Bloomberg Associates

City Tools:
London

Simplifying Digital Complexity

In partnership with

loti

SUPPORTED BY
MAYOR OF LONDON

LONDON
COUNCILS

Contents

Foreword

In 2018 local authorities came together with the Ministry of Housing, Local Government and Communities and Government Digital Services (GDS) to design the Local Digital Declaration.
The Declaration, signed by London boroughs, the Greater London Authority (GLA) and London Councils, commits to working at a new scale to design services that best meet the needs of citizens; protect citizens' privacy and security; deliver better value for money, and challenge the technology market to offer the flexible tools needed by public services. To date 22 London boroughs have signed the Declaration, providing the foundation for the work in this report.

City Tools: London represents more than a ledger of the technology deployed by London's boroughs. It is a key building block enabling the Declaration's call-to-action to 'fix the plumbing' of local government technology and begins to meet our combined aspiration to "break our dependence on inflexible and expensive technology that doesn't join up effectively."

While each council possess varying knowledge of its own digital products and services, there is currently no easily accessible understanding of our collective technology estate across London or UK local government.

The status quo has certain consequences for public services:

• There is an information imbalance between suppliers and buyers, hampering value for money and better procurement, particularly where the supply chain is dominated by big suppliers (as this report finds).

- There is friction in moving towards potentially cheaper and more flexible services or mobilising the wider ecosystem available to us in London, the UK, Europe and globally. European cities, inspired by the work of Barcelona, Amsterdam, Paris and others are already showing the way; emphasising the use of interoperability, common standards and open-source frameworks.

- As cities consider the role data plays in meeting big urban challenges – from planning, housing, health to crime prevention – we are frequently hampered by legacy technology making it harder to access and share data which could otherwise be used to enable better products, services and decisions.

- It's easier for councils and public agencies to favour a 'business-as-usual' rather than an innovation mindset. This impacts on build/buy technology decisions and the appetite to invest in internal capability, either in the form of "intelligent client" or "in-house digital teams" to support transformation.

Fundamentally, this poses a series of questions about our technology estate:

1. What kind of mix do we want?

2. What do we want to make? What do we want to make together? What should we buy?

3. What should we demand from our partners and suppliers?

4. What is the impact of technology spend on the total cost of service delivery?

I see **City Tools: London** as the right place to start this discussion and am thankful for the support of Omid Shiraji, Bloomberg Associates, Eden Smith, the London Office of Technology and Innovation, the London Borough of Camden and the Smart London Team at the GLA for their work.

Theo Blackwell MBE
Chief Digital Officer for London

Background

In 2018, the Mayor of London launched **Smarter London Together**[2], the agile digital master plan for the city's future. Led by London's Chief Digital Officer, Theo Blackwell, this detailed roadmap outlines the city's plan to transform London into a global testbed for city innovation enabled by pioneering technology and new ways of collaboration between the boroughs.

The London Office of Technology and Innovation (LOTI), led by Eddie Copeland, is a member-based organisation launched to activate and scale collaboration of innovative tech- and data-centric projects. At the time of our publication, 15 of London's 32 boroughs are members.

By making borough technologies, contracts, skills and capabilities transparent and easily-accessible, **City Tools: London** is a go-to resource. We hope this report and the dashboard help inform future collaborations, cost-savings and upskilling across London.

City Tools: London is based on Bloomberg Associates' Digital City Tools report (**digitalcitytools.bloombergassociates.org**). Released in 2018, the report details how city governments around the world use technology to address and solve urban challenges and drive progress.

[2]www.london.gov.uk/sites/default/files/smarter_london_together_v1.66_-_published.pdf

Introduction

London is one of the largest and most complex social, political and economic metropolises in the world. London's contribution is estimated to be around £10.5 billion or 1% of the entire international smart city market.[1] Its global impact is delivered through a very localised structure consisting of 32 boroughs (local authorities), the City of London and the Greater London Authority, which all collectively serve over 8.7 million Londoners.

Together, the boroughs and the city spend over £14 billion a year delivering local, day-to-day services, including:

• Approximately £8 billion on children's services

• £2 billion on adult social services

• Maintenance for almost half a million homes – 1 out of every 7 in London

• Running the libraries

• Arts and leisure services

• Dealing with planning applications for home improvement or large-scale projects

• Waste collection

• Licensing for the capital's pubs, clubs and restaurants

• Repair and maintenance for 95% of the roads

• Parking enforcement

• Delivering environmental services, including consumer

[1] Smart City Opportunities for London, Arup Economics
www.london.gov.uk/sites/default/files/arup-gla_smart_city_opportunities_for_london.pdf

protection

- £260 million a year enabling 1 million elderly and disabled residents to use the buses, tubes and trains for free

The technology responsible for these vast and wide-ranging public services is complex and until now, has been difficult to track, decode and understand. The result is growth in the cost and inflexibility of outdated technology, stifling the ability to innovate.

The financial, reputational and service delivery risks of having to maintain this complexity are held heavy on the shoulders of lead politicians, chief executives, finance directors, service directors and technology leaders in each borough. However, this challenge is a huge opportunity for local officials to map this landscape, partner up and profit from collective and coordinated approaches to driving change.

The place to begin this coordinated approach is City Tools: London – a new public resource that details London's major IT systems, contracts and internal technology skills and capabilities across boroughs.

Using a framework established by the London Borough of Camden, we mapped out the technology used to service London.

We're releasing our report along with this interactive dashboard: **http://loti.london/citytools**, which provides access to the information gathered for borough leaders and residents to leverage.

By sharing this information publicly, we can identify new opportunities to collaborate, re-shape the government technology market, and improve the experience of Londoners.

Project Overview

City Tools: London was developed by Bloomberg Associates in partnership with LOTI and the GLA. It was developed using a framework created by the London Borough of Camden that describes, on a single page, exactly what each borough's responsibilities are.

The information for this resource was gathered from online surveys, email correspondences and desk research, allowing the boroughs to share the tools and processes they rely on to deliver their services.

Here's how the services are categorised:

Mostly services delivered to citizens (Frontline services)

Adults

Public Realm

Children

Revenues & Benefits

Communities & Culture

Schools

Housing

Environment

Major Developments

Registrars & Elections

Mostly services supporting the boroughs themselves (Corporate services)

Communications

Transformation

Governance & Legal

Contact Centre

Employee Management

Corporate – Other

Finance Management

This report showcases the various technologies used across these service areas, identifies potential future collaborations and also reveals key findings from the research. Highlights from participating boroughs are included, along with several spotlights that go deeper into the practical and potential applications of the research.

At the time of our publication, 22 boroughs submitted data. That data was combined with public-facing data from all 32 boroughs and the City of London.

These are the 5 major benefits we are expecting:

1. Boroughs can collaborate to save money and drive reform and innovation into the services they deliver.

2. Boroughs can identify and share IT skills and capabilities to develop best practices that everyone can benefit from.

3. Boroughs will finally have a resource that details their individual and collective expertise, allowing them to form new partnerships that will power change.

