



Solution Background

Emma Tiernan

DOCUMENT CONTROL

Author	Emma Tiernan
Version number	FINAL
Document	Solution Background
Issue date	9 July 2018
For internal /external publication	External

Version	Date	Comments
0.1	15 June 2018	
0.2	18 June 2018	
0.3	19 June 2018	
0.4	5 July 2018	
FINAL	6 July 2018	

CONTENTS

1. Introduction.....	3
2. Benefits we are looking to realise	3
3. Procurement.....	4
3.1 WAN Services.....	4
3.2 Unified Communications	5
3.3 Personal IT Equipment.....	5
4. Background.....	5
4.1 WAN.....	6
4.2 Unified Communications	6
4.3 Personal IT Equipment.....	7

1. Introduction

Watford Borough Council (WBC) and Three Rivers District Council (TRDC) are embarking on organisational transformation programmes and are seeking partners to collaborate with to help deliver this. The Watford 2020 Working for the Future workstream and the Three Rivers Digitisation programme are concerned with ensuring that we are able to work effectively and efficiently through the use of modern and fit-for-purpose telephony and communications technology and fit-for-purpose personal IT equipment. This will enable greater agility and mobility in ways of working; improving productivity, providing benefit to staff who are enabled to work flexibly and will enable rationalisation of office accommodation and the consequent financial savings. These opportunities and objectives are key parts of the strategy at both Watford and Three Rivers councils.

In order to achieve the objectives above, transformation of IT services needs to be undertaken in three key areas, which are the scope of three parallel, but independent procurements:

1. Replacement of the WAN (Wide Area Network) and transition of our perimeter security to a managed service
2. Replacement of existing legacy switchboard and related infrastructure (e.g. ISDN) by procuring a Unified Communications platform.
3. Replacement of desktop kit with mobile devices

Any solutions would need to support the Council's strategies by allowing increased mobility and flexibility. The required business outcome is a workforce that is no longer permanently tied to specific offices, desks or extensions, but which can be freely deployed to best serve the councils' customers.

As this is a significant change programme for end-users, smooth deployment and transition to new technology and ways of working is essential. As part of this project it is important for us to be able to allow Officers to participate in a show and tell and enable them to trial kit and solutions through the creation of a model office.

All solutions need to have the following:

1. Resilience, exceptional support and troubleshooting services, with the ability to meet the volume of change required.
2. Allow both councils to meet their compliance requirements in a number of areas including PCI, GDPR, DDA, DPA, PSN etc. Compliance requirements are spelled out in greater detail in the technical requirements sections.
3. Ability to meet the requirements of the various services in both councils, and to support the separate contact centres of both councils.

2. Benefits we are looking to realise

The deployment of these technologies is an essential pre-requisite to enable both organisations to work in a mobile and agile fashion, to work outside of the office environment in the same way as in the office environment and consequently to reduce the requirement for office accommodation.

Indicative benefits associated with the enablement of these new ways of working are identified below.

1. Accommodation Savings – a reduced need for office accommodation means that space can be freed up for other purposes, including renting out that space to third parties to generate

income. The Watford 2020 Business Case includes an £80,000 income line as a consequence of freeing up one floor of the Annex delivered through a 75% desk compression across the organisation enabled by the implementation of amongst other things these technologies. Whilst no income figures are available for TRDC the same expectation is relevant and additional income would be expected to be generated as a consequence of implementation of these technologies and freeing up space at Three Rivers House.

2. Reduced telephony total cost of ownership - it is anticipated that across both organisations the total cost of ownership of relevant technologies will be less or equal to the current costs
3. Increased productivity – agile and mobile working is known to increase productivity for workers. This can be through reduction in travel time, through being enabled to work and access information in the field or having equipment that allows the electronic capture of information and review of information to prevent rekeying and additional work when back in the office. The Watford 2020 business case includes a number of such productivity opportunities that will either deliver efficiency savings or will create capacity to generate income and these benefits would also be expected at Three Rivers.
4. Flexible working is an attractive benefit and part of the councils’ employment offer to staff. The ability to work flexibly is recognised to bring many benefits to an employee’s life including increased job satisfaction, an improved work / life balance and an increase in morale and motivation.
5. Current working arrangements, particularly around telephony mean that generally council staff need to come into the office to do their jobs. In business continuity or emergency situations (even including “snow days”) the implementation of these technologies will mean that the councils’ will be less reliant on staff being able to get into the office to function as these technologies will enable staff to work from home as if they were in the office, including for example staff in Contact Centres.

