2024 - 2027
Technology Strategy

Document Version: 1.0

Written By: Lead ICT Specialist Grant C Hulley

Reviewed By: Assistant Director of Resources Annette Cardy

Table of Contents

Key Information 2
Key Information - Governance 3
Technology Strategy 2024 - 2027 3
Introduction 4
Future long term technology vision 5
Strategic Priorities 5
Strategic ICT Priority 1: Managing Risk, Security and Compliance 5
Strategic ICT Priority 2: A Modern ICT Infrastructure that enables digital transformation. 6
Strategic ICT Priority 3: Streamline Processes to create an agile and flexible digital service model. 7
Strategic ICT Priority 4: Developing Information for Business & Customer Insight 8
Information Systems and partners 8
Resource and Governance 9
Data and Business Intelligence 10
Customer Engagement 10
The Technology Roadmap 11
Summary 14
Appendix A: ICT Strategy 2021 - 2026 ..... **Error! Bookmark not defined.**
Appendix B: ICT Policy and Procedures ..... **Error! Bookmark not defined.**
Appendix C: Corporate Plan ..... **Error! Bookmark not defined.**

Key Information

Authors:	Lead ICT Specialist – Grant Hulley Assistant Director of Resources – Annette Cardy

Accountable Assistant Director:	Assistant Director of Resources – Annette Cardy
Review Date	Annually
IT SharePoint Site Link:	Redacted

Key Information - Governance	
The Strategy applies to:	Maldon Council officers
Committee the last ICT Strategy was approved at:	Council
Date of when the Strategy was approved:	30 June 2023
Last improvement Strategy for reference:	ICT Strategy
This Strategy is due its next review:	31/03/2027

Technology Strategy 2024 - 2027

Executive Summary

This technology strategy sets out Maldon District Councils technology vision of the future and how technology can support the delivery of its corporate priorities set within the Corporate Plan 2023 – 2027 for the years 2024 to 2027.

As the technology strategy priorities are based on the Corporate Plan the following priorities are key to this strategy:

- **Supporting our communities**
  - Services delivered intelligently.
- **Enhancing and connecting our place**
  - More connected services
- **Helping the economy to thrive**

- Reduced resource and services costs

- **Smarter finances**
  - Reduction in Technology costs.
- **A greener future**
  - Reduction in our technology CO2 and electrical usage.
- **Provide good quality services.**
  - Continued improvements to core systems and services.

Local government is facing challenging economic pressures alongside an increase in customer expectations. The way we use our technology is more vital than ever to support the enhancement of services to the residents of Maldon.

The Department for levelling up, housing and communities require local government to identify productivity plans to include 'How we plan to take advantage of technology and better use of data to improve decision making, service design and use of resources'. The Technology strategy is a key contributor to this.

This strategy identifies four key priorities which provide the foundation for the council's technology framework and support the delivery of the authority Corporate Plan. These four priorities are listed below.

1. Managing Risk, Security and Compliance
2. Infrastructure for Digital Transformation
3. Streamlined Digital Processes
4. Data Insight

The aim of these is to foremost ensure stability and then provide for controlled development through the continued delivery of high quality, secure, agile, and cost-effective systems.

Focus will be on the **reduction of its technology footprint** to support **the green initiative** and **smarter finance's** whilst **streamlining services** and harnessing data to **support the communities**, **connecting our place** and **improving the quality of service**.

Introduction

The significant challenges that face the Council have prompted an organisational change in agenda which determines how services will be delivered and accessed by residents in the future. Key challenges include budgetary constraints, increased customer demand and efficient resource requirements; and plans need to consider how Maldon District Council can make more efficient use of resources, work in closer collaboration with different agencies to optimize outcomes, whilst managing increasing pressures for flexibility.

Digital solutions provide an opportunity to develop new products and services, to create, collaborate and build successful service delivery models at a scale and a speed that was previously unimaginable. Digital technology gives opportunities to reduce the costs and increase the quality of

public services, change the way in which we learn, work, live and access information from the world around us.

As technology advances and new consumer service models evolve, our customers' expectations for accessibility change. There is a drive both internally and externally to ensure that our services are increasingly more accessible, anytime, anywhere, anyplace.

This technology strategy aims to provides direction and outline strategic ICT priorities that will shape Maldon District Councils future environment. It provides a platform that can harness innovation for the delivery of new service models, whilst providing a stable and resilient infrastructure which facilitates the most efficient use of resources.

Implementing this strategy will enable Maldon District Council to build on its investments to date and drive its digital delivery models. We have limited resource in the ICT team and the defined priorities in this Strategy will define the development of the ICT roadmap and resource allocation maximising the resources available to gain the most benefit through automation and the migration to cloud based infrastructure.

This strategy will be a 'living' document updated to respond to the changing and evolving business needs as and when change occurs. ICT's main focus will be the removal of legacy systems in favour of a smarter more streamlined system enabling the council to better streamline its services to the public, as shown in the technology roadmap.

Future long term technology vision

To align to the Corporate Plan the future technology vision must extend on the council's vision:

'To be a sustainable council, promoting growth and investment at every opportunity. To support our communities through excellent partnership working and to maintain and improve quality of life' The council will develop a technology architecture, built upon a fully integrated, data driven Authority that facilitates end to end digital service delivery across all the corporate business areas.

This framework will have Business Intelligence at its heart, providing corporate leadership, service managers and Council Members with the data and insight they need to make operational and strategic decisions, allowing the council to commission services based on detailed knowledge of the needs of our customers.

Much of this strategy will be delivered using cloud-based products, integrated into line of business applications.

The following slides set out the strategic priorities, which then shape our aims of the technology strategy i.e how we get there.

Strategic Priorities

Strategic ICT Priority 1: Managing Risk, Security and Compliance

It is vital that the council is a secure place to work, learn and do business. Getting security right is a fundamental enabling element of our digital ambitions. As we carry out more transactions and share more information online the greater the risk of our information, operations and finances being stolen, exploited or disrupted. These risks will only increase as we build and benefit from the

internet of things innovation. Our reputation for cyber resilience has the potential to quickly become a determinant of future economic success. We will ensure that;

- People can access straightforward, reliable and easily accessible advice on cyber security.
- We share information about cyber threats across sectors and are well prepared to manage them.
- Our digital public services are safe and secure to use.
- The systems and process we use are appropriately maintained/ robust
- There is resilience in key customer processes to ensure we deliver services effectively
- We will work with academic institutions partners to enable effective and coordinated cyber security research and innovation.
- Cyber resilience skills are embedded within our wider digital skills ambitions.

Outcomes, measures of Success

- Ensure accreditation to national information security and governance standards. (Cyber Assessment Framework, Cyber Essentials Plus by 2026)
- Embed good security practice in all staff behaviour. (Training and testing through third party systems such as Boxphish with monitoring of outcomes)
- Deliver core customer processes in a consistent way
- Cyber Policies approved and in place (Inc AI, Cyber, Usage, Passwords)
- Active Directory migration to Azure Active Directory and cleansed
- Permission control based on group access and cleansed
- Removal of the Active Directory (AD) Hybrid

Strategic ICT Priority 2: A Modern ICT Infrastructure that enables digital transformation.

Maldon District Council currently operates in an isolated environment whereby digital services do not all talk to each other across services. We will seek to build our internal Digital Business Technology Platform (Dynamics), developing centralised processes, and be a front runner for sharing and improving access to services across a network of authorities.

Our approach is to:

- Simplify and standardise ways of working across the council so that it becomes easier to use our services.
- Create common digital platforms for services that will encourage innovation in the delivery of public services whilst ensuring that the platforms and technologies are both secure and resilient.
- Make better use of cloud-based solutions as a source of both cost reduction and service innovation.

