

Information Technology for a Thriving Oxfordshire





Oxfordshire County Council

Information Communication Technology Strategy 2019 – 2024

VERSION 1.0

29 October 2019

Council Vision

► Thriving Communities for everyone in Oxfordshire

The ICT Strategy sets out a framework and roadmap of change to support the overall vision and goals of the Council.

Provides a guide to the future design, development and delivery of ICT services.

Defines a step-change in key technology areas adopting the latest solutions and ways of working.



“Technology should enable more effective partnership working and improve service design, breaking down organisational boundaries and providing excellent customer service”

Cllr Ian Corkin
OCC Cabinet Member Cherwell
Partnership Delivery



“Technology needs to be intuitive to staff and residents alike, and we should aim to be digital by design and best in class”

Cllr Eddie Reeves
OCC Cabinet Member for
Transformation



Vision, Purpose, Foundations and Outcomes



Vision for ICT

...To employ technology which enables the cost effective, efficient and adaptable delivery of Council services, places the customer (both internal and external) at the heart of what we do, and ultimately enhances the agenda for thriving communities across Oxfordshire...

Values

Open to change and adaptable
– strive to find the right solutions
– transparent and work together
– do the best we can for our customers

Outcomes

To establish a modernised, resilient and cost effective ICT to support and enable an effective and fully equipped digital workforce



Purpose and Wider Perspective

The IT Service will adopt the following overall approach in delivering the ICT Strategy:

- Working in partnership to improve outcomes for residents and with public, private and voluntary sector partners. The IT Service will develop the partnership with Cherwell District Council (CDC).
- Driving continuous improvement and efficiency in all Council services to achieve value for money.
- Using digital technology to deliver services where appropriate and designed to support excellent customer services but delivered with the utmost attention to safety and security.
- Developing the approach to enhanced digital connectivity by establishing an Oxfordshire digital strategy and a broader digital programme.
- Recognising that the IT Service should proactively support the Council's responsibilities regarding the environment and climate change.



Key Foundations

Getting the basics right!

Secure, resilient, simple infrastructure with solid foundations

IT Service designed to meet the needs of the Council and applying best practice

Consistent and 'fit for purpose' use of applications - designed around customer and staff needs

Future-proofed and flexible arrangements

Consistent application of energy efficient solutions & working practices

Transforming the IT Service!

Designed around customer, staff and partner needs

Continuous application of technology and best practice

Applying industry experience, innovation and adapt quickly

Strong links between IT and the business – continuous engagement

Focus on service delivery not housekeeping – sustained improvement

Invest to run the IT Service at a reducing cost base – increased value for money



Key Outcomes

The ICT Strategy will deliver the following key outcomes:

- Improving ICT services for all staff and customers which is both strategic and tangible in the day to day use of technology and in how IT staff operate.
- Providing solutions which are robust, resilient, less complex and with reduced outages.
- Enabling the IT Service to become more productive and effective in delivering IT services.
- Improving information and data management to inform decision making.
- Reducing the overall cost of ICT to the Council whilst providing greater value for money.
- Engaging more effectively with strategic partners, through joint working and proactive strategic ICT leadership.
- Maintaining and enhancing the Council digital capability through sustained investment, innovation and staff training/development.



Guiding Principles



Guiding Principles



Culture & Values

- Collaborating with others, innovating and informing our approach to delivery.
- Being proactive, reliable, timely, and providing a great user experience.
- Remaining open-minded; supporting the Council values.
- Always being honest with the upmost integrity.
- Providing a supportive, no blame culture.



Guiding Principles

Standards & Practice

- Adopting standards, using best practice, being dynamic.
- Acknowledging problems, major issues and addressing them.
- Accepting mistakes and identify reasons for failure.
- Being open to suggestions and ideas from our customers.
- Drive efficiency and effectiveness.
- Setting realistic expectations in what we can deliver.

Solutions & Technology

- Simple to use IT, adding value, increasing efficiency.
- Leading on the harmonisation of systems.
- Keeping up to date with what's available and current technologies.
- Select and implement solutions based on business need.
- Build in resilience, simplification and reliability.
- Apply innovation in technology and thinking.



