

<b>Subject:</b>	<b>ICT Strategy 2011- 2016</b>		
<b>Date of Meeting:</b>	<b>13 October 2011</b>		
<b>Report of:</b>	<b>Strategic Director, Resources</b>		
<b>Lead Member:</b>	<b>Cabinet Member for Finance &amp; Central Services</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Paul Colbran</b>	<b>Tel: 29-0283</b>
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<b>Key Decision:</b>	<b>Yes</b>	<b>Forward Plan No: CAB24410</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE****1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The purpose of this report is to introduce the Information and Communication Technologies (ICT) Strategy which sets out the council's long term approach to the delivery of information and technical services. This strategy supersedes the ICT Strategy 2008 -2012.
- 1.2 The Strategy sets out the role of ICT as a facilitator for transformation and a key contributor to the delivery of the new corporate plan.
- 1.3 ICT will help implement different ways of working, support different patterns of engagement to improve services for our customers and communities, and underpin initiatives for providing excellent customer service and delivering Value for Money.
- 1.3 The Strategy outlines the direction for future ICT services. Delivery of the strategy will be subject to detailed planning undertaken in accordance with organisational business planning and governance processes.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet approves the council's ICT Strategy 2011-2016 set out in full at Appendix 1

**3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

- 3.1 The Council's IT capability has grown organically over a sustained period of time but has predominantly been designed around the needs of individual services rather than being purposely defined to meet the collective needs of the wider organisation and those of its partners.
- 3.2 Currently, the Council has more than 300 independent IT systems which, because of their age, are expensive to support and difficult to update or link together. Information is inconsistently captured and replicated across many

systems, documents and databases leading to multiple versions of similar information (for example, address details). The current position is impacting our ability to use data to make informed decisions, restricts our capability to fully join-up with our partners and forces duplicated entry of information (for example, customer details) resulting in inconsistent data quality and reduced levels of customer service. Going forward this will be both costly to maintain and a barrier to meeting many of the Council's objectives.

- 3.3 The ICT Strategy is a key enabler for our transformation programmes and therefore a key ingredient for better public service outcomes across the city. It sets out how the council can derive best value from its ICT investments whilst also reducing cost. It is service rather than technology led and supports the Council's ambition to be more transparent, open to public scrutiny and share more with citizens. New technologies designed and implemented to meet council priorities will bring flexibility to the working environment, allow citizens to access services when and how it suits them and improve communication with partners, business and communities.
- 3.4 The strategy has a number of components which taken together create a coherent model for change. Information is at the centre acknowledging its importance as a strategic resource. The intelligent use of information will allow us to target investment where it is most needed and find new and efficient ways to interact with our customers, reduce costs and increase income. The strategy is to capture information just once, store it centrally in easy to understand and access forms, kept secure and presented using web based technologies.

We will use technologies that already exist, rather than develop our own and that we can easily join-up across Council services. Our focus will be on technologies that have the flexibility to interact with citizens, businesses and partners, anywhere they are located at anytime over a wide variety of computing devices. We will continue to invest in technologies which ensure we deliver services safely and securely whilst protecting the integrity of personal and sensitive information.

- 3.5 The strategy is based on a number of core principles relating to Information, Applications and Technology supporting the councils proposed operating model and corporate objectives. These principles include:
- Capture data once and re-use information, holding only that that is essential
  - Open up our information to public use as much as possible
  - Design our systems so that information can easily flow throughout and beyond our organisational boundaries
  - Standardise and share applications across the council avoiding bespoke systems.
  - Provide a standard means of accessing all council systems in a safe and secure fashion
  - Make systems mobile so that data can be captured at source and information is available wherever it is best used.
  - Make systems simple to use and empowering.
- 3.6 Sustained funding will be required to ensure our infrastructure and core technologies remain resilient, fit for purpose with capacity to grow in line with organisational demand. The strategy will therefore be supported by detailed

plans developed incrementally over time and subject to normal governance arrangements to ensure any investment continues to provide value and is consistent with evolving business need.

