

BUDGET AND PERFORMANCE PANEL

Bring Your Own Device (BYOD)

23 February 2016

Report of Chief Officer (Resources) and ICT Manager

PURPOSE OF REPORT

To provide information to the Committee on BYOD, to help inform views regarding value for money of any future BYOD policy.

This report is public.

RECOMMENDATIONS

1. That the Panel gives its views on the information and issues raised in the report.

1 Introduction

- 1.1 Council, at its meeting held on 15 July 2015 (minute 37 refers), resolved “to improve the ICT (email and intranet etc..) service offered to Councillors and reduce costs this Council is to investigate a form of BYOD (Bring Your Own Device) with a platform-independent remote access solution for this communication such as that used in many neighbouring councils, such as Fylde, Lancashire County Council, South Lakes, and Cumbria.” The aims were to improve the usability to councillors, reduce costs, improve efficiency and aim towards the aspiration of a paperless Council.
- 1.2 This report follows on from that Council resolution. To provide context and background to the Council’s current position, the Council motion and Officer briefing note as prepared back in July are attached at **Appendix A**.
- 1.3 This report only considers BYOD for councillors, not for staff, to keep matters simpler. The wider application of BYOD is also under review, however.

2 Further Background

- 2.1 In the April 2013 Lancaster City Council entered into a 3 year agreement with Microsoft under a Government arrangement known as Public Sector Agreement (PSA) 12. This covers all the Council’s Microsoft licences and gives some additional utilities such as a product known as Direct Access, which allows the Council to manage devices away from the council network in a secure fashion.

- 2.2 In 2013/14 the Cabinet Office chose to adopt a zero tolerance approach to PSN compliance, which effectively outlawed BYOD and, unfortunately, because Direct Access was so new and had not been tested by the Government's information security authority (known as CESG), Direct Access was also outlawed. Rather than spending any more time or money on an alternative remote working product, Officers chose to wait for CESG to release guidance on Direct Access; other work took priority.
- 2.3 Subsequently, the use of Direct Access has now been approved, in PSN terms.
- 2.4 In terms of devices, current ICT provision was informed by discussions with a group of Councillors about 18 months ago. This concluded that, bearing in mind the Cabinet Office position regarding BYOD and the needs of Councillors then, ICT provision would be limited to a choice of one device from: council provided and managed laptop; council provided and managed tablet; council provided and managed mini-tablet.
- 2.5 There is a digital revolution under way, however. Never before have changes in technology resulted in such changes in peoples' related desires and expectations, and also there are now many new Councillors, with potentially different needs and wants. It is sensible to re-look at ICT provision therefore.
- 2.6 As an aside, it should be noted that the PSN also delayed the provision of Wi-Fi in council meeting rooms. In mid-2015 a redesign and rebuild of the Council's network infrastructure now allows a much better Wi-Fi offer to be implemented. For the purposes of this report, therefore, it is assumed that sound Wi-Fi will be available in all council meeting rooms.

3 Scope

4 Councillors' Wants and Needs Explored

- 4.1 It may be best to explore wants and needs by the use of personas. For example:
 - A) Councillor A is retired. She spends most of her time either at home, on council business or any of a myriad of other things that one finds to take part in once one has retired. She needs to be able to review reports and emails at home, she does not own a computer herself and so has a council laptop. She maybe would like to read short council emails when she is out and about, but not having this facility has not impacted her life so far. She needs access to reports and other documents during council meetings, but has traditionally relied on paper.
 - B) Councillor B is working and self-employed. He has limited amounts of time and likes to deal with council business as it arises. Currently he has a council tablet that he can connect to Wi-Fi at home or in the office, but he cannot access emails on the go. He feels frustration at this and believes that it is negatively impacting his contribution as a councillor. He has his own smart phone and 3G/4G enabled tablet for conducting business on the move and would not want other gadgets to carry around. His tablet, if BYOD enabled, would be fine for accessing all he needs during council meetings.

C) Councillor C is working and employed in the education sector. He has limited amounts of time and would like to deal with council business as it arises but his employer does not allow the use of portable electronic devices during school hours. He has a council laptop and fits council business at home around marking and other out of school activities, which he does on a desktop PC. However, at weekends, it would be useful to have access to council emails while on the move. He already has his own smartphone but would be happy to carry a separate council one. He would like to use his council laptop at meetings.

D) Councillor D normally conducts all his business by smartphone. He is used to replying to emails as and when they arise. He can't really see the point in carrying two smartphones, but if the need arose then that's what he would do. He also has an iPad which he brings to council meetings to access the web and public reports, but would also like to access all relevant council documents on it (public and exempt).

4.2 Table 1 attempts to summarise these needs and it is clear that 3 things are required by all: access to emails at home; access to documents at home; access to documents in meetings.

Table 1 - Summary of needs		Councillor			
		A	B	C	D
Access to:					
Needs	Emails at home	✓	✓	✓	✓
	Emails on the move	?	✓	?	✓
	Documents at home	✓	✓	✓	✓
	Documents on the move	✗	✓	✗	✓
	Documents in meetings	✓	✓	✓	✓
	Access from:				
	Council device(s) only	✓	✗	✓	✗
	Mixture of council and own devices	✗	✗	?	?
	Own devices only	✗	✓	✗	✓

4.3 The current solution satisfies the common basic needs, assuming that suitable wi-fi provision is accessible in council meeting rooms.

4.4 There are clear differences in how councillors want to conduct council business, however. Some are happy to include it with their work and personal activities, others are happier when there is a clear split between these areas.

5 Bring Your Own Device Policy

5.1 Currently the council does not have a BYOD policy and so any move to BYOD would require such a policy to be put in place, together with training and terms of agreement. There are many various options for BYOD, depending on what aims are most important, and there will be initial costs involved, as outlined in **Appendix B**.

