

MEETING:	CABINET
DATE:	17 MARCH 2011
TITLE OF REPORT:	INFORMATION AND ICT STRATEGY
PORTFOLIO AREA:	ICT, EDUCATION & ACHIEVEMENT

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To approve the Information & ICT Strategy.

Key Decision

This is not a key decision.

Recommendation(s)

THAT:

- (a) **the importance of information and ICT as being critical to delivering the Council's objectives is acknowledged; and**
- (b) **the strategy be approved**

Key Points Summary

- Information is a critically important organisational asset and, like other key assets (e.g. staff, finance, and property) needs proactive management to maximise its value for our customers and our organisations. Information is also unique in that the more it is used, shared and managed, the greater the benefits that can be leveraged from it. There are also increasing customer expectations and legislative drivers that we preserve and safeguard our information.
- This Information and ICT strategy seeks to set out objectives and principles, aligned with other key strategies (e.g. Localities, Engagement, Customer Services) and transformational programmes (e.g. Rising to the Challenge) to provide a corporate framework for using Information and ICT to support organisational objectives and drive benefits to our communities and customers.
- This strategy sets out a vision, objectives and principles for Information and ICT to be at the heart of driving and supporting transformational change across Herefordshire Public Services,

working with our partners to enable achievement of the our objectives. It will be used to direct focus and effort to agreed priority areas of work.

- The strategy vision, high-level objectives and principles are summarised at the end of this paper, the full strategy document is an appendix.

Alternative Options

- 1 The absence of a strategy would leave Herefordshire Public Services without a corporate framework within which the use of information and ICT can be directed to better support achievement of organisational objectives.

Reasons for Recommendations

- 2 The Herefordshire Council and NHS Herefordshire do not have a current Information and ICT Strategy, that reflects the nature of partnership working across the public sector to serve the needs of our communities and customers.

Introduction and Background

- 3 The partnership between Herefordshire Council and NHS Herefordshire, jointly commissioning and providing a range of public services has enabled the development of a shared vision, values and priorities.
- 4 A number of joint strategies now provide a cohesive and consistent view of how, in partnership between ourselves and with others, we will implement our priorities in serving the needs of our communities and customers. This strategy seeks to provide additional clarity and detail on how we will use Information and ICT to do this.
- 5 Whilst the focus of our efforts remain on serving our communities and customers, significant organisational changes as a result of our unique local circumstance and national policy direction needs to be accounted for. The move towards a primarily commissioning based organisation, working with a range of partners necessitates we take an outward facing approach to our strategies and seek to influence and be influenced by our partners' strategies.
- 6 This Information and ICT strategy seeks to set out objectives and principles, aligned with other key strategies (e.g. Localities, Engagement, Customer Services) and transformational programmes (e.g. Rising to the Challenge) to provide a corporate framework for using Information and ICT to support organisational objectives and drive benefits to our communities and customers.

Key Considerations

- 7 The vision for the strategy is "To use information and technology to improve outcomes for our communities, drive excellence and efficiency in service delivery, and improve the experience of our service users, working in partnership with others."
- 8 There are five high-level objectives:

<p>Enabling a Digital County</p>	<p>Investing in a digital Herefordshire to service, engage with and support our communities and businesses and learning opportunities.</p>
<p>Better Information & Knowledge Management</p>	<p>Extracting value out of the information assets of the organisation, creating knowledge, keeping the information valuable.</p>
<p>Equipping the digital workforce</p>	<p>Developing an appropriately skilled workforce, where information is used intelligently and technology is used naturally</p>
<p>Driving efficient processes</p>	<p>Adopting lean ways of working, continuously improving our processes, and exploiting technology to automate tasks.</p>
<p>Information and Technology for service delivery</p>	<p>Using information and technology to deliver efficient services, maximising the investment already made in technology, developing connected solutions across our partnerships and adopting new technology when the business case is sound.</p>

Community Impact

- 9 This strategy supports the delivery of organisational objectives and other key strategies, including the customer services, engagement framework and localities strategies.

Financial Implications

- 10 There are no specific implications arising from this report.
- 11 Revenue budgets are provisioned for delivery of the ICT Strategy, business cases will need to be developed and agreed to access these.
- 12 Organisational strategies with ICT requirements have budgets to implement these requirements.

Legal Implications

- 13 There is legislation concerning the management and disclosure of information, and the strategy has regard to ensuring any such requirements may be fulfilled.

Risk Management

- 14 The major risks of not having an approved Information and ICT Strategy are:
- a. not using an appropriate evidence base for decision taking whilst commissioning and delivering services

- b. not aligning investment in ICT with organisational priorities
- c. poor information safeguarding practices leading to legal challenge, reputational damage and financial liabilities.

Consultees

- 15 The following have contributed to and have been consulted in the development of the strategy
- Joint Management Team and senior managers
 - Cabinet Member for ICT, Education & Achievement
 - ICT staff

Appendices

- 16 Appendix 1 is a summary of the strategy
- 17 Appendix 2 is the full copy of the strategy

Background Papers

None