



Southwark's Fairer Future IT strategy 2017-2020

'To deliver modern, reliable, secure, cost effective technology that supports the digital strategy and enables service transformation across the council.'

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Foreword



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Southwark residents deserve the very best from their council, and we need to keep up with the changing ways they want to access our services. Modernising the way we manage our workforce, workplace and IT is crucial if we are to respond to local needs, operate with reduced budgets, and keep up with changes in the wider world.

For any organisation, its staff are its greatest asset, and this is particularly true for Southwark Council, where so many of our staff deliver excellent frontline services to our residents every day. We know that the majority of our staff think Southwark is a good place to work and are proud to work here, understanding and respecting our values as an organisation. But we also know there are improvements to be made. It's also essential that if the council is going to be fit for the future, and operate effectively with smaller budgets and growing demands, we need to make some changes to the way we support and manage our workforce.

Of course, if we are to keep up with the needs of our residents and staff, we need IT that is fit for purpose. We need technology that is reliable, modern, secure and cost-effective, that supports the digital strategy and enables service transformation across the council. This IT strategy provides a clear plan for how we can build an evolving and responsive IT service that meets the requirements of all our staff as well as our residents.

Together with the workforce and workplace strategies this strategy will help us to be fit for the future, and transform how Southwark operates as a council, fulfilling our promise to modernise our council by transforming where and how we work in order to better serve our customers.

Introduction

The council has set out an ambitious strategy to become a 'Digital Council' and a 'Digital Borough' within the next 3 years. This is in the context of saving more than £60 million over the same time frame. This requires a radical re-imagining of both how services are delivered and the operating model underpinning them.

To deliver this strategy, services must be supported by reliable, appropriate technology. In addition, officers, members and customers must have access to the right information at the right time. Without both of these the council will not be able to deliver the right outcomes for our customers or the required productivity and efficiency savings over the next 3 years.

There is an increased expectation from customers, officers and members that services can be provided through digital channels and for IT to enable this shift. For our customer's this manifests itself as wanting to transact at their convenience – anytime, anywhere and anyplace. From an officer perspective there is the requirement to mobilise the work force, enable transformation and deliver robust, reliable IT provision.

This increased expectation has been fuelled by a rapid growth in consumer IT through smart and mobile personal devices and the increasing digitisation of the full spectrum of local government services. This has created a widening gap between what customers need and what the council's IT service is able to deliver.

These challenges are in no way unique to Southwark and this IT strategy aligns closely to the Government Digital agenda in accelerating digital technology adoption and innovation.

The council relies on a diverse estate of information systems and infrastructure to deliver IT. As with most organisations, business priority dictates the direction of IT spend and operations but a weakened retained IT function combined with an underperforming incumbent service provider has led to an IT service that is reactive and tactical in nature, and where opportunities to rationalise and standardise the IT estate have yet to be fully realised.

A number of interviews were undertaken with members and officers in developing the IT strategy. The consensus was that technology is a core component in enabling the digital transformation agenda and the delivery of efficient and effective public services. However, there were a number of "burning platforms" or business priorities that had to be addressed.

Current State

- It is viewed as not responsive
- Blackberry viewed as the wrong solution
- Inconsistent email experience
- Concerns around Citrix reliability/fitness for future
- Aging server and network infrastructure estate
- Data centre migration not completed
- Key business apps are department based
- High number of apps (c.300)
- Lack of business intelligence capability

Today in the life of...

We have looked at the type of work that people do in the council and have categorised people into four distinct areas. This has been done to ensure their requirements are thought through and considered. We have identified four types of employee:

- Fix
- Flex
- Free
- Front-line

Below are four examples of how these types of employee currently interact with IT at Southwark Council.

'Fix' - staff whose job requires them to work in a fixed area in a specific location – so work primarily in a customer service or administrative role (e.g. customer service centre, library, court, crematoria) and need to have access to appropriate technology. They may have specific hours of working.



Fix

Lloyd has a desk based job in the office. The computer at Lloyd's desk is static, so Lloyd relies on pen and paper when going to meetings and presentations. Lloyd raises IT tickets regularly as he is not particularly IT savvy. He likes to go off and find someone from IT to come to his desk and show him what to do, and takes notes on how to correct the problem next time himself.

'Flex' - staff work predominantly in an office location but use a wide variety of different work spaces in that environment. They can also access home working and remote working from other sites and locations. These staff have a lot of flexibility to balance their work and personal life demands.



Flex

Joyce is running between the office and her project site. She takes a lot of photos during her site visits to show her team when she gets back to the office. After returning to the office Joyce tried emailing them to herself from her device, but as they were such a large file size she found it quicker to directly upload and sort through at her desk computer.

'Free' staff spend the majority of time out of the office on the move, travelling around the borough or working with clients and customers in their homes or properties. They will only come into office space for meetings or a quick touchdown. They are often not constrained to normal core working hours.



Free

Carmen spends a lot of time working out and about in the borough. She often feels disconnected with her customers that aren't technology savvy. Carmen often has to call her clients to get a message across. Carmen has tried email methods or messages but her clients struggle to respond in time. Carmen often has to work with partners in the NHS that have differing technology. Carmen and the partner have to adapt their methods to allow for information to be shared about the customer.



Front-Line

Joseph does not use Southwark's IT infrastructure during his working day. For his personal device, connectivity at the depot is a real issue and he often relies on his own mobile internet for web and directions. His team communicate in person and and there is little contact made throughout the day.

IT vision & scope

‘To deliver modern, reliable, secure, cost effective technology that supports the digital strategy and enables service transformation across the council’

These deliverables were developed in consultation with a range of stakeholders across the business. Achieving this vision will enable the council to deliver against the business priorities.

Support Southwark's Digital Vision:	IT as a strategic enabler:	Customer centric service:	IT which is Modern and Reliable:	A Strong Retained IT function	Multi-Speed IT Capability:
Increased availability and adoption of online services; greater use of self-service and automation; improved integration between front-office and back-office	Supporting business process transformation, efficiency savings, staff mobility, to drive service improvements for residents and customers	Services designed with the customer in mind which are intuitive and easy to use, providing a choice as to how and when residents and council members access information	Service is agile, scalable, secure and available resulting in high customer satisfaction	A team with the capability to fully support and inform business aspirations	Supporting and delivering traditional corporate services whilst also meeting the rapid timescales for agile development and deployment

IT design principles

In delivering the vision it is important to establish overarching principles which will inform all of the council's IT delivery decisions. We will only deviate from these principles if there is a robust business case for so doing.

Digital First: Any IT service will be prioritised and delivered based on its ability to meet the priorities of the digital strategy safely whilst minimising total cost of ownership (TCO).

Solution Flexibility: We will not allow any chosen IT solution to lock us in to a particular supplier or technology.

Adoption of architecture standards: Procurement of IT services will be driven by an agreed set of common standards to ensure that systems can easily be integrated, and reused as business needs change in delivering new digital services.

Sourcing and operation of IT as a service: Operate IT like a business delivering competitively priced services to internal customers, identifying and meeting the business need, delivering through a total cost of ownership (TCO) model and directly impacting business outcomes.

Manage risk proportionately: Apply a risk based approach to the delivery of IT services based on business need and challenge to current ways of working e.g. security risk should not be used as a blocker to improving user experience but designed into the IT service being procured. This must be delivered in the context of complying with all regulation (including information governance) incumbent on a local authority.

Balance supply and demand: Decisions on IT infrastructure investment will always take into consideration the long-term benefit / cost and the council's business outcomes. The upfront investment will need to consider the aggregate demand and business outcomes across the council, in order to justify the business case.

Buy rather than build: Standard application functionality will be used wherever possible in order to drive efficiency and reduce cost of ownership. The workflow capability will be used to augment this where necessary and customised or bespoke software development will only be considered as a last resort.

Information management is everybody's business: All officers and members participate in and are responsible for information management. Information users are the key stakeholders, or customers, in the application of technology to address a business need. To operate as a team, every stakeholder will need to accept responsibility for the appropriate level of information management.

Application reusability and simplicity: Alongside the rationalisation of the application estate the IT function will promote the reuse of existing solutions, whenever possible. Reusable components represent opportunities to reduce IT development times and costs by leveraging investments in current systems.

Business/IT relationship: Improve trust between IT and the business. Strive to 'get the basics right' and consequently look to become a trusted advisor to the business.

Business needs & strategic objectives

We have identified eight priority business needs that we need to focus on. We have developed workplace specific strategic objectives that outline what we want to achieve in order to satisfy each business need

<p>Reduced Costs</p> <p>A strong retained IT function with the capability to fully support and inform business aspirations</p> <p>Multi-speed IT capability: supporting and delivering traditional corporate services whilst also meeting the rapid timescales for agile development and deployment</p>	<p>Collaboration</p> <p>IT relationship: Improve trust between IT and the business. Strive to 'get the basics right' and consequently look to become a trusted advisor to the business</p>	<p>Digital by Design</p> <p>Support Southwark's digital vision: Increased availability and adoption of online services; greater use of self-service and automation; improved integration between front and back office</p> <p>Support and deliver traditional corporate services whilst also meeting the rapid timescales for agile development and deployment</p>	<p>Inspiring Leadership</p> <p>Build a team with the capability to fully support and inform business aspirations</p>
<p>Behavioural Change</p> <p>Customer centric service: Services designed with the customer in mind which are intuitive and easy to use, providing a choice as to how and when residents, officers and members access information</p> <p>IT which is Modern and Reliable: Service is agile, scalable, secure and available resulting in high customer satisfaction</p> <p>Improve the relationship between IT and the business by demonstrating advantages of working together</p>	<p>Modern & Flexible</p> <p>IT which is modern and reliable: Service is agile, scalable, secure and available resulting in high customer satisfaction.</p> <p>Support Southwark's digital vision: Increased availability and adoption of online services; greater use of self-service and automation; improved integration between front-office and back-office.</p> <p>IT as a strategic enabler: Supporting business process transformation, efficiency savings, staff mobility, corporate information management and business intelligence to drive service improvements for residents and customers.</p>	<p>High Performance</p> <p>IT as a strategic enabler: Supporting business process transformation, efficiency savings, staff mobility, corporate information management and business intelligence to drive service improvements for residents and customers</p> <p>Customer centric service: Services designed with the customer in mind which are intuitive and easy to use provide a choice as to how and when residents, officers and members access information</p>	<p>Simplify & Innovate</p> <p>Increased availability and adoption of online services; greater use of self-service and automation; improved integration between front-office and back-office</p> <p>Supporting business process transformation, efficiency savings, staff mobility, corporate information management and business intelligence to drive service improvements for residents and customers</p> <p>Customer centric service: Services designed with the customer in mind which are intuitive and easy to use provide a choice as to how and when residents, officers and members access information</p>

Deliverables

The ultimate deliverable of this IT strategy is an IT service that is radically different and more aligned with business need than the current provision. The following describes the six deliverables in more detail.

1. IT which is modern and reliable

The council requires an IT operating environment focussing on improved end user compute, applications, hosting, platforms and infrastructure. Such an environment will restore faith in technology and give officers the confidence to transform their own services through user-led innovation and service redesign.

To this end, the server estate will be transformed through adoption of cloud-based services, the migration cloud platforms (such as Microsoft Azure) or the migration to Windows 2012. This will bring the server estate back into a supportable environment and address a number of security concerns around Public Sector Network (PSN) and Payment Card Industry (PCI) compliance. Likewise, the network infrastructure will be refreshed and redesigned to ensure higher performance and greater

reliability. This will include the upgrading of older switches and increase in network capacity.

Smarter and more mobile ways of working will be enabled through a complete redesign of Wi-Fi coverage across the estate ensuring it is of a consistent standard. This will include rationalising the current BT OpenZone guest network and the Libraries Wi-Fi spark network into a single corporate and a single guest provision. In tandem, with this, we will revisit the People's Network (currently enabling libraries to offer internet connectivity to our customers). The offering will then be re-packaged and reused to support other parts of the business that are seeking to offer public Wi-Fi e.g. parks and day centres.

Although the migration to cloud-based services will increase our resilience in terms of disaster recovery it will not reduce the overall need for a comprehensive rethink of IT Disaster Recovery / Business Continuity provision. As such the council will invest in this area as part of this strategy.

We will improve the end users experience by providing those users with an alternative to the current desktop thin

Platforms & infrastructure	Applications
<ul style="list-style-type: none"> Resilient, mobile wireless network to enable enterprise mobility Infrastructure light reducing IT landscape maintenance burden Reduced internal data centre footprint Mobile device management Integration across cloud platforms Secure, remote areas Reduced printing & multi-function devices 	<ul style="list-style-type: none"> Rationalised portfolio of applications delivered through the Cloud Cornerstone applications providing best view of citizen e.g. ERP, CRM CRM as a platform ecosystem complemented by digital innovation Mobile first applications Analytics driving operational improvement Digital workplace solutions e.g. Office365, Skype, collaboration Unified identity management solution to deliver 'single sign on'
Hosting	End user compute
<ul style="list-style-type: none"> Cloud based hosting, SaaS available anywhere Scalable and elastic capacity to meet changing business Standardised build ensuring value for money and supportability Rapidly delivered environment for building, digitizing and exposing new digital services Reduce upfront cost of delivering hosting 	<ul style="list-style-type: none"> Secure anytime, anywhere access to systems and data Multi-device smartphone and laptop Simple, modern hybrid devices Mobile data on the move Consistent user experience in the office, home and on the move Mobility as standard for the mobile digital workforce Unified identity management solution to deliver 'single sign on'