- 5.2 It should be noted also that any BYOD policy is likely to increase the demands on the ICT Service Desk, especially with queries from councillors around the often blurred edges where personal device support meets business support. Depending on the scale and complexity of those demands, that could add future costs.
- 5.3 Implementation of a BYOD policy would also attract costs from amendment of the ICT architectural design.
- 5.4 BYOD does fit with developing the Council's digital strategy and agenda, however. Through this, ultimately it should be possible to make efficiency savings, whilst improving access (and quality) of some services. It is not possible to quantify those savings as yet though.
- 5.5 The Council has important decisions to take in terms of how ambitious and transformational it wishes to be.
- 5.6 For example, if it wishes BYOD to simply introduce more choice in access for Members, then in all likelihood the policy would simply cost more.
- 5.7 If it wishes, ultimately, to *require* Members to use some form of BYOD approach, then that may well change the business case. It may open up many other opportunities and challenges in terms of changing behaviours / transforming how various aspects of council business is conducted – e.g. conducting all meetings in a paperless fashion.
- 5.8 These sorts of issues will be tested further, as proposals for digital working are developed.
- 5.9 Any future BYOD policy would need to lay down clearly what information can be accessed from authorised BYOD devices and whether/how that differs from information that can be accessed from council procured and managed devices.
- 5.10 The policy would have to carefully balance usability and risk.
- 5.11 These issues are also touched on in **Appendix B**; the Panel's views are sought on these and on the outline options.

6 Data Protection

- 6.1 The legal responsibility for protecting other people's personal information rests with the data controller, not the device owner.
- 6.2 The Information Commissioner's Office can impose fines of up to £500,000 for serious data breaches.
- 6.3 Generally speaking, for council business the Council is the data controller, rather than any individual Councillor.
- 6.4 Councillors are registered individually as data controllers, however, because in their role they can receive personal information directly from individuals, rather than it coming from the Council. The Council is not the data controller, therefore, in such a situation.

- 6.5 In light of the above points, there would need to be some consideration of commercial or second party agreements and how these may be affected by BYOD.

7 Risk Management and Security

- 7.1 For a number of years the Cabinet Office has stated that BYOD should not be considered due to the level of threat posed when using a personal device. Now they have adopted a different stance, which allows local authorities to take a risk based decision on BYOD. The outline options provided in **Appendix B** assume that any solution would be implemented in line with this guidance, recognising and accepting the risks involved.
- 7.2 Any inappropriate release of information as a result of BYOD, be it personal, confidential or commercial, may seriously impact on the reputation of the Council. It can take years to build a good reputation, but in these times of instant communications it can take seconds to lose it.
- 7.3 The impact of an information leak can also be high both in financial or operational terms. Historically the chances of such a loss have been low, but this may have been due to tight control by having managed devices separate from councillors' own devices. When using a single device for both council business and personal use there is an increased risk of an information leak, even if technically secure products are used.
- 7.4 The current threat model for end user devices assumes that devices are fully managed by the organisation, essentially meaning that the devices are an extension of the Council network. If BYOD is to be adopted then this assumption would no longer hold true and there would need to be some changes required to architectural design of the Council's network, to give added safeguards.
- 7.5 Even if a mobile device management (MDM) solution is used on a personal device, if this MDM solution allows for data to be held on the device then the data could end up anywhere in the world due to automated backups of the device. The level of data encryption and risk of decryption need to be taken into account.
- 7.6 Authentication to access information on any personal device must be equal to that required to access the information on a Council owned device. This would need to be carefully addressed so that it is not too onerous, otherwise some of the benefits of a single device could be negated.

8 Options

- 8.1 There are many options available to provide BYOD but in isolation and in simple terms, none would provide a cost saving when compared to the current ICT provision. Net cost savings would only arise if BYOD facilitates other changes in how council business is undertaken. That said, cost-effectiveness may still apply to BYOD, depending on the perceived value attached to the non-financial benefits.

9 The wider Digital context

- 9.1 As mentioned above there is a digital revolution under way and the exploration /implementation of BYOD is just one small part of a wider issue on how the Council responds to and plans for the associated challenges and opportunities.

- 9.2 Officers are preparing a report on this for Cabinet early in the new financial year, assuming that the Budget item on Digital Workplace is approved.

10 Conclusion

- 10.1 BYOD compared to the currently provided technology does not save money initially but it has the ability to significantly enhance the experience for the majority of Councillors. With this improved experience should come greater efficiency and speed of communications, with positive impact on how they undertake their roles, and opportunities to save money. Depending on views therefore, BYOD could offer value for money.
- 10.2 The choice is basically whether/how far to go with implementing BYOD, and whether it should be used to help with other transformation/digital/ICT developments. This report gives the Panel an opportunity to give its views on these issues.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

The potential for improved accessibility and communication from BYOD may assist with equality / health and safety to some degree.

LEGAL IMPLICATIONS

Legal Services have been consulted and have no further comments to add.

FINANCIAL IMPLICATIONS

As referred to in the report. It is anticipated that some form of BYOD could be accommodated through the ICT and other budget provisions, as contained in the draft budget to be considered by Council next week.

OTHER RESOURCE IMPLICATIONS

Human Resources/ Information Services / Property/ Open Spaces:

Any key implications are covered in the report.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has contributed to this report, which is in her name in part (as Chief Officer (Resources)).

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments to add.

BACKGROUND PAPERS

ICT Best Practice Guide – *Reasons not to use personal email for work purposes*

Contact Officer: Chris Riley, ICT Manager

Telephone: 01524 582106

E-mail: cjriley@lancaster.gov.uk

Ref: