

APPENDIX ONE: VISION AND FUTURE MODEL FOR IT AND DIGITAL SERVICES

A) THE VISION FOR THE IT SERVICE AND RELATED ARRANGEMENTS

1. Purpose

- 1.1 To outline initial thinking on the evolution of Bromley Council's IT Service and all associated arrangements including with suppliers, other departments and services.
- 1.2 This is the first step in ensuring IT and the IT Service can meet current and future requirements and to initiate discussion to agree a corporate position on the 'future shape' of IT, to which IT services provision arrangements will need to be aligned.

2. Background

- 2.1 This paper builds on the current IT and Digital strategies and has been shaped by internal and external consultation, feedback and research, including from the programme on IT services provision.
- 2.2 Feedback from the internal consultation interviews with the Council's senior officers was positive about the improvements to the services that IT is responsible for and about the changes to IT-related arrangements that have enabled those improvements.
- 2.3 Some themes were consistently identified for further change and improvement to better address emerging and future requirements and challenges, including:
 - Continued provision of responsive, timely and effective support for users.
 - An increased role for advisory and consultancy support, with the right levels of expertise, from IT to departments and services – particularly on new opportunities for better use of IT; replacement, implementation and optimisation of systems; and on innovation.
 - Timely, agreed and transparent prioritisation of IT resources to reflect corporate priorities.
 - An acknowledgement that the remit and responsibilities of the IT Service (including services provided and activities currently undertaken by IT-related suppliers) need to be reviewed and refreshed in light of the increasing importance of IT and digital opportunities.
- 2.4 These themes and concerns reflect the current positioning of the IT service, including the primary IT services provision from the main contractor, as primarily focused on business-as-usual activities: providing the basic IT needed to 'keep the lights on'.
- 2.5 There is extremely limited capacity and also capability gaps to address the requirements arising from corporate, departmental and service transformation, particularly in relation to digital-related improvements. These gaps also mean

that technology and digital innovation is difficult and fragmented, which means there is an increasing lack of alignment with the aspirations and commitments in the digital, corporate and transformation strategies for the organisation and consequently with the digital-related aspirations for the Council's customers and the Borough as a place.

- 2.6 Whilst there are opportunities to increase the level of support and provision from external parties around some aspects of the new technology and digital requirements, the need for core responsibility cannot be outsourced. To ensure the closest possible alignment with corporate strategy and policy – including the 'Making Bromley Even Better' strategy and 'Transforming Bromley Roadmap' - and with the requirements of the departments and services and their customers, a different kind of internal IT service is needed.
- 2.7 The external interviews conducted with IT and Digital leaders in other London local authorities have identified how different councils are changing and improving their IT services and functions. The outputs from these interviews have been supplemented by desk research and work with Bromley IT's analyst partner (Gartner). The principles noted in this paper reflect the outcomes of this work as most appropriate and beneficial for Bromley.

3. Outcomes

- 3.1 Align the IT Service with the policies, strategies, plans and operational requirements and aspiration of the Council, its departments, and services.
- 3.2 Ensure the continued achievement of value for money for the Council and its residents.
- 3.3 Enable the implementation and optimal operation of the option approved by Members for the provision of IT services.
- 3.4 Review IT structures and resources within any new model to enable consistency and continuity and mitigate against any potential disruption.
- 3.5 Ensure the most effective balance of responsibilities and workloads whilst minimising risks from single points of failure.
- 3.6 Position and sustain the IT Service as a leader for improvement and transformation within the Council, including to:
- acknowledge its key role in delivering the Council's digital agenda
 - strengthen its role as trusted advisor to departments and services on all IT and digital issues and opportunities arising from new developments and innovation
 - act as the arbiter on technology and digital-related procurement and development decisions through effective working with departments and services
- 3.7 Rename IT as Digital and IT Services to reinforce the new responsibilities and arrangements.

- 3.8 Establish understanding of preferred corporate policy and preferences on contract lengths and single versus multiple providers (and therefore contracts).
- 3.9 Enable the IT service to fulfill the expectations, requirements and priorities identified in consultation on the IT and Digital Strategies and on the provision of IT services.

4. Principles

- 4.1 Review IT structures and resources, including those of our partners focused on IT and digital activities, including operational, with realignment of resources from across the Council to deliver the outcomes noted above.
- 4.2 Provide end-to-end oversight and a holistic approach for IT and digital-related initiatives in the Council.
- 4.3 Enable a seamless service, through this oversight and approach, for departments, services and users irrespective of the overall IT services provision model and the components within it (at corporate and departmental, service and functional levels).
- 4.4 Establish and manage with departments and services the processes and protocols to enable all parties to work together effectively and make best use of new arrangements.
- 4.5 Rigorously monitor and manage all resources and arrangements including for services provision to ensure efficiency and best value for money are maintained.
- 4.6 Continue to use the design and other principles in the IT Strategy for all IT-related activities undertaken in and by the Council, specifically:
 - Utilise proven solutions within the marketplace
 - Use open standards and common platforms
 - Promote self-service ICT to citizens, users and partners
 - Buy software, not build
 - Build in resilience: design for failure
 - Cloud first
 - 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
 - Safeguard the Council's ICT systems with regular cyber security reviews
- 4.7 Position the IT service so that it can plan, oversee and support delivery of the objectives in the Digital Strategy for the Council to:
 - Embrace digital democracy
 - Invest to save and identify workforce hours gained
 - Invest in the resident, customer and client experience
 - Achieve more effective synergies with partners in digital service delivery

- Improve services in a resource-constrained environment
- Improve community and stakeholder engagement through enhanced services
- Adapt to digital trends to offset growth pressures with an agile workforce

4.8 Reshape the IT service and its responsibilities so it can better lead, oversee and assure alignment of all IT and digital initiatives. The IT and Digital strategies will provide the framework for this reshaping, including the Council's four cornerstone digital principles for commissioning new services and contract revisions:

- Better digital experience
- Digital workplace
- Supportive digital services
- A Connected Borough

This reshaping will include all arrangements for the provision of IT services and the protocols for working with departments, services, suppliers and partners.

4.9 Ensure the IT Service and IT arrangements support and enable the achievement of the Council's 'Making Bromley Even Better' Corporate Strategy and its five key ambitions for the next ten years.

5. Asks

5.1 Approve the renaming of the IT service to Digital and IT Services.

5.2 Accept this paper as the first step in defining the role of the IT service, its resourcing, responsibilities, structure and its responsibilities as well as its relationships with departments and services.

5.3 Provide challenge to these high-level proposals to help shape the subsequent stages of this process.

5.4 Provide advice on how this process of moving the IT Service forward can be best aligned with the ongoing programme on IT services provision.

6. Next Steps

6.1 Reflect feedback, challenges and any subsequent revisions to the high-level proposals in this paper in the Gateway One Report for IT Services Provision, so the 'future shape' of IT is clearly aligned with, and is reflected in, the recommendations made on the provision of IT services.

6.2 Agree and initiate a process to enable the reshaping of the IT Service and IT and Digital arrangements in line with the proposals in this paper and any subsequent revisions following discussion and feedback. This process to include work with other Council departments and services as necessary to agree and implement new ways of working as well to establish functional changes.

B) IT FUTURE MODEL OPERATIONAL PRINCIPLES

1. Purpose of this document

- 1.1 The purpose of this document is to provide a high-level summary of the draft principles governing the operation of the proposed future model for IT. It supplements and draws from the:
- Vision for IT and IT Future Model documents
 - Examples being used to demonstrate potential process flows in the Future Model
 - IT and Digital Strategies
- 1.2 IT-related processes are being reviewed and refreshed through the IT Services Procurement work, including the development of the Future Model and associated governance arrangements.

2. Principles for role and remit of IT in operation of Future Model

- 2.1 Provide end-to-end oversight, assurance and a holistic approach for IT and digital-related initiatives in the Council.
- 2.2 Enable a seamless service, through this oversight and approach, for departments, services and users irrespective of the overall IT services provision model and the components within it (at corporate and departmental, service and functional levels).
- 2.3 Establish and manage with departments and services the processes and protocols to enable all parties to work together effectively and make best use of new arrangements.
- 2.4 Rigorously monitor and manage all resources and arrangements including for services provision to ensure efficiency and best value for money are maintained.
- 2.5 Strengthen adherence to, and continue to use, the design and other principles in the IT Strategy for all IT-related activities undertaken in and by the Council, specifically:
- Utilise proven solutions within the market place
 - Use open standards and common platforms
 - Promote self-service ICT to citizens, users and partners
 - Buy software, not build
 - Build in resilience: design for failure
 - Cloud first
 - 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
 - Safeguard the Council's ICT systems with regular cyber security reviews

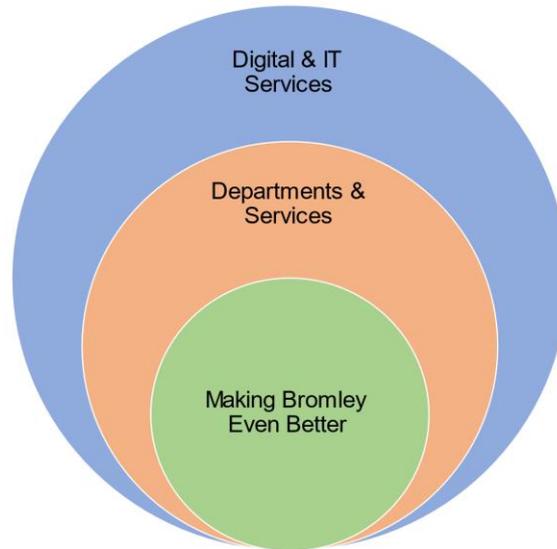
- Move from an approach of bespoke and in house solutions in favour of standardised common and proven application with standardised interfaces and data exchanges.
- Facilitate a council-wide perspective on the provision of ICT solutions.
- Require the full documentation of systems integration across line of business applications.
- Agree and monitor support arrangements for bespoke systems and systems developed in-house to ensure they are appropriate.
- Reduce systems complexity to lower the Total Cost of Ownership and/or to drive improvements in the resiliency and effective operation of bespoke systems, their development and support.
- Oversee a more integrated provision and adaptation to business change that delivers an agile and modular incremental approach to allow the Council to evolve and adapt to digital trends to offset growth pressures with an agile workforce

3. Governance

- 3.1 The governance arrangements proposed in the IT Strategy will be refreshed and implemented to provide the framework for enabling decision making and oversight of the operation of the IT Future Model.
- 3.2 As set out in the IT Strategy, these arrangements will be:
- Integrated with existing board and governance structures to avoid duplication and unnecessary administrative overheads
 - Streamlined to enable effective and timely decision making
 - Transparent so necessary oversight and accountability are maintained
 - Collaborative with clear allocation of responsibilities

C) FUTURE MODEL

Digital & IT Services in the Bromley Council Context



Digital & IT Services - How we are Organised



How we will deliver

