

Appendix 1



Appendix subject	IT & Programmes Infrastructure Capital Investment Plan 2026–2032
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Background

1. The IT & Programmes Infrastructure service underpins all Council services and provides critical platforms including data centre, cloud services, wired and wireless connectivity, telephony, end-user laptops and cyber security.

The service supports approximately 6,500 users across every Council site and multiple partner owned sites (e.g. NHS).
2. The Council's core IT infrastructure and laptops underpin the delivery of all frontline, statutory and corporate services either directly or indirectly. It is therefore critical that this infrastructure remains secure, resilient and fit for purpose.
3. Over the next 6 years, most of the current IT infrastructure and laptop estate will, or already has, reached a point in its lifecycle where it needs to be refreshed or replaced, in line with normal asset management practices.
4. This includes key platforms across hosting, networking, telephony and end-user laptops. As assets age, they become increasingly difficult and costly to maintain, with reduced vendor support, limited availability of spares and growing compatibility issues with modern systems, software and services.
5. At the same time, the Council is operating in an environment of significantly heightened cyber risk. Public sector organisations continue to be a primary target for cyber-attacks and maintaining legacy or unsupported systems materially increases the Council's exposure to security vulnerabilities. This creates both operational risk and potential reputational and financial consequences in the event of a major incident.
6. In this context, the Council's end-user devices, specifically its laptop estate, represents a critical frontline in maintaining cyber resilience. With approximately 4,000 laptop devices in daily use by staff across a broad geographic range, these devices are the primary interface through which services are delivered and data is accessed.
7. As such, they must remain secure, reliable and perform well. Outdated or poorly performing devices increase the risk of security vulnerabilities, reduce the effectiveness of modern security controls and directly impacts the ability of staff to work efficiently. Maintaining a robust and up-to-date laptop estate is therefore

essential not only for productivity, but as a fundamental component of the Council's overall security posture and its ability to safeguard sensitive data and deliver trusted, resilient services to residents.

8. Most councils, including BCP, plan around a 4-year laptop refresh, this aligns to the standard warranty period for business devices.
9. In practice, at BCP this is sometimes flexed to 5 years. This allows IT & Programmes to sweat the assets longer, but only where devices remain reliable, supported and fit for purpose. The rationale is that:
10. After 4 years, devices are typically out of supplier warranty
11. Failure rates, repair costs and downtime increase substantially. Especially among staff who regularly move their devices between locations.
12. Security and compliance risk grows as vendor support reduces.
13. Demand on the Councils IT estate is also increasing. The Council's shift towards digital service delivery, greater reliance on cloud-based systems and continued adoption of hybrid working models all require IT that is scalable, performs well and is always available. The current estate has limitations in its ability to flex to meet these demands in a supportable and sustainable way.
14. Without planned investment, the Council risks moving towards a reactive operating model, where funding is driven by failure rather than strategic planning. This will result in higher overall costs, increases in service disruption and a reduced ability to prioritise limited investment effectively. It also constrains the Council's ability to support wider continuous improvement programmes, as legacy IT and older, slower laptops become a barrier to change rather than an enabler.
15. This investment plan is therefore required to transition from an annual process to a structured, lifecycle-based approach across 6 years. It will continue to ensure that the IT estate is maintained in a secure, supportable and cost-effective state, while enabling the Council to meet its strategic objectives and manage corporate risks appropriately.

Project Description & Justification

16. The Need/Problem:

The Council's core IT infrastructure and end-user laptops are subject to:

- Ageing assets approaching or exceeding end-of-life/end-of-support
- Increasing cyber security threats and compliance requirements
- Rising support and maintenance costs
- Limitations in scalability, resilience and performance

Failure to continue to invest will result in:

- Increased service outages and operational risk across the Council

- Heightened cyber risk exposure
- Inability to support our Digital and Continuous Improvement ambitions

17. Increased unplanned reactive spend

18. The Solution:

The proposed programme of funding will deliver:

- Planned lifecycle replacement of IT infrastructure and end-user laptops
- Further migrations to cloud and hybrid hosting models where appropriate
- Continued modernisation of network and telephony services
- Enhanced cyber security controls and resilience
- A platform on which to enable service led continuous improvement
- An ongoing rationalisation of platforms and reduction in technical debt

19. **Alignment with Strategy:** The proposed programme of funding directly supports the Council's corporate ambition to deliver high-quality, reliable services that improve outcomes for residents and communities.

