The Vale of Glamorgan Council

Cabinet Meeting: 3rd April 2017

Report of the Leader

ICT Strategy

Purpose of the Report

1. To seek Cabinet approval for the Council's ICT Strategy 2017-2021

Recommendations

1. That Cabinet note the content of this report.
2. That Cabinet approve the ICT Strategy for the Council for the period 2017-2021 as attached at Appendix A.

Reasons for the Recommendations

1. To enable Cabinet to consider the way in which ICT will contribute to the delivery of the Council's vision of "strong communities with a bright future".
2. To enable the Council to put in place an ICT Strategy to support the delivery of the Council's priorities.

Background

2. The Council's ICT Strategy was last published in 2010. The majority of recommendations and actions contained in that strategy have now been completed or superseded. As part of the Council's integrated planning activities, a revised ICT Strategy has been prepared to cover the next four year period (2017–2021). The strategy is contained in Appendix A.

3. Cabinet will note that a Proposal for Improvement was made as a result of the Wales Audit Office's Corporate Assessment of the Council in 2016 related to the need to progress a vision and objectives for the ICT service. The ICT strategy articulates this vision and objectives as described below.

Relevant Issues and Options

4. The Council is facing challenging financial circumstances over the period covered by the ICT Strategy and one of the main challenges will be how to harness the potential of ICT to help maintain priority services, enable changes to service delivery all within the context of reducing financial and staffing resources. The contribution ICT will make to these endeavours is set out in the strategy and associated action plan.

5. The ICT Strategy can be found in Appendix A. The strategy comprises the following sections:

   - An introduction to the ICT Strategy, including reference to the developing Digital Strategy and the contribution to the Council's overall integrated planning framework.
   - A profile of the Council's ICT service, describing the structure, operating model and governance arrangements.
   - The context within which the strategy has been developed – including a description of external and internal drivers impacting upon the use and delivery of ICT services in the Council.
   - The objectives and strategic actions that will be taken to deliver the strategy.
   - Monitoring arrangements for the strategy.
   - Appendices to the strategy include further information relating to the individual objectives and the action plan for delivery,

6. **Aim & Vision:** The ICT Strategy articulates the aim of ICT as enabling opportunities for improvement through the innovative use of ICT, now and in the future. A series of four objectives have been identified that have underpinning actions in order to deliver the strategy.

7. **Objective 1: To improve and enable greater access to services**. The Council will improve and enable greater access to services via multiple channels and securely to home, remote and mobile workers. This will contribute to the challenges of enhancing mobility and sustainability. This will be achieved by more responsive and flexible service delivery methods that will achieve costs reductions (for example in premises and transport).

8. **Objective 2: To support innovation through the use of ICT:** The Council will support innovation through the use of ICT to contribute towards the Reshaping Services programme and other continuous improvement activities. By using ICT, the Council will seek to maximise the value delivered by Council services at a time of reducing funding. In doing so, ICT will assist to mitigate the impact of these funding reductions and as such help to maintain priority services. It is also important that ICT assists the Council to reflect the changing expectations of service users and staff who increasingly use a range of technologies in their everyday lives.

9. **Objective 3: To maintain, support and develop resilient ICT infrastructure and systems.** A key element of the ICT Strategy is how the Council will continue to maintain, support and develop resilient infrastructure and systems to meet the changing environment within which the Council operates. Actions in this area reflect the Council's desire to invest in ICT where it is appropriate to do so to support the Council's operations. This reflects the knowledge that ICT can be an enabler for change throughout the entire organisation and resilient services and systems are essential in order for the organisation to function efficiently and effectively.

10. **Objective 4: To deliver quality ICT Services.** The ICT strategy also sets out the actions that will be taken to ensure the continued effective and efficient management

of services. These actions reflect the need to ensure that the appropriate ICT skills, training and associated performance management processes are in place. Action will also be taken to consider the most effective and sustainable operating model for the service as part of the Reshaping Services agenda.

11. Cabinet will note the contribution ICT is making to the Reshaping Services programme. There is an established tranche two project considering the various actions that are required to deliver savings in 2017/18 and 2018/19. ICT is also an enabling activity that underpins other Reshaping activity, notably the emerging Digital workstream. A Digital Strategy is being developed by a cross-directorate team in order to describe the role digital technology could have in providing services. An outline draft of the Digital Strategy can be found in Appendix B. It is intended that this will be further refined (and actions for delivery identified) shortly, with a view to reporting to Cabinet in the spring of 2017. The Council's budget contains indicative savings associated with the digital workstream of the Reshaping Services programme equating to £250K in 2018/19 and 2019/20.

12. The ICT Strategy will be monitored via the Council's established performance management arrangements. An annual review will be undertaken and actions for delivery reflected in relevant service plans, notably the ICT service's annual service plan.

Resource Implications (Financial and Employment)

13. There are no direct resource implications associated with this report. However, the delivery of the ICT strategy will have implications for the way in which the Council uses and invests in ICT. As individual schemes are developed, these will be reported to Cabinet as required.

14. The Strategy includes actions relating to the Council's workforce and required skills to deliver the strategy.

15. The ICT service has identified savings targets within the Reshaping Services programme as illustrated below:

2015/16 (£)	2016/17 (£)	2017/18 (£)	2018/19 (£)	Total (£)
70,000	205,000	400,000	150,000	825,000

Sustainability and Climate Change Implications

16. The ICT Strategy has been developed as part of the Council's integrated planning activity which is consistent with the Well-being of Future Generations (Wales) Act. The Act requires the Council to contribute to the national Well-being Goals and to work in line with the sustainable development principle. ICT will contribute to the delivery of the Council's Corporate Plan, including the four well-being outcomes and corporate health activity. The proposed strategy has been developed to include consideration of the five ways of working which support the sustainable development principle, including the potential for collaboration, long-term decision making, and supporting the integration of services

Legal Implications (to Include Human Rights Implications)

17. There are no direct legal implications arising from this report.

Crime and Disorder Implications

18. There are no direct crime and disorder implications associated with this report.

Equal Opportunities Implications (to include Welsh Language issues)

There are no direct equalities implications arising from this report. An Equalities Impact Assessment will be developed for the Digital Strategy in due course.

Corporate/Service Objectives

19. The ICT strategy is an enabling strategy that will assist in the delivery of the Council's Corporate Plan. The use of ICT is an element contained in all Service Plans and these actions have informed the development of the ICT strategy.

Policy Framework and Budget

20. This is a matter for Executive decision by Cabinet.

Consultation (including Ward Member Consultation)

21. Due to the corporate nature of this report, no consultation with Members has been undertaken. The Strategy has been considered by the Council's Corporate Management Team.

Relevant Scrutiny Committee

22. Corporate Performance and Resources Scrutiny Committee.

Background Papers

Cabinet, 20th February 2017, Wales Audit Office Corporate Assessment Report 2016 incorporating the Annual Improvement Report 2015/16: Progress against Proposals for Improvement

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2017/17-02-20/Reports/Wales-Audit-Office-Corporate-Assessment-Report-2016-Cabinet-Report.pdf

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Officers Consulted

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