

**WYRE FOREST DISTRICT COUNCIL**

**CABINET**  
**18<sup>th</sup> DECEMBER 2008**

**ICT Strategy and Implementation Programme**

<b>OPEN</b>	
<b>SUSTAINABLE COMMUNITY STRATEGY THEME:</b>	Stronger Communities
<b>CORPORATE PLAN AIM:</b>	A Well-Run and Responsive Council
<b>CABINET MEMBER:</b>	Cllr Nathan Desmond
<b>HEAD OF SERVICE:</b>	Paul Ryder – Head of Human Resources
<b>CONTACT OFFICER:</b>	Dave Bradbury – Information Technology Manager Ext: 2139
<b>APPENDIX:</b>	ICT Strategy and Implementation Programme 2008-2012
<b>Reference Document:</b>	The full SOCITM report is available on the Intranet access by password

**1. PURPOSE OF REPORT**

- 1.1 To update Cabinet on the development and implementation of the ICT Strategy and Implementation Programme and seek approval of the same.

**2. RECOMMENDATIONS**

The Cabinet is asked to **Decide:-**

- 2.1 **To approve the ICT Strategy and Implementation Programme 2008-2012.**
- 2.2 **To retain SOCITM consulting to advise on the preparation and implementation of a detailed ICT Strategy.**

**3. BACKGROUND**

- 3.1 The previous ICT Strategy 2005-2008 expired in March 2008. A new Strategy covering the period 2008-2012 has been prepared.
- 3.2 Extract from Council Minute 16<sup>th</sup> July, 2008:-

***“1. The sum of £2.54 million be added to the Council’s approved Capital Programme for the delivery of the ICT Strategy over the period 2008/09-2012/13***

**2. The Head of Human Resources be instructed, in consultation with the Head of Financial Service, the Head of Property and Operational Services and the Cabinet Member for Community and Corporate Services to develop and implement the ICT Strategy to meet the future needs of the Council.”**

3.2 The new Strategy focuses on 4 main priorities. To ensure appropriate technology and expertise is available to :-

- **manage the significant on-going requirements of maintaining a secure and reliable ICT infrastructure and associated systems.**
- **support the transformation and improvement of Council services for the benefit of customers and stakeholders.**
- **enable the delivery of savings and efficiencies.**
- **prepare for the move towards single site office accommodation.**

#### **4. KEY ISSUES**

National Context

- 4.1 The Government published Transformational Government, Enabled by Technology in November 2005. This Strategy sets out a vision for 21<sup>st</sup> century government requiring 3 key transformations:
- 4.2 Services enabled by IT must be designed around the citizen or business, not the provider, and provided through modern, co-ordinated delivery channels. This will improve the customer experience, achieve better policy outcomes, reduce paperwork burdens and improve efficiency by reducing duplication and routine processing, leveraging delivery capacity and streamlining processes.
- 4.3 Government must move to a shared services culture - in the front-office, in the back-office, in information and in infrastructure - and realise efficiencies by standardisation, simplification and sharing.
- 4.4 There must be broadening and deepening of government’s professionalism in terms of the planning, delivery, management, skills and governance of IT enabled change. This will result in more successful outcomes; fewer costly delivery failures; and increased confidence by citizens and politicians in the delivery of change by the public services.
- 4.5 The Council’s ICT Strategy supports these key transformations and the need to deliver greater efficiency savings (CSR07).

Local Context

- 4.6 The Strategy supports the Council's Corporate Plan and will help to deliver its aims and priorities.
- 4.7 The Strategy also supports the Council's Customer Services Strategy and assists in achieving its 4 main objectives of Accessibility, Value for Money, IT technology and Service Delivery.
- 4.8 The Council's first point of contact for all services is delivered via the Worcestershire Hub in partnership with Worcestershire County Council and the other District Councils in Worcestershire. The Strategy complements this and aims to make information available accurately, securely, at the right time and to all who need it.

