

Corporate Policy and Strategy Committee

10am, Tuesday, 4 December 2012

ICT strategy development

Item number	7.3
Report number	
Wards	All

Links

Coalition pledges	P15, P28 and P33
Council outcomes	CO23, CO24, CO25, CO26 and CO27
Single Outcome Agreement	
Appendices	Appendix 1

Alastair Maclean

Director of Corporate Governance

Contact: Danny Gallacher, Head of Corporate and Transactional Services

E-mail: danny.gallacher@edinburgh.gov.uk | Tel: 0131 469 5006

Executive summary

ICT strategy development

Summary

- An Information and Communication Technology (ICT) strategy is currently being developed for the City of Edinburgh Council which will be outcome driven rather than technology driven.
- An effective ICT strategy is necessary to ensure that we have the correct technology in place and are investing correctly to enable Edinburgh to be a city empowered by ICT.

Recommendations

It is recommended that Corporate Policy and Strategy Committee:

- agree the direction of travel for the ICT strategy;
- agree to be engaged in the development of the strategy; and
- note that further updates will be provided as the strategy develops.

Measures of success

- Performance measures are currently being developed for the ICT strategy and a programme of continuous improvement will be implemented.

Financial impact

- There are no financial impacts arising from this report.

Equalities impact

- The development and implementation of the strategy will assist the Council to deliver key equalities and rights outcomes and meet the public sector equality duties to advance equality of opportunity and foster good relations through the provision of more inclusive service.

Sustainability impact

- The strategy will encourage the reuse of technology when possible and also promote the use of technology to enable paperless working.

Consultation and engagement

- A key element of the development of the ICT strategy is engagement and a programme of consultation with stakeholders will take place over the coming months.

Background reading / external references

- Appendix 1 – Scope of the ICT strategy
- Relevant external references include:
 - McClelland Review of ICT Infrastructure in the Public Sector in Scotland;
 - The Local Government ICT Strategy for Scotland;
 - National ICT Strategy: Scotland's Digital Future – Delivery of Public Services; and
 - Christie Commission – Commission on the Future Delivery of Public Services.

ICT strategy development

1. Background

- 1.1 It is important that Information and Communication Technology (ICT) is used to improve service delivery and enable the City of Edinburgh Council to meet the needs of citizens, local businesses, partners, elected members, workforce and management.
- 1.2 An ICT strategy is currently being developed to outline how ICT will support the Capital Coalition Commitments, the Council's strategic needs and enable transformational change. In addition, following Audit Scotland's review of ICT at the City of Edinburgh Council in May 2012, this work will address the recommendations, particularly around developing a strategy which reflects the council's current strategic and changing information needs.

2. Main report

- 2.1 ICT has been identified as a key enabler for the successful delivery of the Capital Coalition's Commitments along with the Council's strategic objectives. The strategy will have a key role to play in the internal improvement plans and will support the delivery of the Customer Access Strategy through building the foundations for successful engagement with citizens. In addition, this work will support the Communications and Engagement Strategy to improve interaction with the Capital's communities.
- 2.2 Over the next six months an ICT strategy will be developed which will place more focus on cooperative community with citizen and service user consultation and engagement. A range of stakeholders have been identified such as citizens, local businesses, partners, elected members, management and our workforce. The strategy will focus on understanding stakeholder requirements to ensure Edinburgh is a city empowered by ICT.
- 2.3 The key elements which the strategy will consider are:
 - Ensuring ICT is business driven;
 - Reviewing the governance arrangements for ICT in the Council, including creating channels to encourage innovation;
 - the sourcing strategy for ICT services;

- Design a suitable approach for stakeholders to effectively engage with the council through a variety of channels; and
 - Understanding the current ICT systems in place and review what the future state will look like.
- 2.4 The scope of the strategy is outlined in Appendix 1. Please note that the strategy will be business driver and action orientated.
- 2.5 Throughout the development of the strategy we will be seeking internal and external challenge from stakeholders and industry experts to critically review the Council's approach. As the strategy seeks to expand the Council's online service delivery an important element will be to ensure that the customer experience developed will be in line with leading customer service organisations.
- 2.6 It is important to note that the City of Edinburgh Council's ICT strategy will proactively support the implementation of the McClelland review of ICT infrastructure in the public sector in Scotland and actively comply with the National ICT Strategy and the Local Government ICT Strategy for Scotland.

ICT Sounding Board

- 2.7 An ICT Sounding Board has also been established which is cross party and will meet on a quarterly basis. The first meeting took place on 27 November 2012. The Sounding Board provides the opportunity to consult with members on ICT related issues in general and prior to committee reports being finalised.
- 2.8 The remit of the ICT Sounding Board is to consider, review and guide:
- the direction of ICT developments, in line with the ICT strategy
 - the success and importance of ICT in achieving the Council's Capital Coalition Commitments and strategic objectives
 - development and attainment of critical success factors
 - the cost/value of ICT to the Council
 - the Council's need to demonstrate best value
 - an overview of the change management programme
 - an assurance that ICT is meeting the needs of the citizen
- 2.9 The Sounding Board is not a formal Committee of the Council and has no power to take decisions, however, it will feed into the agenda planning process for the Finance and Budget Committee.

Next steps

- 2.10 While the strategy is developing it is important that ICT work progresses and a number of activities have taken place to date including the introduction to the

business intelligence tool COGNOS and the implementation of the corporate and learning and teaching technology refresh.

2.11 The next steps for the development of the ICT strategy will be to:

- consult with all key stakeholders groups, e.g. citizens to ensure that the Council have a strong understanding of their needs and desires;
- design the solution for all stakeholders to effectively interact with the Council and ensure core building blocks, such as citizen authentication, are in place; and
- undertake a programme of engagement and consultation with stakeholders over the coming months on the developing strategy.

3. Recommendations

3.1 It is recommended that the Corporate Policy and Strategy Committee:

- agree the direction of travel for the ICT strategy;
- agree to be engaged in the development of the strategy; and
- note that further updates will be provided as the strategy develops.

Alastair Maclean

Director of Corporate Governance

4. Links

Coalition pledges

P15 - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors

P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city

P33 - Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used

Council outcomes

CO23 - Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community

CO24 - The Council communicate effectively internally and externally and has an excellent reputation for customer care

CO25 - The Council has efficient and effective

services that deliver on objectives

CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives

CO27 - The Council supports, invests in and develops our people

Single Outcome Agreement

Appendices

Appendix 1 - Scope of the ICT strategy

Appendix 1 – Scope of the ICT strategy

ICT Strategy – overview/scope

DRAFT

