Staffordshire County Council

ICT Strategy

October 2021 – October 2026

Welcome to the ICT Strategy

Our new ICT strategy will be driven by the council's Strategic plan and the needs of service areas.

This strategy has been written during a time of significant change, not only around technology but most recently due to COVID. COVID has demonstrated our absolute reliance on technology in delivering public services. We now need to look to the future, learn lessons from the last year and ensure that our technical platforms continue to support the organisation.

The council strives to become a "digital first" organisation and Staffordshire ICT has a key role in delivering that ambition. We need to provide technical solutions that enable a shift from traditional ICT support and focus more on transformational services that help to improve front line services and add customer value.

We must also continue to ensure the reliability and security of the critical ICT services we deliver so our users can have confidence in the services we provide.

There is a real opportunity for ICT to lead by example so we will be transforming the way we deliver our own services increasingly using automation and self-service.

I am confident together we will make this an exciting and successful journey.

John Tradewell

Director for Corporate Services

The Staffordshire Vision

An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy

Outcomes

Everyone in Staffordshire will:

Have access to more good jobs and share the benefits of economic growth

Live in thriving and sustainable communities

Be healthier and independent for longer

Priorities

Support Staffordshire's economy to grow, generating more and better-paid jobs

Tackle climate change, enhance our environment, and make Staffordshire more sustainable

Encourage good health and wellbeing, resilience and independence

Fix more roads, and improve transport and digital connections

Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential

How we work

Encourage our communities to help themselves and each other

Lead our workforce to be ambitious, courageous and empowered

Use digital technology and data to connect, inform and support the people of Staffordshire

Engage and listen to our communities, partners and business, working together to improve our county

Pledge: Live within our means and deliver value for money

Digital first

Staffordshire County Council

The mission and vision for ICT

Mission

To support Staffordshire County Council in becoming a digital first organisation with highly reliable, secure and easy to use technology solutions, maintaining operational excellence as we transition from legacy to new solutions during a period of unprecedented change.

Vision

To provide technology that allows both our workforce and Staffordshire citizens to easily interact with digital services and improve the use of data throughout the organisation to support decision making.

The structure of the strategy

The gap we need to close

Themes and Principles

How we will deliver

The journey we want to take ....

Today

“It can feel like a maze of frustration”

- Why are my Business Processes still paper based and inefficient?
- Why do I have to remember so many passwords to access different IT services?
- Why is the data I need to make decisions on out of date or I can’t see all the data?
- Why can’t I find what I need on the Intranet?
- Why is my application down for maintenance again?
- Why is it hard to collaborate with partners using sites like Teams and SharePoint?
- Why can’t citizens have a single access point and ID for all Council services?

The ICT Strategy

Future proofing our technology solutions

Accessible Information and Data

Making sure staff have the rights tools and ICT skills to do their jobs

Tomorrow

“I have been empowered”

- Capabilities provided allowing end users to transform workflows and processes.
- 1 set of credentials with secure access to all IT services using biometrics.
- Data available near real time, user self service reports and dashboard creation capabilities.
- Information available to self resolve 80% of queries through a Google like search or by asking a Chat Bot for help.
- Migration to cloud will reduce disruptive maintenance activities.
- I can add external users to collaboration sites and I know I am responsible for maintaining security.

How we will deliver the strategy

Vison

To provide technology that allows both our workforce and Staffordshire citizens to easily interact with digital services and improve the use of data throughout the organisation to support decision making.

Future proofing our technology solutions

Making sure staff have the right tools and ICT skills to do their jobs

Accessible Information and Data

User First

Standards Based

Secure

Strategic and value for money

Continuous Improvement

We will be guided by 5 principles

- User First
- Standards based
- Secure
- Strategic and value for money
- Continuous Improvement

Themes

The themes are not silos, they support each other. For example we need to have a safe and secure network, with accessible and meaningful data, so users are able to deliver their services.

Future proofing our technology solutions

We will provide technology solutions that will facilitate safe and secure collaboration in an increasingly Internet centric world.

Making sure staff have the right tools and ICT skills to do their jobs

We will guide and support the organisation to maximise the opportunities technology and data provide which will help to improve service delivery and business transformation.

Accessible Information and Data

We will provide access to data and tools to improve decision making.

Future proofing our technology solutions

We will provide technology solutions that will facilitate safe and secure collaboration in an increasingly Internet centric world

Outcomes

- Every application will have a clear road map aligned to Business needs and the ICT strategy.
- We will take advantage of Software as a service and utilise other cloud services as far as possible to reduce the cycle of maintaining on premise Infrastructure and Applications.
- We will create network solutions that will allow colleagues to collaborate and work easily, safely and securely with clients and partners.
- We will simplify and improve access controls by using modern authentication methods reducing the reliance on passwords.
- Data will be shared using policies that help to reduce the risk of data loss or breach.

