

**Information Management and
Technology
High Level
Strategy 2019 – 2022**

February 2019

Document History

Version	Version Date	Changes
0.1	14/12/2018	First draft
0.2	17/12/2018	Revised Order to aid readability and Grammatical Changes
0.3	22/01/2019	Removal of Information Management and Service Strategy sections
0.4	23/01/2019	Edits based on stakeholder feedback
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2. Introduction

The Information Management and Technology (IMT) Service underpins most Lincolnshire County Council (LCC) services.

Put simply if critical IMT systems fail, public facing services will be compromised or cease altogether. Modern IT systems will enable us to deliver high quality, efficient and effective services across all our activities.

The Council has recognised the need to modernise LCC's infrastructure, personal devices and systems for some time and continues to fund a programme of work which will deliver significant business benefits during 2019.

The IMT service organisation is a mix of internal and external resources. Strategic functions remain largely in-house and our prime service provider, Serco, provides the support desk for service users, infrastructure support, solution design and project services. The service is working increasingly in a more joined up way at the strategic level. The Serco contract runs to 2022 and over this period the IMT service as a whole aims to become a more "Enabling Service" which makes more of the skills available within the IMT service, available to business managers when they are in the process of redesigning their own services or changing their processes and tools

The support desk service has improved markedly over the last year, and the expected reduction in the number of high severity incidents as a result of the investment will release resources to focus on providing a high quality service and the proactive maintenance of the estate.

All LCC, IMT service providers are directly or indirectly managed through the retained IMT service, which is responsible for all IMT infrastructure, application and digital services.

This IMT Strategy will set out the guiding principles for how Council technology assets and services will align to corporate objectives and desired outcomes. It will enable senior leadership to establish the service has interpreted its directions correctly. It is a high level short form document intended for leadership level decision makers and stake holders and represents only the changing elements of the service.

More detailed information is being made available on the Council intranet.

3. Document Lifecycle

This document describes the high level IMT strategy from 2019 to 2022 and will be reviewed annually to validate the continued alignment of IMT Strategies with corporate objectives.

4. IMT Strategy Alignment to Corporate Priorities

Key Corporate Objectives

The Councils key corporate objectives apply equally to IMT as to all other Council business areas:



Business Priorities for the IMT Service

Stakeholder engagement has identified the following key corporate priorities for the IMT service, which will enable the Council to achieve its business objectives.



5. Priority 1 - Become Brilliant at the Basics through Modernisation

The 3 highest priority areas for the Council IMT service are:

- A. Address known recurring high impact service issues.
- B. Deliver high performing and reliable IMT services and devices.
- C. Empower staff to exploit the full value of IMT services, devices and technology.

Business Impacts of Not Being Brilliant at the Basics



Brilliant at the Basics through Modernisation

To become brilliant at the basics, IMT will continue the existing refresh work programme and the migration to cloud services as part of the Modernisation work stream.

The **Modernisation work stream** will focus on:

- A. Resolution of known issues impacting day to day operations.
- B. Remove technical debt and establish a reliable baseline IMT service with high performing services, applications and devices.
- C. Build the foundation for a platform to support ongoing business improvement.

Summary of Modernisation Work stream

The following key projects sit in this work stream:

- The upgrade of the **Identity Service**, used to verify the identity of users logging on to the network and Council applications, will ensure a 'single sign on' experience as services migrate to the Cloud
- The adoption of the **DMARC** email security standard will maintain ongoing confidentiality of emails between government departments as we move away from GCSX
- An extension of the **Web Access Modernisation** programme using the zScaler security service to protect against browser based cyber-attacks
- The **Telephony Enablement** project will upgrade the Avaya software and reconfigure the underlying platform. This will extend the working life of the existing investment and address a number of issues affecting the CSC
- LFR will also be migrated to the LCC **Avaya telephony** platform to reduce the cost of replacing their current 'end of life' system
- The ongoing upgrade of the **Lincoln Campus network** is replacing ageing infrastructure and improving performance and supportability. Improved WiFi capacity will allow many more devices (including personal devices) to connect supporting staff, Councillors and visitors
- A related project will also upgrade the **Internet Connection** to support the growing reliance on Cloud services. This includes the implementation of the new Health & Social Care Network (HSCN) as a replacement for the discontinued N3 Health connection
- An investigation of the **Crown House network** is confirming the requirements for a network refresh taking into account the resilience of the telephony components used by the CSC. This project will adopt much of the design work from the Lincoln Campus network upgrade
- The **IMP migration** project moves the Council's documents to the Cloud negating the need to replace ageing infrastructure and future work will allow full records management capability and a better user experience

- The **Windows 10 Corporate Refresh** programme will provide staff with new, faster, lighter and more reliable laptops, and ensures we continue to use a fully supported Windows version
- The introduction of a **Digital Platform**, which includes a rebuild of the **LCC Corporate Website**, will significantly improve the ability for local people and visitors to 'self-serve' and carry out online transactions
- The provision of 'contactless' and 'chip and pin' payment methods for a broader range of Council services will be delivered as part of the **Corporate Card Payments** initiative

Summary

Being brilliant at the basics means IMT services will be modernised and work brilliantly for our service users. Council services and business outcomes will benefit from reliable IMT infrastructure and application services and the support services to keep them working.

