

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 14<sup>th</sup> September 2017

**CONTACT OFFICER:** Roger Parkin – Interim Chief Executive  
**(For all enquiries)** (01753) 875207

**WARD(S):** All

### **PART I** **FOR COMMENT AND CONSIDERATION**

#### **PROGRESS REPORT ON IMPLEMENTATION AND DEVELOPMENT OF KEY IT PROJECTS**

##### **1 Purpose of Report**

The purpose of this report is to provide Overview and Scrutiny Committee members with a Progress Report on the implementation and development of key IT projects as requested on 13<sup>th</sup> July 2017.

##### **2 Recommendation(s)/Proposed Action**

The committee is requested to note the progress made to date on the implementation and development of key IT projects.

##### **3 The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

###### **3a. Slough Joint Wellbeing Strategy Priorities**

The services in scope of the Thames Valley Transactional Services partnership with Arvato link to the overall effectiveness and efficient running of the council. For all services in scope, Arvato have sought to streamline processes and implement service improvements whilst securing a step change in performance year on year. The Partnership directly supports the Council's medium term financial strategy through optimising and prioritising the collection of revenues whilst ensuring that benefits continue to reach our most vulnerable members of the community in an efficient and timely manner. The overarching aim of the partnership continues to support all of the Council's priorities

###### **3b Five Year Plan**

As part of the annual contract review, KPI's are regularly reviewed and service priorities are realigned to ensure that outcomes identified in the 5 year plan are considered in line with the contractually agreed targets. Directorate specific projects relating to service specific requirements are subject to ongoing scoping and discussions with Arvato as business needs arise.

Arvato IT Service and infrastructure is a key component in achieving the Council's Digital vision as IT underpins all service areas.

#### 4 Other Implications

##### (a) Financial

There are no direct financial implications of this report

Arvato IT Services are provided on a fixed cost basis (plus RPI) and forms part of the Council's Unitary charge.

Projects are delivered and costed on a case by case basis, to an agreed budget, scrutinised and controlled by the Information Governance Board, Chaired by the Interim Chief Executive. New projects funded from capital are also subject to business cases reviewed and approved by the Council's Capital Strategy Board.

##### (b) Risk Management

There are no specific new risks associated with this report. Risk Registers are created and maintained for each individual key project and their specific risks and issues in accordance with Prince2 standards. They are reviewed and updated by Project Managers and discussed at Project Boards and Information Governance Board

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	The contract has built in flexibility which enables changes to be appropriately considered using the change control mechanism	Allows for flexibility as the council's corporate and service priorities change.
Property	Not applicable	
Human Rights	Not applicable	
Health and Safety	Not applicable	
Employment Issues	Not applicable	
Equalities Issues	Not applicable	
Community Support	Not applicable	
Communications	There is a joint partnership arrangement in place to share information and manage communication	Access to a wider communications network allows the authority to benefit from more positive exposure, marketing and promotion
Community Safety	Not applicable	
Financial	Funding for each individual project identified in Arvato costing proposal. Variances scrutinised and resources controlled by Information Governance Board.	Allows the partnership the flexibility to focus on emerging priorities faced by the council and the services it delivers to manoeuvre the contract delivery to ensure the most appropriate direction of travel as determined by the Council

Timetable for delivery	Timescales for delivery agreed in advance with Arvato and variances monitored by individual project boards and Information Governance Board. Timescales may be revised as appropriate due to Council priorities or external factors (i.e. new PSN requirements)	Timescales allow for services to be embedded and focus on service improvements
Project Capacity	Comprehensive scoping exercise at proposal stage to identify all resources required to deliver outcome. Building external capacity into business case if appropriate.	Increase knowledge sharing

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

Not relevant

## 5 Supporting Information

- 5.1 Up until 2013, IT Services were provided by an internal team and a decision was made to add IT Services and Customer Services to the core Arvato contract as Phase 2. IT Operational and Technical staff are now controlled by Arvato. SBC retains a Strategic IT team to provide governance of Arvato activity, commission new projects and to steer the shape of IT development to fit the changing needs of the business.
- 5.2 The IT team available to SBC is wider than just the inherited team. Arvato technical expertise and resource is drawn down when required to augment the team. System architects, security and other expertise is called upon to help shape project proposals and other complex work. This is usually provided on an agreed Development Days basis (contractual mechanism to access project resources)
- 5.3 Extra capacity is also available to support the Council from Arvato's other government sites where specific knowledge exists.