Future

- 'Simple IT that just works' – Email, Smart Phones
- Enable a mobile workforce including Bring Your Own Device (BYOD)
- Voice/data convergence including softphones
- Enable staff to do their jobs effectively
- Services designed for the customer
- Applications:
 - ✓ Re-Use existing capability
 - ✓ Manage the Tail
 - ✓ Make bold decisions to switch off legacy apps

client provision through either standard build laptops or tablets. Further to this we will determine what the corporate standard will be - an iPad or a Windows 10 tablet.

This will enable smarter and more mobile ways of working and address the 'paper' culture that exists across the business. In addition, we will invest in and accelerate the migration to enterprise mobility solution (Microsoft InTune) – a more robust and easily managed solution for provision of mobile devices. This is a device agnostic technology and will allow the retirement of BES services (Blackberry) and two pronged approach as part of our device refresh cycle. Firstly, we will offer users a small range of new mobile telephony devices as a corporate standard. This will be one iOS option and one Windows option. This will give users the flexibility to choose the tool that fits best with their business requirements. Secondly, we will offer an option where we can deliver services to a user's personal mobile telephony device (Bring Your Own Device – BYOD). This will be governed by certain technical and security parameters to ensure security and support.

2. A strong retained IT function

Execution of this strategy and the enforcement of the strategic principles are predicated on a strong retained IT function. It is critical both in generating the business value that flows from IT and positioning IT as an enabler for transformation. This requires a shift in how the council's IT function is organised and a continuation of the change process begun in February 2016. To this end the following will be reviewed:

- Service definition – what services does the IT function offer and what activities should the business deliver in respect of IT change?
- Service delivery – what standards will the IT function guarantee the business, how will those standards be monitored and how will the IT function be held accountable?
- Funding – how will the current financial climate where capital funding is deemed 'more flexible' than revenue funding align with an IT industry that rapidly moving toward a cloud based revenue model?
- Total cost of change – how will the project and change function within IT be funded? For complete transparency should the business bear all costs associated with IT change?

Despite previous centralisation efforts, delivery of IT services is localised throughout the business. In some cases, there are sound business reasons for this. These will be documented and understood. However, in many cases this disaggregation of IT resource has resulted in:

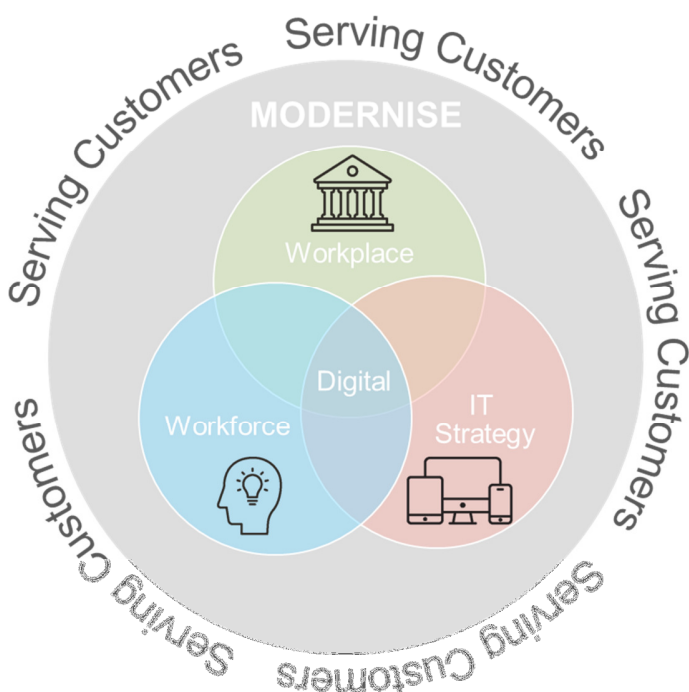
- Diseconomies of scale (for both procurement and service delivery)
- Lack of standardisation around best practice, process and policy
- Unclear governance processes and a lack of accountability
- Unacceptable levels of service delivery for customers, members and officers

Consequently, there will be a review of all IT activities and spend across the business to determine where there is benefit in aggregating both budget and resource centrally within a stronger retained IT function. In addition, any resource rationalisation that emerges from this piece of work will be used to fund a strong retained IT function with more capacity and a higher skill level. This directly supports the following:

- A redefinition of the IT service to make it an enabler for transformation;
- Developing a better understanding of our internal customers and their requirements;
- Establishing the capacity and agility required to deliver the digital strategy and to respond positively to the ever increasing service demands.