Outcomes, measures of Success

- Commodity cloud services as well as shared service offerings will be meshed into an overall ICT platform for business use. A single platform will be presented built from a small number of providers (internal and external) E.g: Dynamics – Build based on process priority with visibility to CLT and ELT – 15 processes in dynamics by 2027
- 90% of our ICT infrastructure will be cloud based within 3 years. (Removal of the on site Data Centre and implementation of Azure services to allow for server migration into the cloud. 12 current hosts, 9 migrated to the cloud by 2026)
- Reduce the environmental impact of technology used by the council – Lower electrical and carbon use whilst achieving work force flow optimisations and savings through these optimisations.

Strategic ICT Priority 3: Streamline Processes to create an agile and flexible digital service model.

Automated Technology solutions facilitate new ways of analysing information in order to streamline processes and decision making. Using data from digital devices (sensors) that capture environmental and operational information from across the council estate, resources can be targeted more effectively, increasing capacity and reducing cost.

Outcomes, measures of Success

- Adoption of Artificial Intelligence, Robotics and Machine Learning technology to drive process change.
- Create a culture of continuous process review and design to provide effective resource management.
- Develop a technology cost optimisation programme.
- Review Enterprise Resource Platforms and associated functions

- Create an Internet of Things network that provides data to improve infrastructure management and reduce climate change emissions.
- Task Smart / Dynamics delivery (PMO (P3), Stray Dogs, Environmental Health)
- Over all system reduction through the migration of data and services to new, intuitive systems

NB, although this is a goal of the strategy, acknowledging limited resources and the need to focus on systems architecture and security and resilience, investment in new technology is likely to have a smaller proportion of IT time/ resource allocated in the roadmap.

Strategic ICT Priority 4: Developing Information for Business & Customer Insight

Data holds the key to unlocking innovation in public services. Better data sharing can generate new insights stimulate new ideas and deliver potential savings to the public sector. Such benefits will, however, only be realised if people in Maldon trust us to hold their data securely and use it in appropriate ways. We are already seeing benefits in areas of public service from the use of open and shared data. Collective data agreements are helping to widen access and reduce the costs of key data sources across the public sector.

Outcomes, measures of Success

- Data from systems to be collated within cloud-based data stores enabling data mining to drive insights that support business decision making.
- Business users have tools to be able to navigate and draw knowledge from the accumulated data to support intelligence led commissioning.
- Data management processes are established as normal practice within business units supported by ICT services and tools to provide processes, governance and management of critical data.
- ARCGIS and Dynamics as a data centric system to optimise data sharing both internally and externally to drive work flow improvements.

Information Systems and partners

We will manage data and security compliance at a level that provides assurance to customers and providers, that the information we hold is managed securely and governed within data protection regulations.

Microsoft will continue to be a strategic delivery partner over the life of this strategy and will support the council in delivering the **Technology Roadmap**. Projects over 2024 will be focussed on consolidation of key systems and using corporate technology platforms to deploy common standardised processes that facilitate automation and integration.

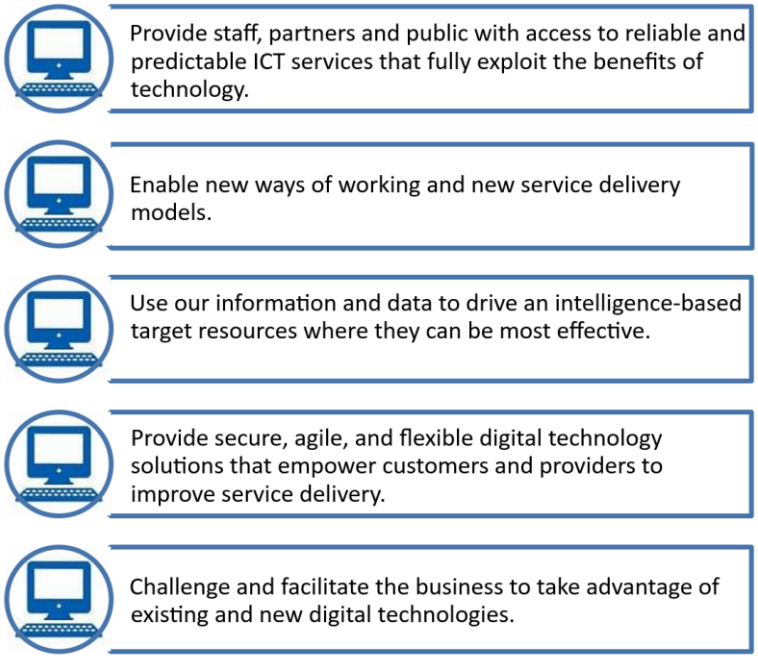
Using Azure cloud Business and Operational Analytics through PowerBI we will ensure that our core systems are fit for purpose and integrate with strategic delivery partner networks where appropriate.

