



London Borough of Bromley ICT Strategy V1.0

12th April 2018



Strategy for the “Exploitation of Information and Technology”

Executive Summary

Leading the way in enabling citizens and staff to realise the maximum value from utilising Information and Technology

The ICT vision for the Council is based on a 5 Strategic business themes which will enable ICT to deliver services and improvements to the business that are fit for purpose, easy to use and allow for simple access to information inside and outside of the Council.

Business context and the role of ICT as a Strategic Partner

The ICT strategy is based on views expressed during interviews and engagement with the Executive Board and senior management. The Council’s ICT Team has recognised the need to pro-actively adapt to and meet the changing needs of the Council supporting Citizens in accessing services (Channel Shift), becoming more agile, flexible and proactive in providing leadership in information and technology. In doing this ICT must be empowered to become an equal business partner and will actively get closer to the business and evolve from its existing Customer-Supplier service model.

ICT Strategic Themes and Implications for ICT & the Council

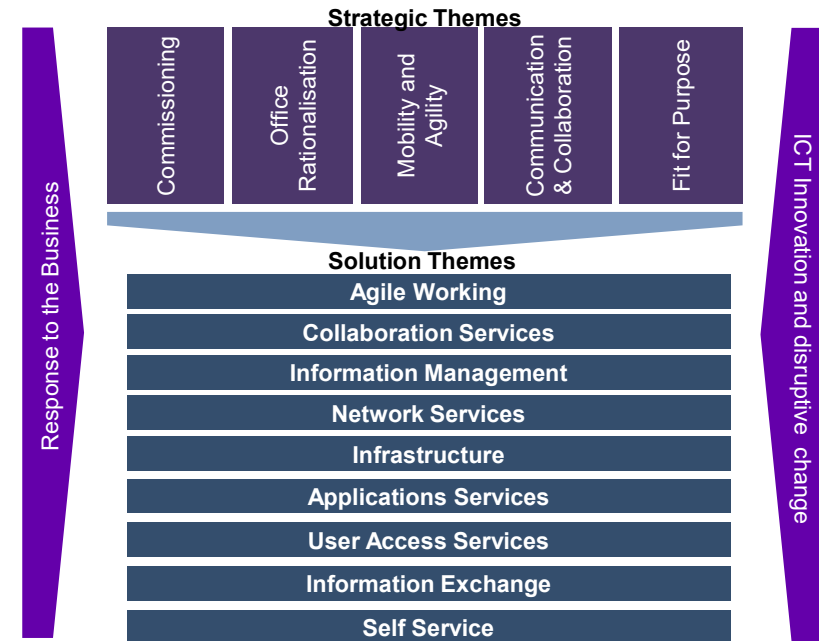
Five business themes/challenges have been identified to set the direction for the ICT strategy and roadmap. These will assist in developing a ‘rolling plan’, with a short, medium and long term roadmap. In addition, a pro-active approach will be taken to identify and respond to new requirements and technology innovations.

Controlling the demand for new ICT requirements will require management to govern ICT across the Council.

This ICT strategy focuses on how the proposed solutions themes will respond to the business themes and deliver benefits to the Council.

Next Steps for review and Executive Board approval

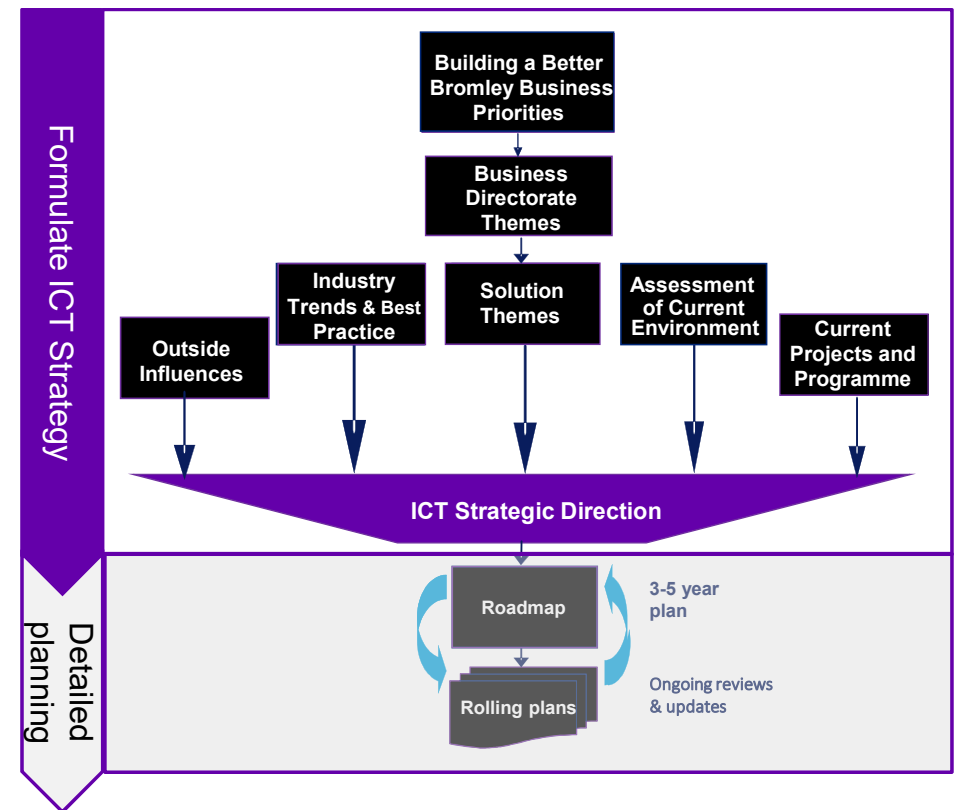
The ICT Strategy will be reviewed and socialised with the CEO, members of the Executive Board and the Councillors. For each ICT Strategic Theme, roadmaps and financial plans will be elaborated through the Council’s Exec board and Councillors. Final approval will be sought in March 2018.



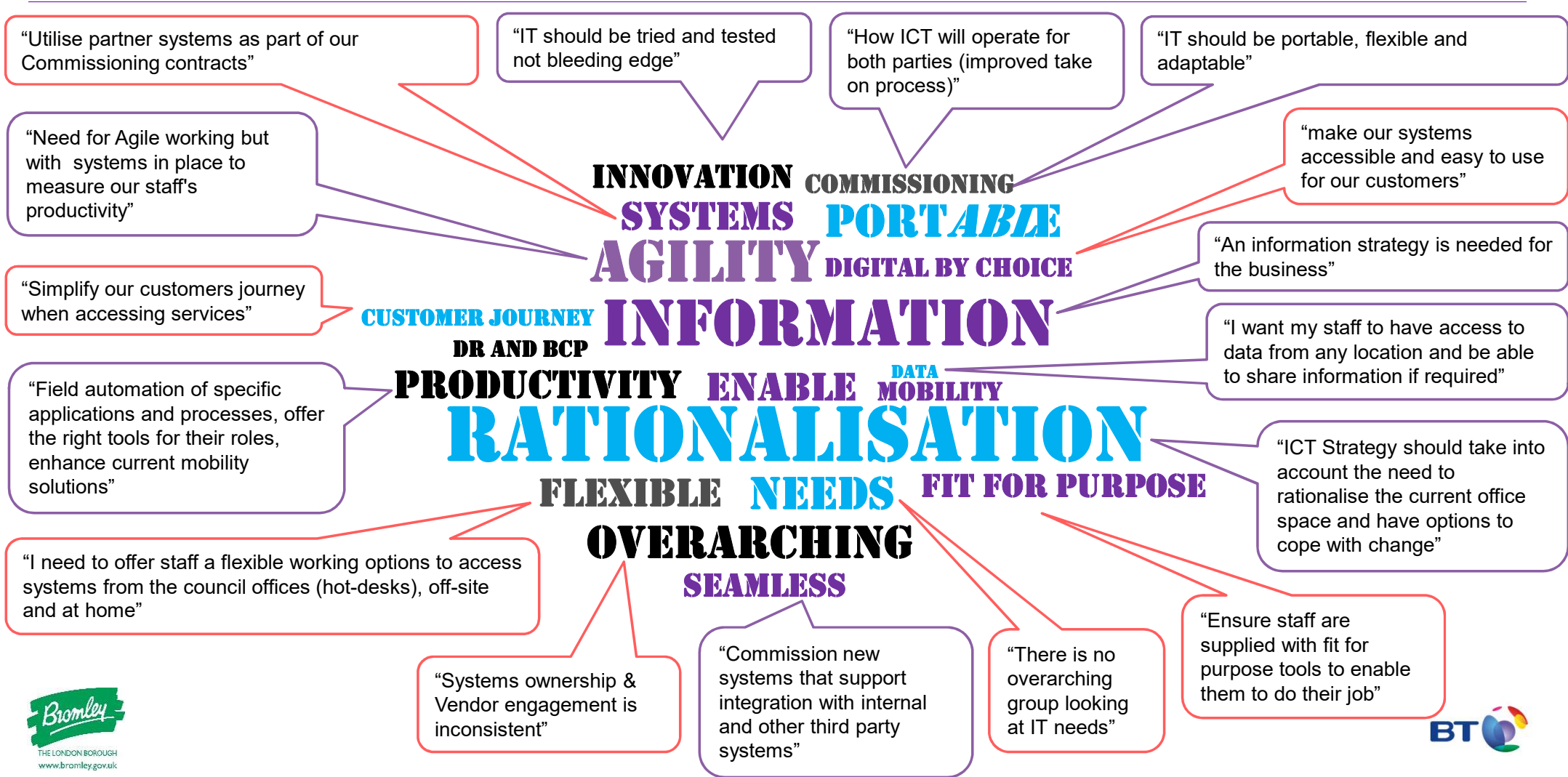
The approach

The approach undertaken to formulate the Council's ICT Strategy;