Recurring issues are impacting day to day service and Council productivity. This is the highest priority area for IMT to address in the short term, but will require least business engagement.

6. Priority 2 – Support Business Efficiency through Optimisation

The level 2 priority areas for IMT are to:

- Enable collaboration between staff, Councillors and partners.
- Improve citizen engagement.
- Enable the better use of information to improve decision making.
- Make information more meaningful for transparency and accountability.
- Optimise our financial efficiency through cost engineering the solutions and services in use.

Business Impacts of not Supporting Business Efficiency through Optimisation



Supporting Business Efficiency through Optimisation

Optimisation refers to the introduction of new technology and capability to improve aspects of existing business service models and processes, or to improve the financial efficiency of the IMT services. In technology it typically refers to improvements and capabilities benefiting the whole Council.

Some of the capabilities deployed under this work stream could be termed transformational. However for the purposes of this strategy Transformation is defined as activities which fundamentally change business service models and processes, typically challenging historical practices and conventions in a particular business area.

The business value of technologies deployed under the Optimisation work stream will require greater business engagement, but in turn will generate greater business value.

The IMT service must assist and shape the business adoption of new services such as Office 365, which contains many new productivity tools and ways of communicating, to ensure maximum benefit is extracted from these investments.

The IMT service will further develop its collaborative working relationships with the business to deliver this goal. IMT will re-organise itself to provide business managers and leaders with better access to the skills and expertise within the IMT service. The objective is to support proposals requiring IMT work for presentation to the newly formed IMT Board.

This change will be evolutionary rather than revolutionary and is as much a cultural change as a service design change.

The **Optimisation work stream** will build upon modernisation outcomes to:

- A. Enhance Council productivity.
- B. Create organisational capacity through process automation.
- C. Improve access to services for citizens through enhancements to existing contact centre services, web channels and digital technologies.
- D. Improve the quality of management reporting and decision making through data visualisation and business intelligence.

Summary of Optimisation Work Stream

- IMT is supporting **LFR strategic plans** for relocation:
 - To provide the technical infrastructure and capability to support LFR in occupying the new purpose built fire station in Sleaford housing 130 staff
 - To ensure services are fully tested and working as expected as the LFR Control room moves to Nettleham
 - The LFR South Park build project will provision the IMT service elements of the new shared service Blue Light Campus
- The current version of Microsoft Office will be replaced with **Office 365**. As well as access to well known apps – Word, Excel, Powerpoint – LCC staff will have access to Skype for Business video conferencing improving productivity and reducing travel. This sophisticated Cloud service will also allow content and data to be accessible to all connected devices with effortless sharing and collaboration
- The introduction of **SIM Enabled Laptops** allows staff, particularly in Adult & Children's Services, to access key systems and real-time information whilst out in the field
- The implementation of a **network link between LCC and the Microsoft Azure Cloud** will allow the Data Services team to build, deploy and manage workloads in the Cloud giving access to the latest **Business Intelligence** toolsets
- To support the move away from GCSX, the **Symantec secure email** plug in project is the final piece of a solution which will make it easy for users to send emails securely to external recipients

- The **replacement of the remaining Windows 7 Laptops and PCs** during 2019 will provide numerous benefits: Windows 10 functionality, better hardware, seamless remote working, particularly for field workers, and lighter, faster and more resilient devices.
- As part of the **Digital Platform website** project, a number of supporting component technologies are being delivered to enable integration between the services offered and the required 'back office' systems used to process the transactions.
- The implementation of a **Records Management** programme to address the accumulation of physical and digital records and to reduce cost of storage. The scale of these records is also affecting the Council's agility when adopting new technology.

Summary

The Optimisation work speaks to the need for the Council to continuously improve how it delivers its services to citizens within its existing set of services, processes and business models.

Due to the speed with which it may be accomplished following modernisation activities, Optimisation is the second priority and will require business engagement to ensure new technology is adopted across the Council and the investments are fully exploited.

7. Priority 3 - Support the Business in Transformation

The level 3 priority area for the Council IMT service is to:

- A. Enable a sustained Council capability for agile service transformation to support managers who seek to exploit emerging technologies to transform their business operations.

In recent years the public sector has been subject to reducing budgets whilst citizens' expectations and demand for services has continued to grow. Consequently cost and waste has been driven from existing processes and service models.

In order to continue to serve the public's changing expectations and meet the ongoing budget constraints, the Council must rethink how it delivers its services.

In some areas a case can be made to exploit emerging technologies such as Artificial Intelligence and cognitive computing to transform the services we present to the public and reduce the cost of providing those services.

Business Impact of not Supporting the Business in Transformation



Supporting the Business in Transformation

Transformation in the IMT sense is about building upon the Modernisation and Optimisation work streams and commissioning additional capabilities that exploit emerging transformative technologies at the level required by the Council. The objective here is to:

- A. Co-ordinate investments made by the Council to augment its Digital Platform capabilities
- B. Develop the platform for rapid, secure deployment of new IMT capabilities and to support the creation of the Councils new business models
- C. Enable a Council capability for ongoing transformation and innovation at the level required by the Council by providing better access to the expertise within the IMT service and its partners

Summary

We are seeing a number of new and maturing technologies that create the capability to transform almost all modern businesses and the Council will to some degree be compelled to respond to this challenge. This will require the IMT service, and the complementary cultural and business change capability, to be developed to enable transformation to happen.

The IMT service will work with those business managers who seek to exploit these opportunities to take these initiatives through from business case to benefits realisation at the level the Council requires of us.

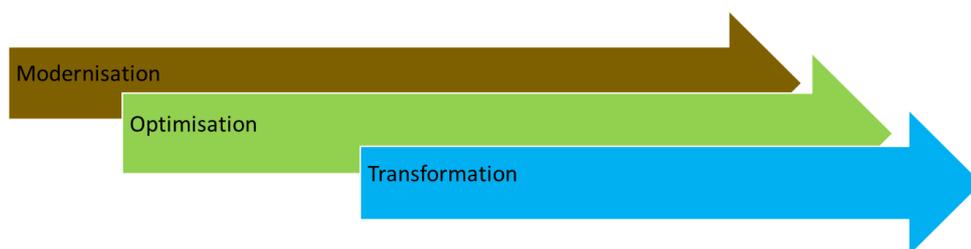
Relationship between IMT Technical Strategy Work streams

Higher business value can be realised through Optimisation and Transformation work streams.

The IMT elements of these work streams by their definition require higher levels of business input to achieve improved business outcomes and business value.

Whilst it is true an ability to deliver Transformation builds upon the Modernisation and Optimisation work stream deliverables, there is significant overlap and individual projects could be in 2 or all of these categories.

These work streams will run concurrently for as long as transformative technologies continue to emerge.



A key success factor for the IMT Strategy and associated Forward Work Plans are that they demonstrate over time a move away from a predominately risk driven Modernisation payload to a more balanced Modernisation, Optimisation and Transformation payload at the level the Council decides.

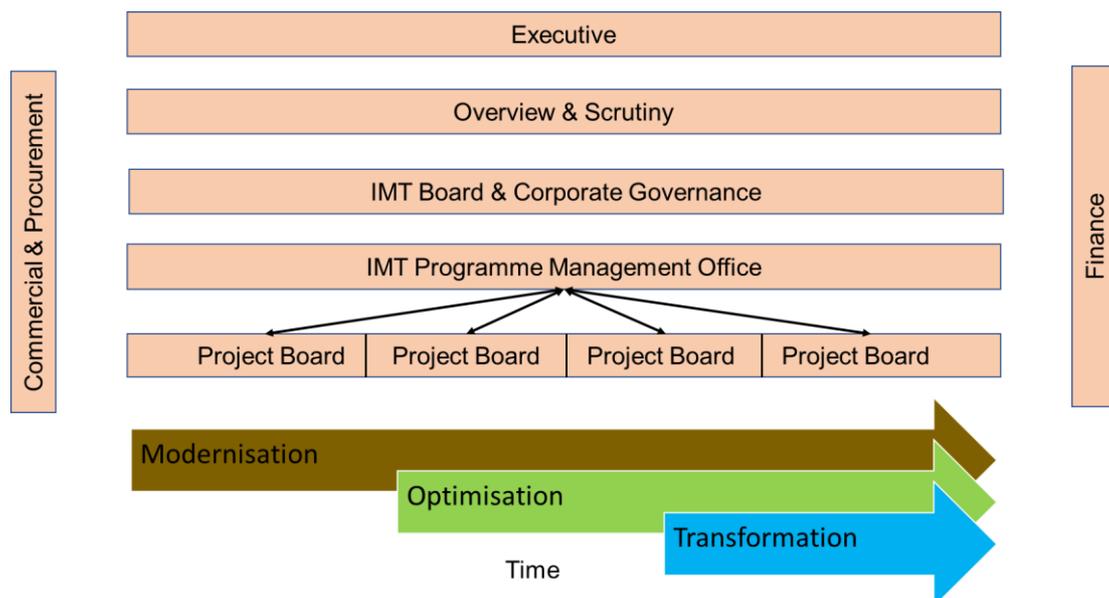
8. Executing the IMT Strategy

IMT Strategy Programme Delivery

The delivery of the IMT Technical Strategy will be through a holistic IMT programme which will provide governance to:

