APPENDIX 1

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ICT STRATEGY 2018-2022

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Version History

Version	Date	Distribution	Comments
0.1-0.4	Feb-Mar 2018	Internal ICT Management Team	Internal ICT early drafts
0.5	Apr 2018	Bob Jackson, Manjit Sandhu, Cllr Jeremy Heron	Early draft for key stakeholder review
0.6	18 May 2018	EMT (Bob Jackson, Manjit Sandhu, Colin Read, Grainne O'Rourke, Alan Bethune); Portfolio Holder (Cllr Jeremy Heron); Service Managers; ICT Management Team	Complete draft for full stakeholder review
1.0	25 May 2018	EMT (Bob Jackson, Manjit Sandhu, Colin Read, Grainne O'Rourke, Alan Bethune);Portfolio Holder (Cllr Jeremy Heron); ICT Management Team; COSP; Cabinet	Final version including all feedback received
1.1	21 June 2018	EMT (Bob Jackson, Manjit Sandhu, Colin Read, Grainne O'Rourke, Alan Bethune);Portfolio Holder (Cllr Jeremy Heron); ICT Management Team; Committee Admin (Jan Debnam); COSP; Cabinet	Referenced members explicitly under Background and Themes; adjusted Business Vision to make it clear that the overall goal is to help residents and businesses; and, adjusted Time Based projects diagram for more clarity

ICT STRATEGY 2018-2022

1. Introduction

Information & Communication Technology (ICT) is critical for the effective operation and delivery of Council services to residents and business. It offers key benefits by enabling:

- Access to online transactional services, which makes life simpler and more convenient for residents and business; and
- Development of new channels to collaborate and share information with residents and business, which in turn enable innovation with new online services.

Good ICT is a fundamental tool that every modern organisation needs. This strategy will enable the Council to deliver better services for less cost. It will enable staff to work in new and more flexible ways to reflect changing lifestyles. ICT can release savings by increasing productivity and efficiency.

There has never been a more exciting time for ICT within local government with artificial intelligence (AI), Internet of Things (IOT), Chat-bots, Automation, Robotics, as well as Cloud and 'as a Service' offerings all promising to revolutionise working methods and means of communication with residents. The ICT strategy will, in time, look at all these opportunities with realism and pragmatism.

First though, the ICT Strategy will deliver better software and tools for staff and members, underpinned by reliable and robust infrastructure. This will enable accelerated implementation of new more flexible ways of working as part of the drive to reduce costs and improve current capabilities across the council.

The strategy is focused on driving real change. It sets out how the council will enable the delivery of services in a very different way from the past.

2. Background

The ICT Strategy 2018-2022 will enable the Council to build upon the work undertaken in the last 18 months, as set out in the ICT Strategy 2017-2018. Where the focus was on ensuring the:

- ICT service was capable of supporting the council's requirements; and,
- Legacy issues were stabilised including aged hardware and 'out of support' software.

Only when these issues were addressed could the Council go forward and ICT enable and support a more modern organisation. The 2017/18 Strategy has been, or is in the process of being, delivered via a large programme.

The ICT Strategy 2018-2022 takes up the story and represents another step forward. It will complete the work to fix the legacy issues and then fully enable the Council to deliver wider benefits from the use of ICT.

