

Unclassified



## **London Borough of Lambeth**

ICT strategy 2012 – 2015: using any device, at any time, anywhere

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**Version history**

Ref.	Date	Description
0.1	10/02/2012	Initial draft informed by: Research activity, Coproduction events (Divisional Directors, all staff, and ICT Strategic User group), Briefings for ICT Strategic User Group, F&R Departmental Leadership Team (DLT), and Cabinet Member for Finance and Resources.
0.2	16/02/2012	Including review comments from core ICT staff.
0.3	22/02/2012	Including outcomes from External Partners coproduction event.
0.4	28/02/2012	Following initial discussions with ICT DMT.
0.5	05/03/2012	Incorporating ICT DMT observations.
0.6	06/03/2012	Draft for consultation with Lambeth Departmental Leadership teams, Lambeth Living Senior Management Team, ICT Strategic User Group, and Gartner.
0.7	08/04/2012	Informed by consultation events.
1.0	19/04/2012	Final draft incorporating F&R Departmental Leadership Team and ICT Services Divisional Management Team observations.
1.1	25/04/2012	Final following Strategic Leadership Board approval

## Executive Summary

This document sets out the strategic direction for the use of ICT to support Lambeth's aspiration to become a cooperative council. Lambeth's cooperative ambitions have at their heart a shift in the relationship between the council and Lambeth's residents, which presents a key challenge that this strategy looks to meet. Rapid change in technology through the availability of services in the cloud, new mobile devices, and 'apps' which give a more personal computing experience offer tools which Lambeth will use to deliver information and enable collaboration on **any device, at any time, anywhere**. The central management of ICT assets will enable an appropriate range of technology solutions to be supplied on the basis of need. All requirements in excess of what is needed will have to be separately funded.

This strategy provides the framework for engaging with partners within the council, and across new alternative service delivery vehicles (such as 'spin offs', mutuals etc) to shape the appropriate use of technology to enable the achievement of their business goals. The strategy will be followed by focused implementation plans developed and implemented jointly with partners that will build up detailed milestones through to 2015. These will be included in the council's service planning activity, and will need to be responsive to continued changes in Lambeth and technology.

## 1. Demand

### 1.1 Introduction: the journey so far

The following key drivers have informed the development of this strategy:

- Lambeth is on the road to becoming a cooperative borough, and major changes in service delivery and support will be needed to enable this ambition.
- There is a shift in power and responsibility from state to citizen, with the aim of working together to identify need, and to jointly design and deliver appropriate services.
- The financial situation across local government has changed significantly during the period of the previous ICT strategy, with budgets being significantly reduced requiring difficult decisions about service delivery.
- New technologies are becoming available at an ever increasing rate, along with different models of supply and consumption with many elements of the traditional business technology stack now available as consumerised services.
- The existing ICT strategy was developed in April 2009, for a three year term, presenting an ideal opportunity to reflect on these changes in a refreshed strategy.

In 2005:

- ICT was decentralised, with cross-council revenue expenditure of c. £16.6M.
- ICT was responding to around 5 support calls per agent per day.
- ICT did not measure system availability, first time fix performance or other efficiency/ satisfaction indicators.
- ICT was expensive, and not aligned with the council's objectives.
- ICT was centralised to reduce cost and improve service.

In 2011:

- ICT is centralised with revenue expenditure of c. £8.96M.
- ICT is responding to around 25 support calls per agent per day, in addition to c. 49% of calls reported online self-service.
- ICT system availability exceeds the 99% SLA, first time fix performance is excellent and customer satisfaction is benchmarked in the London upper-decile (Socitm).

- ICT is high-value and low-cost, supporting the cooperative council objectives and reducing demand on resources.

Towards 2015:

- By 2015 cooperative ambitions for the borough will be enabled through ICT (Information, **C**ollaboration and **T**echnology).
- Significant organisational changes will be required to adopt new models of sourcing and delivery.
- ICT need to introduce more service options, scalability and cost flexibility, and to extend the service to support a growing number of external partners of all sizes.