20. The Council's [Corporate Strategy](#) sets out a shared vision for Bournemouth, Christchurch and Poole as a place where people, communities and the environment thrive, with a clear focus on delivering services that put residents at the heart of everything the Council does.

21. This investment underpins that ambition by ensuring the digital systems and services relied upon by both residents and staff remain available, secure and responsive. Reliable IT infrastructure and laptops are essential to maintaining the everyday services that residents depend on, from accessing information and support, to enabling staff to deliver timely and effective interventions across a wide range of council services.

22. An example of how technology investment has supported wider Council priorities can be seen in the transition from desktop and fixed telephony to a laptop-based operating model following Local Government Reorganisation. This shift enabled more flexible and mobile working, which in turn supported the rationalisation of the Council's accommodation estate and the move to a single headquarters.

23. This demonstrates that investment in end-user laptops is not simply a technical requirement, but a key enabler of organisational efficiency and hybrid ways of working. Continued investment in the Council's laptop estate is therefore essential to sustain these benefits, ensuring staff remain able to work flexibly, securely and efficiently and will continue to support the ongoing delivery of modern, resident-focused services.

24. The Corporate Strategy also places strong emphasis on creating a modern, forward-thinking council that is open, transparent and accountable and focused on improving outcomes for people and communities.
This investment contributes to that goal by providing the stable, resilient foundations required to support consistent service delivery, reduce disruption and maintain public confidence in the Council's operations.
25. In parallel, the Council's [Digital Strategy](#) sets out a clear ambition to create a more modern, efficient and customer-centred organisation, delivering seamless, accessible and intuitive services designed around the needs of residents.
The infrastructure investment is a critical enabler of this vision, ensuring that systems are capable of supporting improved digital experiences, simpler interactions, and more responsive services.
26. By maintaining and modernising its IT estate, the Council will also be better positioned to:
- Support staff to work efficiently and effectively, regardless of location
 - Enable data-driven decision-making to target resources where they are most needed
 - Deliver continuous improvement in service design and delivery
27. These outcomes align with the Digital Strategy's focus on using data, insight and innovation to improve services and outcomes for residents.
28. Overall, this investment ensures that the Council has the foundational capability required to deliver its strategic priorities. It enables better services for residents, supports staff to perform their roles effectively and helps the Council continue to operate as a modern, efficient and resilient organisation.

Market & Service analysis

29. Service Overview: Local government operates within a large and increasingly complex digital and service delivery environment. Across the UK public sector, over £26 billion is spent annually on digital technology (Source: [State of Digital Government Review 2025](#)), supporting millions of online transactions and services that residents rely on every day.
30. Demand for digital public services continues to grow significantly. Millions of citizens interact with public services online and expectations are shaped by the private sector, where users increasingly expect services to be simple, joined up and available on demand.
31. Alongside demand and financial pressures, the threat landscape is changing. Cyber threats to local government, including BCP Council, are increasing in scale and frequency, with attacks capable of disrupting essential services and creating significant financial and reputational impact.

32. At a national level, the UK now experiences regular, significant cyber incidents affecting organisations and public services, reflecting the growing dependency on digital systems.

33. This combination of rising user expectations, increasing service demand, constrained financial resources and evolving cyber risks means that maintaining and modernising IT infrastructure is essential to sustaining service delivery and meeting the needs of residents.

34. **Competitive Advantage:** While BCP Council does not compete in a traditional commercial sense, there is increasing expectation that councils deliver services that are efficient, accessible and comparable with the private sectors.

35. Investment in modern, resilient IT infrastructure is a key enabler of this, supporting improved performance across several areas:

36. Improved efficiency and cost effectiveness

37. Evidence from UK government and [parliamentary research](#) in 2025 shows that continuous digital innovation and improvement in local government can lead to:

- improved operational efficiency and reduced manual processing
- service efficiencies through streamlined systems and automation
- faster service delivery and reduced administrative burden

38. In an environment of constrained budgets, this allows BCP Council to maximise the impact of available resources and focus spend on priority services.

39. Enhanced service quality and resident experience

40. Modern IT infrastructure enables:

- faster and more reliable access to services
- fewer delays or service interruptions
- improved integration between systems

41. This directly supports a better experience for residents, aligning with rising expectations for simple, seamless and responsive services.

