The National Archives

IT Strategic Plan

Transforming The National Archives Technology Delivery
2016 – 2020

Contents

Document Control	
Title	IT Strategic Plan
Version	1.1
Date of Issue	19 Jun 2017
Author	Julian Muller
Release Date	

1. IT Strategic Plan: Vision

1.1. We will ensure that we develop services that properly support The National Archives in harnessing the potential of the ICT architecture and infrastructure so it delivers maximum flexibility, optimum benefit, controlled risk and value for money and helps shape an organisation that sets itself the highest standards in public service.

2. IT Strategic Plan: Executive Summary

2.1. This IT Strategic Plan describes the technology approach that will facilitate The National Archives' vision to become digital by design and ensure our digital services and enterprise systems have a modern, robust technological footing. It supports the Digital Strategy in its aims to transform the collection and presentation of digital resource and take the organisation to a new operating model and it seeks to define the vision and overall direction of travel for the deployment and exploitation of IT capabilities.

2.2. The IT Strategic Plan is business-centric and is fully aligned with the Archives Inspire 2015-19 corporate aims and objectives. It will ensure our future technology and service delivery will adapt to evolving and changing needs.

2.3. This Plan aims to put in place infrastructure and cloud services that will enable staff and the public to communicate effectively, share information and collaborate with external partners and colleagues. Engagement, collaboration and partnership with The National Archives business community, peer organisations, Government and technology suppliers is central to the strategy and enables development of the IT organisation in meeting all customer needs and responding effectively to evolving technologies.

2.4. The Plan has an emphasis on IT service excellence through the establishment of methodologies and industry best practice, such as the IT Infrastructure Library (ITIL) and Agile, which will drive improvement in IT process design and service delivery. It recognises that people are at the heart of IT transformation and digital exploitation and so we will invest in career development and the adoption of new skills for the benefit of our staff and The National Archives in serving its audiences.

2.5. In order to support our corporate objective to increase our ability to recognise and exploit new digital and commercial opportunities and to

become a digital archive by instinct and design, the IT Strategic Plan places emphasis on exploiting opportunities to work in partnership with technology suppliers and Government to develop services that are delivered in the most effective and efficient manner.

2.6. Separate documents will address the broad action plans and the IT Operations business plan, which detail the timing, dependencies, resourcing and specific issues and risks. This document will be reviewed annually to ensure it is still valid and relevant to the aims and objectives of The National Archives and the IT Operations Department.

3. IT Strategic Plan: Aims and Values

Aims

3.1. IT Operations in The National Archives is responsible for providing, developing and supporting ICT facilities, this involves:

- Underpinning the five overarching goals in The National Archives' 2015-19 Strategic Plan
- Governance and strategy – providing an overall framework for the control and direction of IT
- Equipping management & staff with the information processes, technology and systems they need to work effectively
- Providing a sound technical infrastructure to support our activities and protect our investment in information, communications and technology
- Implementing new systems and enhancing existing systems to support improved business processes, information management and digital services
- Enabling our people to exploit our investment in IT

3.2. To deliver this we have the following aims:

- Provide always and anywhere connection for staff and public
- Re-engineer and rationalise the applications into standard reusable services built around our customers use of our services
- Design The National Archives' services to be as resilient and secure as practicable
- Keep our systems and versions modern and up to-date
- Deliver digital platforms and a flexible infrastructure
- Develop services that are stable with no disruption in production service
- Deliver to agreed financial budgets and promote value for money services
- Build expertise depth and a process framework

Values

3.3. Everything we do in the IT Operations Department – delivering services to staff and the public, supporting The National Archives in achieving its corporate objectives, ensuring an efficient, modern infrastructure and running our own department - will be shaped by these values:

Socialising: We will collaborate on work, listen to others and create partnerships rather than assume we know best

Experience and Knowledge: We will demand high standards of our technical staff and strive to establish fair reward for experience and knowledge over hierarchy

Openness: We will work in the open, listening to others, sharing our expertise and information while observing our obligations to data security

Accountability: We expect to be held accountable for our actions and delivering outcomes and, equally, we expect others to do the same

Fairness: We will consider and consult and apply fairness in all our decisions

Forward Thinking: We will keep pace with technology developments, consult our commercial partners, peer organisations and Government and try new tools to deliver better services rather than be constrained by what we have

Challenge: We will question and challenge, supported by an open dialogue, rather than accept the current ways of working

4. IT Strategic Plan: Principles

4.1. In considering what we do and how we meet the aims of the IT Strategic Plan, we will follow the broad principles outlined below.

