Hackney

REPORT OF THE MAYOR		
Executive response to Governance & Resources Commission Scrutiny Review into ICT Cabinet: 24 November 2014	**Classification** **Public** **Ward(s) affected** **All**	**Enclosures**

1. INTRODUCTION

1.1 There is no aspect of Council Service Delivery which is not dependant upon ICT in some way: from simply sending emails or producing reports to the management of caseloads in benefits, social care and legal; or from collecting income from our customers to paying our staff. Alongside this, the rapid expansion of technology in domestic life has changed our employees' and many of our residents' perspectives and expectations about ICT and quite understandably parallels are drawn between performance and usability in the two spheres of home and work.

1.2 As the financial challenges increase so does the reliance on ICT to enable significantly different models of service delivery. The Council's ICT Service is therefore committed to not only provide the systems and technology to enable the delivery of the Corporate Plan at a price that we can afford, but also to ensure that we are in the best possible position to take advantage of future developments in technology for the benefit of our residents and customers.

2. RECOMMENDATION

2.1 Cabinet are asked to approve the content of this response.

3. EXECUTIVE RESPONSE TO SCRUTINY COMMISSION RECOMMENDATIONS

Recommendation	Response
Recommendation One The absence of a Corporate ICT Strategy for the Council has led to ground being lost in taking advantage of new technologies. It is also clear from the ICT customer survey that staff satisfaction is low. Setting a clear direction for the future that puts the interests, effectiveness, skills and satisfaction of staff first would be a bold and positive step to take and one that this Commission would fully support. The Council does, however, a medium-term plan for upgrading key corporate ICT platforms and software. It is important to share the core components of the associated activity plan, and involve as many staff as possible in its design and implementation.	Agreed. An independent assessment of the Council's current ICT Strategy as evidenced by an analysis of current workloads, the ICT hardware & software estate, projects portfolio, service metrics and benchmarks, has been carried out and a preliminary "ICT Strategy & Direction Roadmap" has been produced. This will be developed into a full strategy for implementation from 2015/16.
• The Commission recommends that clear, consistent and ongoing messages are provided to staff about the upgrade proposals. • Governance arrangements for the Corporate Board include scope for specific project teams and staff workshops. It is vital that these are used extensively to inform the "user experience design" of future products. If software and systems are not designed in a way that makes people want to use them, that is a major reason why they don't work or don't appear to work well.	Agreed. The programme was officially launched to staff on July 23rd. There is a dedicated mailbox for any staff feedback or queries and a dedicated area on the Staff Intranet with an FAQ section and a video presentation on the new facilities. A communication plan has been put together with the Comms Team and project updates are included weekly in Staff Headlines. The "myoffice" branding was chosen by attendees of the preview workshops and their feedback has also led to some changes in the way the system will work. The attendees have also been asked to become "superusers" and will develop into a cohort for user acceptance testing and future enhancements.
That at an appropriate future point the Council should explore fully the possibility of moving to a more modern desktop and storage platform, learning fully the lessons from Hillingdon's recent experience.	Agreed. The Council's Enterprise Agreement with Microsoft runs until 2017, at which point the latest office productivity tools will be assessed to determine our future strategy.
Recommendation Two There is a connection between the experiment taking place in Surrey County Council and the lessons learned from Hackney's award-winning Waste project with Civica. Staff involved with the Hackney project told the Commission that the project would have benefited from key staff being removed temporarily from their day jobs at the outset, enabling the service	

requirements and design to be explored fully. It was explained that this would have led to a better outcome more quickly. This early part of the process is, in many ways, similar to what the Shift project offers to a range of services in Surrey. The Surrey example also has the advantages of being physically removed and different from mainstream service areas, with staff trained in service design techniques and the option for external challenge and advice built-in.	
• The Commission is aware that an initial set of service improvement groups have been established for four specific areas, and welcomes this move. The Commission recommends that the approach is developed further, using lessons from Surrey, so that services looking to redesign their delivery model, with potential input of digital technology, can benefit from the early input of change experts and external challenge, as well as colleagues from across the Council.	The Improvement Group which was looking at Technology & Systems have prioritised and overseen a number of changes in ICT procedures and processes from the customer perspective, including improvements to the Starters & Leavers process and self-service password resets. A similar model of prioritising and developing service improvements has been adopted by the Parking Customer Journey Board.
• The Commission wishes to emphasise the importance of involving staff and service users in the design of services, including digital and technological solutions.	As set out in the response to recommendation one, this model is fundamental to the "myoffice" programme, and has also been followed in the recent implementation of our Children's and Adults' social care systems.
The Commission recommends that the Council establish a Digital Advisory Board, comprising local experts from Tech City and other relevant sectors, who could advise the Council on new developments and future strategy. The model for this Board would be the Education Advisory Group which had proved successful at fulfilling a similar role for the Hackney Learning Trust.	It is proposed that a Board be set up, possibly involving Mike Bracken (Head of the Government Digital Service, Cabinet Office) initially to review the forthcoming ICT Strategy (recommendation one above)
Recommendation Three The Commission recommends that a key group of data analysts within the Council should be encouraged to meet regularly and use the approaches highlighted in this report and in the example from New York City (for example, predictive analysis) to help the authority look at new ways to deliver services or find savings.	We have already made progress on this through discussions on how to take forward Project Stentor that have involved policy analysts working with ICT. Options for the establishment of such a group are currently being considered and being discussed with Joanna Sumner, Assistant Chief Executive. This will tie into work that we are carrying out in the new year to develop data analysis skills across the Council.