42. Stronger resilience and risk management

43. Continued investment in IT improves the Council's ability to:

- maintain services during system failures or cyber incidents
- protect sensitive resident data
- reduce the likelihood and impact of disruption

44. This is particularly important in the current threat environment, where cyber incidents will have significant operational and financial consequences.

45. Better use of data and insight

46. IT infrastructure modernisation supports improved use of data and analytics, enabling:

- more informed decision-making
- better targeting of services to need
- improved outcomes for residents

47. The ability to use data effectively is increasingly recognised as a core capability for modern local government and central to our digital strategy ambitions.

48. Supporting workforce productivity

49. Investment in modern IT systems, platforms and devices enables staff to:

- work more flexibly and efficiently
- reduce time spent on manual or repetitive tasks
- focus on higher-value activities

50. A growing set of evidence shows that digital capability and workforce enablement are key drivers of productivity and improved service outcomes

Options

51. A range of potential approaches to managing the Council's IT infrastructure requirements have been considered. However, due to the nature of infrastructure as a critical, enabling service, the scope for fundamentally different options is limited.

52. The Council already operates a mature and disciplined annualised approach to asset and service management. This includes:

- Structured lifecycle management of infrastructure assets
- Regular review of supplier support positions and warranties
- Planned maximisation of asset life, where it is safe and cost-effective to do so
- Ongoing optimisation of existing platforms and services, including cloud hosting services, where appropriate.

53. As a result, the current baseline already reflects a sturdy "just in time" approach, ensuring that value is maximised from existing investments before replacement is undertaken. This means there is limited opportunity to defer investment further without introducing disproportionate levels of risk.

54. Option 1 – Do Nothing / Extend Lifecycle Further

55. Continue to extend the life of existing IT infrastructure and laptops beyond current planned replacement timelines, minimising capital investment.

56. This will have the benefit of reducing the need for so much capital investment and would defer the need to borrow to fund the work.

57. However, as described previously, it risks:

- Increased exposure to cyber security vulnerabilities
- Increasing operational risk due to ageing or unsupported assets
- Higher reactive maintenance and support costs
- Increased likelihood of service disruption or performance degradation
- Reduced ability to support modern systems and digital services

58. **This option has been considered and discounted.** While it reduces short-term cost, it leads to higher overall cost and risk over time. It is not consistent with maintaining reliable and secure service delivery within a modern, digitally enabled Council.

59. **Option 2 – Increased Use of Revenue Funding Models**

60. A number of alternative approaches to delivering IT infrastructure and end-user laptop capability without direct capital investment have been considered. These include leasing or “as-a-service” models through increased use of revenue funding.

61. The Council has already made significant progress in adopting “as-a-service” delivery models as a core component of its IT strategy.

62. This approach underpins the Council’s “Cloud First” principle, with a substantial proportion of applications, platforms and services now delivered via cloud-based or subscription models.

63. This transition has:

- Reduced the requirement for traditional on-premises infrastructure in a number of areas
- Enabled greater scalability and flexibility in service delivery
- Shifted sizable elements of our IT infrastructure cost from capital to revenue

64. As a result, the IT infrastructure investment requirement presented in this business case is already moderated by the huge extent of cloud adoption achieved to date.

65. However, there remains an ongoing and unavoidable need for the Council to maintain and invest in certain areas of infrastructure. This includes:

- Network connectivity and core infrastructure required to support access to cloud and digital services.
- Security, identity and resilience capabilities that underpin both on-premises and cloud environments.
- End-user computing (e.g. laptops and mobile devices), which are essential for staff to deliver services and require regular lifecycle replacement to remain secure, functional and supported.

- Legacy systems and applications which, through previous evaluation and first-hand experience, have been demonstrated as unsuitable or impractical to migrate to cloud-hosted environments.

66. **This option is therefore not recommended** as there is limited scope to extend this approach further without impacting service delivery.

67. The remaining elements of the infrastructure estate, particularly network connectivity, security and end-user devices, continue to require direct capital investment and tight asset lifecycle management.

68. Option 3 – Continue Lifecycle-Based Asset Management Approach (Recommended Option)

69. Under this option, IT & Programmes will continue to deliver a structured, lifecycle-based IT infrastructure and end-user laptop replacement programme, delivering capital investment on a “just in time” basis to maintain the Councils IT estate in a supported, reliable and cost-effective state.

70. The estimated cost of this approach is £11.2million between 2026 and 2032.

71. The benefits of this approach are:

- Maintains secure, stable and reliable service delivery across the Council
- Ensures IT infrastructure remains supported by suppliers and aligned with industry standards
- Reduces reactive and unplanned expenditure
- Enables continued delivery of digital services and continuous improvement

72. This option represents the most balanced and sustainable approach. It aligns with established asset management principles and ensures that investment is made at the optimal point in the asset’s lifecycle, avoiding both premature replacement and excessive risk exposure.

73. Conclusion and Recommended Option

74. The recommended option is to continue with a structured, lifecycle-based investment programme supported by capital funding, Option 3.

75. Given the critical nature of IT infrastructure and employee productivity, there are limited viable alternatives beyond effective lifecycle management.

76. IT & Programmes technical teams already maximise the life and value of its existing IT assets through prudent management practices.

77. This proposal reflects investment only at the point where it is necessary to maintain service reliability and supportability.

78. Alternative delivery models, including leasing and cloud delivery models have been carefully considered and are already utilised selectively where they provide value.

79. However, these approaches do not remove the underlying requirement to maintain a modern, resilient IT infrastructure estate and, in many cases, shift costs to revenue or introduce additional constraints.

80. A “do nothing” or further deferment approach would not represent value for money, as it would increase operational risk, reduce service reliability, stifle service led continuous improvement and ultimately lead to higher costs through reactive replacement and incident response.

Summary of financial implications

81. A breakdown of the capital investment required each year between 2026 and 2032 is provided below:

Financial Year	Capital Investment Requested (£000s)
2026/27	1,199 of which 0.5 was approved with an Officer decision record and further 0.7 requires council approval
2027/28	2,752
2028/29	2,754
2029/30	1,367
2030/31	1,721
2031/32	1,400
Total	11,193

82. Between 2027 and 2032 the breakdown of what areas of the IT estate will use this funding is described below within [IT & Programmes Infrastructure Capital Forward Plan](#)

83. Additional detail on factors influencing the cost of BCP Council provided laptops is available within **Appendix 2 Factors influencing the cost of BCP Council laptops.**

84. It is proposed that the IT infrastructure investment plan is funded from prudential borrowing. The table below shows the prudential borrowing requirement over the 5-year period. A total investment plan of £11.2 million over 6 years 2026/32.

IT network and laptop replacement strategy	2026/27		2027/28		2028/29		2029/30		2030/31		2031/32		2032/33		Total
	% Interest	£000	% Interest	£000	% Interest	£000	% Interest	£000	% Interest	£000	% Interest	£000	% Interest	£000	
CAPITAL INVESTMENT:															
- Laptop replacement approved with Officer Decision Record		498													498
- Capital Investment over 5 years requiring Council approval:		701		2,752		2,754		1,367		1,721		1,400		TBC	10,695
- Total capital investment		1,199		2,752		2,754		1,367		1,721		1,400		0	11,193
COST OF BORROWING:															
- Annual cost of borrowing using 5 year prevailing interest rate as of 9/06/2026 and forecast future interest rates			5.34%	304	4.80%	682	4.20%	666	4.10%	329	4.10%	415	4.10%	337	2,734
- Borrowing adjustment for approved budgets brought forward				38											38
- Total annual borrowing requirement				342		682		666		329		415		337	2,772
- Total included in MTFP				364		366		371		0		0		0	1,101
>>recommended MTFP adjustment				(22)		316		295		329		415		337	1,671
Alternative interest scenario using 6% BCP rate															
- Annual cost of borrowing using BCP interest rate of 6%			6.0%	312	6.0%	716	6.0%	716	6.0%	355	6.0%	447	6.0%	364	2,910
- Borrowing adjustment for approved budgets brought forward				26											
- Total alternative annual borrowing				338		716		716		355		447		364	2,936
>>Alternative MTFP adjustment				(26)		350		345		355		447		364	1,835

85. The model is based on the prevailing PWLB interest rates of 5.34% as of 9 June 2026 for the 2026/27 expenditure and interest rates forecast for the following 5 years of 4.8% in year 1, 4.2% in year 2, then 4.1% for the remaining years. The borrowing period is assumed over 5 years. The cost of prudential borrowing is charged to the service in the following year expenditure is incurred therefore one year lag demonstrated in the table above.

86. The 2026/27 capital investment relates to laptop replacement only. Whilst the requirement was included in the MTFP during the 26/27 budget approval, a formal council approval was required as part of a longer-term IT infrastructure plan. The initial £498,000 expenditure was approved using the Officer Decision record route to secure favourable prices.

