

CABINET MEMBER DELEGATED DECISION 4 FEBRUARY 2022

Report title: Capital investment for Lambeth's ICT Services – 2021/22 – 2024/25 Strategy

Wards: All

Portfolio: Councillor Andrew Wilson, Cabinet Member for Finance and Performance

Report Authorised by: Bayo Dosunmu: Strategic Director for Resident Services

Contact for enquiries: Garry Jamieson, Assistant Director, Lambeth Technology T: 020 7926 6442
gjamieson@lambeth.gov.uk

REPORT SUMMARY

This report seeks endorsement of capital funds to deliver the following ICT projects and Programmes:

2021/22 – 2024/25

- Phases 2 to 3 - Networks and Telephony Infrastructure Programme: this project will cover the migration of existing Telephone and Data Networks services to new suppliers.
- End User Devices: Ongoing requirement to meet adhoc demand i.e., lost/stolen/damaged, and out-of-warranty replacements, adhoc business projects, external partner collaborations etc
- Infrastructure Transformation A transformative migration project of existing data centre hosted infrastructure services, to Microsoft's cloud computing service
- Phase 4 - Networks and Telephony Infrastructure Programme: This project will cover the full decommission and retirement of all remaining legacy systems
- Project Resources: Internal project resources will be required to deliver the above projects:

FINANCE SUMMARY

This report seeks endorsement to allocate £7.783m from the unallocated 'theme' budget for ICT Infrastructure approved by Cabinet in July 2020 to the specified projects and programmes.

RECOMMENDATIONS

1. To allocate the proposed capital investment of £7.783m for technology infrastructure investment in 2020/21 through 2024/25, from the existing unallocated 'theme' budget for ICT Infrastructure approved by Cabinet in July 2020.

1. CONTEXT

The Council has developed a new 4-year technology strategy that will see significant transformation and improvements to how the council delivers IT services to its staff, partners, and residents. The council will be expediting its 'Cloud First' strategy and will be moving software and hardware into partner hosted platforms and decommissioning these services from the council's physical data centres. Capital funding is required to replace and migrate these IT services to partner hosted platforms, utilising the latest versions of software and newer technology.

In March 2021 Lambeth Technology (formerly ICT Services) initiated a new capital infrastructure programme that would seek to procure new Telephony and Network Services. The council currently has managed services agreements with Virgin Media Business (VMB) for Network Services and o2/Telefonica for Telephony Services. A procurement programme initiated a new retender project that would look to procure new technology partnerships through the Crown Commercial Services (CCS) framework. This work is described as Phase 1. Phase 1 will be completed in 2021/22. This paper seeks endorsement to release the capital funding required to deliver the remaining phases 2 through 4.

Phase 2: Design and Implementation

Phase 3: Migration

Phase 4: Decommission and Closedown

The requested capital will fund internal resources and specialist third party technology support to deliver the remaining three phases.

The new Telephony and Networks solutions are in align with the councils new Technology Strategy and will deliver multi-year savings on existing revenue support and maintenance costs

The warranty on a proportion of our current laptop models will expire over the next four years and will need quick replacement to avoid introducing security risks into the council. Lost and stolen and damaged user devices will also require replacement. Ongoing replacement of laptop devices and implementation of a supported operating system will need to be installed and deployed. Project resources and capital funding will be required over the four-year period for configuration and deployment to prevent exhaustion and impact to business-as-usual operational resources.

In 2021 the Lambeth Technology team undertook a discovery exercise of the council's IT environment. The exercise highlighted several benefits which would be achieved by a cloud migration. A transformative migration of existing physical infrastructure services to a cloud hosted platform will significantly reduce the external cyber security threat, provide greater business flexibility and business continuity, and enable the improvement of council services. A new Microsoft cloud-computing platform will be configured in line with Microsoft best practice and the applicable industry standards.