Guiding Principles

Services

- Adopting customer focused delivery, enabling and underpinning effective council services.
- Ensuring the customer is always put first.
- Providing training for new systems and promoting adoption.
- Proactively engaging business/service areas when implementing new technology systems.
- Being available during longer hours to support services working extended hours.
- Working jointly with partners.

Approach

- Putting forward a positive attitude and seeking new challenges.
- Focussing on value add in what is delivered.
- Good communication, avoiding technical jargon and keeping customers informed.
- Improving our ability to change.
- Evolving a consistent management vision.
- Recognising excellent work.



ICT Strategy Themes



Overarching Strategic Themes

Strategic Context

Council Vision &
ICT Strategy
Alignment

Purpose,
Context,
Objectives &
Outcomes

Stakeholder
Views/ Voice of
the Customer /
IT Service
Feedback

Adopting a
Transforming
Approach

IT Service – Current and Future

Guiding
Principles

Current & Future
Operating Model

Vision & Values

Themes to the Strategy

Customer Centric
ICT Strategy /
Partner
Engagement

Transformation
and
Modernisation

Technology
Roadmap of
Change

Sourcing and
Commissioning

Digital Strategy
Alignment

Cyber Security
and Carbon
Reduction

Technology
Visioning

Market
Assessments

Customer
Expectations

Government
Sector Trends



OXFORDSHIRE
COUNTY COUNCIL



Theme 1 – Customer Centric ICT Strategy



Customer Centric ICT Strategy

The ICT Strategy will align with the wider organisation



The IT Service will adopt a customer care philosophy and approach which includes:

Tracking customers' needs and requirements.	Using digital communication tools.
Tailoring services to the customer and facilitating change.	Improving stakeholder engagement.
Consistent professionalism and customer focus.	Using appropriate language and sharing relevant information.
Sharing knowledge and managing expectations.	Evolving equipment standards and suitability for staff roles.
Developing self-support processes for customers.	Enabling flexible and remote working in open environments.
Providing regular and timely communication on service status and changes.	Facilitating improved staff learning and knowledge sharing
Measuring and tracking benefits realisation.	Ensuring clear objectives and defined scope of works.



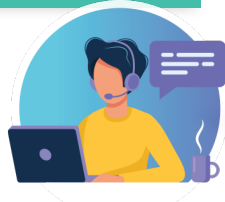
Theme 2 – Transformation and Modernisation



What Will Change: IT Service Operation

Service Desk

Following industry best practice, improving transparency and service.



Business Engagement

Ensuring all areas are included and that effective relationships are established and maintained.



IT Processes

Streamlined and simplified with better management.

ICT Used by Staff

Improving ICT services for all customers which is tangible in the day to day use of technology.

Customer Services

Integrating the core values of the Council into the IT Service and placing all customers at the heart of the way IT operates.



IT Service

Proactively supporting the Council's responsibilities regarding the environment and climate change.

Projects Delivery

Improving Governance, Control and establishing effective delivery.



Transformation and Modernisation

A sustained approach will be adopted to transform and modernise the IT Service:

Reducing and aligning IT that is situated outside of the IT Service. (Shadow IT)	Removing the barriers for interaction with the IT Service.
Streamlining current processes with automation	Identifying and removing single points of failure.
Developing consistent release management	Ensuring that all processes and change are signed off with respective business/service.
Implementing incident and risk management with gateway reviews	Implementing a more thorough benefits realisation process
Proactive management and resolution of issues.	Develop knowledge management and information sharing
Develop a service catalogue to document and share the available products and services.	Establish a self-service portal and appropriate processes for service management.



