

**Customer & Corporate Services Scrutiny
Management Committee**

31 July 2017

Report of the Assistant Director Customer & Digital Services

Draft ICT Strategy

Summary

1. This report outlines the process undertaken to develop the new proposed ICT Strategy as a platform for the council's ICT provision moving forward. After receiving a presentation of the draft strategy members will be asked to comment and endorse the broad strategic direction set ahead of formal approval.

Recommendations

2. The Committee is asked to:
 - a. Comment on the draft strategy and endorse it for onward approval;
and
 - b. Consider future receiving future updates as part of future work plans.

Reason: To ensure that scrutiny members have the opportunity to be consulted on a key strategy that will influence the future delivery of frontline services.

Background

3. In February 2017 a process was started to develop a new strategy for ICT, based directly on the experiences and aspirations of internal and external customers. The consultation approach is outlined in paragraph 11 to 13 below.
4. In order for this to be undertaken in a structured and measurable way, the ICT staff involved used a number of customer research techniques

already in use in ICT. These allowed them to better understand customer needs and develop insights into how they can deliver against these.

Developing the strategy

5. Taking all the research into consideration ICT were able to develop a strategic digital vision for the organisation, closely aligned to the business and workforce aspiration, both in terms of the technology and some of the cultural challenges that had emerged from the consultation.
6. In addition, by comparing the outputs of research interviews against staff questionnaires they were able to identify some of the key areas where the current ICT experience either empowered – or restricted – internal and external customer's shift towards that vision.
7. This enabled them to identify key insights into where they should focus their energies. These were articulated these as 'hypotheses' or the guiding principles that will directly mould the ICT provision going forward.

Delivering the strategy

8. It became clear during the engagement process that internal customers wanted to see a different kind of ICT strategy – one that would evolve as the business challenge and priorities shifted, and would adapt to new business strategies as they came online.
9. The council has therefore, developed a digital strategy that will be continually updated and communicated over time. The first full version of the strategy is available here: <http://cycictstrategy.com>; once approved this will be publicised and available via the council's website. A summary 'strategy on a page' is contained at the Annex to this report.
10. In terms of driving change, what is already emerging is the need to better baseline and measure the performance and experience around ICT's customer offer.

Consultation

11. The process began by members of the ICT service interviewing their own service leads, to identify a view of the future and practical challenges they face. These were then tested against the views of senior managers across the council and Member portfolio leads to ensure the higher level strategic direction and aspirations of the organisation were captured.

12. Using the outputs from this work, questionnaires were designed for ICT colleagues and, separately, the broader staff base to capture their current concerns and aspirations.
13. Finally some light touch public engagement was undertaken to baseline the public view of the council's current digital offer.

Options and Analysis

14. This is a report seeking feedback on approach and content, and so no other options are presented for consideration.

Council Plan

15. The ICT Strategy and digital ambitions should underpin all of the Council Plan 2015-19 priorities and related key change programmes.

Implications

16. The main implications relate to 'Information Technology' and are outlined in the report.

Risk Management

17. There are risks relating to the delivery of the ICT Strategy which are directly related to skills, capacity and financial resources. To mitigate these risks ICT programme management, robust financial business plans and skills/resource planning are a necessary priority for the service.

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**Report
Approved**

Date 20th July 2017

Specialist Implications Officer(s) None

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes

Annex 1 - CYC ICT Strategy Overview

Abbreviations

CYC - City of York Council

ICT - Information & Communication Technology