2. PROPOSAL AND REASONS

2.1 A brief outline has been provided below of the planned projects setting out our reasons for the recommended decisions:

2021/22 - 2024/25

- Phases 2 to 3 - Networks and Telephony Infrastructure Programme: the projects will cover the migration of existing Telephone and Networks services to new suppliers following the completion of the Phase 1 tender process.
 - End User Devices: Ongoing requirement to meet ad hoc demand i.e., lost/stolen/damaged, and out-of-warranty replacements, adhoc business projects, external partner collaborations etc
 - Infrastructure Transformation - Start: A transformative migration project of existing data centre hosted infrastructure services, to Microsoft's cloud computing service, known as Azure, which aligns to Lambeth's new technology strategy. The migration will drive greater business flexibility, aid improvements in corporate and resident services, and provide a future-proof, more secure IT infrastructure.
 - Phase 4 - Networks and Telephony Infrastructure Programme: this project will cover the full decommission and retirement of all remaining legacy systems which are no longer required. The project will ensure that identified infrastructure services which technically need to remain within our data centres are supported and managed.
 - Infrastructure Transformation - Finish: Completion of the migration of existing data centre hosted infrastructure services, to Microsoft Azure.
 - Project Resources: Internal project resources including but not limited to following will be required to deliver the above projects: Programme Manager, Project Manager, Project Officer, Cloud Architect, Solution Architect, Business Analyst and Technology Adoption Team
- 2.2 Each project will be subject to the most suitable procurement route in line with the Council's procurement guidelines and the Public Contracts Regulations. Value for money and fair and open procurement will be paramount in sourcing and selecting the right solutions and partners.
- 2.3 Each procurement will ensure that all steps are taken to make sure responsible procurement is critical to supplier, solution evaluation and selection. As part of supplier selection, we will ensure that key social values such as applying the living wage, access to trade unions, anti-slavery policy, and Carbon Footprint detailing energy supply used. Details of what the supplier offers is in relation to social, environmental and/or economic wellbeing of Lambeth residents - specifically enhancing community engagement and resilience as part of any contract (including addressing Digital Poverty as part of the contract).

3. FINANCE

3.1 This report seeks the allocation of £7.783m of capital from the unallocated 'theme' budget for ICT Infrastructure approved by Cabinet in July 2020. A breakdown of the projects to which these funds will be applied is shown in the table below.

Item	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	Total (£'000)
End User Devices	1,050	1,050	600	600	3,300
Networks and Telephony Infrastructure Programme	1,032	351	0	0	1,383
Infrastructure Transformation	1,400	550	575	575	3,100
Total	3,482	1,951	1,175	1,175	7,783

3.2 All capital funds are required to deliver essential projects, services that will refresh our infrastructure and deliver required resources, software, and licences. There are no new revenue implications arising from these projects as revenue budgets already exist for the support of equipment.

4. LEGAL AND DEMOCRACY

4.1 There are no specific legal observations arising from this report save to note that officers and Members must ensure that any future proposed purchase is compliant with the Council's Contract Standing Orders and, where engaged, the Public Contracts Regulations. Legal advice will be provided on specific procurements when required.

4.2 This proposed key decision was entered in the Forward Plan on 15 November 2021 and the necessary 28 clear days' notice has been given. In addition, the Council's Constitution requires the report to be published on the website for five clear days before the proposed decision is approved by the Cabinet Member. Any representations received during this period must be considered by the decision-maker before the decision is taken. A further period of five clear days - the call-in period - must then elapse before the decision is enacted. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

5. CONSULTATION AND CO-PRODUCTION

5.1 The capital requirements for the Technology team Infrastructure Programme were constructed with input from the Assistant Director of Digital Technology, Senior ICT Manager - Operations, Senior ICT Manager Client Function, Enterprise Architect, the Solutions Architects, and the ICT Portfolio Lead.

6. RISK MANAGEMENT

6.1 The table below outlines potential risks associated with the projects outlined above:

Table 1 – Risk Register

Item	Risk	Likelihood	Impact	Score	Control Measures
1	Over reliance and dependency on project interims and 3 rd party partner Resources	2	6	12	Detailed resource profiling across all projects to ensure Lambeth Technology is not reliant on short term resources or third parties. A resource profile will be developed ensuring that Lambeth Technology will be efficient in future resource needs. Internal resources (incl apprenticeships) will be utilised throughout
3	Not having the appropriate skilled resources to ensure leadership and control of the infrastructure programme	3	4	12	Internal skilled and specific SME resources will lead on the capital programme. Providing leadership and management of all projects within the programme
4	Additional capital funds are required to complete technology projects	4	4	16	Lambeth Technology will ensure that if further capital needs to be requested then the correct report process will be followed at the earliest opportunity to seek any additional funds

Key

Likelihood	Very Likely = 4	Likely = 3	Unlikely = 2	Very Unlikely = 1
Impact	Major = 8	Serious = 4	Significant = 2	Minor = 1

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 There are no specific equalities and implications associated with these technology projects. If required, individual EIAs will be produced for each project.

