Committee(s):	Date(s):
IS Sub Committee	2 October 2012

Subject:	Public
IS Strategy 2012 - 2015	

Report of:	For Information
Chamberlain	

Summary

This report sets out the developing IS Strategy for the next three to four years.

The core principles of this strategy and the IS Department's Mission Statement is as follows;

To work in partnership with the business to provide cost effective, innovative and high quality IS Services, while reducing cost and enabling business transformation through the support of increased efficiency, new ways of working and improved processes and reporting.

It introduces the revised approach being taken by IS to organise its key projects to support this mission statement and the goals outlined in the Corporate Plan, The Chamberlain's Business Plan and the transformational agenda as defined by the Transformation Board chaired by the Deputy Town Clerk.

The technology we adopt will continue to be driven by business need but the strategy has a revised approach and may be summarised as:

- Adopting a portfolio theme across all programmed work;
- Improving and realigning the way in which IS itself works across the organisation;
- Refining the governance structure; and
- Focussing on more effective programme and project management

- **Recommendations**

That the report be received.
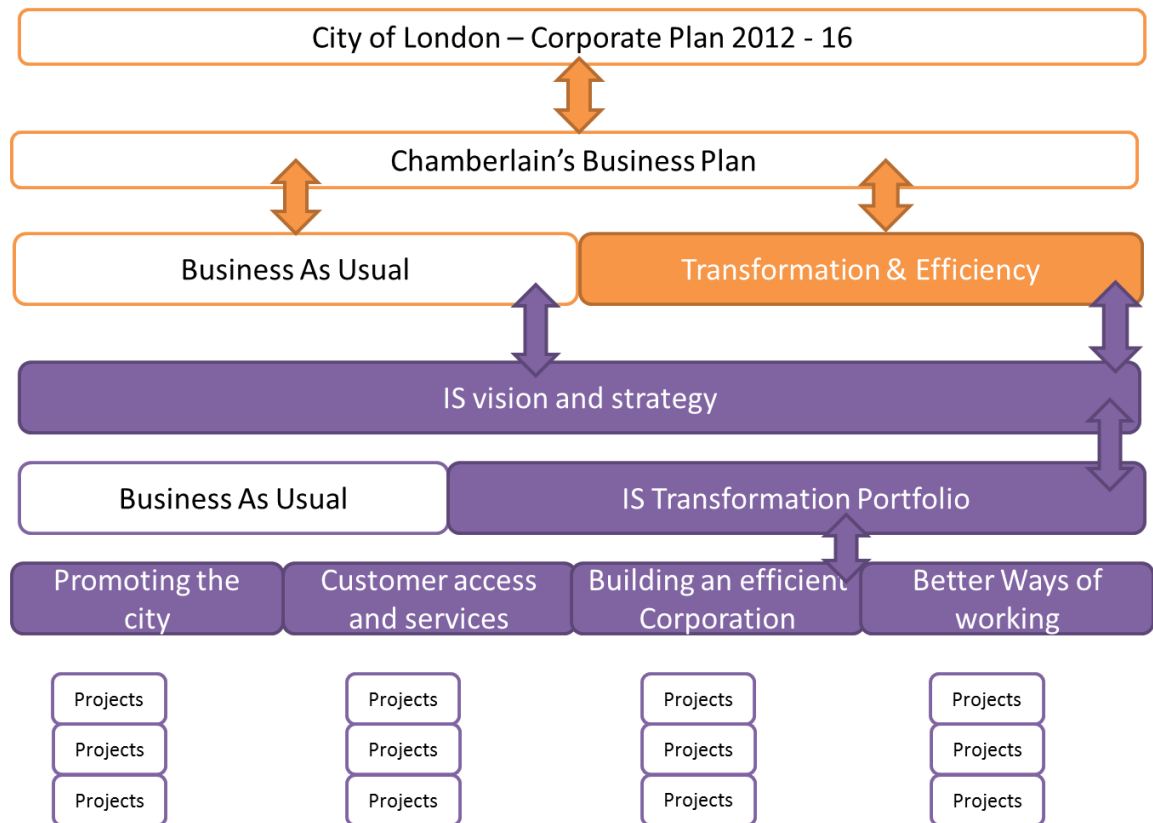
Main Report

Introduction
1. This strategy is set in the context of the Chamberlain's business plan 2012 – 2015. In that document it states that our mission is "To deliver high quality, value for money financial and information services, in an environment of significant change and diminishing resources".

Aim of the IS Strategy
2. The aim of the IS strategy is to prioritise the projects and outcomes we will deliver in the medium term that will enable the City of London Corporation to achieve its goals. This strategy will therefore focus on the following key areas:

- Providing innovative information services

- Enabling and supporting business transformation

- Developing and adopting new ways of working

Diagram 1: IS portfolio linking through to the Corporate Plan.

