

ICT Improvement Plan

The below programme of works seeks to remediate the legacy position of the IT estate through stabilisation and modernisation. This improvement plan highlights the key activities required.

ICT Modernisation Programme				
<u>Service Objective:</u>				
<ul style="list-style-type: none"> • Enable the Council to make effective use of the ICT systems and achievements service objectives through the stabilisation and modernisation of the IT infrastructure • Ensure best value of money for service delivery • Improved experience to staff 				
Improvement Objective	Activity/Actions	Supporting Information	Progress to Date	Responsible Officer
Full restructure of ICT service	<ul style="list-style-type: none"> • Development of design structure • Consultation document • Job descriptions • FAQ's • HR/Finance engagement • Job evaluation • Union engagement • Key stakeholder engagement • Appropriate sign offs for permission to proceed. 	<ul style="list-style-type: none"> • Build resilience • Build capacity • Build capability • Bridge technical knowledge gaps • Eradicate single points of failure • Reduce reliance on interims • "Grow you own" ICT service provision 	Draft design structure developed Draft consultation document Draft job descriptions Draft FAQ's Dates to be agreed with HR/Finance, indicative dates for launch summer 2022.	AD-VM

<p>Slough staff have access to fit for purpose devices that enable them to work in a fast and efficient collaborative way that enables them to perform their job and serve our residents.</p>	<p>Implementing “Autopilot” build and cloud management to efficiently deploying mobile devices</p>	<p>Resources: ICT staff, 3rd parties, modernisation funding. Outputs: Auto configured and managed device. Outcomes: Faster, standardise & secure device deployment Risks: 3rd parties unable to meet council aspirations/expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	<p>Engagement with 3rd party supplier underway to begin testing of Autopilot configuration with IT engineers Expected to be completed by April/May 2022.</p>	<p>GM – AC PM – AR</p>
<p>Slough staff have access to fit for purpose devices that enable them to work in a fast and efficient collaborative way that enables them to perform their job and serve our residents.</p>	<p>Replacing the Council’s mobile device management (MDM) solution</p>	<p>Resources: ICT staff, Departmental staff. 3rd parties, modernisation funding. Outputs: New MDM solution Outcomes: Improve experience for staff Risks: Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	<p>Scope discovery and market testing with inform milestones for delivery</p>	<p>GM – AC PM – PK</p>

<p>Slough staff can work and be productive from the office and any mobile location, their experience should be seamless wherever they work and be fast and efficient.</p>	<p>Commissioning a new wide area network enabling faster access to the cloud-based services from Council buildings</p>	<p>Resources: ICT staff, Procurement staff. 3rd parties, modernisation funding. Outputs: Faster and improved access to network from Council buildings Outcomes: Improve experience for staff Risks: 3rd parties unable to meet council aspirations/expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	<p>Statement of requirements currently been produced in conjunction with Procurement.</p> <p>Scope discovery and market testing with inform milestones for delivery</p>	<p>GM – AC PM – AR</p>
<p>Slough staff can work and be productive from the office and any mobile location, their experience should be seamless wherever they work and be fast and efficient.</p>	<p>Replacing and standardising the remote access service for Staff</p>	<p>Resources: ICT staff, Procurement staff, 3rd parties, modernisation funding. Outputs: One fit for purpose, secure remote access service Outcomes: Improve experience for staff Risks: 3rd parties unable to meet council aspirations/expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	<p>As a temporary solution to improve to current service, a change is being reviewed regarding the existing VPN configuration.</p> <p>Discovery work on a new solution is running in parallel and is currently underway and will inform milestones for delivery</p>	<p>GM – AC PM – PK</p>

<p>Collaboration tools and data storage will be cloud based (where appropriate) to enable access to data and tools to support business functions.</p>	<p>Replacing end of life disk storage systems</p>	<p>Resources: ICT staff, 3rd parties, modernisation funding. Outputs: New storage systems in place Outcomes: Continued access to data and tools to support business functions Risks: 3rd parties unable to meet council aspirations/expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	<p>Quotes for new hardware have been received with procurement intended to be completed in March 2022. Installation will be prior to the end of the current maintenance contract (Jun 22)</p>	<p>GM – AC PM – AR</p>
<p>IT systems and services will be migrated to appropriate platforms, they will be rationalised across the organisation, support modern collaborative ways of working, support business transformation and be a firm foundation for digitisation of business processes.</p>	<p>Migrating business applications to appropriate platform</p>	<p>Resources: ICT staff, departmental staff, Procurement staff. 3rd parties, modernisation funding, existing revenue budgets. Outputs: Cloud based business applications Outcomes: Business transformation Risks: 3rd parties unable to meet council aspirations/expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased</p>	<p>Applications including Modern.Gov (Committee Management System) and APAS (Planning & Building Control System) have planned migrations in March. Full application audit underway to identify further cloud migrations and upgrade paths. Scope discovery and market testing with inform milestones for delivery</p>	<p>GM – AC PM – AK</p>