87. Previous years borrowing assumptions have been refreshed using the current interest rates estimates and borrowing period of five years instead of four years.

88. The change of borrowing period from five years instead of four years results in a MTFP reduction of £22,000 in 2027/28.

89. The total cost of prudential borrowing for the £11.2 million investment over 6 years is £2.8 million. As £1.1 million is already reflected in the MTFP, the growth from MTFP perspective is £1.7 million.

90. The previous MTFP included the laptop replacement assumptions only, this investment plan includes the full IT network infrastructure as well as the laptop replacement strategy, therefore the MTFP growth is mainly due to the inclusion of network infrastructure.

91. **Sensitivity Analysis:** The model above shows an alternative cost of prudential borrowing using the BCP internal rate of 6%. This would require a cumulative MTFP growth of £1.8 million instead of £1.7 million. The 6% interest rate is more reflective of longer-term borrowing periods; therefore, it is recommended that the

current PWLB prevailing rate for 5-year borrowing periods and corresponding future years forecast is used for MTFP purposes for this investment.

92. The financial forecasts set out within this business case represent a baseline position, based on current assumptions regarding the Councils known IT infrastructure requirements, market pricing, inflation and borrowing costs.
93. These assumptions have been developed using the best available information at the time of writing and are considered robust for the early years of the programme.
94. Confidence in cost estimates is strongest in the initial years of the programme (particularly 2027/28 and 2028/29), where requirements are clearly defined and based on known asset lifecycles, supplier pricing and committed project delivery plans.
95. As the programme progresses into later years, there is a greater degree of uncertainty, reflecting the inherent pace of change within the technology sector and the influence of external market factors.
96. The IT and digital technology market is particularly sensitive to global economic, political and technological trends. Recent evidence across the UK public sector highlights a number of factors that can influence cost assumptions over time:
 - Rapid growth in emerging technologies, particularly artificial intelligence and data-driven services, is increasing demand and cost for compute, storage and network capacity across both public and private sectors.
 - Cyber security threats continue to increase in scale and frequency, driving often reactive additional investment requirements and influencing supplier pricing across the sector.
97. These factors contribute to a dynamic cost environment where:
 - Technology hardware and infrastructure pricing does fluctuate.
 - Supplier costs will increase over time.
 - New regulatory or security requirements will introduce additional investment needs.
 - New projects or programmes created by the Council will also introduce additional investment needs.
98. To manage this uncertainty, the programme will continue to employ its structured and iterative approach to financial planning.
99. **Annual refinement of cost profiles:** Investment requirements will be reviewed and refined each year as part of the Council's budgeting and capital planning processes.
100. **Alignment to asset lifecycle reviews:** Replacement timing and scope will continue to be assessed based on asset condition, supplier support status and operational requirements.

101. **Market awareness and supplier engagement:** Ongoing engagement with suppliers and frameworks will ensure that pricing reflects current market conditions and opportunities for efficiency are maximised.
102. In conclusion, the proposed investment programme has been developed on a prudent and evidence-based basis, with robust assumptions for the near term and appropriate recognition of uncertainty in later years.
103. The approach set out ensures that:
- The Council maintains control and flexibility over its investment decisions.
 - Financial forecasts are continuously refined and improved over time.
 - Any material changes in cost or requirement are subject to appropriate governance and approval.
104. This provides confidence that the programme can be delivered in a controlled, affordable and adaptable manner, while continuing to respond to changes in technology, market conditions and service demand.

VAT Implications:

105. Any VAT incurred in relation with the IT infrastructure capital programme will be fully recoverable as valid invoices will be obtained and addressed to BCP Council.

Governance:

106. The IT Infrastructure Investment Plan will be delivered within an established governance framework that reflects the Council's existing operating model for IT and Programmes, which is described below.
107. This governance will continue to ensure clear accountability, effective decision-making and robust financial and risk management throughout the lifecycle of the infrastructure programmes.
108. **Approval processes:** Where material changes to cost assumptions or investment requirements are identified, these will be brought forward through established governance routes to secure appropriate approval and funding adjustments.
109. **Executive Accountability:** The IT & Programmes Service Director retains overall accountability for the delivery of the programme, including financial oversight, risk management and alignment to the Councils current priorities.
110. **Operational Responsibility:** Day-to-day responsibility for delivery and budget management is devolved to:
- Head of IT Infrastructure: accountable for all infrastructure-related capital investment, including hosting, network, security and core platforms
 - Head of Modern Workplace: accountable for end-user computing, including the laptop replacement programme

