ICT SERVICES STRATEGIC UPDATE
Audit Committee, 21 June 2018

1. EXECUTIVE SUMMARY

1.1. Background and context

Effective use of technology and data is a vital part of achieving Hackney's ambitions for the future, delivering even more personal, user-centric and value for money services.

This paper provides an update on the strategic development of the Council's ICT service, including progress to date and intended direction of travel through 2018/19.

1.2. Recommendations

Audit Committee is asked to:

- **Note** the progress that has been made with realigning the Council's strategic approach for ICT and digital service delivery.
- **Note** the formal closure of the previous 2015 - 2020 Hackney Digital Strategy and the direction of travel based on the service oriented and thematic approach that is set out in this paper.

2. STRATEGIC ALIGNMENT

2.1. Hackney Digital Strategy 2015 - 2020

In December 2015 the Council's Digital Strategy for 2015 - 2020 was presented to the Governance & Resources Scrutiny Commission (see agenda item 5 here: http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CId=120&MId=3387&Ver=4). This followed the Commission's review of ICT in 2013/14 and set out a proposed approach for defining the portfolio of projects supported by the council's ICT service, management of demand and governance arrangements.

The production of the strategy involved users from across the Council through a series of workshops and 1:1 discussions. The full report is available in eDocs (document ref: 16012150).

2.2. Assessing the baseline position and the need for change

Following the appointment of the Council's new Director of ICT in June 2016 there has been an opportunity to review the impact of the strategy and identify opportunities to ensure that the strategic contribution of ICT is maximised.

Following extensive engagement across services, the ICT team and a survey of all users (which received 706 responses), findings and immediate recommendations were presented to HMT in November 2016.

Key findings from this review included:

- A recognition of the progress that had been made since returning ICT to an in-house delivery model and the delivery of much needed and extensive upgrades to core infrastructure (including the replacement of Windows XP and improving resilience through moving to an externally hosted data centre facility).
- A strong appetite from the ICT team to contribute to delivering Hackney's vision for the borough.
- There were important assets that had been developed through the Council's focus on key areas such as data registers (eg Citizen Index, Local Land & Property Gazetteer etc), but also a need to assess the approach to the systems that the Council uses to ensure that these are supporting the delivery of user-centric and efficient digital services.
- ICT was not meeting users' expectations, with a need for more responsive support and the perception that the ICT service's processes were often bureaucratic.
- Overall negative levels of satisfaction, with systems lacking flexibility and falling behind the user experience provided by the modern technologies and services that people use in their personal lives.
- A need for ICT to be more closely aligned with services, building stronger partnership relationships.

In response to these findings the Director of ICT concluded that the existing strategic direction (the 2015 - 2020 Digital Strategy) would not address the concerns that had been identified and that a revised approach was required. The primary reasons for this were that the 2015 - 2020 strategy:

- Would not address the need for a more responsive service model - the proposed governance risked introducing further control layers that were likely to be perceived as additional bureaucracy and which would be unable to respond to rapid service and technology change.
- Was focused on renewal of existing application clusters, without reassessing how best to meet user needs independent of organisational structures and take advantage of lightweight, cloud-based software services. This presented a risk that investment of money and time would recreate existing barriers to innovation rather than supporting future service change.
- Risked missing opportunities to move from traditional models of delivery (eg desktop based computing) towards modern web and mobile based solutions that offer the opportunity to simplify ICT management and deliver an improved user experience.
- Was dependent on the agility and responsiveness of the (shrinking) local government IT market and failed to utilise either global solutions or the expertise of local SMEs.

2.3. Realigning our approach towards a service oriented model

To address the issues identified the Director of ICT proposed a thematic approach based on six strategic themes to shape the Council's direction for digital change and technology investment - designed to ensure that Hackney is delivering high quality digital services for everyone.

