| **POLICY AND RESOURCES COMMITTEE** | **27th March 2019** |
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## ICT Strategy 2019-2024

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| **Final Decision-Maker** | Policy and Resources Committee |
| **Lead Head of Service/Lead Director** | Stephen McGinnes, Mid Kent Services Director |
| **Lead Officer and Report Author** | Chris Woodward, Head of ICT Shared Service |
| **Classification** | Public |
| **Wards affected** | All |

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**Executive Summary**

This strategy sets out how the ICT Shared Service can support Maidstone BC and partner authorities meet their ambition, goals and objectives.

Within this context the strategy sets out how the ICT Service will provide officers, members and residents across the partner authorities with resilient, robust and innovate technology to support continuous service improvement.

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**This report makes the following recommendations to Policy and Resources Committee**

1. That the 2019-2024 ICT Strategy be approved.

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| **Timetable** | |
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| *Meeting* | *Date* |
| Policy and Resources Committee | 27th March 2019 |
| Corporate Leadership Team | 19th March 2019 |
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# ICT Strategy 2019-2024

## 1. INTRODUCTION AND BACKGROUND

1.1 The first partnership strategy in 2013 covered the period 2013-2018 and focussed on preparing the technical and operational foundations for working in partnership. In most respects, it successfully delivered on these goals.

1.2 The first five years of the ICT partnership journey has been one of successful collaboration and consolidation. A single employer and staffing structure, a shared technical infrastructure and 75% of all software jointly procured.

1.3 This has enabled us to benefit from a wide range of cost-efficient modern council services ranging from fast and timesaving communications technologies such as Skype for Business right through to our shared state-of-the-art data centre.

1.4 This strategy for 2019-2024 sets out how ICT can support the partner authorities to meet their future ambition, goals and objectives. Technology changes are increasing rapidly but it is essential that key systems are resilient, robust and fit for purpose.

1.5 Within this context it is important that the strategy provides those working in the partnership with the tools to work effectively and efficiently, supports the desire to continuously improve service delivery and reduce the threat of cyber-attacks.

1.6 Following consultation with the partner organisations a number of key requirements were captured. These have been grouped within the strategy as a set of broad themes centred around service and operational outcomes.

- Enabling a modern and flexible workforce: more easily connecting people to partnership systems using any device at any time from wherever they choose to be.
- Supporting the delivery of our digital strategies: ICT and Digital teams working together to transform our online and back office services to improve the customer experience and improve engagement.
- Resilient solutions: Protecting our technical resources from external threats.
- Improving customer support: Distributed workforces and flexible working requires a change in how we support that workforce.
- Information management: Big Data and GDPR are changing how we need to collect, store, manage, protect and share our information.
- Innovation: Highlights some of the potential applications new advances in technology will offer.

## 2. AVAILABLE OPTIONS

2.1 The Committee is asked to approve the proposed strategy, and agree that work progresses on the proposed action plan.

2.2 The Committee could amend the direction of the strategy, substitute alternative actions, add to the existing ones or decide that a strategy is not required.

## 3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 That the Committee approves the Strategy (2.1). Whilst ICT is a fast changing environment with new technology constantly entering the market, it is important that Maidstone the other MKS Partners have a shared view as to the future direction of the service and priorities on which it should focus.

## 4. RISK

4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 The ICT Strategy has been developed following consultation with the Council's corporate leadership team, Heads of Service, Service Managers and staff forum.

5.2 To ensure it represents the needs of partner authorities, similar consultation has been undertaken with each partner authority.

## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 An annual action plan will be created to support delivery of the objectives set out within the ICT Strategy. Progress against that plan will then be monitored and reported through the Council's performance management process as well as through the MKS Shared Services Board.

6.2 Proposed action plan for 2019/20 is included as Appendix A within the ICT Strategy.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

| Issue | Implications | Sign-off |
|---|---|---|
| **Impact on Corporate Priorities** | We do not expect the recommendations will by themselves materially affect achievement of corporate priorities. However, they will support the Council's overall achievement of its aims. | Chris Woodward, Head of ICT Shared Service |
| **Risk Management** | The associated risks are within the Council's risk appetite and will be managed as per the Policy. | Chris Woodward, Head of ICT Shared Service |
| **Financial** | The proposals set out in the recommendation are either within already approved budgetary headings or will be subject to a separate business case. | Paul Holland, Senior Finance Manager |
| **Staffing** | We will deliver the recommendations with our current staffing. | Chris Woodward, Head of ICT Shared Service |
| **Legal** | Best value is a statutory framework that ensures that councils are required to plan, deliver and continuously improve local authority services. Each local authority has a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Council's Strategic Plan taken together with the ICT Strategy demonstrates compliance with the statutory duty. | Keith Trowell, Team Leader (Corporate Governance), MKLS |

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| **Privacy and Data Protection** | Although there may be specific actions arising out of the Strategy that impact on data protection, there is nothing identified in the plan overall that will have data protection implications. | [Legal Team] |
| **Equalities** | The recommendations do not propose a change in service therefore will not require an equalities impact assessment. The ICT requirements of individual members of staff with additional needs would be identified at a team manager level. | Equalities and Corporate Policy Officer |
| **Public Health** | The recommendations will not negatively impact on population health or that of individuals. | Chris Woodward, Head of ICT Shared Service |
| **Crime and Disorder** | The recommendations will not negatively impact on crime and disorder. | Chris Woodward, Head of ICT Shared Service |
| **Procurement** | Although there may be specific actions arising out of the Strategy that impact on procurement, there is nothing identified in the plan overall that will have procurement implications. | Chris Woodward, Head of ICT Shared Service |

## 8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: ICT Strategy 2019-2024

## 9. BACKGROUND PAPERS

None