## 1.2 Business context: listening to our partners

ICT will play a critical role in supporting Lambeth’s ambition to become a cooperative council and our strategy for 2012 – 2015 is focused on enabling this transformation. This vision will enable the cooperative borough and [Corporate Plan](#), along with the ambitions of our partners (for example as expressed in the [Lambeth Living Business Plan](#)). It will directly support the council in its cooperative endeavour working together with the borough's citizens, to realise its goals to create a fair and socially just borough which is:

- Caring
- Aspirational
- Safe and Secure

This strategy has been developed using principles of coproduction, in addition to consultation with staff at all levels across the council and significant cross-sector industry research to build on previous work. This has enabled a broad range of views and priorities to be incorporated, and has resulted in a strategy document significantly different from that which preceded it. A summary of the outputs from the various coproduction events is included at Appendix 1.

Our core vision is to enable the delivery of council services through a variety of alternative service delivery vehicles:

**Using any device**

**At any time**

**Anywhere**

Six key requirements of ICT have been clearly articulated through the coproduction activities, which are supported by industry research. These are:

<b>Information</b>	Risk and security	The council must remain compliant with statute and appropriate legislation, and recognise that changing finance models and cooperative service delivery will change the risk profile.
	Open information	Council generated information must be fit for purpose, secure and open for sharing and re-use.
<b>Collaboration</b>	Flexible	People must be able to work wherever, whenever and how ever is required / preferred.
	Innovate	To take full advantage of future technology and business development it is essential that innovation is encouraged.
<b>Technology</b>	Agile	Changes in internal and external business models, technology and finance require agility in service delivery and support to our residents – our technology must not limit our ambitions.
	Appropriate	Technology must be appropriate to the task and people should be able to choose their technology (hardware, systems, apps).

### 1.3 ICT contribution: how this strategy will support the cooperative borough

The following table gives examples of the positive impacts achievable for each of the three key customers of ICT – the commissioning organisation, service providers and our citizens.

	What do we need?	How will it be achieved?	What will this mean for ...?		
			The commissioning organisation	Service providers	Our citizens
<b>Information</b>	<p><b>Information</b> is the life-blood of the council and is fundamental to commissioning and delivering cost effective services appropriate to customer needs.</p> <p><b>Information</b> must be fit for purpose, secure and available when it is needed to help deliver appropriately targeted services, clearly demonstrating our commitment to providing a <b>safe and secure</b> environment.</p>	<p>Council information will be 'open by default' - available in reusable format(s), within statutory and regulatory constraints.</p> <p>Where this is not possible information will be available for secure sharing as required. We will work with cooperative partners to ensure their information is also available.</p>	<ul style="list-style-type: none"> <li>Information will be available to support commissioning decisions, along with accessible tools for analysis.</li> <li>It will be possible to better understand the needs of customers for single and bundled services, and to design targeted services.</li> <li>Consistent information will be available from service providers to enable efficient and transparent service monitoring, using standard tools.</li> </ul>	<ul style="list-style-type: none"> <li>Service providers will have access to information to help bid for and deliver services.</li> <li>Information will be used to design targeted and preventative services in collaboration with the council.</li> <li>Standard information will be provided to evidence the quality and effectiveness of service delivery, keeping management information overheads to a minimum.</li> </ul>	<ul style="list-style-type: none"> <li>There will be open access to our information in re-usable format(s), and through APIs allowing direct access to data.</li> <li>This will help citizens to understand how the council and our partners deliver services, how much things cost, and to identify ways that things may be improved.</li> <li>We will support service providers and partners to help make their information openly available too.</li> </ul>

	What do we need?	How will it be achieved?	What will this mean for ... ?		
			The commissioning organisation	Service providers	Our citizens
<b>Collaboration</b>	<p>Having access to, and being able to share information is essential for efficient and effective cooperative models of service delivery.</p> <p><b>Collaborative</b> solutions will be available to support flexible and remote working, helping service delivery staff to create a <b>caring borough</b> through their interactions with customers.</p>	<p>Tools will be available for collaborating across organisational and functional boundaries.</p> <p>Examples include telephony and voice / video conferencing facilities, cloud based electronic document co-authoring, and instant messaging.</p> <p>We will also help people to understand their responsibilities to manage information safely.</p>	<ul style="list-style-type: none"> <li>• There will be facilities for collaborating with actual and potential service providers as well as directly with customers.</li> <li>• For example there will be electronic document collaboration, instant messaging and virtual meeting tools, alongside telephony and video conferencing.</li> <li>• These will help to reduce costs of both commissioning and managing service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• It will be possible to communicate easily with the commissioning organisation using electronic collaboration tools.</li> <li>• Service providers will also be able to use these tools for enabling safe and secure remote working, along with direct interactions with customers, allocating more time to service delivery and less to back office functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals and businesses will be able to communicate easily with ‘the council’ – irrespective of the service provider.</li> <li>• Service consumers will also be able to collaborate with each other, for example to express need and monitor performance.</li> </ul>

