



**BRENTWOOD
BOROUGH COUNCIL**

Tim Huggins
ICT Manager
Brentwood Borough Council

GONE
TO THE
CLOUD...

BEN
THE
DOC

CHRIS
BARRY

COME
XX.

came



The last days of our on-prem data centre



The last days of our on-prem data centre

A Journey to the Cloud

- Share some lessons learnt
- Share our experiences
- Show it can be achieved

Every situation is unique

*"leave today with something
that helps you"*



The Road Ahead
"Journey to the cloud"

Sharing our experience

A Journey to the Cloud

*"Sometimes this is how it
felt"*

Ongoing changes

- Providers
- Senior teams ideas
- Changing environments

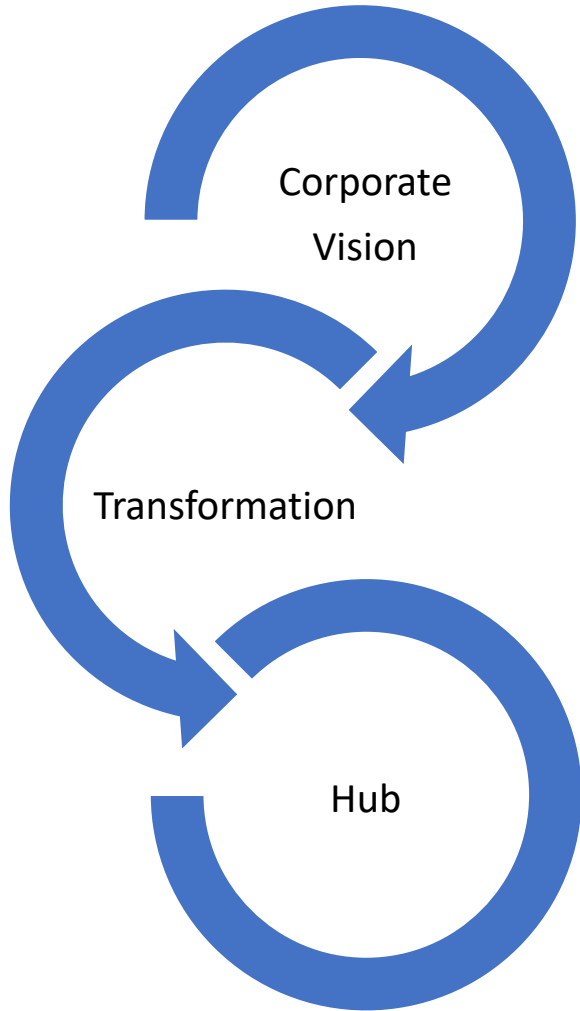


The Road Ahead
"Journey to the cloud"

