FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 11 April 2024

Report of the Executive Director - Corporate Services and Transformation

Cloud Strategy

(Cabinet Member for Corporate Services and Budget)

1. Divisions Affected

County-wide

2. Key Decision

2.1 This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned (this is currently defined as £500,000) The strategy is wide-ranging and over-arching, but this document only presents indicative financial figures. The full costs and benefits will be presented in future specific business cases as the strategy moves into the implementation phases.

3. Purpose

2.2 To note the inherent risks relating to the current ICT infrastructure and applications, and progress already made through initial stabilisation activity.

2.3 To approve the council's Cloud Strategy for 2024 – 2029 (Appendix 2).

2.4 To note the estimated cost profile and fiscal impact described in Appendix 3

2.5 To note alternative options considered.

3. Information and Analysis

Overview

4.1. DCC's ICT department and services have evolved over time. The evolution has, however, fallen behind that of similar sized councils, many of whom have adopted industry standards, best practice, and a more proactive approach to updating their applications, infrastructure and service portfolio. The result is that DCC's technology and application estate is now an outlier in comparison.

4.2. The council's requirement for an effective, well-integrated and managed ICT Service is growing, with a significant and growing reliance on the ICT Service for the provision of technology support to day-to-day service delivery, and to enable efficiencies across the whole council. This requirement is magnified by the council's financial position. To meet this requirement effectively, the organisational approach to ICT Services needs to change. DCC has adopted a Digital Strategy to support the ambitions of the Council Plan, which clearly defines the council's digital vision for the future, and the core principles which will allow the council to achieve its vision. To enable the Digital Strategy, significant improvements are required in the council's ICT technical infrastructure, which underpins all the council's key business applications.

4.3. To achieve this goal, some initial work has already been carried out. The organisation-wide Digital Strategy has been agreed, and an ICT Strategy and a Target Operating Model (TOM) which defines the ICT Service needed for the future, is currently being developed. SOCITM Advisory were commissioned in early 2023 to carry out a full assessment of the council's current ICT Service, its technical infrastructure and applications landscape, in order to inform a future technical infrastructure strategy for the Council, a Cloud Strategy, with an associated Total Cost of Ownership (TCO) model. SOCITM Advisory worked in partnership with Shaping Cloud, a specialist company in this area, to produce their reports at the end of 2023.

4.4. The work by Shaping Cloud and SOCITM has now been used to create a Cloud Strategy for the council, attached at Appendix 2. This uses the extensive research material produced, and aligns it with the Council Plan, the Digital Strategy and the forthcoming ICT Service Strategy.

4.5. The sections below detail:

- The current state of ICT infrastructure.
- The risks and challenges the existing ICT infrastructure poses.
- The wider ICT industry and local government context.
- The actions taken to date.
- Why further change is needed.
- The core objectives of the Cloud Strategy, and how it supports the Council Plan.
- How the Cloud Strategy will enable the council to develop its services digitally, to deliver efficiencies and improved services.
- An outline financial model (at Appendix 3 (EXEMPT)).
- The other options considered.

Current ICT Infrastructure

4.6. The Current State Summary provides an overview of the existing ICT technical infrastructure, identifying the key areas that the Cloud Strategy aims to improve and transform.

4.7. The data gathering process involved a series of face-to-face discovery sessions with key stakeholders, deployment of data analysis tools across the network, and gathering of artefacts such as technical documentation, asset lists and service descriptions. Finance, procurement, service, project, programme and strategy information was also collected for analysis.

4.8. Key findings from this assessment are as follows:

Challenge	Impact
Increased data security and privacy risk due to reliance on legacy systems	• Physical hardware is nearing its end of life and will become at risk of both hardware failure, and cyber threats. • Aging in-house created applications are written in old code bases, which do not adhere to current best practices. • Vendor supplied applications are often out of support and/or are on an old version. • Inflexible nature of old ICT infrastructure means that the organisation is unable to meet demands in service areas for development and improvement. • Intrusion detection and prevention tooling used on-premises is difficult to maintain, which could lead to a slower incident response.