	What do we need?	How will it be achieved?	What will this mean for ... ?		
			The commissioning organisation	Service providers	Our citizens
<b>Technology</b>	<p>Available technologies used appropriately will give the flexibility needed for cooperative services. Within value for money constraints people will have options for sourcing appropriate <b>technology</b> to enable them to achieve <b>aspirational</b> targets. This will include opportunities for individuals to 'bring your own device'.</p>	<p>Information and systems will be designed to allow use of alternative end user device, within constraints of compatibility, security and cost. This will include opportunities to 'bring your own device', allowing the use of familiar equipment and tools. This will also help to broaden engagement across the customer base, allowing familiar and intuitive tools to be used in service delivery.</p>	<ul style="list-style-type: none"> <li>• Service commissioners will not be restricted by end user technology.</li> <li>• They will be able to purchase and deploy technologies most appropriate to their function.</li> <li>• We will support these options through advice and guidance based on an understanding of the business needs and contemporary technology offerings.</li> </ul>	<ul style="list-style-type: none"> <li>• Organisations delivering council services will be able to use a wide range of devices.</li> <li>• They will be able to choose their technology provider as long as information is managed within the law and with appropriate regard to privacy.</li> <li>• This will allow greater flexibility, and associated changes in responsibilities, in a fast changing technological landscape.</li> </ul>	<ul style="list-style-type: none"> <li>• People will be able to interact with the council using personal and familiar devices.</li> <li>• This will make it easier to express need, plan and consume services, and to monitor service quality.</li> </ul>

## 2. Control

### 2.1 Principles: how we work together

The six key requirements resulting from the core coproduction activities will be applied through the following four principles. These principles provide a simple set of criteria for checking technology proposals, supporting quicker decision-making and acceptance of proposals which align with them and explicit and informed decisions regarding proposals which do not. The six requirements articulated in section 1.3 above are noted in the ‘need’ column below.

