

Strategic ICT Capital Investment Proposal

a cross-departmental investment proposal including HRA & LL
and supporting the delivery of Lambeth's ICT Strategy 2012--2015

20121009 v1.0 initial combined business case for council and HRA/ LL (based on
ICT Capital Investment Bids (HRE/ Lambeth Living),
20120522 v0.5 and update 20120817 v0.1 which reprofiled
20120522 v0.5 and recommended establishing a single business case)

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Capital Investment Business Case

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1. Executive summary

This business case outlines the demand for £7.7M of capital investment (£1.3M from ICT Capital Investment Bids (HRE/ Lambeth Living) and £6.4M from ICT Strategic Capital Investment v0.5), with £0.3M of revenue implications (all from ICT Capital Investment Bids (HRE/ Lambeth Living) and to be funded from existing revenue budgets in HRE) to maintain and enhance the council's technology assets in order to:

- optimise and improve the digital customer experience
- automate, integrate and improve business processes and service delivery
- optimise information to support better business decisions and publishing open data

For ease of reference it is proposed that this merged business case be referred to as the **Strategic ICT Capital Investment** business case and that this version be baselined as version 1.0. The business case represents demand from across the organisation and Lambeth Living, and recommends a unified investment approach which will support the delivery of joined-up services from a citizen and user perspective, at lower cost and with higher quality.

The investment is expected over three years and is distributed approximately 30:40:30 across the three years.

Through initial high-level work a number of items have arisen which merit further consideration, these are detailed in section 2.7 of the report and are included for follow-up in the report recommendations.

2. Objectives and scope

This high-level business case has been commissioned by the Strategic Asset Management Group (SAMG). It outlines the information and technology investment demands for the council and Lambeth Living.

The investment outlined in this business case is high-level and intended over a 3 year period. In our fast-changing and uncertain environment it is expected that the plans outlined in this document will evolve and be refined over that time. The Governance section of this report proposes how changes will be governed.

2.1 Background

The council made significant investments in information and technology as part of the e-Government programme between 2004 and 2006. Since then investment has been limited and the council has generally prioritised investment in frontline services.

As the council transforms and services are delivered through different organisations our systems need to change to be more flexible and agile. This business case seeks to invest in and refresh our information and technology systems to accommodate the known organisational changes and also to improve our ability to direct information where needed, and support changing end-to-end processes.

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This will include upgrading core infrastructure to ensure a robust technical foundation to underpin our ambitions.

2.2 Objectives and critical success factors

This business case is driven by three business outcomes and priorities:

- optimising and improving the digital customer experience
 - to increase self-service via transactional web site(s), including eforms, payments and 'my account' functions
 - to improve service information and web site content, including blogging and a 'community support' forum (similar to the user support used by giffgaff)
 - to improve council-provided apps and mobile platforms for digital engagement, and to facilitate the use of external, public and personal apps
- automating, integrating and improving business processes and service delivery
 - to improve integration with partners and their services, introducing seamless digital channels for content and transactions
 - to improve process and information alignment, optimising resources and focusing on service that matters
 - to reconfigure services, and provide appropriate technology support for new end-to-end processes
- optimising information to support better business decisions and publishing open data
 - to support the new operating model with services delivered across a range of suppliers and partners
 - to enable effective commissioning and performance management across service delivery
 - to increase transparency across the council's operations and decisions

The following sections summarise demand documented during a short initial conversation with each of the DDRs. These summaries require further work and refinement which should be an iterative process. For now they provide a (very) high-level overview of demand and allow for an initial estimate of the scale of investment requirement.