Lack of data and application integration	• Lack of data sharing or integration between systems prevents departments from accessing the information they need, despite the data being available. • A lack of application interoperability with other systems limits the ability to respond and adapt to business needs, which hampers agility. • There is sometimes a lack of trust between departments and ICT teams around access to, and the gathering of, relevant data causing blame to be passed between teams. • Data is being distributed across different applications with limited integration, which reduces the ability to generate reports, hindering data-driven decision making. • Lack of unified data governance across the ICT estate can lead to data being less controlled and more susceptible to loss. Legal and regulatory risks exist by being unable to share or report on data in a compliant manner. • Inability to integrate data hinders the council's opportunities for growth and innovation.
Resource constraints	• ICT skills gaps across the workforce exacerbated by staff turnover. • Legacy systems are reliant on knowledge of those systems to maintain them. As the systems become older so do the staff, increasing the risk of losing knowledge with specific team members, and placing systems at risk. • ICT staff are distributed across departments with a lack of centralisation in decision making and strategic ICT direction, leading to siloed buying for single use cases. • The operating model across the organisation for ICT architecture, security, development, maintenance and governance does not currently allow for the innovation, strategic planning and execution which ICT requires. • While improvements are in progress, ICT are still assigned projects to implement on behalf of departments, but have not had the resources to deliver them, which sometimes results in the ICT team being seen as a blocker.
Budget constraints	• Lack of prioritising ICT in budget making decisions, and not realising the knock-on implications impacting

upon security, privacy and overall operations in an emergency situation.
- The council have been unable to make informed decisions on budget allocation, due to not having a comprehensive view of service costs and the value that technology offers.
- The service areas do not know how or if technology can solve their problems, or address their requirements, leading to budget being invested elsewhere or in solutions that could have had lower cost alternatives if an effective ICT Service was involved in the decision making.

1.1 The Current State Assessment provides a clear picture of where DCC stands in terms of ICT infrastructure and operations. It highlights the challenges and opportunities that the Cloud Strategy aims to address. By understanding the current state, the council can make informed decisions on how best to leverage cloud technologies to achieve its goals of modernisation, innovation, consolidation, value and benefits, cost reduction, and risk reduction.

Key Risks

4.10. The Shaping Cloud assessment identified the main risk areas in the current state, as follows. Several of these risks are already being addressed:

4.11. Infrastructure and Hardware Obsolescence

- Operating System and Software End-of-Life: Risks relating to file and database servers, and their versions approaching end-of-life, leading to a lack of support and security updates. These have since been updated to allow the council's accreditation with the Public Service Network (PSN).
- Hardware and Storage Challenges: Risks involving hardware out of warranty, storage solution warranty expiration, and backup storage approaching end-of-life.

4.12. Data Centre and Disaster Recovery Concerns

- Physical Infrastructure Risks: Risks pertain to the County Hall datacentre's susceptibility to water leaks, outdated standby generators, and the presence of abandoned cabling.

- Recovery Issues: Risks focused on untested Disaster Recovery (DR) capabilities.

4.13. Governance and Strategic Planning

- Lack of Frameworks and Strategies: Risks highlighting the absence of mature architecture and project governance frameworks, although these are now being improved, as well as a consistent and robust ICT strategy, which is being produced.

4.14. Software and Application Management

- Application Support and Decommissioning: Risks related to applications that have limited support and need updating, migrating, or retiring.

4.15. Human Resources and Financial Oversight

- Staff and Financial Management: Risks encompassing issues with staff turnover and the lack of a detailed financial overview related to ICT infrastructure.

ICT Industry and Local Government Context

4.16. It is important to understand how the worldwide ICT industry has changed, and continues to change for DCC as an organisation, its workforce, its partners, residents and communities which use its services. It's only when we look back over this evolution that we can appreciate the progression of technology in various stages.

4.17. Early technology replaced manual processes, making tasks more efficient and less labour-intensive. These tools aimed to simplify and automate specific functions, enabling individuals to perform their jobs with greater ease and speed.

4.18. Later, early business applications emerged to automate existing business processes, enhancing efficiency without fundamentally changing the established operating model.

4.19. With increasing complexity, ICT services expanded to manage systems and data storage 'on-premise' across various service delivery areas. The need for on-premise teams was widespread, reflecting the growing reliance on technology for day-to-day operations.

4.20. The evolution of connectivity through the internet allowed for the networking of applications and data, both within organisations and between them.

4.21. As networking and data accumulation grew, cloud computing and data storage emerged as alternatives to on-premise solutions. This shift allowed organisations to securely hold data externally, and ICT services could be provided remotely. Cloud adoption has accelerated, with the expectation that it will become the norm for ICT service delivery, except in certain cases where information security or service delivery requirements make it impractical.

4.22. The complexity of business applications has increased, reaching a point where certain applications, such as Mosaic and Microsoft Office, have become predominant. Smaller applications have to either adapt to integrate and keep up with the predominant applications, or be retired.

4.23. The evolution of cloud computing offers advantages, especially in outsourcing technical competence. Service delivery organisations such as councils no longer need to recruit and maintain ICT teams covering the full range of technical skills. Cloud providers manage the technical aspects of running systems, allowing the council to focus on user-end support and effective contract management.

4.24. Cloud adoption brings increased disaster recovery and resilience, since both data and operating systems are not confined to single ‘on-premise’ systems. Commercial providers manage the entire ICT infrastructure, making it easier for organisations to keep pace with technology improvements. Cloud providers invest in and maintain the necessary skills, serving multiple customers more cost-effectively than each organisation managing its own infrastructure, with its own team.

4.25. The progression of applications also includes a substantial increase in the acquisition and storage of data, across a wide range of activities within the council. This data accumulation has become a valuable asset supporting service delivery, mirroring the practices of commercial providers who use data sets for their strategic planning.

4.26. Given the progression described, the council needs to evaluate its existing applications to see how well they can seamlessly integrate with predominant systems. Emphasis on data governance, security, and privacy is crucial, especially with the increased accumulation of valuable data. Continuous adaptation and innovation will be necessary, to stay aligned with technological advancements and evolving service needs. The migration from on-premise solutions to cloud computing represents

a strategic shift, offering greater flexibility, efficiency, and resilience for ICT support services, in alignment with the evolving landscape of technology adoption.

4.27. Finally, the key application providers in the local government marketplace are increasingly withdrawing support for their solutions hosted on-premise, in favour of cloud-based software provision that is maintained, monitored and kept up to date by the providers themselves, and charged on a per-usage basis rather than the traditional one-off software licence purchase.

4.28. Understanding this historical context helps to inform decisions for the future technology estate, ensuring it aligns with both current and anticipated trends in technology and data management. The evolution of ICT described above has several implications for the council, explained below:

4.29. *Continuous Technological Development* - The evolution described is ongoing, and technological development will continue. Councils need to remain agile and open to adopting new technologies to deliver services as effectively and efficiently as possible. Continuous investment in technology and regular updates will be necessary to make the best use of emerging opportunities.

4.30. *Fundamental Change in Service Design* - There is a fundamental shift in how service delivery organisations such as councils should view technology. It is not just an efficiency add-on, but an integral part of service design. The need is to design service delivery around the optimal use of available technology, rather than viewing technology as only a tool to make existing processes more efficient.

4.31. *Automation and Optimisation* - The evolution implies a move towards automation and optimisation of service delivery processes. For instance, automating connections between the council's key systems can lead to streamlined processes and optimised team structures. Opportunities exist for revenue savings within and beyond the ICT service, as service delivery models become more efficient and automated.

4.32. *Cultural Shift in Operations* - The evolving ICT landscape brings about a cultural shift in the way the organisation operates, as described in the Digital Strategy. The traditional model of manual processes and standalone systems is replaced by a more interconnected and automated approach. This shift requires a change in the organisational culture, where adaptability, collaboration, and a digital mindset become crucial. This will require a holistic approach to technology adoption,

ensuring that systems are interconnected and aligned with the overall organisational goals.

4.33. *Service Delivery Model Change* - The evolution of ICT significantly changes the service delivery model. It's not just about adopting technology; it's about reimagining how services are delivered to leverage the full potential of available technology, and moving towards best-practice approaches that have already been successful across local government. This shift may lead to a more efficient allocation of resources, improved service delivery, and cost savings in the long term.

4.34. *Importance of Leadership and Stakeholder Engagement* - The successful adoption of these changes requires strong leadership and engagement with stakeholders. Clear communication about the benefits and an evolving ICT estate is crucial to gaining support. The change management strategies will be aligned to the central Portfolio Management Office (PMO) frameworks to ease the transition, and ensure that all change projects are aligned with the new service delivery model.

4.35. In summary, the evolution of ICT has broad implications for the council, encompassing technological advancements, service design, automation, cultural change, connectivity challenges, funding changes and a shift in the overall service delivery model. Embracing these changes strategically can position DCC for continued efficiency, innovation, and responsiveness to evolving service delivery needs and demands.

Actions taken to date

4.36. In 2023-24 actions taken to stabilise the ICT Service included:

- The Executive Director of Corporate Services and Transformation instigated an ICT stabilisation programme.
- An external ICT stabilisation team was appointed to support the management and modernisation of the ICT function.
- ICT industry standards and best practices were introduced.
- A Digital Maturity Assessment was conducted to assess areas for improvement.
- A Digital Strategy has been developed for the whole council.
- An ICT Strategy and supporting Target Operating Model (TOM) has been drafted and is being finalised. A Transition Plan has been developed to move the ICT Service to the Target Operating Model.
- An ICT Transformation Programme is being initiated through the council's Programme Management Office (PMO) to deliver all the

interrelated projects and strategies above successfully (including this Cloud Strategy), aligned to the wider council Transformation Programme, which includes the County Hall Programme.

4.37. ICT Improvements made in 2023-24 have focused on remediating the most immediate, critical risks. These were:

- Stabilising staffing through recruitment campaigns, supported by HR and engagement with colleagues across ICT.
- Instigating team-based service improvement plans.
- Implementing industry-standard ITIL-based service management (service desk & incident management).
- Reviewing systems and applications patching and implementing an industry standard patching policy.
- Introducing and regularly reviewing PDRs for all colleagues.
- Focusing on completion and regular updating of mandatory staff training.
- Supporting the successful implementation of the Council's most important ICT projects, Mosaic, SAMS and the SAP HANA upgrade.

Why further change is needed

4.38. To deliver the Council Plan, Service Areas will need significant ICT support. The council will need to enable safe and secure collaboration with partners, maximise existing resources to collectively address complex challenges, and shape future services to deliver better outcomes for residents and communities at lower cost.

4.39. A focus on technology and integration is required to enable the efficient delivery of end-to-end customer-centric services using repeatable technology building blocks. These are based on a rationalised set of applications and common design principles applied through a Service Design process.

4.40. Better integration is needed between internal systems, and securely with partners, such as the NHS, supporting improved collaboration. This will support making data available at the point of need and improve the council's data management.

4.41. Having the right data available, at the right time, and in the right place will enable improved and effective decision making. This means service design decisions can be evidence-based and service delivery decisions can be made at the point of need, through proactive monitoring and planning of future demand.

4.42. The customer experience will be improved through confidence in the accuracy of data.

4.43. Transition from the current ageing infrastructure, hardware, operating systems and applications to cloud-based services will help to ensure the continuity of services.

5. Cloud Strategy

5.1. The Cloud Strategy 2024 – 28 presents a comprehensive ICT hosting strategy and cloud adoption plan for the council, aimed at leveraging modern cloud computing services to support the Digital Strategy, significantly enhance operational efficiency, reduce operational costs, and elevate service delivery to residents, customers, and communities.

5.2. Central to this strategy is a transition from traditional, largely 'on premise' ICT infrastructure, to a cloud-first approach over the next five years. This transition is not only about technology, but also aligns with DCC's broader ambition and strategic objectives, ensuring that DCC's digital transformation resonates with its commitment to community service.

5.3. In developing the Cloud Strategy, key stakeholders within the council have been engaged, to understand the unique challenges and opportunities that lie ahead. This strategy outlines an analysis of the current hosting environment, sets out the collaboratively developed future state, and details the strategic investments and implementation steps required to achieve this vision.

5.4. While prioritising data security, compliance, and robust disaster recovery, the plan also addresses potential challenges, from integrating legacy systems to upskilling the workforce, ensuring a smooth and effective transition to a cloud-centric environment.

Key findings and recommendations:

- **Strategic Transformation:** Transition to a cloud-first approach is integral to DCC's broader strategy of high performing, value for money and resident focused services.
- **Cost-Effective Modernisation:** The Total Cost of Ownership (TCO) analysis underscores the long-term financial benefits and efficiencies of moving to a cloud model, balancing initial investments with future savings.

- **Sustainability at the Forefront:** Emphasising sustainable practices in cloud adoption aligns with the council's commitment to environmental responsibility.
- **Efficiency and Innovation:** Modernisation through cloud technology is a pathway to enhanced operational efficiency and opens doors for innovative service delivery.
- **Risk Management:** Prioritising risk mitigation in cloud adoption enhances data security and ensures compliance, aligning with DCC's risk management framework including corporate risk mitigation strategies, emergency response, and information governance.
- **Historical Underinvestment:** Any investment must reflect the considerable workload and system inefficiencies stemming from the lack of investment in the last decade – whether continuing as-is or implementing the recommended roadmap.
- **Internal Skills Maturity and External Expertise:** There is a low cloud skills maturity level amongst current colleagues, which means that the council will continue to need external expertise to augment its internal capability while continuing to develop internal competencies.
- **Strategic Investment vs. Tactical Replacement:** It is imperative to invest wisely, with the current budget constraints, in moving towards a modern digital platform vs. re-investing in a legacy infrastructure that continues to constrain service delivery.

