

	<h2>Policy and Resources Committee</h2> <h3>5 October 2016</h3>
<p style="text-align: right;">Title</p>	<p>ICT Strategy</p>
<p style="text-align: right;">Report of</p>	<p>Director of Resources</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 – ICT Strategy on a Page Appendix 2 – ICT Strategy executive summary Appendix 3 – ICT Strategy (to follow)</p>
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<h2>Summary</h2>
<p>The Council’s ICT Strategy to 2020 is presented for information and for discussion.</p> <p>In meetings of the Audit Committee and Performance and Contract Management Committee this year, as well as sessions of the Members IT Working Group and the CSG Contract Review Member Working Group, reference had been made to the ICT Strategy, with Members requesting that it be presented to Committee.</p>

<h2>Recommendations</h2>
<p>1. That the Committee considers the council’s ICT Strategy and notes that business cases to deliver the strategy will be presented to Committee for approval</p>

1. WHY THIS REPORT IS NEEDED

Background

- 1.1 The ICT Strategy sets the direction of IT for the council and Members to 2020, approved by the Strategic Commissioning Board (SCB) in September 2015.
- 1.2 The ICT Strategy provides the council with a clear and concise vision for the future state of the ICT Service and Infrastructure. It underpins the Council's Corporate Plan 2015-2020; draws on the council's business strategies; and was developed through extensive consultation with Commissioning Directors, Delivery Units, CSG, Re and the Barnet Group. The Strategy also takes into account central government direction of travel, policy and IT industry innovation and best practice.
- 1.3 In meetings of the Audit Committee and Performance and Contract Management Committee this year, as well as sessions of the Members IT Working Group and the CSG Contract Review Member Working Group, reference had been made to the ICT Strategy, with Members requesting that it be presented to Committee.

The ICT Strategy

- 1.4 The ICT Strategy is summarised on a page at appendix one. The Executive Summary of the ICT Strategy is at appendix two. The key business themes to which the strategy aligns are:
 - **Reduce Demand;**
 - **Drive Down Costs;**
 - **Partnerships / Inter-Agency Working;**
 - **Improve Customer Experience;** and
 - **Enable Commissioning**
- 1.5 There are four Strategic IT Themes in the Strategy:
 - **Mobile and Flexible** – staff are mobile and less dependent on offices while remaining connected with their teams, systems and information;
 - **Integrated and Digital** – systems are integrated enabling data to be stored, shared and consumed digitally and securely, to drive reliable, consistent and efficient processes;
 - **Secure and Reliable** – a reliable and secure service that leverages existing investment, reduces duplication, and delivers what the business needs; and
 - **Partnership and Sharing** – platforms are shared and accessible through a variety of channels, enabling collaboration with residents, local businesses, partners and third parties.

Governance of the ICT Strategy

- 1.6** While a capital budget of £9.1m has been allocated to implement the strategy over its 5 year term, the authority to spend significant sums of this budget must be bid for through approval of individual business cases by Policy and Resources Committee. The first main business case will be presented to the Policy and Resources Committee on 10 January 2017 for the implementation of Unified Communications software and an Electronic Document Management system. These projects are a key enabler for the successful implementation of the Locality Strategy and the Colindale Full Business Case.
- 1.7** The IT Partnership Board oversees the implementation of the Strategy. This is chaired by the IT Director, with further membership from the Director of Resources, Head of IT and Information Management, the Enterprise or Solutions Architect, representatives from the IT Project Management Office (PMO) and the CSG Director of Operations. This group monitors the delivery of the strategy, including oversight of project initiation documents and business cases.
- 1.8** A third party, technical assurance partner has been contracted with to provide independent scrutiny of the technical aspects of the implementation of new systems under the Strategy. This partner will also provide scrutiny of the technical aspects of the implementation of the Customer Access Strategy, along with assurance of ad-hoc technical projects requested by Delivery Units. It is good practice to proactively carry out assurance on complex or high value projects, which will help to ensure that the work carried out is resilient and meets the council's requirements. A delegated powers report (DPR) has authorised assurance of up to £164,176 to be spent over the term of the strategy (up to 2020).

2. REASONS FOR RECOMMENDATIONS

- 2.1** It is important that Members are able to discuss and consider the aims and objectives of the ICT Strategy.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1** N/A

4. POST DECISION IMPLEMENTATION

- 4.1** The implementation of the Strategy will continue, with business cases being presented to Policy and Resources Committee for authority to spend significant sums of allocated capital budget.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1** The ICT Strategy provides the council with a clear and concise vision for the future state of the ICT Service and Infrastructure and underpins the Council's Corporate Plan 2015-2020.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 A capital budget of £9.1m has been allocated for the implementation of the ICT Strategy. The authority to spend significant sums of this budget must be bid for through approval of individual business cases by Policy and Resources Committee.

5.3 Social Value

5.3.1 N/A.

5.4 Legal and Constitutional References

5.4.1 No specific legal issues have been identified.

5.4.2 The Council's Constitution (Responsibility for Functions, Annex A) states that the Policy and Resources Committee has the following responsibility:

(1) "To be responsible for the overall strategic direction of the Council including the following specific functions/activities:

- ...
- Information Technology provision"

5.5 Risk Management

5.5.1 The Council processes, shares and holds personal data relating to employees, residents and other persons. According to Schedule 1 of the Data Protection Act 1998, personal data must be processed fairly and lawfully and appropriate technical and organisational measures must be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data. The Council will also hold sensitive personal data relating to employees, residents and other persons as defined under section 2 of the Data Protection Act 1998. The Council must take additional care when processing or sharing such information.

5.5.2 Any solution implemented as part of the ICT Strategy must therefore be in compliance with the council's data protection responsibilities.

5.6 Equalities and Diversity

5.6.1 The ICT Strategy is a strategic overarching document that does not itself have any direct Equalities implications. However, the ICT Strategy makes provision for increasingly digitalised services for customers and an increasingly digitalised way of working for Council employees. An Equality Impact Assessment regarding the impact on customers has already been carried out in relation to the Council's Customer Access Strategy. This Equality Impact Assessment will be reviewed as the Council works to deliver on the Customer Access Strategy and ICT Strategy.

5.6.2 The impact of an increasingly digitalised way of working could impact on Council employees with certain protected characteristics for example those with disabilities. The impact will be assessed when the implementation of the ICT Strategy is considered in more detail.

5.7 Consultation and Engagement

5.7.1 The Council has consulted customers during an 8 week period ending in March 2016 in relation to its Customer Access Strategy. This consultation

dealt with the impact on Equalities groups identified in the EIA referred to above.

5.8 Insight

5.8.1 N/A

6 BACKGROUND PAPERS

6.1 Delegated powers report, July 2016, Procurement of IT Technical Assurance Partner – Appointment of Lockheed Martin

<http://barnet.moderngov.co.uk/documents/s34009/Monthly%20Table%20List%20of%20Actions%20Taken%20Under%20Summary%20DPRs-July%202016.pdf>

6.2 [Customer Access Strategy](#)