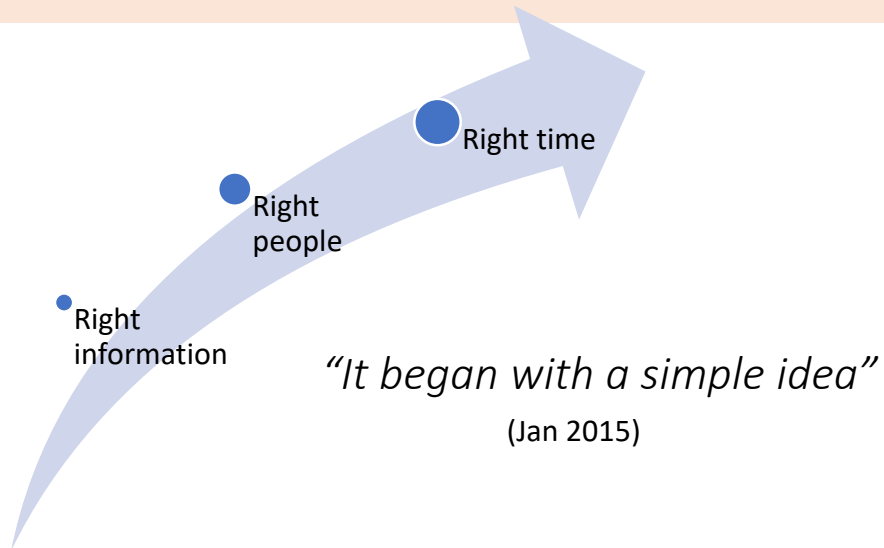
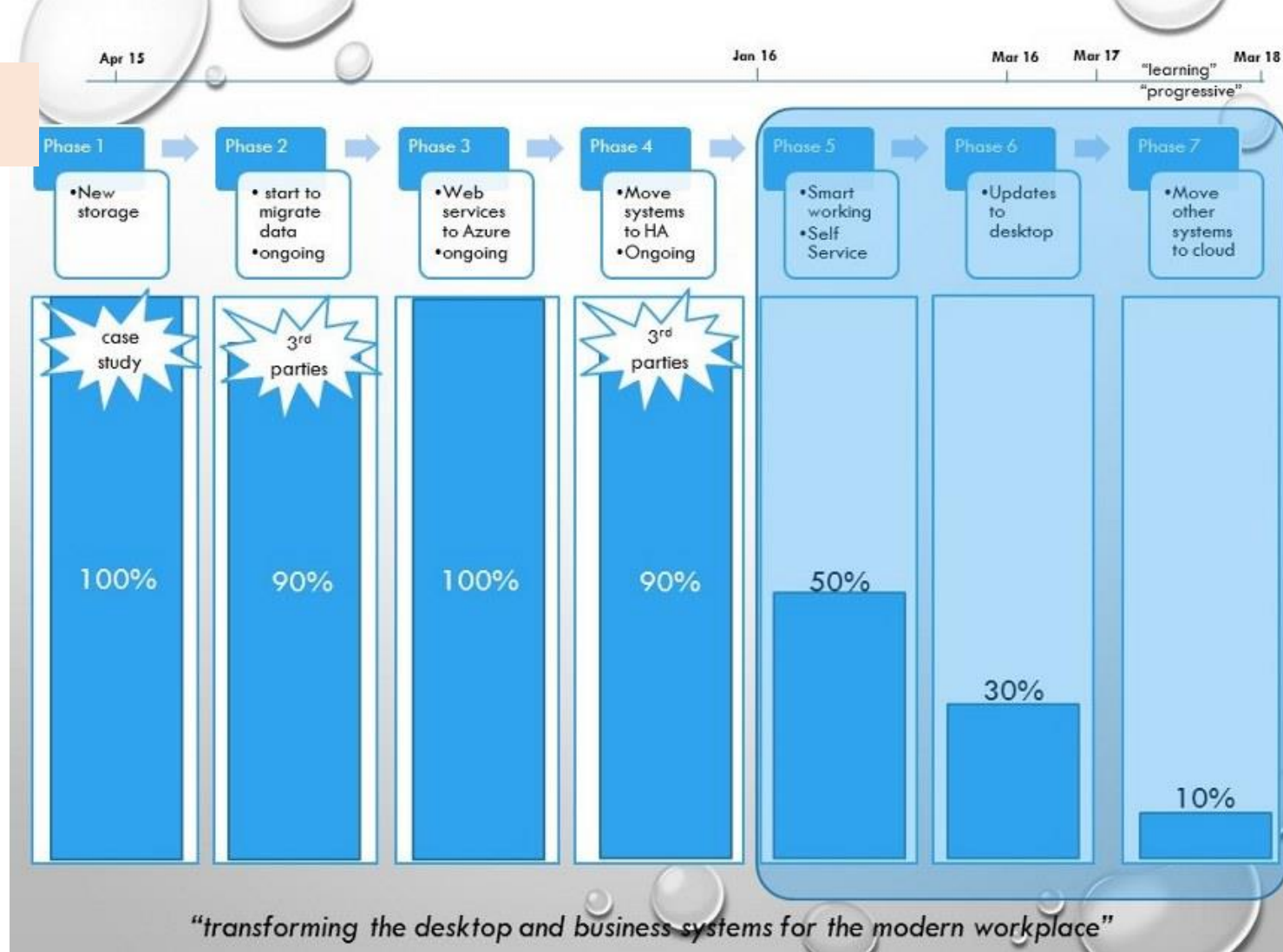
Sharing our experience

on a backdrop of...