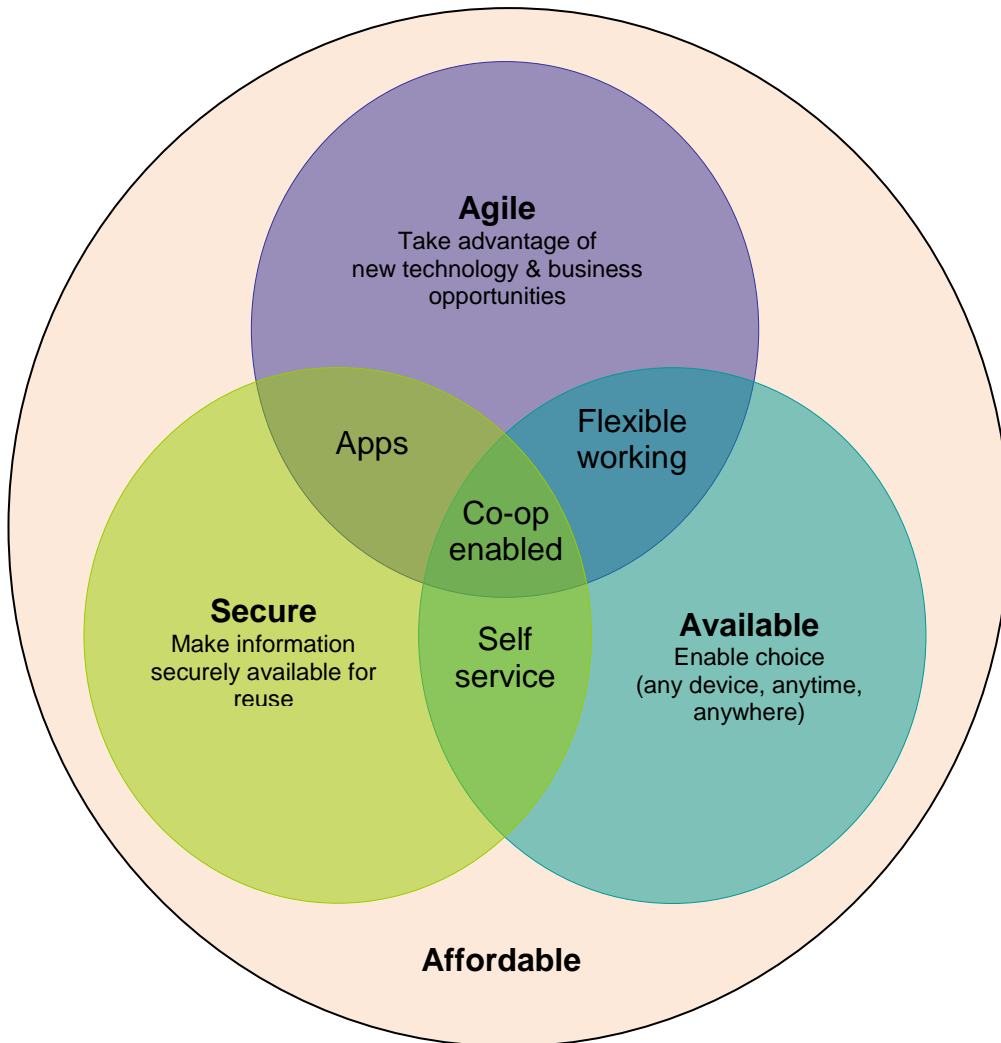
Need	Principle	Rationale
Open Information & flexible collaboration	<p><b>AVAILABLE</b></p> <p>Technology must allow access to information and systems whenever and wherever it is needed.</p>	<p>Making information available using any device, at anytime, anywhere means that services can be delivered more flexibly, meeting the needs of our citizens, our service delivery organisations and our staff.</p> <p><b>Flexible infrastructure and commoditised ICT services will help us achieve cooperative ambitions.</b></p>
Innovation & agility	<p><b>AGILE</b></p> <p>ICT should be flexible and responsive to change.</p>	<p>Rapid advances in ICT offerings and quickly changing business models as we move to cooperative service delivery mean that our ICT service must be agile.</p> <p><b>An adaptable workforce and flexible technology will support rapid business change.</b></p>
Risk and security	<p><b>SECURE</b></p> <p>Information must be freely available and kept appropriately secure.</p>	<p>The council and other organisations hold business critical and personal data that our citizens, users and partners depend on. We will help users to develop simple and secure means of storing and sharing this information.</p> <p><b>Better awareness of, and help in meeting, responsibilities will make the most of information we and our partners are entrusted with.</b></p>
Affordable	<p><b>AFFORDABLE</b></p> <p>ICT should be affordable for all users.</p>	<p>To support the delivery of services with reduced finances it is important that ICT is affordable and fit for purpose.</p> <p><b>Base level technology solutions that meet (and don't exceed) business needs.</b></p>

It is acknowledged that the new delivery models required to realise targeted and preventative services and our cooperative ambitions will result in a more complex ICT environment. The following diagram represents the ways in which Lambeth ICT will direct effort and resources to enable this.

Within the necessary requirement of **affordability** these three themes will be used to direct ICT activity, with the aim of building on the requirements and preferences identified above to give partners and customers of ICT Services the information, collaboration and technology resources needed to enable the cooperative borough.



### Cooperative Borough enabled through ICT key themes



**Available** – we will enable choice (any device, anytime, anywhere) through rationalisation of our business applications and packaging of these applications for consumption via the web on any device. We will allow access to information and systems on any device, anywhere, at any time, within appropriate security constraints to ensure regulatory compliance.

**Agile** – we will take advantage of new technology and business opportunities through working with service delivery functions to evaluate emerging technologies (for example cloud based technologies) and business offerings (for example software as a service), implementing those that support cooperative imperatives.

**Secure** – we will make information securely available for reuse through the provision of council data in reusable format(s), appropriate policies and guidance, and a business analytics infrastructure to allow new insights to performance and demand using council and partner information wherever possible.

## **2.2 Governance: ICT decision making**

This Strategy will be owned by the Strategic Leadership Board of the council.

ICT activity is governed by the Strategic Leadership Board (SLB) and Finance Strategy Board (FSB). The Strategic User Group (SUG) that includes senior management representation from all current users provides valuable input to the governance process as key elements of the ICT Service Plan are planned and delivered jointly with the SUG. Additionally there is direct, function specific, engagement with council and partners through groups such as Department Leadership Teams, the Information Governance Working Group, Geographic Information System User Group, Open Data working group, and business system user groups.

Governance structures and processes will need be adapted to accommodate alternative service delivery organisations as they develop making sure that engagement is maintained appropriately within the principle of affordability.