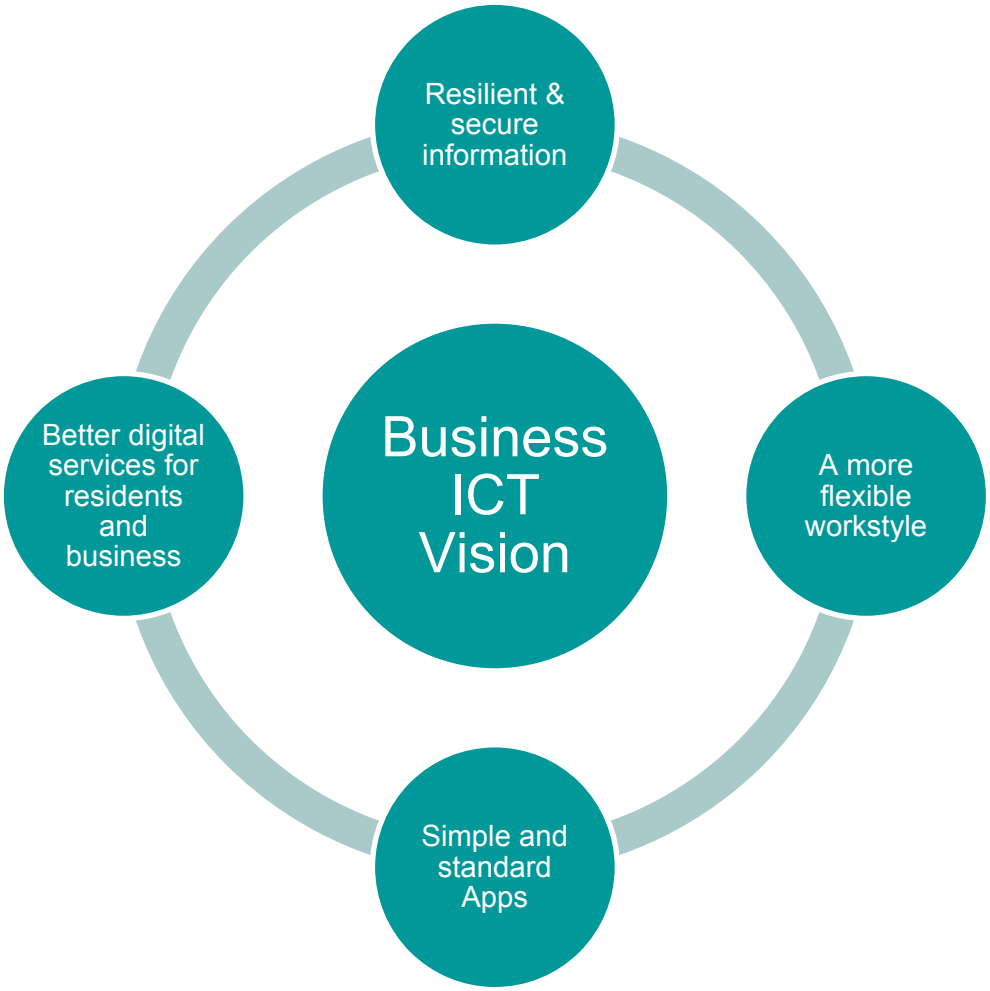
This new strategy will, over time, move NFDC from a trailing to a leading position as a council making efficient and effective use of information technology.

3. Vision

Business ICT Vision

Our business vision for the use of Information & Communications Technology is:

> **"We will use ICT which is resilient and secure, less complex and more productive, helping deliver reductions in council spending, to help residents and businesses obtain services from the council with ease and clarity."**