This thematic approach will ensure that there is a clear strategic direction to inform technology choices and engagement with services, while also ensuring that strategic priorities are driven by *service strategies and governance* not a separate digital strategy and governance structure. This does not, however, mean that there is no need for consistent focus on strategic technology and data principles, and these are being developed within each of the thematic areas as described in section 5 below.
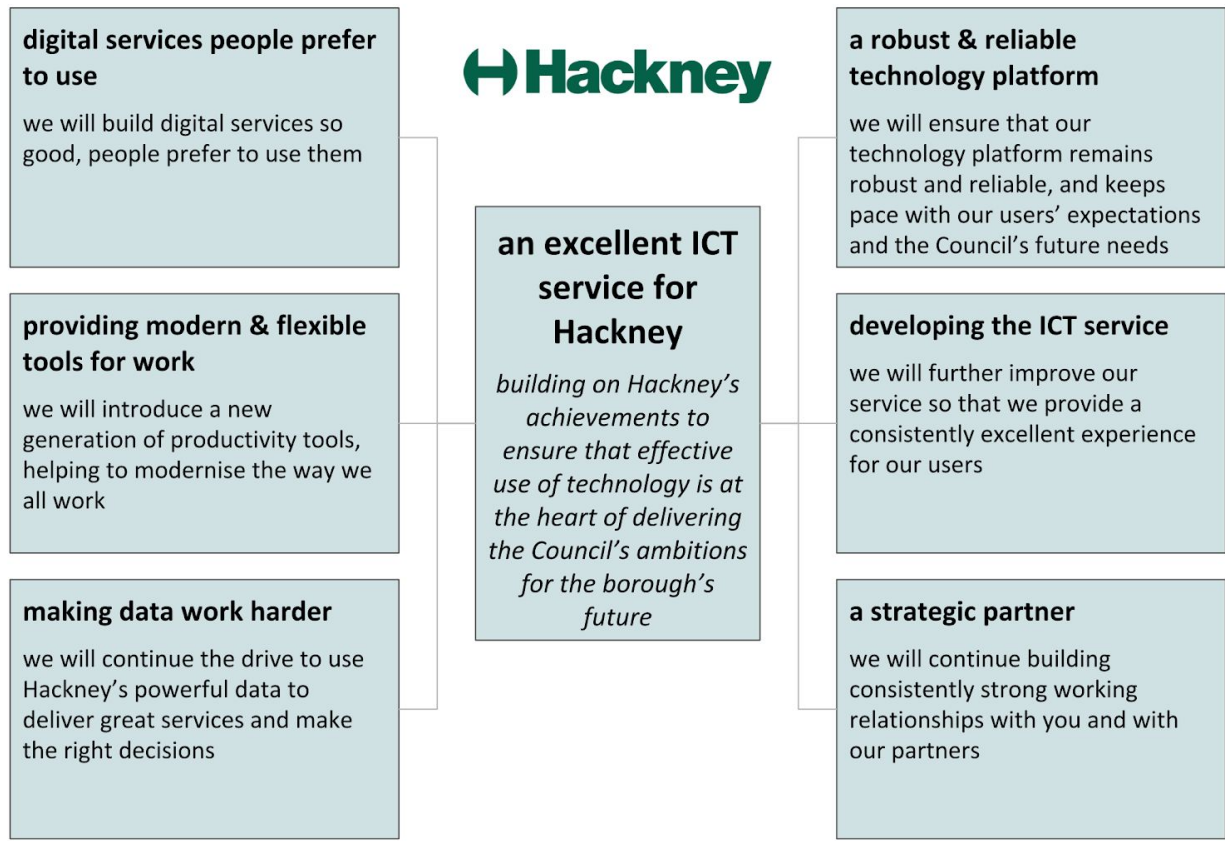
digital services people prefer to use we will build digital services so good, people prefer to use them		**a robust & reliable technology platform** we will ensure that our technology platform remains robust and reliable, and keeps pace with our users' expectations and the Council's future needs
providing modern & flexible tools for work we will introduce a new generation of productivity tools, helping to modernise the way we all work	**an excellent ICT service for Hackney** *building on Hackney's achievements to ensure that effective use of technology is at the heart of delivering the Council's ambitions for the borough's future*	**developing the ICT service** we will further improve our service so that we provide a consistently excellent experience for our users
making data work harder we will continue the drive to use Hackney's powerful data to deliver great services and make the right decisions		**a strategic partner** we will continue building consistently strong working relationships with you and with our partners

