

## Part A

**Report to:** Cabinet  
**Date of meeting:** 30 November 2015  
**Report of:** Managing Director  
**Title:** ICT Exit Plan and Transition

### **1.0 SUMMARY**

- 1.1 Following consultation with the Mayor and the report to Policy & Resources Committee (Three Rivers District Council (TRDC)) of 7 September, notice was served on Capita to terminate the ICT contract with effect from 30 June 2016.
- 1.2 A contractual exit process is now underway and Capita have confirmed that they remain committed to providing the service until the termination date of 30 June.
- 1.3 Watford Council has also initiated the change programme to take forward a new ICT service. A mixed economy is planned with some services in house and some externalised. Key to the change plan is achieving some quick wins and maintaining the Council's PSN accreditation. The council has secured expert consultancy support to guide the new plans.

### **2.0 RECOMMENDATION**

- 2.1 Cabinet is asked to:
- note the progress on the Exit Plan and IT Transition.
  - agree the exemption to the procurement rules outlined in paragraph 4.2

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### **3.0 PROGRESS TO DATE**

#### **3.1 Exit Management**

The contract with Capita regulates the process for exit management which requires Capita to ensure an orderly transition, provide all reasonable assistance to the Councils in connection with re-tendering, produce an Exit Plan and manage the transition through a Project Board. The first stage is underway, Capita produced a draft Exit Plan which we have reviewed and commented on..

### 3.2 Consultancy Support

The Council has engaged the services of Foresight Consulting who have expertise in the public sector in visioning, defining, planning and delivering effective change management in technology programmes. Managed by the ICT client team their brief has been to:

- a) Recommend **quick wins** – These will mainly relate to the ICT Infrastructure and be based on information provided in relation to the experience of users and information gathered through interviews, discussions with suppliers/partners and documentation. Quick win timeframes are expected within 3 months.

Known reported issues across the estates are:

- WBC: Thin client performance issues at WBC
- Delayed logon times
- Capacity issues with Exchange
- Capacity issues with the Netapp SAN
- TRDC: old, poorly performing FAT client machines

- b) Produce an **Options appraisal** for taking the service forward (including interim options for staffing required for transition).
- c) Update the **Business strategy** using the Capita produced Business Strategy document.
- d) Develop a **Technical strategy**: To be used as part of the procurement of the new look ICT service.
- e) Undertake an **Applications Discovery** exercise to identify all line of business and office productivity applications with detail over how they can be delivered in the future. This process will identify where duplication is present and how applications can be consolidated and upgraded.
- f) Produce a remedial plan for **PSN compliance**: Currently both Councils are not accredited. There is a requirement to produce a gap analysis for the 2015 submission to the Cabinet Office. Technical changes to the network/infrastructure are likely.

Cabinet Office have agreed to the following actions:

- 2015 IT Health Check (ITHC) to commence
- Continuing to progress medium ITHC actions that had started last year, under the guidance of Cabinet Office
- Outline plan for moving the outstanding 2014 accreditation forward. This is an urgent requirement.

- 3.3 In the reports to Policy & Resources Committee (TRDC) and to the Mayor, the initial thinking was that both Councils should move quickly through re-tendering processes so that by the end of February 2016 there would be a new mix of ICT services, some functions in house, some outsourced and some hosted. This would then provide a mobilisation, handover and transition period through to

contract termination at the end of June 2016.

- 3.4 Foresight have emphasised the importance of stabilising the service and recommend that bringing certain key services in house is the best way to do this. A business strategy update and technology strategy is underway to inform the road map. They have also produced a report on infrastructure quick wins that can be achieved within a 1-3 month timescale and these are being progressed and cover:

- Server virtualisation involving moving from two software platforms to one
- Updating and replacing host servers
- Rationalisation of servers and storage
- Updating desktop PCs
- Upgrading active directory to achieve a single logon and consistent profiles
- Upgrading TRDC Exchange Email.

### 3.5 **PSN**

A health check review of the security and government compliance requirements has taken place. There are a number of compliance issues to address and an urgent remedial plan is underway.