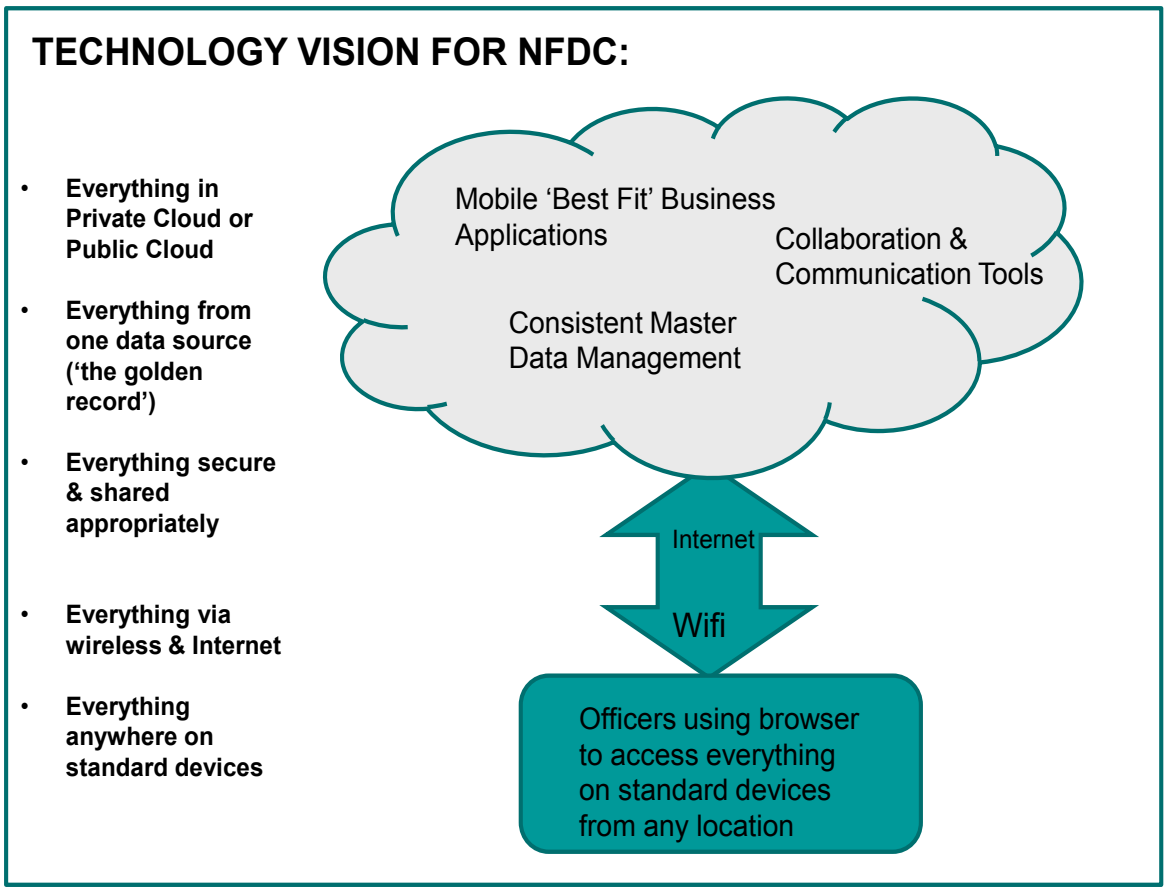
As shown above, to achieve our vision we will focus our work on four themes which will help to steer and focus our efforts on what truly matters, as follows:

- Ensure resilience and security of service delivery
- Create a more flexible, mobile workstyle for our staff and members
- Improve council efficiency and value for money through simpler, standardised applications
- Enable residents and businesses easily to transact digitally with the council

These themes will be the basis of prioritising ICT investment. Any future ICT investment must address one or more of these themes in order to progress. The themes are explored in more depth in the section headed Themes and Layers.

Technology Vision

The vision for how technology is actually deployed and used is summed up in the following diagram. This vision aims to provide some guiding principles for how we make decisions about future technology choices and how they fit into our ICT architecture.



Vision - Decision Made So Far

As part of the existing ICT Strategy 2017-2018 a number of decisions have been made to ensure we procure and build future ICT solutions on a solid foundation. These decisions remain relevant and will be taken forward as part of the new strategy. They are as follows.

i. We will renew our aged on-premise infrastructure with a new on-premise or remote 'private cloud' to meet our centralised computing requirements until at least 2022

ii. We will explore and use 'public cloud' for line of business or corporate applications when upgrading or replacing and when 'public cloud' is the best solution for cost, resilience and usability.

iii. We will renew personal devices of all staff with mobile hybrid equipment that provides a proven, up to date, complete solution (inc. ultra-wide screen and dock).

iv. We will support 'smarter working' with relevant ICT policies, connectivity, software, systems, infrastructure, and by reviewing/upgrading/replacing applications over time so they work remotely.

v. We will upgrade, simplify, rationalise and replace our corporate and line of business applications over time, especially those no longer 'supported' by vendors, to ensure they are standardised, 'best fit', and have minimal or no customisation.

vi. We will base our future ICT decisions on a unified approach to data, applications, platforms, connectivity and sourcing using TOGAF (The Open Group Architectural Framework) to ensure we are consistent with IT industry best practice.

In addition, we can now add two more important decisions as part of this new ICT Strategy.

vii. We will assess all ICT investments against the themes identified in this strategy and pursue those first that most closely align with these themes.

viii. We will adhere to a set of ICT principles to ensure the integrity and consistency of our ICT architecture and to enable us to stay consistent with our technology vision and thus avoid redundancy or spending money on solutions which are sub-optimal or become irrelevant. The principles we will follow are shown in Appendix B.

4. Scope

This ICT Strategy will cover all ICT services required by NFDC. This includes all service areas, member ICT services and the agreed services provided to partners such as the New Forest National Park Authority and Ringwood Town Council. The ICT Strategy will be the exclusive

means by which ICT services are planned, procured and implemented. No council services will be permitted to 'go their own way' on ICT solutions unless this is fully endorsed by ICT and EMT. This is essential to ensure consistency, integrity, and best value for money from ICT investments, and to avoid the risk of pockets of sub-optimal 'shadow ICT' existing within NFDC.

5. Themes and Layers

Themes

There are a number of focus areas in which ICT can and should make a large impact on the operations of the council. These have been termed 'themes' in this strategy. All actions stemming from this strategy should support delivery of one or more Themes.

- Ensure resilience and security of service delivery
  - Resilient systems that meet service levels
  - Secure systems safe from attack or failure
  - Data protected in line with our obligations
  - Better preparedness for emergencies
- Create a flexible, mobile workstyle for our staff and members
  - Suitable equipment for efficient working in the office
  - Standardised and reliable technology outside the office
  - Good connectivity across the district
- Improve council efficiency and value for money through simpler, standard applications
  - Standard applications with minimal or no customisations
  - Standardised simplified business processes using 'vanilla' functionality
  - Useful data and metrics that support decision making
  - Most appropriate sourcing of ICT services and products
- Enable residents and businesses easily to transact digitally with the council
  - Very good customer experience on the website
  - Simple, easy and reliable end to end transactions and customer journeys

The Themes are used as reference check-points for the Action Plan set out in Appendix A.

Layers

The layers show the dimensions which each project needs to consider to ensure a complete, integrated ICT solution is provided. As such they provide a checklist to ensure all facets of ICT are considered in our solutions.

To illustrate, in designing a solution we need to consider the **data** we want to hold, and the way that data is presented, processed and stored within end user **applications**. We then need to consider what **platform** each application sits on. We then need to decide how users **connect** to

that platform. Finally we need to decide how we **source** all of this for best value – specifically, what do we do ourselves within the council and what do we source from suppliers and partners. The layers are as follows.

- Data Strategy
  - Clarity of data ownership, security and integrity across NFDC
  - Work with each Service to help them define their master data management approach
- Applications Strategy
  - Reduce the number and complexity of our applications
  - Increase the use of standardised, simpler 'best fit' applications
  - Standardise business processes to fit the applications standard functions
- Platform Strategy
  - Simplify our infrastructure platforms and devices and use the most cost effective and efficient solutions – public or private cloud
- Connectivity Strategy
  - Renew our solutions for local and wider connectivity including within and between offices and the internet
  - Review our voice connectivity solutions
- Sourcing Strategy
  - Use suppliers, partners and managed services when cost effective while retaining contractual and managerial control
  - Focus the internal ICT function on its specific areas of competence to support the ICT Strategy

6. Action Plan

The action plan is the means by which we turn the vision and principles of the strategy into reality. The plan lays out the key projects we will action. These projects are over and above Business as Usual (BAU) ICT activities required for day to day council services.

The Action Plan consists of a view of the key projects through two complimentary lenses. The first lense is that of a theme by theme view of the outcomes we aim to achieve. The second lense is that of a time orientated high level plan of our year by year goals.

These are each illustrated below and explained in more detail in Appendix A.