City of London – Corporate Plan 2012 - 16
Chamberlain's Business Plan

Business As Usual	Transformation & Efficiency

IS vision and strategy

Business As Usual	IS Transformation Portfolio

Promoting the city	Customer access and services	Building an efficient Corporation	Better Ways of working
Projects	Projects	Projects	Projects
Projects	Projects	Projects	Projects
Projects	Projects	Projects	Projects

3. The IS strategy aligns current and future projects with four key portfolio themes described below. Each portfolio links to the delivery of current organisation priorities and will enable future prioritisation of IS projects and programmes in line with changing requirements of the organisation.

Promoting the City
4. Supporting the City's aims and achieving transforming through the creative use of technology.

5. Assisting our officers around the world by giving them the best tools, systems and infrastructure to promote the City of London.

Customer access and services
6. Customer access to services and information will be delivered through effective channels and 'digital by default'. To support the delivery of services to customers we will support the organisation in understanding demand through customer intelligence. We will aid service delivery through joined up information, processes and workflow.

Building an effective Corporation
7. To help shape services now and in the future, joining up our information and making it accessible will provide us with business intelligence. Provision of business intelligence that is accessible will enable staff and managers to effectively manage the business.

Better working practices
8. To assist the organisation in making the best use of its assets and resources, IS and the technology we deploy will support working practices across the Corporation and within service areas. The infrastructure and technology available will enable flexible working and we will work with departments and teams to help achieve greater efficiency.

IS transformation Portfolio
9. This IS strategy will be managed and monitored through these portfolio themes. The table below sets out the current programme of work as well as some that are currently in proposal stage. The portfolio themes will remain aligned to the corporate strategy, but the projects and programmes will change over time.

Table 1: IS Project outcomes aligned to IS Portfolio themes

Promoting the city	Customer access and services	Building an efficient Corporation	Better working practices
Joining up our business through access to systems and information	Website phase two delivery of self service and online transactions Customer able to request or track their transactions from request to resolution	Improved access to information for staff and Members IS Review – phase 3 Financial Model and subscription based pricing (reducing capital expenditure) Oracle project (Upgrade of Financial systems to latest oracle version and evaluation of Asset Management module for Commercial property management) A common set of applications across the organisation) Information security review to enable greater accessibility where appropriate Opportunities to share information so that it is searchable and accessible improving our ability to report, share and collaborate across our services and team Improved delivery of IS projects and programmes	Improved communication tools to enable collaboration and communication for staff and Members Accommodation strategy Enhanced use of the Intranet and better use of technology we have (eg SharePoint) Support to key business processes – e.g. committee paper production, approval, publication Everything everywhere – access to information from any device

Enabling activity that will support implementation of the strategy

10. The IS function has been undergoing changes to help it deliver the challenges set out above. Functions have been centralised and reorganised to deliver a modern IS service as part of the IS Review. This Review is currently in its third phase of change to explore options to deliver services to the organisation (see separate report).

11. In the short term there are various improvements that the IS strategy aims to adopt in order to enhance services to internal and external customers, these are set out below:

   - Clear and robust communication and engagement strategy that will lead to improved partnership working with services and customers
   - Consolidated view of technology requirements across business areas and 'joined up' solutions
   - Refreshed service level agreements aligned to the strategy
   - Improved practices for project and programme management and governance that will drive delivery of priority projects
   - Applying lessons learned to our ways of working, project management, communication and governance
   - Rationalisation of IS projects
   - Support to the Corporation's Social Media strategy
   - Implementation of third party provided Disaster Recovery data centre
   - Improvements to reliability of IS service provision

12. Work has begun to align the current workload with Corporate Transformation – this illustration will be developed to ensure that dependencies, timelines and business cases are also aligned

13. The portfolio will be delivered in manageable chunks recognising the diversity of the organisation

Governance

14. Effective governance of our strategy will be fundamental to effective delivery. We will use existing boards and forums; updating terms of reference so that we achieve maximum customer engagement as well as robust and informed decision making. Working with the corporate governance structure, including the Transformation Board will achieve a dynamic link and integration with the organisation.

15. Terms of reference for the Information Management Governance Board have been revised and approved.

16. Our programme management approach will reflect best practice and set out clear roles and responsibilities. In addition, standards will be applied to ensure simplified but effective reporting and performance monitoring and management across the governance structure.