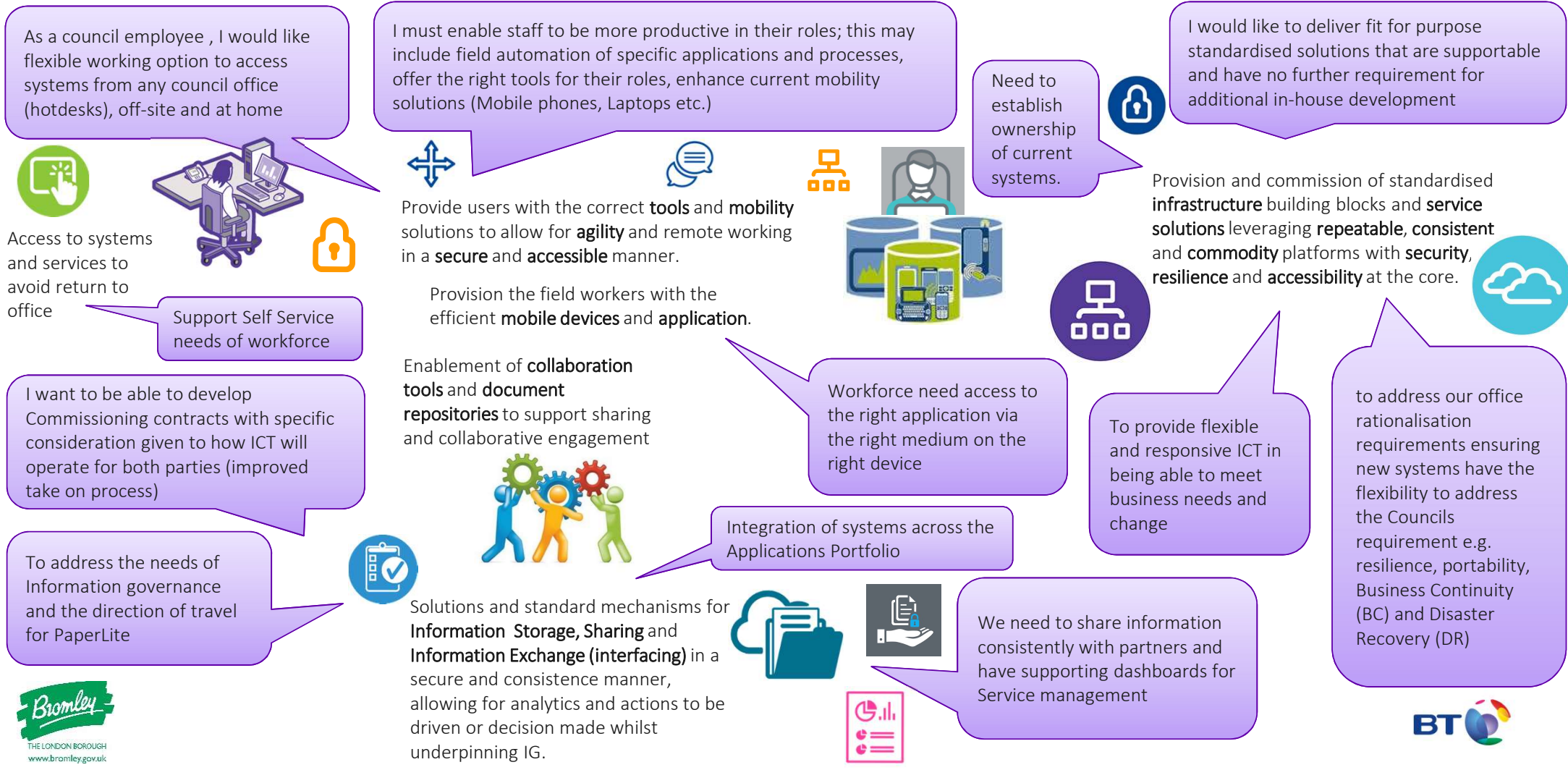
- Obtain ICT expectations from the business through Building a Better Bromley 2016 – 2018 strategy and senior stakeholder interviews
- Establish and playback directorate themes
- Identify key solution themes and priorities
- Consolidate solution themes with other inputs
- Formulate ICT Strategic Direction and rolling plans



Stakeholder soundbites



Directorate themes



ICT solution themes

In listening to the business, **nine** key ICT Solution themes have emerged to address the extracted Directorate themes and these form the basis of this strategy.