**5. CORPORATE ISSUES/DRIVERS**

- 5.1 The ICT Strategy is required to implement organisation development, including the preparations for future centralised accommodation, and to assist with the delivery of essential savings and efficiencies.
- 5.2 Customer Services/Worcestershire Hub. The Strategy will assist with the Customer Service Strategy and is flexible enough not to inhibit future Programmes and direction of the Worcestershire Hub.
- 5.3 The Worcestershire Hub will benefit from the centralisation and ease of access to information. Increased priority of self-service will improve customer service and relieve pressure on customer service employees.

**6. FINANCIAL IMPLICATIONS**

- 6.1 Capital resources have already been approved to deliver the Strategy. A key aim is to deliver both efficiency and monetary savings. These will be clearly identified and reported as part of programme management as the Strategy is implemented.
- 6.2 In addition to the financial resources previously approved, Divisions will need to accommodate their own employees' time and resources to implement the organisational development and cultural change required to embrace new and flexible ways of working.
- 6.3 New requests outside the scope of the strategy will be subject to a business case and any additional funding will need to be identified.

**7. LEGAL AND POLICY IMPLICATIONS**

- 7.1 Adoption of strategies would normally require Council approval but the Council has already delegated the development and implementation to the Head of Human Resources in consultation with other Heads of Service and the Cabinet member for Community and Corporate Services, when it allocated capital resources to the ICT Strategy.

- 7.2 Procurement implications will need to comply with legislative and Council Corporate Governance requirements.
- 7.3 That the ICT arrangements under the revised Strategy will need to be closely aligned with existing Council policies.

**8. RISK MANAGEMENT**

- 8.1 The ICT Strategy requires that the Council reviews the methods and processes which are used to deliver services.
- 8.2 The Council will also need to ensure that project management skills are used to manage the implementation to ensure that the Strategy is delivered within the timescales indicated.
- 8.3 Without an ICT Strategy, the Council will not have the IT infrastructure to meet the needs of a Single Site or improve efficient and effective working.

**9. CONCLUSIONS**

- 9.1 ICT is now an integral and essential element of the organisation and can make a major contribution to service levels, management performance and cost control.
- 9.2 The Council's current ICT infrastructure is extremely stretched primarily due to the need to support 6 main sites with the accompanying communication links, server rooms and software applications.
- 9.3 Irrespective of the need to deliver savings and efficiencies and prepare for centralised office accommodation, significant and regular investment is required simply to stand still. The ICT Strategy will ensure existing services are able to be maintained to their current high standards.
- 9.4 There are new technologies available that are essential for effective and efficient working practices which will be invaluable preparation for a single site, this will also enable savings and efficiencies to be achieved in advance of any move. Technologies such as:-
- Electronic document management (EDM), with increased use of document scanning, will reduce paper and save on office accommodation and storage.
  - An electronic document and records management system (EDMRS) with associated workflow technology will be more efficient, ensure everyone works with the current version and reduce the time spent searching for documents and files.

- Home and mobile working, using thin client technology, will help to increase productivity, increase job satisfaction; lower sickness levels and improve employee retention. It can also enable valuable savings in office space. Thin client technology when installed throughout the Council will reduce electricity costs and carbon emissions.
- Self service to provide customers and employees with the facilities to access their own information and to request services and monitor progress without the need for assistance.
- Improving data storage and virtualising servers (enabling one server to do the work of many) can reduce total cost of ownership, release valuable office space and provide greater availability. It will reduce electricity costs and carbon emissions.
- Electronic order processing and procurement can reduce manual processing time and speed up the time taken to process orders and invoices.

9.5 An annual Implementation Programme, supported by regular progress reports, will be produced which will identify the investment and targets on a year by year basis. The first Programme is included in the ICT Strategy and Implementation Programme (see Appendix) and further Programmes will be incorporated as and when they become available.

**10. CONSULTEES**

CMT  
ICE Group  
Cabinet Member Councillor Nathan Desmond

**11. BACKGROUND PAPERS**

SOCITM Consulting Single Site Information and Communication Technology Strategy – Exempt\*  
ICT Strategy 2005 – 2008

\*This report is not for publication as it contains the amount of expenditure proposed to be incurred by the Authority under a particular contract for the acquisition or disposal of property or the supply of goods or services.