Recommendation Four	
The Commission is sympathetic to the careful risk management being applied by the Council in this field currently. However there do appear to be a number of other local authorities and public bodies that are less risk averse and seemingly more able to share information in the ways described above. OSB has set out these points previously in its work on Transparency and Open Data and we will not re-rehearse those points here. It is worth noting though, that the Peabody Trust has had no problems sharing anonymised data with Project Stentor Partners, and similarly the other Councils involved in the pilot have agreed Data Sharing Protocols enabling the work to go forward as hoped. • The Council should explain more clearly why sharing anonymised data about service use is more difficult in Hackney than other places.	Noted. We are committed to sharing our data openly and transparently with public sector partners and are participating in the DCLG's Open Data User Group (which is looking at Public toilets, Planning applications and Alcohol & Entertainment licensing). The Council also has a number of data sharing agreements in place for the sharing of personal data. Because the discussions on Project Stentor involved big data specialists Mastodon C, who work with several local authorities, we were able to reflect on different perspectives and make some progress on what it is possible to share. This issue was also raised by staff in a variety of services as part of the Chief Executive's Improvement Programme and will be explored further in tandem with cross-cutting work programmes established by Cabinet and HMT in the summer. Clearly the potential for taking a resident-centred approach to working across services can be hampered by restrictions on data sharing, much of which may be beyond our control, but there is more we can do to explore ways to make this easier. However, the considerations of sharing even anonymised data with other partners (as highlighted by Project Stentor), are threefold: • the key restrictions on data-sharing are the Data Protection Act 1998 and the common law of confidentiality which protect a living individual's right to data privacy. Under the Data Protection Act we can also be found to be acting "ultra vires" if we use information collected for a purpose other than which it was collected • presenting data concerning a relatively small geographical area where the degree of granularity required to provide meaningful data might compromise anonymity (as was the case with Project Stentor) • consideration of the point at which sharing more than one set of anonymised data could produce a dataset where individuals could be identified.
The Council should encourage regional organisations such as London Councils and the Local Government Association to request clarity from Government	We have been awaiting the Cabinet Office's draft legislation to clarify the position on data sharing and a Bill had been expected in this Parliament.

regarding the apparent tension between compliance with PSN and the drive towards more open data. Particularly in relation to how the Data Protection Act and Human Rights Act are interpreted.	However, Cabinet Office is still consulting and therefore nothing will now be brought forward prior to the May 2015 election. The Law Commission also launched a consultation of their own in 2013, but the report from that is not expected until early 2015. Agreed. The Assistant Director-ICT is a member of both Socitm and the London CIO Council (formerly London Connects) both of which are actively lobbying in this area.
Recommendation Five The Commission recommends that a more streamlined training offer is made available to staff using screencasts and "youtube" style videos on the intranet. These are already used widely in some areas and are a simple way to show step-by-step how different systems and applications work.	Agreed. A new online training application, Articulate StoryLine, has been purchased and the first video training presentation (for myoffice) is available on the staff intranet. http://staffroom.hackney.gov.uk/ict-myoffice.htm Video tutorials are also available for a number of HR processes, made using an older software tool. http://staffroom.hackney.gov.uk/self-service-user-guides-and-video-tutorials.htm
Recommendation Six The Commission recommends that there is a simple interface through which people and businesses with interesting ideas about service delivery can interact with the Council. Members have noted that a lot of good contacts existed within Tech City businesses via the Council's "Regeneration and Delivery" service but it was not clear how those businesses could offer to help the local authority with its own services, even where there was interest in doing so from the sector.	Regeneration Delivery will be holding a Hackday on 15th & 16th November at the Trampery Publicis Drugstore, the "Hack-ney-thon". Initial suggested issues for the local business and tech community to tackle include wedding services and a booking process for viewing commercial property. This will be the first pilot Hackday which will be fully evaluated to understand how successful it is and whether it is something we would like to continue to do. It is hoped that this will be the first of many opportunities to work with the local business community to offer these mutually beneficial opportunities to collaborate around tackling key issues.

Lead member: Jules Pipe, Mayor of Hackney

Director: Ian Williams, Corporate Director of Finance & Resources

Appendix 1	Governance & Resources Scrutiny Commission report into ICT