Agile industry solutions:
We strive to use technology that follows proven and published standards, whether open source or commercial. When appropriate, we select technologies that reduce the complexity of information systems. We deploy systems and services that can be scaled without altering the basic design or architecture of the system. Wherever possible, software should be consumed, on short-term, easy-exit contracts.

Cloud & Virtualisation:
We operate a Cloud First policy meaning that we consider cloud solutions before anything else. We reduce dependency on hardware and promote flexibility, agility and sharing of resources through virtualisation and cloud services.

Customer experience driven:
We steer the direction of information technology solutions to deliver excellent customer services that meet and adapt to user demands as these evolve. We partner with peer institutions, Government Departments and technology suppliers to develop and share best practice. We consult with staff and maintain regular dialogue with our user communities to understand their needs and the perception of service delivery

Secure and resilient:
We design solutions and select technologies that incorporate information management, security and data protection needs. We maintain legal compliance in all areas of information security and design and support the infrastructure so that it meets our obligations in accordance with the HMG Security Policy Framework and independent accreditors.

Cost effective:
We work closely with colleagues in Procurement and Finance to source appropriate solutions using relevant frameworks and ensure value for money. We negotiate robustly with suppliers and monitor expenditure to deliver contracts and services that are sustainable in to the future.
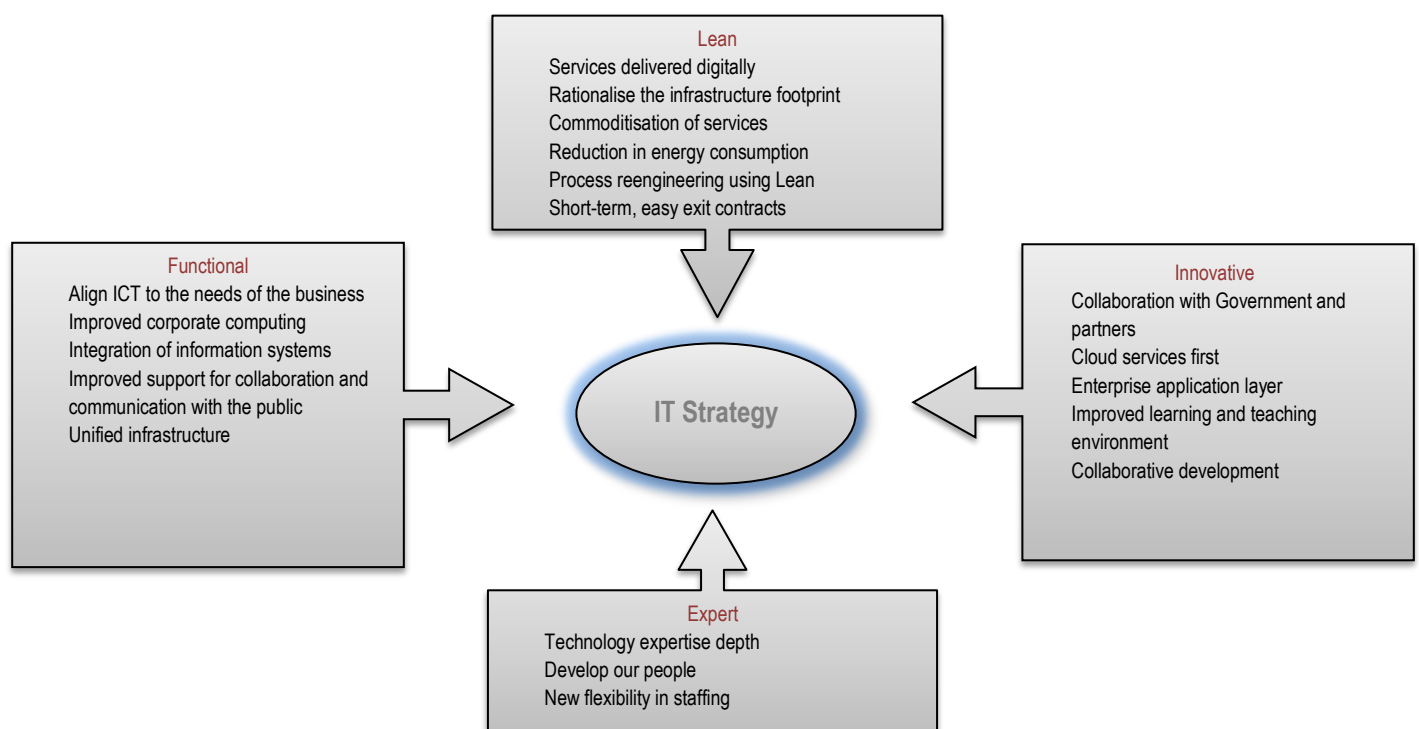
5. IT Strategic Plan: Needs Analysis

