

DECISION-MAKER:	CABINET
SUBJECT:	IT Strategy 2021-2025
DATE OF DECISION:	20 December 2021
REPORT OF:	COUNCILLOR ROB HARWOOD CABINET MEMBER FOR CUSTOMER SERVICE AND TRANSFORMATION

<u>CONTACT DETAILS</u>			
Executive Director	Title	Deputy Chief Executive	
	Name:	Mike Harris	Tel: 023 8083 2882
	E-mail	mike.harris@southampton.gov.uk	
Author:	Title	Head of IT	
	Name:	Gavin Muncaster	Tel: 023 8083 2082
	E-mail	gavin.muncaster@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY

NOT APPLICABLE

BRIEF SUMMARY

The current Digital Strategy 2018-2022 is nearing an end. Since this strategy was put in place significant changes have happened including the end of the outsourcing contract which included IT Services, the in-house service re-established and a service restructure completed. An updated IT investment plan was agreed at the Full Council on November 18 2020 setting out the financial input needed to support stabilisation and improvement of IT Services. Finally, the COVID-19 pandemic has fundamentally changed the way that the organisation uses technology to support flexible working and to deliver services in new and innovative ways.

The IT Strategy sets out the vision, themes of work and key deliverables, linked to the IT Investment plan, as well as looking to the future on how different technologies can be used to ensure the council is a leading authority in delivering innovative and customer focussed services.

RECOMMENDATIONS:

	(i)	To adopt the IT Strategy 2021-2025 and that the IT Service plan work is based on the key themes identified to deliver the vision set out in the strategy.
	(ii)	To delegate authority to Executive Director Business Services, to make amendments to the policy during its period of effect, following consultation with the Cabinet Member Customer Service and Transformation.

REASONS FOR REPORT RECOMMENDATIONS

1.	The reliance on IT and Digital tools to deliver our public services is ever increasing. Alongside this the rate of change of technology is rapid and the cyber security threat landscape ever changing. In order for the IT Service to
----	--

	<p>deliver the highest quality services to the organisation in an effective way there needs to be a clear set of priorities and a clear vision to work towards. This is set out in the strategy and will provide the framework for IT Services to be developed and delivered against through to 2025.</p>
<p>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</p>	
2.	<p>Let the current Digital Strategy finish and not replace with a new strategy – not recommended. IT Systems and services are too important to the functioning of the authority to not have a clear direction and set of priorities. This will allow effective use of resources and best value to be delivered through the IT investment plan agreed previously.</p>
<p>DETAIL (Including consultation carried out)</p>	
3.	<p>With the re-establishment of a full in-house IT service and number of pressing activities were required. The service has undergone a full restructure to ensure the right teams are in place to deliver and develop IT Services. To aid financial planning and to ensure that there was adequate investment to replace old computer hardware and to bring line of business applications up to date has been created and was agreed at the Council meeting on 18 November 2020.</p>
4.	<p>Key areas of work were identified in the Investment plan with the IT Strategy 2021-2025 being created to ensure there is a clear and shared vision for IT & Digital services for the authority.</p>
5.	<p>The IT Strategy has strong links to the Customer Access Strategy and the Data Strategy. The IT Strategy sets out our plans for technology and skills that can then be used as enablers by all areas when defining how they deliver their services. Alongside this the Customer Access strategy focuses on our interaction with Customers making use of the appropriate technology to deliver accessible, high quality, customer focussed services. The Data Strategy is in its early stages of development but will be focussing on how the organisation can make the best use of its information assets again making use of technology delivered through the IT Strategy.</p>
6.	<p>The IT Strategy sets out the following key principles that will underpin all the deliverables and work defined:</p> <ul style="list-style-type: none"> • That the services provided by IT will support a digital first culture and acting as an enabler so that services can confidently build digital capability into their service plans. • To adopt an agile mindset and agile practices to ensure rapid continual development. To continue to move away from legacy IT systems and projects approaches. • To continue to move towards a modern IT Infrastructure that supports customer focussed digital services. The most appropriate technologies will be adopted to meet business need with an increasing use of cloud and software as a service (SaaS) products. • To be forward thinking and sector leading as an authority the creation of digital services and use of IT and technology for delivering innovative and ground-breaking services.
7.	<p>The deliverables defined in the strategy are broken into 5 themes.</p>

	<ul style="list-style-type: none"> i) IT Capability and Infrastructure. Continuing to build strong foundations for our IT-enabled services and ensuring the move to a modern, cloud infrastructure continues. ii) IT Tools and services. Ensuring that staff and councillors have the right tools for the job. iii) Smarter working. Helping the workforce have the right skills to make the most of the technology available. iv) A Culture of Innovation. Investigating and embracing new technologies and how these can be used to meet the aims of the council whilst driving innovation and creativity in designing new digital services. v) Catalyst for city-wide growth. Ensuring that partnerships are explored and expanded and identifying any potential commercial opportunities.
8.	For each theme of work identified in the strategy there are a series of deliverables defined, and a series of performance measures are identified. Full details are defined in the strategy, Appendix A.
9.	As the service is wide ranging these will be monitored through a the most appropriate forums including service meetings, project and programme boards, directorate management teams and executive management team as appropriate.
10.	The work identified through the investment plan and therefore the subsequent strategy were developed through discussion with the Executive management team and the full strategy created with consultation with the Cabinet member and colleagues.
11.	There have been huge strides forward in delivering improved IT Services, enabling services to continue to be delivered throughout the Pandemic and enabling new ways of working across all services. The IT Strategy sets out a clear framework to continue with the improvement and enhancement of the IT Services delivered by the IT Department, and to ensure Southampton City Council is a leader in the use of technology.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
12.	There are no direct revenue or capital implications of the IT Strategy document, however this does give a framework to assist the delivery of projects and spending identified in the IT Investment plan as referenced in the background papers.
<u>Property/Other</u>	
13.	No direct property implications; however, investments identified will allow improvement to the connectivity and IT provision in all retained properties.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
14.	Section 111 Local Government Act 1972 and Section 1 Localism Act 2011
<u>Other Legal Implications:</u>	
15.	Any purchasing that is required due to the projects identified will be completed via the appropriate procurement route.

RISK MANAGEMENT IMPLICATIONS	
16.	Individual projects enabled by the investment plan would be subject to their own risk management processes as part of the appropriate project delivery or procurement approach.
POLICY FRAMEWORK IMPLICATIONS	
17.	The corporate business plan 2020-2025 identifies a Successful, Sustainable Business as a key theme, reflecting the need for sustainable and agile services.

KEY DECISION?	Yes/No
WARDS/COMMUNITIES AFFECTED:	
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	IT Strategy 2021-2025
2.	Equality and Safety Impact Assessment

Documents In Members' Rooms

1.	
2.	

Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	Yes/No
---	---------------

Data Protection Impact Assessment

Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out.	Yes/No
--	---------------

Other Background Documents

Other Background documents available for inspection at:

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1. IT Investment Plan Agenda for Council on Wednesday, 18th November, 2020, 2.00 pm Southampton City Council	Item 46 on the Agenda for the full council meeting and associated documents.
2.	