
ICT STRATEGY 2020

Babergh and Mid Suffolk District Councils

Contents

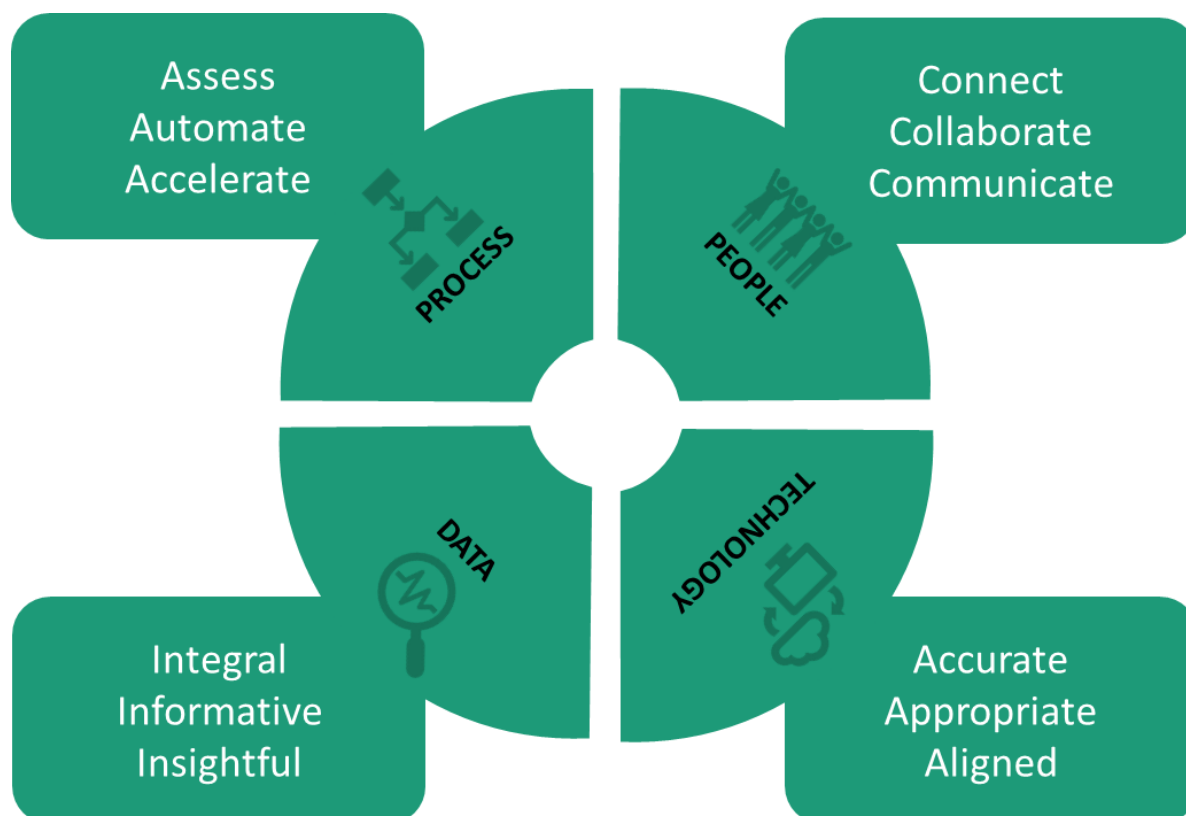
| | |
|---|----|
| Executive Summary | 3 |
| People | 4 |
| Process | 4 |
| Data | 4 |
| Technology..... | 5 |
| Scene Setting..... | 5 |
| ICT Strategy – Key Design Standards..... | 6 |
| Leverage or Buy; not Build..... | 7 |
| Rationalisation, consolidation, and standardisation..... | 8 |
| Infrastructure free..... | 8 |
| Confidentiality, integrity, availability (Information Security) | 9 |
| Keep it simple..... | 9 |
| Action Plan – People and Process Direction of Travel | 11 |
| Action Plan – Data and Technology Direction of Travel | 12 |
| Draft Action Plan | 13 |

Executive Summary

Babergh and Mid Suffolk District Councils ICT Strategy is focussed on the business outcomes that the use of technology will enable and provides a strategic framework that adopts the recognised change formula for ICT, that of People, Process and Technology and strengthens it.

As a formula, People, Process and Technology has been developed as a result of recognising, from an ICT perspective, that the cultural change that ICT change initiatives need to enable, will only succeed if the people and process elements are considered and firmly embedded into organisational change initiatives.

They are key principles in successful ICT delivery - if ICT doesn't take account of people or support them, look at their processes and understand them, we are not going to implement technology that works for them. A fourth principle of 'data' complements and supplements the other three. Data is potentially one of our most overlooked assets which can evidence both the need for, and the result of, organisational change, as well as supporting service delivery and decision making. ICT can look to surface data in a way that is easily accessible and meaningful.



People

- **Connect** all representatives of Babergh and Mid Suffolk District Councils with the information and insight that enables them to undertake their roles effectively, from wherever they may be.
- **Connect** the customers of Babergh and Mid Suffolk to service fulfilment in the most cost effective and efficient way, enabling them to self-serve where appropriate.
- Enable the Officers and Councillors of Babergh and Mid Suffolk to **collaborate** across the organisation, connecting key strands of work quickly and effectively.
- Enable **collaboration** across partners and other delivery agencies.
- Ensure that key **communication** tools used by the people, staff and Councillors of Babergh and Mid Suffolk are modern and fit for purpose.
- Ensure that **communication** with the customers and partners of Babergh & Mid Suffolk is relevant, timely and accurate.

Process

- **Assess** our technologies with a view to ensuring they are enablers to effective processes within Babergh and Mid Suffolk and rationalise/consolidate our technologies where appropriate.
- **Automate** those processes that enable channel shift and leverage technologies that help to digitally enable processes within Babergh and Mid Suffolk.
- **Automate** repetitive robotic tasks freeing up resources to focus on more value-add tasks.
- Maximise the use of technologies that **accelerate** service fulfilment for the residents of Babergh and Mid Suffolk.

Data

- Ensure that we utilise technology to surface our data to make it **integral** to the day to day running of our business.
- Integrate those data sets that help us to make **informed**, evidence based, decisions that improve services and products.
- Exploit our data, along with externally provided data to provide **insight** into the potential future demand for existing and new services.

Technology

- Build **accuracy** into the running of ICT Services, enabling pro-active understanding of the financial, people and asset implications of our Technology Services
- Only exploit **appropriate** new technologies, whilst leveraging our existing technology stack, supporting the ambitions of Babergh and Mid Suffolk and improving outcomes for our customers.
- Deliver an ICT Service that is **aligned** to the value it needs to add to the services and staff of Babergh and Mid Suffolk, ensuring its resources are a key change agent, engaged early and often by services in their continuous service improvement.

These principles will be considered and referred to in all decisions in regards to Technology by Babergh and Mid Suffolk District Councils.

Scene Setting

The following table provides context, showing what has been achieved whilst remaining realistic about the challenges we still face in regards ICT in Babergh and Mid Suffolk District Councils

| Area | Achieved | Challenge |
|-------------------------------|---|--|
| SCC IT Delivery | <ul style="list-style-type: none"> • Day to day ICT provision seen as good. • Increased ownership and accountability of SCC ICT contract budget • Improved relationship with SCC ICT. | <ul style="list-style-type: none"> • Limited understanding of what is provided by whom in regards ICT. • No logical separation of M365 toolset, policies, or governance. |
| Microsoft Licencing and Suite | <ul style="list-style-type: none"> • A Standard Productivity Suite and a set of tools that not only helps us to do our day job but is the same as others use, reducing issues of collaboration. • A toolset that is an enabler in a post-Covid workplace. | <ul style="list-style-type: none"> • We don't really know how to use some of the suite, and we aren't leveraging enough value from the tools. • Relevant licensing models for work styles. |
| Device Provision | <ul style="list-style-type: none"> • A good suite of appropriate devices | <ul style="list-style-type: none"> • Several unmanaged devices and some procurement of |

| | | |
|---------------------------------------|---|--|
| | | <p>devices without ICT knowledge.</p> <ul style="list-style-type: none"> • Refresh of some device types not accounted for. • Suitability of devices in post-Covid world. |
| Digitisation of Process | <ul style="list-style-type: none"> • A positive attitude and a genuine drive towards better digitisation of processes. | <ul style="list-style-type: none"> • Very few end-to-end digitised processes. • Technology limitations • Some cultural barriers to overcome. |
| Communication and Collaboration Tools | <ul style="list-style-type: none"> • Voice and Video tools have been readily adopted across the organisation. | <ul style="list-style-type: none"> • A mixed economy of functionality depending upon whom you are. |
| Data | <ul style="list-style-type: none"> • Early adoption of BI for specific single point uses. | <ul style="list-style-type: none"> • Data is difficult to surface and integrate and is not readily used. Some concerns around data quality. |
| Access | <ul style="list-style-type: none"> • Nearly all staff have access to ICT, and where they have access can utilise personal devices to undertake some tasks. | <ul style="list-style-type: none"> • A two-tier approach to access to ICT Provision. |
| Vendor and Contract Management | <ul style="list-style-type: none"> • Contract Consolidation underway. • ICT Contract Register improved dramatically. | <ul style="list-style-type: none"> • Increase focus of ICT Contract Management on business outcome. |
| Security | <ul style="list-style-type: none"> • Security training readily available (GDPR etc) | <ul style="list-style-type: none"> • Increased number of attack vectors due to distributed working. |

ICT Strategy – Key Design Standards

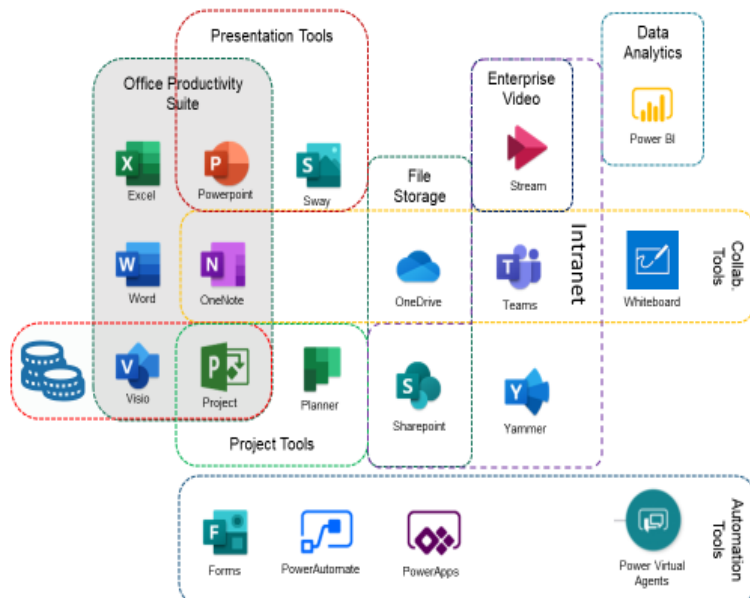
There are several design standards that underpin this strategy. It is important that these design standards are defined and adopted by the organisation, as they, alongside the principles, underpin the rationale and decision making around what technology solutions are adopted by the Councils’.

Leverage or Buy; not Build

- BMSDC ICT capacity limits our opportunity to build and develop in house solutions. The commoditisation of ICT allows greater opportunity to buy the relevant components needed to support our services. The focus will therefore be on configuration and integration (where aligned to the ICT Infrastructure)
- Where we do need to build, we will leverage products that we already have, or look to procure products that enable low-code developments to be undertaken
- Where low-code platforms exist or are procured, we will ensure that the opportunity for development upon them is shared with the wider organisation, increasing our development capabilities.
- Where the wider organisation is enabled to develop their own solutions on low-code platforms we will adopt a Centre Of Excellence approach, with the central ICT team ensuring relevant safeguards and security is in place.
- We are currently, and for the foreseeable future, a Microsoft house. We will leverage as much value from our Microsoft Enterprise Subscription Agreement as possible.

Our Key Microsoft Products

- Increase adoption of our Microsoft Products
- Digital Upskilling for those products that align with Strategy – Collaboration Tools, Data Analytics Tools and Automation Tools.
- Replace Intranet with Microsoft Products – Dynamic Intranet.
- Migrate File store from Physical Servers to Cloud Based services and link to Intranet, enabling better information access and sharing.



Rationalisation, consolidation, and standardisation

- We will look for opportunities to consolidate applications and systems where we have duplicate systems offering the same capability
- When systems become end of life we will always look to evaluate them prior to replacement to ensure replacements increase functional scope and align with organisational need and ambition. We will look to ensure we understand:
 - What are the deficiencies of the existing technology? Can they be overcome or reduced to deliver a fit-for-purpose solution? Are there other applications within the organisation which can be exploited? Thorough evaluation supports specification for replacement if necessary.
 - Standard Device offerings will be developed in regards Smart Phones and Laptops (incl. Surface Pros) to ensure economies of scale, standardisation of usability and an alignment with core technologies such as the Microsoft Productivity Suite. Where devices that deviate from the standard offering are required, IT will ensure they align with technical architecture and it is expected that the ongoing refresh of such devices is factored into any business case for their use.

Infrastructure free

- We are committed to cloud architecture as a means of reducing local reliance and cost (financial, people and environmental) whilst making the most of security and performance delivered by enterprise quality platforms.
- We will adopt public cloud-based solutions where technically feasible, cost effective and compliant to do so with the following order of preference in terms of cloud service offerings:
 - 1st - SaaS – Software as a Service e.g. Office 365.
 - 2nd - PaaS – Platform as a Service e.g. Web application hosting without requiring operating system management or virtual machines.
 - 3rd - IaaS – Infrastructure as a Service. Virtual machines with operating systems running on public cloud hypervisor.
- We are aware that cost and security concerns and the technology marketplace will restrict our ability to procure compliant public cloud-based solutions and in such circumstances will look to private cloud based solutions.

Confidentiality, integrity, availability (Information Security)

These fundamental principles of confidentiality, integrity and availability, regarding Information Security are paramount for the protection of our customers and the delivery of our services. We will adopt the following:

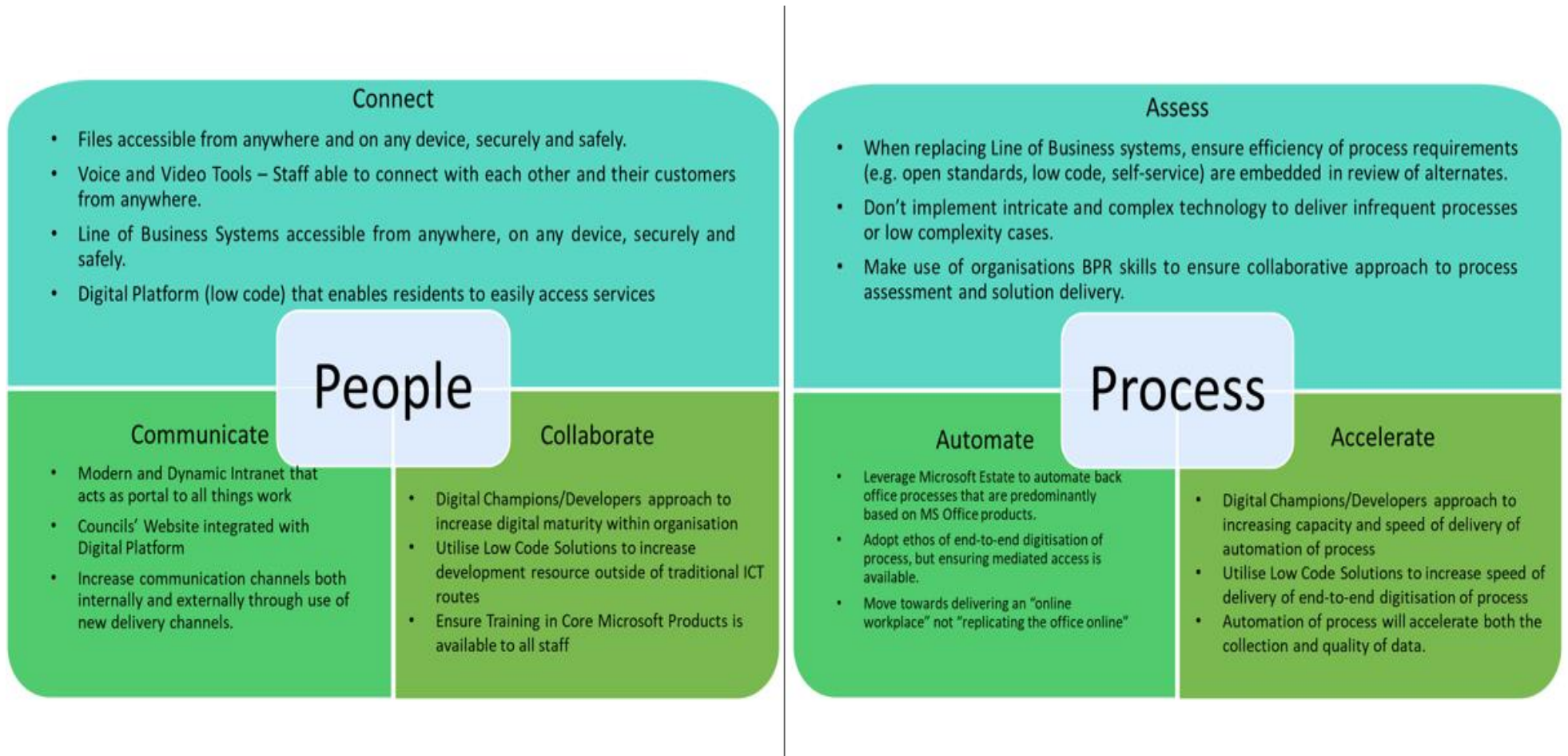
- Information is a valuable council resource; it has real, measurable value. In simple terms, the purpose of information is to facilitate decision-making. Accurate, up to date data is vital to accurate, timely decisions.
- Named Information Asset Owners (IAO) within the council will be accountable for the Confidentiality, Integrity and Availability of Datasets and associated information assets. Together with policy, process and technical controls the council will apply its risk management scheme to the management of information.
- Data processed into Information is the foundation of our decision-making, so we must also carefully manage data to ensure that we know where it is, can rely upon its accuracy, and can obtain it when and where we need it.
- Information must be appropriate and applicable to the business requirements so that it be found, opened, worked with, trusted and understood.
- Information and datasets are governed corporately and defined consistently throughout the enterprise. These universal definitions need to be understandable and available to all users and partners.
- Information Asset Owners will encourage the re-use of public sector information by removing obstacles that stand in the way of re-use. The main themes are improving transparency, fairness, consistency and how better use could be made of their information assets within the law.
- The council will publish information as required and increasing by default to enable more efficient administration. An 'information charter' will be established, detailing its approach to information management in terms of maximising the public benefit and how better use could be made of the council's information assets.