Overview of current service

5.1. IT support services are centrally delivered by the IT Operations Department with a staff establishment of 36 staff. The services it delivers includes the following:

- Wired and wireless network provision and management
- Mobile device management
- Data network and voice communications provision and maintenance
- Compute power, data centre hosting, data storage provision and management
- Desktop (both virtual and physical), print/copy/scan provision and management
- Enterprise system support, system integration and software deployment
- Business systems support
- Database maintenance and support
- Technology Service Desk, support and advice
- IT & Cyber security
- Identity and account management

Strategic needs

5.2. Corporate and business requirements have been identified through stakeholder engagement activities and through the consultation work undertaken in 2015 by Methods Digital, our external partners, in defining the new target operating model[i] and these are summarised below:

Lean
Services delivered digitally
Rationalise the infrastructure footprint
Commoditisation of services
Reduction in energy consumption
Process reengineering using Lean
Short-term, easy exit contracts

Functional
Align ICT to the needs of the business
Improved corporate computing
Integration of information systems
Improved support for collaboration and communication with the public
Unified infrastructure

IT Strategy

Innovative
Collaboration with Government and partners
Cloud services first
Enterprise application layer
Improved learning and teaching environment
Collaborative development

Expert
Technology expertise depth
Develop our people
New flexibility in staffing
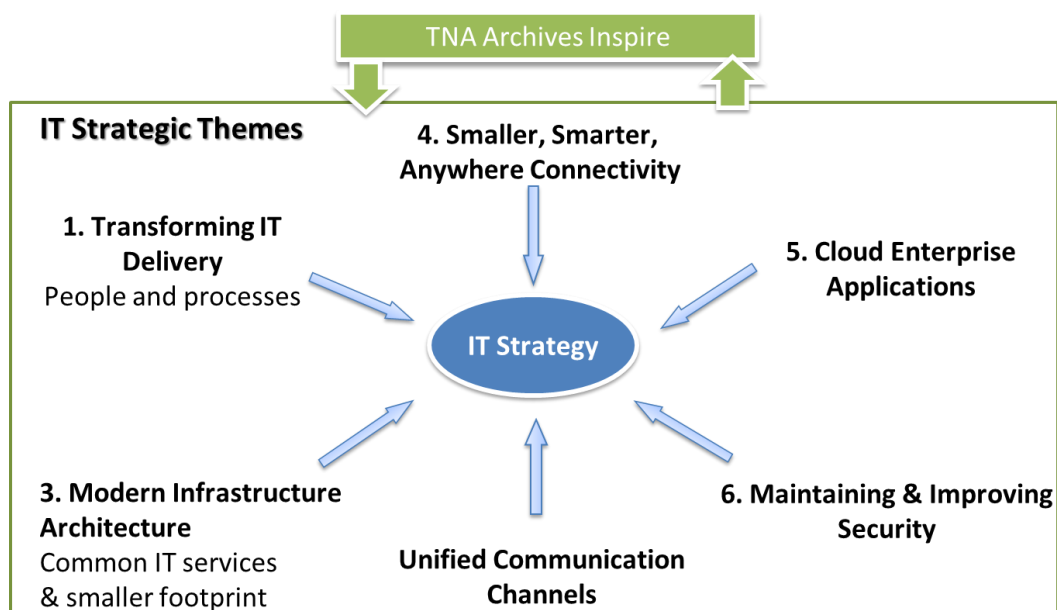
Operational needs

5.3. Direct feedback from customers of IT services has identified that users of our services require:

- Increased flexibility and mobility in working styles
- A modern, robust user platform
- A flexible remote connection solution
- Ubiquitous wireless connectivity across the Kew campus
- Administrative systems that are better integrated, easy to use and are designed to support departmental processes
- Support for mobile, tablet and other devices and for services that will run on them
- Centrally provided, cost-effective, easy-to-use and accessible services
- Storage for research, collaboration and administrative data
- Robust facilities to back up data and provide greater resilience
- Collaboration tools to deliver advice, training and education to the public
- IT support that delivers resolution at first contact
- Business process integration with IT processes

6. IT Strategic Plan: Themes

6.1. The Strategic Themes are derived from and synchronised with the strategic needs of the organisation, the Digital and IT strategies, discussions with business function leaders and in collaboration with Government. These themes are used as an aid to solution design; they convey a direction of travel and will help refine IT solutions.

We have identified six themes in the IT Strategic Plan, as follows:

TNA Archives Inspire

IT Strategic Themes

4. Smaller, Smarter, Anywhere Connectivity

1. Transforming IT Delivery
People and processes

5. Cloud Enterprise Applications

IT Strategy

3. Modern Infrastructure Architecture
Common IT services & smaller footprint

Unified Communication Channels

6. Maintaining & Improving Security

6.2. *Transforming IT Delivery (1)*

6.2.1.   As The National Archives continues to move towards a culture where digital is central to what we do, the people structure enabling and supporting this evolution must change in support of the skills and processes needed to facilitate the digital agenda. This strategic theme will create an environment that not only serves to support business as usual activities but supports initiatives that will enhance the service, make IT more collaborative and support the future digital needs of the organisation.

6.2.2.   We want to encourage our people to investigate and embrace new technologies and to create an environment where innovation can thrive. We will do this by involving all appropriate people in a review of our processes and our technologies.

6.2.3.   A new IT business function will be created that will introduce IT Engagement Partners to strengthen the relationship between IT Operations and the rest of the business. There will be an emphasis on communication, collaboration and needs-based analysis. IT Engagement Partners will facilitate discussions on change, service impact and service delivery and opportunities to improve will be identified.

6.2.4.   Many IT system incidents can be attributed to poor process design. Reviewing and changing processes is a complex and time consuming exercise but if we are to fully leverage the benefits of IT service and systems, it is essential that we take the opportunity to review and streamline our processes at every opportunity, particularly when new services and systems are designed and implemented.

6.2.5.   We will build effective processes by reviewing and improving existing processes and implementing new processes covering service design, transition, operation and continual service improvement. This work will focus on developing a more agile set of well-defined processes capable of continual improvement.

6.2.6.   We recognise that central to any improvement is a need to continue improving the technological skills of staff. We will identify the skills needed to support the future delivery of IT services, analyse the skills gaps that exist and plan development and recruitment to address these while supporting individuals in developing their own careers.

6.2.7.   We will create an environment and culture that involves, motivates and develops our people, strengthens leadership, enables people to be innovative

and creative while improving professionalism. We will give our people the opportunity to learn, develop and progress in their careers.

6.2.8.   Through involving and communicating with our people and through greater transparency we will create a more engaged workforce; we want people to feel empowered to take decisions that they are best placed to make.

6.2.9.   Transforming service delivery requires robust tools that can manage the processes and provide important management information. To support the development of our people and the review of our processes, the underpinning case management application software needs to change. The existing software does not incorporate the critical processes required for user support, which in the new system will provide clearer information and be more oriented to user self-help. In redesigning our processes, we will identify an alternative case management system that fully supports our needs and that gives greater visibility to stakeholders. Our aim is to select a cloud-based solution that will remove the maintenance overhead and will support our direction of travel in cloud first.

Objectives	
Tr1	To develop an IT organisation fit to deliver service excellence
Tr2	To develop an IT organisation that can deliver and support the future digital strategy
Tr3	To develop a culture in IT that is professional and friendly, cultivates collaboration, fosters continuous learning and promotes innovation

Activities		Priorities
1	Understand current skills and focus on development of staff through training, coaching and setting objectives that support the IT strategy and direction of travel in IT	Yrs 1 - 4
2	Build and develop management and leadership capacity through training and mentoring	Yrs 1 - 4
3	Recruit new staff where skills gaps exist that cannot be addressed by development	Yrs 1 & 2
4	Enhance effectiveness and understanding through regular staff communications and ensure people understand The National Archives' corporate strategy and digital agenda	Yrs 1 - 4
5	Review and analyse all existing processes and improve or implement new processes	Yrs 1 & 2
6	Analyse requirements and identify a new service management toolset	Yr 1

6.3. *Improved and Unified Communication Channels (2)*

6.3.1.   Our aim is to make a shift to digital channels for communications and to replace our legacy telephone system with a more flexible solution that will integrate with our technology infrastructure and deliver real benefits to our staff. The use of digital channels and social media has increased steadily and there is a discernible demand led case for consumer style communication channels.

6.3.2.   We will support a suite of collaborative working tools and will integrate real-time communication services such as instant messaging (chat), presence information (seeing who is online), video conferencing, call control and speech recognition with non-real-time communication services such as unified messaging (voicemail and e-mail). We will deliver this using our existing services and new services that will combine to be a set of products that provides a consistent unified user interface and user experience across multiple devices and media types.

6.3.3.   To support our move to digital communications we will transition our legacy analogue telephone system to Voice over Internet Protocol (VoIP). This will provide us with the foundation to change the way our people work and introduce greater flexibility in working styles. The technology change will enable us to introduce instant messaging and video capability, supporting the organisation in its desire to communicate and educate in a digital context. It will integrate voice services with existing and new devices providing greater flexibility and mobility.

6.3.4.   Existing voice delivery and voice services will be replaced by digital IP equivalents which are easier to manage, more flexible and capable of integration with other digital services creating a unified communications platform. This will reduce the high maintenance costs associated with near obsolete equipment, facilitate easy movement of staff around the site and provide secure and low cost voice services for use by staff working remotely.

6.3.5.   Our aim is to move delivery of telephony services to the cloud, in line with our cloud-first principle. A cloud option will serve to provide a stable, supportable infrastructure, delivering the foundation to move in a direction that the Corporate Strategy and Digital and IT Strategies determine and will be more reliable, easier to configure and provide greater resiliency than a locally hosted solution.

6.3.6.   The analogue controlled DECT service is popular with many people and incorporating it in the VoIP plans may provide an effective alternative channel for mobile voice delivery. We will assess if an upgrade to IP DECT

provides value for money, which will form part of a more wide-ranging review of VoIP technology. We intend to use a building connection solution to deliver voice services to replace the DECT channel eventually, but the use of DECT in the short-term minimises the cost of extending any building connection solution to areas such as repositories and plant rooms where DECT base stations are already in place and where wireless coverage is challenging.

6.3.7.   The move to VoIP Telephony will be phased, evolving from our existing premise-based 'TDM' public service telephone platform to a cloud-based service, represented in this diagram.
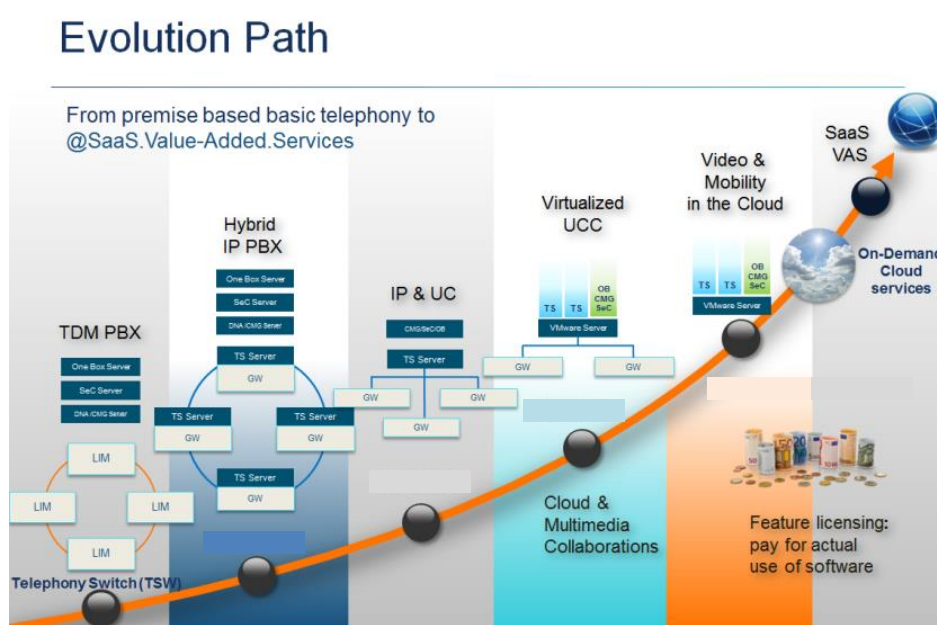
Objectives	
Uc1	To provide an integrated digital communications channel for interaction and communication
Uc2	To introduce greater flexibility in working styles
Uc3	To develop the infrastructure and capabilities to support the digital education strategy
Uc4	To develop the infrastructure to provide the foundation to move to an on-demand cloud service

Activities		Priorities
1	Develop the infrastructure to support a new IP telephony service	Yrs 1 & 2
2	Procure a new IP cloud-based telephony and integrated communications service with a platform that integrates email, instant messaging, video and voice	Yrs 1 & 2
3	Introduce virtual contact centres	Yr 2
4	Investigate and introduce communication channels such as video and text	Yrs 2 & 3

	messaging	
5	Develop video communications for use in creating digital content such as webinars and educational videos	Yr 2
6	Improve staff wi-fi provision and introduce appropriate security controls. Configure the staff wi-fi for connection to the corporate network	Yrs 2 & 3
7	Improve wi-fi provision in public areas and introduce a customer gateway	Yrs 1 & 2

6.4. *Consolidated Provision of Common IT Services and Modern IT Infrastructure Architecture (3)*

6.4.1.   We have not kept pace with requirements to access the latest and greatest apps or use of corporate data on any device, from anywhere. Instead, we have introduced technology deployments to help address tactical pain points, we have applications for remote access, virtual desktops for some of the organisation, laptops, desktops or mobile device management for some corporate-owned mobile devices – and we have expanded those deployments as their use cases and user requirements have grown. We are now facing challenges with multiple, costly infrastructures, each requiring its own management, support and skillset.