“Building a Better Bromley 2016-2018” expectations



Identified strategic challenges based on directorate themes



ICT Solution themes to address the challenges



Rapid Response to changes in the Council

ICT Innovation and disruptive changes

ICT strategy design principles

Governance principles need to be followed to ensure clear accountability and focus on strategic improvements;

What we will do;

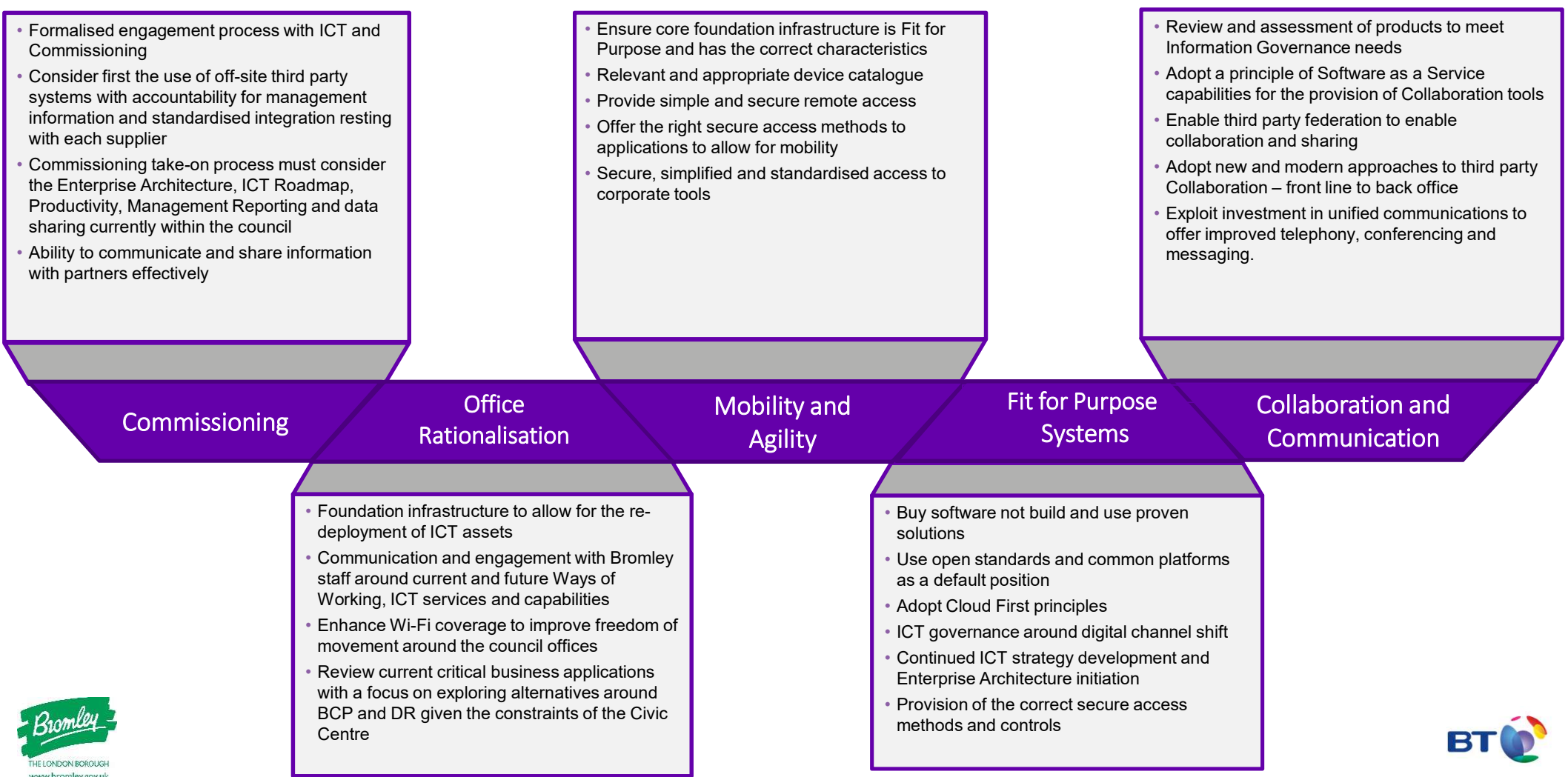
Utilise Proven Solutions within the Market Place	Buy Software not Build	Cloud First
Use open standards and common platforms	Develop principles, policies and standards from the Enterprise Architecture	Ensure governance is applied around the security of the Council's services and Citizen's data
Promote Self Service ICT to Citizen's, User's and Partner's	Build in resilience: design for failure	Safeguard the Council's ICT systems with regular cyber security reviews

What we won't do;

Build bespoke capabilities if not needed	Build solutions without resiliency, business continuity and disaster recovery at the forefront	Increase existing or build new data centre capacity
Assume that public cloud cannot be done	On board solution without prior ICT governance	Compromise the principles, policies and standards of the Enterprise Architecture
	Support ICT projects that don't follow strategic direction	

ICT Strategic Challenges

ICT principles to address each of the directorate themes





Strategic Challenges

- With a continued focus on working with commissioning partners and the need for utilising their outsourced platforms where possible, Bromley needs to ensure information sharing, management reporting and business intelligence is incumbent on commissioning contracts
- The commissioning take on process must consider Bromley's enterprise architecture, ICT roadmap, disaster recovery, management information and data sharing needs
- The need to facilitate third party system integration with the councils infrastructure if required
- Ability to communicate and share information and data with partners effectively