figure 1: strategic themes for delivery of digital service change

3.   THEMATIC MODEL

The sections below set out the objectives for the six strategic themes, the strategic principles that are being developed to underpin those, an assessment of progress to date and outline priorities for 2018/19. Detailed deliverables will develop in accordance with the priority strategic outcomes for the Council's services and will be delivered through an Agile model (enabling an adaptive response to changing context).

Delivery of work will take place in line with the strategic principles outlined in section 5 below. This will ensure that adoption of the service oriented approach does not result in a loss of the underpinning strategic coherence needed to build sustainable services for the longer term.

3.1. Digital services people prefer to use

What are our goals?

The projects within this theme are designed to provide digital services for Hackney's residents and businesses that are so good that people can succeed first time, unaided, in support of the Council's Customer Service Strategy. This will be achieved through development of reusable digital capabilities which can be used to drive simplification and digitisation across the Council's services; supporting

service teams in redesigning their service provision, to deliver more efficient and user-centric services; further deployment of the Council's *One Account* service, providing even better access to personalised online services; online bookings and appointments; and growing the Council's online presence and engagement with the community.

This theme will also include exploration of emerging digital technologies such as voice activated services and artificial intelligence - helping to inform Hackney's longer term strategy of digital service design and delivery.

Where are we now?

Since appointing a new Head of Digital at the start of 2017 the ICT Services team have worked closely with services across the Council to explore opportunities to use new approaches to deliver priority outcomes. This has included using the UK Government's Digital Marketplace to engage specialist digital agencies (many of which are based in Hackney, reflecting the borough's thriving tech sector) to support delivery and skills transfer to the Council's teams. Achievements over this year include:

- A new Hackney Works service, including a redesign of the way that the service supports people into employment.
- Redesign of the process for applying to be a foster carer, working closely with the Corporate Parenting team to help them develop a model that is more user-centric and accessible.
- A range of projects in support of the Housing Transformation Programme, including:
  - new Pay My Rent service (which has been used more than 46,000 times, reducing calls by approximately 20%),
  - new Report a Repair service (which launched at the end of February 2018 and was used more times in its first week than the previous service was used in a month), and;
  - mobile tools for neighbourhood housing officers making it easier for housing staff to support residents.
- Collaboration with the Future Cities Catapult and the London Boroughs of Camden and Southwark to prototype a digital planning service, which has been awarded funding by the Ministry of Housing, Communities & Local Government to progress to the next stage of development.

Through this work Hackney is already seeing substantial improvement to important resident facing services, is developing skills and confidence across in-house teams and is also attracting national attention as a leader in digital transformation.

Next steps through 2018/19

Moving forward, we intend to build on the excellent progress that has already been made and work closely with service leaders to identify areas that will be prioritised for future digital service developments. A key focus for this will be supporting senior leaders across the Council in the delivery of their service transformation and savings plans and supporting delivery of the Council's priority outcomes.

This will be supported by recruitment of new skills following the new structure that has been implemented for the ICT service (see details in section 3.5 below) and also continued use of the Digital Marketplace to engage external expertise where required.

The completion of the digital architecture review referenced in section 4 will provide confidence in the technology choices that are being made and further work will be carried out to support services in validating the impact of new digital services (eg customer service improvement, support for delivery of savings etc).

In January 2018 a workshop was held with the digital agencies who have worked with the Council over the previous year, with additional attendance from the Crown Commercial Service Digital Marketplace team. This explored ways that we can maximise the benefits we achieve from our new approach to procuring digital expertise and the findings will inform our approach moving forward (https://blogs.hackney.gov.uk/hackit/working-with-suppliers-to-develop-better-digital-services).