ICT Strategy – Theme Based Projects

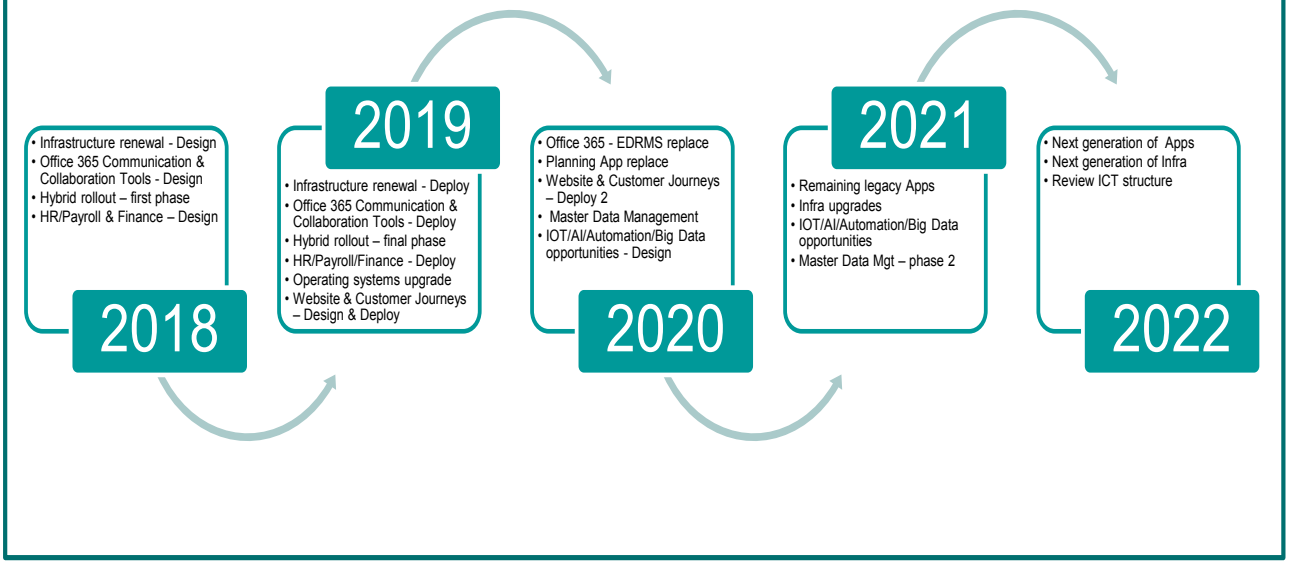
Resilience & Security
- Infrastructure renewal – servers, network, storage, connections
- HR Payroll / Finance App / EDRMS / Planning App replace
- Operating system upgrades
- Next generation Apps and Infra

Flexible/ Mobile Workstyle
- Infrastructure renewal – servers, network, storage, connections
- Remote connection
- Office 365 Communications and Collaboration tools
- Hybrid devices rollout

Efficiency & VFM
- HR Payroll / Finance / EDRMS/ Planning Apps replace
- Planning Apps replace
- Master Data Management
- Artificial Intelligence
- IOT/Automation/Big Data/Automation Potentials

Digital Residents & Businesses
- Website replace & Customer journeys
- Telephony
- IOT/AI/Big Data/Automation Potentials
- Customer Service optimisation

ICT Strategy – Time Based Projects



7. Implementation and Monitoring

Monitoring of the delivery of this ICT Strategy will be done by a number of governance bodies as follows:

Governance Body	Prime Function	Frequency
ICT Management Team	Day to day leadership and control	Weekly
Project Boards for individual projects	Leadership and decisions on specific projects	Bi-weekly or monthly
Service Manager	Control and coordination of the overall strategy and architectural integrity of ICT and risk control	Daily
Executive Head of Resources	Exec level monitor and guidance on ICT strategy to service manager	Bi-weekly
Portfolio Holder	Review and control of ICT budgets and strategy from democratic viewpoint	Monthly
EMT	Direction and priorities of ICT; decisions on contentious matters	Monthly-Quarterly
Cabinet	Decisions on budgets and overall priorities	Ad-hoc
Audit role	Validation and verification that due process is being followed and risks managed	Annual programme
Finance	Monitoring of budgetary spend with ICT	Monthly

8. ICT Architecture Principles

TOGAF Enterprise Architecture suggests that well defined principles help an organisation to build and sustain a more robust and better value for money ICT architecture. We will adhere to a set of ICT principles to ensure the integrity and consistency of our ICT architecture. This will enable us to stay consistent with our technology vision and thus avoid redundancy or spending money on solutions which are sub-optimal or become irrelevant. The draft principles we will follow are shown in Appendix B.