Making sure staff have the right tools and ICT skills to do their jobs

We will guide and support the organisation to maximise the opportunities technology and data provide which will help to improve service delivery and business transformation capabilities.

Outcomes

- Our colleagues will have access to the technology they need to work effectively wherever they are working from.
- Our colleagues will feel confident in using technology and data to work in a smart way.
- Technology will be used for repetitive tasks to allow ICT time to be spent on improvement and transformational activities.
- ICT solutions will be intuitive and accessible.
- We will continue to exploit our investment in Microsoft 365.

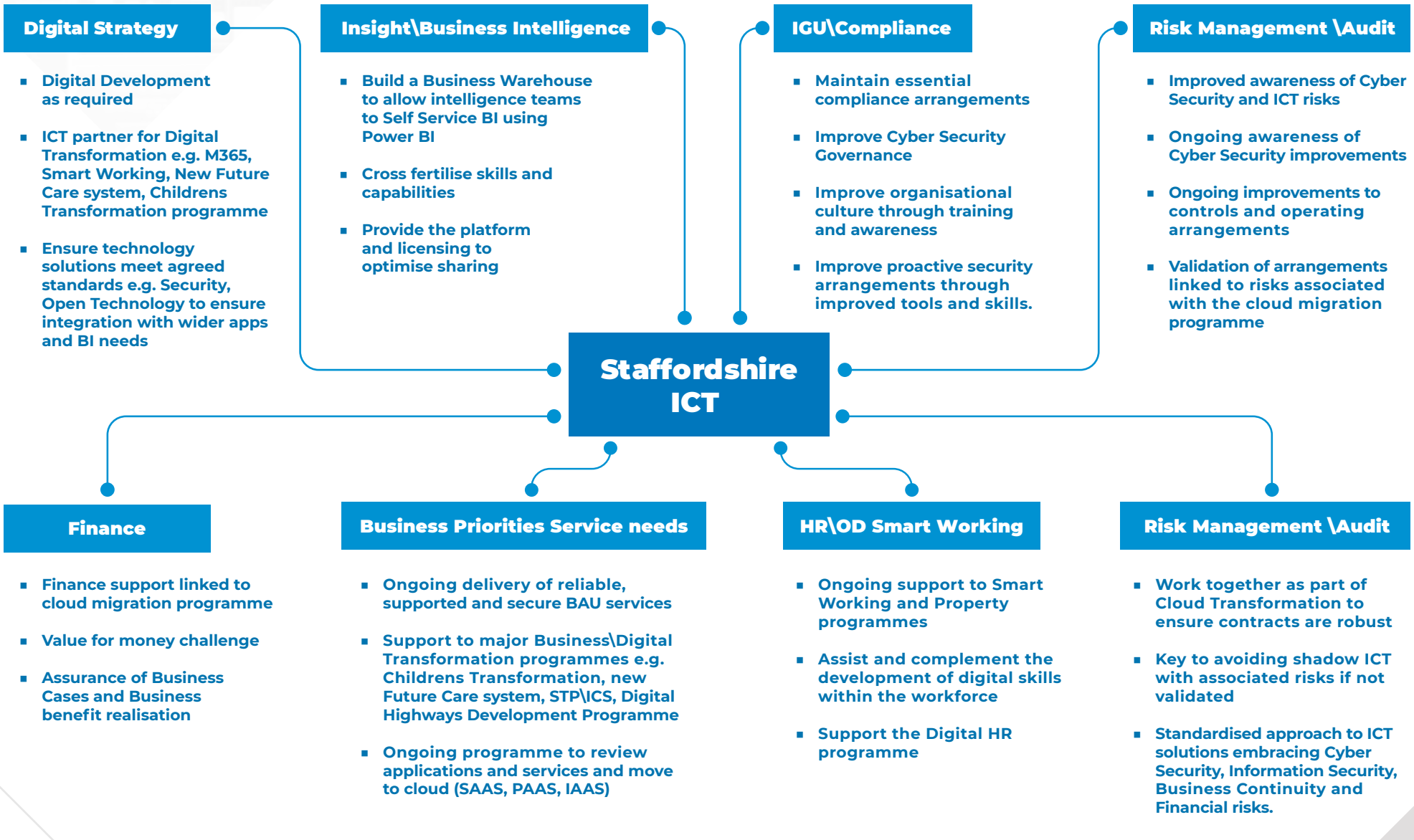
Accessible Information and Data

Provide data in the best way to support decision making

Outcomes

- It will be easier to extract and interrogate data to help decision making.
- We will provide more opportunities for users and citizens to self serve information.
- Common business processes will be automated using the low code capabilities of the Microsoft 365 Power Suite.
- Sharing data with people outside of the organisation will be done safely and securely.

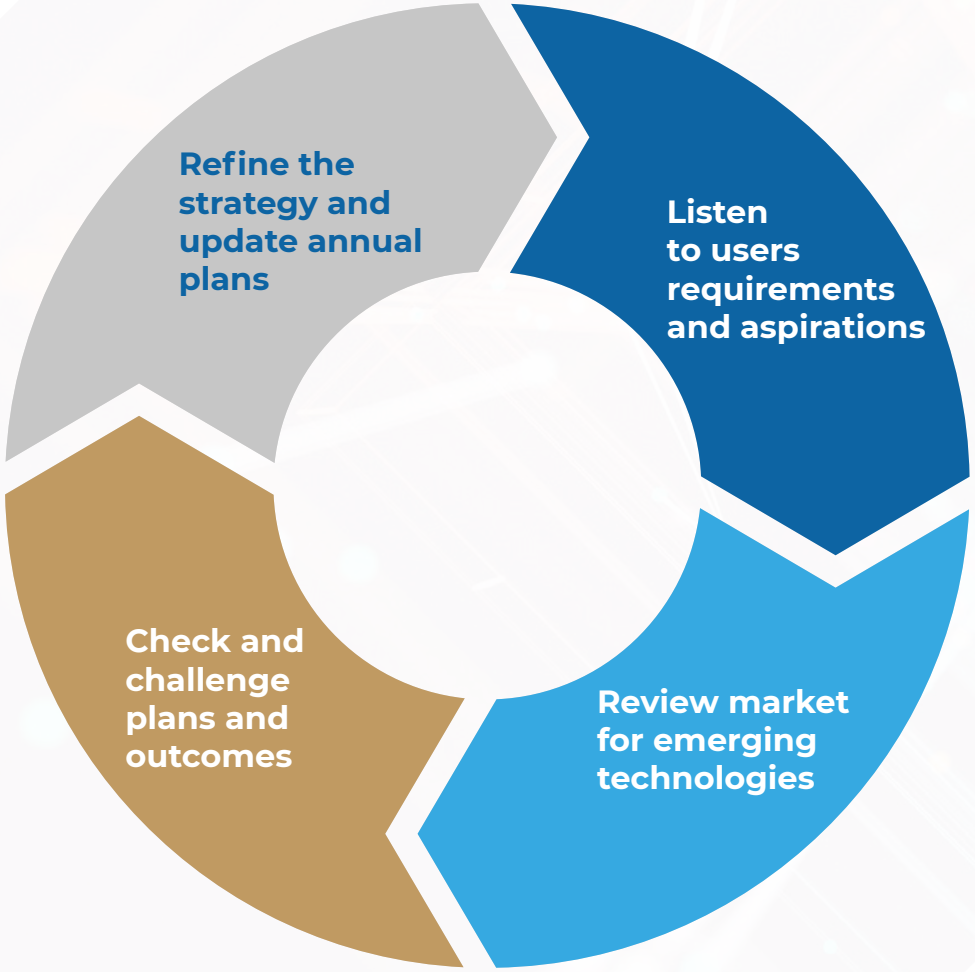
Staffordshire ICT alignment to wider strategies and stakeholders



Timeline for Implementing the IT Strategy

Theme	Area	Deliverable	2021	2022	2023	2024	2025	2026
Future Proofing our technology solutions	End user technology	New remote access solution for all users						
		New device set up completed remotely via user self service						
		Technology roadmap - MFA (Windows Hello), Windows 11						
	Security	Improved tools - Vulnerability Scanning, Ransomware prevention						
		Enhanced security monitoring and response (SOC/SIEM)						
		PSN and Cyber Essentials compliance						
	Cloud Migration	Main business applications move to Software as a Service						
		Backup functionality to move to the cloud						
		Data centre move residual apps to the cloud - Infra as a Service						
	Infrastructure	Migration of Apps off Oracle - ONE, GIS, Pensions, Property etc.						
		Upgrade Internet\Firewall						
		Next generation Staffordshire PSN						
Right tools and skills	Exploitation of Office 365	Teams Rollout						
		Teams Telephony rollout						
		Sharepoint EDRMS and migration of flat file data						
	Digital Transformation	Support service areas with specific transformation projects						
		Support the Digital Programmes priority themes						
	Skills and confidence	Accessible and timely learning and support options						
		Investment in training for ICT teams						
Accessible Information and Data	Interrogation of data	Ability for users to create their own reports and dashboards						
		Use of AI to interrogate data						
	Automation	Promotion of low code functionality in office 365						
		Implementation of chat bots						
	Self service of information	Data warehouse to support Business Intelligence self service						
		Use meta data for richer searching and self service e.g. delve						

How we will review the strategy



- Our IT strategy is an active document that we will use to make sure we are doing the right things. We recognise that the environment we operate in is continually changing so we will listen to our stakeholders and adjust the strategy if necessary.
- To ensure we successfully deliver our vision by 2026 we will complete an annual review of the IT strategy. The outcome of the review will be used to develop our annual plan on a page.