

Public Document Pack



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31 August 2023

Dear Councillor

NOTICE OF DELEGATED DECISION – (DD19 23) JADU SOFTWARE SYSTEM UPGRADE

Please find attached details of a decision taken by Mr Mike Davis, Strategic Director (Finance and Housing), to approve a project to upgrade the Jadu software system used for the Council's online forms.

As a non-Key Officer Decision, call-in does not apply (paragraph 18(a) of Part 4 (Rules of Procedure) of the Constitution).

Members of the public who require further information are asked to contact Democratic Services on 01304 872303 or by e-mail at democraticservices@dover.gov.uk.

Yours sincerely

A handwritten signature in cursive script that reads "Kate Bailey - Smith". Below the signature is a short horizontal line.

Democratic Services Officer

ENCL

1 **NOTICE OF DELEGATED DECISION - (DD19 23) JADU SOFTWARE SYSTEM UPGRADE** (Pages 2-7)

Decision Notice

Delegated Decision

Decision No:	DD19
Subject:	JADU SOFTWARE SYSTEM UPGRADE
Date of Decision:	30 August 2023
Notification Date:	31 August 2023
Implementation Date:	1 September 2023
Decision taken by:	Mike Davis, Strategic Director (Finance and Housing)
Delegated Authority:	Delegation C33 to the Section 151 Officer of Section 6 (Scheme of Officer Delegations) of Part 3 (Responsibility for Functions) of the Constitution: 'To authorise new projects up to £50,000 that can be funded within the overall resources of the approved Medium-Term Financial Plan'.
Decision Type:	Executive Non-Key Decision
Call-In to Apply?	No (<i>Call-in does not apply to non-Key Officer Decisions</i>)
Classification:	Unrestricted
Reason for the Decision:	To migrate and upgrade the servers for the Jadu software system (used by the Council for online forms) to the supplier's hosted environment.
Decision:	To approve a new project to procure an upgrade to the Jadu software system and migrate to a hosted solution.

1. **Consideration and Alternatives** (*if applicable*)
 - 1.1 See attached report.
2. **Any Conflicts of Interest Declared?**
 - 2.1 None.
3. **Supporting Information** (*as applicable*)
 - 3.1 See attached report.

Subject:	JADU SYSTEM UPGRADE
Date:	31 August 2023
Decision to be taken by:	Mike Davis, Strategic Director (Finance and Housing)
Report of:	Abi Robinson, Digital and Technology Manager
Portfolio Holder:	Councillor Jamie Pout, Portfolio Holder for Transport, Licensing and Environmental Services
Decision Type:	Executive Non-Key Decision
Call-in to be suspended:	No (<i>Call-in does not apply to non-Key Officer Decisions</i>)
Delegated Authority:	Delegation C33 to the Section 151 Officer of Section 6 (Scheme of Officer Delegations) of Part 3 (Responsibility for Functions) of the Constitution: ‘To authorise new projects up to £50,000 that can be funded within the overall resources of the approved Medium-Term Financial Plan’.
Classification:	Unrestricted
Purpose of the report:	To migrate and upgrade the servers for the Jadu system (used by the Council for Online Forms) to the supplier’s hosted environment.
Recommendation:	To approve a new project to procure an upgrade to the Jadu system (and migrate to a hosted solution).

1. Summary

- 1.1 To upgrade to the latest hosted version of our online forms management system (Jadu). The project is a continuation of the Council’s Cloud programme to move to three options:
- Software as a Service (SaaS) - where the supplier provides Cloud-based applications over the internet and this can be access from anywhere, provided the user has the correct security;
 - Supplier’s hosted environment – where the supplier hosts the applications in their Cloud environment and the user accesses the system from within the DDC network;
 - Dover District Council’s Azure environment – where DDC hosts the applications in our own Cloud environment (Azure).
- 1.2 The nature of the ICT environment is requiring councils to move to the Cloud as an alternative to holding servers. DDC is following this route for the following reasons:
- Loss of on-going use of the data centre hosted by Thanet District Council (TDC)
 - Improved Business Continuity and Security
 - Enabling digital transformation
 - Leveraging new technologies
 - Flexibility of infrastructure (coping with high demand periods)
 - Readiness for modernisation of systems (SaaS)
 - Eventual reduction in capital ICT costs

1.3 This involves moving ICT systems and data from servers managed at Thanet District Council (TDC) by the (soon to be closed) joint ICT service to “the Cloud”. The preferred Cloud solution is Software as a Service (SaaS) which is where the company providing the system would host and manage the solution on their infrastructure. If this is not viable, the next preferred option is for the provider to host them or to move to DDC’s Microsoft Azure Cloud. In this case it is to move to the provider’s hosted environment (Amazon Web Services).

1.4 The Jadu system is used corporately for our online forms package and currently operates on servers at TDC. The system is nearing end of support and needs to be upgraded to the latest version.

2. Introduction and Background

2.1 In July 2019 DDC approved a report to enable the Council to move to MS365, divided into phases. Phase 1 was the move to MS365 which was completed just before the Covid-19 pandemic. Phase 2 was the appointment of a consultant to carry out an assessment of our infrastructure (completed), and the move to Azure Cloud by December 2020. This was delayed due to the pandemic but during the following period we have moved systems to SaaS solutions where viable. The next phase is to start migrating systems with no SaaS option to either the provider’s hosted solution or Microsoft Azure.

2.2 There are still over 20 servers based in the Thanet datacentre. The project to move the systems on these servers to Cloud has been accelerated due to the disaggregation of the ICT service previously shared by DDC, Canterbury City Council and TDC under EK Services. This report is to approve a project to move the Council’s Jadu solution to the provider’s hosted solution.