4. A better understanding of the technology landscape will reveal potential opportunities for new entrants and innovators into the technology marketplace.

5. The vast ecosystem of local government services is simplified, helping potential partners and collaborators like universities, charities and other invested allies better understand how they can engage and benefit.
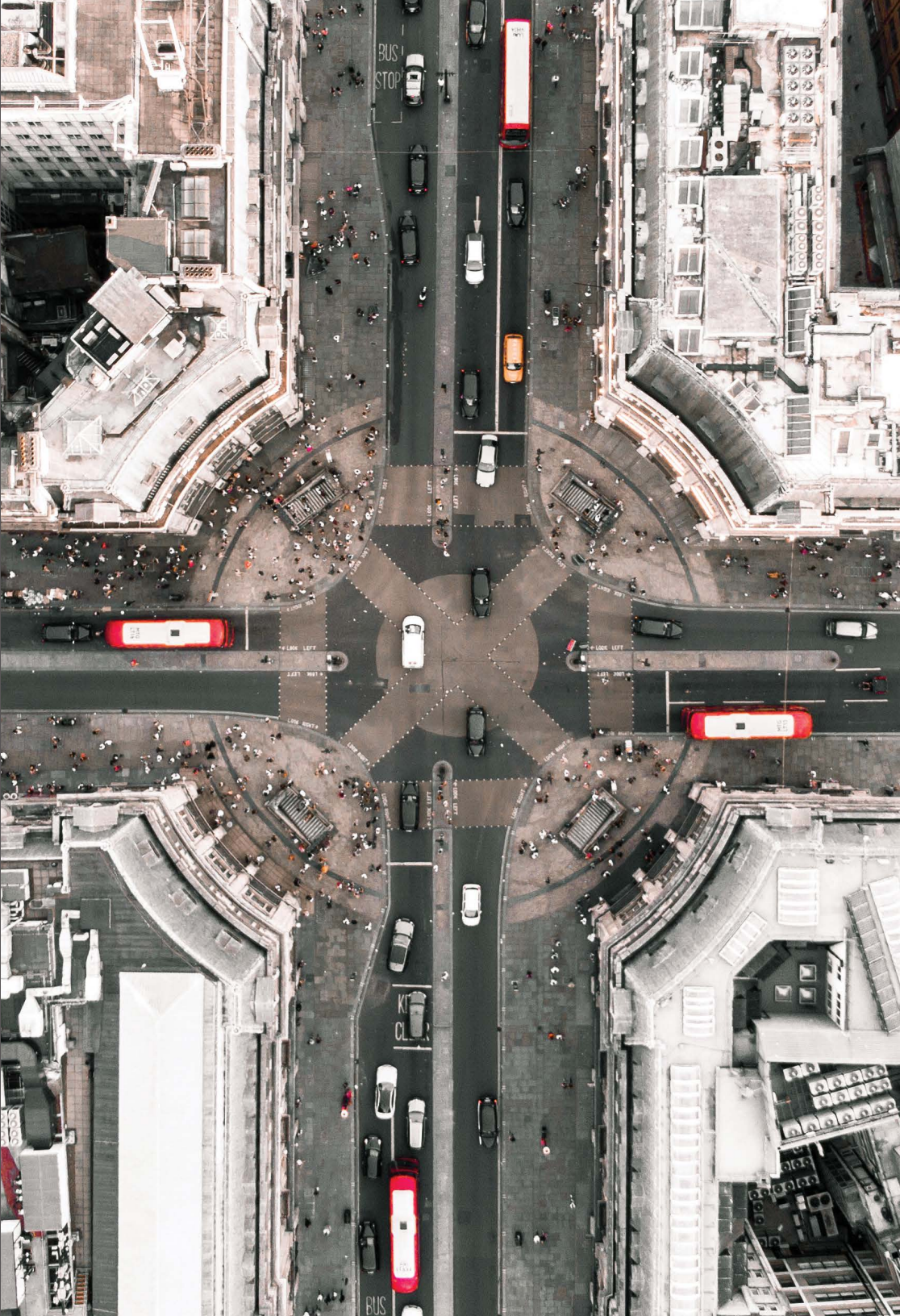
Key Findings

1. All service areas rely on technology, including frontline services for citizens and corporate functions, that support the boroughs themselves

All boroughs rely on technology to deliver services. Most local authorities also use an IT system to oversee transformation activity. The majority also report having some internal IT capacity dedicated to supporting technology.

2. Technology contracts are concentrated in the hands of a few

Almost 50% of the service areas rely on technology acquired from 10 key vendors. They are not always purchased directly. Instead, the technology is often bought through a reseller or partner.

91% of spend reported by councils was with the top 15 suppliers, but this represents only a third of the number of contracts awarded. Some of these contracts are with large outsourcers, which bundle service delivery and the technology itself in their pricing. This makes it difficult to understand the true cost of just the software.

3. Technology is not used well enough across multiple service areas

Frequently we saw technology used in single service areas that had the potential to be used across others. General applications like Microsoft Office 365 and Google's G Suite were typically deployed across the whole organisation to help productivity, but this often wasn't the case for technology used by frontline services. There's a huge opportunity to use "platforms" (e.g. technology from Amazon Web Services, Microsoft, Red Hat etc) to create a simpler experience across front line service areas.

Here are the 4 main models of buying technology:

I **Full outsourcing** is when tech-related services are bundled into a larger contract or suite of outsourced services. The outsourcer develops and maintains the products themselves as part of the agreement.

II **Specialist outsourcing** is when the IT Systems Integrator (for example Agilisys) acquires licences for their applications – which are often bundled together with their services, making it hard to separate the true cost of the software licences.

III **Resellers** (aka channel partners), deliver a range of software from manufacturers without developing the products themselves.

IV **Direct purchasing** refers to buying directly from developers, albeit we found this rarely occurred from the largest companies. For example, only one borough reported buying Microsoft products directly from them.

4. As the number of products used increases, so does satisfaction

We found that boroughs with fewer vendors, overall felt they weren't getting good value for money. This can sometimes be caused by the need to rely on larger outsourcing suppliers. With access to a larger number of options, borough leaders appeared to be more satisfied.

5. The biggest suppliers dominate the market, especially when it comes to security and lots of transactions

The largest vendors, like Capita, Civica and Northgate, were preferred in service areas which handled more sensitive transactions. Adult Social Care and Children's Services are examples of areas needing higher levels of security for highly-confidential data. Housing and Revenue & Benefits are examples where lots of transactions take place.

Smaller vendors were more prevalent for less expensive services with more general users for example in Election, Public Realm and Culture services areas. A notable exception however is in Waste and Recycling Management – failures of these services are politically sensitive, and often handled by large specialist, outsourced vendors.

6. There's a huge opportunity for collaborative procurement

Typically, boroughs buy technology for themselves. We found sometimes even different departments within the same borough bought the same technology in silos.

Councils can refer to **City Tools: London** to spot potential opportunities to procure together, find out what models are already being used and drive market changes with the power of a collective voice (e.g. ensuring open standards/interfaces, free access to data etc).

7. Internal technology upskilling will help power transformation

Boroughs are more confident with the technologies they already use and tended to want to improve their skills to develop new and existing technology. We found opportunities to improve skills in technology provided by:

- **Servelec –** A company that produces social care case management systems

- **LiquidLogic –** A company that produces social care case management systems

- **Idox –** A company that produces software that maps and tracks planning, building control, and streetscape improvements.

- **SAP –** Enterprise resource planning (like finance, HR and procurement) software company

- **Capita –** A large business process outsourcing firm with many 'in-house' software packages

- **Civica –** A large IT services firm with many 'in-house' software packages

- **Oracle –** Enterprise resource planning (like finance, HR and procurement) software company

Recommendations

As a result of the research we conducted to inform this **City Tools: London** report and dashboard, here are our recommendations to maximise the value of and build upon this new resource:

1. Test opportunities
For London's Boroughs

The **City Tools: London** dashboard can identify potential collaborative procurement opportunities. One example is when boroughs have contracts for similar services that all expire around the same time or have open-ended contracts.

Boroughs that have strengths in a technology could take a leadership role, bringing together a coalition of boroughs to help drive innovation and reform into the govtech market.

2. Identify and scale skills
For London's Boroughs

Boroughs that have raised their hand as being skilled in supporting or developing technology should be furthered through funding to create a bigger impact.

This could help other boroughs who also want to upgrade their technology and their skills in the same service area.

- Models such as the NHS Global Digital Exemplar[3] could be re-used in local government to accelerate change.

- Opportunities for cross-training, upskilling and sharing expertise across boroughs will emerge and should be taken advantage of by regional collaboration bodies such as LOTI.

[3]www.england.nhs.uk/digitaltechnology/connecteddigitalsystems/exemplars/

3. Create a **City Tools: London** service
For the London Office of Technology and Innovation

This report and accompanying dashboard provide an invaluable data hub, and while this is a great place to start, there's a significant opportunity to expand these kinds of tools and services to a larger community of decision-makers – from officials to citizens.

The data we've collected and reported on provides a baseline example. We recommend our model be developed further to continue to expand its possibilities and its potential. For example, this framework could be used to also reflect the entire cost of the service, not just the cost of the technology. This could be tracked over time to determine whether or not new tools are in fact saving money and delivering public services efficiently and effectively.

To do so, an open API to support interoperability, integration and access to **City Tools: London** data would need to be created.

4. Make data reporting for technology suppliers and boroughs intuitive and easily-accessible
For technology suppliers, Crown Commercial Services and Boroughs

Recording and capturing the data used for **City Tools: London** requires significant resources. After creating the service, the goal is adoption. This could be made easier by making the suppliers responsible for updating the data. This could then be automated by integrating into the procurement process itself.

5. Scale Nationally
For the Ministry of Housing, Communities and Local Government and Boroughs

This project, which reflects data captured at a regional level in the UK, is the first of its kind. There's a real opportunity and need to scale this system and these findings on a national-level, to provide greater access and insight to the technology industry that enables the services of 408 principal councils across the UK.

SLOW

Spotlights

Spotlight 1

Identifying collaborative procurement opportunities

Opportunity

The **City Tools: London** dashboard can identify collaborative procurement opportunities and indicate who may be best placed to lead.

• Housing and Northgate technology

• 7 boroughs have contracts up around March 2020

• Waltham Forest have strong IT skills in this area

Typically, the boroughs have purchased tools and technology in silos with most spend going to a small pool of suppliers. This means that boroughs are failing to use their collective voice to drive change, increase value and attract innovative suppliers into the sector.

Detail

The **City Tools: London** dashboard can identify opportunities for local leaders to collaborate on purchases of tools and technology particularly when several boroughs have expiring contracts at or around the same time for relevant services, or even when they have open-ended contracts.

The **City Tools: London** dashboard can guide purchase decisions for boroughs. For example, a borough that has strong skills in a technology could lead on a discovery exercise or test out new tools. Or they could lead and help oversee a collaborative procurement of new solutions.

As an example, Housing has the following opportunities around Northgate technology:

Borough	Contract End
Brent	April 2020
Camden	March 2020
Croydon	March 2020
Hackney	February 2020
Hammersmith and Fulham	July 2019
Haringey	Nov 2026
Lambeth	March 2020
Merton	Feb 2019
Newham	Dec 2024
Redbridge	May 2019
Southwark	June 2019
Waltham Forest	Feb 2024
Wandsworth (and Richmond)	March 2020

In this example, 7 boroughs have contracts ending at the same time with the same vendor at the end of Q1 2020. Several boroughs, including Waltham Forest, have strong skills in this technology. Therefore, we'd suggest Waltham Forest could spark a dialogue between these boroughs and potentially lead a discovery exercise to rethink the way services are delivered. LOTI can facilitate discussions to determine who could lead the charge in engaging with the market and what would be required. Using the data, they could partner with other boroughs who also said they have strong skills, like Haringey and Croydon. Examples of discovery exercises like this can be found in the Digital Marketplace.[4]

[4]www.digitalmarketplace.service.gov.uk/digital-outcomes-and-specialists/opportunities?q=discovery

Spotlight 2

Using learnings to influence change

Opportunity

The **City Tools: London** dashboard can surface learnings and opportunities to leverage those learnings.

- Becoming more agile

- Using JIRA for project management

- GLA relies on JIRA for their in-house system to manage providers who won contracts for the new £300m Adult Education budget

Detail

Many boroughs are starting to rely on agile tools to better manage projects. Traditionally, ad-hoc approaches and informal relationships have been used amongst boroughs to identify areas of good practice.

The **City Tools: London** dashboard can be used to highlight boroughs that are using these types of tools to help them implement new methods of change, like agile.

JIRA is a great example of a cloud-based tool that helps teams manage their projects. JIRA is the project management tool used to manage the development of the Open Project System (OPS), the GLA's new grant and project management platform.

GLA uses OPS as its application and award tool. Partners can apply for grants and the GLA will award them through the same platform. OPS brings together grant applications, assessments, project management and payments, all into one solution. Using agile methods, managed by Jira, new features and functionalities are released iteratively and quickly. OPS is designed to be user friendly — it's an intuitive resource that can reliably generate real-time reporting to track how the £300m annual Adult Education budget, which funds training for people over the age of 19, in areas including English and Math, is spent.

Using the **City Tools: London** dashboard, we can see that Brent uses JIRA but may want to improve their skills in the technology. In this example, GLA rate their skills highly and could team up with Brent to share knowledge and cross-train staff.

Spotlight 3

Reducing risk

Opportunity

The **City Tools: London** dashboard can be used
to find technologies that deliver value for money, de-risk the
use of new entrants into the market and can also help manage
contracts and approaches to partnership.

• Use an SME to transform workforce practices

• Use digital applications and tools to help front-line employees
  be more efficient.

• Newham wanting improvement in value for money.

Detail

Boroughs often enter a procurement process, attract bids, and make
decisions on skills and expertise without being able to easily tap
into the knowledge of other local authorities.