Keep it simple

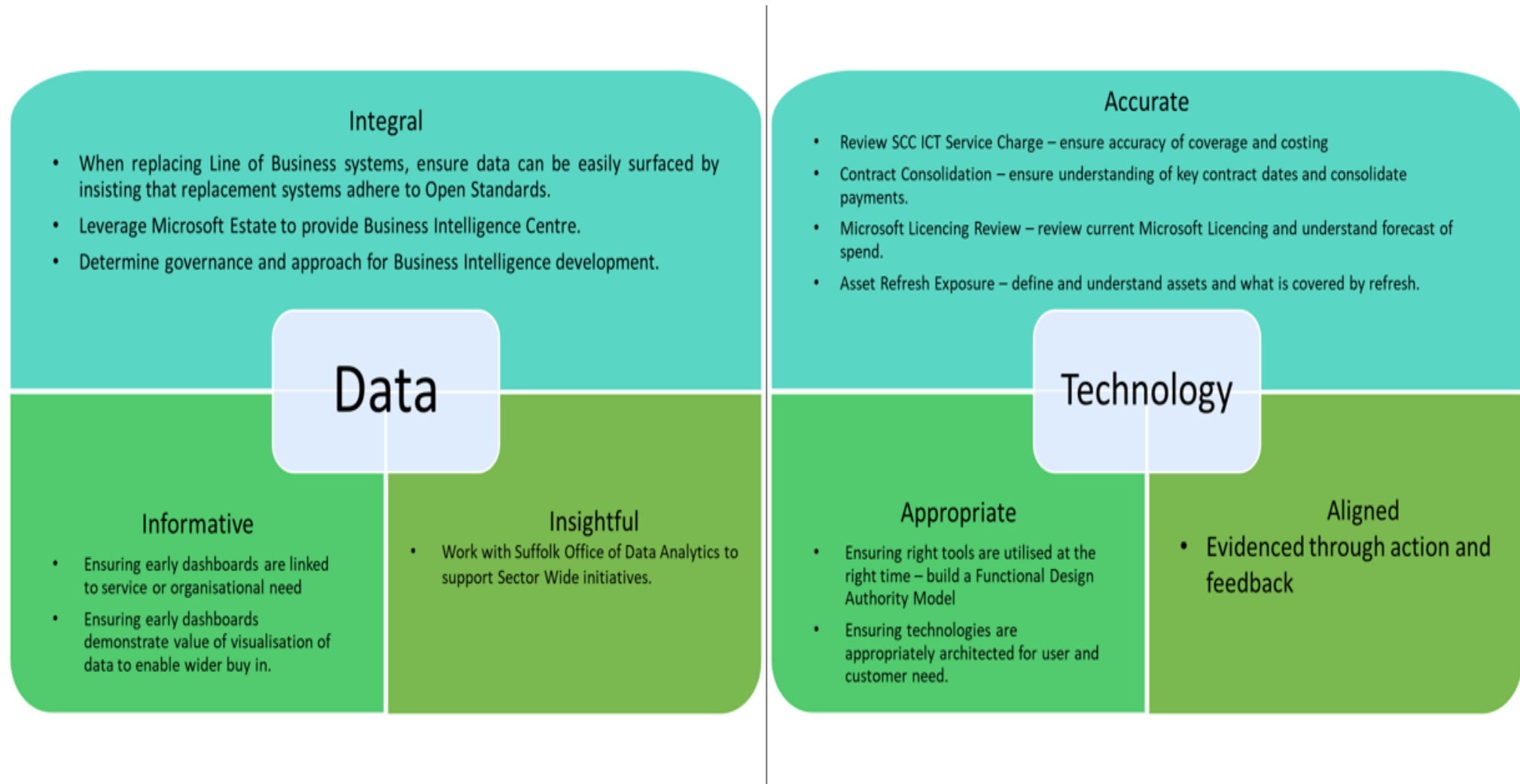
- We will always ensure we look to understand the requirements of those whom require new systems, assuring strong adoption of technology across the user base and an alignment of technology to the value it needs to provide.

- We will challenge unnecessary complication and intricacy ensuring that we adopt Paretos principle (80% of result comes from 20% of effort) in terms of technology investment, whilst also ensuring ease of use.
- We will ensure return on investment and will not implement intricate technology to deliver infrequent processes or low-complexity cases.