Brentwood Council – Creating the Vision



The Phases of Modern



- Do DR first
- See how Cloud develops
- The key design philosophy was **HA**

High Availability by design

Timescales

Timescales

It was uncertain if the Town Hall remodelling project would be agreed on the 19th October 2016. Without this landmark decision it had been difficult to justify an immediate move to cloud computing. This has now become a **trigger** for the acceleration of adopting Azure Cloud services. The various pilots for IaaS and DaaS has shown it works. A hybrid data centre was a slower and less risky migration, but due to all staff vacating the Town Hall, along with shorter timescales creates a unique challenge.....

"Everyone was moving out!"



Where do we put our computing?

Vision Agreed – oh what next???????

- How to deliver on the vision
- ICT was Key
- Remote Working
- Pilots
- Communication
- Procurement



... and why not get Projects and IT to work together?

Opportunity?

Working in a changing environment it is good practice to regularly stop and draw a line in the sand...

- Look where we've come from.
- Look where we are going.
- And ask the question *"is this still the right direction?"*

we were "presented" with the opportunity



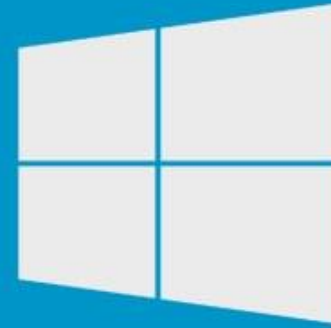
"The Town Hall remodelling project has been agreed by Members - this has now become a main driver. This has created the opportunity for a review." (October '16)

Still the right solution?

- Still the right partner choice?
- Are the drivers still the same?
- Are the timescales the same?
- Has our environment changed?
- Have our stakeholders changed - internal/external?
- Is our technology choice still right?

Lots of Change but key to the ICT Strategy:

- Risk
- Technology - always evolving
- Council Timescales



Microsoft
Azure

“Need to reduce the complexity for ICT provision – how can we do it with a lean team?”

Risk

The scene has now been set. We're all moving out.

- How will Council services consume their computing?
- Can we successfully provide an ICT service in the cloud?
- How will our threat landscape change?
- What about information security?
- How can we mitigate?

“How could we create a solution that hovers above the challenges”



Technology

“Cloud services are becoming increasingly popular and the major providers are investing hugely into their service offering. As these new services mature and the ability to adopt new technologies becomes easier and more cost effective so the cloud computing model becomes a viable option.”

“This was October 2016”



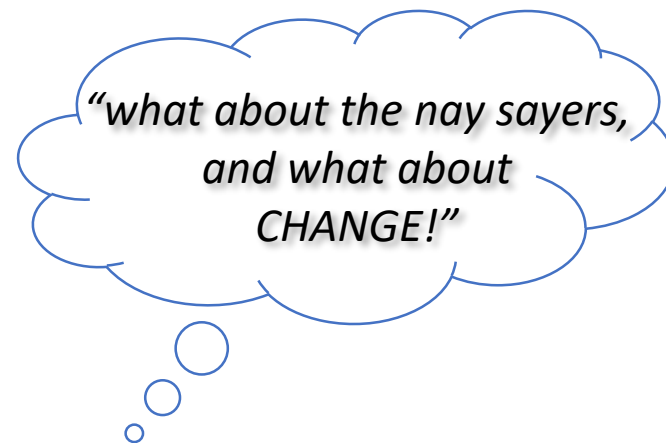
Opportunity - Analyse the outcomes of the simple pilot creating a new Desktop as a Service (DaaS) in Azure to prove the concept and that the technology is ready.

Risk and Reward?

We need to balance between *"allowing access to our data anywhere on any device"*, against, *"our statutory obligations of data protection"*. Simply put we need to:

"Accept the Risk or Control the People"

But: "Policy informs technology" - so **We** must first set a clear policy of how we want to operate and facilitate it through technology.



This will be approached as a sliding scale influenced by the Council's risk appetite. **"Risk <-> Control"**

The Solution

To deliver in the timescales required we must:

- Focus on delivery
- Remove or Hold any projects that will not deliver "*Azure, Cloud Desktop*" work streams
- Commit fully to Cloud - a rolling migration so that departments/services can migrate to the Cloud Desktop from December 2016 onwards.



migrate - solve - learn - repeat

Workshops

- We ran these in house
- With all Stakeholders
- Had agendas
- Met the Objectives



They gave a clear direction and moved the project on

Chaos.....