6.4.2.   We need to reduce the burden of maintaining and evolving existing legacy services so that we can release resources that deliver new advances and value-added benefit. Sustaining the existing physical infrastructure and user devices requires significant recurrent investment and inhibits technological progression.

6.4.3.   A programme of improvement of the data centre, the network infrastructure and thin client technology has resulted in significant improvement in service, better alignment to the ICT Greening agenda and in providing a foundation for delivery of new IT services. We now have the opportunity to extend these successes to the services delivered directly to the consumers of our IT services.

6.4.4.   Despite significant investment in recent years, the benefit that the thin client service was designed to achieve has only been partially delivered. Thin clients are problematic, deliver a poor service to end users and require significant resource to support. As already stated, maintaining the existing, sometimes flawed, infrastructure inhibits improvement and it is time to move to a more suitable technology and replace the thin client architecture.

6.4.5.   We will introduce a common connection platform, which will provide a consistent user experience both within the office and for remote workers. This will virtualise and transform Windows applications and client devices into secure on-demand services. It will meet the mobility, security and performance needs of both IT and end users. With a common connection platform, any employee on any device can use an easy-to-use client application for instant access to their corporate apps and user devices so they can work from anywhere at any time.

6.4.6.   We will integrate the solution seamlessly to provide secure remote access while centralising access policies. The platform will eliminate the issues we experience with the diverse number of devices currently on offer including thin client, desktops, laptops, iPads, BlackBerrys and so on. We intend to rationalise the number of devices on offer and provide devices that offer flexibility and mobility. Device maintenance overheads will reduce and the need to support the many system applications will diminish saving time and cost and at the same time as delivering an improved service.

6.4.7.   With a common platform, IT Services will be delivered in the same way irrespective of location, which includes both on premises delivery and cloud-based services such as Office 365, IP telephony and unified communications.

6.4.8.   To support the mobility of our workforce and to integrate this strategic theme with others, we will rationalise IT client user devices and provide more mobile, flexible devices with inherent interoperability with solutions and services proposed elsewhere in this plan.

6.4.9.   We will continue to rationalise and virtualise the server estate driving down the technology footprint and introducing agility in our service.

Objectives	
Ia1	To create an efficient, shared and consolidated IT estate and a unified infrastructure
Ia2	To provide a single, consistent user experience when connecting to our IT services
Ia3	To rationalise the IT estate and provide fit-for-purpose client devices
Ia4	To rationalise the infrastructure footprint and reduce energy consumption
Ia5	To ensure all systems, hardware and applications are current and supported

Activities		Priorities
1	Design and deploy a single platform across all client devices	Yrs 1 & 2
2	Replace desktop-based end-user client devices with portable multi-function devices such as laptops, tablets and smart phones.	Yrs 1 - 4
3	Configure the staff wi-fi for connection to the corporate network	Yrs 2 & 3
4	Develop a migration plan for moving our physical legacy servers to a virtualised	Yrs 2 – 4

	environment.	
5	Through a collaborative working group, develop a coherent technology application roadmap for products reaching end of life and legacy applications	Yrs 2 - 4
6	Collaborate with Government departments to ascertain best practice in the implementation of transformational IT.	Yrs 1 - 4

6.5. *Smaller, Smarter, Anywhere Connectivity (4)*

6.5.1.   Users and customers expect IT services to be available everywhere, to be truly mobile and available anywhere on a device of their choice.

6.5.2.   Remote, flexible and mobile working is fundamental in supporting The National Archives' staff to carry out their duties effectively. We will seek to remove the dependency between a user and a fixed device, giving users access to information and systems where and when they need it. In the current rapidly-moving device market, this may mean greater use of smaller, smarter devices, and even the potential for staff to use their own equipment when working away from the office.

6.5.3.   The plans outlined in the infrastructure section will help us move towards single, multi-function devices that deliver services in a secure and efficient manner. We will remove the need to carry multiple devices and ensure connectivity and communications are available in a variety of ways on multi-function client devices.

6.5.4.   Current predictions[ii] show that in the next two years, half of employers will require employees to bring their own personal devices (laptops, smartphones and tablets) to work. We will develop services that offer us the opportunity to introduce the flexibility needed to meet the demands of today and the future.

6.5.5.   Wi-fi has been introduced across The National Archives site but not scaled or configured for staff to connect to corporate services. To promote flexible working, wi-fi services will be extended to include connection to the corporate network. Public wi-fi will be extended and the service improved to assist in the delivery of a "use your own device" solution for public visitors.