2.3 ACS investment demand

Existing investment and investment planned through other routes includes:

- work around the new Clapham library and RFID in libraries generally
- work around Community hubs (this work is developing and while it doesn't currently include any technology assets this may evolve)
- customer portal has already been provided

Items for inclusion in this overarching business case:

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- decommissioning of GIFTS (and for this to be included in the extended SPOCC)
- review and refresh of SPOCC
- additional computer hardware
- end-to-end (E2E):
 - provider portal (link to West London Alliance)
 - interfaces to community

Items requiring further investigation:

- Talis (the library system)
- Framework-i 3 year view, incl. purchase of Mosaic
- reference to external hosting of Framework-i in E2E documentation
- CYPS Framework-i Financials and interface to Oracle

August 2012 updates relate to the phasing of work, and prioritisation of work across the programme:

- **SPOCC**: detailed review and refresh of SPOCC, including the decommissioning of GIFTS which this functionality being included in the extended SPOCC (now phased for expenditure in year 2 and year 3)
- **mobile working**: work to support mobile, including changes to Framework and possible implementation of 'tablet apps' (now phased for expenditure in year 1, year 2 and year 3)
- **end-to-end review (E2E)**: implementing the provider portal (initially extending the current contract and incorporating in the wider end-to-end review over time), interfaces to community and service performance monitoring (expenditure continues across all three years, with some slippage from year 1 to later years)

2.4 CYPS investment demand

Items for inclusion in this overarching business case:

- Framework-i Financials, assumed to be in additional to existing ACS version (needs further validation as implementation of single-organisation in Oracle may allow a single solution for both departments)
- work to enable Framework-i use on tablets (AS report suggests Mosaic might support this)
- additional computer hardware
- asset management, particularly for schools and community properties

Items requiring further investigation:

- Munroe review, thought not to be related
- early adopters monitoring (wider than CYPS), and performance monitoring across multiple service delivery agents
- SENATE and EPIC and how these might be impacted by developments in special educational needs

August 2012 updates relate to the phasing of work and refinement of the likely spend profile as work develops:

- **Framework-i Financials**: this is critical for the department, needs to align with Support Services and changes to Oracle and is being prioritised within the overall programme of work, with business case development well

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advanced

- **mobile working:** work to enable Framework-i use on tablets, 2012/13 work to focus on business case with developments likely in 2013/14
- **asset management:** for schools and community properties (expenditure likely in 2013/14)

Additionally items requiring further investigation have been updated:

- **Munroe review:** being followed-up within CYPS with possible additional funding requirements to be identified (more detail expected Q3 financial year)
- **special educational needs:** being followed-up within CYPS with major changes in this business area and likely impact on funding and changes in areas of responsibility -- may require technical/ system developments (more detail expected Q4 financial year)

2.5 FR/OCE investment demand

Existing investment and investment planned through other routes includes:

- existing T&E and large scale departmental projects and programmes

Items for inclusion in this overarching business case:

- web developments: including transactional, content (and collaborative) and technical (integration)
- data and information management

Items requiring further investigation:

- asset management
- end user assets

August 2012 updates relate to the detailed progress in each of the two key items detailed in this business case:

- **web developments:** the submission of two business cases (on the SAMG agenda) for:
 - content and collaborative web developments (lambeth.coop)
 - transactional web developments (online bookings)
- **data and information management:** the submission of a business case (on the SAMG agenda) for electronic document management

2.6 HRE investment demand

Additional detail on the £1.3M HRE/ Lambeth Living capital investment is available in section 6 of this report. This existing investment and investment includes:

- Housing systems
- Opti-time and Barris for technical contractors
- Parking system(s)

Items for inclusion in this overarching business case:

- asset management, particularly for housing stock (replacing Life Span)
- additional computer hardware
- retender of UNiform system, including reevaluation of planning portal
- CIL stage 2

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- Public realm (Sky, Symology, Contender etc.)

Items requiring further investigation:

- CRM and SX3, including reference to Vangent, overlap with Customer Access
- S106 enhancements/ developments (will it be completely replaced by CIL?)

