

**Open Report on behalf of Debbie Barnes OBE, Head of Paid Service**

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| Report to:          | <b>Councillor R G Davies, Executive Councillor for Highways, Transport and IT</b> |
| Date:               | <b>07 - 10 May 2019</b>   |
| Subject:            | <b>IMT Strategy Document</b>  |
| Decision Reference: | <b>I017909</b>  |
| Key decision?       | <b>No</b>   |

**Summary:**

The Report seeks approval for the IMT High Level Strategy 2019-22 attached at Appendix A to this Report.

**Recommendation(s):**

That the Executive Councillor for Highways, Transport and IT approves the document at Appendix A to this Report as the Council's IMT High Level Strategy 2019-22.

**Alternatives Considered:**

Not to approve the document at Appendix A to this Report as the Council's IMT High Level Strategy 2019-22.

**Reasons for Recommendation:**

It is generally accepted as good practice to create and issue and periodically review a high level strategy for the Council's approach to IMT.

This IMT High Level Strategy 2019-2022 sets out the guiding principles for how Council technology assets and services will align to corporate objectives and desired outcomes. It enables senior leadership to set the direction for the future direction of IMT and to monitor performance of the Council in delivering against their objectives. It establishes a basis against which future decision making can take place and establishes a future work plan for the Council's IMT service and partners.

This is intended to allow the leadership of the Council to be assured the IMT service (in-house and partners) is aligned to the Council's broader strategies and the challenges being faced by the council.

## 1. Background

Information Management and Technology (IMT) underpins most Lincolnshire County Council (LCC) services.

Put simply if critical IMT systems fail, public facing services will be compromised or cease altogether. Modern IT systems will enable us to deliver high quality, efficient and effective services across all our activities.

LCC has recognised the need to modernise its infrastructure, personal devices and systems for some time and continues to fund a programme of work which will deliver significant business benefits during 2019.

Looking beyond that timeframe there is a need for the Council to establish the high level principles against which it will continue to develop its IMT to support the future delivery of the Council's services.

The IMT High Level Strategy 2019-22, as attached at Appendix A, sets out the guiding principles for how Council technology assets and services will align to corporate objectives and desired outcomes over the next 3 years. It proposes a prioritisation of activities based on a structured development through modernisation, optimisation and transformation. This structured approach allows the identification of a series of projects which fit into one of the three main categories. Many of these projects especially in the category of modernisation are already in place. Others as we progress into optimisation and especially transformation will require their own business cases and their own individual decision-making.

The Strategy enables senior leadership to establish the future direction for the IMT service and provides a basis against which progress in the development of the Council's IMT can be monitored. It is a high level short form document intended for decision makers and stake holders to understand the direction of travel and the principles which will underpin future proposals and decision-making.

The Strategy also provides the basis on which the future activities of the Council's IMT service will be directed.

The IMT service is a mix of internal and external resources. Strategic functions remain largely in-house and our prime service provider, Serco, provides the support desk for service users, infrastructure support, solution design and project services. The service is working increasingly in a more joined up way at the strategic level.

The Serco contract runs to 2022, the same period as the Strategy, and over this period the IMT service as a whole aims to become a more "Enabling Service" which makes more of the skills available within the IMT service, available to business managers when they are in the process of redesigning their own services or changing their processes and tools.

## 2. Legal Issues:

### Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- \* Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- \* Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- \* Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- \* Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- \* Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- \* Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

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| Equality Act considerations have been taken into account and there are not considered to be any impacts of this decision. |
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Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

The JSNA and JHWS have been considered and this decision is not considered to have any direct impact on them

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

Crime and Disorder Act considerations have been taken into account and there are not considered to be any impacts of this decision.

**3. Conclusion**

The IMT High Level Strategy attached at Appendix A has been developed following engagement with key stakeholders as a high level statement of the future direction for development of IMT to support LCC in terms of modernisation, optimisation and transformation and the report seeks the approval of the Executive Councillor for the Strategy

**4. Legal Comments:**

The Council has the power to adopt the decision.

The decision is consistent with the Policy Framework and within the remit of the Executive Councillor.

**5. Resource Comments:**

Approving the IMT High Level Strategy 2019-2022 will not have a direct impact on the budgets of the council. The strategy will direct future IMT projects and improvements to meet the council's objectives and this programme of work will form part of the approved capital programme.

## 6. Consultation

### a) Has Local Member Been Consulted?

n/a

### b) Has Executive Councillor Been Consulted?

Yes

### c) Scrutiny Comments

This decision will be considered by the Overview and Scrutiny Management Board at its meeting on 25 April 2019 and the reports of the Committee will be reported to the Executive Councillor.

### d) Have Risks and Impact Analysis been carried out?

Yes

### e) Risks and Impact Analysis

See the body of the Report and the Strategy

## 7. Appendices

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|---|----------------------------|
| These are listed below and attached at the back of the report |                            |
| Appendix A  | IMT Strategy Feb 2019 V1.0 |

## 8. Background Papers

No Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

This report was written by John Wickens, who can be contacted on 01522 553651 or [john.wickens@lincolnshire.gov.uk](mailto:john.wickens@lincolnshire.gov.uk).

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