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Staffordshire County Council ICT Strategy 2016 – 2021

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INTRODUCTION

This is an exciting time for Information Communication Technology (ICT) in public sector organisations. When deployed in the right way, technology is a great enabler in the drive to provide more effective services to the public and meet their needs in the most efficient way possible.

The County Council's strategic plan and business plan for 2016/17 set out the values and priorities for the years ahead, detailing what we want to achieve and the vision to create a connected Staffordshire, where everyone has the opportunity to prosper, be healthy and happy.

As a result of the vision, the strategic plan outlines three priority outcomes where the people of Staffordshire will:

- Be able to access more good jobs and feel the benefits of economic growth
- Be healthier and more independent
- Feel safer, happier and more supported in and by their community.

These ambitions cannot be delivered by Staffordshire County Council in isolation, they can only be achieved by working in partnership with other public sector agencies, supply partners, the voluntary sector and ultimately our residents - technology can play a major role in making this easier.

Staffordshire ICT (SICT) recognises that technology solutions and services within the organisation need to support the outcomes and transformational ambitions of the organisation and increasingly adopt a digital approach. This ICT strategy aims to provide the direction that technology at Staffordshire County Council needs to move in, in order to achieve the strategic outcomes of the organisation during a period of unprecedented change.

SICT recognises that transformational change will not be achieved by providing technology solutions in isolation, for full benefits to be achieved SICT and other SCC support services will need to support front line business areas as they manage the required cultural change.

SICT has worked with key stakeholders to understand their current ICT challenges and future aspirations. Their valuable input has helped to shape this strategy.

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STRUCTURE

The strategy is split into 4 key sections:

- The first section of the strategy examines the current service position and demands on SICT, looking at how those demands and service needs will change in the future to meet evolving customer needs.
- The second section focuses on what (and how) SICT must do in collaboration with its customers to continue to ensure the ICT needs of Staffordshire County Council and its citizens are met. This will include providing insight into the potential changes that new technology, digital approaches and on line service delivery will bring. It will also need to embrace and challenge current ways of working where appropriate, whilst ensuring that we are providing the maximum return on investment from the technology and solutions that are currently available.
- The third section addresses other, equally significant areas of ICT that are essential to support the successful delivery of the strategy e.g. procurement and contract management, training and support.
- The fourth section outlines the governance and reporting processes that need to be in place to ensure that progress is made against the strategy over the 5 year term; and provides checks and balances to ensure that the needs of our customers are being met.

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PART 1 – ICT DEMANDS, NOW AND IN THE FUTURE

Where the SCC user of ICT services is today

The services currently delivered by SICT are reflective of an era where users primarily work in a council/ partner office environment and are connected to a fixed network point or use corporate Wi-Fi to gain access to information, systems and applications. Mobile working is available; however it is not ubiquitous due to budget limitations, network constraints, not being wholly intuitive, and it also has some constraints around application suitability.

The provision of the Staffordshire cloud, delivered by Citrix, has enabled many users to work in a more flexible way, as they can access a "virtual desktop" wherever they have internet connectivity.

Our users can often have two or even three phones; firstly the traditional fixed desk telephone for office working and one or more mobile phones for business/ private use. Each device has a different number that makes contacting someone more complicated than it needs to be.

SICT's estate of applications comprises of a number of core enterprise applications and several hundred specific business applications. Not all of the functionality of these systems is being utilised and in many cases only basic functionality has been exploited. This partial use of systems can be symptomatic of a poor return on investment in a product, and has led to business areas requesting and relying on bespoke applications as an alternative to provide missing features or functional gaps. This ultimately impacts further on any potential return on investment from a system.

Traditionally applications are purchased or developed for a specific business unit's requirements, resulting in application and data silos. These applications cannot work with each other without costly integrations that were not factored in at the time of procuring or developing them. Services often want 'perfect' rather than accepting 'good enough' or they may miss an opportunity to implement a system and adapt business processes to suit. A number of the applications that exist on our estate may require significant re-engineering if they are to meet modern deployment requirements that would allow them to be delivered from the cloud or mobilised so that they can be accessed as "apps" on mobile devices. In addition, business processes will need to be reviewed and adapted to fully achieve the benefits of mobile working supported by technology.

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SCC creates and retains extensive volumes of data that is fundamental to all business functions. However it is largely unstructured and held in stand-alone systems, creating data silos that limit how easily information can be accessed and shared to fully exploit benefits. There is presently limited understanding of the wider benefits of shared applications and data and information governance barriers prevent sharing data with partners and the 3rd sector.

Many of SICT's customers are delivering services to Staffordshire residents and businesses 24/7. These users are still constrained by IT support teams only being available during office hours. ICT has access to a range of self service solutions to support customers, and needs to look at what is of most benefit, in order to address this gap.

SICT provides a range of devices to customers; budget pressures and compliance constraints can result in people potentially not having the right tools for the job.

The user base has a wide range of abilities and confidence in using IT; where this is limited or less advanced, in some cases it can prevent efficiencies from being fully achieved and opportunities are missed in identifying where ICT or data sharing could make a real difference to the value of a service.