- A. Provide ongoing validation of business alignment, map dependencies and take early corrective action when needed.
- B. Re-balance the work plan from Lifecycle/Modernisation to higher value Optimisation and Transformation at the level the Council decides.
- C. Enable strategic decision making through a programme rather than project view i.e. all work required to achieve a business goal is considered collectively.

IMT Programme Governance Model



9. The 6As - Measuring Success and Prioritisation

Success of the IMT Technical Strategy and projects commissioned through it will be measured against the 6As criteria.



Aligned

Clear linkage to the vision of Council and needs of citizens



Assured

Technology solutions are secure, compliant and auditable



Agile

Enables rapid adoption, modification and retirement of technology



Accessible

Council IMT solutions will champion digital inclusion for all



Affordable

Purchase and ongoing costs are understood and sustainable



Available

Technology is available where and when it is needed

10. Core Design Principles

The core design principles for new and changed technology services are:

- A. Technology must support achieving Council objectives and goals.
- B. All new services will be assessed against the 6As success criteria.
- C. Technology must underpin or enable business optimisation and transformation.
- D. New capabilities where possible will be built upon the Digital Platform to reduce the proliferation of single purpose solutions and siloed working.
- E. LCC will adopt a hybrid cloud service model with a cloud first preference.
- F. The security and integrity of Council data remains paramount.
- G. All new technology will be scalable, sustainable and supportable.
- H. IMT technologies will wherever possible adhere to open standards and be interoperable.
- I. Technology will enable secure collaboration internally and with authorised 3rd parties and citizens.

11. IMT Domains

The IMT projects will be characterised in terms of the following technology Domains.



Identity and Information Security

How information and access to services are secure, monitored and managed.



Data Services

Covers how data is collected, stored and managed for reporting, sharing with other services and supporting decision making



End User Compute Services

Covers the end user experience. Covers devices, core productivity and collaboration applications



Platform Services

The infrastructure which hosts applications, data and provides end users access to services. May be in the cloud, hosted and/or on-premise



Application Services

Focuses on applications and services specific to individual Business Area service lines.



Connectivity Services

How systems and end-users connect to access applications, communicate and share information

The IMT programme will plan and budget against these domains and continually ensure they remain aligned to the Councils objectives verified via the 6A's criteria.

This use of Domains can help expose situations where duplication of capability may occur and reduce or contain cost and complexity.

12. Conclusion

The continued support and recognition by the Council that the IMT Strategy underpins the Council's objectives, creates the possibility to undertake an ambitious and challenging programme of work.

The strategy is aligned to the priorities previously identified through stakeholder engagement sessions. The ongoing pipeline of work is being developed into proposals for consideration by the IMT board and will be aligned and assessed in the same way.

The IMT Strategy aims to deliver improvements on a wide variety of areas.

- Deliver the solutions to long running problems that have affected productivity
- Improve Citizen engagement
- Deliver modernised services, systems and devices. Providing the tools our staff and Councillors need
- Enable collaboration between council staff and Councillors with our public sector and delivery partners
- Evolve the IMT team and its service partners into an "Enabling Service"
- Drive improvements in the overall quality of service whilst remaining within budget constraints
- Normalise the IMT service away from firefighting to delivering a balanced programme of work, helping to move the Council forwards
- Deliver an effective program of cost engineering initiatives
- Collaborate on business cases in support of proposals for optimisation and transformation activity by working with the business managers
- Bring effective Information and Records Management into operation
- Deliver Business Intelligence and data visualisation tools to enhance inform and accelerate the councils use of data
- Maintain security and data assurance in a changing world

2019 will see many changes delivered representing a step change in the user experience. That work continues to ensure all council locations benefit

equally. The aim is then to broaden our focus to deliver the same type of improvement to the citizen experience when engaging with the council.

It will also see the start of initiatives to evaluate what emerging technologies LCC could exploit to the benefit of its citizens. Those that promise to advance the councils objectives will be drawn up into a business case for consideration by the Council.

The IMT service is being made ready to respond to those requirements.

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