Mid Devon District Council
ICT Strategy 2019 – 2022

Version Control

Title: **ICT Strategy – The Next Three Years – 2019-2022**

Purpose: **To update the ICT Strategy for the next three years**

Owner: **Group Manager for ICT & GMS Services**

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Document History

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Leadership Team	**22/01/2019**	
Cabinet	**7/02/2019**	

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1.   ICT Strategy 2019 – 2022 Introduction

ICT remains a fundamental driver for change and although technology alone cannot change the way we work, it can help Mid Devon to improve the services it provides to the public and maximise efficiencies. During any multi-year strategy, changes to corporate priorities and budgetary requirements may impact on delivery deadlines, but more than ever it is essential that the inclusion of ICT involvement in other Directorate strategies and overall long term corporate plans is maintained.

Our ICT strategy will create a secure infrastructure that will not only meet current requirements but will also be flexible enough to adapt as required. It is essential not only that we get maximum benefits from our existing systems and infrastructure, but look to introduce solutions that will bring technology enhancements across the business areas.

2.   Purpose of the Strategy

The purpose of this document is to provide the vision and to define the aspects of the Council's ICT Strategy for the next 3 years.

The ICT Strategy is designed to ensure that the appropriate ICT infrastructure is in place to enable the Council to deliver services efficiently and effectively and implement the Council's Strategic Plan. Therefore the ICT Strategy is aligned to the strategic objectives of the Council with technology being used as an enabler of business change to support the Council's priorities.

3.   Context

In recent years the public sector has faced unprecedented challenges to deliver against increasing demand for services and rising customer expectations whilst experiencing significantly reduced funding. These challenges are set to continue for the foreseeable future.

These challenges present specific demands and requirements for ICT across the Council, including; the delivery of services across organisational boundaries, the requirements of customers, the changing manner in which customers wish to interact with their council, the pressure to share services and common ICT platforms and the need for ever-increasing efficiency means that the Council must deploy its technical resources effectively.

Technology should always be a tool and an enabler with which to deliver the strategic priorities and service objectives rather than a goal itself.

The Council's Corporate Plan promotes a clear view of the Council's strategic focus and in particular its key priorities. The Plan along with the Medium Term Financial Strategy summarises the challenging financial climate that the Council is working in and sets out the service commitments and aspirations.

4. ICT Vision

Our Senior Leaders recognise the importance of effective ICT and promote a culture of innovation, collaboration and consolidation.

Our ICT systems are customer focused, easy to use, reliable, flexible and most importantly meet the needs of all of our stakeholders.

To apply professional standards and practices to the development, management and use of our ICT systems to ensure that risk is managed effectively.

Our ICT systems and processes demonstrate best practice, comply with statutory and legislative requirements to protect the integrity of the information contained within our systems.

To ensure that information is available and accessible when required to support and inform our decision making and deliver our strategic objectives.

To embrace future technologies such as hosted and cloud solutions, reducing costs and adding resilience, reliability and security.

Therefore the ICT vision is to create a modern, flexible and agile infrastructure that will embrace technical innovation, working with all Stakeholders to drive the deployment of up-to-date, reliable ICT products and services that maximise staff efficiency and ensure customer satisfaction.

5. ICT Strategic Key Themes and Outcomes 2019-2022

The need for a corporate wide ICT strategy is paramount in supporting the Business Transformation agenda and the ICT Strategic Themes are aligned to fully support the transformation journey.

There are four strategic themes that will be crucial to enable Mid Devon District Council to move forward in its service delivery.

Strategic Theme 1 – Technology Infrastructure Platform

This will primarily focus on underpinning core ICT technological infrastructure that supports the delivery of the ICT Service, maintaining a reliable, high performing, resilient and most importantly secure infrastructure that will be available to staff and customers 24/7 from any location.

This will be achieved by:

- Upgrading core network components, enabling fast efficient communication throughout the network.

- Market testing the Devon County Council Wide Area Network (WAN) currently used by the council to provide connectivity for all MDDC sites.

- Expanding the current secure wifi solution to incorporate GovWifi and introducing a reliable 'Guest' network for Elected Members.

- Providing reliable up-to-date equipment to support new ways of working, allowing systems and technology to be accessed from wherever the organisation requires whilst also ensuring suitable levels of security are applied.

- Upgrading business systems servers to the latest software version which will offer improved security and performance.

- Upgrading all workstations to Microsoft Windows 10 operating system.

- Implementing cloud solutions, where possible, practical and financially viable to enable greater scalability and resilience.

