

APPENDIX THREE: WORK UNDERTAKEN FOLLOWING AGREEMENT FROM EXECUTIVE

1. A programme of activities was agreed by Executive to enable consideration of the critical issues and factors as part of the analysis of the four options and the final recommendation.
2. These activities included:
 - 2.1 Alignment of activities and their outputs and conclusions with relevant Council strategies, plans and policies, including the ambitions, supporting commitments and values in the *Making Bromley Even Better* corporate strategy, with particular reference to:
 - To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents
 - Continuing to exploit the benefits of digitalization in service delivery
 - Developing information and knowledge sharing
 - Implementing innovation in service delivery
 - We are prepared to take risks and innovate where this enables us to make better use of public and private funding
 - 2.2 Benchmarking review of current IT service which demonstrated that, compared to the peer group, BT prices charged to the council are cost efficient in all the service areas. However, there were several constructive recommendations which the team are currently working on.
 - 2.3 Review of current IT frameworks options.
 - 2.4 Review of potential shared procurement and associated opportunities using the market leading tool "Porge".
 - 2.5 Strength/Weaknesses/Opportunities/Threats (SWOT) analysis on all options.
 - 2.6 High-level Target Operating Models.
 - 2.7 Internal consultations with all members of COE plus members of CLT and other senior officers with responsibilities for key IT systems and IT and digital-enabled transformational initiatives.
 - 2.8 External desk research including identification and collation of information on current and emerging trends for IT services provision on both the customer and supplier sides.
 - 2.9 End-user consultations.
 - 2.10 Establishing and maintaining programme governance arrangements including:
 - Risks and issues process including identification, validation, mitigation, monitoring and escalation using programme-specific register

- Documentation of roles for programme activities using the responsible/accountable/consulted/informed (RACI) model
- Phase 3 work package creation and validation
- Programme and workstream planning process and mechanisms
- Officer review and oversight

2.11 Scope and specification analysis and development, including review of key performance indicators and service level agreements.

2.12 External peer interviews were undertaken with the senior officers responsible for IT and Digital at nine London councils and the outputs were categorised and analysed to help inform thinking. These councils included:

- London Borough of Bexley
- London Borough of Croydon
- London Borough of Hammersmith and Fulham
- London Borough of Harrow
- London Borough of Hounslow
- Royal Borough of Kensington and Chelsea
- London Borough of Redbridge
- London Borough of Tower Hamlets
- Westminster City Council

The external interviews revealed that most councils now have a mix of in-house provision and outsourced supply. They also revealed that Bromley does not have a sufficiently sized client team in comparison to continue delivering sustainable excellent service, trusted advisor and digitalisation.

2.13 Consultation with Gartner, the Council's strategic IT adviser, to challenge and validate conclusions drawn from all strands of work undertaken and to provide inputs to the proposals for the future shape and arrangements for IT at the Council, using their knowledge, evidence base and documentation on best practice in high-performing IT services.

2.14 Collation of the outputs and analysis from all activities in a secure project-specific online evidence base.