2.3 The Jadu system has been used in the Council since approximately 2015. It was procured via East Kent services on behalf of Dover, Thanet District Council and Canterbury City Council.

3. The Jadu System

3.1 Jadu is used across the entire Council, which enables forms creation functionality (allowing us to create bespoke forms for customers to complete). It enables citizens to apply, report and/or pay for services through an online digital interaction 24/7, on an anytime/anywhere service delivery model.

3.2 In 2020 there were 59,000 form submissions, in 2021 60,000 submissions and in 2022 58,000 submissions.

3.3 The current Jadu application is located in the Thanet Datacentre and is nearing end of life and out of support.

3.4 This report is to approve a project to relocate the Jadu infrastructure to the supplier’s hosted environment (Amazon Web Services) which is in line with our Digital Transformation project of moving to an overall ‘Cloud first’ solution to further enhance application resilience, security and business continuity.

3.5 The Council’s extensive reliance upon the Jadu application means that any decision to change solutions would be extremely complex and would take a long time to plan and deliver.

3.6 Jadu does have a fully featured SaaS offering currently, but this involves the procurement of a CRM (Customer Relationship Management) system which would raise the costs significantly. Modern CRM solutions allow building of customised applications and workflows which include online forms.

3.7 Due to the timelines of the ICT disaggregation and the server being out of support we need to move to the supplier’s hosted environment which means we will always be on

the latest version and ICT would not need to implement any upgrades (this would be done by the suppliers).

4. **On Premise Delivery**

4.1 The option of moving the Jadu solution to servers on-premise at the DDC offices has also been considered. For systems providing statutory services, the offices do not currently have a well enough equipped data centre. Costs to renovate the room used as a data centre and the equipment needed, such as Storage Area Network (SAN) system with built in redundancy to mitigate risk of outages due to hardware failures and similar specification servers, would surpass the costs listed above. Keeping on-premise systems is also not aligned to the DDC Cloud approach.

4.2 The estimated costs for implementing servers, storage and infrastructure into a datacentre are shown below. These are not annual costs but would on average be required every 5 years. The costs would set up the datacentre for hosting all on-premise servers rather than just Jadu solution servers.

Description	Proposed £000
One-off Preparing Datacentre	10
VM Host Server Cluster (4 x servers and support)	100
Server Licences	20
SAN, FC Switches and Support	60
Total	190

4.3 Additionally, Jadu have advised that migrating from the existing server to a DDC-based server would incur one-off migration costs of £16.4k and that the annual service costs would increase to £15.6k (current costs to DDC as part of shared service £8k pa).

4.4 Another consideration is during the next 2-3 years more systems will either move to SaaS or may be replaced with in-house built applications as part of a Cloud-based CRM solution. As this happens the large investment for an on-premise datacentre would quickly become underutilised, giving a poor return on investment. The Cloud approach allows us to utilise the Cloud infrastructure while we need it and scale down easily as modern solutions are developed.

5. **Identification of Options**

5.1 Option 1 – Do nothing.

5.2 Option 2 – Provide on-premise servers and datacentre.

5.3 Option 3 – Approve the project to migrate the Jadu application to their hosted environment.

6. **Evaluation of Options**

6.1 Option 1 - The option to not go ahead with the migration has been considered but is needed to begin the next phase of the DDC Cloud agenda. There is added urgency for this project to proceed for moving DDC servers out of the Thanet datacentre due to

the ICT disaggregation. The current Jadu servers are not supported from October, so as such will be a security risk to the Council. This option is not recommended.

6.2 Option 2 – This option is not aligned to the DDC Cloud approach and would likely result in an underused datacentre. This option is not recommended.

6.3 Option 3 - This option supports the move to a preferred Cloud first route and resolves the challenges with the unsupported servers and disaggregation plans at TDC. This is the recommended option with a two-year contract and the option to extend two x 1-year.

7. Resource Implications

7.1 As detailed in the 2023/24 budget and Medium-Term Financial Plan the Digital & ICT Equipment & Servers reserve is held in order to support the requirements of the current and future digital strategies. This project falls within those requirements and the implementation and year one costs will be funded from the reserve.

7.2 Current costs for the existing service include:

- Staff time – previously paid to East Kent Services as part of the ICT service costs;
- £8k pa Jadu support costs;
- £25k three yearly server replacement cost;
- £7k three yearly Storage Area Network (SAN) costs.

7.3 There is an initial one-off cost for Jadu to complete the server migration to hosted of £21,760 and it is proposed that this will be funded from the ICT reserve.

7.4 Full year running costs for the service are £20,600 (pro-rated in 2023/24 at £16k).

7.5 In summary the 3-year forecast for the service is:

	Current £000	Proposed £000
Annual running costs	24	63
Server Replacement	25	0
Storage Area Network (SAN)	7	0
Server migration	0	22
Total	56	85

7.6 The new proposal creates an ongoing revenue budget pressure of c.£13k per annum, but will reduce the need for future server and SAN charges. However, it is considered that this is the most efficient route to meet the timescales to vacate TDC's datacentre.

7.7 It is anticipated that in the longer term this budget pressure will be offset by a reduction in the annual contributions to the Digital & ICT Equipment & Servers reserve due to capital costs reducing for on-premise hardware and licences.

8. **Climate Change and Environmental Implications:** No comments received.

9. **Corporate Implications**

9.1 Comment from the S151 Officer (linked to the MTFP): Accountancy have been consulted on the report and have no further comments to add. (AG)

9.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.

9.3 Comment from the Equalities Officer: This report relating to a Jadu system upgrade does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010
<http://www.legislation.gov.uk/ukpga/2010/15/section/149>

9.4 Other Officers (as appropriate):

10. **Appendices**

None.

11. **Background Papers**

Relevant papers on Digital Services files.

Contact Officer: Abi Robinson, Digital Services Manager