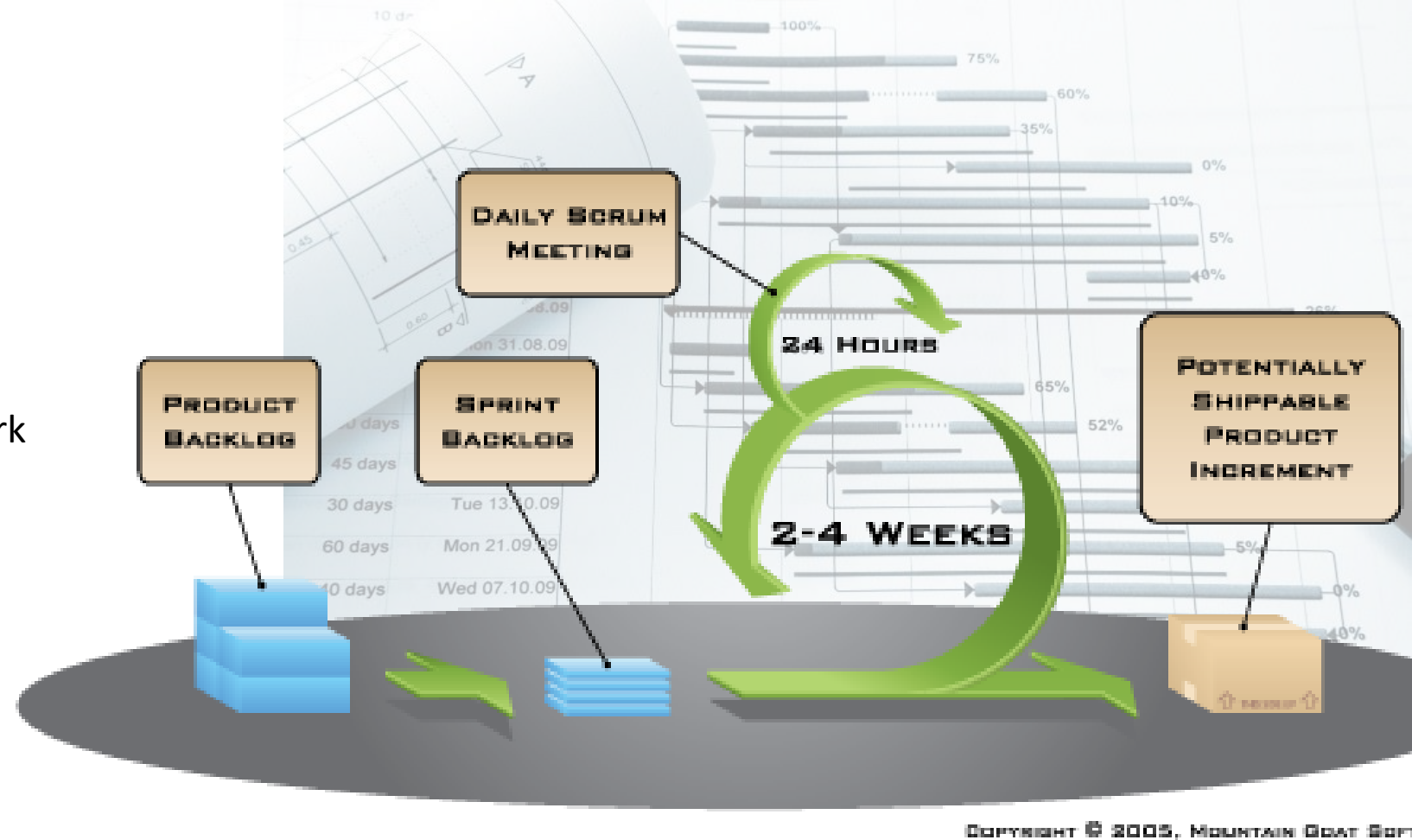
“no it’s a project”

Agile PM to the rescue.....