Delivery Principles

We will;

- Review ICT enabling capabilities;
 - Organisational structure
 - ICT Governance board
 - Enterprise Architecture capability
- Work cross functionally across LBB and beyond the borders of ICT
- Devise, with Information Governance, an Information Policy that incorporates sharing of information with partners and third parties
- Provide an appropriate security, mechanisms and process around third party access to the Council's systems
- Provide an improved collaboration tool that can enable organisation wide interaction with staff, partners and third parties.
- Review enhancements to the current conferencing facilities to provide improved interaction with third parties





Business Benefit

- With a stronger ICT and business engagement and ownership of systems through the introduction of ICT governance this will support greater control of ICT spend
- Commissioning partner to maintain systems ownership and cost profile
- Introducing Enterprise Architecture, roadmap and technology strategy, aligned to business direction this will enforce ICT standards, policy and procedures
- Greater use of collaboration and communication tools will increase internal and external productivity and reduce travel costs



Strategic Challenge

- The Council has made a commitment to rationalise the Head Office property. It is anticipated the need for 'hot-desking' and remote working practices allowing liberate staff from fixed desks.
- As the decision process evolves this should not prevent the development of mobile technology.
- Reduce paper based administration (PaperLite way of working).
- The current infrastructure allows for limited mobility and agility within the Council buildings
- With systems being delivered from a single fixed location (Bromley Civic Center) this constrains options to offer business continuity and disaster recovery from alternative sites
- To be able to demonstrate the value and return on investment on the Better Ways of Working policy



Delivery Principles

We Will;

- As part of the Network refresh project address the needs of;
 - Pervasive network connectivity
 - Equipment reusability and flexibility
 - Business Continuity and Disaster Recovery
- With the business develop a standard device and service catalogue
- Through the introduction of an Enterprise Architect function produce a technical architecture for mobility
- Communicate to the business the ICT services available
- Enable Collaboration to enhance flexible working





Business Benefit

- Increased flexibility from advances in mobility and remote access options leading to improvements in productivity
- Allows for improved people to desk based ratios
- Provides a capability to address BCP / DR risk



Strategic Challenge

- As part of the network refresh the council would like to benefit from faster and more flexible approach to accessing services via the network
- The Council is faced with the challenge of providing an appropriate choice of devices to offer staff with the right tools for the job whilst managing costs and standardising support.
- Ensure access for users is simple and secure
- Simplified and standardised access to corporate tools



Delivery Principles

We Will;

- Through the introduction of an Enterprise Architect function produce a technical architecture for mobility
 - develop a technical architecture and roadmap for End User Computing
- Develop, with the business, a mobile working policy
- As part of the Network refresh project address the needs of;
 - Pervasive network connectivity
- Provide an improved collaboration tool that can enable organisation wide interaction with staff, partners and third parties
- Carry out review client-side productivity tool requirements in line with the needs of “to be defined staff persona’s”





Business Benefit

- Raising the profile and perceptions of ICT by delivering solution and services that are trusted by the user community and in-line with new ways of working
- Providing technology and services that allow for the user to be closer to the point of engagement
- Improved partner relationships with the delivery of simpler collaboration and communications tools.
- Productivity benefit linked to new working practices and access to information.



Strategic Challenge

- The council needs to realign its approach of bespoke and in house solutions in favour of standardised common and proven application with standardised interfaces and data exchanges
- Need to remove department boundaries around the provision of ICT solutions (siloed and point solutions)
- Undocumented systems integration across line of business application
- Fit for purpose systems to meet the needs of a modern local authority
- Support for bespoke and in house developed systems
- No BCP or DR plan exists for ICT systems
- The council's systems have no fixed EOL dates documented as a result no roadmap exists for either OS or application upgrade/renewal
- Need to embrace Digital Strategy to create a better platform for customer to access services



Delivery Principles

We Will;

- Facilitate a review and assessment of current business applications analysing if systems are fit for purpose with an emphasis on supportability and they have appropriate DR capability
- Maintain and Continuation of ICT strategy development
- Develop Enterprise Architecture capability and artefacts
 - ICT roadmap
 - Application Roadmap
 - Principle, policies, standards and governance
- Adopt Cloud First principles
- Develop self serve ICT options for end users
- Buy software not build and use proven solutions
- Conduct a consultative review around cost effective options to enable the council to implement Disaster Recovery
- Use open standards and common platforms as a default position





Business Benefit

- Reduction in systems complexity which lowers the Total Cost of Ownership
- Improvements in resiliency associated with bespoke systems, development and support
- ICT Strategy and EA capability will allow a more integrated provision and adaptation to business change
 - Agile and modular incremental approach allows the Council to evolve.
- Employees benefit from more efficient systems and thus more effective working.