Decision making will be managed by applying the ICT principles and governance structures iteratively to ideas in order to identify feasible options and the most appropriate choice to be implemented. This mechanism will be used for engaging with existing and potential ICT consumers, to provide a simple framework for productive dialogue.

## **2.3 Financial management: paying for ICT**

Since centralisation Lambeth's ICT service has been consistently benchmarked as providing upper quartile performance with lower quartile cost when compared against other London authorities through the annual Socitm survey. This is based largely on a "below the line" funding model, which increasingly is not meeting the emerging aspiration for greater cost transparency and choice being articulated by new service delivery vehicles (such as the council's housing Arms Length Management Organisation).

To support Lambeth's ambition to become a cooperative council, where services will largely be commissioned and delivered through alternative service delivery vehicles such as "spin-offs" etc, we will develop a more commercially based financial model that will include variable charging wherever this is possible and represents value for money.

This model will need to balance economies of scale with the flexibility of variable costs to suit demand. Existing patterns of significant capital investment to accommodate changed requirements that result in appropriate but inflexible solutions will not sustain a cooperative borough. Instead a model of cost per unit (for example per user per month or year) will provide a flexible and scalable ICT environment that must be based on a more rigorous analysis of requirements and monitoring of effectiveness. An example of where this is already being put into practice is the council's move to a 'cloud' based email service which will deliver greater availability, agility, and cost flexibility.

## **2.4 Metrics: measuring ICT**

The ICT service is measured using a variety of metrics that are reported to the Divisional and Departmental Leadership teams and the Strategic User Group and Strategic Leadership Board as appropriate.

Performance against Service Standards is monitored daily by ICT managers, with weekly reports reviewed by the divisional management team. These reports include metrics such as numbers of calls by category along with resolution times, team based performance measures, and instances where specific investigations are required such as major incidents.

Over the journey described at section 1.1 above the metrics used to measure performance have changed, as aspects of performance have improved significantly. As an example the regular measurement of telephone call answering lost value after an initial period as the metric consistently reported a 'green' state. Similarly, as the reliability of our network infrastructure improves the value of reporting downtime decreases. The divisional management team regularly reviews ICT metrics in the light of improved performance and customer needs, ensuring that our measures reflect value to the organisation. The current suite of metrics reported to the departmental leadership team is shown below.

<b>Metric</b>	<b>Measure</b>
Demand for our business (2 measures).	The relationship between the total number of unique network logins and numbers of high priority incidents. Average time taken to fix calls against relevant service standard target.
Service efficiency	Proportion of calls (of all priorities) fixed within 4 hours.
Enabling flexibility	Number of unique remote accesses to the Lambeth network as a proportion of RSA tokens in use.
Keeping our customers happy	An aggregated measure combining customer satisfaction ratings from our monthly survey and performance against service standards.

In addition to these metrics we will continue to assess our services and costs, through the annual Socitm benchmarking exercise or similar. This external benchmarking provides valuable insights into the performance of the Lambeth ICT Service, and has consistently confirmed that the service is currently low cost and high performing.

Our monthly customer satisfaction survey, with headline results reported to SUG and F&R DLT, continues to provide valuable feedback which is used to iteratively improve the customer experience of ICT.

### 3. Supply

#### 3.1 Supply of ICT: our service for you

Our information, collaboration and technical architectures will be as open and flexible as possible to enable Lambeth's cooperative ambitions within financial and regulatory constraints. Information will be available as 'open by default', in re-usable format(s), for use by the council, our partners, citizens and other customers. Collaboration will be enabled using any device, at any time, anywhere. There will be circumstances where it is inappropriate to allow such transparency and flexibility, for example with regard to sensitive personal information. In these cases we will make sure that guidance and tools are available so that system users are able to keep information secure.

Our regional and sub-regional links will be strengthened and further exploited. Lambeth currently chairs SEaLEGS (the South East London CIO group), and also participates in the London Councils forums, currently chairing the London Warning Advice and Reporting Point (WARP) group Information Security for London jointly with London Borough of Havering. Within our current ICT activities we have joint working arrangements with the Royal Borough of Kensington and Chelsea and the London Boroughs of Lewisham and Havering, which in each case are delivering tangible benefits for both parties. Lambeth has also been leading the Joint Service Partnership of six boroughs implementing a single Enterprise Resource Planning (ERP) application and move to a transactional shared service. This will realise significant savings across the ERP portfolio of services (primarily Finance, Procurement and Human Resources) for all participating authorities, and will allow us to develop re-usable joint working practices.