### 3.6 **Transition – Measures of Success**

**Outputs and Outcomes** will be

- PSN compliant environment
- Desktop refresh across the entire estate, replacing all desktops with current hardware running a standard Windows 7 platform, with a standard load set including productivity tools, anti-virus, email and internet browser.
- Review of all legacy applications and implementation of programme to upgrade to current supported versions where required, with an additional deliverable of challenging business to standardise on a common software version across both councils, and presenting options for cloud or hybrid support models of these legacy applications.
- Refresh and update of core infrastructure elements, specifically Active Directory and Exchange, covering both Watford and Three Rivers, acting as an enabler for future added value infrastructure work such as converged communications, this deliverable will ensure that there is a standard supportable platform for email and ICT management across the estate.
- Replacement of the existing network connectivity with a resilient Wide Area Network (WAN), that will meet not only existing needs but also future proof network connectivity and communications to the cloud for

the future.

- Review and upgrade where required of Local Area Networks across both Watford and Three Rivers to meet current IT Industry standards in cabling, i.e. Cat 6e.
- Wi-Fi, review of requirements for Wi-Fi connectivity within the LAN in both Watford and Three Rivers, to include options appraisal and costing for provision of Wi-Fi.
- Standardisation and upgrade to current supportable software version of server virtualisation platform, onto a single solution configured to provide resiliency and redundancy meeting targets for business continuity and disaster recovery.
- Standardisation and upgrade to current supportable software version of all core infrastructure servers, carried out at no impact to the environment and invisible to the staff of both Watford and Three Rivers.
- A new delivery structure –
  - In-house second line support
  - Outsourced WAN and infrastructure support
  - Outsourced help desk and call logging system
  - Transition from Capita completed 30 June 2016

### 3.7 Key Milestones

<b>Milestones</b>	<b>Date</b>
Internet Bandwidth increase	Jan 30th
Updated business strategy	Jan 1st
PSN Compliant Network Plan	Jan 1st
TRDC Email – Upgrade to Exchange 2010	Feb 1st
Windows 7 desktops for Idox project (Watford)	Jan 1st
Virtualisation platform update	Jan 1st
ICT structures commissioned	March 1st
Storage re-allocation	March 1st
Windows 7 desktop rollout	March 1st
LAN / WAN Refresh	April 2nd
Active Directory	April 2nd
Watford and Three Rivers email upgrade to Exchange 2013	April
Parallel running	May – June
Capita exit completed	End June 2016

## 4.0 IMPLICATIONS

### 4.1 Financial Implications

Foresight consulting costs will be met from within the existing ICT budget and are envisaged to be in the range of £95,000. Due to the urgency and nature of the PSN risks the Council selected a proven public sector IT consultant. The Council will also be engaging with Freedom Communications to help deliver

some of the elements of the above work. Discussions with Freedom Communications in relation to their proposals are ongoing and the costs for their work have not been clarified at this stage but are not expected to exceed £50,000.

4.2 Due to the timing and nature of this work Cabinet are asked to agree the exception to the Council's procurement rules for Foresight Consulting and Freedom Communications.

4.3 There are a number of project cost areas for review with Capita now that we are implementing an Exit. These will take some time to assess but Foresight's clear view is that a reduction in both Councils' revenue costs should be achievable through a more robust use of resources and a rationalised IT environment. Cabinet and P&R committee will be advised further as negotiations and service changes proceed.

#### 4.4 Legal Implications

The Legal and Democratic Section Head comments that the exit management provisions in the contract with Capita are detailed and comprehensive in setting out the responsibilities on both parties in ensuring a smooth transition. For example, the exit management provisions include (but are not limited to) provisions regarding responsibilities on maintaining records/registers of ICT assets and information, treatment of sub contracts, production and content of exit plans and knowledge/information transfer.

4.5 PSN compliance is a key element of ICT services as, if PSN requirements are not met, access to key government information portals (e.g. DWP) will be denied, potentially having a significant impact on the Council's ability to provide certain statutory services.

4.6 Along with the legal obligations outlined in the report above, there are a range of legal obligations (statutory, contractual and constitutional) that officers will need to follow throughout the process of procuring alternative ICT provision.

#### 5.0 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
<i>PSN compliance is not achieved which may mean that the DWP may stop allowing access to its information.</i>	3	3	9
<i>That the transition is not completed before the 30 June 2016</i>	2	3	6
<i>Insufficient resources available to ensure the delivery of the change programme</i>	3	3	9

## Appendices

None