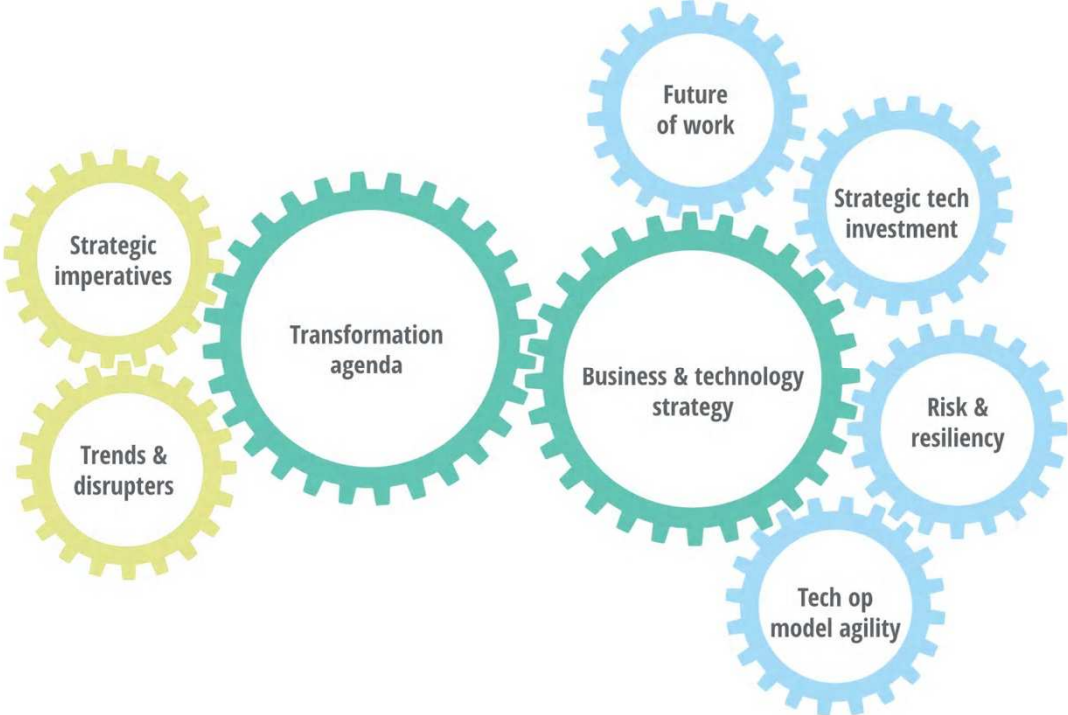


# Technology Strategy

■ Key drivers ■ Strategy ■ Technology vision



Source: Deloitte analysis.

Deloitte Insights | [deloitte.com/insights](https://deloitte.com/insights)

# Key Trends Impacting KCC and Technology Strategy



## Demand Grows More Personal

- Intelligent systems/ platforms which are configured to the individual (staff, service users, residents) providing the information tailored to them when they want it.
- Increased dependency on tech solutions requires increased any time wrap around support solutions

### Technology Enabling Capabilities

- Kit refresh ( TRP)
- Use of AI/ machine learning, robotics, chat bot
- Complete cloud migration
- Robust/ secure infrastructure



## Data Reliance Deepens

- Increased use of data that supports business decisions in KCC.
- Data sets that are reliable with minimum intervention providing an accurate single view across the organisation.

### Technology Enabling Capabilities

- Central Data Lake
- Central reporting and dashboards
- Global search and e-discovery
- Internet of things



## Internal and External Boundaries Blur

- Blurring of organisational boundaries and interfaces align service pathways with partners.
- Opportunities to collaborate in real time.

### Technology Enabling Capabilities

- Digital Collaboration tools
- Kent and Medway Care Record
- Federated Cloud Platforms
- Stakeholder engagement platform

# Key Trends Impacting KCC and Technology Strategy



## Work Adapts to Broader Role for Machines

- Increased use of machine learning, AI to support efficient business processes.
- Increased reliance of technology solutions to deliver business outcome and the appropriate security and risk framework and architecture in place to manage business risks.

### Technology Enabling Capabilities

- Chat Bots and Virtual Agents
- Robotic Process Automation
- Digital Workflow
- Augmented Reality



## Everything Accelerates

- Speed and pace of change required to support service redesign to reduce costs, improve service outcomes and adapt to a post COVID world.

### Technology Enabling Capabilities

- MS Power Platform
- Prototyping Tools
- Digital Learning Platform
- Technology Adoption Tools

# Summary of Technology Strategy for 2020-2023

**The Technology Strategy will:** Help achieve the Council's strategic objectives by providing resilient infrastructure, IT-enabled capabilities and support business-led technology initiatives that drive service development.

## State of IT in 2020

- Provide support to 10,000+ users in 400 buildings
- Supporting 3000 desktops and 6000 laptops
- 600 users regularly accessing systems remotely
- Support 350 business applications
- 50% server architecture transitioned off premises as part of our cloud migration strategy
- 50% systems hosted from our on site data centres
- 2 systems feeding into the KCC data lake
- Provide broadband connectivity via KPSN to 1200 connected sites

## Key Business Objectives of the Strategy

- A Modern ICT Infrastructure that enables an agile and flexible digital service model
- Deploy IT capabilities such as AI and Robotics to support process redesign
- Develop a technology infrastructure that enables the council to manage its data and exploit Information for Business & Customer Insight
- Managing Risk, Security and Compliance

## Underlying Principles

**Cloud First** - The Council will continue to adopt and invest in a "Cloud First" operating model

**ICT Security & Compliance** - we will invest to ensure that we have appropriate security measures and standards

**Configure not Customise** - Applications and services will be used as designed by vendors, with business processes reviewed. Common platforms created for common business requirements