Newham moved their data to the cloud and armed their property
management and housing repairs services workforce with mobile devices.
Newham has 16,000 properties in their portfolio, including flats and
public buildings, like schools and libraries. They seized an opportunity
and contracted a UK-based SME with the hopes of finding an efficient
mobile solution that could streamline their property maintenance and
management tasks, and make it accessible from anywhere.

Engaging a cloud software provider doesn't necessarily always translate
into immediate value or a quick turnaround—there may be a need to alter
contracts, services and even the relationships. In this case, the reports
show that integrating this solution has helped Newham increase their
mobile workforce by 25%, which increased earnings from £16m to £27m.

However, Newham noted that the technology enabling this service could
have improved value for money. This shows that whilst ROI has been
delivered, there remain opportunities to improve.

The **City Tools: London** dashboard can provide a glimpse into financials
as well as feedback and notes on the experiences with vendors. It can also
help spark conversations between boroughs about to commission a new
vendor with relevant boroughs who have already done so—thus allowing
more informed decisions. These insights are especially helpful when
attempting to work with emerging companies without a track record.

Spotlight 4

Changing the technology market

Opportunity

The **City Tools: London** dashboard can help identify potential 'lock-in'. Getting to know vendor market dominance, where tools are proprietary not open, helps boroughs join forces and level the playing field, to influence change in the market, particularly around the use of standards.

• Health and Social Care integration – technology is a barrier

• Adult and children services frequently need to share data with NHS

• Lack of standards keeps boroughs locked into providers that also serve the NHS to reduce complexity and share data effectively

Detail

Boroughs are tasked with upgrading technology that could cause serious harm to citizens, like Adult and Children's Services for example. This has resulted in a static group of suppliers. Over time, the cost, complexity and time of moving to a new supplier has increased.
Boroughs are "locked in".

Lock-ins are heavily concentrated in Adult and Children's Social Care and Services. London Councils report that 70%, or around £10 billion a year are spent on these services—an enormous amount of spend around specific services with very few vendors.

The **City Tools: London** dashboard can help surface these types of legacy and monopolistic market issues.

In this example, a large number of boroughs rely on Servelec solutions to power their Adult and Children's Services. Servelec was founded as a health informatics company, with most of their business coming from NHS trusts. It may be more practical for social care commissioners to contract the same company that supports the NHS for a more cohesive experience for their users as they move between health and social care services.

In reality, using the **City Tools: London** dashboard to identify the market dominance of suppliers like Servelec, combined with understanding how tech-savvy the borough is allows them to join forces and help inform the supplier's product roadmap. Ideally, boroughs could harness the power of their partnerships to cut costs and drive change like open and interoperable standards, paving the way for future innovation.

Borough Using Servelec	Adults	Children
Barking and Dagenham		●
Barnet	●	●
Brent	●	●
Camden	●	●
Croydon		●
Hackney	●	●
Hammersmith and Fulham	●	●
Haringey	●	●
Lambeth	●	●
Merton	●	●
Redbridge	●	●
Sutton	●	●
Waltham Forest	●	●
Wandsworth	●	●
Kingston and Richmond (AFC)		●

Spotlight 5

Integrating services

Opportunity

The **City Tools: London** dashboard can identify potential consolidation and integration opportunities in key service areas where spend is high.

• High spend services like Major Developments use fewer systems from big vendors during the planning and construction phases.

• More traditionally delivered service areas, like housing, use more systems from big suppliers; which could be because more transactions, financial and personal data management is required

Detail

Testing and adopting emerging technologies is a big challenge for specific service areas that are traditionally risk-averse. Services that handle case management, for example, in housing rents and arrears, can have significant financial, reputational and political risks. Product bugs and failures can impact citizens finances and quality of life.

The **City Tools: London** dashboard can identify where boroughs can safely test emerging technologies, and then share any potential risks. Boroughs can gauge barriers such as cultural or data protection where a small number of vendors dominate a particular market or see when more innovative offerings are seeing successful outcomes in another.

In this example, Major Developments spends a lot on regeneration, housing and building projects. Housing covers a wide range of services from assessing residents' needs and supporting homelessness all the way to providing landlords' services such as repairs and leases. In 2016/17, London's boroughs spent £5.8 billion on capital projects, of which £2.9 billion went into Housing for management and maintenance costs, major repairs, loan charges, and depreciation costs.

Major Developments and Housing are part of the same system. Buildings are commissioned, designed and built through Major Developments before becoming Housings' property. This presents an opportunity to innovate, share data and identify insight to improve the quality of building provision, utilisation and meet the wide range of Londoners' needs. However, **City Tools: London** shows that the technology enabling these services is disjointed.

Major Developments relies on SME supplied technology for construction, project management, and community consultation. Only 6 out of 47 applications (12%) used by them came from the 8 largest suppliers. However, Housing's 125 of 199 applications (63%) were developed by the 8 largest suppliers. This could be the result of the financial transactions and sensitive data in 'Housing' which drives procurement behaviour towards larger technology companies.

Borough officials can leverage these insights to delve deeper into the organisational design and governance arrangements in these service areas and identify potential solutions that could better integrate and align them.

Deep Dive Service Areas

This section provides a more detailed look at the technology landscape in each of the major service areas with insight provided around the suppliers, general satisfaction and IT skills of the boroughs.

Adults and Children

This service area provides a range of statutory and non-statutory services for citizens from newborn to elderly. These services are often the most complex and critical, in many cases keeping citizens safe, out of harm and supporting very challenging social needs.

Local authorities usually commission from established suppliers that initially designed their technology for the health services such as Servelec and LiquidLogic. Bigger outsourcing suppliers such as Capita and Northgate also win some council contracts. Smaller suppliers include:

1. CareWorks (Hammersmith & Fulham, Merton, Barnet)
2. Cyber Media Solutions (Redbridge)
3. EthiTec (Newham, Tower Hamlets)
4. One Advanced (Brent, Croydon)
5. Oxford Computer Consultants (Croydon, Kingston)

Based on overall ratings (where provided) across all suppliers, satisfaction is reported on value for money. Boroughs view themselves as highly skilled for supporting systems but only moderately skilled at developing those systems for their needs.

Communications

This area contains services that boroughs use to communicate and engage both internally, within the organisation and externally with citizens and a very complex eco-system of stakeholders, partners and suppliers.

Many of the same suppliers for communications were specialist companies found in the 2018 Digital City Tools survey. These include Mailchimp for CRM and mailing lists, Drupal and WordPress for website management, and Hootsuite for social media. Some local authorities are starting to list social media companies (Facebook, Twitter, Instagram) as suppliers of a product to the council.

The biggest supplier in this area is Microsoft. More than 12 boroughs report using some form of its software for internal communications for example SharePoint and Yammer. Adobe leads in design and print systems, with 5 boroughs using its software. Smaller specialist suppliers are also important. Examples include the 'Gov Delivery' system by Granicus used for marketing/campaigns (Lambeth, Waltham Forest) and Vuelio for press office (Croydon, Merton, Redbridge). Brent and Wandsworth (& Richmond) use Umbraco for website services.