3.2. Providing modern and flexible tools for work

What are our goals?

Through this theme we will modernise the core tools used across the Council, including delivery of the next generation of productivity tools, allowing Council staff and Members to communicate and work together seamlessly from *any device, anywhere, anytime*, modernising the current 'desktop' based working tools and making full use of mobile and web based technology. Work will also take place to refresh the Council's laptops and PCs, which include over 2,000 devices which are more than seven years old.

This theme will also include work to optimise the Council's management of records. This will include digitisation of a number of important record sets currently held on paper and microfiche; and also review of the Council's electronic document system file plan, simplifying records management, enabling improved compliance and making it easier for staff to find and access information.

Where are we now?

Following extensive engagement with users across the Council's services, the decision has been taken to implement Google's G Suite productivity tools. The initial phase of delivery will roll these tools out across the Council's users and this will be followed by work to decommission the eDocs document management system, moving documents over to G Suite to enable more flexible and collaborative working.

Capital funding has also been agreed to deliver the refresh of PCs and laptops onto modern hardware and provide on-screen presentation and video meeting facilities in many of the Council's meeting rooms.

To support flexible working across the Council's office estate, the wifi service has also been upgraded to deliver fast, reliable and consistent wifi access across the core office campus.

Next steps through 2018/19

During 2018/19 we will:

- Complete the roll out of G Suite and begin the transition of documents from eDocs to Google Drive.
- Deliver the refresh of PCs and laptops.

- Install on-screen presentation and video meeting capabilities in medium and large meeting rooms across the core office campus and also main remote office locations.

3.3. Using information as an asset

What are our goals?

Work in this theme will make a significant contribution to the design, delivery and continual improvement of services by helping the Council to maximise the benefits it gets from effective use of its information resources (helping to address the challenges faced by cuts to financial resources).

This theme will also include further development of the core information registers that the Council has available through completing the delivery of the Business Index (complementing the existing Citizen Index, Children's Index and Local Land & Property Gazetteer); developing Property Index; further investment in business intelligence and analytics; and also work to ensure that the Council is ready for the introduction of the new General Data Protection Regulation requirements which became mandatory from May 2018 (with the emphasis on maximising the opportunity that is presented by enhancing the disciplines for management and use of data).

Sharing of data is also an important contributor to delivery of high quality and cost effective services. Hackney is fortunate that the East London Health & Care Partnership (our local Sustainability & Transformation Partnership) is a national leader in the integration of data across health and social care. Hackney will play a full role in contributing to work across the ELHCP, empowering social care teams through effective access to data and improving outcomes for residents.

Where are we now?

Following the Council's investment in the Qlik Business Intelligence technology that was implemented in 2015/16, significant progress has taken place over 2017/18 in using this to support services with improved access to data and insight. This includes: real time data dashboards across a range of services, including Housing repairs and Planning; support for the development of Contextual Safeguarding in children's services; and work in progress with children's services to replace static, periodic reports with real time analysis that is available through self-service. The Qlik technology has also been used to develop the Business Index, which provides an holistic view of businesses in the borough.

GIS and mapping tools continue to support the Council's services in understanding service provision across Hackney. This includes supporting the publication of fire risk assessments following the tragedy at Grenfell Tower in Kensington.

Work is continuing with service leads from across the Council's directorates to ensure that the Council fully meets the requirements of the General Data Protection Regulation. This has included review of policies and contracts, as well as improvements to simplify the experience and improve performance of Freedom of Information requests and Subject Access Requests.

Important progress has been made with the integration of health and social care data. This includes connecting with the national CPIS system to alert social workers when children they are involved with attend medical appointments that might indicate cause for concern and access to hospital records for clients, helping to provide more joined up care.

Next steps through 2018/19

The recent restructure of the ICT service has included reallocation of resources to strengthen the service's data analytics capabilities. Recruitment is now in progress and the new Data Analytics team will enable accelerated progress in use of the Council's rich data resources to support the design, commissioning and delivery of services. We are leading a discovery phase to explore the potential for a data product to better understand vulnerable residents.

