



REPORT OF THE DEPUTY LEADER

ICT STRATEGY 2017-20

Purpose of the Report

1. To seek approval of the ICT Strategy 2017-20 (set out in the appendix).

Information and Advice

2. The ICT Strategy 2017-20 will replace the current plan for 2014-17. The overall emphasis of the 2014-17 strategy was on delivering **reliability** (as most front-line and back-office activities now rely on continuous technology availability) and **business transformation** (the use of technology to improve productivity, efficiency and service user experience). Section 1.4 of the appendix summarises the key deliverables across 2014-17 that have supported a significantly more mobile and productive workforce, a greater use of technology and automation in the delivery of processes and services, improved public access to web based services and cost reductions in excess of £10 million per annum.
3. Successful organisational change and transformation will rely on the effective deployment and use of technology and the empowering of our workforce to use it. This ICT strategy is therefore shaped to support the next phase of **business transformation** and **reliability** with an emphasis on delivering increasingly joined up public services that are effective, affordable and designed around the needs of service users. The strategy identifies the four ICT strategic themes that will support business transformation across the County Council:
 - **Smarter working:**
A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results
 - **Health & social care technology integration:**
Improving the health and wellbeing of the local population through technology enabled integrated health and social care services

- **Business intelligence:**
Robust, timely and accessible information that drives informed decision making, service commissioning and business transformation
- **Cloud services** (off-premise data centres):
A flexible, scalable and secure cloud infrastructure where service cost is tied to applications and usage and user experience is managed

4. The core business drivers and therefore technology focus that underpins each of the ICT strategic themes are set out in the tables below:

Smarter working:

<p>Business drivers:</p> <ul style="list-style-type: none"> • More productive and efficient workforce • Workforce able to work flexibly, where and when it best suits them and service users • Reduction in property footprint and cost 	<p>Technology focus:</p> <ul style="list-style-type: none"> • Transition from a largely desktop computer estate to a mobile Microsoft Windows 10 platform • Technology to improve co-located working • Technology to schedule workforce activity • Technology to automate processes & workflows
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Health and social care technology integration:

<p>Business drivers:</p> <ul style="list-style-type: none"> • Sustainability and Transformation Plan • More productive and efficient workforces in both health and care settings • Improved services to service users and patients • Improved professional collaboration and sharing of data • Supports independent living 	<p>Technology focus:</p> <ul style="list-style-type: none"> • Technology platform and standards that enable integration with multiple organisations • Technology to automate processes and workflows across organisations • Technology to improve the sharing of data (e.g. portals) • Community Wi-Fi network
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Business intelligence:

<p>Business drivers:</p> <ul style="list-style-type: none"> • Improved business analytics and intelligence for decision making • Consistent approach to data capture, management and sharing • Capture what is being provided, the impact of this delivery and the predictive effect of changes 	<p>Technology focus:</p> <ul style="list-style-type: none"> • Data warehouse provision & expansion • Dashboards, reports and statistical returns • BIG data sharing • Technology platform to support the above
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Cloud services:

Business drivers: <ul style="list-style-type: none">• Only pay for infrastructure and services used• Flexibility to grow and shrink the ICT estate• General market direction for provision of Apps and security• Lower running costs and a core property vacated	Technology focus: <ul style="list-style-type: none">• Move from owned equipment and data centres to an off-site rented model• Re-size and re-shape existing infrastructure prior to cloud transition• Combination of new innovative technologies for use by workforce, plus safe landing for core business Apps• Exit from County Hall data centre by end of 2019
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5. The County Council's technology platform has already been developed to support greater automation of activities, integration of systems and to support new ways of working. By building on the technology already used and delivered, the strategy for 2017-20 will add further value by providing the capability to redesign how services are delivered. The key technology additions will enable multiple workflows and automation not just within the County Council, but between the County Council and multiple partners e.g. across health trusts. Effective identity management and data security is paramount to such automated workflows and so would be a core part of the upgraded technology platform.
6. The need to continually refresh the ICT estate so that it remains secure and fit for purpose is essential. This is a key part of the strategy for ensuring day to day service reliability. How we manage and deliver the refresh will change over time as we transition from owned data centre and infrastructures (servers, storage, switches, racking, power, air conditioning etc.) to off-premise solutions (cloud services).
7. The delivery of the ICT Strategy 2017-20 will be through prioritised programmes of work and follow standard programme and project management processes e.g. Prince 2 and Agile. This would include the development and delivery of costed and approved business cases, which utilise the technology investments to support the achievement of business transformation, productivity and efficiency gains and cashable financial savings.
8. ICT Services operates a hybrid operating model that consists of a core in-house team and a range of supplier contracts, supplemented by additional supplier and flexi-resources according to demand. This enables ICT Services to more easily manage increases in demand and deliver the priority initiatives, particularly in relation to those programmes and projects included within the ICT strategy. This flexible arrangement has worked very effectively and not only increases capacity for temporary periods when necessary, but has also resulted in the recruitment of individuals with high level skills. These skills are often needed for shorter periods of time as new technologies are introduced or are difficult to recruit to as permanent roles. The delivery of this strategy will require the use of flex-up resources which will be financed from approved budgets. The underlying

operating model of ICT Services (staffing, suppliers, contractors, processes, technology) will be adapted at appropriate points throughout the strategy to ensure it reflects the various stages of the journey and remains effective.

Other Options Considered

9. This strategy is the result of identifying the key business drivers across the County Council from a comprehensive range of discussions with stakeholders and from an appraisal of the use of technology across the public sector. The technology direction of travel also takes account of the technology market place, is consistent with Gartner analysis (independent international ICT market place research analysts across the public and private sectors) and builds on the technology investments already made and programmes already approved.

Reason for Recommendation

10. The ICT Strategy 2017-20 has been devised on the basis of supporting business transformation for service users and the delivery of cashable financial savings. There has been a rigorous and independent business needs analysis through consultation with key stakeholders across the County Council. The technology investments made will support the delivery of the ICT strategic themes which are consistent with the County Council's operating model.

Statutory and Policy Implications

11. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for Service Users

12. The principal service users affected are County Council staff and members of the public. The proposals will provide a range of technologies to support access to and delivery of County Council services, through the effective use of ICT.

Financial Implications

13. There are already ongoing budgets that are used to refresh the technologies used by the County Council in order that they remain fit for purpose.
14. Funding in support of the *smarter working theme* was approved by Policy Committee in November 2016. Capital investment for ICT equipment and install costs of £2.6 million over 3 years was approved, with estimated benefits including

£1.4 million in capital receipts, £2.6 million in reduced annual property running costs and productivity benefits over the 3 years of £3.3 million.

15. Funding in support of the *cloud services theme* was approved by Policy Committee in December 2016. Capital investment of £4.1 million over 3 years was approved to establish and transition to cloud services and for the parallel running during transition. The cloud services model becomes more cost effective than the current owned data centre model by the end of year 3.

16. Additional investment in technology and flexi-resourcing, over and above existing budgets, will be required within the duration of this strategy but is not quantifiable at this stage. Any further investment will be identified and submitted as budget requests as part of full business cases and in line with existing financial approval processes.

RECOMMENDATION

That the ICT Strategy 2017-20 be approved.

Councillor Reg Adair
Deputy Leader

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Constitutional Comments (KK 03/07/17):

The recommendation in the report falls within the remit of the Policy Committee.

Financial Comments: (SES 30/06/17):

The financial implications of the report are set out in paragraphs 13-16 above.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All