There is a wide range in perceptions across all suppliers. However, on average boroughs are highly satisfied with value for money. They also generally view themselves as moderately skilled in supporting and developing the systems they use.

Housing

This service area contains a wide-range of services incorporating the role of boroughs as landlords, housing agents and support of those with housing need.

The big players dominate - Northgate, Civica and Capita (in that order) are each used by several boroughs to deliver across this service area. Views on value for money and internal skills to develop/support systems vary greatly (where that data's been provided). Other notable technology in this field comes from more specialised suppliers. These include systems from Home Connections (Haringey, Kingston, Lambeth, Merton), Abritas (Redbridge, Tower Hamlets) and MobySoft (Newham, Waltham Forest).

Major Developments

This service area is focussed on the regeneration of land, the management of physical assets and a wide range of facilities management.

This service area is not dominated by big suppliers. However, a couple of boroughs do use major suppliers like Northgate, Civica, Oracle, Idox and SAP for different capabilities. The most common supplier is Technology Forge. A small group of boroughs use its Cloud system for asset and facilities management. The 2nd most common supplier is Logotech Systems. SME examples include Yotta (Merton), Raindrop (Brent) and Rowanwood (Camden) for asset management. Value for money and skills in this area are mostly perceived to be at the lower end.

Given the size of expenditure for boroughs in their major developments and regeneration programmes, this service area would seem a fertile opportunity for improving the technology capability.

Environment

This service area consists of significant regulatory services, including planning, building control and licencing.

Idox is by far the dominant player, used by over 10 boroughs across this service area. Northgate is next and used by over handful of boroughs, especially its 'M3' system. Civica is mostly used for regulatory services. Smaller specialist suppliers are Exacom (Newham, Merton) and Tascomi (Brent, Waltham Forest), although only used by a couple of boroughs each. Value for money and boroughs' internal IT skills to support (not develop) are perceived to be towards the higher end across the different suppliers.

🌳 Public realm

This service area generally impacts most citizens, both residents and members of the public passing through the locality. It includes waste management, streets and highways, parking and green spaces like parks.

This service area has a variety of large and small suppliers. Pitney Bowes is the most common player in this area with around 10 boroughs using its 'Confirm' and 'MapInfo' systems. However, 3 of these contracts are through a reseller - Ringway Jacobs. Civica is the next most common supplier in this service area. It is used by around 9 boroughs across parking, highways and transportation (the 'Tranman' system), community safety (the 'Flare' system), street scene and enforcement, and coroners. Gower Consultants' 'Epilog' system for coroners' services is just as popular. It is used by Barking & Dagenham, Croydon and Westminster. Northgate and Idox also feature across different service areas.

'Ezytreev' from RA Systems is the most common system in green spaces - used by Lambeth, Merton, Newham and Brent. Symology and Yotta are the most common suppliers for highways and transportation, with a handful of contracts each across different boroughs. Buchanan is the most common supplier for parking systems with 'ParkMap' and 'SignPlot'. Some other suppliers used by more than one borough include: (1) NSL (Barnet, Westminster), (2) Siemens (Barking & Dagenham, Brent, Lambeth), (3) KL2 (Merton, Tower Hamlets) and (4) Conduent (Hammersmith & Fulham, Westminster).

Communities & Culture

This service area supports libraries, sports and leisure centres and the management of public and private events.

The big suppliers do not dominate this area, which comprises mostly of library and leisure centre systems. Sirsidynix, although legacy technology, is the most common supplier used for lending systems with contracts in 8 boroughs. Smaller specialists with newer technology are Bibliotheca (Brent, Croydon, Lambeth, Merton) and Lorensbergs (Brent, Croydon, Merton, Waltham Forest), who each have a few contracts for library lending systems.

Axiell's systems are also used for library services by Brent and Redbridge. Gladstone is the most common supplier for sports and leisure systems (Brent, Redbridge). Again, value for money and skills for supporting systems are rated relatively highly, while skills to develop systems are rated moderately.

Registrars & Elections

This service area supports the statutory responsibilities of boroughs to support registration and management of births, deaths and marriages and a wide range of electoral responsibilities (e.g. European, local and general elections).

This area has a combination of big players and specialist SMEs. Civica leads on voting and electoral capability with its Xpress software. Democracy Counts (Brent, Camden, Kingston, Sutton) is a smaller specialist in voting and electoral systems, where Idox also has a couple of contracts. Stopford Information Systems and the General Register Office systems are used by several boroughs each for the capability for births, deaths and marriages. However, Zipporah (Kingston, Sutton, Redbridge) and Clear Skies (Lambeth, Waltham Forest) also cover some of that capability.

Value for money is rated moderately well across the different suppliers but internal skill levels to support and develop the systems are reported as desiring improvement.

Revenues & Benefits

This service area supports citizens with a range of social service benefits including council tax and housing. It is also responsible for collecting income for boroughs across a wide range of chargeable and enforceable services.

Large providers dominate – various systems from Northgate, Civica and Capita are used in 17 of the boroughs. For these 3 providers, interestingly, higher satisfaction on value for money is reported on average. Similarly, boroughs (who responded) view themselves as highly skilled on internal IT support for the systems. Boroughs only feel moderately skilled in developing systems. However, there is a range which presents opportunities for some boroughs to learn from others. There is some newer technology in use such as Netsol (Croydon) for streamlining and automating the processing of housing benefit and council tax benefit. Hub Solutions is a smaller specialist in this area and its 'DebtSys' software is used by Brent and Croydon.

Employee Management

This service area relates to a wide range of services that support a staff, elected members and other types of employees (e.g. teachers). It includes services such as payroll, recruitment and health and safety.

This space is filled with a combination of large suppliers (SAP and Oracle) and smaller ones (for example Midland HR and Zellis) across various capabilities. SAP and Midland HR systems are each used in 6 boroughs and Oracle systems in 5 boroughs. Smaller specialists lead in certain areas: Aquila Heywood for pensions administration and management and Learning Pool for learning and development – although the big suppliers are also used in this area by a few boroughs. Health and safety has no dominant supplier and several of those reported suppliers are SMEs. Examples include RiskEx and SkyGuard, both used by Brent. In this service area on average, we see low satisfaction on value for money as well as a desire to improve skills to support and develop systems.

Schools

This service area consists of education policy, school admissions and management and a wide range of services for early years.

Big suppliers cover most of the market here. At least 10 boroughs use Servelec's 'Synergy', while several Capita systems are used in at least 7 boroughs. Much older systems from CACI are used in 4 boroughs and systems by Idox and Capita are used in 3 boroughs. There is moderate satisfaction on value for money and IT skills to support systems across the 4 suppliers mentioned above.

Boroughs reported a desire to improve their skills to develop these systems. There is a large spread in ratings revealing opportunities for support and collaboration between boroughs. Many boroughs (for example Croydon, Westminster) use systems from multiple suppliers and some boroughs (for example Barking & Dagenham, Redbridge) use more specialist suppliers such as RM Education and eduFOCUS. If we put aside the top 4 suppliers in this service area, on average we see higher satisfaction on value for money. Boroughs also feel moderately skilled in both supporting and developing systems.

Governance and Legal

This service area delivers the legal and publicly accountable obligations of boroughs and includes services such as complaints, members enquiries and democratic services.

While there is a mix of big players and smaller suppliers, Civica clearly dominates, especially in corporate casework (complaints, FOI, transparency). 18 boroughs report using its systems across this service area. Civica is reported as being value for money however boroughs report desiring improvement in the skills needed to support and develop these systems. Smaller specialists for corporate casework include iKen (used by 5 boroughs) and Firmstep (used by 3 boroughs). Lexis Nexis specifically provides legal case management software, used by Croydon and Haringey.

Zylpha is the most common supplier for documentation services - used by Brent, Croydon and Haringey. From the data reported, boroughs use a few different suppliers for democratic services and member support: Public-i, Elected Technologies, and Diligent. Across all suppliers, boroughs mostly report high satisfaction with value for money but moderate skills to support systems and a desire to improve skills for development.

Finance Management (including Audit and Procurement)

This service areas contains a range of services related to the financial and commercial management of boroughs, including treasury, financial management and project accounting.

Accounting and project accounting are covered by a varied collection of large and small suppliers: Capita (7 boroughs), Oracle (7 boroughs), Civica, (4 boroughs), SAP (4 boroughs), Unit 4/Agresso (4 boroughs), BottomLine (3 boroughs), Advanced Business Solutions (2 boroughs),Worldpay (2 boroughs) and SAGE (2 boroughs). Oracle and SAP are also the most common systems for financial analytics however Tableau is also used by Brent. Logotech Systems is specialist software used for treasury management by Barnet, Barking & Dagenham and Haringey.

JCAD is the leader for audit software, used by 5 boroughs, and Fiscal Technologies is used by Haringey and Redbridge. Procurement platforms such as ProContract (from DueNorth and Proactis, specialist suppliers) along with SAP (large supplier) and Capita eSourcing (a big outsourcer) dominate. Some smaller specialist suppliers are also used including Wax Digital (Haringey) and NIP (Lambeth).

On average across all suppliers, there is moderate satisfaction with value for money. Boroughs report wanting to improve their skills internally to support and develop these systems.

Contact centre

This service area contains services that support the first point of contact for residents, businesses and other stakeholders contacting boroughs for support. It also includes "online" channels of customer management.

There are 4 key suppliers in this service area, each used by a handful of boroughs: Microsoft, Firmstep, Netcall and Lagan. Microsoft Dynamics CRM is the most popular system. Other specialists include Verint (Croydon) and Everbridge (Redbridge). An example of innovation is Brent's use of Eptica, an AI powered platform. Overall across all suppliers, there is moderate satisfaction with value for money and boroughs report desiring improvement in the skills to support and develop the systems.

This service area consists of services that boroughs use

Transformation

to enable and deliver changes, be it internally through projects/transformations or externally with collaborations
and partnerships.

Local authorities reported their service transformation products across a range of tools. This diverse group included implementation of cloud collaboration (Office365) to agile project management (Jira, Trello), to channel shift (Firmstep, Capita) and customer insights (Experian, Data Press, Power BI). The most reported transformation products were from Microsoft/Insight (20 services, from Office365 to PowerBI and Dynamics 365), with Atlassian
(six from products such as Jira and Trello).

Often, councils hired in advice on how to use and/or customise established packages more effectively (e.g. Pythagoras and Team Knowledge for Office365/Dynamics365 and Keytree for SAP). This was surprising, but councils reported these consultant firms as value for money.

For business analytics, 8 boroughs report using Microsoft systems (such as Dynamics CRM 2011 and Power BI) in this service area, with Insight as a reseller of some contracts. Newer offerings such as DataPA (Camden) are being used for specialist analytics. SAP is another common supplier in business analytics (used in 3 boroughs). Others include Ideagen (Hackney, Merton), Alteryx (Waltham Forest) and eSpatial (Croydon).

Borough Overview

London Borough of Barking and Dagenham

lbbd.gov.uk

Digital Leadership:

- Chris Naylor, Chief Executive

- Paul Ingram, Strategic Lead and Interim CIO

- Claire Symonds, Deputy CIO

- Maxine Brown, Digital Manager;

- Cllr Dominic Twomey, Deputy Leader of the Council & Cabinet Member for Finance, Performance & Core Services

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	214,858	53	5.8	13	£304,995	88.5	47	34
Ranking	26 *(1=highest)*	7 *(1=highest)*	21 *(1=lowest)*	25 *(1=lowest)*	1 *(1=lowest)*	18 *(1=lowest)*	30 *(1=highest)*	14 *(1=highest)*

London Borough of Barnet

barnet.gov.uk

Digital Leadership:

- John Hooton, Chief Executive

- Barry May, Head of Customer Strategy and Digital

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	402,363	40	5.2	10	£510,000	67.9	51	41
Ranking	1 *(1=highest)*	18 *(1=highest)*	16 *(1=lowest)*	13 *(1=lowest)*	21 *(1=lowest)*	7 *(1=lowest)*	14 *(1=highest)*	6 *(1=highest)*

London Borough of Bexley

bexley.gov.uk

Digital Leadership:

- Jackie Belton, Chief Executive

- James Scott, Head of ICT

- Cllr David Leaf, Cabinet Member for Resources

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	252,885	23	4.1	5	£338,000	59.3	48	32
Ranking	24	30	9	4	2	3	28	16
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Brent

brent.gov.uk

Digital Leadership:

- Carolyn Downs, Chief Executive

- Peter Gadsdon, Strategic Director Customer and Digital Services

- Cllr Margaret McLennan, Deputy Leader of the Council and Cabinet Member for Resources

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	340,710	65	3.9	18	£477,850	89	48	22
Ranking	5	3	5	32	16	19	26	26
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Bromley

bromley.gov.uk

Digital Leadership:

- Ade Adetosoye OBE, Chief Executive

- Mark Bowen, Director of Corporate Services

- Vinit Shukle, Head of IT

- Cllr Graham Arthur, Portfolio Holder for Resources, Commissioning and Contract Management

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	3334,292	21	4.7	4	£435,000	68.2	50	58
Ranking	8 *(1=highest)*	31 *(1=highest)*	14 *(1=lowest)*	2 *(1=lowest)*	13 *(1=lowest)*	8 *(1=lowest)*	17 *(1=highest)*	2 *(1=highest)*

London Borough of Camden

camden.gov.uk

Digital Leadership:

- Jenny Rowlands, Chief Executive

- Ed Garcez, Chief Digital and Information Officer

- Cllr Richard Olszewski, Cabinet Member for Finance and Transformation

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	225,526	34	4.6	12	£761,000	151.3	53	25
Ranking	23 *(1=highest)*	23 *(1=highest)*	12 *(1=lowest)*	20 *(1=lowest)*	29 *(1=lowest)*	31 *(1=lowest)*	8 *(1=highest)*	22 *(1=highest)*

City of London

cityoflondon.gov.uk

Digital Leadership:

- John Barradell, Town Clerk and Chief Executive

- Sean Green, Director of ICT

- Randall Anderson, Chairman of the Digital Services Sub-Committeet

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	7,953	30	n/a	6	£835,000	582.2	56	5
Ranking	33	27	n/a	7	31	33	5	33
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Croydon

croydon.gov.uk

Digital Leadership:

- Jo Negrini, Chief Executive

- Neil Williams, Chief Digital Officer

- Dave Briggs, Head of Digital Operations and CIO

- Cllr Simon Hall, Cabinet Member for Finance and Resources

- Cllr Manju Shahul-Hameed, Cabinet Member for Jobs and Economy

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	396,548	52	4.1	10	£362,000	77	48	37
Ranking	2	8	9	11	5	11	27	9
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Ealing

ealing.gov.uk

Digital Leadership:

- Paul Najsarek, Chief Executive

- Kieran Read, Director Strategy and Engagement

- Ed Axe, Chief Information Officer

- Cllr Joanna Camadoo-Rothwell, Cabinet member for Community safety and Inclusion

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	354,184	54	6.1	14	£485,000	80.7	49	31
Ranking	4	5	27	26	18	14	19	18
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Enfield

enfield.gov.uk

Digital Leadership:

- Ian Davis, Chief Executive

- Fay Hammond, Acting Executive Director, Resources

- Kari Manovitch, Acting Director Customer Experience and Change

- Farooq Shah, Head of Information Management & Technology

- Cllr Mary Maguire, Cabinet Member for Finance & Procurement

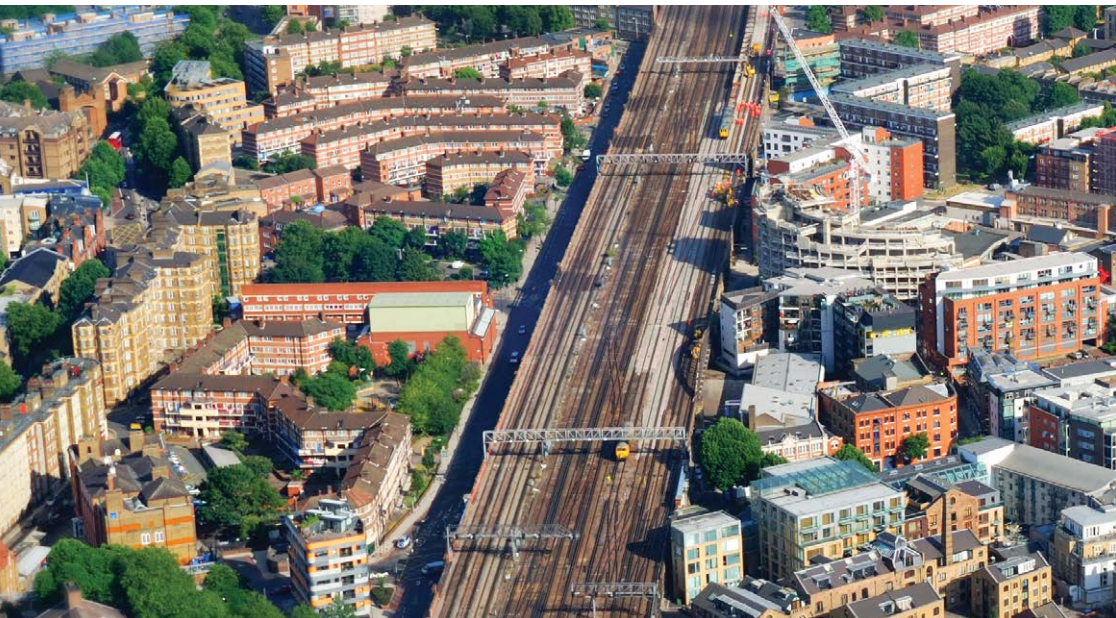|	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	339,480	44	4.2	11	£402,000	76.3	47	46
Ranking	6	14	11	19	8	10	32	5
	(1=highest)	(1=highest)	(1=lowest)	(1=lowest)	(1=lowest)	(1=lowest)	(1=highest)	(1=highest)

Royal Borough of Greenwich

royalgreenwich.gov.uk

Digital Leadership:

- Debbie Warren, Chief Executive

- Trevor Dorling, Director of Digital Greenwich

- Ian Markey, Acting Head of ICT

- Cllr Danny Thorpe, Leader of the Council

- Cllr Christine Grice, Cabinet Member for Finance & Resources

- Cllr Denise Hyland, Cabinet Member for Economy, Skills & Apprentices

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	289,650	41	5.8	11	£418,000	87.2	50	34
Ranking	15	16	21	18	11	17	16	13
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Hackney

Digital Leadership:

- Tim Shields, Chief Executive

- Rob Miller, Chief Information Officer

- Philip Glanville, Elected Executive Mayor of Hackney and Portfolio Lead for ICT and Digital

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	286,425	43	5.9	15	£535,000	110.4	52	23
Ranking	17	15	25	27	24	27	11	24
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Hammersmith & Fulham

lbhf.gov.uk

Digital Leadership:

- Kim Smith, Chief Executive

- Veronica Barella, Chief Information Officer

- Cllr Max Schmid, Cabinet Member for Finance and Commercial Services

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	186,075	35	6.1	12	£769,975	119.2	56	19
Ranking	30	22	27	22	30	28	4	28
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Haringey

haringey.gov.uk

Digital Leadership:

- Zina Etheridge, Chief Executive

- Paul Dooley, Chief Information Officer

- Cllr Kaushika Amin, Cabinet Member for Corporate and Civic Services

- Cllr Charles Adje, Cabinet Member for Finance & Strategic Regeneration

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	285,949	37	5.5	16	£528,000	106.7	50	26
Ranking	18	20	19	30	23	26	18	20
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Harrow

harrow.gov.uk

Digital Leadership:

• Sean Harriss, Chief Executive

• Cllr Adam Swersky, Finance & Resources Portfolio Holder

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	258,861	63	3.9	10	£500,000	55	48	35
Ranking	20	4	5	14	20	1	29	11
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Havering

havering.gov.uk

Digital Leadership:

- Andrew Blake-Herbert, Chief Executive

- Priya Javeri, Director of Technology and Innovation

- Cllr Roger Ramsey, Cabinet Member for Finance and Property

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	258,655	18	6.1	4	£350,000	72.9	46	59
Ranking	21	32	27	3	3	9	33	1
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Hillingdon

hillingdon.gov.uk

Digital Leadership:

- Fran Beasley, Chief Executive

- Louise Bateman, Head of ICT

- Cllr Jonathan Bianco, Cabinet Member for Finance, Property and Business Services

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	312,537	49	3.8	10	£415,000	90.1	49	49
Ranking	13	11	4	12	9	20	22	4
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Hounslow

hounslow.gov.uk

Digital Leadership:

- Niall Bolger, Chief Executive

- Mark Lumley, Director Digital & IT

- Pritam Grewal, Lead Cabinet Member for Customer Services and Corporate Performance

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	281,339	52	6.7	13	£378,000	90.2	49	40
Ranking	19	9	32	23	6	21	21	8
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Islington

islington.gov.uk

Digital Leadership:

- Linzi Roberts-Egan, Chief Executive

- Jon Cumming, Interim Chief Digital & Information Officer

- Cllr Andy Hull, Executive Member for Finance, Performance and Community Safety

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	241,589	32	3.2	11	£617,000	135.1	52	12
Ranking	25	25	2	15	26	30	13	32
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

Royal Borough of Kensington & Chelsea (shared service with Westminster)

rbkc.gov.uk

Digital Leadership:

- Barry Quirk, Chief Executive

- Mike Curtis, Executive Director, Resources and Assets

- Cllr Mary Weale, Lead Member for Finance

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	160,531	30	5.9	8	£1,300,000	135	58	15
Ranking	32	26	25	8	33	29	1	31
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

Royal Borough of Kingston upon Thames (shared service with Sutton)

kingston.gov.uk

Digital Leadership:

- Ian Thomas, Chief Executive

- Steve O'Connor, Assistant Director Digital & IT

- Cllr Alison Holt, Portfolio Holder for Finance and Contracts

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	180,598	32	5.8	6	£487,000	64.8	53	36
Ranking	31	24	21	6	19	4	10	10
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Lambeth

lambeth.gov.uk

Digital Leadership:

- Andrew Travers, Chief Executive

- Paul Wickens, Director of IT

- Cllr Mohammed Seedat, Cabinet Member for Jobs, Skills and Community Safety

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	338,028	41	6.2	13	£514,750	104.3	53	17
Ranking	7 *(1=highest)*	17 *(1=highest)*	30 *(1=lowest)*	24 *(1=lowest)*	22 *(1=lowest)*	24 *(1=lowest)*	9 *(1=highest)*	29 *(1=highest)*

London Borough of Lewisham

lewisham.gov.uk

Digital Leadership:

- Kim Wright, Chief Executive

- Murray James, Chief Information Officer

- Cllr Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	314,027	48	5.4	12	£420,000	81	49	23
Ranking	12 *(1=highest)*	12 *(1=highest)*	18 *(1=lowest)*	21 *(1=lowest)*	12 *(1=lowest)*	15 *(1=lowest)*	20 *(1=highest)*	25 *(1=highest)*

London Borough of Merton

merton.gov.uk

Digital Leadership:

- Ged Curran, Chief Executive

- Richard Warren, Head of IT delivery

- Cllr Mark Allison, Deputy Leader and Cabinet Member for Finance

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	210,452	37	3.9	9	£458,000	66.2	52	35
Ranking	27	21	5	10	15	5	12	11
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Newham

newham.gov.uk

Digital Leadership:

- Athea Loderick, Chief Executive

- Priya Javeri, Director of Technology and Innovation

- Cllr Terry Paul, Cabinet Member, Finance and Corporate Services

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	359,470	73	5.1	25	£389,000	99	48	24
Ranking	3	1	15	33	7	22	24	23
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Redbridge

redbridge.gov.uk

Digital Leadership:

- Andy Donald, Chief Executive and Head of Paid Service

- Peter Ransom, Interim Head of ICT

- Cllr Kam Rai, Deputy Leader of the Council
  and Cabinet Member for Finance and Resources

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	307,690	65	6.3	11	£417,250	78.6	48	41
Ranking	14 *(1=highest)*	2 *(1=highest)*	31 *(1=lowest)*	16 *(1=lowest)*	10 *(1=lowest)*	12 *(1=lowest)*	25 *(1=highest)*	7 *(1=highest)*

London Borough of Richmond upon Thames (shared service with Wandsworth)

richmond.gov.uk

Digital Leadership:

- Paul Martin, Chief Executive

- Floriana Molone, Head of IT

- Cllr Robin Brown, Cabinet Member for Finance and Performance

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	200,703	16	3.7	4	£640,000	67.1	57	51
Ranking	29	33	3	1	27	6	3	3
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Southwark

southwark.gov.uk

Digital Leadership:

- Eleanor Kelly, Chief Executive

- Emma Marinos, Director of Modernise

- Cllr Stephanie Cryan, Cabinet Member for Jobs, Business and Innovation

- Cllr Kieron Williams, Cabinet Member for Housing Management and Modernisation

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	327,271	45	5.5	15	£537,500	105.7	53	25
Ranking	10	13	19	28	25	25	7	21
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Sutton (shared service with Kingston)

sutton.gov.uk

Digital Leadership:

- Helen Bailey, Chief Executive

- Steve O'Connor, Assistant Director Digital & IT

- Cllr Gordon Sunita, Lead Member for Finance

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	209,666	27	4.6	5	£360,000	59.2	49	32
Ranking	28	29	12	5	4	2	23	15
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Tower Hamlets

towerhamlets.gov.uk

Digital Leadership:

- Will Tuckley, Chief Executive

- Adrian Gorst, Chief Information Officer

- Cllr Candida Ronald, Cabinet Member for Resources and the Voluntary Sector

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	323,696	53	5.8	16	£479,000	102	51	15
Ranking	11	6	21	31	17	23	15	30
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

London Borough of Waltham Forest

walthamforest.gov.uk

Digital Leadership:

• Martin Esom, Chief Executive

• Paul Neville, Director of Digital and ICT

• Cllr Liaquat Ali, Cabinet Member for Transformation
  and Commercial Operation

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	286,776	50	2.2	15	£445,000	81	47	31
Ranking	16	10	1	29	14	15	31	17
	(1=highest)	_(1=highest)_	_(1=lowest)_	_(1=lowest)_	_(1=lowest)_	_(1=lowest)_	_(1=highest)_	_(1=highest)_

London Borough of Wandsworth (shared service with Richmond)

wandsworth.gov.uk

Digital Leadership:

- Paul Martin, Chief Executive

- Floriana Molone, Head of IT

- Cllr Rory O'Broin, Cabinet member for Finance & Corporate Resources

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	328,828	30	5.1	9	£650,000	78.8	57	27
Ranking	9	28	15	9	28	13	2	19
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

City of Westminster (shared service with Kensington and Chelsea)

westminster.gov.uk

Digital Leadership:

- Stuart Love, Chief Executive

- Ben Goward, Chief Information Officer

- Cllr Paul Swaddle OBE, Cabinet Member for Customer Services and Digital

	2019 Population	BAME (%)	Unemployment Rate (%)	Households Overcrowded (%)	Median House Price	Crime Rate (per 1,000)	In Very Good Health (%)	Greenspace (%)
Statistics	258,511	39	4.0	11	£1,040,000	229.7	54	22
Ranking	22	19	8	17	32	32	6	27
	(1=highest)	*(1=highest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=lowest)*	*(1=highest)*	*(1=highest)*

Snapshots: City Tools: London

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