The Microsoft Security and Compliance product suite will ensure our information and data is available to share within the constraints of a fully secure data governance framework. Automated document archiving, deletion and retention will optimise the way we store and retrieve data to ensure information is easily accessible.

Microsoft 365 power platform suite will facilitate collaborative systems and workplaces that increase resource capacity, capability and information sharing across multiple delivery agencies and providers.

In order to deliver the projects outlined in the Technology Roadmap we will continue to work in collaboration with the Essex Digital Partnership (EDP), Microsoft and Insight to ensure consistent operational technology support. Where specialist technical skills are required to implement specific transformational change programmes, we will engage with Microsoft 'gold' partners or their equivalent to provide innovative business solutions.

By using strategic delivery partners and a 'gold' partner supply chain we will deliver the following technology enabled strategic outcomes:



Resource and Governance

All organisational ICT decisions will be governed by CLT+ through the Lead ICT Specialist which will approve and advise Corporate Leadership Team (CLT) and Extended Leadership Team (ELT) on technology investment, direction and issues which have priority. Day to day ICT problems will be raised via Fresh Service (FS) and triaged to the appropriate knowledge base for assessment and diagnosis. High level FS tickets will then go to the Lead ICT specialist in prep for CLT+ based on the expert knowledge available. Doing so will give representation from all corporate directorates and area's, allowing for a global view of the council.

To ensure robust governance of technology commissions for both corporate and major business initiatives, The Lead ICT Specialist along side their stakeholders provide management oversight of technology programmes and projects holding the delivery partners to account, ICT workload for both projects and BAU will be based off the ICT Roadmap and a priority rating, new items following approval form CLT+ then get assigned a priority based on the roadmap and important to the council.

The Governance set out above will focus on:

- Priority setting and effective use of resources.

- Quality assurance
- Clearly defining roles and responsibilities
- Delivery outcomes and specific timetabling

The 'design authority' will reside with the Lead ICT Specialist who will define the overall corporate technology and strategic activity over the life of the Technology Strategy. Major initiatives to which ICT contribute will be set in accordance with the Strategic Delivery Plan. These priorities will be set out in an Infrastructure Business Delivery Plan and approved by the Corporate Leadership Team.

All corporate technology spend will be centrally managed by the Lead ICT Specialist via the ICT Budget with new technologies being funded from the forecast underspend.

To ensure the council make best use of technology across the whole organisation we will develop additional skill sets within the ICT Teams including Change and Project Management, Business Process Analysts, Data Scientists, Programmers and Developers.

Data and Business Intelligence

Digital data will enable the council to improve, optimise and reinvent existing business models, operating processes and outcomes. By using data strategically, the council will be insight driven, innovative and predictive when designing new service delivery models. Maldon Adopted a data management and insight strategy in 2023 which aligns to this data centric approach to our in house systems. (Data Management and insight strategy link)

Digital is all about data. How it is collected, governed, secured and consumed. Data can be mined, refined and processed using automation to produce dynamic insights. This strategy must deliver a data infrastructure that promotes the innovative use of data across the public sector. It must encourage data sharing and collaborative insight to facilitate service improvement and awareness. It must have enterprise information management, governance, strategy, and skills embedded in the corporate culture.

We will utilise modern and collaborative tools to efficiently work together, deliver accessible services and reduce our carbon footprint. – MDC Corporate Plan 2023

At the core of a DBTP will be the Microsoft Azure Data Lake and Power BI analytics tool set. The data lake will have the ability to consume data from all line of business applications along with feeds from the Internet of Things (IoT) devices connected to cloud network services. This strategy sets the corporate direction and associated activities to achieve a corporate data platform that will be the central repository.

This will facilitate storage and analytic capability across multiple data sets from many services. Dynamic reporting will enable real time diagnostics and management information to be distributed across all levels of the council.

Customer Engagement

Our customers will benefit from digital service delivery. The ubiquity of smart phones in all walks of life mean we must consider a transformation in customer engagement from a 'one stop shop' model to a 'no stop' model, in which all services we provide can be accessed 'on the move' from digital handheld devices.

To create successful digital services, we must focus on;

- Multichannel Delivery - User Centric, Personalised and Proactive
- Digital Platforms - Platforms, Partnerships and Ecosystems
- Data Centricity - Insight Driven, Innovative and Predictive

Our services must be integrated, personalised and created using Human-Centred Design for better service outcomes. We must use data and provide knowledge to providers who can in turn develop Proactive Service Delivery Models that continuously receive digital feedback from service users.

We must continue to embrace and develop Automated Service Delivery techniques using newer technologies such as artificial intelligence, and machine learning to provide consistent, easily accessible transactional and informational services across a full range of public services.

Above all, we must empower our customers and providers to drive improvements in services using digital technology delivery models.

The Technology Roadmap

A Technology Roadmap 2024-2027 supporting the delivery of our ICT priority and outcomes has been produced. The roadmap has four clear strategic priorities from this strategy with associated enabling projects. The projects are designed to encourage innovation and use of new technology, thereby shaping the way ICT is delivered across the Council.

In addition to this, Business As Usual (BAU) and core resilience will be factored into the ICT resource planning to allow for great optimization within the ICT teams.

In order to successfully develop and deploy activities within the roadmap, the Project management office (PMO) will be engaged to oversee each program and project of work.

In order to make the most of technology investment the Council is committed to the continued optimisation and consolidation of all systems and applications using Enterprise Business Capability to digitise business process and reduce overall resourcing cost e.g Sonicwall

