

## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

<p>Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i></p>	<p>Priority 1 – Improve the health and wellbeing of our communities</p> <p>Priority 2 – Enhance the quality of people's lives</p> <p>Priority 3 – Enable a flourishing local economy</p>
<p>Consultation:</p>	<p><i>ICT Team, Business Transformation teams, service teams, collaborative workshops, technological reviews, IT and service capability assessments and through an Informal Executive session.</i></p>
<p>Legal:</p>	<p><i>Advice from Legal colleagues will be sought before the Partnership Agreement is entered into.</i></p>
<p>Financial:</p>	<ul style="list-style-type: none"> <li>• <i>Significant investment in ICT is required in order to make it fit for purpose. All financial implications have been discussed and agreed by S151 and a breakdown is provided at ERPD</i></li> </ul>
<p>Human Resource:</p>	<p><i>None EHC specific</i></p>
<p>Risk Management:</p>	<p><i>The key risk, if the Council does not approve the approach recommended in the strategy, is that the quality of ICT services provided will continue to decline, as the technical debt grows, and the increasingly overloaded ICT team have progressively less time to modernise the ICT estate or attend to service requests.</i></p> <ul style="list-style-type: none"> <li>• <i>Technical Debt not addressed: If the existing infrastructure is not updated, the effort and cost to maintain the existing infrastructure will continue to grow, and the security risks will rise.</i></li> <li>• <i>Bottom up approach to business unit/service needs continues: If a strategic approach to service needs is not adopted, the Balkanisation of the estate will grow and the overall value for money achieved will diminish.</i></li> </ul> <p><i>Interoperability will also suffer, and the ICT Partnership's</i></p>

	<p><i>ability to make best use of its data assets will diminish.</i></p> <ul style="list-style-type: none"> <li>• <i>Failure to attend to service and customer needs: If the current approach continues of having services determine their technical solutions, then adding their proposed implementation projects to the ICT team's backlog, then not only their frustration grow but they will be increasingly tempted to adopt a 'shadow IT' approach, commissioning solutions without going via ICT, this will have multiple disadvantages, in terms of potential security risks, poor value for money, interoperability challenges, and reduced ability to coalesce and analyse data at a strategic level.</i></li> <li>• <i>Failure to deliver a secure and resilient 'hybrid' (on premise and cloud based) infrastructure: The current infrastructure is ageing and most components need replacing. Failure to replace hardware and software will mean that the ICT Partnership will continue to experience poor systems performance and will be greater exposed to security risks and significant technical failures including potential loss of business data.</i></li> <li>• <i>Overall if the ICT Strategy is not adopted the existing service will continue to decline, and there will be almost irresistible pressures to increase the ICT Service further than proposed in the strategy, simply to 'keep the infrastructure lights on', and avoid what could be increasingly common system outages. This will then represent poor value for money for a poor service.</i></li> </ul>
<p>Health and wellbeing – issues and impacts:</p>	<p><i>The Strategy itself has no impact or issues. It is, however, recognised that the users of ICT need to make reasonable adjustments to ensure they are using ICT effectively and with due consideration of their personal health and wellbeing.</i></p>
<p>Equality, diversity and human rights considerations, and whether Equality Impact</p>	<p><i>At this stage the proposals impact on staff and customers is either neutral (in that there are no discernible equalities impacts) or positive. In the main the proposals make an indirect, but positive contribution to equality and diversity as the proposals will help enable the delivery of new digital channels that may be easier for</i></p>

Assessment required:	<i>people with certain kinds of disability to use than existing channels. The proposed new business tools for staff and Members will also improve people's ability to work remotely and more effectively out in the community to the benefit of residents.</i>
Environmental Sustainability	<i>The progressive move to smarter technology and cloud based solutions will reduce energy costs for the Council and will be a more environmentally appropriate way of delivering ICT. The ICT Partnership is committed to ensuring where possible it reduces its carbon footprint. Highlight any implications of the proposals which could contribute to environmental sustainability.</i>