

Name of meeting: Cabinet
Date: 4 April 2017
Title of report: Corporate ICT Refresh Programme 2017/18 – 2021/22

Purpose of report

To seek approval for capital expenditure of £900k pa to be incurred in supporting the IT ongoing refresh and update of core technology to underpin the IT enabled change programme for the Council over the next five years.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes This is the ongoing delivery of Information and Communications Technology to enable transformation and business operations of the Council.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Key Decision – Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name Is it also signed off by the Assistant Director for Finance, Risk, Performance & IT? Is it also signed off by the Assistant Director for Legal, Governance & Monitoring?	Debbie Hogg, Assistant Director for Finance, Risk, Performance & IT, 24 March 2017 Yes, 24 March 2017 Julie Muscroft, 24 March 2017
Cabinet member portfolio	Cllr Graham Turner, Portfolio Holder for Asset Strategy, Resources and Creative Kirklees

Electoral wards affected: None directly
Ward councillors consulted: None
Public or private: Public

1. Summary

1.1 The ICT Capital Programme is an essential ongoing programme of investments on an annual basis to both provide technology to enable many of the technology enabled transformation programmes of the Council, but also to sustain the infrastructure and systems needs to keep the Council working, keep technology reliable and up to date, and in a dramatically increase hostile environment in cyber-space, keep the Council's, Citizen's, Business, and Partner data secure and safe.

- 1.2 The investments proposed for the coming 5 years include, refreshing the Council's desktop computer estate, sustaining its data centre and core infrastructure, the data and voice network, and other associated systems. This is described in more detail below in section 2.
- 1.3 Cabinet is asked to agree the investment of up to £900,000 per annum over the next 5 financial years is made to enable this and to delegate authority to the Head of IT, Andrew Brammall to make relevant decisions and actions, in order to do this £900,000 is included in the budget agreed by Council in February 2017.

2. Information required to take a decision

- 2.1 Information and Communications Technology (ICT) solutions, systems, and infrastructure have reached a point where they penetrate and enable almost every aspect of daily life, and are recognised as the key enabler to transformation and future service delivery within Government and the wider public sector. As such strategic, correct, innovative and well informed investment in this technology is now more critical than ever before.
- 2.2 The "New Council" vision and all its associated streams, is almost totally enabled by innovative use of ICT, and in light of this a Corporate ICT Strategy has been agreed that both enables this across several key streams, and establishes "fit for purpose" reliability and support:
 - **Digital by Design** – Transforming all services to be "Digital by Default", delivered online, fully self service, and automated transactions between citizens and business and the Council, and to automate and co-ordinate fulfilment within the Council and across partner organisations including the wider public, private, 3rd and volunteer sectors. Ensuring total digital inclusion through designing services that are accessible through any channel and device, and supporting others with "Assisted Digital" provisions.
 - **Mobile, Agile, Paper-Lite, and Collaboration** – enabling a fully "Digital Workforce", capable of working with full functionality within the field, close to citizens and embedded within business, at partner locations, at collaborating quickly and easily, all without the need for expensive Civic accommodation, while providing modern flexible working options that promote an inclusive and effective workforce. All communications, collaborative tools, applications, office facilities, digital replacement of paper, files and archives, will all be available on a single device that can work from anywhere, and will be highly resilient to failure of the technology infrastructure.
 - **Internal Services Automation and Simplification** – involving implementing measures, technology and approaches to reduce the IT support overhead needed for the organisation, but also increase the speed of resolving problems or eliminate them all together, this will be achieved through self service, automated problem resolution and "self-healing" technology, easy to access self-help media, and targeted resolution of common problems.
 - **Application Review** – by reviewing the Council's entire applications estate we will develop a "fit for purpose" position, such that we can apply one of four approaches to assure that the systems meet the needs of the Council going forward; De-duplicate (where we have more than one system that does roughly the same thing), Replace (where the system is outdated and does not meet needs), Leverage (where we own an

asset but it is underutilised), Convert to Digital by Design (where this programme provides opportunities to delete legacy applications)

- **Robust and Resilient Systems and Infrastructure** – ensuring that our reliance on technology is met with systems and core infrastructure of data centres, servers, electronic storage, security systems and networks that are kept up to date, reliability optimised, and protected to ensure that services are not compromised by major events, breakdown, or cyber-attack/terrorism.
- **Reducing Total Cost of Ownership** – investing in technology and systems that reduces the running cost of services, reduces the number of systems, but improves performance, reliability and security.
- **Regional Digital Infrastructure** – continuing to leverage the private sector partnerships to push high speed digital connectivity to Businesses and Residences within Kirklees urban centres and rural locations, together with promoting delivery of free to access public wifi, and enabling the Council and partners to “connect from anywhere” over these networks.
- **Defending the Council in Cyber-Space** - The well-publicised international threat profile of cyber-crime and cyber-terror is placing unprecedented importance and pressure on maintaining fit for purpose, robust and up to date infrastructure, to ensure that we protect Citizen, Partner, Business and Council data from loss, theft and misuse, but also protect from “denial of service attack” and “ransom-ware”. The Council’s IT service and its associated support systems have to defend against up to 1 Million cyber-attacks per day from ranging from small scale hackers and spam, to hostile nation states.

