

EXECUTIVE BRIEF

JOURNEY TO THE CLOUD FOR GOVERNMENT - A STRATEGIC APPROACH

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Underwritten by:

**This Executive Brief is a summary of the white paper:
A guide to strategic cloud adoption for government**

KEY POINTS

- The UK government's 2013 policy of Cloud First was introduced to promote cost-effective cloud computing.
- The UK Cloud First policy means more than cost saving. It signals the strategic importance of the government's vision of how it is to do business in the 21st century.
- More is demanded of organisations that have tactical cloud deployments. Public sector organisations are now being directed to use the cloud to enable strategic change.

IMPORTANT DATA

- This guide is intended to assist organisations that have experience only with tactical deployment of cloud services as they transform to strategic adoption.
- Step one is to develop a cloud strategy with a roadmap to achieve one, three and five year milestones. This will support wider organisational goals.
- Articulate your organisation's motivation for moving to the cloud prior to creating a strategy for adoption of cloud services. This will be modified as cloud use matures.
- Motivations for adopting cloud services may include alignment with regulatory requirements, reduction in capital expenditure, alignment of IT costs to business demands, business agility, increasing IT robustness, speedily deploying services at reduced cost and achieving business advantage.
- Validation of cloud strategy may take into account priorities in corporate risk, new business initiatives and contract services termination dates.
- Transformation of legacy IT may be a major focus in developing a cloud adoption strategy.
- Evaluating applications and business services should proceed decisions on which of them should be migrated to the cloud.

“
STEP ONE IS TO DEVELOP A CLOUD STRATEGY WITH A ROADMAP TO ACHIEVE ONE, THREE AND FIVE YEAR MILESTONES. THIS WILL SUPPORT WIDER ORGANISATIONAL GOALS.
”

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IMPORTANT DATA

THE STRATEGY ITSELF SHOULD MAKE COMMERCIAL SENSE. A DELIVERY UNIT SHOULD BE ESTABLISHED FOR IMPLEMENTING THE STRATEGY.

- Consider such matters as; which custom applications need to be migrated, which systems must remain on-premise, what are the requirements for integration, what are the dates of expiry of managed services contracts, what are the security demands and what level of service does each application require.
- The priorities to be considered in cloud strategy development should be stated from low-value risk vs. reward cycle to higher-value risks. This builds confidence in risk management and allows for quick cost savings that can be applied to further cloud services development.
- In addition to strategy drivers and priorities in the formation of a cloud migration strategy, the strategy itself should make commercial sense. A delivery unit should be established for implementing the strategy. IT staff skill set should be analysed and outsourcing for expertise considered. A procurement strategy should be devised with study of different offerings by various vendors of cloud services.
- A full understanding of the integration process of legacy systems and applications and cloud services is necessary in framing a cloud adoption strategy. Will integration services come from within an organisation or procured from outside?
- A cloud adoption strategy must include the establishment of a Business Impact Level for all potential services to be migrated so as to understand clearly risk to information assets. This involves confidentiality, integrity - modification of data by someone who shouldn't and availability - protection to ensue that data is always available to authorised personnel.
- Concerning security, ensure that you understand Government Security Classifications and their meaning with respect to your data assets.
- In framing a cloud adoption strategy understand Service Integration and Management (SIAM) and how it can provide end-to-end management of services from internal and external service providers. SIAM is particularly necessary when integration of IaaS, PaaS and SaaS are contemplated.
- SIAM should be considered in the context of wider service tower adoption. The service tower model involves separate contracts (service towers) for various groups of IT functions such as service integration, networks, hosting, application development, in the delivery landscape.

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IMPORTANT DATA

- With a cloud strategy and roadmap in hand and a delivery team selected, hire the right team to manage cloud migration such as a SIAM partner and establish a programme board of stakeholders.
- Plan what to migrate by finalising analysis of legacy environment. Assess organisation requirements for new services and confirm target architectures and cloud requirements.
- Focus on a solution architecture exercise by analysing and designing technical requirements including general platform - public, private or hybrid models, scalability, resilience and integration - benchmarking performance and storage needs.
- Determine operational security needs of networks and operations.
- Plan migration through outlining follow-on phases that will probably require some flexibility and confirm service management requirements.
- Plan for business change by considering what new skills will be required, what new structures will be needed and what external support is needed.
- Track effects of the first low-risk pilot services that are migrated to the cloud so as to facilitate further phases.
- An oversight stakeholder board considering the delivery of cloud services is advantageous. This board should be different from the stakeholder planning board.
- Establish technical forums across supplier base, both internal and external, to analyse feedback and refine the deployment as cloud migration is completed.
- Regular communication of successes and struggles in the process of cloud migration will enhance buy-in by stakeholders.
- Communicate 'good news' stories of successes in new cloud services capacity to do more, more efficiently.

“**PLAN FOR BUSINESS CHANGE BY CONSIDERING WHAT NEW SKILLS WILL BE REQUIRED, WHAT NEW STRUCTURES WILL BE NEEDED AND WHAT EXTERNAL SUPPORT IS NEEDED.**”

“**COMMUNICATE 'GOOD NEWS' STORIES OF SUCCESSES IN NEW CLOUD SERVICES CAPACITY TO DO MORE, MORE EFFICIENTLY.**”

KEY POINT

- Working through all the phases of planning for migration to the cloud of part or of all IT requirements will depend on a sound delivery roadmap, planned architecture and finally a procurement strategy.

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TAKEAWAYS

- With a migration to cloud services initiative in place, an IT department will have to plan for change from a 'lights-on' focus to a value-add focus.
- Finally, collect information on how the roadmap is working to deliver results that were sought in the strategy. This could be done annually but it is preferable to do it monthly.
- A Benefit Realisation map linking initiatives with achievements of business outcomes is an appropriate way to recognise the effects of following the roadmap with established strategic needs.
- Following a step-by-step structured system to move from tactical to strategic cloud deployment is advantageous to all public sector organisations.
- Following the strategy for cloud deployment will contain costs, drive technological innovation and result in meeting demands for agility and transformational performance driven by government policies and strategies.
- If in doubt on the process involved in deployment of cloud services it is possible to access external assistance through a cloud adoption assessment service.

FOLLOWING A STEP-BY-STEP STRUCTURED SYSTEM TO MOVE FROM TACTICAL TO STRATEGIC CLOUD DEPLOYMENT IS ADVANTAGEOUS TO ALL PUBLIC SECTOR ORGANISATIONS.

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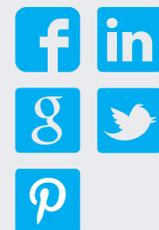
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