3. Procurement

There are several documents for vendors to read and consider:

- Solution Background (this document) gives vendors an overview of the direction and strategies of both Councils as well as specifying high level requirements for all three contracts.
- The Technical Background document describes the background to the Councils IT infrastructure.
- Specific requirements documents and questionnaires have been created for each of the required solutions.

We will hold clarification meetings week commencing 23 July 2018. These meetings will be a maximum of 1 hour and questions should be submitted in advance and in writing.

WBC and TRDC are looking to procure, implement and go live with WAN and Unified Communications services before April 2019. Personal IT equipment will be rolled out through to December 2020.

3.1 WAN Services

WAN Services will be procured under CCS framework RM1045 Lot 1.

3.2 Unified Communications

Unified Communications will be procured under CCS framework RM1045 Lot 10.

Vendors signed up to both lots are welcome to provide bids for both contracts.

3.3 Personal IT Equipment

The procurement will be completed under CCS Framework RM3733 Lot 1.

This will be a call-off contract for the provision, support and maintenance of new personal IT equipment and the disposal of old equipment. The contract will specify specific device types and potential numbers of each that will be purchased across the contract term, but with no commitment to purchasing those numbers of those devices, as requirements may change as the needs of individual users are finalised. We anticipate that the total number of devices purchased under the contract will be approximately that specified.

4. Background

Watford Borough Council (WBC) and Three Rivers District Council (TRDC) operate a shared service environment in which IT and Telecoms for both councils are provided by a single service operated by WBC. Although the two councils remain separate we share our IT infrastructure where it makes sense and have the benefits of resilience through the use of two on site data centres. In relation to the Unified Communications solution we are especially interested in a solution that enables us to transparently collaborate internally across both councils, while presenting two separate interfaces to the public, one for WBC and one for TRDC.

The ICT service operates with a mixed service delivery model. The Service Desk and infrastructure monitoring services are outsourced to a partner, AmicusITS. The onsite team consists of a Service Delivery team, with Desktop resources and Project Managers, an Infrastructure Team, with Infrastructure engineers operating at a variety of levels. The IT service also benefits from two Business Relationship Managers, who are critical in relation to the engagement of all council services. The onsite ICT team is supplemented by a temporary technical projects delivery team, consisting of project and technical resources.

AmicusITS deliver a variety of services for the Councils, including the management of our third parties. Any prospective partners should be clear that the development of a relationship with Amicus is critical to the smooth operation of our IT services.

Currently most infrastructure is hosted within the council data centres, however our longer term strategy is to migrate services to the cloud where appropriate. Some of our other services run directly hosted by application vendors. Through these procurements we are looking for solutions that meet this strategic objective.

WBC and TRDC currently have around 600 users in total, split between the two councils and including both permanent employees (full-time and part-time) and contractors.

Watford's website is at <http://www.watford.gov.uk>

Three Rivers' website is at <http://www.threerivers.gov.uk>

The IT Strategy for both councils can be found at:

<http://watford.moderngov.co.uk/documents/s16521/Appendix%20ICT%20Strategy%202017-2020.pdf>

The Outline Business Case for the Watford 2020 Transformation Programme can be found at:

<http://watford.moderngov.co.uk/documents/s17542/Appendix%20A%20-%20Outline%20Business%20Case.pdf>

4.1 WAN

There are several challenges facing the Councils with their present WAN service provision. The five key areas are summarised below.

