

Report to Cabinet

Title:	Smarter Buckinghamshire Strategy (2018-2020)
Date:	7 January 2019
Date can be implemented:	15 January 2019
Author:	Cabinet Member for Resources
Contact officer:	Balvinder Heran -01296 674513
Local members affected:	All
Portfolio areas affected:	Resources

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

To present the Smarter Buckinghamshire Strategy (2018–2020) – attached at Appendix A - to the Cabinet for approval.

Recommendation

Cabinet is asked to approve the new Smarter Buckinghamshire Strategy (2018-2020) and nominate the Technology and Digital Board to oversee and monitor the delivery of the Strategy and provide an annual update on progress.

A. Narrative setting out the reasons for the decision

- The Council's previous ICT strategy was last published in 2015. The majority of recommendations and actions have been completed or superseded. The Smarter Buckinghamshire Strategy has been prepared to cover the period to 2020 and is attached at Appendix A.
- The strategy has been in development over several months to provide a five year ambition for the use of technology to improve outcomes for Buckinghamshire residents and communities, in accordance with the Council's Strategic Plan. However, in the context of the recent decision to establish a new unitary Council for Buckinghamshire in

April 2020, the draft strategy has now been revised to focus in on a much shorter time horizon. In particular, it focuses on the key deliverables which are critical to existing county council services over the next 15 months.

- The strategy does not seek to cover the significant technology and digital work associated with the establishment of the new council. This will be the focus of a workstream jointly developed by the five councils as part of the unitary transition programme. Equally, it does not seek to provide a longer term vision for technology across Buckinghamshire as it is envisaged that the new Council will need to take the opportunity to develop this with partners in due course.
- The Smarter Buckinghamshire Strategy builds on the strong work undertaken to date by the Council in the areas of ICT and digital provision. The Council recognises the role that technology plays in improving quality of access to services and has approved significant investment in technology to achieve this.
- These investments range from making sure residents and businesses have access to fast, reliable broadband to enabling 24/7 access to Council services through improved on-line provision and providing our Councillors and workers with the tools to more effectively undertake their work across the county to better support our residents, workers and visitors.
- To support integration with health the Council, along with its partners the Clinical Commissioning Group and Buckinghamshire Healthcare Trust, appointed a Joint Strategic Director for Information Assets and Digital Development to work across the Integrated Care System (ICS). This is to ensure that all technical and digital programmes are shaped around individual need rather than organisational boundaries with the aim of significantly improving the customer experience when accessing public services across Buckinghamshire and using technology to deliver cost and time efficiencies across all the public sector providers within Buckinghamshire.
- The Smarter Buckinghamshire Strategy is made up of five themes:
 - **Smarter County** – using technology to create opportunities and ensure Buckinghamshire thrives;
 - **Smarter Communities** – safeguarding our vulnerable and building self-reliant communities;
 - **Smarter for Customers** – making it easier for people to access our services;
 - **Smarter Council** – creating an efficient organisation, helping staff and Members to do their jobs;
 - **Enablement** – delivering this Strategy and ensuring value for money.
- It will be underpinned by the ICT Improvement Programme to ensure that the target operating model is shaped around business and customer need and that ICT and digital services adapt their staffing, supplier and contractor arrangements, processes and use of technologies to meet the changing organisational landscape.
- The Improvement Plan will be shaped to deliver the following key outcomes:
 - Enabling solutions for the workforce to be able to work flexibly, where and when it best suits them, their customers and service users;

- Working with our partners to shape the joint programme around improving the health and wellbeing of the local population through technology enabled integrated health and social care services;
Robust, timely and accessible information that drives informed decision making, service commissioning and business transformation;
 - A flexible, scalable and secure infrastructure where service cost is tied to applications and usage and user experience is managed.
- The ICT Service will continue to operate a hybrid staffing model of a core baseline in-house team and supplier contracts, supplemented by supplier and flexi-resources. Delivery of this Strategy will require additional resources to ensure that the right capacity and capabilities are available to deliver across the concurrent programmes. Business cases for these resources, together with the proposed Improvement Programme and Strategy Delivery Plan, will be overseen by the internal Technology and Digital Board which has been established, chaired by the Cabinet Member for Resources.
 - The programmes and projects approach will adopt appropriate PRINCE2 and Agile Project methodologies to ensure effective governance and management of plans, milestones, resources, risks and issues. These are currently under development.

B. Other options available and their pros and cons

The alternative option is not to have a Smarter Buckinghamshire Strategy. However this would risk losing the opportunities it provides - particularly its contribution to supporting Buckinghamshire residents to have improved access to services at a time and location of their choosing. It would also mean that we would not have a clear Member direction for the investment programme in technology over the next year.

C. Resource implications

None at this stage. The Council has an approved Capital Programme for ICT projects which is currently being reviewed so that it is shaped around the requirements of the Smarter Buckinghamshire Strategy and key operational upgrades/enhancements required to improve the ICT offering to all users.

D. Value for Money (VfM) Self-Assessment

The Smarter Buckinghamshire Strategy is underpinned by the ICT Improvement Programme which sets out the ICT changes required to ensure that all services deliver high quality, value for money services. In addition, the ICT Capital programme is being reviewed and monitored by the Technology and Digital Board to ensure only those projects that will improve services for residents and can demonstrate a good return on investment are delivered.

E. Legal implications

Any procurements undertaken and/or contracts entered into in order to deliver the Smarter Buckinghamshire Strategy must be in accordance with Council's Standing Orders and The Public Contracts Regulations 2015 as applicable.

F. Property implications

There are no property implications

G. Other implications/issues

None

H. Feedback from consultation, Local Area Forums and Local Member views

The Smarter Buckinghamshire Strategy was considered by the Finance Select Committee on 13th November 2018 and the Technology and Digital Board.

I. Communication issues

The Strategy is owned by the Technology and Digital Board.

J. Progress Monitoring

Delivery of the Strategy will be monitored by the Technology and Digital Board chaired by the Cabinet Member for Resources.

K. Review

None

Background Papers

None

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Democratic Services Team by 5.00pm on 4 January 2019. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk