

Governance and Resources Scrutiny Commission Update on recommendations from the ICT Scrutiny Review July 2014

<p>Original Recommendations agreed by the Commission and OSB Agreed by Commission July 2014</p>	<p>Corporate Response from relevant Cabinet Member(s) Agreed at Cabinet and Council November 2014</p>	<p>Update on Recommendations following on from the Cabinet Response For discussion at Commission 14th December 2015</p>
<p><u>Recommendation One</u></p> <p>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.</p> <p>The Council does, however, a</p>	<p>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.</p>	<ul style="list-style-type: none"> Completed. A Business-driven ICT strategy has been developed which sets out 67 key priority initiatives and sets out a governance model for the oversight of the programme. Future governance arrangements are being reviewed in the light of the Chief Executive's 1st & 2nd tier restructure

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<p>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.</p> <ul style="list-style-type: none"> • 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 	<p>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.</p> <p>Agreed. The Council’s Enterprise Agreement with Microsoft runs until</p>	<ul style="list-style-type: none"> • Myoffice went live on 5th December 2014. The model for project governance, user engagement and communications for the myoffice project have been adopted for other projects that have gone Live this year, notably: the Social Care Mosaic implementation, the new staff intranet and the public “One Account Portal”. As an indication of the success of the model, One Account went live on Monday 30th November and on Tuesday 1st December we received an email from a landlord saying “Thanks again, this site is so useful”

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<p>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.</p> <p>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.</p>	<p>2017, at which point the latest office productivity tools will be assessed to determine our future strategy.</p>	<ul style="list-style-type: none"> As noted in November 2014 – this will be reviewed when the Council's Microsoft Enterprise Agreement expires
<p><u>Recommendation Two</u></p> <p>There is a connection between the experiment taking place in Surrey County Council and the lessons learned from Hackney's award-winning</p>		

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<p>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.</p>	<p>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</p>	<ul style="list-style-type: none"> • The work of the Improvement Group has now completed but the same model is adopted where it is practicable, for example, in the work that was done in the Social Care Mosaic project with key staff being back-filled to enable them to be released, and with the current corporate cross-cutting programmes such as that for Enforcement.

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<ul style="list-style-type: none"> 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 Commission wishes to emphasise the importance of involving staff and service users in the design of 	<p>model of prioritising and developing service improvements has been adopted by the Parking Customer Journey Board.</p> <p>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.</p> <p>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)</p>	<p>However, resource constraints are such that this is not always possible.</p> <ul style="list-style-type: none"> No further progress has been made on this recommendation whilst the focus is on establishing our internal governance arrangements.

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<p>services, including digital and technological solutions.</p> <p>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.</p>		
<p><u>Recommendation Three</u> The Commission recommends that a key group of data analysts within the Council should be encouraged to meet</p>	<p>We have already made progress on this through discussions on how to take forward Project Stentor that have involved policy analysts working with</p>	<ul style="list-style-type: none"> • Unfortunately Project Stentor was not successful in attracting additional funding and this project did not continue. However, a project to procure a Corporate Business Intelligence tool has been

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<p>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.</p>	<p>ICT.</p> <p>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.</p>	<p>established and the new sponsor is the chief Executive's Head of Business Analysis. The business case for the procurement was approved at Hackney Procurement Board on 10th November 2015 and this tool will become the technological platform to enable this type of analysis.</p>
<p><u>Recommendation Four</u></p> <p>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</p>	<p>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.</p> <p>Because the discussions on Project Stentor involved big data specialists</p>	<ul style="list-style-type: none"> • No further guidance has been issued by the Cabinet Office or the Law Commission on data sharing since the last update. Our commitment is to share information whenever possible and we maintain a list of Information sharing agreements over which the Council's Information Governance Group have oversight. Information in downloadable formats on Council spending, senior salaries, the community right to bid, Members' expenses and allowances, and property and land assets are freely available on the Council's website at: <ul style="list-style-type: none"> • http://www.hackney.gov.uk/Transparency.htm

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<p>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.</p> <ul style="list-style-type: none"> The Council should explain more clearly why sharing anonymised data about service use is more difficult in Hackney than other places. 	<p>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.</p> <p>However, the considerations of sharing even anonymised data with other partners (as highlighted by Project Stentor), are threefold:</p>	

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	<ul style="list-style-type: none"> • 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. 	

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<p>The Council should encourage regional organisations such as London Councils and the Local Government Association to request clarity from Government 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.</p>	<p>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. 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.</p> <p>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.</p>	
<p><u>Recommendation Five</u> The Commission recommends that a more streamlined training offer is</p>	<p>Agreed. A new online training application, Articulate StoryLine, has been purchased and the first video</p>	<ul style="list-style-type: none"> • The new staff intranet, which was launched on 23rd November 2015 has a link from the Home Page to a revised Training and Development Section which

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<p>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.</p>	<p>training presentation (for myoffice) is available on the staff intranet. http://staffroom.hackney.gov.uk/ict-myoffice.htm</p> <p>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</p>	<p>includes over 100 e-Learning courses and video guides</p>
<p><u>Recommendation Six</u> 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</p>	<p>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</p>	<p>An update will be provided at the meeting.</p>

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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.	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.	

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