There are 5 work streams to deliver this work programme with multiple sub-projects:

1. Cloud Desktop*
2. Azure Services*
3. O365 Enhancements
4. Skype for Business
5. ICT General

(* must haves)



“The project management team provide an overarching programme of works and corporate project governance. The challenge of the day to day in a volatile project landscape has been met by using "Agile" implemented by using Jira software”

“We cannot underestimate how critical this was to our success”

Our Digital Identity

The last piece of the jigsaw puzzle?

We now need to steer the Council's NWoW change programme across the following platforms:

- Digital Channels - Members & Customers
- Digital Work Space - Officers
- Digital Technologies - Our computing resource

Projects - Digital - ICT



Cloud, SaaS, DaaS, IaaS, PaaS and lots of other acronyms....

Is “Digital First” correct?

What’s all the hype

*"let's just use a computer if we need to!
and get back to Customer First!"*

Dont get caught up in shiny
toys and technology



Not every problem needs a plug on it



[This Photo](#) by Unknown Author is licensed under [CC BY-NC](#)

Regus

- New WAN for 3 sites
- Major building works at 2 sites
- New LAN at 3 sites with WiFi
- Packed, moved, unpacked:-
- 100's of monitors, thin client + IP phones, plugged and power leads, patch leads, display leads, mice, keyboards
- Go live – Kanban



day before go live

“limited resources..... It needed to be completed in batches, in a timescale that suited - site being finished, staff packed to leave, before deadline And was instructed to keep services live.....”

“Example of what you can be achieved with a motivated team with clear purpose.”

Lessons Learnt

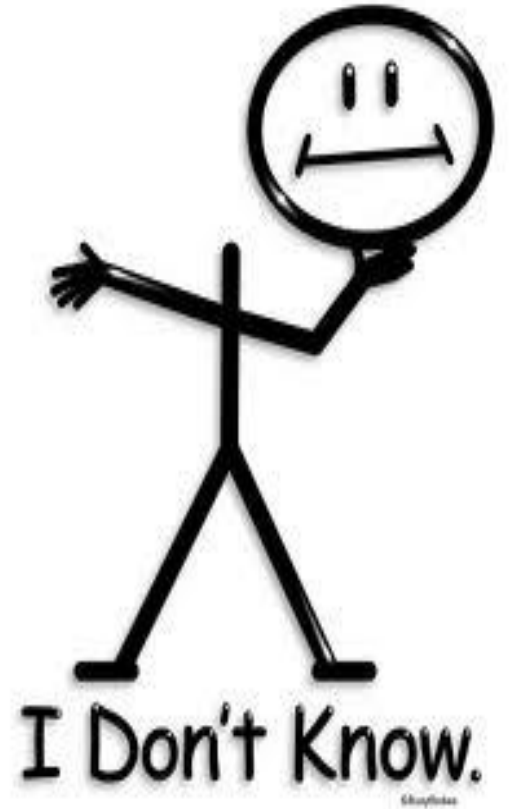
- Forward thinking CEO
- Communication is Key
- Think Big
- Sow Seeds
- Don't think you have all the answers
- Accept you won't get it right
- Get the right people around you
- Set the conditions for success



We have an amazing platform to build upon.... And time doesn't stand still!

Moving on..

- Working within/across/through services
- Review process
- Streamline digitalise (maybe?)
- Cross cutting / silo breaking / empire smashing
- Cannot do everything



We have an amazing platform to build upon.... And time doesn't stand still!

Service Improvement Team



- ✓ A new team structure
- ✓ Projects, Digital, ICT all together
- ✓ More ICT resources
- ✓ Dedicated Cloud Team
- ✓ Commissioning Group (Governance)

The journey continues.....

The speed of Change

- a consequence of the Cloud?
- creates further appetite for change?
- Continues up the speed of change

“the team will use a variety ways of working with teams across the Council to help understand they way we work, find pinch points and work with the teams to optimise.....”



Let's create some more time and headspace!

What next



“changing relationships between the business and IT”



**DR
&
BCP**



“The Corporate Dashboards vision”

We have an amazing platform to build upon.... And time doesn't stand still!

Thank You

Tim Huggins

ICT Manager

Brentwood Borough Council