Strategic Challenge

- No Information Governance strategy to define collaboration requirements
- A need for a standardised set of tools and services to allow for efficient and productive business communication between;
 - Intra-departmental
 - Inter-departmental
 - Third parties
 - Partnerships
- Requirement to support new ways of working
- Providing the right facility to meet the required use case
- Address cultural constraints that collaboration and communication technologies may present such as adoption
- Having systems and tools to meet the aspirations of PaperLite office



Delivery Principles

We will;

- Provide an improved collaboration tool that can enable organisation wide interaction with staff, partners and third parties.
- Adopt a principle of Software as a Service capabilities for the provision of Collaboration tools
- Review and assessment of products to meet Information Governance needs
- Exploit investment in unified communications to offer improved telephony, conferencing and messaging
- Develop Enterprise Architecture capability and artefacts
 - ICT roadmap
 - Application Roadmap
 - Principle, policies, standards and governance





Business Benefit

- Ability to access and search unstructured data
- Enhances the ability to easily share data and information within the constraints of the Information Governance strategy
- Offers greater flexibility and mediums for business communication
- Productivity benefit linked to new working practices and access to information
- Allows for greater awareness of staff availability i.e. presence
- The toolsets enable new ways of working

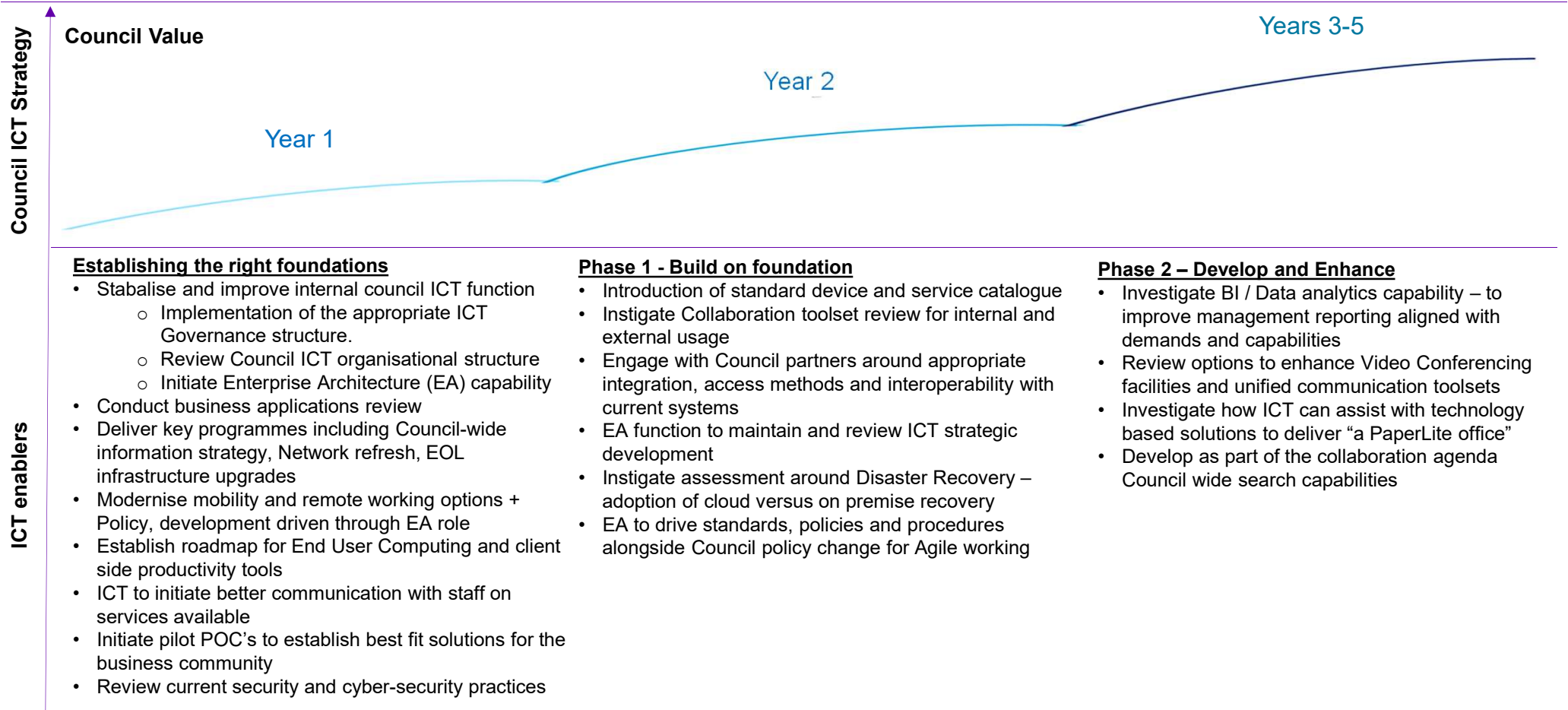
Roadmap

Roadmap considerations

The high level view of how the key strategic challenges will be addressed over the next five years must be aligned with the following considerations;