Transformed Support Services

The IT Service will develop the internal operation, systems and support arrangements as follows:

- Deliver a new IT service management system with streamlined processes to improve the service through consistency, cost-efficiency and effectiveness.
- Implement new best practice working practices, updated processes and standards based on the ITIL framework.
- Development new and improved relationship between IT and customers across projects delivery, service design, transition and operation.
- Review and update the IT Service organisational structure to align the future service delivery plans and objectives with best practice application.
- Enable process reengineering to deliver faster, easier, more cost-effective service delivery and continuous improvement.
- The IT Service will operate governance groups to oversee business as usual and change management projects. (IT Governance Group and a Technical Design Authority)



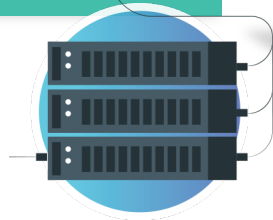
Theme 3 – Technology Roadmap



What will Change: Technology & Applications

Data Centre

Modernised, streamlined, resilient and scalable



Wide Area Network

Simplify design, improve performance and drive down costs



Clear and concise roadmap for technology change

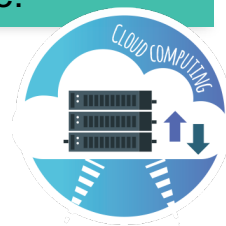
Applications

Consolidation and streamlining of business applications



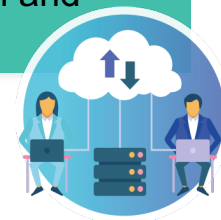
Cloud First

Reduce costs, flexibility to scale up and down. Faster time to implementation. Improved security and governance.