**First Reuse, then Buy, then Build** - To re-use assets (hardware, software, services) where appropriate before a new purchase is made

**Exploit Enterprise Platforms** - To use and support the adoption of core enterprise platforms such as the Microsoft toolset (hardware, software, applications) in place of any discreet or standalone systems

**Minimise Environment Impact** - To minimise our impact on the environment through reduced energy and other resource consumption

## State of IT in 2023

- Provide support to 10,000+ users in 200 buildings
- Supporting 10,000 laptop devices
- Buildings controlled and monitored using IoT and AI technology
- 9000 users regularly accessing systems remotely
- 100% server architecture transitioned off premises as part of our cloud migration strategy
- Data centre decommissioned
- 90% of systems feeding into the KCC data lake
- Provide broadband connectivity via KPSN to 2000 connected sites

# The roadmap to deliver the councils key business objectives

Project Activity Plan 2020-2023						
Theme	Activity	Outcome	2020	2021	2022	2023
A Modern ICT Infrastructure that enables digital transformation	Deploy Windows 10 evergreen	Provide staff, partners and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Implementation of Corporate One Drive	Provide staff, partners and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Integration of MS Skype and MS Teams	Enable new ways of working and new service delivery models				
	Implement SharePoint 365 and decommission Shared Drives	Provide staff, partners and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Local Area Network refresh	Provide staff, partners and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Azure Platform Optimisation	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	SAN Replacement	Provide staff, partners and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Data Centre Closure	Enable new ways of working and new service delivery models				
	Mobile Telephony procurement	Provide staff, partners and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				

# The roadmap to deliver the councils key business objectives

Theme	Activity	Outcome	2020	2021	2022	2023
<b>Streamline Processes to create an agile and flexible digital service model</b>	Re-engineer Internal Processes using MS Power Tools	Enable new ways of working and new service delivery models				
	ERP replacement	Enable new ways of working and new service delivery models				
	Mosaic 'Go Live'	Provide agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	Mosaic Phase Two	Provide agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	Liberi review	Enable new ways of working and new service delivery models				
	Pilot Video Conferencing System	Enable new ways of working and new service delivery models				
	Kent and Medway Care Record	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	ASCH Digital Strategy	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	CYPE Digital Strategy	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	Customer Services Digital Strategy	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	Citizen Bot POC	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
Artificial Intelligence and Robotics POC	Enable new ways of working and new service delivery models					

## The roadmap to deliver the councils key business objectives

Theme	Activity	Outcome	2020	2021	2022	2023
<b>Exploiting Information for Business &amp; Customer Insight</b>	Internet of Things POC's	Use our information assets to drive an <u>intelligence based</u> commissioning cycle that target resources where they can be most effective				
	Technology and Budget Optimisation	Challenge and facilitate the business to take advantage of existing and new digital technologies				
	Data Lake Project	Challenge and facilitate the business to take advantage of existing and new digital technologies				
	BI strategy	Use our information assets to drive an <u>intelligence based</u> commissioning cycle that target resources where they can be most effective				
	Power BI phase 2	Challenge and facilitate the business to take advantage of existing and new digital technologies				
	GIS service review	Use our information assets to drive an <u>intelligence based</u> commissioning cycle that target resources where they can be most effective				
	Public Health Observatory (KID)	Use our information assets to drive an <u>intelligence based</u> commissioning cycle that target resources where they can be most effective				

# The roadmap to deliver the councils key business objectives

Theme	Activity	Outcome	2020	2021	2022	2023
Managing Risk, Security and Compliance	PCI DSS Compliance	Challenge and facilitate the business to take advantage of existing and new digital technologies				
	Implement Microsoft Defender	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Install Security and Compliance Package	Enable new ways of working and new service delivery models				
	Information Governance / File deletion policies	Enable new ways of working and new service delivery models				
	Azure Information Protection	Enable new ways of working and new service delivery models				
	Implement Azure Active Directory	Enable new ways of working and new service delivery models				
	External Document Sharing	Enable new ways of working and new service delivery models				
	Implement Intune MDM	Enable new ways of working and new service delivery model				
	Web Accessibility compliance programme	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	PSN <u>CoCo</u> compliance	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				



# Ensuring that our services are fit for purpose

---

Alongside the changes to our infrastructure, work is being progressed to ensure that the technology service is aligned to a new way of working and meets future demand.

This includes:

## Budget Optimisation

- *Gartner ICT spend analysis and benchmarking review 3<sup>rd</sup> party software rationalisation programme*
- *Using the Strategic Technology Board to consider investment opportunities and areas that can be streamlined*
- *Realigning the ICT investment profile*
- *Ensuring that the commissioning team has the capacity and skills to support the changing service need*

## Supplier Optimisation

- *Exploiting our partnership and supplier relationships to ensure best value and emerging technology*
- *Reviewing our supplier base to ensure it is aligned to our future operating model*

# Conclusions

---

- We have made good progress in moving our IT operating model with adoption having been accelerated by COVID but it is only the beginning as to what we could do...
- Covid has accelerated our progress and necessitated a number of areas of the IT infrastructure plan to be brought forward e.g. Security, compliance package and the move to E5 licences
- Continuing to develop, invest and exploit our technology capability is and will continue to be a key enabler to the delivery of our organisational objectives
- The strategy was in draft pre Covid, the ambitions are still robust and it is proposed that this strategy is now adopted. The strategy will continue to be regularly reviewed to ensure alignment with the emerging interim strategic plan and the strategic reset.