#### 3.2 Processes: implementing ICT

All aspects of ICT service delivery will continue to be based on the OGC ITIL framework, which is the definitive global standard for modern IT operations in the public and commercial sectors. We will continue to use a structured and commercially robust approach for delivery of projects, and also ensure that where suitable Agile methods are used to ensure delivery at pace to meet the demands of a rapidly changing organisation and partnerships. We will also continue to assess our services and costs, through the annual Socitm benchmarking exercise or similar.

We have published Service Standards agreed with our customers, and have developed a suite of Standard Operating Procedures codifying key processes. Changes to our ICT infrastructure are managed through a weekly ITIL Change Advisory Board, with emergency procedures available for urgent change requests.

#### 3.3 Applications: maximising service efficiency

Lambeth's approach to business applications will support the council's journey to delivering the cooperative council. Key priorities will be to:

- Deliver value for money: through continuing to rationalise systems and reduce software costs. This will mean that core systems are used more effectively and non-core systems decommissioned.
- Enable collaboration and cooperative working: by providing the tools and consistent data needed to help officers and partners to coproduce excellent public services.
- Deliver a more personalised and user focused experience: embracing mobile working, and working with software providers to ensure that the necessary access to core data (through APIs) is available to support a flourishing "app" ecosystem, produced cooperatively with partners.

- Facilitate greater service efficiencies: working with service commissioners and suppliers in applying our principles to achieve the best possible service outcomes.

### **3.4 Technology: providing the tools**

We are implementing a technology architecture that will provide enhanced resilience, flexibility and scalability. This includes increased use of subscription services, also giving financial flexibility. Examples of this include:

- Replacement of our existing telephony solution to move to a more cost effective and flexible solution that combines both our mobile and fixed telephony solutions.
- Introduction of new models of working such as tablet devices, thin clients and virtual devices to increase flexibility and enable the ambitions within the accommodation strategy programme. This will include enabling connections from personal devices ('bring your own device').
- Moving to a new email system that will see greater flexibility in terms of where staff can access email from and the volumes they can store.
- Completion of our server virtualisation work that will deliver a significant percentage of Lambeth's carbon reduction targets.
- Subscription to a purpose-built disaster recovery suite to assist business functions to get up and running in the event of serious technology failure.

### **3.5 Information management: improving our understanding**

To enable the journey to a cooperative council we will encourage the re-use of information wherever possible through:

- Working collaboratively with other organisations to develop and implement tools and processes that will help the council and partners in understanding and exploiting the opportunities and responsibilities that come from our vast information stores and access to other's information.
- Providing guidance and standards with regard to data quality and sharing to provide a clear framework for information management in the cooperative environment.
- Continuing to provide the professional lead with respect to information governance, management and security. This includes support and guidance for responsible service areas on information related legislation including the Freedom of Information (FOI) and Data Protection (DPA) Acts, and regulatory compliance issues such as connection to the Government Secure Extranet.
- Using our expertise in managing information to deliver Master Data Management of key datasets (building on our excellent foundation in property and geographical information), and business analytic tools. Where possible we will work with partners, such as other councils, to achieve this, and we will ensure that all investment is supported by a robust business case

### **3.6 Staffing and sourcing: cost effective supply**

The ICT Service was reorganised during 2011/2012 where our structure was realigned to reduce management tiers and better enable us to exploit the opportunities presented by technological and political drivers. The proportion of technical support posts was reduced, with additional resources being introduced in programme, project and contract management functions. This will better enable us to take advantage of cost-effective consumerised services and support the significant transformational activity that will take place during the life of this strategy.

There are three functional areas within the ICT team, and we also work with external partners:

- **Operations** Maintaining and supporting the core network, voice, server and desktop infrastructure, including incident resolution, requested changes to the IT estate, service requests, maintenance, and backups / resiliency of corporate data.
- **Business Systems** Maintaining a wide suite of essential business applications and providing front line user support through the ICT Service Desk, including day to day response to user service requests, system upgrades, and providing consultancy services to business units.
- **Contracts, Information & Projects** Providing specialist resources for implementing transformational programmes of work and assisting other functional areas with programmes and projects that have a significant ICT element. Additionally this section provides the council's professional lead with regard to the appropriate use of information in all forms, and manages large scale ICT contracts on behalf of the council.
- There is an increasing focus on developing fewer, more **strategic partnership** relationships with suppliers and significant benefits have already been realised through a rationalisation of suppliers across the service. We will also continue to develop relationships with other ICT consumers (such as other London Boroughs) to take best advantage of economies of supply and support that can be achieved through larger, standardised implementations. As well as entering into partnership arrangements we will investigate opportunities to supply ICT Services to organisations outside the council.