Updates relate to the phasing of work and refinement of the likely spend profile as work develops:

- **asset management:** a priority for the business as there is a pressing need to replace Life Span which is used for housing stock, expected in this financial year
- **UNiform system:** specification and retender including reevaluation of planning portal spread over the three years with analysis in year 1 and replacement in year 2 and year 3

Additionally items requiring further investigation have been updated:

- **CIL stage 2:** analysis this year, funding requirement not yet determined
- **mobile working:** support across key systems, analysis underway, expenditure likely in year 2
- **Public realm:** Sky, Symology, Contender etc., funding requirement not yet determined

2.7 Items arising and in hand

Through the initial conversations which have informed this report a number of items have arisen which merit further consideration and update.

- These proposals will increase revenue expenditure on ICT.

There is broad agreement with the ICT Strategy and associated principles around system consolidation and rationalisation and it is acknowledged that the number of systems used is a key driver of ICT cost.

This report includes a request for funding to consolidate 2 systems (GIFTS and SPOCC). A high-level review of opportunities for system consolidation and rationalisation is recommended as this will generate long-term revenue efficiencies.

- These proposals highlight a need to review the provision of desktop computers. This should include a review of the refresh cycle (currently 4-years) and also of opportunities to standardise across the estate. This work should be aligned with the Office Accommodation Strategy.
- Asset management: noting a number of proposals around asset management DDICT has convened a meeting to include:
 - (optional) Mike Suarez
 - (optional) Maria Millwood
 - Christina Thompson
 - Guy Ware

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to agree a strategic approach around asset management which will be recommended to FSB and SAMG. The meeting took place in early October and has agreed in the first instance that a market testing exercise should be carried out to assess whether asset management needs can be met by a single system. Christina Thompson will lead on this exercise as part of work already underway within HRE.

- Business analytics/ intelligence (performance management): work is progressing around data and information management and DDICT will issue an update to:

- Christina Thompson
- Farrukh Akbar
- Guy Ware
- Maria Millwood
- Sophia Looney

and arrange an initial meeting to discuss direction of travel and priorities (etc.) in early 2013. Broadly the expectation is around generic core reporting, increased self-service (including for analytics) and improved business intelligence reporting and data mining.

2.8 Investment demand

The demand for investment has been estimated at a very high-level, with a de minimis of c. £100k.

	Year 1	Year 2	Year 3	Total
ACS				
- SPOCC (and decommission GIFTS)	£0	£50	£50	£100
- mobile working	£20	£70	£60	£150
- end-to-end review	£200	£1,000	£1,100	£2,300
CYPS				
- Framework-i (x-ref Support Services & Oracle)	£150	£150	£0	£300
- mobile working	£10	£110	£0	£120
- asset management	£0	£100	£0	£100
FR/OCE				
- web platform	£500	£250	£0	£750
- data and info. management/ systems	£200	£700	£350	£1,250
HRE				
- asset management (replacing Life Span)	£200	£0	£0	£200
- UNIFORM specification and replacement	£0	£400	£700	£1,100
ICT Capital Investment Bid (HRE/ LL)				
- Sx3 customer services and task manager	£330	£260	£20	£610
- Sx3 major works recharges	£210			£210
- integrated asset management database	£200			£200
- Sx3 planned maintenance	£110			£110
- Optitime	£100			£100
- PRE IT strategy	£100			£100
Total	£2330	£3090	£2280	£7,700

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This investment demand covers approximately three years. Much of the demand hasn't been planned at a detailed level so the below is a very high level estimate only.

- | | |
|-------------------------|---------|
| • July 2012-13 (year 1) | £2,330k |
| • July 2013-14 (year 2) | £3,090k |
| • July 2014-15 (year 3) | £2,280k |

3. Governance

It is proposed that governance for the Strategic ICT Capital Investment be controlled via detailed business cases against the combined business case (see section 2.1). As part of the assessment of each detailed business case it will need to be demonstrated that the investment relates to a 'project' or implementation plan and that proper controls and management are in place for that work.

All investment against these funds will need to include approval from the sponsoring head of service or Divisional Director, SAMG and the DDICT. Where relevant approval from the DLT and AMCAP.

Detailed governance proposals are being prepared on the basis outlined above, and to incorporate best practice for technology investment.