Action Plan – People and Process Direction of Travel



Action Plan – Data and Technology Direction of Travel



Draft Action Plan

| Ref | Action | Description | # | High Level Action | Status/Start Date | Alignment with Principles | | | | | | | | | | | | | | |
|-----|--------------------------------|---|-----|--|-------------------------------|---------------------------|-------------|-------------|---------|----------|------------|----------|-------------|------------|------------|-------------|---------|---|---|--|
| | | | | | | People | | | Process | | | Data | | | Technology | | | | | |
| | | | | | | Connect | Collaborate | Communicate | Assess | Automate | Accelerate | Integral | Informative | Insightful | Accurate | Appropriate | Aligned | | | |
| 1 | Files Accessible from Anywhere | All electronic files stored in secure online repositories and linked to intranet. 3 key areas of file store (all sharepoint) 1) One Drive - Personal Files 2) MS Teams - Files being worked on by a Team or for a particular initiative 3) Sharepoint Collection Sites - Final version of files that need to be shared and accessible. | 1.1 | Work with SCC ICT to secure separate and distinct MS Tenant | Underway | | | | | | | | | | | | | | | |
| | | | 1.2 | Review and determine structure | Dependant upon outcome of 1.1 | | | | | | | | | | | | | | | |
| | | | 1.3 | Socialisation of Approach | Dependant upon outcome of 1.2 | | | | | | | | | | | | | | | |
| | | | 1.4 | Move of Files | Dependant upon outcome of 1.3 | y | y | y | y | | y | y | | | | | | y | y | |
| | | | 1.5 | Embed | Dependant upon outcome of 1.4 | | | | | | | | | | | | | | | |
| 2 | Voice and Video Tools | Microsoft due to deprecate Skype For Business and SCC ICT shared O2 service due to end. Move telephony to MS Teams. | 2.1 | Increase adoption of MS Teams as key toolset within Councils | Complete | | | | | | | | | | | | | | | |
| | | | 2.2 | MS Teams Training | Ongoing | y | y | y | y | y | | | | | | | y | y | | |
| | | | 2.3 | Skype for Business Migration | Q3 20/21 | | | | | | | | | | | | | | | |

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| | | | 2.4 | Microsoft Teams as key toolset for Digital Champions/ Developers | Q3 20/21 | | | | | | | | | | | | | | |
| 3 | Line of Business Systems Accessible from Anywhere | When reprocurring line of business systems look to ensure these are accessible from anywhere and on any device (Cloud SaaS). For existing systems, look to provide tactical solutions to increase accessibility. | 3.1 | Cloud Hosted Solution Procurement (individual covered in action 9) | Ongoing | | | | | | | | | | | | | | |
| | | | 3.2 | Tactical Solutions(individual covered in action 10) | Ongoing | y | | | | | y | | | | | | y | y | |
| 4 | Digital Platform that enables residents to easily access services | Replace our websites with a Digital Platform that provides an integrated Content Management System, Low Code Workflow Engine, and core customer contact management elements. | 4.1 | Determine High Level Requirements | Complete | | | | | | | | | | | | | | |
| | | | 4.2 | Pre-Market Engagement | Underway | | | | | | | | | | | | | | |
| | | | 4.3 | Low Level Requirements | Q3 20/21 | y | y | y | y | y | y | y | y | | | y | y | y | |
| | | | 4.4 | Vendor Deep Dive | Q4 20/21 | | | | | | | | | | | | | | |
| | | | 4.5 | Procurement | Q4 20/21 | | | | | | | | | | | | | | |
| | | | 4.6 | Implementation | Q1 21/22 | | | | | | | | | | | | | | |

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| | | Needs to align with and underpin principles of Customer Transformation Programme. | | | | | | | | | | | | | | | | | | |
| 5 | Digital Champions/ Developers | Recognising the need to increase adoption of digital tools, provide confidence to all of the organisation in their use and drive a digital culture across the organisation we will adopt and foster an internal digital champion/developer approach. This, over time, will provide additional capacity across the organisation that can take advantage of low code toolsets, moving ICT from a provider model to an enabler model. | 5.1 | Determine Self Identifying Cohort (from MS Teams Adoption, BPR etc) | Underway | | | | | | | | | | | | | | | |
| | | | 5.2 | Digital Champions/ Developers Branding and Network Development | Q3 20/21 | | | | | | | | | | | | | | | |
| | | | 5.3 | Digital Champions/ Developers Supporting S4B migration | Q3 20/21 | y | y | y | y | y | y | y | y | | | y | y | y | | |
| | | | 5.4 | Digital Champions/ Developers and MS Power Tools in MS Teams | Q4 20/21 | | | | | | | | | | | | | | | |
| | | | 5.5 | Ongoing Digital Champions/ Developer Programme | Q1 21/22 | | | | | | | | | | | | | | | |

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| 6 | Ensure Training in Core Microsoft Products is available to all | To provide some learning pathways for all core Microsoft Products, and ensure this available to all. To ensure that this is provided in a manner that allows the repository of training to grow | 6.1 | Launch curated Microsoft Learning Pathways online learning provision. | Complete | | | | | | | | | | | | | | | |
| | | | 6.2 | Utilise Digital Champion/ Developer network to maintain and increase training material. | Q3 20/21 | y | | y | | | y | | | | | | y | | y | |
| 7 | Business Intelligence | Look to create a Business Intelligence Centre underpinned by a single data dictionary that allows the organisation to build visual dashboards, safely and securely publish these | 7.1 | Identify high level approach to Business Intelligence delivery, taking us from early visualisation to a fully embedded analytics platform. | Complete | | | | | | | | | | | | | | | |
| | | | 7.2 | Identify Publishing Cohort | Underway | y | y | y | y | y | y | y | y | y | y | y | y | y | y | |
| | | | 7.3 | Develop Data Governance Guidance and Checklist | Underway | | | | | | | | | | | | | | | |
| | | | 7.4 | Identify Early Pilot Areas | Underway | | | | | | | | | | | | | | | |
| | | | 7.5 | Undertake Early Pilot | Q4 20/21 | | | | | | | | | | | | | | | |

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| | | | 7.6 | Implement rolling agile development plan | Q4 20/21 | | | | | | | | | | | | | | | | | | |
| | | | 7.7 | Data Warehousing | 21/22 | | | | | | | | | | | | | | | | | | |
| | | | 7.8 | Data Gateways | 21/22 | | | | | | | | | | | | | | | | | | |
| | | | 7.9 | Next Steps TBD | TBD | | | | | | | | | | | | | | | | | | |
| 8 | ICT Financial Rigour | Improve rigour in regards ICT contract management and licencing. | 8.1 | Review SCC ICT Service Charge | Complete | | | | | | | | | | | | | | | | | | |
| | | | 8.2 | Review Microsoft licencing to enable accurate revenue forecasting. | Underway | | | | | | | | | | | | | | | | | | |
| | | | 8.3 | Consolidate payment dates for key contracts to enable accurate forecasting | Underway | | y | y | y | | | y | y | | | y | y | | | | | | |
| | | | 8.4 | Increase rigour in ICT contract management | Q4 20/21 | | | | | | | | | | | | | | | | | | |
| | | | 8.5 | Asset listing in preparation to look at refresh needs | Underway | | | | | | | | | | | | | | | | | | |
| 9 | Line of Business Systems Rolling Programme | Rolling programme of Line of Business System retendering and potential replacement. | Commercial in Confidence | | | y | y | | y | y | y | y | y | | | | y | y | | | y | | |

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| 10 | New Way of Working | This is to cover both the urgent need that some may have in regards access to systems that have not been properly architected for "working from anywhere" or other ICT work related to the next normal that is not covered by other organisational initiatives. | 10.1 | M3 - RDS Temporary | Complete | | | | | | | | | | | | | | | | | |
| | | | 10.2 | M3 - RDS Permanent | Underway | | | | | | | | | | | | | | | | | |
| | | | 10.2 | FME - Move mapping compute workload to server rather than end point devices to minimise network traffic during Covid. | Complete | y | y | | | | | | y | | | | | | | | y | y |