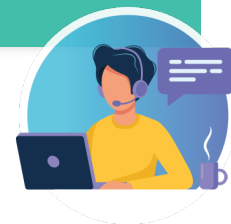
Backups

Cloud based – faster, more reliable operation and recovery



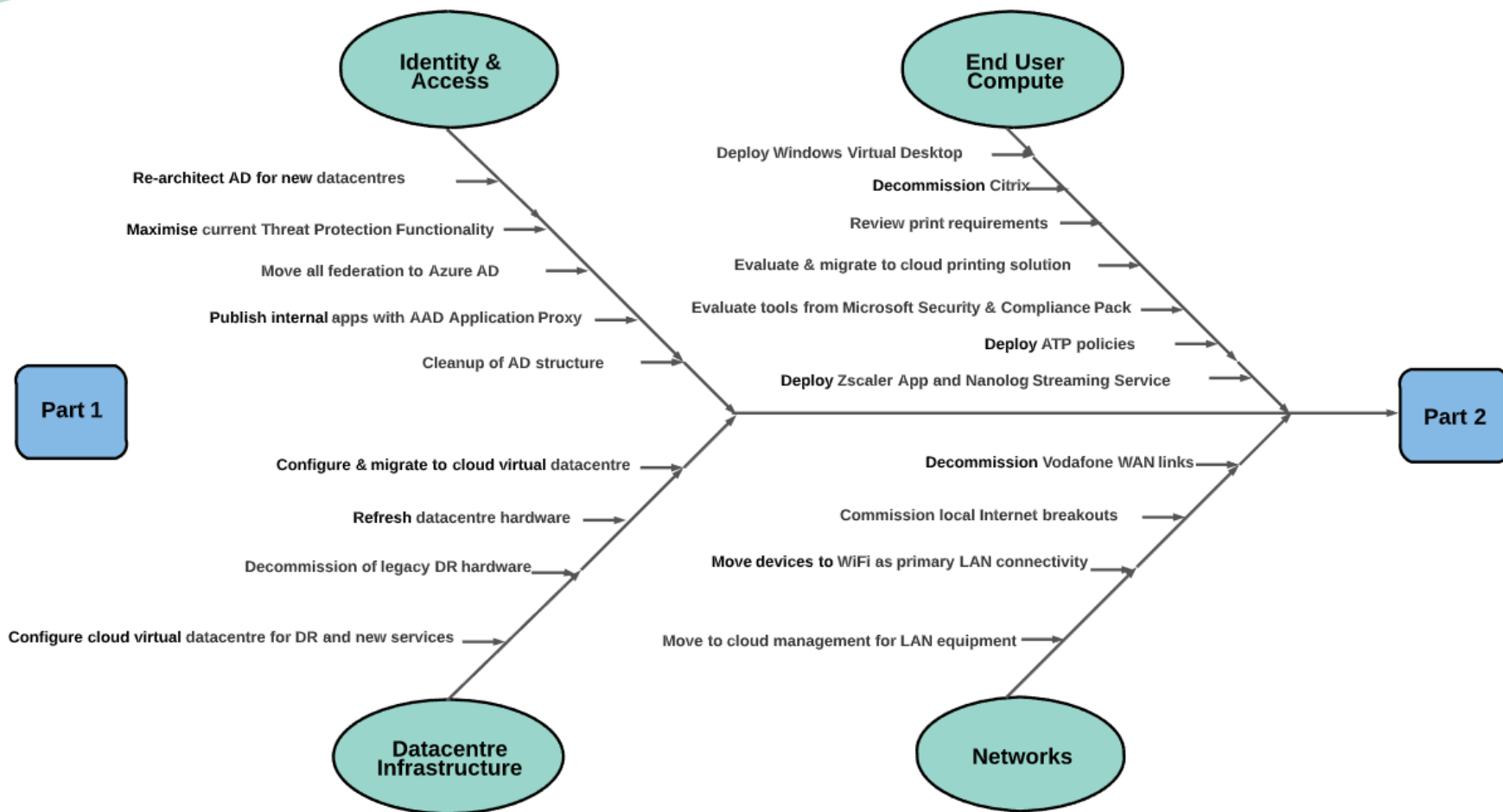
ICT Support Systems

Redesigned and streamlined IT service will ensure shift to customer delivery rather than maintenance

