the significant investment in the Cator St corporate learning and development centre planned for 2006.
6.4	ICT team to work with corporate Learning and Development to ensure that council's overall ICT training needs are met using new Cator St resources.
6.8.2	Continue rollout of CRM to all customer facing services, integrating with systems as required.
6.8.2	Implement Master Data Management to complete business requirement for a single view of the customer.
6.8.3	Complete pilot in E&L of BW strategic reporting tool, if successful rollout to all departments during 2007+.
6.8.4	Complete rollout of Portal to all 4500 desktop users in the council and make available for the information management requirements.
6.8.5	Establish a corporate geographic information standard across the authority.
6.8.5	Establish a technical architecture that could support enterprise GIS user at all levels.
6.8.5	Gain funding in order to develop the architecture.
6.8.5	Develop a framework for spatially enabling data
6.8.5	Implement an intranet GIS across the council
6.8.5	Implement an internet GIS
6.8.5	Educate a broad and varied number of council personnel on the benefits of geographic information
6.10	While each of these services has a known duration and life cycle, a 10 year view has been taken to the year 2014, to be coincident with the initial term of the Pearson CSC contract. Most of the service contracts will go through 2 generations over that period, and whenever it is practicable and more efficient, these will be collapsed into larger contracts with prime contractor accountability.
6.10.1	The council will develop its ICT Client Management teams to be ITIL aware. This will allow an understanding of ITIL to be introduced without the need to become aligned to BS15000 or ISO20000.

Section Ref	Action
6.10.1	However in order to continue matching the aggressive pace of the market place the council will need to introduce ITIL standards into its supplier / contract management function during 2006/7.
6.10.2	<p>The key stages are summarised below :</p> <ul style="list-style-type: none"> Key Decision - Forward Plan Chief Officer Team meeting as Contract Review Board PRINCE 2 Project Mandate, Business Case, Project Brief and Project Initiation Document Market Research & concurrents Gateway 1 report Executive Decision Bidders conference OJEU notice for European Tenders Pre Qualification Questionnaire Invitation To Negotiate Evaluation, short listing, negotiation Gateway 2 report Key Decision - Forward Plan Chief Officer Team meeting as Contract Review Board Executive Decision Award of contract
6.10.3	The council will use the consultancy services of SOCITM to Benchmark the ICT service. A national programme of benchmark groups is run every year and the council participates every 2 years. The 2005 benchmark group was the first to bring together local authorities and their outsourced service providers. The results are identified elsewhere in the strategy, along with the suggested service improvements.
6.11	The council will investigate and introduce shared services within the ICT environment where there is a clear business benefit in doing so.
6.12.3	Set standards for mobile devices.
6.12.3	Mobile enabling strategic applications using standard interfaces supplied by vendor.
9.2.1	<ul style="list-style-type: none"> Comprehensive review of Housing Information Management Introduction of Mobile working (back office personnel) Maximisation of Home Working opportunities Improved systems for Leasehold Management Improved Income systems Review, and migration, of non standard applications and databases to tactical and strategic systems Integration of planned maintenance with corporate capital planning system. Potential of enhanced community access to services such as Digital TV on council Estates
9.2.2	Completing the migration of legacy systems to our main strategic Care Recording system (CareFirst)

Section Ref	Action
	Developing in house capability to deliver training on CareFirst Implementing the Integrated Children’s System (ICS) as web forms built on CareFirst Implementing the Single Assessment Process (SAP) as web forms on CareFirst Implementing the Electronic Social Care Record (ESCR) defined by the Department of Health to support full electronic case recording and document management Developing integration/reporting/information presentation layer for the Children’s Trust (linking Education Management System with CareFirst) Supporting CSC interface and BPR requirements for Social Care Establishing the infrastructure required to support integrated working with the PCT and Mental Health Trust Initiating a Telecare pilot to allow older people to live more independently at home
9.2.3	Extensive actions in all six service areas – see body text for details.
9.2.4	The strategy is for all infrastructure work to consider the impact that a change in accommodation may have and ensure that flexible working environments are also considered.
9.2.4	This contract management function is establishing standards and principles, based on ITIL that we will expect all our suppliers to meet. The strategy will be for these standards to be enforced as part of a centralisation of contract management.
9.2.5	Get Portal working correctly for Chiltern staff Re-launch Information Management project CSC phase 2 (DC implementation) – BPR project? Manhattan SAP Data services for E&C project extended to all Southwark ADOS rollout to other Groups in Regen. Standardised consultation project Migration of servers to Blade technology and SAN storage