The stronger retained IT function under consideration does not include the business as usual or change resourcing to deliver information management and business intelligence across the organisation.

3. IT as a strategic enabler



Key to understanding IT as a strategic enabler is understanding how it integrates with the rest of the modernise division – specifically HR, corporate facilities management and organisation transformation. Workplace, workforce and IT are the foundations on which the modernisation of the council will be built, the tools that will transform how the council works, delivers services and interacts with customers. Officers increasingly work on activities that cross traditional departmental lines. Our workplace strategy vision is to **“Provide a bright, modern, flexible work environment for all staff that supports mobility, productivity and collaboration across departments”**. This will entail a rationalisation of office accommodation; the development of Queens Road 4 and the increased geographic fragmentation of the work force as mobile and home working

become more common place. The council is investigating the potential of collaborative technologies that will enable data and ideas to be shared amongst groups of workers, and potentially our partners too. The collaborative working approach will enable us to create and retain a sense of community amongst our staff working remotely or from home. These collaboration services will be based on a consistent user experience, predominantly through Office365, Yammer, Exchange Online, SharePoint Online and Skype for Business. The bias towards Microsoft is in part driven by the successful deployment of Microsoft Dynamics CRM as our customer relationship management (CRM) tool and the easy integration offered through the Microsoft technology stack as well as the CRM being a key enabling technology for the delivery of our digital vision.

The council has set out an ambitious strategy to become a ‘Digital Council’ and a ‘Digital Borough’ within the next three years. This is in the context of saving more than £60 million over the same time frame. This requires a radical re-imagining of both how services are delivered and the operating model underpinning them. IT will be one of the key strategic enablers for this transformation. It is important to note that the enabling IT solutions will require investment and as such any efficiencies deriving from that investment should be used – in part – to fund that IT investment. This investment should decline over time due to the adoption of principle #9 Application Reusability and simplicity through which the IT function will promote the reuse of existing solutions, whenever possible. Reusable components represent opportunities to reduce IT development times and costs by leveraging investments in current systems.

As the council prepares to be ‘Fit for the Future’ it will look to IT to improve services and deliver operating efficiencies across the board. This will be done by reviewing the applications estate and exploiting it to its fullest and enabling the automation of manual processes and the reuse of information without the need for it to be rekeyed.

4. Support Southwark's digital vision

A council in which applications will be mobile and cloud enabled meaning users can access them anytime, anywhere. There will be offline capability in the form of mobile data storage which synchronises when a user is back in contact with the council's network. Communication and collaboration services such as instant messaging and appropriate social media platforms will be enabled to make communication between colleagues and the public easier.

Security will underpin the move to digital with a unified identity management solution to deliver 'single sign on' which provides a consistent login experience whether you are at the office, on the move or working at home. It is a reality of local government that security standards such as PSN and PCI will impact on how we work and the technical solutions we deploy.

Customer services will be accessed through multiple channels on a variety of devices with processes built around a 'single view of the customer'. In addition, both our customer facing and internal processes will get technology that enables digital service delivery end-to-end. Where appropriate this will be built out through the CRM system to ensure that all relevant information and all processes and services are built on a single standard application. Placing the CRM 'front and centre' of our digital vision will require both investment and development.

5. Customer centric service

This is a transformational journey about boosting business value that flows from IT. This culture change is hugely pertinent in a multi-supplier environment where the current perception is frustration in IT service delivery and its cost.

The objective is to operate IT like a business, delivering competitively priced services to internal customers, measuring their needs in a total cost of ownership (TCO) mode, and directly impacting business outcomes. This means ultimately achieving a position of 'zero based budgeting' for the IT function. To achieve this goal requires a shift in the way IT is organised; how services are defined, delivered, consumed, and financed; and how IT measures success, evaluates costs, and assigns roles and responsibilities. It also requires an IT service philosophy around a standardised, competitively priced catalogue of enterprise-class services for users to consume. Unlike the current situation where it is only measured on the availability of systems attention changes to the performance, quality, and user experience of the services delivered, and the direct contribution they have on business value and enablement.