1. Multiple Vendors

The current WAN is supplied/supported by BTNet, BT Openreach, Virgin Media, Vodafone and Exponential-e. There are already issues with efficient fault-finding and network routing within the existing WAN. Additional sites or services relying on network connectivity will only increase the risk of service interruption, as multiple vendors may have to be involved in the identification of a fault. Monitoring of the network by a single vendor or from a single management station will also be very difficult in-house or by a single vendor. In terms of cost, this multiple vendor environment will also not attract the most cost-effective contract model, as all vendors are only providing a small element of the overall solution.

2. Resilience

All sites are connected to single point-to-point Ethernet circuits or Internet based IPSEC VPN tunnels. In the event of an individual circuit failure (Internet or Ethernet), there would be loss of connectivity to an individual site. However, if there was a loss of the Internet circuits in Three Rivers House of Watford Town Hall, multiple sites would be affected, with no facility to fail-over to a backup circuit. Whether services remain centrally located or in the future, move to a “cloud based” solution, there will need to be resilience at all sites if business operations are to be maintained.

3. Scalability/flexibility

With the current mix of connectivity methods and providers, it will be difficult to either scale the bandwidth of any single connection up or down as required. Additionally, adding new connections would also prove problematic, as this could risk increasing the number of Vendors providing services to the Councils.

4. In-house expertise

All circuits in both Councils are provided on an “unmanaged” basis. Circuit faults are the responsibility of the individual providers, but all the terminating equipment (core switches and firewalls) are the responsibility of the Councils’ IT departments. The councils currently have a single resource responsible for the support, management and configuration of network routing and security. This is not ideal, and can only be resolved by the additional recruitment of staff or the outsourcing of elements of the function to a Vendor or external partner.

5. Cost

Mixed connectivity methods and multiple vendors results in a currently high cost solution

4.2 Unified Communications

The current council telephony and voice communications systems are extremely basic, out-dated and do not allow staff to work in a way that meets our needs. We would like to bring together all of our communication capabilities in one place, including email, voice calls, instant messaging,

voicemail and video conferencing. We anticipate reducing our annual costs for these systems by moving to a less complex, integrated, digital solution.

As described above we are also procuring significantly re-designed WAN services in parallel. The WAN provision includes moving several elements, including firewalls and DMZ, into the Cloud. This change will undoubtedly have a major impact on the Unified Communications configuration and the implementation may need to be scheduled to fit in with go-live for the WAN. Vendors are required to work in partnership with our other key third parties.

The new Unified Communications system will replace all of our existing telephony, including that used within the Contact Centres. Additionally this will introduce new functionality to support mobile and agile working and provide functionality to enhance collaboration and communication

4.3 Personal IT Equipment

The new personal IT equipment will replace the existing equipment used by staff to provide them with fit-for-purpose equipment to do their job as effectively and efficiently as possible and to enable opportunities around mobile and flexible working. Currently the Councils desktop estate is a mix of models – Dell SFF desktops, DELL 55xx series laptops and Surface Pro 4s (2 in 1). Additionally there is no method of managing application deployment and an immature approach to the device builds. The ICT service struggles to provide a rapid deployment service, a requirement within the brief.

This results in an inefficient delivery of IT service within this area. Desktop equipment builds are inconsistent and therefore more challenging to support and manage. The break/fix options for the surface pro devices are limited and expensive.

In order to ensure that devices are fit for purpose moving into the future all Council services have participated in a variety of engagement sessions. Those sessions included classification of workers by type. These are outlined below:

- a) Fixed desk – spend the vast majority of their time in the office working at a desk with no (or very limited) need to access information electronically when away from their desk. Will be very unlikely to need to work from home.
- b) Mobile office worker – spend the majority of their time in a corporate (office) environment, but a significant proportion of their time is spent in meetings or away from a desk where they would need access to electronic information. Needs to be able to work from home if they wish.
- c) Field worker – frontline officers who spend some time in an office environment, but also out “in the field” where they need access to electronic information. For these workers the field is defined as clean and safe (i.e. not outdoors or hazardous from a trips perspective). Needs to be able to work from home if they wish.
- d) Field worker (rugged) – frontline officers who spend some time in an office environment, but also out “in the field” where they need access to electronic information. For these workers the field is defined as a potentially hazardous place (i.e. outdoors, hazardous from a trips perspective). Needs to be able to work from home if they wish.