### 3.7 Risk management

ICT is the key enabler to the achievement of our cooperative ambitions. Consequently it is imperative that we have a transparent approach to risk assessment, and robust risk management. We will continue our proactive approach to risk, and anticipate that key areas for focus will be:

- **Information** – enabling trust in robust shared information through investment in training and guidance, along with master data management processes where this is cost effective.
- **Collaboration** – enabling secure collaboration in support of cooperative ambitions through providing access to easy to use tools, and helping people to understand both their rights and responsibilities in respect of ICT.
- **Technology** – making sure that technology is available to support alternative service delivery organisations through embracing new and innovative sourcing options such as 'bring your own device' and purchasing of infrastructure and software as services.

## Appendices

### Appendix 1 – Summary of outcomes from Coproduction Events

While coproduction events have taken place with ICT Services staff and ICT focus groups three key coproduction events have taken place with groups outside of ICT Services, in addition to a coproduction event for the ICT Strategic User Group. These events have been with Lambeth Divisional Directors at their regular weekly meeting on 13<sup>th</sup> November 2011, with all staff at an all staff event on 10<sup>th</sup> January and at an external partners event on 15<sup>th</sup> February. Many suggestions and requirements were aired, some very specific to individuals or business areas but a number of themes were recurrent at all events. This appendix summarises the key issues raised at each of the events.

#### Divisional Directors Coproduction Event - 13<sup>th</sup> November 2011

The group spent some time considering and listing their likely requirements over the coming years especially taking into consideration the needs of the cooperative council and, recognising that they couldn't have everything, then, as a group, determined which they considered were critical or important.

Listed as critical were:

- Considering how ICT could assist with public engagement and co-production
  - o Co-production without having to be in the same room
- ICT Services being customer focussed
- Enable/provide business intelligence
- Enable/provide secure systems for sharing partner information
  - o Security of information governance – as we migrate to the cloud
- Enable/provide real time performance management
- As the business fragments IT facilitates a corporate financial model, assumed ORACLE

#### All Staff Coproduction Event - 10<sup>th</sup> January 2012

The all staff event attracted over 50 members of staff and covered a number of themes. As mentioned above, many issues raised related to individual issues and requirements but some of the sessions raised issues that the ICT strategy will address.

The summary from the Managing Information group noted:

- Too many systems, which aren't joined up and too many reporting requirements, hard to compile information.
- Suffering from information overload, is there really the need to provide more?
- Co-operative council, departments are going to need assistance in determining how/what they require from mutualised organisations in regards to information and how the cost charging model would work.

The summary of recurring requirements from the "My top priority for ICT is....." session:

- More up to date hardware and software
- Faster network and wireless access
- Ability to access the Lambeth network using any machine from any location
- Secure information sharing both internally and with partners
- Provision of a reliable and friendly Service Desk
- Less risk focussed and more risk taking approach

When asked to rank these requirements the following table of the most important was produced:

	Critical for all	Important for everyone	Important for some
Everyone has access to email	10	1	0
Nobody without functioning IT for more than 12hrs	7	4	2
Ability to log on from any computer	6	4	0
Ability to log on to network any location	6	1	2
Internet access in every building	5	2	0
Phones still work if email doesn't	5	1	3
Standardised software versions	4	6	0
Default culture of openness (Eg data)	4	5	0
Wi-fi in all buildings	4	4	1
Flexible to new systems suggested by services	4	3	3
Initial advice before completing ICT business case	4	0	1

### **External Partners Coproduction Event - 15<sup>th</sup> February 2012**

Representatives from five external partners, three internal staff working on co-operative council initiative and one supplier attended this event.

Much of the meeting was taken up with explaining the role carried out by each of the attendees and with current IT related issues.

Two key strategic requirements that did emerge related to information sharing. These were the need to enable integration between systems and the need to make the data collected by the Council available for use by external groups.

There was also a requirement from partners who have previously been part of the Council to have more autonomy over the systems they can use.



## References

Lambeth Corporate Plan 2011 – 2014

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