Central to this will be the Business Relationship Management team within the stronger retained IT function. They will provide strategic IT advice to senior management across the council and act as the voice of the business within the IT function.

A key priority of the digital strategy is 'putting customers in charge' in order to initiate service requests, self-serve and reduce the overall cost of service delivery. This philosophy should be applied to internal facing IT service delivery to encourage self-service and automate key IT delivery processes. This changes the conversation between council IT and the wider Southwark Council business functions around business outcome and benefit rather than technology implementation; integral for digital transformation towards the 'Digital Council' vision.

6. Multi-speed IT capability

The council needs an IT function with the capability to fully support and inform business aspirations. This includes delivering against the more traditional business as usual role of support, maintenance and service delivery whilst being able to implement and develop change in a more agile way. The strong retained IT function outlined above coupled with the Service Integration and Management (SIAM) supplier model will provide the council with that capability. Consequently, the procurement of the SIAM model is a key in achieving the deliverable of a multi-speed IT capability. Through the SIAM model, IT will have the skills and capacity to meet business need in a variety of methods. This will include a nuanced mix of both traditional and more flexible project management approaches (the waterfall and agile approaches) to allow delivery to be achieved more rapidly than currently. Different teams will have different needs and different sensitivities and risk appetites towards project delivery. The ability to be able to offer the “right” approach to the delivery of new pieces of work will ensure that the appropriate level of governance is applied to meet the required democratic accountability whilst optimising the speed of delivery.

Future state

Tomorrow in the life of...

By 2020 we anticipate that these employees will be able to work in the following ways:



Fix

Lloyd is based at his office desk at Queens Road 4. Lloyd gets his laptop out from his locker and plugs it into the dock at his desk. He works on the larger screen it displays on. Lloyd likes to try to use the self-serve portal for IT niggles. If he can't solve it himself, he goes to the IT 'Genius' bar help desks to get a quick pit stop support session. Lloyd uses the fact he is able to be untethered from his desk to take his laptop over to his colleagues to get them to proof read his latest email to a council member.



Flex

Joyce is in and out of the office regularly. She utilises the bring your own device initiative at work, bringing in her iPad to make her more mobile. She is involved on many projects and has to take photos to document each. So many photos are difficult to catalogue so she approaches her IT Business Relationship Manager (BRM) with the issue. The BRM shows her an app that E&L are using to catalogue photos and agrees to raise it at next Resident Services DMT. They like the idea and a successful pilot project is quickly organised by the BRM with Joyce acting as a business champion.



Free

Carmen spends a lot of time working out and about in the borough. Visiting Jeremy a client who lives in Peckham. She has been alerted by an electronic medication dispenser placed in Jeremy's home that he still hasn't taken his medicine for the morning. Carmen reminds him to do this and includes this in her notes from the meeting which she types up on her tablet. This saves her time as she doesn't have to return to the office to type them up. She then uploads the notes to a secure system from her tablet, making the notes accessible to colleagues in the NHS who work with Jeremy.



Front-Line

Joseph doesn't fit into the user group for laptops but has been provided with a basic mobile device to keep him in contact with his team and the council as a whole. His route for the day can be accessed on his device and using its GPS he can see where the rest of his team are. He gets a text alert from the manager telling him to use another route due to a demonstration being held that would cause disruption. He uses the device camera to take a photo of a fly tipped sofa that requires a larger van to come and pick up the waste. Joseph is impressed at the WiFi speed and accessibility in the super depot, but also by the fact that connectivity has been put into all the estate hubs which he used to work in a few years ago.

Future vision

In summary 'Digital Council' ways of working will work as follows:

- **Channels** – A multi-channel, simple user experience, anytime and anywhere, agnostic of device which is predominately mobile and the added benefit of unified communications
- **Content Management** – new 'digital' capabilities to transform the Southwark Council web site to ensure it is more interactive, has up to date content with more self-service features and that the council has the ability to facilitate the rapid delivery of more "content" from a greater number of areas.
- **Integration** – key integration technologies to streamline processing from 'front' to 'back' office and ease integration with partners such as other boroughs and service providers
- **Applications** – extract the value from core business applications, focussing on CRM to deliver further automation, compose new digital services and new data intelligence tools
- **Platforms & infrastructure** – infrastructure light, cloud based, reliable and mobile enabled network to support workplace strategy, mobile device management
- **Security** – secure access to data, systems and resources through an easy single login, exploiting identity systems to provide role based access

Further information

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