		reliance on 3rd parties Costs escalate as a direct result of any of the above		
IT systems and services will be migrated to appropriate platforms, they will be rationalised across the organisation, support modern collaborative ways of working, support business transformation and be a firm foundation for digitisation of business processes.	Implementing a full IT Service Management (ITSM) function	<p>Resources: ICT staff, Procurement staff 3rd parties, modernisation funding.</p> <p>Outputs: Fully implement ITSM function</p> <p>Outcomes: Improve IT service delivery to staff</p> <p>Risks: Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	Scope discovery and market testing with inform milestones for delivery	GM – AC PM – AK
IT systems and services will be migrated to appropriate platforms, they will be rationalised across the organisation, support modern collaborative ways of working, support business transformation and be a firm foundation for digitisation of business processes.	Commissioning a new corporate and contact centre telephony solution	<p>Resources: ICT staff, Procurement staff 3rd parties, modernisation funding.</p> <p>Outputs: New corporate and contact telephony solution.</p> <p>Outcomes: Business transformation</p> <p>Risks: 3rd parties unable to meet council aspirations/expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	Statement of requirements currently been produced in conjunction with Procurement. Scope discovery and market testing with inform milestones for delivery	GM – AC PM – AR

<p>Sloughs infrastructure will be efficient, scalable, and secure, ensuring council systems and data are available and protected.</p>	<p>Replacing the Council's dated backup solution</p>	<p>Resources: ICT staff, Procurement staff 3rd parties, modernisation funding. Outputs: New backup solution in place Outcomes: Council systems and data are available and protected Risks: 3rd parties unable to meet council aspirations/expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	<p>A health check review of the existing backup system has been scheduled for the 1st, 7th & 8th April. This will be undertaken by our 3rd party support partner who will produce a health report and remediation recommendations for the backup service.</p>	<p>GM – AC PM – PK</p>
<p>Sloughs infrastructure will be efficient, scalable, and secure, ensuring council systems and data are available and protected.</p>	<p>Replacing aged infrastructure</p>	<p>Resources: ICT staff, Procurement staff 3rd parties, modernisation & DLUHC funding. Outputs: Cyber reporting in place Outcomes: Council systems and data are available and protected Risks: 3rd parties unable to meet council aspirations/expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p>	<p>Scoping of the council's critical applications has commenced. This is a significant programme of work which will roll into 22/23</p>	<p>GM – AC PM – AK</p>

Robust policies, procedures and governance is in place for the IT estate	Responding to all audit actions	<p>Resources: ICT staff, existing revenue budgets</p> <p>Outputs: Audit actions completed</p> <p>Outcomes: Robust policies, procedures and governance is in place for the IT estate</p> <p>Risks: Existing budgets may not be able to fully support the action requirements. ICT or user resources may not be available when they are required</p>	Ongoing completion of audit actions liaising with RSM	GM – AC
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DLUHC – Cyber Treatment Plan				
Service Objective: <ul style="list-style-type: none"> • Address identified issues in the DLUHC Cyber Treatment Plan. • Improve the councils cyber resilience 				
Improvement Objective	Activity/Actions	Supporting Information	Progress to Date	Responsible Officer
Sloughs infrastructure will be efficient, scalable, and secure, ensuring council systems and data are available and protected.	All actions as identified in the cyber treatment plan Part II papers.	<p>Resources: ICT staff, existing revenue budgets</p> <p>Outputs: DLUHC Cyber treatment plan completed</p> <p>Outcomes: Sloughs infrastructure will be efficient, scalable, and secure, ensuring council systems and data are available and protected.</p>	<ul style="list-style-type: none"> • Funding received • Kick off meeting with Local Digital team at DLUHC 	GM – AC

		Risks: Existing budgets may not be able to fully support the action requirements. ICT or user resources may not be available when they are required		
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