

REPORT TO CABINET

18 April 2018

Subject:	ICT Capital Investment Programme
Presenting Cabinet Member:	Councillor Steve Trow – Cabinet Member for Core Council Services
Director:	Executive Director – Resources – Darren Carter
Contribution towards Vision 2030	
Key Decision:	Yes
Forward Plan (28 day notice) Reference:	SMBC10/04/2018
Cabinet Member Approval and Date:	Councillor Steve Trow – 28/03/18
Director Approval:	Darren Carter
Reason for Urgency:	Urgency provisions do not apply.
Exempt Information Ref:	Exemption provisions do not apply
Ward Councillor (s) Consulted (if applicable):	Ward councillors have not been consulted
Scrutiny Consultation Considered?	Scrutiny have not been consulted
Contact Officer(s):	Sue Knowles – Head of ICT and Revenues and Benefits sue_knowles@sandwell.gov.uk Brian Wilcox – ICT Service Manager brian_wilcox@sandwell.gov.uk

DECISION RECOMMENDATIONS

That Cabinet:

1. Approve the commencement of the next phase of improvements to the council's ICT infrastructure.
2. Allocate capital funding of £1.2m per annum to invest in the council's ICT infrastructure in the form of a rolling programme of improvement and modernisation of our ICT infrastructure.
3. Approve that the Executive Director – Resources provides regular updates to Cabinet outlining progress in meeting the aims of the ICT strategy.

1 PURPOSE OF THE REPORT

- 1.1 On 27th February 2014, the former Cabinet Member for Strategic Resources approved the council's ICT strategy.
- 1.2 On 24th September 2014, Cabinet approved a £5.5m investment for a programme of work that would help to deliver the strategy and modernise and improve the Council's ICT infrastructure. This first phase of investment has delivered the platform needed to deliver modern ICT services across the council.
- 1.3 In order to maintain this position however, on-going annual investment will be required. This approach should reduce the need for significant one-off capital investments in the future.
- 1.4 It is proposed that phase 2 of the programme will focus on enabling digital transformation by:
 - Completing the refresh of user devices to Citrix or Windows 10, replacing older devices that are inhibiting the move to modern, agile working;
 - Deliver appropriate devices for front-line workers (including social workers) and 'power users' (including architects who require computer aided design software);
- 1.5 It is important that we continually refresh and modernise our ICT. This report therefore also seeks authority for longer term capital investment of £1.2 million per annum. This will ensure our ICT is maintained and refreshed on a regular basis so that it remains fit for purpose and meets the changing needs of users.

- 1.6 Our ambition for a Digital Sandwell has evolved from channel shift but we recognise that Digital isn't a channel. Digital is a culture, a way of thinking, an approach and opportunity that isn't yet embedded into our culture and ways of working. Services are embracing digital opportunities at varying rates, dependent on the existing knowledge and awareness of individuals within the service. Digital Sandwell is about enabling not restricting. It is about giving our teams a framework to be creative within, giving the tools, permissions, and standards to which they can work and progress towards embedding digital opportunity and technical innovation into service design and policy development.

2 IMPLICATION FOR THE COUNCIL'S AMBITIONS

- 2.1 An ICT infrastructure that supports the delivery of modern, flexible services will be crucial to the delivery of our ambitious 2030 vision.

3 BACKGROUND AND MAIN CONSIDERATIONS

- 3.1 On 27th February 2014 the Cabinet Member for Strategic Resources approved the council's ICT strategy.

- 3.2 On 24th September 2014 Cabinet approved a £5.5m investment for a programme of work that would help to deliver the strategy and modernise and improve the Council's ICT infrastructure. This included: -

- Server and desktop virtualisation (Citrix) – repurpose desktop equipment
- Replacement of the council's Wide Area Network (WAN)
- An upgrade of the council's Wi-Fi network across 14 sites
- Improve security of the council's network (for example replace firewalls)
- Creating a platform to securely support mobile working and a wider variety of end user computing devices
- Licensing and implementation of Microsoft Office 365
- Migration of the former Sandwell Homes infrastructure into the corporate network

- 3.3 A considerable amount of the work outlined above has now been completed:

- Established the Citrix infrastructure
- Migrated over 2,600 users onto Citrix
- Re-purposed over 1,200 desktop machines

- Implemented over 500 new laptops (including over 460 new devices for Sandwell Children's Social Care employees)
- The council's WAN has been replaced
- Wi-Fi has been upgraded in 14 sites
- The council's network is now more secure and less vulnerable to attack
- Technologies to support agile working (including home working and mobile working) have been deployed and are being used to deliver efficiencies
- Migrated the council's e-mail (Outlook) to the cloud
- Office 365 has been introduced
- We have rationalised the former Sandwell Homes network in preparation for migration onto the council's network in September 2017

3.4 The investment to date has ensured that we now have the platform to deliver modern ICT services across the council. In order to maintain this position however, on-going annual investment will be required.

3.5 This approach should reduce the need for huge capital investments in the future.

3.6 Immediate priorities which need to be addressed are as follows:-

- Replacement of old laptop devices (approximately 1,100) with a device that compliments users work styles
- Migrate remaining users onto Citrix or Windows 10 as required (approximately 1,800)
- Establish appropriate devices for front-line social care workers (possibly using Windows 10 functionality?)
- Replace aging repurposed desktops with thin client devices
- Establish and deploy appropriate devices to 'power users' (for example architects who require computer aided design software)

3.7 Since the initial deployment of Citrix, which is based on Windows 7 operating system, Microsoft have release Windows 10. Windows 10 features new technology to further improve agile working and digital transformation. It includes features such as touch screen and digital pen.

3.8 It is apparent that some users will benefit from the use of this new technology, in particular managers and front-line social care workers. The ICT Service has now developed a Windows 10 solution and we have some excellent examples of how this can support digital transformation.

3.9 Citrix and Windows 10 solutions will co-exist and will ensure that ICT requirements for all services are met.

4 THE CURRENT POSITION

4.1 See 3.3 above.

5 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)

5.1 We have business partner roles in place within the ICT Service. These officers consult with services on a regular basis to understand their ICT requirements and obtain feedback on new initiatives.

6 ALTERNATIVE OPTIONS

6.1 The alternative is to revert to a process of periodic investment similar to the approach used in 2014.

7 STRATEGIC RESOURCE IMPLICATIONS

7.1 There are sufficient resources available within the capital programme to support this ongoing investment.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

8.1 The work to be completed would form part of the ICT service's annual work programme and progress against the plan is monitored through monthly work programme meetings.

9 EQUALITY IMPACT ASSESSMENT

9.1 An equality impact assessment is not required.

10 DATA PROTECTION IMPACT ASSESSMENT

10.1 Not required.

11 CRIME AND DISORDER AND RISK ASSESSMENT

11.1 Not required

12 SUSTAINABILITY OF PROPOSALS

12.1 This proposal will help to ensure our ICT infrastructure remains fit for purpose both now and in the future.

13 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)

13.1 Citrix and Windows 10 enable agile/mobile working. The technology supports homeworking which assists in the health and wellbeing of employees.

14 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND

14.1 No impact

15 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

15.1 On the 24th September 2014 Cabinet approved a £5.5m investment for a programme of work that would help to deliver the strategy and modernise and improve the Council's ICT infrastructure (Decision Ref. No. SR241 refers).

15.2 A significant amount of work has been completed and it is vital that we have a programme of regular investment in ICT so that it remains fit for purpose and enables effective delivery of services.

16 BACKGROUND PAPERS

16.1 None

17 APPENDICES:

None

Darren Carter
Executive Director – Resources