Security and compliance standards are also of prime importance to an organisation like Staffordshire County Council and its residents and in many cases there are national standards that define the required controls that ensure that the delivery of solutions are secure and robust. Such controls must be adhered to but should not detract from the organisational ambition to fully exploit the use of the information it has at its disposal to provide increasingly proactive, automated and efficient services.
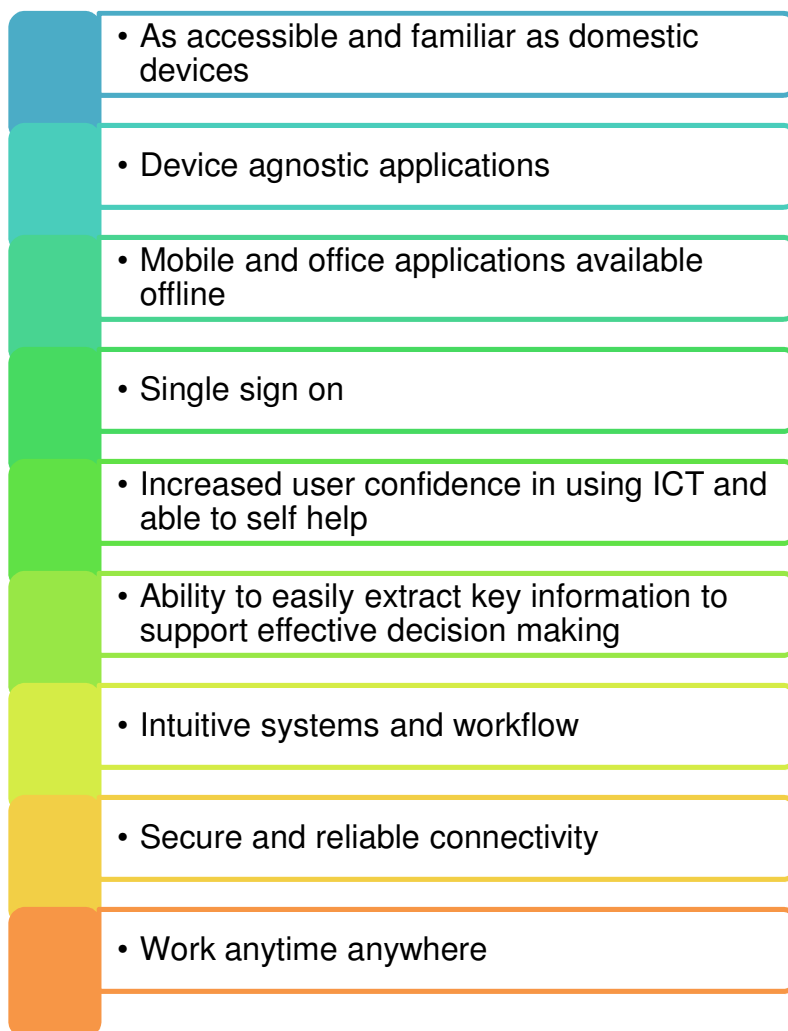
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What the SCC user requirements are in the future

As a support service ICT has a responsibility to either commission or provide services that enable and support the delivery of Staffordshire County Council's outcomes. Future ICT requirements therefore must support the councils' three priority outcomes:

• Be able to access more good jobs and feel the benefits of economic growth
• Be healthier and more independent
• Feel safer, happier and more supported in and by their community.

The key elements of the future user requirements are detailed below:

- • As accessible and familiar as domestic devices
- • Device agnostic applications
- • Mobile and office applications available offline
- • Single sign on
- • Increased user confidence in using ICT and able to self help
- • Ability to easily extract key information to support effective decision making
- • Intuitive systems and workflow
- • Secure and reliable connectivity
- • Work anytime anywhere

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Business areas are looking for far greater flexibility and mobility, in order to enable them to work in a way that enhances the services that they are delivering and enables them to be as productive, effective and responsive as possible. This flexibility can be achieved through a combination of changing business processes and supporting this through different or amended ICT solutions. When users need to connect to the corporate network this could be in the field (e.g. at a citizen's home or at a business premise), at their home, or in an SCC or partner office and they need confidence and assurance that the connection and data is both secure and reliable.

Organisationally we need to collaborate securely with partners and the 3rd sector. This will allow data and information to be shared across agencies and organisations and support the work that is being done within local communities, with strategic partners and businesses. This should not be restricted by physical networks and should not require specific user intervention. The future direction will be the joining up of information in this way and should be how we architect our solutions (and wider business processes) in future to ensure that the right information is available to the right practitioners irrespective of who they work for, as long as this is authorised by the information owners within relevant business areas and partner organisations.

SICT should also work with business stakeholders around how technology can support and improve their service delivery, highlighting the opportunities for streamlining and improving services to the public through increased customer self-service e.g. zero touch schools admission process and zero touch blue badge application process.

The Internet of Things facilitated through ever improving wireless connectivity has the opportunity to fundamentally change how Health and Care services are delivered. Improved analysis of key metrics will improved patient care and the monitoring of conditions and patient wellbeing; this in turn will allow resources to be prioritised to those areas of greatest need.

The need to share data from different systems is becoming increasingly important as we complete more transactions in a digital environment and share the responsibility of delivering services with our partners. Greater flexibility is required with data sharing, however this needs to be fairly balanced with the need for data to be treated securely and without fear that it could be stolen, lost or used inappropriately and in accordance with relevant legislation.

On a daily basis staff access many hundreds and thousands of documents, files and datasets in order to complete and support their business processes. SICT needs to work towards ensuring that where technology allows, access to this data is seamless, regardless of the location of the user or the technology platform that they

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are using. Where mobile networks do not support this we need to provide effective off line working.

Users are keen to see innovative and intuitive solutions as part of a value for money ICT service. ICT is an essential enabler to future agile working and will support the cultural shift that is required across the organisation and assist in addressing business issues.

There is also recognition that, in order to be a digital organisation, we need our staff to use IT in a more skilled and proficient way. Users need a range of support mechanisms to build the necessary confidence and competences to get the most from the range of solutions available to them.

SICT needs to respond to the evolving needs of its user base by adapting its support services and providing more innovative ways to assist users out of core hours. We also need to ensure greater sharing and collaboration of ICT options with our customers.

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PART 2 – HOW SICT WILL BRIDGE THE GAP

We need to ensure that the services that we deliver or commission are responsive, scalable, re-usable, secure and reliable.

Solutions must be interoperable i.e. have the ability to share data between different computer systems and where possible built on open standards to ensure that information can be shared both internally and with other organisations and partners in a way that is simple and does not require the bespoking or intervention of suppliers. There may be limitations to achieving this with legacy applications however.

We need to ensure that ICT services are flexible enough to respond to changes in legislation, organisational structures and service delivery models, limiting the need for fundamental re-designs or major change programmes.

We must enable secure access to services from a range of end user devices including tablets and smart phones. This will allow users to select a device that best meets business needs, within budgetary constraints.

We need to support the business areas and system suppliers in getting the greatest return on investment from an ICT solution, by using a greater range of the features and functions within the core corporate systems that we have already procured and by reducing or removing the number of lower value and bespoke systems being used. This may need an acceptance of 'good enough' and standardisation.

We need to focus on delivering what we are good at, thereby working with suppliers and/ or partners to identify where they may be able to better meet the requirements of our customers. This would include identifying where we can achieve efficiencies through sharing services and solutions with partners.

We need to make data accessible so it can be shared easily and securely and not locked away in data silos.

We need to continue to develop our engagement with business areas so that we are always sense checking and refining our service offerings to make sure they are closely aligned to changing business requirements. In parallel, the business areas must ensure that evolving business processes, and in particular those delivered through partners or suppliers, involve early ICT consultation and engagement to ensure the avoidance of missed opportunities or duplication of effort or services.

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We need to understand and recognise that what the business wants from a successful ICT service depends upon our ability to clearly establish the business context in all instances. Technology needs to support business needs and not be seen as the overriding driver in its own right.

Key Strategic ICT Principles

The following key strategic principles have been identified to support the ICT strategy:

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In future we will ensure these principles are adhered to wherever possible; when making operational IT decisions, initiating and delivering projects, awarding new contracts and when we engage with SCC colleagues, partners and suppliers.

Subscription Services (Pay as you go)

We prefer to use services that exploit flexible licensing models e.g. software built on open standards that can be delivered by a third party under a subscription basis and consumed over the Internet, as opposed to creating or managing the services ourselves and generating fixed/ inflexible costs.

Why? – Increases flexibility as the size and shape of the organisation changes and accessibility (anytime\anywhere), allows systems to be maintained and tailored by providers to meet changing requirements. Removes the risk of stranded costs, increases opportunities for collaboration with partners, and reduces application and infrastructure refresh costs and ongoing support overheads. Provides better visibility to business functions of their IT spend – they pay for what they are consuming.

Open Standards

We will promote and rigorously enforce the use of open standards rather than relying on those that are exclusive to a supplier or product.

Why? – Facilitates and simplifies integration of systems and data sharing, avoids supplier lock in, reduces costs and support issues, simplifies integration, and increases flexibility. Enables improved management reporting and effectiveness of management information aligning to the centralisation and automation of data management and analysis through the Insight team.

Use Again

We will deliver ICT via flexible components that can be used to support multiple business processes, compared to solutions that can only be used once.

Why? – Increases flexibility to respond, removes duplication, supports decision making, improves data quality, builds on strategic architecture that reduces long term costs and consolidates skill sets.

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Data Sharing

We will ensure that personal and sensitive data is kept secure but we will enable data sharing securely with colleagues, partners and the public, in accordance with relevant policies, whereby doing so improves service.

Non personal or non-sensitive data will be stored in a way that it can be made accessible to support decision making and service delivery through greater information exchange. This data sharing will be extended to any interested party (public, private or commercial) where it can assist them in delivering services, benefit Staffordshire residents and businesses and business growth.

Why? – Reduces duplication, provides greater transparency, supports the 'create once, use many' data sharing approach, improves multi agency service delivery, encourages better data quality.

Device agnostic

We will be more flexible by ensuring that IT can be accessed securely on any suitable device.

Why? – Increases flexibility, promotes a more responsive workforce, gives citizens greater visibility of council activities, more staff working out in the field.

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Strategic ICT Themes

The following strategic ICT themes have been identified to support the ICT strategy:
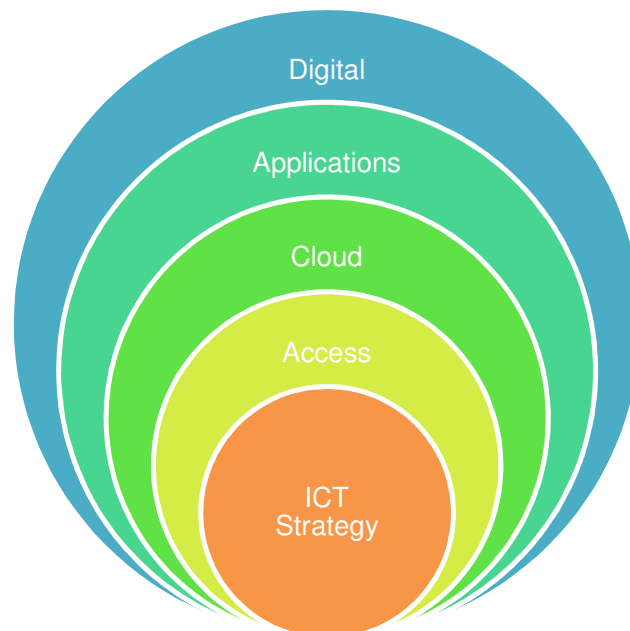
The key themes that form the core structure of the ICT strategy are shown in the diagram below. Each theme is supported by key technical enablers. A high level strategic summary of each theme is provided in this document and more detailed technical detail relating to the delivery is owned by the relevant technical lead.

Access

Access refers to how our users will access the data, systems and applications that they need to deliver services and complete business processes. Access could therefore relate to end user access to a back office system, partner access to SCC data through an agreed data sharing arrangement or citizen access to an Internet enabled process e.g. a blue badge application.

We will ensure that the equipment and systems provided are easy to use and provide the appropriate security preventing data loss and pro-actively mitigating increasing cyber security threats. We will provide solutions that cater for a wide variety of e-maturity, disabilities, working patterns and physical location.

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Key ICT Enablers to support the theme include:

- Networks and Connectivity **–** Our primary driver is to deliver enhanced access to data for employees, citizens and partner organisations. This can be achieved by providing comprehensive, user focussed access to networks or through public internet connectivity. Increasingly services will be hosted in the cloud so the role of traditional networks connecting users to Staffordshire services will change over time. By facilitating greater accessibility to a wired or wireless network connection, be it directly into the SCC corporate network; via 3G or 4G mobile connections or successor products; via a partner network; or the internet, we can maximise access to data. Providing the right level of access to data and refining how applications are designed and delivered will enable staff to work from remote sites, their homes, or from the homes of service users or other locations as long as they have Internet access.

- Devices – There will be less focus on specific types of devices and more attention on how applications are accessed securely by any device. Longer term our aim is to make all applications accessible on any device including public access where applicable. In the short to medium term this will be delivered by exploiting the Staffordshire Cloud (delivered via Citrix) allowing customers to choose any device that best meets their needs. We will continue working towards bring your own device (BYOD) for mobile phones and tablet devices, where system and data security permits.

- Wireless Connectivity - Increasing Wi-Fi coverage via either federating with other organisations as we have done with a number of partners or extending our own wireless networks to help provide our users with greater flexibility and mobility.

- Inevitably the ubiquitous availability and enhancement of public mobile networks (e.g. 5G) may remove the need for in-building Wi-Fi networks and we will review this opportunity as services become available. Enhanced wireless coverage coupled with rapid developments in consumer and medical technologies will also facilitate significant opportunities in the Telemedicine\Home Care sectors. The Internet of Things offers a major opportunity to redesign services in these areas and also around the management of Infrastructure such as street lighting and traffic management systems.

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- Staffordshire Public Service Network (PSN) -
  The Staffordshire PSN will continue to facilitate both the sharing of information between partner organisations and provide the opportunity for property asset consolidation through shared networks.

  The PSN has and will continue to facilitate the sharing of ICT services between partner organisations e.g. networks, telephony, internet connectivity and data centres.

- Infrastructure

  We will aim to move to more cloud based services and in particular Software as a Service (SaaS). Where services cannot be delivered or are not available as SaaS then we will increasingly look to reduce our in-house infrastructure provision and move to Infrastructure as a Service (IaaS).

  As more services transition to SaaS then the viability of running in-house data centres will diminish and we will review the opportunity to replace on premise data centre technology with Infrastructure as a Service (IaaS) that is delivered from a commercial data centre as many commercial organisations already do successfully today.

  The only infrastructure that will remain in-house will be where either the data needs to remain on premise or it is infrastructure that has to or is more sensibly located near the users e.g. firewalls and print servers.

  One area of infrastructure that will grow is internet capacity and the associated security as more services move to the cloud. As the business become more dependent and reliant on the internet it will be important to invest in a dual internet feed for business continuity.

- Security – We need to make sure that when data is accessed and shared it is done so securely and we ensure appropriate controls and policies are in place to reduce the risk of data loss or breach.

- Authentication – we will work to deliver technical solutions that allow users to be authenticated just once where this is possible.

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Cloud

Software as a Service (SaaS - often referred to as Cloud computing) is a major theme within public sector ICT and the Government Digital Strategy is geared towards a 'cloud first' strategy, essentially stating that as and when possible, all government services should be looking at a cloud based deployment.

Until fairly recently the providers of business software would provide their solutions to organisations such as Staffordshire County Council as packages that would then be delivered on that organisations own ICT Infrastructure. Rapid developments in the speed and reliability of the internet have allowed vendors to now manage and deploy their software over the internet and offer it as Software as a Service.

Although some vendors do not yet have a SaaS capability it will increasingly become the de facto model for the delivery of software services.

In a recent survey of ICT leaders, SOCITM has stated that cloud services will be amongst the top 10 key points for future ICT strategies across public sector organisations in the UK in 2016/17 and beyond.

Software as a service across SCC will start to become the norm (rather than the exception) with those exceptions increasingly being deployed on Infrastructure as a Service (IaaS) platform i.e. Infrastructure delivered in the Cloud, as a staging post until bespoke applications are replaced or vendors develop their SaaS offering.

SICT will continuously review the provision of ICT cloud services in line with new technologies, emerging suppliers, business trends and the expectations of its customers. By 2020 we aspire to have migrated the majority of services to a Cloud deployment (i.e. where they are capable of being moved into public clouds, and after an assessment of each application). For those services that cannot be replaced by public cloud services, or retired, then every effort will be made to make them 'cloud ready' wherever possible, and be delivered through the Staffordshire private cloud in the interim.

 Key ICT Enablers to support the theme include:

- Cloud Readiness Assessment - SICT will initiate a cloud readiness assessment to determine the ability of the organisation to move to cloud services. This will encompass evaluating ICT services, systems and applications for cloud provision where appropriate and cost effective.

- Cloud Programme - SICT will develop a cloud programme whereby those services, systems and applications identified in the cloud readiness assessment will be moved to the cloud in a timely manner. This will enable us

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to move to a pay as you use model to provide more flexibility whilst minimising the risk of stranded costs. This approach will ensure we are retaining systems and data on premise only where it is necessary and cost effective to do so. The programme will cover:

- o Cloud entry level (Infrastructure as a Service) - SICT will evaluate and where appropriate replace on premise infrastructure located in our data centres and moving it into the cloud.

- o Cloud managed platform (Platform as a Service) – SICT will evaluate and where appropriate replace on premise infrastructure and platforms located in our data centres e.g. infrastructures, databases and their associated management and move these services to cloud providers.

- o Cloud Applications (Software as a Service - SaaS) – SICT will provision cloud services to enable SaaS where this supports the business in its need to deliver service effectively. This approach will support 'anytime, anywhere' working and enable the business to deliver services remotely. ICT will take a 'cloud first' approach to application delivery where it can be evidenced that this is appropriate. This is in line with a growing number of system suppliers who are offering SaaS as a preference to supporting on premise solutions.

- o Cloud Storage (Archive as a Service) – SICT will consolidate wherever possible the data held by SCC and consider options to make this cloud based where appropriate and without detriment to the business. To provision a cloud based archive for the long term storage of SCC data where data retention policies demand that it is kept.

Applications

We need to examine our in house applications to determine if they can be replaced with SaaS solutions and this will be our preferred position. In the short term, whilst Suppliers are moving to SaaS solutions, it may be acceptable to replace bespoke in house applications with Suppliers packaged solutions that are hosted on in house infrastructure or IaaS.

We should by default use cloud services such as Azure or Amazon Web Services (AWS) for developing and maintaining our in house applications if they cannot be

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replaced in the short to medium term or can be justifiably demonstrated that bespoke in house development is the only available solution.

Purchasing and/ or developing new applications or making significant changes to existing applications must be based on adding value and delivering a return on investment to the services delivered by SCC. We need to ensure that the applications in the ICT portfolio are maintained and flexible enough to evolve with business needs without needing to go through expensive re- writes.

We need to ensure that when purchasing or writing any new business applications or making significant changes to existing applications we think more holistically than the specific business area requesting the work, so that the opportunities are taken to remove duplication of systems and ensure that data can be shared with other applications or organisations more easily. We also need to challenge 'wants' rather than 'needs' and revert to more standard and less tailored solutions.

In order to achieve this, our preference is to purchase software as a service solutions that benefit from dedicated development and support services, that are provided to us through SLA's and contractual commitments, and have been designed to meet the needs of the relevant market area. This will allow IT resource to focus on adding value, developing and automating integrations between systems and further enhance the ability to share information as opposed to spending lots of time on business as usual maintenance or making local changes. By using 3rd party applications we are able to benefit from a development roadmap that delivers a continually improving product that meets business and statutory requirements.

Requests for tailoring of applications to meet bespoke business needs will be tested against the real business need to support a genuinely bespoke process (i.e. to challenge where it may be more cost effective to change the business process). Each retained application will require a specified business owner who will be responsible for that system and will work with ICT through a system life management plan, with roadmaps and retirement / replacement dates agreed for each application.

We will apply strict standards for application interfaces to enable applications to easily work together rather than requiring expensive bespoke integrations.

We will develop a more efficient and agile development process so that we deliver customer requirements faster and more efficiently. By complying with standard development methods and techniques we can develop re-usable code that we can apply to multiple system integrations.

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Key ICT Enablers to support the theme include:

- Move to the cloud (SaaS) – based on open standards. SICT will move away from developing in house bespoke applications and hosting in our data centres and adopt a SaaS approach for applications where possible moving forwards.
- Consolidate applications where possible. SICT will work closely with our Customers to rationalise and consolidate the number of unique applications in use, to maximise the investments in our larger core applications and reduce costs. This is likely to require an acceptance of standardisation and 'good enough'.
- Rationalisation and / or standardise on development methods for those applications that are retained. SICT will consolidate and reduce the development methods and tools in use and ensure that wherever possible functionality is reused.
- Ensure new services and applications comply with agreed standards. SICT will only use agreed open standards in future.

Digital

ICT will have a key role to play in the delivery of the SCC Digital strategy as both a facilitator in identifying and deploying solutions and also working with service areas in supporting business redesign initiatives, helping business areas understand the art of the possible when considering the exploitation of digital technologies, collaboration and sharing data.

We must support the organisation in improving data quality and access to data. We must free data from legacy (and often proprietary) applications in order to enable its wider use in business planning and decision making. We will also work with business teams and the Information Governance Unit to remove the barriers to data sharing.

While collaboration is not a new concept, as delivery models change there is increased and closer working with partners and suppliers and the importance of collaboration has therefore increased significantly.

There is not a single platform or solution for collaboration and we need to ensure that a range of tools and methods are available to our users; for example collaboration work platforms, cloud applications, social networking tools.

Inevitably ICT will have a key role to play in the development and delivery of the Digital Staffordshire strategy and its role in this may be multi-faceted. ICT will be involved directly as a supplier in a number of scenarios e.g. The digital development programme which is primarily focussed around the Staffordshire Web at this time. SICT will also support the councils wider delivery plan which will drive the councils

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priorities and will presumably in most cases involve the use of digital technologies to reduce demand and either require the wholesale redesign or improvement of processes to deliver efficiencies.

Staffordshire ICT through its Business Engagement team will also continue to help business leaders understand the art of the possible when considering the exploitation of digital technologies when working with service areas in business redesign initiatives.

Key ICT Enablers to support the theme

- Cyber Security - We need to appropriately protect all of the data that we are responsible for whether it is sensitive personal data relating to our service users or employees, or commercially sensitive information on contracts or services. With increasing levels of public access, remote access, cloud computing and mobile working, protecting the data that we hold is an increasingly complex activity to undertake and requires an understanding of both the threats that could affect our data and the potential actions that we could take as mitigating factors. It is essential that the business owners fully understand the sensitivity of their data so that SICT can recommend appropriate measures to be taken to protect data integrity and avoidance of data loss or inappropriate sharing. The Information Governance Unit (IGU) will be key to supporting this data classification.

- Disaster Recovery and Business Continuity - In the event of a disaster affecting one of our buildings or one of our data-centres that currently connect us to the internet, we need to ensure that we can continue to provide services both to our service users and to the public. Access to business critical data during or following a disaster is vital to enable services to be delivered during and directly following a disaster.

- The current barriers to extending data sharing (where appropriate) will be challenged, working closely with the Information Governance Unit (IGU) – the starting position will be one of data will be shared unless there are valid reasons not to rather than data can't be shared.

- Extend our use of SharePoint to act as a true collaboration platform with document sharing

- Expand the opportunities and use of telephony\Lync\video conferencing to support a more dispersed and mobile workforce.

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- Engage fully in the delivery of the Digital Strategy and be a key part of the Digital Gateway process

- Develop an IT partnership working group to facilitate sharing of ideas, contracts and where appropriate joint procurement and delivery initiatives.

- Initiate an SCC ICT Stakeholder group to provide the opportunity for the sharing of business solutions and data sources. This group will link in with the new internal digital communications group that is being created.

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PART 3 PROCUREMENT AND CONTRACT MANAGEMENT

As part of the commissioning cycle, it may be that SICT is not the right provider to deliver all of the IT services to the organisation. We need to work closely with our customers and commission the right services and solutions to meet their requirements, fully accepting that this will increasingly not be ourselves.

During the next five years, as more services move into the cloud and are delivered as an externally managed service, we need to ensure that the associated contracts provide the levels of control, assurance, security and support that the business areas require. As highlighted previously the need to ensure open standards and help business colleagues assure the services being considered are fit for purpose and are delivered as expected will be a key role moving forwards.

It is important that we take the time to work with our customers and colleagues in the Commissioning Unit to establish robust outcomes and ensure requirements can be captured and committed to before commencing a procurement activity. This approach will improve the procurement outcomes and ensure that the cost of conducting a procurement exercise is worthwhile.

For flexibility we will where possible continue to procure from either the Governments G cloud framework for cloud services, Crown Commercial Services, suitable IT frameworks or other partner contract frameworks. Where these frameworks do not offer a suitable procurement route we will look to use an alternative public sector framework, rather than running our own procurement. This approach will allow SCC to focus resource on establishing outcomes and delivering value for money using economies of scale.

All ICT contracts will be reviewed with business areas before they are due to expire to ensure that the right decision is made about whether to renew or re-evaluate requirements with new providers.

We will work more closely with our suppliers to ensure that we are getting the maximum benefits from the systems and applications used by SCC.

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PART 4 GOVERNANCE AND REPORTING

Appropriate governance is key to the successful (and cost effective) deployment of technology. Effective governance assists in ensuring that the Staffordshire County Council Strategic outcomes are achieved and resource is focused on those pieces of work that support the SCC business plan and deliver the greatest benefits.

There is already a governance process in ICT that is managed through the ICT Governance Board (IGB). To assist with the successful delivery of this ICT strategy two additional groups – Business Stakeholder Group and a Technical Assurance Group will be included in the governance process. These additional groups will help to ensure greater efficiency and awareness of ICT and agree the right priorities.

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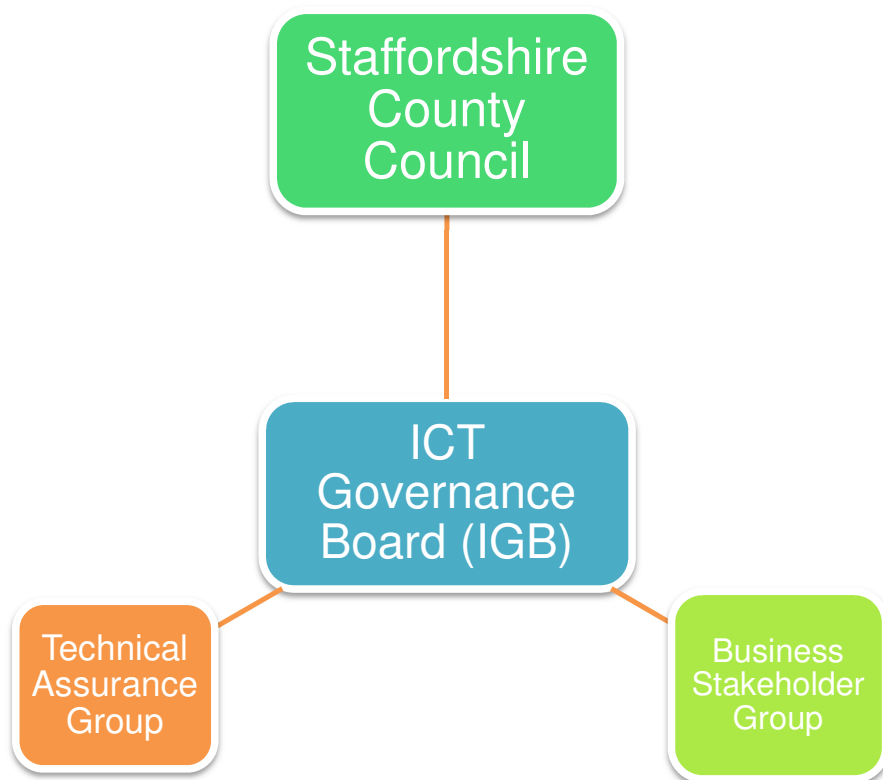
Information Governance

During the life span of this contract there will be a significant shift to ICT being delivered in the cloud rather than from within a Staffordshire County Council data centre. This will require closer working with Information Governance so data sharing and roles and responsibilities of information asset owners are clearer.

Performance Review and continual improvement

At the end of Q3 of each year we will carry out an annual review of progress against the strategy with our key stakeholders. We will also aim to undertake benchmarking exercises where appropriate to understand how we align with other comparable organisations and the general trends in the public sector. We will do this as efficiently as possible to ensure we balance the effort involved in participating in benchmarking with the value we get out of the exercise. This monitoring, independent tracking and realignment to the SCC business plan will be key to ensuring SICT is providing what is needed moving forward.

Following the annual review a summary report will be produced and shared with customers that will detail key achievements, reasons for any variations, and an updated plan on a page for the next 12 months that will also inform the business planning and MTFS process.

The plan on a page will be cascaded to teams so that key deliverables are included in MPC's.

Training and Support

ICT Staff

Staff in SICT will need to continue to transform in order to meet the demands of an increasingly agile and IT confident customer. We need to look at the services that we intend to provide, how we will facilitate this, and what behaviours, mind sets and attitudes are needed within our service to make it happen. We will also regularly review and update our technical skills and expertise.

Making infrastructure, hardware and operating systems more flexible is a relatively straight forward process, and something that SICT does already on a daily basis. The bigger challenge, and one being experienced by all areas of the organisation, is in changing behaviours and culture. SICT will need to become more adaptable and responsive in order to react to the future challenges and anticipated fundamental

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transformation in the way that ICT is delivered, both now and in the future. SICT needs to do this in order to continue to be seen as an enabler and supporter of change throughout the organisation and continuing to add value.

Our Users

SCC users and leaders must have the confidence and competence with ICT, technology and digital services to see and realise the potential benefits of alternative methods of service delivery and to exploit the benefits from available tools. The Councils employees are the most valuable and expensive resource. By ensuring they have both the confidence and competence in using ICT systems and devices we can significantly improve the productivity and quality of our services, which in turn will improve the lives of residents of Staffordshire.

As the number of Council employees reduces in response to budget challenges and the embedding of the Commissioning operating model there is a growing expectation that ICT will be used to bridge the ever widening gap, between service user expectations and the resources the Council has available to provide services. Without investing in the development of employee ICT skills, the required benefits from technology and digital services will not be delivered.

Although the required cultural change will be led and managed by business areas it will need to be an integral part of technology deployments to ensure benefits are realised. SICT also need to support the business areas that we work with so they are able to understand the power of collaboration and data sharing in transforming both decision making and the services they deliver.

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VISION: A "connected Staffordshire"
Where everyone has the opportunity to prosper be healthy and happy

ICT Plan on a Page 2016/17

Cross cutting themes:
- Inspiring positive behaviour change and improvement in ourselves and our colleagues
- We accept that we are not always the appropriate party to deliver and will pull on (external) expertise and solutions where required and embrace Cloud and lead on Innovation
- We will take personal responsibility in everything we do and encourage our customers to do the same
- We will take knowledge based decisions and do what is right for the people of Staffordshire and challenge anything that does not support the Council's business plan.
- We will work with partners and encourage cross organisation solutions where that serves the public purse