5.5. The Cloud Strategy supports the council's overall Digital Strategy, and connects to a separate ICT Strategy, an ICT Transformation Programme and a Target Operating Model (TOM), which together describe the service necessary to achieve the ambition of the Digital Strategy. The Cloud Strategy has been developed to address the specific technology challenges facing the council at present, and to transform the ICT service into a digital transformation partner for the wider council, which will be able to support the delivery of the Cloud Strategy

5.6. The vision and goals for the Cloud Strategy are aligned with the broader context of the organisation. Currently, like many councils, DCC is navigating through a landscape marked by budget constraints, stemming from external economic pressures. This backdrop makes it imperative that every ICT investment not only aligns with, but actively contributes to the council's overall ambition.

5.7. Technology, in this context, is more than a facilitator of operational efficiency; it is a tool for realising broader organisational transformation. The promise of technology in driving process and decision-making

efficiency has been a long-standing narrative, with varying degrees of fulfilment. However, the technological landscape has matured significantly. Today's technology offers an advanced, accessible set of tools that can automate, analyse, and inform business practices in very effective ways. This evolution presents an opportunity for DCC to achieve transformative efficiencies across its operations, aligning with budgetary objectives. The Cloud Strategy is about leveraging technology to make DCC a more agile, informed, and efficient organisation.

5.8. The resultant overarching vision for the Cloud Strategy work is to:

Transform DCC's ICT infrastructure into a secure, scalable, and agile system, which leverages cloud technology to benefit DCC and support the delivery of its ambition and strategic objectives.

5.9. High-level Objectives

- **Modernisation**: Transitioning to cloud computing is a critical step in modernising the ICT infrastructure. It will provide the foundation for more advanced, scalable, and agile services.
- **Innovation**: By embracing cloud technologies, doors open to new possibilities, encouraging innovative solutions to traditional problems and enhancing service delivery.
- **Consolidation**: The cloud strategy aims to streamline ICT assets and services, reducing complexity and creating a more cohesive and efficient ICT environment.
- **Value & Benefits**: The adoption of cloud services will be evaluated, not just on cost, but also on the value and benefits it brings to the council and its residents, such as improved service delivery and accessibility.
- **Cost Reduction**: A key objective is to achieve more for less by moving to a cloud model that offers scalability, and eliminates the need for heavy upfront investments in infrastructure.
- **Risk Reduction**: Managing and mitigating risk is central to the cloud strategy. By employing cloud services, the aim is to enhance data security, ensure compliance, and improve disaster recovery capabilities.
- **Flexibility**: A key result of the strategy is to help DCC become independent from County Hall, by removing the need for datacentre hosting. This will allow the council to use the County Hall site for other purposes.

6. Options Considered

6.1. Do Nothing

Description: Continuing to operate 'as is' with no, or very limited, evolutionary change.

Cost: As per existing budgets, including necessary capital investment in the County Hall datacentre to mitigate current risks, and a further hardware refresh after 5 years. See Appendix 3 for details under the 'Current State' model.

Risks:

- Continued inconsistent and fragmented approach to the provision and delivery of services, with an ever-increasing gap to user expectations and continued risks to business continuity.
- Ever-increasing demand and pressure on front line support.
- Little or no capacity to support project work.
- Increased cost of application licences, as vendors penalise the on-premise model to incentivise cloud versions.
- Increasing ICT service outages and cyber security incidents due to ageing ICT infrastructure.

Benefits: No Benefit, but an increasing risk profile.

The impact of this option would be:

- Sub-optimal ICT business and delivery models, with limited ability to 'join up' ICT to benefit service delivery.
- Increasing risk of service failure, due to aged infrastructure not being supported or being costly to replace.
- Inability to make best use of data across services, by using the available data and technologies to reduce cost and/or improve service.
- Ever-increasing complexity and associated technical debt of the ICT infrastructure, as more point solutions are implemented, rather than considered and planned end-to-end solutions with associated longer-term costs.
- Widening inability to support service areas' delivery of the Council Plan.