Strategic Theme 2 – Telephony and Unified Communications (UC)

Communication is at the heart of how we all work and a comprehensive telephony solution is paramount to allow MDDC to deliver efficient services.

To support an agile workforce, ICT need to provide the tools to staff that will enable them to take the office with them wherever they go. Microsoft's Skype for Business Unified Communication solution will deliver that ability.

Unified Communications will enable our telephony services to support flexible and agile working practices, maximise team collaboration, efficiencies and productivity.

This will be delivered by:

- Enabling Enterprise voice functionality to the current Skype for Business system, removing the need for desktop phones and fixed locations

- Replacing the current expensive BT exchange circuits with modern SIP trunks, this will enable cost savings and increase resilience.

- Creating the ability to directly link to other partner authorities who have Skype for Business deployed via Federation, allowing direct collaboration for Instant Messaging, Document Sharing and Presence.

Strategic Theme 3 – Data Security and Information Management

MDDC relies on information to provide its services and it is one of its most important assets. Effective data and information management is vital to decision making and providing appropriate levels of security.

This theme focuses on maintaining information integrity, availability and data security by providing comprehensive security solutions, ensuring best practice is applied and user education and awareness.

This will be delivered by:

- A secure infrastructure which is compliant with the Government Public Sector Network (PSN) but easily accessible by users.

- The ability to exchange information with partners, safely, easily and appropriately.

- Educated officers who are then able to make informed decisions regarding the use of data and information.

- Maintaining our compliance with PSN accreditation through ICT security improvements.

- Implementing improved Information Security Governance structures, e.g Cyber Security Governance Board.

- Continuing to increase awareness amongst officers and members along with the delivery of appropriate training.

Strategic Theme 4 - Supporting Business Transformation

The Council is committed to continually improving and its Business Transformation Agenda will ensure that the Council operates as efficiently as possible whilst creating an environment that will suit our customers' needs.

Delivery of the Business Transformation agenda and associated service reviews will demand changes to the way ICT Services are delivered as members, staff and partners continue to adopt new and modern approaches to delivering services.

It is crucial that the ICT, Customer Services and Business Transformation strategies are aligned, and that ICT, Customer and Digital Services work closely together to ensure success.

This will be achieved by:

- Ensuring any technology introduced is secure.

- Introducing new systems which have a business and service led approach to driving technology innovation.

- Accepting and managing the risk of new digital initiatives rather than be adverse to innovation.

6.   Delivering the Strategic Themes

A programmes and projects approach will be taken to the delivery of the ICT strategy.

There will be programmes of work, one each for the 4 Strategic Themes plus a Fit for Purpose Programme that ensures the ICT operating model is refreshed as appropriate, so that ICT Services adapts its staffs skills, supplier and contractor arrangements, processes and the use of technologies to meet the changing organisational landscape.

7.   Resourcing the Strategy

ICT Services relies heavily on the Capital Program to fund major projects. Capital funding has been secured to enable the delivery of the ICT Strategy program.

New Microsoft Enterprise agreement which begins in 2019 has been specifically tailored to support the licensing requirements needed for Skype for Business UC.

It is envisaged that current staff resources will be sufficient to deliver the program, with training supported via the current Microsoft Enterprise agreement training vouchers.

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8. Action Plan

Strategic Theme 1 – Technology Infrastructure Platform

Actions we will take:	Timescales for Delivery	Resources Required
Core Infrastructure upgrades	Q3 to Q4 2019 Q3 to Q4 2022	Capital funds £100k Capital funds £90k
Power management replacement (UPS)	Q1 2020	Capital funds £25k
Desktop refresh (1st phase)	Q2 to Q3 2019	Capital funds £50k
Desktop refresh (2nd phase)	Q2 to Q3 2021	Capital funds £50k
WAN replacement	Q4 2019 to Q1 2020	TBC

Strategic Theme 2 – Telephony and Unified Communications (UC)

Actions we will take:	Timescales for Delivery	Resources Required
Enterprise voice for Skype for Business	On-going from Q3 2019	Revenue
BT Circuit replacements (SIP)	On-going from Q3 2019	Revenue

Strategic Theme 3 – Data Security and Information Management

Actions we will take:	Timescales for Delivery	Resources Required
PSN Compliance	Q1 2019 (then annually)	Revenue
Implement Member level Cyber Security reporting\governance board	Q3 2019	NA
Maintain program of awareness\training for Officers\Members	On-going	NA

Strategic Theme 4 - Supporting Business Transformation

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Actions we will take:	Timescales for Delivery	Resources Required
Support the delivery of the Business Transformation program of works.	On-going	TBC