The new structure also strengthens leadership for the vital information registers that underpin the Council's digital services. Work will take place to renew the technology platform for Citizen Index and continue to ensure robust and high quality data is available to support integration of services so that we can rationalise and monitor system integrations in real time.

Work will also continue to support services through use of geographical information and the ongoing development of robust information governance and records management, in support of the Council's obligations under the General Data Protection Regulation.

3.4. A robust and reliable technology platform

What are our goals?

Over recent years Hackney has made significant strides forward in modernising its core infrastructure, ensuring that the Council is using modern, supported and reliable technology. While this puts Hackney in a positive and stable position, it is essential that this remains an area of ongoing focus to ensure that the Council is able to gain maximum benefit from technology change. Following appointment of a new Head of Platform in spring 2017 initial changes were made to the ICT structure, bringing together responsibility for all infrastructure, business systems and end-user support under their leadership.

Moving forwards we intend to move towards services based on a 'web first and mobile first' model, putting in place the building blocks that will enable a shift to greater use of cloud and 'Software as a Service' services. Over time this will reduce the amount of infrastructure that the Council manages directly, enable staff to access services easily from *any device, anywhere, any time*, and enable a faster pace of change by reducing the overheads associated with introducing new systems and upgrades.

This will, however, require a focus on developing the core skills needed to successfully manage cloud services - including effective management of service consumption and competence in the new commercial models that are used by cloud service providers. The ICT team's technical skills will also need to develop to ensure that we are able to effectively manage and administer these services.

Where are we now?

Work to deliver a major refresh of the Council's server and storage hardware and telephony systems is now largely complete. This means that the Council has time to assess the direction of travel for its technology architecture and put in place the right foundation technologies to enable a managed move towards greater use of cloud services in line with the projected end-of-life for the current infrastructure (which will typically have an operational life of 4 - 5 years). For example, moving to cloud services

such as G Suite will mean that elements of the infrastructure platform are no longer needed when the current infrastructure reaches end-of-life, therefore avoiding the need for refresh altogether.

Capital has also been allocated for investment into the network infrastructure that is essential for the delivery of high performing and reliable systems across the Council's office estate and also for remote access (eg users working from home). The will include investment in core network hardware, office connections, complementing the expansion of wifi (including guest wifi access) that has already been delivered, to provide fast and consistent connectivity across the Council's estate.

Next steps through 2018/19

During 2018/19 the following areas of work will be prioritised:

- Design and implementation of the planned network upgrades.
- Pilot and migration to a cloud based Identity and Access Management service (an important component that will enable easy and secure access to the Council's systems and migration to wider use of cloud services).
- Further review and improvement of infrastructure management disciplines, ensuring that the current infrastructure platform is robustly managed to ensure high levels of reliability, availability and security.

3.5. Developing the ICT service

What are our goals?

This theme includes a range of improvements to service delivery and management designed to ensure that Hackney has a modern 'best in class' ICT service supporting delivery of excellent services to the borough's residents and businesses.

This will also include the development of 'Digital Support Services', working closely with other support service areas (eg finance and HR) to apply the principles of digital service design to internal support provision and free up Council staff to focus more of their time on delivering high quality services to Hackney's residents and businesses. This will provide staff with simplified online access to support services based on user-centred service design; reduce bureaucratic hurdles - supporting the Chief Executive's *Change for Everyone* programme goals; and give greater transparency of service delivery for staff (eg by making it easy to check on the progress of a new starter request).

Where are we now?

Service improvement across the ICT service has included a wide range of changes, including:

- A financial review supported by colleagues in Corporate Finance. In addition to existing savings that had been identified by the ICT service this has contributed to a reduction in spend of c £1M per annum and will enable the delivery of further savings commitments of £500k over the next two financial years.
- Implementation of more personal and responsive access to ICT support, including advice appointments that can be booked at user's convenience and 'pop up' support surgeries across the Council's offices. The user survey carried out in September 2017 showed positive progress

in user satisfaction, with a net positive response overall (compared to net negative satisfaction the previous year).