Objectives	
Sa1	To exploit the use of our corporate wi-fi capability
Sa2	To rationalise the IT estate and provide fit-for-purpose client devices
Sa3	To build an integrated infrastructure of connectivity and devices

Sa4	To provide a remote working solution that removes dependency on corporate devices

Activities		Priorities
1	Through customer and supplier consultation, develop a mobile technology architecture roadmap	Yrs 2 & 3
2	Pilot the use of new mobile technology with a representative group of users	Yr 2
3	Configure the staff wi-fi for connection to the corporate network	Yrs 2 & 3
4	Develop and deliver voice capability over the corporate wi-fi	Yrs 2 & 3
5	Integrate the mobile technology with the plans outlined in other strategic themes	Yrs 1 - 4

6.6. *Maintaining and Improving Security (5)*

6.6.1.   We will protect our information from the threats that cyber criminals pose, improving customer trust, confidence and use of digital services. We will continue to enhance the range of activities that we undertake to provide assurance and real-time event and incident management across our IT services, systems and computer networks, to guard against the threat of attack, malware, and insider threats.

6.6.2.   The provision of secure services requires the embedding of information security throughout the service lifecycle and in all parts of the business in using our services. We will enhance the programme of training and awareness and coordinate and collaborate with teams to deliver an improved training and awareness campaign to develop a culture of security first. We will continue to use automated tools to strengthen the importance of IT security within The National Archives business community.

6.6.3.   We will develop and improve our security by reviewing the IT Security Strategy and assessing the tools and policies we use to protect the organisation. Our tactical approach to procurement and management of IT security products has led to a proliferation of monitoring, prevention and protection tools that often work in silos and feature functionality that is mirrored in several products. We will assess our IT security capability. We will take an integrated strategic approach to provide a single integrated solution, not necessarily from one supplier, but an integrated solution that will result in advanced monitoring, better protection and reporting, delivering cost savings and reduced management overhead.

6.6.4.   To improve confidence in our systems we will pursue further independent inspection and accreditation of our information security systems. We will adopt the ISO/IEC 27001 standard framework for an information security

management system and benefit from the best practice it contains. Our aim is to achieve the standard and gain certification.

Objectives	
Ms1	To support The National Archives in managing the risks related to information technology through increased user awareness, appropriate security practice and the implementation of IT and Cyber security policies
Ms2	To provide secure IT infrastructure and services to allow secure management and sharing of information
Ms3	To develop a unified IT Security infrastructure
Ms4	To give better oversight of the threats and vulnerabilities
Ms5	Gain further independent accreditation of our information security systems

Activities		Priorities
1	Improve reporting from our monitoring tools and create a weekly vulnerability report for discussion at weekly management meetings and departmental security meetings	Yr 1
2	In conjunction with other teams, develop a programme of training and awareness and attend team meetings to improve information security awareness	Yrs 1 & 2
3	Review the IT Security Strategy	Yr 2
4	Review all IT security related policies, amend and update. Publicise the policies throughout The National Archives to raise awareness	Yrs 2 & 3
5	Create a new IT Code of Conduct document that encompasses all the IT related policies and publicise throughout The National Archives	Yrs 1 & 2
6	Develop a plan to align our information security systems to ISO 27001, deploy the plan and apply for ISO certification	Yrs 3 & 4
7	Promote and support local implementation of the IT security policy	Yrs 1 & 2
8	Implement consistent identity management and access management, including single sign-on	Yrs 1 – 4
9	Review and develop the incident escalation policy and reporting	Yrs 2 & 3
10	Follow the mandatory outcomes defined in the HMG Security Policy Framework, the Security Classification Policy and CESG Information Risk Management Guidance	Yrs 1 – 4
11	Treat security as part of the design	Yrs 1 – 4

6.7. *Cloud Enterprise Applications (6)*

6.7.1.   We will operate a cloud first policy meaning that we consider cloud solutions before anything else and promote the use of cloud services to IT service consumers. We will identify the capabilities and services that make up our technology design and reduce dependency on hardware and promote

flexibility, agility and sharing of resources through virtualisation and cloud services. We will work closely with the Government Digital Service (GDS) to ensure, where possible, we align our standards to the Government Digital Strategy and are synchronised with the GDS design principles.

6.7.2. The key to transforming our IT estate is re-engineering what we have so that the majority of our IT applications can run on virtualised infrastructure environments with as much as possible hosted on commodity cloud services. This will reduce operating costs, centralise identity management, better integrate disparate systems that require synchronisation, such as HR and Finance systems and will provide a single point of ownership for identity management.