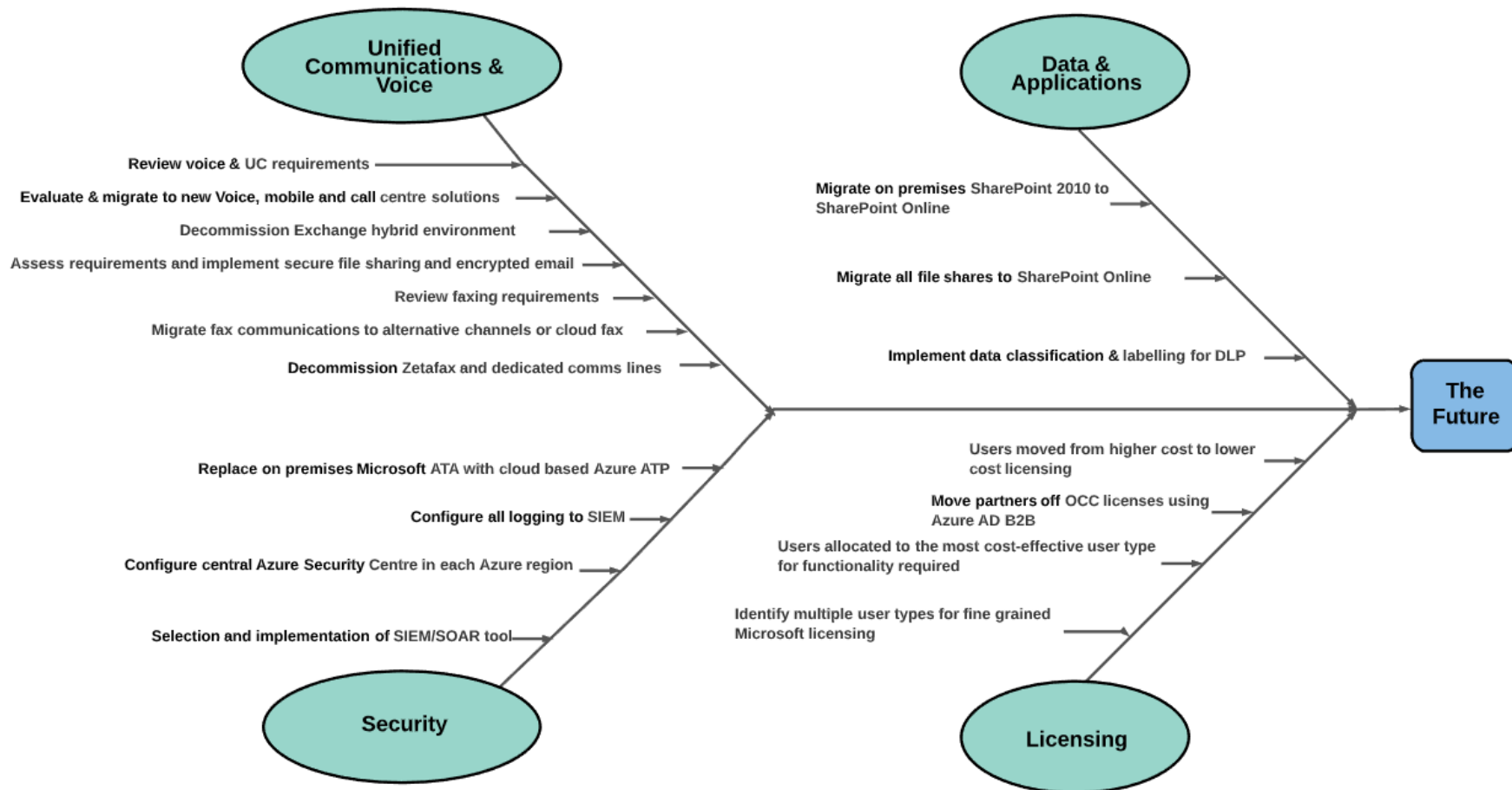




Technology Roadmap – Part 1



Technology Roadmap – Part 2



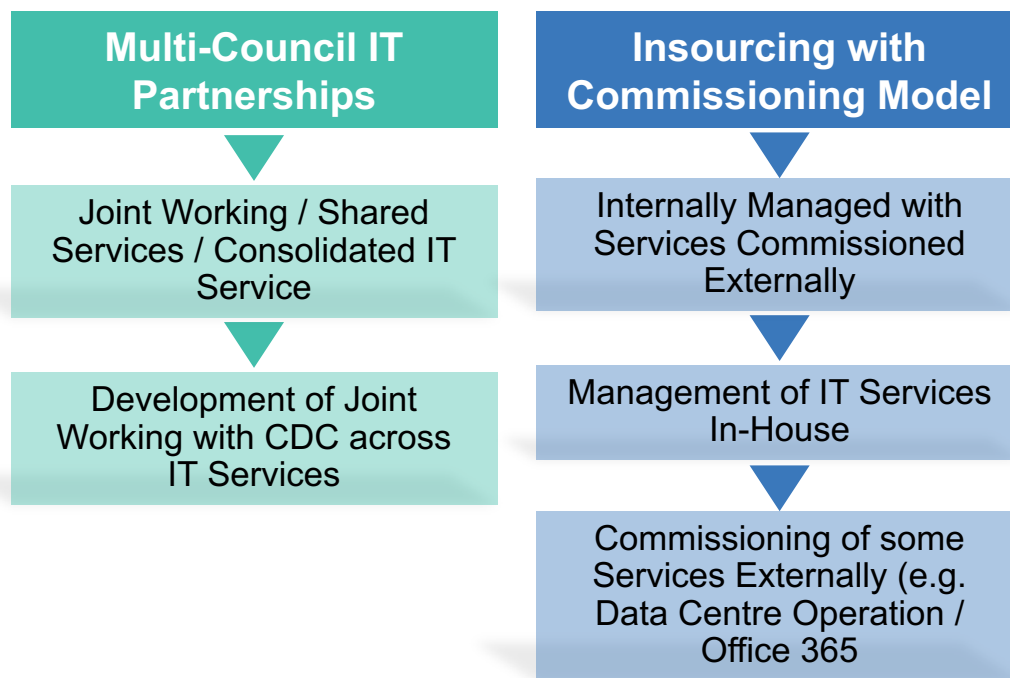


Theme 4 – Sourcing and Commissioning



Sourcing and Commissioning

The IT Service has established a clear approach to the future sourcing and commissioning of services and systems.



A mixed economy of in-house operation of IT with some services commissioned externally will be applied but with ultimate governance, management and assurance remaining within the Council.