- Consultation and implementation of a new structure for the ICT service, which has included realignment of skills to ensure that the service can meet the Council's future needs and market benchmarking for salaries to ensure that Hackney is competitive in the increasingly challenging marketplace for ICT and digital skills.
- Increased engagement and collaboration across the service, with weekly 'stand up' presentations to showcase work in progress, sharing of progress from across the service and a range of other opportunities for members of the team to learn about work that is being delivered and develop new skills.
- Relocation to the Hackney Service Centre, which means that the service is now co-located and in a modern working environment. The opportunity has also been taken to use this as a catalyst for further change in working style, with space provided for 'stand up' presentations, informal team discussions and creative workshop activity.

Next steps through 2018/19

The focus on service development will continue through the 2018/19 financial year, with particular focus on:

- Embedding the new service structure, including recruitment to vacant posts (currently in progress) and implementing the new training and development strategy that was included as part of the restructure consultation.
- Implementation of the new Digital Apprenticeship programme, with 18 apprentice roles across the service teams. Recruitment is planned for early summer with apprentices starting in role in August / September.
- Continued focus on value for money, including delivery of savings commitments.
- Further development of the end-user support offer, making sure that users have easy access to personalised and efficient support.
- Continued development of the Digital Support Services programme, working together with other support service teams. Initial emphasis will be on the joiner / onboarding process for new starters to ensure that their first impressions of Hackney are positive and that they are able to start working productively as quickly as possible.

3.6. Partnership

What are our goals?

We want ICT to be a trusted ally and advisor of senior colleagues when considering how to design and optimise the delivery of services to meet the needs of residents at a sustainable cost.

We also want to work with, and contribute to, the digital skills and awareness of Hackney's residents and businesses - as well as its staff.

And we want to partner with local businesses, other public bodies and global experts to ensure that Hackney has the robust, reliable and modern technology it needs.

Where are we now?

We have designed a set of interventions to support the development of staff in their understanding of user-centric, Agile techniques. This is being supported through weekly stand up presentations, offering the opportunity for people to learn from successful practice and reflect on learning points. Other opportunities for sharing and collaborative working are also actively encouraged to ensure that ICT delivers a joined up service for our users.

We designed a volunteering programme at the Hackney Central and Dalston CLR James libraries so that ICT staff can support our residents getting online and learning basic digital skills. This will be continued as a valuable opportunity for ICT staff to connect with local residents.

We are also working in partnership with Hackney CVS to offer our knowledge and expertise with the sector. This has included a session where expert agencies who are working in partnership with the Council shared digital insights with CVS representatives to support them in producing funding bids.

And as part of the ICT restructure additional capacity has been provided to support positive partnership working, including:

- Additional Relationship Manager capacity to support corporate services (which has previously been a gap).
- Changes to relationship management responsibility to bring the ICT Service Delivery team closer to users and taking the lead for operational relationship management, with the Relationship Management team taking a more strategic role as advisors to service leaders.

Next steps through 2018/19

The focus on partnership working will continue throughout the coming years and will be fundamental to the ICT service's successful contribution to the Council's priority outcomes. This will continue the measures taken over the previous two years and also look for other opportunities to work closely with other services to support the delivery of their strategic plans.

We are developing a number of products to support collaboration in the sector - including a user research library and an improved 'pipeline' so that we can 'share by default' and public bodies in Hackney and beyond can see what we're doing, to promote re-use.

We are also supporting the Mayor of London and his Chief Digital Officer in development of the Smarter London plan and proposals for a London Office for Technology and Innovation to ensure these proposals benefit Hackney residents and businesses.

4. **OVERVIEW OF SERVICE ENGAGEMENT TO SUPPORT DIGITAL CHANGE ACROSS THE COUNCIL**

As noted in section 3.6 above, the recent restructure of the ICT service has strengthened capacity for strategic engagement across the Council's services. This will enhance the service's ability to support senior leaders in identifying and taking advantage of opportunities to use digital technology, data and approaches as part of continuing to transform Hackney's services.

This is supported through regular updates to Hackney Management Team, the Mayor and Cabinet Members, and also the new *Mayor's Digital Advisory Panel* which launched in June 2018 - involving

local digital experts (both residents and Hackney based businesses) in helping to shape Hackney's digital direction.

Key programmes across the Council's services that are harnessing the potential for digital change include:

Childrens, Adults & Community Health directorate

- The developing strategy in **Adults' Social Care**, linking in with successful collaboration with colleagues in the local health system to share data and join up health and social care services.
- The Practice Evolution programme in **Children's Services**, which is delivering a programme of change across the service - and the development of a 'contextual' approach to safeguarding.
- The Council's ICT service does not provide ICT support for Hackney Learning Trust and schools in Hackney. HLT currently retain their own ICT function which supports users in the Learning Trust building and offers ICT support to schools as a traded service.

Chief Executive's and Finance & Corporate Resources directorates

- The Council's **Accommodation Programme**, which links with the *Modern and Flexible Tools for Work* theme in section 3.2 above to provide Hackney's staff and partners with a working environment that supports modern and collaborative working styles.
- The strategic review of **connectivity for Hackney**, working across a wide range of Council service areas to identify opportunities to use the Council's building and network assets to deliver maximum public benefit.
- The delivery of the Council's **Customer Services Strategy**, providing online access to the Council's services - improving the customer experience and reducing costs.
- The **Digital Support Services** initiatives that are working to ensure that the Council's internal support services are supporting staff and partners in delivering excellent services to Hackney's residents and businesses, simplifying internal processes and joining up across support services.

Neighbourhoods & Housing directorate

- The **Housing Transformation Programme**, which is using design led approaches to deliver better services and reduce reliance on the legacy housing systems.
- The **Public Realm Transformation Programme**, which is building on the success of the improvements that have been delivered to the Council's parking service to provide easy to access digital services for the full range of public realm services.

5.   STRATEGIC PRINCIPLES AND STANDARDS

The following strategic principles and standards will be used to ensure that the Council has confidence in the long term sustainability and fitness of purpose of its digital services:

- The 'HackIT Manifesto' (http://hackit.org.uk/how-we-work/hackit-manifesto) was developed as a set of eleven principles that underpin the way that the ICT services will work, ensuring collaborative and user focused behaviours across the service.

- The commitment to follow the Local Government Digital Service Standard (https://localgov.digital/service-standard) ensures that Hackney's digital services are in line with best practice across the sector. This includes service standard assessments for new digital services to ensure that they meet the requirements of the standard (http://hackit.org.uk/how-we-work/service-standard-assessments).

- The 'Hackney Agile Lifecycle' (http://hackit.org.uk/how-we-work/hackney-agile-lifecycle) has been developed based on best practice from the public and private sectors, providing a clear approach for agile delivery of change, replacing the former PRINCE2 based 'waterfall' methodology.

- Core datasets (eg Citizen Index, the Local Land & Property Gazetteer etc) will be developed in accordance with the appropriate data standards where these are defined. Where data standards do not yet exist, Hackney will seek to collaborate with other authorities to support development of common data standards across the sector.

- The Council's information governance approach will be underpinned by the requirements of the General Data Protection Regulation and the Data Protection Act which received Royal Assent in May 2018.

- Work is currently in progress to review the approach that is being taken to digital architecture, using projects delivered in the last twelve months to develop a framework that can be used to ensure that choices are made on the basis of consistent principles, balancing pace and agility of delivery with the requirements of longer term sustainability and management of risk. This is informed by a recent review carried out by Dr Gavin Beckett, former Chief Digital Officer for Bristol City Council and a recognised leader in local government digital services. The emerging model for this is shown below:
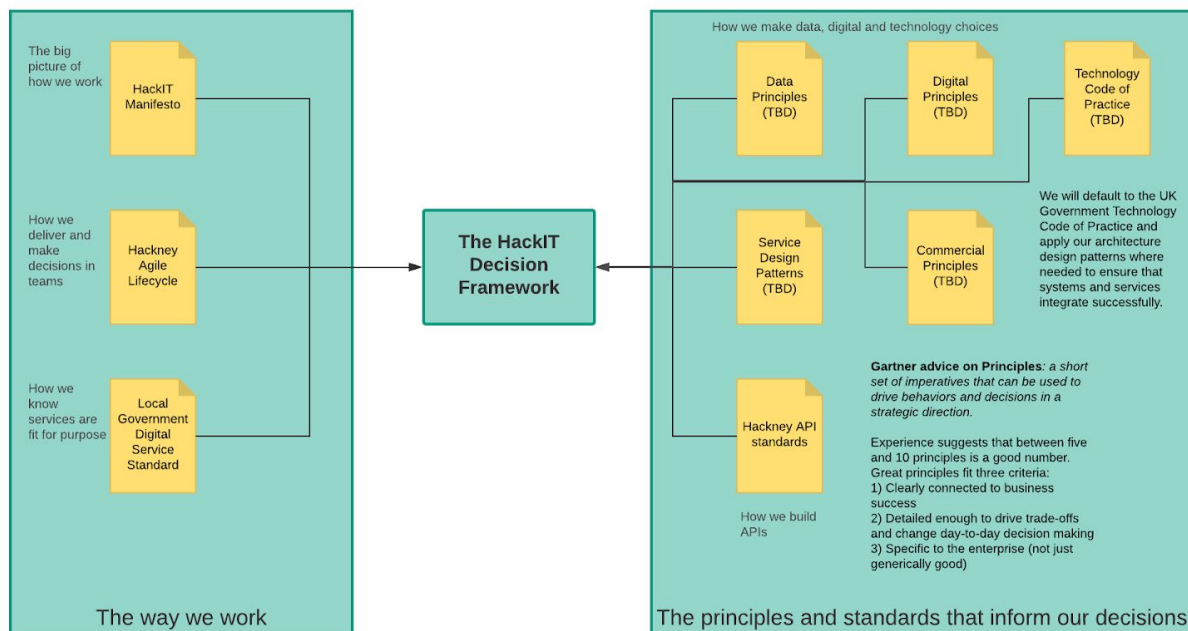
- The Council's digital architecture will be underpinned by Technology principles that are currently under development. These will remain under review to reflect the changing technology market and will be based on a 'web and mobile first' delivery model, a positive approach to adoption of cloud services and commitment to the highest standards of technical security (ensuring that this remains consistent with users' needs for flexible and responsive access to the services they need).

- The ICT Service's people strategy will be in line with corporate standards and underpinned by the strategic principles set out in the 2017/18 service restructure (as set out in the Business Case: https://docs.google.com/document/d/1E_RWiG3_yo5E_LK_D9KvNFzwwu1bd9_RZmNfO4xhwDE and End of Consultation report: https://docs.google.com/document/d/15XlWaEVFEdNXUimMEztpsQXF3rcNBn1pRrBQvXXrxuc).

- The commissioning of technology and digital services will prioritise use of new government frameworks designed to support agile digital transformation. This includes the Digital Marketplace services such as G-Cloud and Digital Outcomes & Specialists.

- The appointment of a Head of Delivery (who will start in late June) will be core to the development of a strategic demand and resource management model for the ICT service. It is essential that this approach is consistent with the HackIT manifesto and partnership principles described in this report, but this will also be critical to ensure that services have confidence in the contribution that the ICT service makes and the delivery of commitments once they are agreed.

- Partnership beyond the Council is also a priority and Hackney has committed to open sharing of the products of its ICT and digital work. This will directly benefit Hackney by engaging feedback and advice from experts across the sector and supporting Hackney's reputation as a leading authority in digital services (which in turn supports recruitment of high quality candidates when vacancies arise). It will also benefit the wider local government sector, underlining Hackney's values of public service.