

1 PURPOSE

- 1.1 The purpose of this report is to seek the views of the Policy and Performance Committee on the revised Information Communication Technology (ICT) Strategy 2012 -2015.

2 BACKGROUND

- 2.1 The ICT strategy is a key corporate document which outlines how the Authority intends to optimise the use of ICT in order to achieve its objectives. It is underpinned by the ICT element of the Asset Management Plan which sets out in detail the ICT assets owned by the Authority and the use made of these.
- 2.2 As part of the back office review of ICT, it was recommended that the ICT strategy was reviewed and updated to ensure a clear position on how ICT will be used as an enabler, and the level of investment required to support this over the coming years. This paper presents a revised ICT strategy which seeks to create a clear focus on how ICT will be used.

3. STRATEGIC CONTEXT

- 3.1 The ICT Strategy sets out our medium to long term plans for the use of ICT to support the delivery of the four corporate goals:
- To prevent loss of life and injury from fire and other emergencies and promote community wellbeing
 - To respond appropriately to the risk
 - To plan and prepare for exceptional events
 - To deliver a modern, effective Service ensuring value for money with staff that reflect the communities that they serve
- 3.2 The resources associated with the ICT Strategy are agreed by Authority through the Capital Programme and Medium Term Financial Strategy.
- 3.3 The ICT strategy is not a technical document or an action plan for the ICT team. It relates to the use of ICT to underpin the priorities of the whole organisation, and is owned by the Strategic Management Team (SMT) and managed through the organisation's ICT Steering Group.

4. ICT OBJECTIVES

4.1 The following objectives have been developed in terms of the specific use of ICT in delivering the corporate goals. The overall aim is for ICT:

To provide fit for purpose, cost effective information and telecommunication systems to support service delivery

4.2 The specific objectives for the use of ICT are:

- a) To provide applications and devices which support effective service delivery.
- b) To maintain resilient network and communication infrastructure
- c) To provide support to all users of ICT systems
- d) To facilitate efficiency across the organisation by supporting data integration, process improvement and reduced duplication
- e) To ensure data and communications are secure and resilient
- f) To link with national and regional developments in ICT systems where these assist in delivering our other ICT objectives
- g) To make discriminating choices about which new technologies to embrace, based on a long term view of need and understanding of developments in the marketplace

5. STRATEGIC PRIORITIES

5.1 In providing the ICT systems required to deliver organisational priorities, strategic choices must be made about which priorities are the most important, and how ICT should be used in delivering them.

5.2 In terms of deciding priorities for the use of ICT, the following criteria have been developed and form a key part of the strategy:

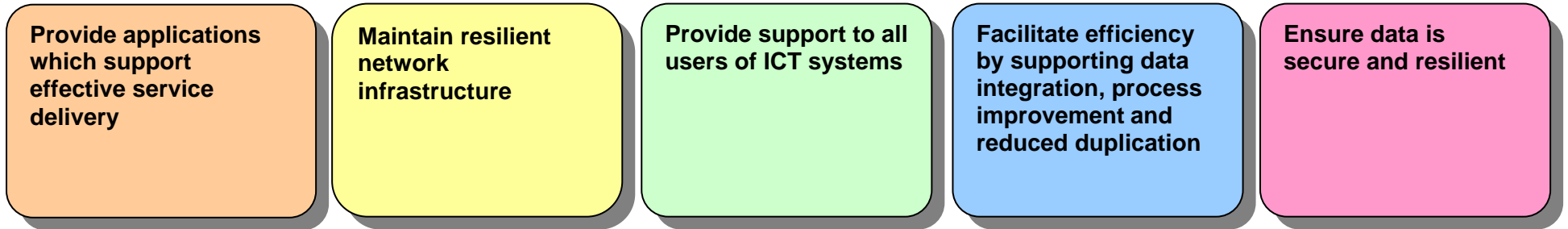
- a) Systems essential to maintain command, control and operational delivery. This includes development of new systems, or provision of replacement systems linked to contract lifespan, recognised capacity problems or need for greater functionality
- b) Systems essential to the achievement of IRMP actions
- c) Systems which facilitate efficiency but are not linked to IRMP actions

5.3 Priority projects will always be determined using these criteria, which should be explicitly considered as part of the process of submitting Capital Appraisal forms (CAFs) for ICT related projects.

5.4 Using these criteria, the priority projects for the next 3 years have been identified and these are detailed in the Strategy, and summarised in the diagram overleaf (also included within the strategy document).