Supporting Business Priorities
1. Agree and Publish the ICT Strategy for 2016-2021.
2. Support the Digital Staffordshire programme.
3. Support any changes as a consequence of the Core + and Entrust decisions.
4. Improving Business Intelligence through improved data sharing with partners Supporting wider Business Transformation and innovation including Mobile working initiatives.
5. Improvement and upgrade of Care Director.
6. Data Warehouse – implementation and exploitation.
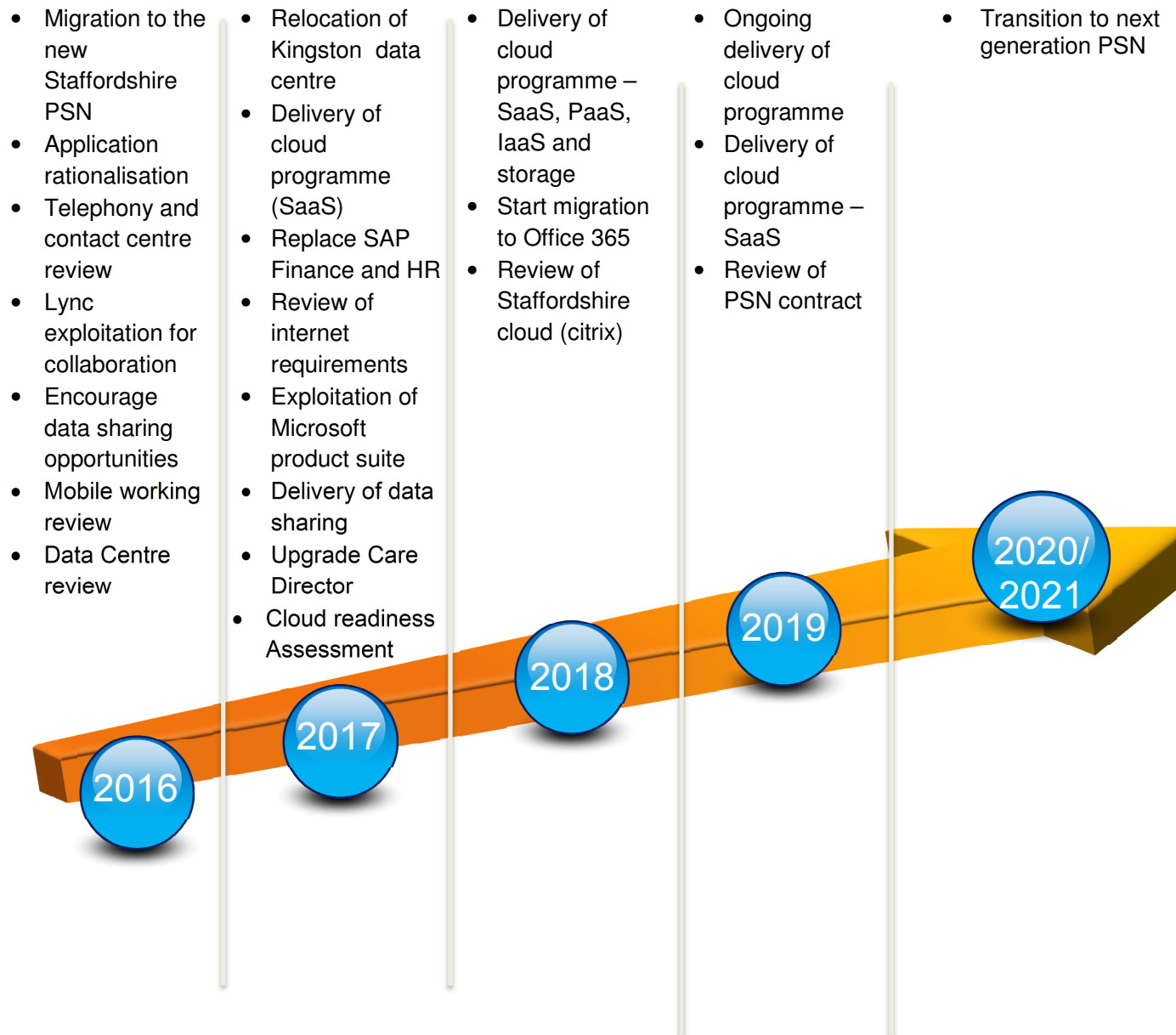7. GIS upgrade and implementation.

ICT+
1. Conclude the review of Microsoft Office and finalise agreement on future strategy.
2. Ongoing improvement of ICT processes.
3. Improvements to customer self service capabilities.
4. Applications rationalisation and improvements to our knowledge of applications.
5. Improved knowledge around SICT performance including benchmarking.
6. Review of SICT's approach to Application Management.
7. Review of Database strategy.
8. Ongoing review of all ICT contracts to ensure value for money.
9. Implement the outcome of recent efficiency reviews

Infrastructure
1. Implementing the outcome of the Staffordshire PSN contract review.
2. Review of Telephony strategy.
3. Maintain PSN compliance and continue to focus on improving the robustness and proactivity of Security management.
4. Review of Internet services following on from PSN review.
5. Ongoing review of Infrastructure hosting strategy - Cloud v On Premise hosting.
6. Improved Infra. management operations and processes, automating where practical.
7. Reviewing and taking advantage of improved tools to enhance Business efficiency and improved collaboration.

Continue to challenge and identify improvements to the BAU activities to ensure that SICT provides reliable, consistent, efficient and effective services to Customers

ICT Roadmap 2016-2021

- Migration to the new Staffordshire PSN
- Application rationalisation
- Telephony and contact centre review
- Lync exploitation for collaboration
- Encourage data sharing opportunities
- Mobile working review
- Data Centre review

- Relocation of Kingston data centre
- Delivery of cloud programme (SaaS)
- Replace SAP Finance and HR
- Review of internet requirements
- Exploitation of Microsoft product suite
- Delivery of data sharing
- Upgrade Care Director
- Cloud readiness Assessment

- Delivery of cloud programme – SaaS, PaaS, IaaS and storage
- Start migration to Office 365
- Review of Staffordshire cloud (citrix)

- Ongoing delivery of cloud programme
- Delivery of cloud programme – SaaS
- Review of PSN contract

- Transition to next generation PSN

2016

2017

2018

2019

2020/ 2021

Glossary

Application – A computer program designed to perform a group of functions, tasks, or activities for the benefit of the user

Citrix – A desktop virtualisation product which lets you access your files, applications, and desktops to help you be as productive on the go as you are in the office

Cyber Security – to protect against the criminal or unauthorised use of electronic data, or the measures taken to achieve this

Infrastructure - the basic, underlying framework or features of a system or organisation

Interoperability - the ability to share data between different computer systems

IaaS – Infrastructure as a Service, a form of cloud computing that provides virtualised computing resources over the Internet

Network - a group of two or more computer systems linked together

PaaS – Platform as a Service, is a category of cloud computing services that provides a platform allowing customers to develop, run, and manage applications without the complexity of building and maintaining the infrastructure

Public Sector Network (PSN) - the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources

SaaS - Software as a Service, a common cloud computing model in which a third-party provider hosts applications that customers can access via the Internet