2.3 In essence this capital investment will allow the following:

- a) Support the ongoing desktop estate replacement with Mobile and Agile Devices, as already agreed by Cabinet.
- b) Ongoing updating of Data Centre and Core Infrastructure, and evolving into “Cloud Based” infrastructure, to meet evolving demands of business performance, resilience and capacity.
- c) To address Cyber Security with up to date systems and protection measures in response to a continually emerging and evolving threat domain
- d) Implementation of Application Review, and maintain up to date, fit for purpose application estate
- e) Invest in automated systems to reduce the overall operating costs to the Council, while improving or maintaining service.
- f) Invest in support technology and systems for the ongoing Digital by Design programme.

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

Digital by Design and Mobile and Agile project are both key enablers to the EIP programme. However, sustaining the wider ICT infrastructure and service is key to all Council operations.

3.2 Economic Resilience (ER)

Digital by Design and Mobile and Agile project are both key enablers to the ER programme. However, sustaining the wider ICT infrastructure and service is key to all Council operations.

3.3 Improving outcomes for Children

Digital by Design, Mobile and Agile, and Application Review projects are all key enablers to Improving Outcomes for Children. However, sustaining the wider ICT infrastructure and service is key to all Council operations.

3.4 Reducing demand of services

Digital by Design, and Process Simplification and Automation will be key to reducing service demand, both internally and citizen facing.

3.5 Financial Implications

The capital investment of £900k per annum is funded from prudential borrowing and therefore self-funded and the associate funding included in the revenue budget. The average revenue cost of financing this level of borrowing is 15.0% per annum, which equates to £135,000 per annum.

3.6 Legal Implications

No legal implications.

3.6 This ongoing investment into the core IT infrastructure to refresh, improve and maintain security compliance is included in the Capital Plan 2017-22 approved by Budget Council on the 15th of February.

3.7 The strategic benefits of these investments are significant, and in addition to the obvious functional and business operation benefits described above, and being key to enabling the major business transformation projects of the Council, further include;

- Enabling significant reduction in civic buildings and associated cost
- Major reduction in the cost of business travel
- Much higher flexibility for a more inclusive and modern workforce
- Higher productivity across the whole workforce
- Maximising the time where the workforce stays in the field, actually delivering services to citizens and community
- Mitigation of the consequential losses through Cyber Attack; security breach and data loss
- Increasing the resilience of technology and services against external forces and factors
- Delivering modern digital services that citizens want, at increased quality but significantly reduced cost
- Increasing the Council's "Green Credentials" by continued reduction in carbon footprint
- Mitigating the effect of budget reduction on citizen services
- Supporting and being able to quickly and cost effectively respond to service innovations, change and urgent needs.

4. Consultees and their opinions

Executive Team – in respect of approval of the ICT Strategy for Kirklees Council

Council Redesign Board – in development and approval of the Digital by Design Business Case and Programme

The Council “Think Tank” – in respect of challenging and approving the implementation approach of Digital Workforce and Digital by Design.

The Cabinet – having approved the Mobile, Agile, Paperlite and Collaboration (Digital Workforce) Business Case and Programme

Debbie Hogg, Assistant Director and Section 151 Officer, has approved this approach

5. Next steps

- 5.1 Continue with constituent projects and implementation of the ICT strategy and associated programmes and projects.

6. Officer recommendations and reasons

- 6.1 That the 5 year IT capital investment strategy to support the refresh and maintenance of the IT estate in the IT enabled change programme is approved. This will enable the delivery of transformation and ongoing service reliability as described.
- 6.2 That Cabinet delegate authority to the Head of IT, Andrew Brammall to make relevant decisions and actions in accordance with the council’s financial procedure rules, for the 5 year life of the project.

7. Cabinet portfolio holder’s recommendations

- 7.1 The Portfolio Holder recommends Cabinet approve the 5 year IT capital investment strategy to support the refresh and maintenance of the IT estate in the IT enabled change programme, which will enable the delivery of transformation and ongoing service reliability as described

8. Contact officer

Andrew Brammall, Head of IT and Change

9. Background Papers and History of Decisions

Budget Council decision – 15 February 2017

<http://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=138&MId=5098&Ver=4>

10. Assistant Director responsible

Debbie Hogg, Assistant Director