

STRATEGY AND RESOURCES COMMITTEE
22 NOVEMBER 2016

ICT DIGITAL STRATEGY

Report of the: Head of ICT
Contact: Mark Lumley
Urgent Decision?(yes/no) No
If yes, reason urgent decision required: N/A
Annexes/Appendices (attached): **Annexe 1:** ICT Digital Strategy 2016-20
Annexe 2: Appendix 1 to Strategy – Key Deliverables
Annexe 3: Appendix 2 to Strategy – Digital Roadmap
Other available papers (not attached): None stated

REPORT SUMMARY

This report seeks approval to the ICT Digital Strategy for 2016-2020

RECOMMENDATION (S)

That the ICT Digital Strategy 2016-20 set out in the Annexes to this report be approved.

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 The ICT Digital Strategy 2016-20 sets out the direction of travel and programme of work for Information and Communications Technology (ICT) and other areas of the Council which enable the delivery of the Corporate Plan.
- 1.2 The Council is at the end of the current ICT Strategy for 2012-16. The aim of the strategy is to ensure that the Council can continue to meet the demands of improved service delivery for Residents for the next three years. There are four key themes for the Strategy: Customers, People, Processes and Technology.
- 1.3 The Council is committed to delivering services to Residents in the best manner possible considering the financial constraints on the Council.

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2 Background

- 2.1 Technology has enabled different ways of digital service delivery and together with increasing Customer expectations it is expected that services will be secure, simple and focused on getting the task done.
- 2.2 Digital does not just mean moving processes to the web but a redesign of the service and being able to interact with the Council online, on the phone and face to face, with all obtaining the same quality of service.
- 2.3 Customers are comfortable and familiar with online and digital services and expect the ability to manage interactions with the Council online.
- 2.4 The Council already uses process re-engineering as part of new projects to ensure that the processes are redesigned, efficiencies can be gained and the customer experience improved.
- 2.5 Digital can improve the customer experience, reduce costs and increase transparency of information.
- 2.6 Data and the information that we store about our customers is the key to the success of digital services.
- 2.7 There will still be some transactions that are either too complex or need to have a face to face ability to interact with the Council: by focussing on those processes that can be automated and simplifying as much as possible Officers are free to deal with more complex cases.
- 2.8 The new Council website has been delivered following new Digital Design Guidelines which ensures content is concise, written in plain English and consistent.

3 Proposals

- 3.1 The format of the ICT Digital Strategy 2016-20 has been reviewed to make it more accessible. The new ICT Governance framework has enabled greater and more formal consultation with all business areas in the Council to ensure that all their requirements have been included in the strategy.
- 3.2 The Strategy consists of the following elements:
 - Single Page Strategy Overview
 - Detailed table of the deliverables of the Strategy
 - Council Digital Roadmap.

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- 3.3 As part of the ICT Shared Service Governance arrangements, the Head of ICT will meet with the members of Leadership Team at least quarterly to review the Digital Roadmap. This will ensure that service delivery is maintained and the strategy is reviewed and linked to the capital programme on an ongoing basis.

4 Financial and Manpower Implications

- 4.1 The capital programme for 2017/18 is currently being progressed as part of the capital bid process.
- 4.2 Future bids will be prepared and elements of the ICT Digital Strategy will depend on the funding being approved.
- 4.3 The Head of ICT is working with Finance on a new ICT Replacements and Renewals fund to work towards moving away from a reliance on capital towards a more revenue model.
- 4.4 ***Chief Finance Officer's comments:*** *Adopting a more digital approach to service delivery will facilitate self-serve and more efficient working.*
- 4.5 *Any expenditure required to facilitate the delivery of this strategy will be subject to the normal budgetary approval process with business cases being presented to Members for approval. Agreeing the ICT Digital Strategy will not in itself result in a commitment to incur additional funds*

5 Legal Implications (including implications for matters relating to equality)

- 5.1 There are no Legal implications for the purposes of the report.
- 5.2 ***Monitoring Officer's comments:*** *The Strategy as proposed should enhance the Council's ability to ensure that we meet the wide range of statutory and non-statutory obligations we face. It will be important to ensure that when individual systems and processes are reviewed that the solutions selected are compliant with our obligations. The most obvious example of which is the law relating to data protection and our obligation to take appropriate technical and organisational measures against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.*

6 Sustainability Policy and Community Safety Implications

- 6.1 The ICT Strategy sets out to be sustainable on a number of levels. Firstly, to enable flexible working that in turn reduces emissions and congestion in the community. Flexible working is being achieved through the Citrix virtual desktops.

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- 6.2 Secondly, managing the infrastructure better through a reduction of, and an improvement in the management of, the servers that the Council uses: which reduces the energy requirements for power and cooling, and therefore our CO2 emissions.

7 Partnerships

- 7.1 The delivery of the ICT Digital Strategy is carried out as part of the ICT Shared Service partnership with Elmbridge Borough Council.
- 7.2 The Strategy will continue to exploit the ICT shared service to ensure that digital processes are shared.

8 Risk Assessment

- 8.1 If the Council fails to adopt a new ICT Strategy and the supporting investment there is a risk that the Council may not have resilient and reliable core ICT systems and therefore not be able to deliver and improve services to its customers or to meet its Corporate Plan.
- 8.2 The planned investment is targeted at the completion of major project implementations and the optimisation of those systems to improve services to customers, increase efficiency and achieve a more resilient ICT solution over the next three years.

9 Conclusion and Recommendations

- 9.1 Digital processes will continue to ensure the Council is flexible and agile in providing services. Staff working in a more flexible and mobile manner and customer accessing services via mobile devices increasing in importance.
- 9.2 A key element of improvement of the Strategy with the changes to the datacentre and infrastructure is to improve the Business Continuity and Disaster Recovery arrangements whilst reducing the day to day risks.
- 9.3 Having a secure, resilient and reliable infrastructure is essential for the Council to ensure that it is able to provide services for Residents. ICT will use externally hosted or 'cloud' services where appropriate to enable this.

WARD(S) AFFECTED: (All Wards);