8. COMMUNITY SAFETY

- 8.1 The replacement of equipment as outlined above has no impact on community safety except in ensuring the continuity of ICT provisions that Council and partner teams use in the delivery of community safety.

9. ORGANISATIONAL IMPLICATIONS

Environmental

9.1 None

Health

9.2 None

Corporate Parenting

9.3 None

Staffing and accommodation

9.4 None

Responsible Procurement

9.5 Any projects that require procurement will be subject to and covered by separate decision reports.

Good Quality Jobs with Fair Pay and Decent Working Conditions

9.6 Any recruitment of temporary, contract and or permanent members of staff will be in line with the council's policy on resource recruitment. Pay will be in relation to skills and experiences and where required will be in line with the council's staff salary guidelines and structure

Quality Apprenticeships, targeted Employment for Lambeth residents and Lambeth Priority Group

9.7 None

Reduce Emissions: Lambeth Council has a commitment to being Zero Carbon by 2030

9.8 None

Single Use Plastics

9.9 None

Positive Health and Wellbeing

9.10 None

Key Social Values

9.11 Applying living wage, access to trade unions, anti-slavery policy, and Carbon Footprint detailing energy supply used

Other Offers (Innovation)

9.12 None

10. TIMETABLE FOR IMPLEMENTATION

10.1 All projects listed above will be subject to business cases where individual plans and timelines will be produced to outline implementation timelines.

10.2 The table below details the stages and deadlines for implementing the recommendations:

Activity	Proposed Date
Date published on Forward Plan	15.11.2021
Publication on Decisions online	27.01.2022
Cabinet Member Decision	06.01.2022
End of Call-in Period (key decisions only)	11.02.2022
Commencement of Project(s) Initiation	17.01.2022

AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Claire Holland	Leader of the Council	14.01.2022	25.01.2022	
Councillor Andy Wilson	Cabinet Member for Finance and Performance	12.12.21	07.01.22	
Bayo Dosunmu, Strategic Director	Resident Services	12.12.21	07.01.22	
Derek Roopnarine Finance Manager	Finance and Property	08.11.21	17.11.21	
Andrew Ramsden, Assistant Director of Finance	Finance and Property	08.11.21	19.11.21	
David Thomas, Legal Services	Legal and Governance	08.11.21	11.11.21	4
Marianna Ritchie, Democratic Services	Legal and Governance	24.11.21	26.11.21	
Natasa Patterson, Director Residents Experience and Digital	Resident Services	08.11.21	11.12.21	

Report History

Original discussion with Cabinet Member	06.01.2022
Report deadline	N/A
Date final report sent	N/A
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	Yes
Date first appeared on forward plan	15.11.2021
Key decision reasons	2. Expenditure, income, or savings in excess of £500,000.
Background information	Cabinet Decision Paper https://moderngov.lambeth.gov.uk/ieListDocuments.aspx?CId=225&Mid=13756&Ver=4 Borough plan https://beta.lambeth.gov.uk/better-fairer-lambeth/projects/our-goals-lambeth-lambeth-borough-plan
Appendices	None

APPROVAL BY CABINET MEMBER OR OFFICER IN ACCORDANCE WITH SCHEME OF DELEGATION

I confirm I have consulted Finance, Legal, Democratic Services and the Procurement Board, and taken account of their advice and comments in completing the report for approval:

Signature: _____ **Date:** _____

Post: Garry Jamieson
Assistant Director, Lambeth Technology, Resident Services

I confirm I have consulted the relevant Cabinet Members, including the Leader of the Council (if required), and approve the above recommendations:

Signature: _____ **Date:** _____

Post:
Councillor Andrew Wilson, Cabinet Member for Finance and Performance