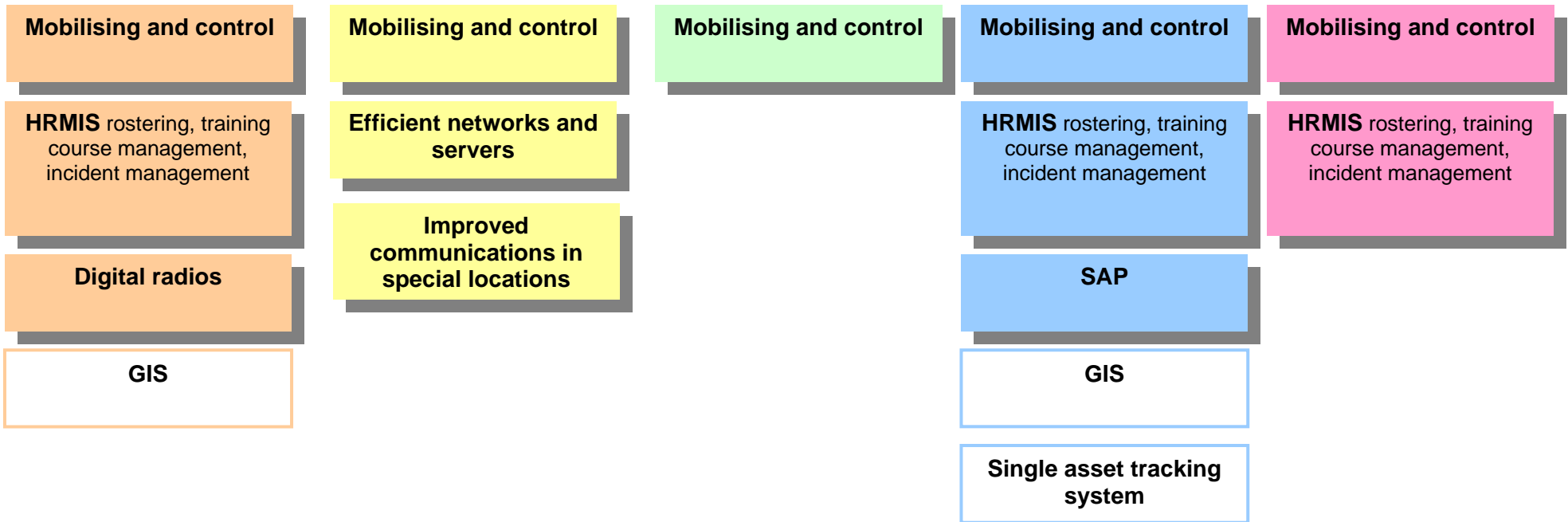
PREVENTING PROTECTING RESPONDING

Strategic ICT priorities linked to objectives



Link with national and regional developments in ICT systems where these assist in delivering our other ICT objectives

Make discriminating choices about which new technologies to embrace



6. DELIVERY

- 6.1 The delivery of ICT projects will be carried out through the Authority's processes for planning, resource allocation, project management, performance management and evaluation. Strategic Management Team (SMT) will ensure that such actions are included in high level strategies; that resources are allocated to these as appropriate; and that targets are set and progress reported and managed.
- 6.2 In terms of resource allocation, ICT projects are subject to the same process as all others in terms of acceptance or otherwise as part of the Capital Programme, which is agreed by Members on an annual basis.

7. FINANCIAL IMPLICATIONS

- 7.1 The financial implications of the ICT strategy are set out in the Medium Term Financial Strategy and monitored through the quarterly budget reports.

8. LEGISLATIVE IMPLICATIONS

- 8.1 There are no legislative implications.

9. HR AND L&D IMPLICATIONS

- 9.1 ICT projects are managed within the HR and Learning and Development processes of the organisation.

10. STRATEGIC PLAN LINK

- 10.1 The ICT Strategy supports all the organisational goals since ICT is essential to delivering effective service across the whole spectrum of service activity. There is a specific link with Goal 4 – To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve.

11. EQUALITY AND FAIRNESS IMPLICATIONS

- 11.1 All E & D implications will be considered when procuring ICT supplies and when managing ICT projects

12. HEALTH AND SAFETY IMPLICATIONS

- 12.1 There are no known health and safety implications

13. CONSULTATION

13.1 The ICT strategy was developed through consultation with the ICT Steering group and heads of departments.

14. RECOMMENDATIONS

14.1 The Committee is requested to:

- a) Review and comment upon the contents of the ICT Strategy