6.7.3. There is insufficient capacity to support the high demand for enterprise system developments and therefore strong prioritisation has been required to maximise benefit from the available resource. As a consequence, departments have invested in procuring or adapting their own bespoke systems. Not only is this a drain on resources, it has created a situation where there are few standardised processes. This in turn makes it more complex for central services to provide systems that meet departmental need and increases the need for development capacity.

6.7.4. We will create a list of applications in use by the business community and through negotiation and consultation we will identify services that can be delivered by on-demand cloud services. We will also collaborate with the business to establish an enterprise cloud-based customer relationship management (CRM) system that will exploit the benefits of information rich records and data while providing value added services to the wider business community.

6.7.5. We are mindful that a move to cloud services must benefit the organisation and the policy should not be applied without an appropriate rationale.

6.7.6. Cloud services can offer:

- on demand service – self-service delivering capacity quickly from a number of Cloud providers
- broad network access – widely accessible, from a variety of devices / platforms
- resource pooling – shared capacity allocated according to demand
- rapid elasticity – scale rapidly up as well as down
- measured service – transparent, pay-per-use.

Which will deliver better value for money, greater flexibility and improved resiliency.

6.7.7.   We will continue to evaluate the need for cloud services and make value for money judgements of the most appropriate solution. We will investigate the case for adopting Microsoft O365 in light of the changes outlined elsewhere in this Plan.

Objectives	
Ce1	Commoditise infrastructure services
Ce2	To provide a resilient, agile and secure back up model
Ce3	To be more efficient and cost-effective to develop and run our IT services
Ce4	To provide greater resiliency and better disaster recovery capability

Activities		Priorities
1	Develop a coherent cloud services framework and decision tree to support evaluation and procurement of services	Yr 2
2	Procure and deploy a cloud backup solution to replace the existing on-premise hardware solution	Yrs 1 & 2
3	Evaluate the case for adopting O365 and identify opportunities for integrating the solution with other digital initiatives	Yr 2
4	Collaborate and advise on enterprise solutions that will contribute to applications rationalisation and improved business process	Yrs 1 – 4

7. IT Strategic Plan: Resourcing & Risk

7.1. Given the pace of change in information technologies, it is not always possible to predict accurately the financial commitment required to achieve the objectives within the life of a plan. In order to deliver our objectives, there needs to be a consistent financial investment over the full period of the Plan. We will seek the appropriate funding to cover the full design and implementation for each programme phase through the annual business planning process.

7.2. Business plans and proposals to achieve the objectives in year 1 have been agreed by the Executive Team through the EBC process. The financial commitment has been forecast and presented to Executive Team for year 2 and outline forecasts for year 3. These proposals for expenditure will be considered each year during the normal business planning cycle.

7.3. Assuming the corporate strategy, appetite for change and funding continues at current levels, the objectives are affordable within estimated and assumed budget forecasts.

7.4. The adoption of cloud services will be reflected by a shift from capital to resource expenditure over time.

7.5. Transforming the IT delivery model, at the same time as developing services and the infrastructure required to deliver new digital services is a challenge and comes with some level of risk.

7.6. This Plan combines all the elements of people, process and technology to deliver the outcomes and transform IT delivery at The National Archives. In order to achieve our ambitions there are critical and ongoing dependencies on improvements to organisational agility, technical exploitation, strong leadership, professional skills and staff motivation.

7.7. IT business plans will reflect each of these elements either jointly or severally in the projects delivered. The interdependency between objectives and projects to deliver the vision introduces risk and should one or more projects not progress there is a risk that we may not be able to deliver the vision as it is outlined in this Plan. This risk cannot be avoided but mitigation is possible by maintaining consistency in our approach and commitment when considering the direction of travel in the business planning rounds.

7.8. Operational risks are managed and treated at a directorate and departmental level, programme board level and individual project level.

8. IT Strategic Plan: Next Steps

8.1. This strategy acts as the framework for all our work. All our decisions will be made in order to help secure the aims and objectives that we set out here.

8.2. A programme of communications and publicity with supporting materials will be prepared and delivered. This will predominantly focus on the content of the IT Strategic Plan, with the goal of ensuring that all key stakeholders are aware of the strategic intent in relation to IT services.

8.3. We have drawn on this strategy to produce a business plan, project plan and budget for 2016-17. Our plan in turn informs team plans and the individual

objectives of staff. It will continue to inform our decisions and plans in future years.

---

[i] Methods Digital - Collaborative by nature; digital by design. A new working model for The National Archives published 2015
[ii] http://www.gartner.com/newsroom/id/2466615