- ICT is accountable for the delivery of the ICT strategy, but equal support and partnership from the business is essential
- For each ICT strategic theme, ICT will need to:
 - Develop a more detailed review, technology selection (proof of concept, pilot or evaluation) and design for each challenge
 - Develop detailed business case cost-benefits and consider overall cost and value
 - Build detailed implementation plans.
- Each challenge will be delivered as a separate programme and will require suitable management, control and governance.
- The objective is to deliver a series of quick wins over years 1 and 2, so the business can realise benefits in a phased manner.
- The plan will be reviewed and adjusted on a regular basis
- The Investment Plan will provide a year 1 and 2 rough order of magnitude cost, aligned to supporting the delivery, execution and exploitation of the agreed ICT Strategic Challenges and to support the resulting implications for ICT

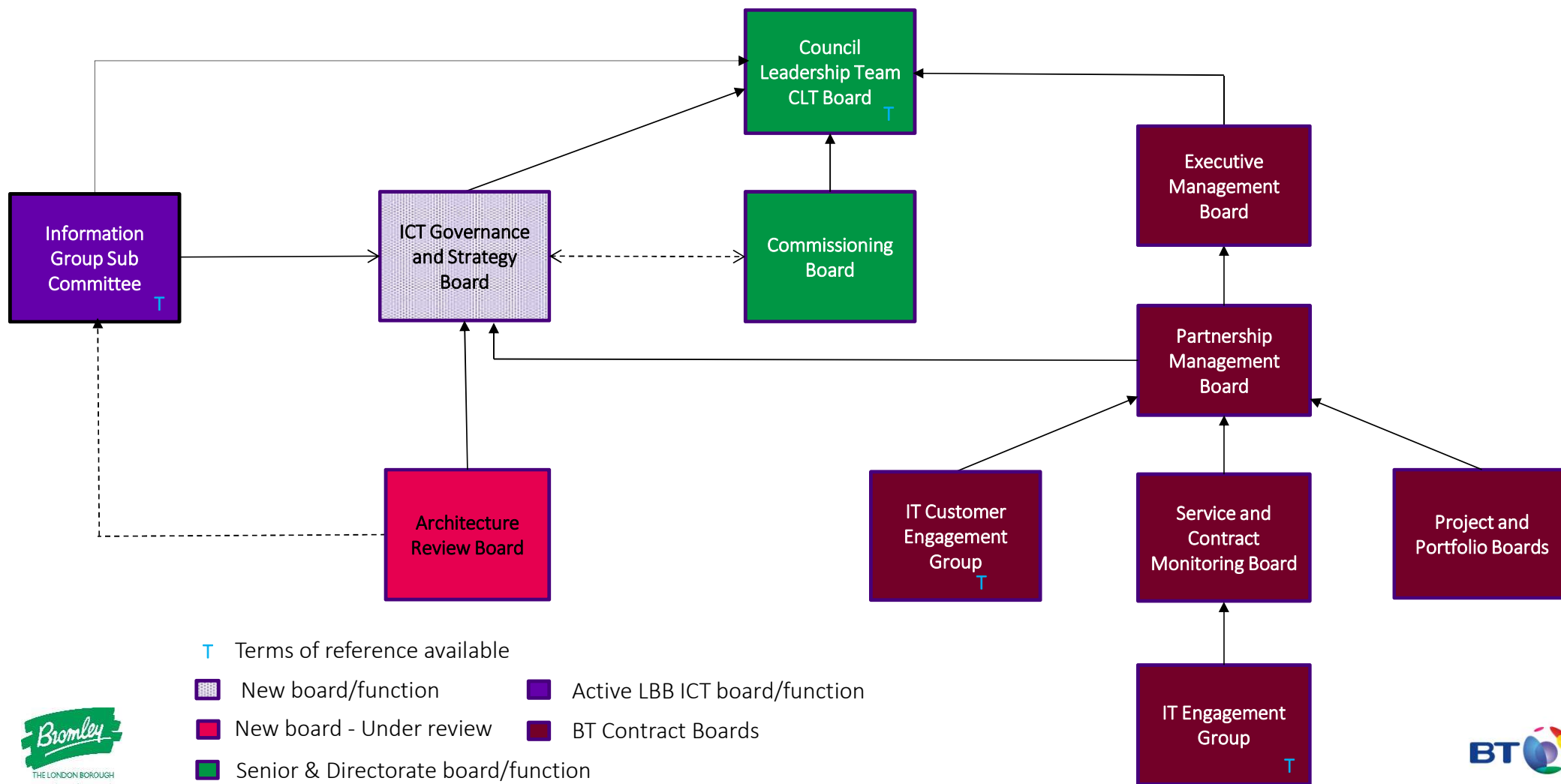
Proposed ICT delivery roadmap



Appendices

A. ICT Governance Structure

Proposed ICT board governance structure



ICT Governance and Strategy Board - embedding into existing boards

ICT Governance and Strategy Board – Relationships

ICT Governance and Strategy Board	To assist the board in governing and overseeing the Council's ICT Strategy Alignment, Value derived, ICT Resource Management, Risk Management and Performance Management
Council Leaders Team Board	The purpose of CLT is to collectively implement the corporate vision, role, strategic direction and priorities of the Council in line with Corporate Plan, corporate operating principles and in line with statutory duties. The CLT will demonstrate visible leadership, promote the organisation's values and culture, and support strong communication across the organisation Ensure effective allocation and management of the organisation's corporate, strategic and financial resources
Commissioning Boards	To review commissioning contracts across the Council
IG Sub Committee	The Information Governance Sub Group ('IG Sub Group') will proactively act as a focal point providing leadership and support to ensure a co-ordinated approach to Information Governance across the Council.
Executive Management Board	Executive relationship LBB and BT, discussing long term strategy and direction of Contract
Partnership Management Board	Reviews mid term strategic direction of BT Contract and Partnership, including escalations on performance and prioritisation
Service and Contract Monitoring Board	Monitors service and contract performance, billing and escalations.
Project and Programme Board	Provides single view of project portfolio, delivery updates/dashboard and future priorities/pipeline
IT Engagement Group	Provides a forum for business users to discuss requirements, ideas and assistance with completing CCN's
IT Customer Engagement Group	The objective of the IT Customer Engagement Group will be to continuously improve the LBB IT Customer experience. This will be delivered through regular engagement with key stakeholders to identify areas in need of improvement. To feedback from key stakeholders to influence direction/Strategy for IT Services Continuous Service Improvement Plan review. Seek opportunities to maximize efficiencies across the departments Assist in communicating relevant up to date IT message

B. ICT Governance and Strategy

Board ToR

ICT Governance and Strategy Board - Terms of Reference

Purpose	To assist the CLT board in governing and overseeing the Council's ICT Strategy Alignment, Value, ICT Resource Management, Risk Management and Performance Management
Constitution	<ul style="list-style-type: none"> The remit of the ICT and Strategy board is to ensure that the ICT Strategy supports the business strategy and governance through the appropriate information systems and technology.
Membership	<ul style="list-style-type: none"> Director of Corporate Services – Leader Head of IT Heads of Service – invitation based on requirement x2 Operating Officer BT Senior Manager x2
Frequency of meetings	<ul style="list-style-type: none"> Monthly – preparation/items for consideration to be undertaken before board meets e.g. reports submitted on wk1 of month prior to meeting on wk3.
Reporting	<ul style="list-style-type: none"> To the CLT and Commissioning board
Duties	<ul style="list-style-type: none"> Review the latest requests from the business in relation to ICT requirements – CCN's that are over threshold value for sign off >50k, any equipment that is non-standard, gateway review for non-CCN activity that requires board sign-off / approval Progress on major IT projects – dashboard view Ensure alignment of ICT requests fit with the Council's direction and overall ICT strategy – enforce the will do's and won't do's To maintain ICT Strategy and Roadmap in line with the business strategy Identify ICT Strategy "achievements" and ensure these are communicated to CLT Ensure suitable resources are available to meet strategic objectives Manage and optimise ICT spend The value delivery of ICT outsource Review ICT risk exposure - including compliance, review risk log from service team Ratify principles, standards, reference models and repositories ("one source" repository) including in relation to business engagement, prioritisation, delivery models and operational support. Drive ICT Governance within LBB through clear guidance and communication Ensure ICT supports corporate governance requirements in line with statutory and legal obligations Drive innovation
Reporting procedures	<ul style="list-style-type: none"> Defined repositories, agendas, minutes and outputs - circulated via the intranet for easy access. Reports to this board to be submitted two weeks prior to the meeting to allow members to access it (see above)

ICT Governance and Strategy Board – duties RASCI

	Director of Corporate Services	Head of IT	Heads of Service	Operating Officer	BT Representative
Review the latest requests from the business in relation to ICT requirements	S	RA	S	I	I
Progress on major ICT projects – dashboard view	S	RA	C	I	S
Ensure alignment of ICT requests fit with the Council’s direction and overall ICT strategy	S	RA	C	I	C
To maintain ICT Strategy and Roadmap in line with the business strategy	S	RA	C	I	I
Identify ICT Strategy “achievements”	S	RA	C	I	I
Ensure suitable resources are available to meet strategic objectives	S	RA	C	I	I
Manage and optimise ICT spend	S	RA	C	I	C

R – Responsible, A – Accountable, S – Supportive, C – Consulted, I - Informed

ICT Governance and Strategy Board – duties RASCI

	Director of Corporate Services	Head of IT	Heads of Service	Operating Officer	BT Representative
The value delivery of ICT outsource	S	RA	C	I	S
Review ICT risk exposure	S	RA	C	I	S
Ratify principles, standards, reference models and repositories	S	RA	C	I	S
Drive ICT Governance within LBB	S	RA	C	I	C
Ensure ICT supports corporate governance requirements	S	RA	C	I	C
Drive Innovation	S	RA	C	I	S

R – Responsible, A – Accountable, S – Supportive, C – Consulted, I - Informed



THE LONDON BOROUGH