4. Financial approach

This business case outlines a high level estimate of likely capital investment required to maintain and enhance technology assets across the council over the next three years. It is intended that this provides a 'marker' for high-level strategic financial planning.

As project proposals are refined and developed it is proposed that these use existing templates to complete a full business case outlining both capital and revenue funding implications, as well as cashable and non-cashable benefits and savings.

It is expected that some proposals will call on both capital and other funding sources (e.g. the invest to save fund). For example, web transactions might be delivered using capital funding for the 'top 10' and rely on invest to save for further integrations.

All business cases will require sign-off by the relevant divisional director, divisional director resources and divisional director ICT prior to formal approval.

5. Recommendations and updates

1. **That DDICT commission a high-level independent review of opportunities for system consolidation and rationalisation.**

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This is being commissioned via the AD Business Systems and will be completed in Q4 of this financial year.

2. **That DDICT commission an SLB report on council-wide desktop computer provision. Indications from these capital investment discussions strongly support the need for more frequent computer upgrades than the agreed 4-year refresh cycle.**

This is being prepared for SLB consideration in November 2012.

3. **That DDICT commission an expert independent assessment of the management requirements for historic data.** This area has been a challenge for the authority (e.g. with the move from HICS/ Saffron to SX3) and the retention of historic data is complex and costly.

This is being commissioned via the Information Governance Manager and a high level review will be complete by the end of the calendar year.

4. **That a proposal for governance be drafted for recommendation and approval.**

This is being prepared by the AD Contracts, Information and Projects.

6. HRE/ Lambeth Living Detailed Investment Demand

The ICT Capital Investment Bids (HRE/ Lambeth Living) were initially drafted as a distinct business case. This section of the Strategic ICT Capital Investment business case collates detail from the original for reference.

6.1 Savings

This business case outlines cashable savings through the rationalisation and integration of systems, and non-cashable savings through automation and improved efficiencies.

Lambeth Living anticipate a 3 FTE saving arising from productivity improvements in the area of disrepair. There is an on-going discussion between the HRE client team and LL as to whether this saving will be cashed or whether it will be re-invested to improve the visibility of front line staff (a priority for the Cabinet member for Housing).

Additional savings are expected through better case management and resource allocation arising in PRE through the Idox Enterprise suite although these have not yet been quantified.

6.2 Key projects

Six key projects have been identified (as detailed below). These are described in the original business case on pages 2, 3 and 4 where the development requirements and objectives and business justifications have been detailed.

- a. Sx3 customer services and task manager (£325,605)
- b. Sx3 major works recharges (£204,653)
- c. (Keystone) integrated asset management database (£197,640)
- d. Sx3 planned maintenance (£109,140)
- e. Optitime (£95,588)

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- f. PRE IT strategy (£91,000)

6.3 Governance and project management

These projects will be managed via the HRE DLT who will act as the programme board with the ED HRE as the programme sponsor. They will interface to the wider Strategic ICT Capital Investment governance as all other projects funded via this business case.

7. Related documents/ references

- Customer Access (first link is the SLB paper, second the full business case) <http://comp-ap-75:8071/documents/s42500/08%20Customer%20Access.pdf> <http://comp-ap-75:8071/documents/s42541/08b%20Customer%20Access%20Appendix%201%20Business%20Case.pdf>
- ICT Strategy 2012—2015: any device, anywhere, any time (<http://bit.ly/JsnXuG>)
- ICT Capital Investment Bids (HRE/ Lambeth Living) (<http://sharepoint.lambeth.gov.uk/sites/its/technology/Public%20documents/ICT-Capital-Investment-Bids-HRE-LL.pdf>)
- Strategic ICT Capital Investment business case (20120522 v0.5) (<http://sharepoint.lambeth.gov.uk/sites/its/technology/Public%20documents/20120522v0.5.pdf>)
- Strategic ICT Capital Investment update (20120817 v0.1) (<http://sharepoint.lambeth.gov.uk/sites/its/technology/Public%20documents/20120817v0.1.pdf>)