6.2. **Approve the Cloud Strategy**

Description: Approval of the Cloud Strategy will strongly support the recently approved Digital Strategy, and the forthcoming ICT Strategy, supported by a new Target Operating Model to centralise, standardise and modernise ICT delivery and invest in future-proofing the service. Together, the three interrelated strategies will provide a clear direction of travel, a technology roadmap and an implementation programme that will transform the council's technology platforms, to become an integral part of service delivery, supporting the wider organisation with its transformation ambitions.

Cost: Individual project and programme costs will be brought separately for approval, each with their own business case including costs and benefits, which will include how they will be funded. Appendix 3 under the Future State model sets out an estimated cost profile for this approach over the next 10 years, to allow financial planning with these costs in mind.

Risks:

- Budgets are not available to fully implement the Cloud Strategy, and risk failing to maximise the benefits it offers.
- In particular, the fundamental shift from historical capital funding of technology to ongoing revenue funding will require structural change of the council's financial models for its ICT Service.
- Specialist cloud technology skills may be in high demand both internally and externally, which may constrain the speed of implementation or have a negative impact upon costs.

Benefits: The move from a dated, largely on-premise infrastructure, to a predominantly cloud-based model. The move will provide the structure, governance, proactive planning and cohesive guidance to build out the necessary strategies, policies, programmes, and supporting activities to deliver a modern digital, cloud-based, ICT service.

- Aligns with industry standards and best practices.
- Modern, flexible, resilient ICT hosting and application services that better support service delivery.
- Mitigation of key risks, including the data centre in County Hall, in line with the decisions made around the future of the County Hall site.
- Lower costs in the long term, after the infrastructure transformation has taken place.

7. Implications

7.1. Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

8.1. None

9. Appendices

9.1. Appendix 1 – Implications.
9.2. Appendix 2 – Cloud Strategy.
9.3. Appendix 3 – Total Cost of Ownership (TCO) Summary.

10. Recommendation(s)

That Cabinet:

a) Note the inherent risks relating to the current ICT infrastructure and applications, and progress already made through initial stabilisation activity.
b) Approve the Cloud Strategy 2024 – 2029 (Appendix 2).
c) Note the estimated cost profile and fiscal impact described in Appendix 3.
d) Note alternative options considered.

11. Reasons for Recommendation(s)

11.1. To provide DCC with a clear Cloud Strategy for its future ICT infrastructure and applications, outlining the benefits and likely costs.

11.2. To reduce the current high risk levels associated with aging on-premise infrastructure; most notably to improve the council's resilience and disaster recovery provision.

11.3. To drive efficiencies and improved customer service throughout the Service Areas through use of technology, automation and the proactive use of data.

11.4. To enable the council to remove its reliance on the ICT datacentre in County Hall, opening up the opportunity for alternative uses of the building.

12. Is it necessary to waive the call-in period?

12.1. No

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Appendix 1

Implications

Financial

1.1 The implementation of the Cloud Strategy will have financial implications on the Council's ICT budgets. This will include in the medium to long term expenditure increasingly being classified as revenue.

1.2 The table in Appendix 3 shows the current state baseline view and the future state view. It can be seen the timings of expenditure across financial years are different across each view. Overall, the total cost of the baseline view is £56.55m and the future state is £60.56m. The costs in Appendix 3 are indicative costs and a further report will be considered by Cabinet in the future. This will include more detailed financial information on costs and how they will be funded.

Legal

2.1 There are no immediate legal implications, however the Director of Legal and Democratic Services will advise in relation to contract standing orders and any contractual arrangements the Council will enter into to deliver the Cloud Strategy.

Human Resources

3.1 There are no immediate workforce implications resulting from the Cloud Strategy proposals. Any future implications would be the subject of a Service Implications report at the appropriate time.

Information Technology

4.1 The ICT Leadership Team have been closely involved in the assessment and preparation of the Cloud Strategy, and are fully supportive of its aims and objectives, which will be supported by the forthcoming ICT Strategy and Target Operating Model (TOM).

Equalities Impact

5.1 N/A

Corporate objectives and priorities for change

6.1 To deliver the Council Plan, Service Areas will need significant digital support and reliable and flexible ICT infrastructure and applications to enable them to safely and securely collaborate with partners in new and powerful ways, maximising existing resources to collectively address complex challenges and shape future services to deliver better outcomes for local people and places.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None