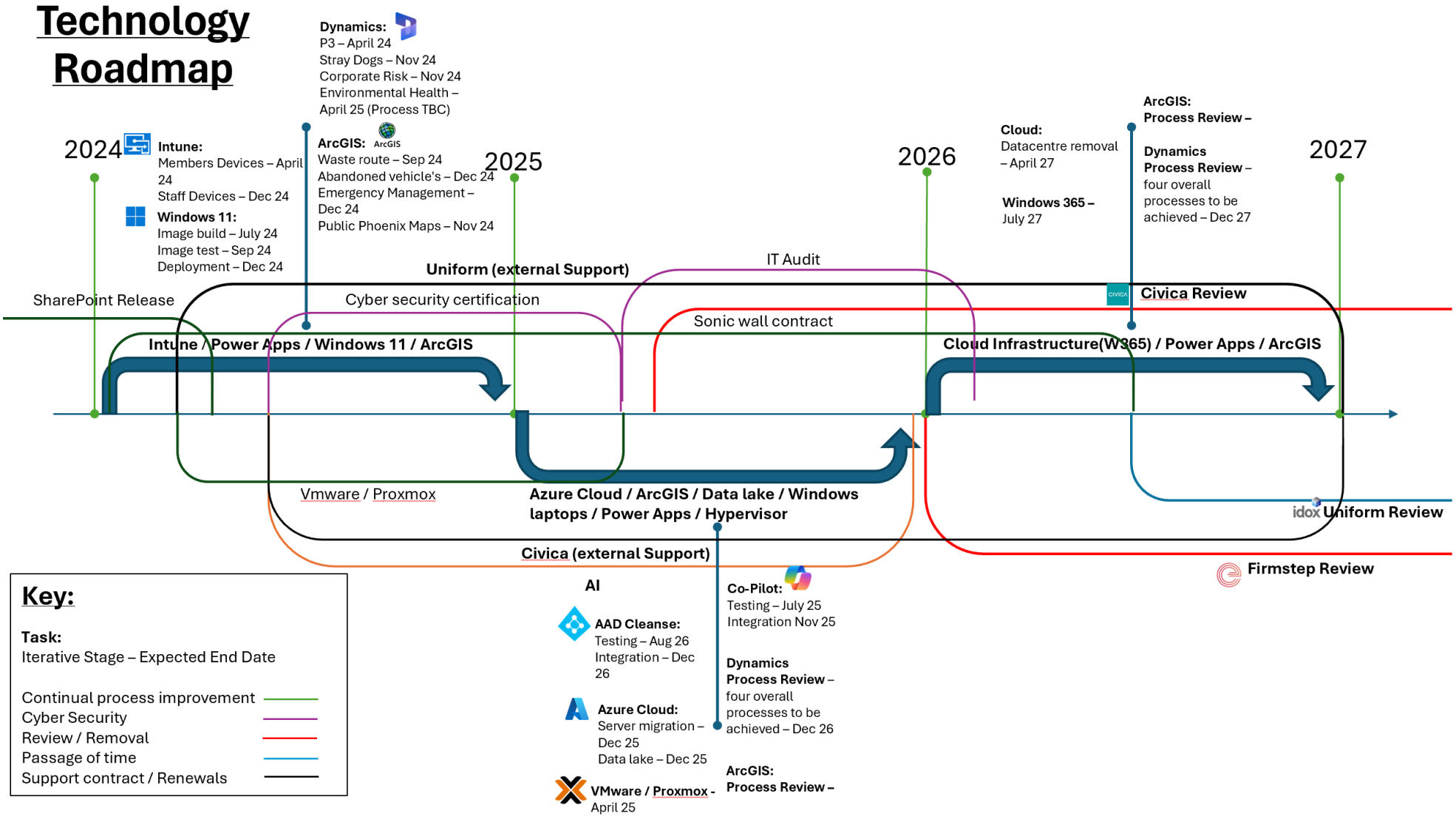
The Technology Roadmap is broken down into ten key tasks per year, over the period of the strategy including the task end date as shown below:

2024/2025	2025/2026	2026/2027
Dynamics		
P3 – April 24	Workplan will be defined Process and System review.	Workplan will be defined Process and System review.
Stray Dogs – Nov 24		
Corporate Risk – Nov 24		
Environmental Health – April 25 (Process TBC)		
ArcGIS		
Waste route – Sep 24	Workplan will be defined Process and System review.	Workplan will be defined Process and System review.
Abandoned vehicle's – Dec 24		
Emergency Management – Dec 24		
Public Phoenix Maps – Nov 24		
Projects		
Intune – April 25	Co-Pilot – Nov 25	Windows 365 – July 27
Windows 11 – Dec 24	Azure – Dec 25	

rsion 1.0

Technology Roadmap

Maldon District Council



Key:

Task:
Iterative Stage – Expected End Date

- Continual process improvement
- Cyber Security
- Review / Removal
- Passage of time
- Support contract / Renewals

Summary

Maldon District Council is on a digital journey. The roadmap to delivery started in 2019 with an ICT strategy that clearly set out a set of projects based on cloud computing, mobility, flexibility within a well-defined secure framework that enabled data sharing across multiple delivery providers.

With this technology Strategy 2023-2027, the journey continues, building on the platforms developed thus far and developing them using technology solutions that have emerged in the last 4 years.

Technology advances and a migration in the cloud computing marketplace will enable Maldon District Council to take full advantage of cloud data storage capacity and analytics to develop digital feedback mechanisms that will enhance our authority and create customer service models designed to be proactive and personalised.

Using the DBTP alongside autonomous devices connected to and interacting with their environment Maldon District Council will be able to improve infrastructure management and reduce the environmental impact of service delivery. It will be able to develop service models that improve the lives of vulnerable people and allow them to live more independently.

This Technology Strategy supports Maldon District Councils Corporate Plan 2024 – 2027 and the key priorities that are working towards improving the lives of those who live, work and learn in Maldon.