17. Our Strategy and Engagement function and Project and Programme function will support a centralised IS programme management office that will work alongside the Corporate Programme team to service the governance and reporting structure.
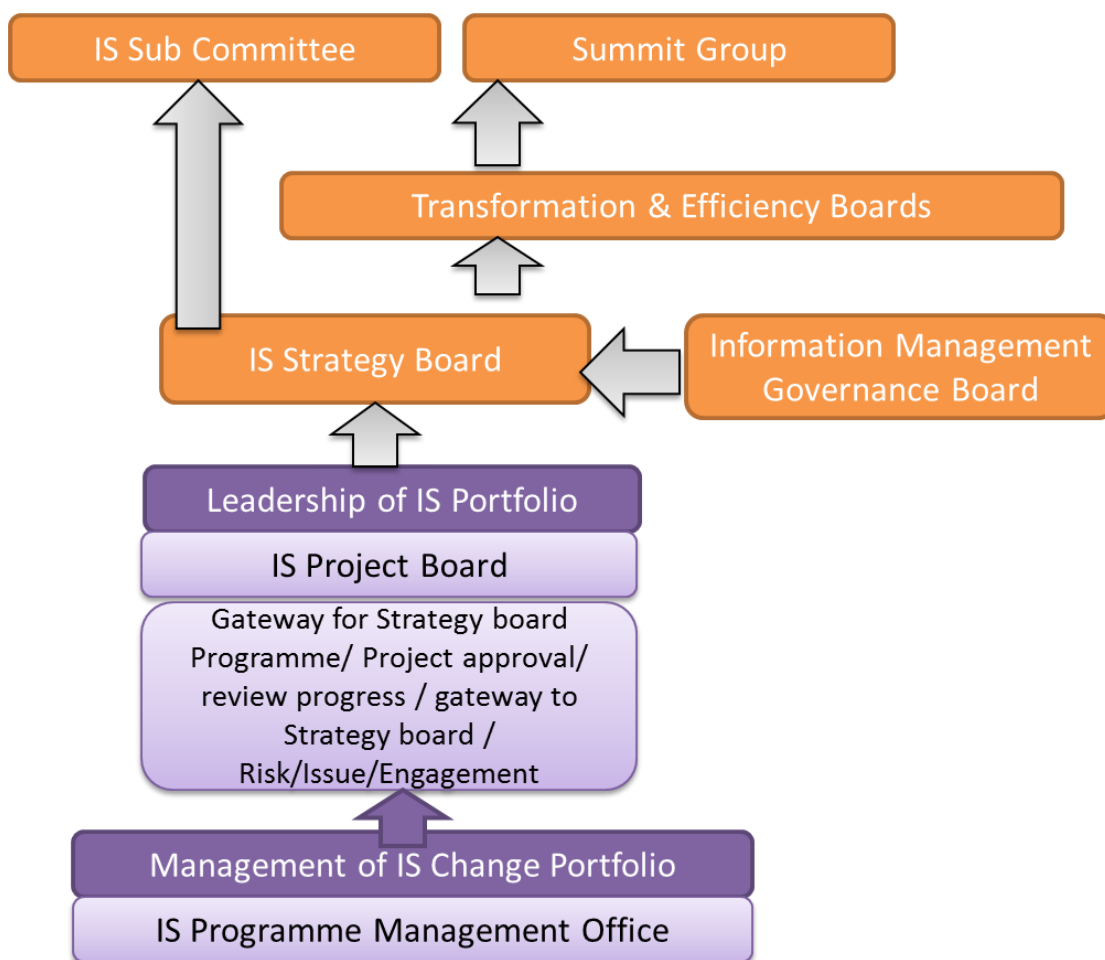

Diagram 3: IS governance structure

Performance Monitoring
18. Improvements to Business Cases and identification of financial and non-financial benefits through a more robust project management approach will support reporting and the monitoring of project and programme benefits and outcomes.

19. The IS programme office will track investment, delivery timetables and resources to continue to ensure that projects remain on time and to budget. Improved risk and issues management will reduce likelihood of unknown or unmanaged issues arising.

20. Continued links to the Transformation Board and Programme Office will ensure consistent and collective reporting on programmes and the delivery of outcomes.

Conclusion

21. This IS Strategy sets a direction of travel for corporate information, common business processes, a customer centric approach and a flexible infrastructure supporting adaptable and reusable information solutions.

22. There will be risks, which will need to be managed and overcome but this is necessary if the City is to maximise its use of modern technology to meet the needs and expectations of the communities it serves and to give its staff and services the technology they need and depend on.

23. Implementing the ISS will be a demanding undertaking, requiring sustained collective commitment and leadership. It is also an opportunity, at a crucial time to demonstrate the ability to conceive and deliver truly corporate solutions to complex problems.

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