111. Decision-Making Structure:

112. This is aligned to existing IT & Programmes (IT&P) management structures, ensuring decisions are made at the appropriate level:

- **Strategic Direction and Escalation:** IT&P Senior Management Team (SMT), chaired by the IT & Programmes Service Director.
- **Operational Decision-Making:** Heads of Service (Infrastructure and Modern Workplace) with delegated authority within approved budgets
- **Programme/Project Coordination:** Delivery managed through existing service management and project delivery structures and governance.

113. This approach ensures that decisions will continue to be made efficiently while maintaining appropriate financial oversight and control.

114. Financial Management and Controls:

115. The programme will be delivered within a well-established financial management framework.

116. Regular financial monitoring is already undertaken through routine engagement with the Capital Accountancy team, including:

- Budget tracking and forecasting
- Regular validation of profiling of available capital
- Identification of variances and pressures

117. These existing governance arrangements will continue to provide:

- Early visibility of any deviation from planned spend
- The ability to take corrective action where required
- Alignment with the Council's Medium-Term Financial Plan (MTFP) processes

118. This ensures that financial performance is actively managed throughout the programme lifecycle, rather than reviewed retrospectively.

119. Risk Management and Escalation:

120. Risks associated with the programme will be managed through established IT and corporate risk management processes:

- Risks will be identified, assessed and monitored at the service level
- Regular review will take place through IT&P management structures
- Significant risks or issues will be escalated to the IT Service Director and the IT&P Senior Management Team.

121. Overall, the governance approach for this programme builds on existing, well-established IT and financial management structures within the Council.

122. Clear accountability is defined at both strategic and operational levels, with:

- Strong financial oversight
- Defined escalation routes
- Ongoing monitoring and reporting

123. This ensures that the capital programme can be delivered in a controlled, transparent and accountable manner, with appropriate oversight maintained throughout its lifecycle.

Risks:

124. This business case already recognises that investment in IT infrastructure carries a range of financial, operational and strategic risks.

125. These risks have been considered in the development of this business case and are actively managed through established governance, financial controls and delivery practices.

126. The key risks and associated mitigation strategies are outlined below.

127. Financial Risk: Cost Uncertainty and Market Volatility

128. As set out in the Sensitivity Analysis, the IT market is subject to fluctuation due to external factors including technological change, supply chain pressures, cyber requirements and wider economic conditions. This creates uncertainty in cost forecasts, particularly in later years of the programme.

129. Our mitigations to this risk include:

- Financial forecasts are based on a controlled baseline, with higher confidence in early years.
- Annual refinement of cost profiles through budget-setting and capital planning processes.
- Ongoing engagement with suppliers and frameworks to ensure competitive pricing.
- Established governance routes to seek approval for any material changes in funding requirements

130. Operational Risk: Service Disruption from Ageing Infrastructure

131. As highlighted in earlier sections, the threat landscape continues to evolve, with BCP Council increasingly targeted by cyber-attacks. Ageing or unsupported infrastructure increases exposure to this risk.

132. Furthermore, a failure to invest in IT infrastructure at appropriate lifecycle points increases the risk of system failure, degraded performance, or service outages. This risk underpins the “do nothing” option, which has been discounted and will be mitigated to a large degree by approval of the recommended capital funding programme.

133. Strategic Risk: Inability to Deliver Corporate and Digital Strategy Outcomes

134. Failure to maintain and invest appropriately in IT infrastructure may limit the Council's ability to deliver the ambitions set out in both its Corporate Strategy and Digital Strategy.
135. These strategies place a strong emphasis on delivering modern, efficient, and resident-focused services, supported by digital capability, data-driven decision-making and improved customer experience.
136. Without a stable, secure and scalable IT infrastructure foundation, there is a risk that the Council is unable to:
- Deliver reliable and responsive digital services for residents
 - Support staff to work efficiently and effectively across services
 - Enable integration between systems and improve service design
 - Realise the intended benefits of digital transformation, continuous improvement and modernisation initiatives.
137. This risk is successfully mitigated through the approval and delivery of a phased, lifecycle-based IT infrastructure capital investment programme, ensuring our systems remain fit for purpose and able to support our Councils strategic objectives.