

<b>SUBJECT:</b>	<b>ICT STRATEGY 2020-25</b>
<b>DIRECTORATE:</b>	<b>HOUSING AND INVESTMENT</b>
<b>REPORT AUTHOR:</b>	<b>MATT SMITH, BUSINESS DEVELOPMENT AND IT MANAGER</b>

## **1. Purpose of Report**

- 1.1. To consider the proposed ICT Strategy 2020-25 prior to referral to Executive to seek approval.

## **2. Background**

- 2.1. The ICT Team have been working with Foresight Consultants on a proposed ICT Strategy for the period of 2019-25.

- 2.2. This ICT strategy, is based on:

- Council priorities and the likely challenges facing the service over the next three years.
- Supporting Vision 2025 and One Council agenda
- Interviews with key stakeholders
- Reviews of current infrastructure
- Potential future requirements
- Meetings with stakeholders
- Industry developments

## **3. Objectives of the Strategy**

- 3.1. The proposed strategy, building on the previous document, combines essential and aspirational elements, acknowledging the reliance of the Council, as a modern business, on ICT; and also the requirement to develop further and seek to optimise the use of technology to enable new methods of service delivery, and customer expectations in the way they wish to access Council services.

- 3.2. Four key themes have been identified:

- Channel Shift – Customer Services
- New ways of working
- Value for money
- High availability and High Performance

- 3.3. The Strategy is also designed to support the Vision 2025 and One Council Agenda.

- 3.4. The Strategy considers a number of technical solutions which support the overall themes and corporate agenda and looks at the resources available for delivery.

- 3.5. It also acknowledges that the prevailing climate over a number of years has meant that it has been difficult to provide high levels of investment into ICT Services, and that in order to achieve a sustainable service more investment will be required. Furthermore, in order to meet some of the more aspirational aspects of the strategy, it will be necessary to reconsider the deployment of resources in some cases, and to invest on a Business Case based approach to enable New Ways of Working and to modernise ICT to support Service delivery.

#### **4. Essential Elements of the ICT Strategy**

- 4.1. There are some key elements without which the ICT function could not operate. Aside from the people and skills which are critical for operating the service, some elements of the ICT Infrastructure are required to form a platform for services. These include the data storage, servers, network, telephony and DR capability. These are covered in Section 6 of the strategy. Whilst some investment resources have been committed, these will be reviewed as part of the ongoing budget process, as per the ICT strategy.
- 4.2. In addition, desktop equipment has been provided on a cost-effective basis for many years. In order to modernise services this will mean that more investment will be required in order to optimise the way staff resources are deployed.

#### **5. Aspirational/Line of Business Services**

- 5.1. Section 4 of the strategy sets out the strategy for Applications. Some key highlights here are:
- The applications that the Council is utilising
  - The way they are consumed
  - The mix and spread of applications and how they may be rationalised
  - Underlying platforms
  - Staff skills and training to effectively utilise software
  - Customer requirements for self-service
- 5.2. Many of these elements will require investment and will be considered in more detail over the period of the strategy on a business case based approach.

#### **6. Costs**

- 6.1. Whilst it is not possible at present to identify costs that are associated with the strategy, some elements will undoubtedly require a shift in resource deployment and/or a level of investment in order to modernise services; this will need to be weighed against the benefits via ROI modelling or similar decision making matrix.

As the delivery of the strategy develops the skill sets and resources required will become more understood and be reported back at a later date.

#### **7. Strategic Priorities**

- 7.1. High performing services – The ICT Strategy is a key element of delivering services across the Authority. Investment in ICT will reap dividends across

services and enable enhanced working practices.

## **8. Organisational Impacts**

8.1. Finance - see section 6 above

8.2. Legal Implications including Procurement Rules - There are no legal implications at this time.

Equality, Diversity and Human Rights

There are no E&D implications at this time. Indeed, ICT can be used as an enabler to make services more accessible to customers and staff. They will be considered further as part of any projects arising as part of the strategy.

## **9. Risk Implications**

9.1. Key risks associated with the strategy are related to resources, both in terms of appropriate skilled staffing and the amount of finance available for delivery.

## **10. Recommendation**

10.1. That the proposed ICT Strategy 2019-25 be referred to Executive for adoption.

**Is this a key decision?** No

**Do the exempt information categories apply?** No

**Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?** No

**How many appendices does the report contain?** One

**List of Background Papers:** None

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