The development of joint working arrangements for IT with Cherwell District Council (and other external partners) will be progressed in line with the overall corporate strategy.

In developing a more strategic approach to provisioning services, the IT Service will establish a core set of guiding principles to be applied during the requirements capture, market assessment and procurement cycles.



Procurement Timeline by ICT Category

	Infrastructure Technology			Communications	ICT Applications
	Data Centre	Wide Area Network (WAN)	Local Area Network (LAN)	Unified Communications & Voice	Data / Cloud and Legacy Applications
Current	Procurement underway for storage and Cloud based backup solution	Vodafone managed WAN contract expiry	In-house managed LAN	Vodafone managed Telephony service Contract expiry in 18 months	Windows 10 / Office 365 in-place Legacy Database Applications On premise Sharepoint
Next 18 months	New storage solution operational Cloud based backups in Azure Optimise and manage data centre Virtual data-centre established	Re-procurement of new WAN based on Zero Trust Model. Removal of lines, switches, firewalls,	Cloud managed network infrastructure Rolling refresh of LAN hardware Increased Wi-Fi capacity	Procurement of new Unified Communications / Voice service. Office 365 integration	Build new Enterprise Architecture Microsoft SQL Database Azure App Services SSCM / Security Apps Removal of Citrix Adoption of Sharepoint Online Office Licensing re-definition End user computing device refresh
2-5 Years	Transition from physical to virtual data-centres Decommission physical data centres	Rolling WAN refresh	Rolling refresh of LAN hardware		Further Cloud migrations End user computing device refresh

The delivery of the ICT Strategy delivery will require a number of initiatives to shift the current services and systems landscape to a new level of operation.



Theme 5 – Digital Strategy Alignment



Digital Strategy Alignment



The world of IT and digital is constantly changing to support the advances in the use of technology to realise the benefits in terms of efficiency, reduced costs and ease of use. With increased demand for online and digital services, which work anywhere, anytime at the user's convenience this roadmap outlines how the IT Service will continue to meet these challenges for the next five years.



The ICT Strategy will drive the development of the main infrastructure systems changes and this will be aligned to digital services. This will address the customer requirements for digital engagement and services such as the website and digital online transactions.



The ICT Strategy will develop solutions in-line with the Local Digital Declaration and OCC will share experiences and lessons learned across the Council, with local partners and within wider public service networks.



Theme 6 – Key Challenges: Cyber Security and Carbon Reduction



Cyber-Security Threat

- Cyber-Security Officer with sole responsibility for managing security threats.
- Ensuring implications of GDPR on data security are understood and ensuring senior officers are aware responsibilities.
- Working with partners such as the police to provide awareness training and education so that every OCC end user is aware of their role in preventing cyber threats.
- Documenting processes and policy to clearly define roles, responsibilities and procedures. Cyber threats are constantly evolving, so processes need to be regularly reviewed.
- Maximising the use of technology to reduce cyber risks.
- Ensuring all suppliers meet cyber security requirements for new and existing contracts.





Carbon Footprint



**Disaster Recovery
migrating from Data
Centre to the Azure Cloud**

63% reduced power
consumption/year



**Office 365 migration
and removal of Data
Centre hardware**

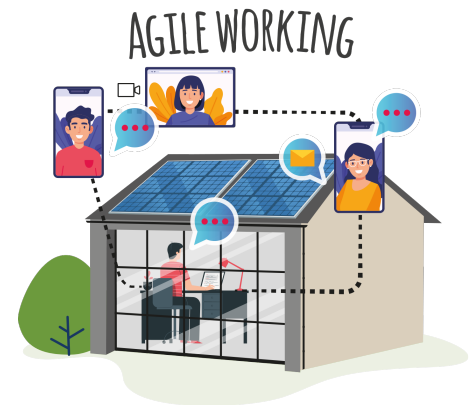
81% reduced power
consumption/year



**Desktop PCs replaced
with laptops in County
Hall and elsewhere
(Win10 Project)**

30% reduced power
consumption/year

- Migrating all OCC services from the current physical SCC datacentres to the Azure virtual datacentres (which are carbon neutral).
- Reducing printing that currently takes place and encouraging a cultural change to a paper-lite, digital workspace environment.
- Implementing advanced building blocks such as the Zero Trust model, to enable Agile working, thereby reducing travel journeys.
- Assessing suppliers' environmental policies as part of procurement with objective of all services having a zero net carbon footprint.
- Working with current suppliers to promote and influence their direction to meet the Council objective of reducing net carbon emissions



**The ICT Strategy will aim to support OCC commitment to
deliver zero net carbon emissions by 2030**



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How the ICT Strategy will be delivered



ITC Transformation

- The ICT Strategy has been defined over 5-years to include a minimum of 2 years of technology refresh and transformation supported by organisation and culture change across the IT Service.
- Over the next 2 years the Council will require investment in a number of fundamental infrastructure components and a range of new ICT enabling technologies replacing out-of-date and unsustainable systems.
- A programme approach is proposed to deliver the ICT Strategy based on workstreams covering Infrastructure, ICT applications, Communications systems and the changes to the IT Service.
- Robust governance and best practice programme and project management will be established with engagement across the Council.
- A clear business case has been established for this change with financial investment, a profile of forward savings and clear strategic outcomes.
- Benefits realisation will be applied throughout.



Summary Programme by Area

Infrastructure Refresh

Council wide Network Switch Replacement.

Deployment of Council wide Zero Trust security model.

Data Centre – Storage Refresh.

Cloud Backup / Disaster Recovery Deployment.

Identity, Access and security Refresh.

End User Computing Update including O365 Licensing.

Applications Migration, Rationalisation & Projects Delivery

Applications Review & Rationalisation.

IBC Review and future Strategy Development.

Ongoing Projects Delivery.

Standardisation on new System Management.

Communications Solution Refresh

Refresh of current Voice contract / Unified Communications Implementation.

Mobile Technology Rollout.

Organisational Change & Culture Change

Re-defined, Streamlined and "fit for purpose" IT Organisation.

Transformed IT Processes & Procedures.

Re-developed Roles & Responsibilities.

Development of IT Service Culture Change.

A workstream approach will be adopted for the delivery of the programme supported by robust governance, committed forward investment and an ongoing proactive engagement across the Council at all levels.



Working Together

Oxfordshire Councillors

The IT Service is committed to providing Councillors with fit for purpose IT equipment, applications and support.

- Suitability of equipment.
- Applications required to carry out their role.
- Rollout of equipment and the training provided.
- On-going support available to members.

To ensure the service provided is at the required level, regular reviews will be undertaken with a sample of Councillors.

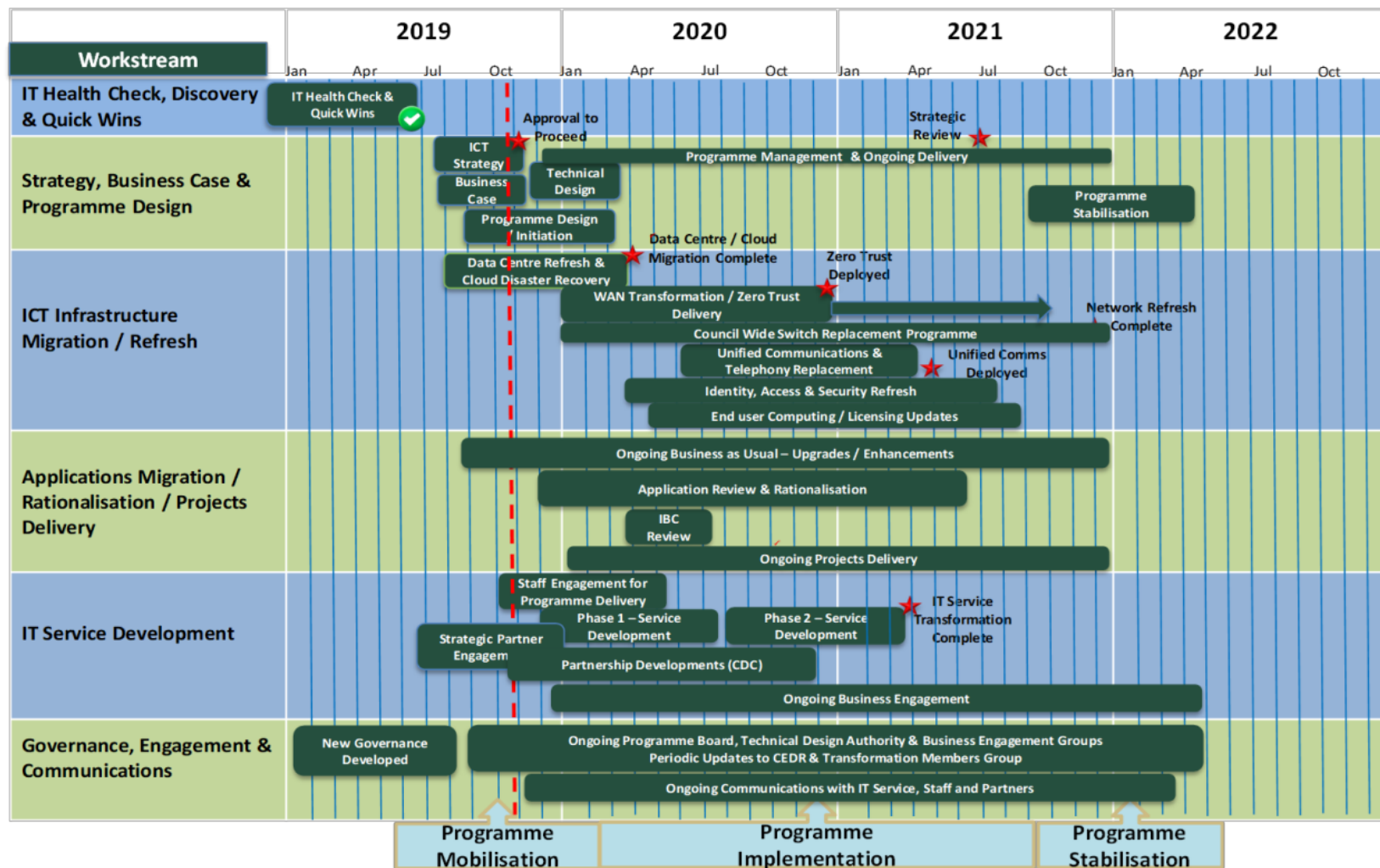
External Partners

The OCC IT Service will continue to work closely with partners in Oxfordshire to identify areas for alignment and to jointly identify benefits both financial and non-financial.





ICT Transformation Programme Overview Plan





Benefits of the Change



Council “Vision” and Corporate Plan

ICT Strategy

ICT Business Case

ICT Transformation Programme

Service Delivery

Significant “Step-Change” in “day-to-day” IT service delivery across the Council

Business Engagement

More effective “Best Practice” business engagement and projects delivery

Future ICT

Updated modernised and “fit for purpose” ICT solutions

Strategic ICT Leadership

Strategic ICT leadership and governance aligned with future Council direction

Partnerships

Strategic partnerships driving greater value through shared initiatives

Reduced Cost of ICT

Sustained reduction in ongoing revenue cost of IT service

Benefits Monitoring and Realisation





Summary Benefits of Change

- Investment to streamline ICT will reduce ongoing costs and improve service to customers.
- Operational efficiencies and improvements through new ICT.
- More robust, resilient and secure ICT landscape.
- Enabling business transformation with modern, 'fit for purpose' IT platforms.
- More effective, responsive, closer engagement of IT resources with business areas.
- Potential for further savings through joint working arrangements and business systems replacements.
- Flexibility across the IT Service to respond to internal and external change.
- Increased motivation, morale and engagement within the IT service.



Claire Taylor
Corporate Director – Customers and Organisational Development

“The new ICT Strategy presents an exciting opportunity to focus on improving service for our customers, enabling digital access, providing greater value for money, whilst also modernising service delivery”