#### **4. COMMUNITY ENGAGEMENT AND CONSULTATION**

- 4.1 The ICT Strategy underpins the objectives outlined in the Corporate Plan that will be consulted upon separately. In addition, individual detailed plans resulting from this strategy will be consulted upon as required.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 5.1 Significant funding will be required to deliver the ICT Strategy in support of the Corporate Plan. A business case will be prepared for each project and the benefits, investment requirements and Return on Investment assessed. Each business case will be subject to a robust governance process and funding requests of over £500,000 will be reported back to Cabinet for decision.
- 5.2 The Medium Term Financial Strategy assumes that £500,000 is allocated per annum towards the ICT Fund to address the funding of central network support and improvements to the ICT structure. A costed and staged implementation plan will be developed and funding requirements over and above the ICT Fund identified.
- 5.3 Financial Models will be prepared for key 2012/13 projects which support the Change Programme and considered as part of the revenue and capital budget strategies.

*Finance Officer Consulted: Anne Silley*

*Date: 22/09/11*

##### Legal Implications:

- 5.4 Cabinet has authority to agree the recommendation at 2.1 above, as the formulation and approval of the ICT strategy is an executive function.
- 5.5 As indicated in 5.1 above, ICT projects costing in excess of £500,000 may only be authorised by Cabinet or the relevant Cabinet member, in accordance with the council's contract standing orders, and will be subject to standard procurement procedures.

*Lawyer Consulted:*

*Oliver Dixon*

*Date: 26/09/11*

##### Equalities Implications:

- 5.6 The ICT Strategy supports the council's commitment to promote equality via the use of technology and information systems. The ICT Equalities Impact Assessment (EIA published in September 2010) will be reviewed as part of the process of updating plans resulting from this strategy. The resulting action plan will demonstrate how we can continue to ensure that effective, appropriate and accessible services are delivered on the council's behalf.

#### Sustainability Implications:

- 5.7 The ICT Strategy sets out how we will sustainably manage IT services and assets. We will ensure that procurement and sourcing takes account of manufacturing and disposal practices and where possible we will use local providers to support sustainable economic development. In addition a number of the proposed initiatives (such as mobile & flexible working, consolidated infrastructure, thin client computing and citizen self-service) support the wider corporate commitment to sustainability and energy efficiency.

#### Crime & Disorder Implications:

- 5.8 None

#### Risk and Opportunity Management Implications:

- 5.9 The risks section of the strategy outlines the major risks associated with the implementation of the ICT Strategy and considers approaches to mitigation. Previous risk assessments carried out against ICT service provision have been included in the Corporate Risk Register. A review of those risks will be carried out against the revised strategy.

#### Public Health Implications:

- 5.10 The ICT Strategy supports the sharing of data and joined up delivery with public service and community partners including Health organisations to deliver improved public service outcomes.

#### Corporate / Citywide Implications:

- 5.11 The ICT Strategy is a key enabler for transformation across the council and demonstrates how we can derive significant value from ICT investments whilst reducing running costs. It argues that we can deliver a coordinated service, based on an understanding of common shared needs across the organisation. It will support new ways of working that allow better use of physical resources, collaboration, sharing of information and potential economies of scale through shared services. It supports the transparency agenda by allowing us to open up our data to public scrutiny and it allows us to develop our offering of on-line transactional services which make it simpler and more convenient for customers to make contact with us.

### **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 None considered.

### **7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 ICT underpins many of the council's operations. Information and technology not only serves the needs of the councils business functions but has become a driving force for change, innovation and service delivery across the city. The ICT Strategy supports the delivery of a cost effective, efficient and responsive ICT service. Without an overall coherent strategy we will be unable to demonstrate long term, sustainable benefit from our ICT investment, be unable to meet the

ambitions of the council and in so doing both save money and protect frontline services.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Brighton and Hove City Council: ICT Strategy 2011 - 2016

### **Documents in Members' Rooms**

None

### **Background Documents**

None