### Project Work

- 5.4 It was recognised at the point of outsourcing that IT had been under-invested in previous years and that much infrastructure was already approaching end of life. The contract therefore made provision for further capital investment from the Council based on recommendations from Arvato. The initial Service Improvement Plan focussed on replacing storage infrastructure, back up provision, DR functionality and upgrading end user devices.

5.5 Successes include:

- Citrix Refresh – upgraded legacy Citrix environment to new modern environment. New server estate and secure remote access portal delivered for c 1200 staff
- IGEL Desktop Refresh – end user devices replaced with new IGEL thin client devices
- XP Migration – Windows XP desktop PCs were replaced/upgraded to Windows 7 to ensure compliance
- New Server Infrastructure – Cisco UCS converged server infrastructure was procured and deployed to support the ongoing virtualisation of SBC server estate
- New Storage Area Network – Nimble storage arrays installed to increase available storage to the Council. Secondary Nimble arrays procured to support Business Continuity
- New Back Up – New Commvault back up solution was deployed to fully protect and back up the Council's infrastructure.

5.6 In addition to the core Technical Projects, new initiatives were also commissioned by the business to achieve key objectives. These included:

- The Curve – IT planning, fit out and commission of site
- Children's Trust – provision of Trust infrastructure and pilot of new Remote Working solution
- Decommission of Slough Central Library – migrated services to enable destruction of site
- Arbour Park – planning and IT fit out and commission of site
- SMP Refurbishment – IT moves and facilitated changes to site
- Wi-fi – deployed a corporate Wi-Fi solution to SMP, The Curve, rolling out to other sites.

5.7 The Council benefits from being able to draw down against professional project resource and expertise on a project by project basis. This means that at any one time – depending on scope and length of in-flight projects – Arvato can be providing resources for a number of project simultaneously.

5.8 It is normal for wider strategic projects, such as Environmental Services DSO, to have a strong IT component, requiring significant project management and technical expertise from Arvato.

5.9 For the current financial year, the projects Arvato is working on includes:

- Completion of Windows 7 server upgrade
- New IPVPN network
- New Unified Telephony
- Housing Upgrades & RMI relocation
- CAFM (Room bookings and Facilities Management system)
- Environmental Services DSO
- ICT Platform modernisation

5.10 Currently under discussion and due for commencement this year are:

- Accommodation & Hub strategy
- Agile strategy (workstyle)
- Mobile telephony strategy
- CRM and Customer Strategy

5.11 Additionally, the client team has asked Arvato to identify critical upgrade projects to bring infrastructure into compliance and future proof.

5.12 The complexity and breadth of key projects means that at any one time, there are great demands placed on Arvato. When “Business As Usual” services are added to this, due to the inter-dependencies involved, there may be service impacts. Arvato seeks to avoid this wherever possible.

### **Critical Project Updates**

5.13 **RMI**

1. Overview – Relocate circa 100 Housing staff from Landmark Place to new co-location (Hawker House) with Osborne Property Services. To provide network connectivity, wi-fi, auto-announcement system. Required for contract go live on December 1<sup>st</sup>
2. Status – Network connection ordered from Virgin. Survey for wi-fi to be undertaken when desk plan available. On target for office moves over 10<sup>th</sup> and 17<sup>th</sup> November
3. Potential Risks – Delay in Virgin connectivity would prohibit access to systems. Dependency on Osbourne to deliver the Comms Room to schedule. Delay in signing lease may cause project slippage in the build schedule

5.14 **DSO (Environmental Services)**

1. Overview – To bring Environmental Services “in house” on expiry of current Amey contract (December 1<sup>st</sup>) including refuse collection, waste management, Highways maintenance, grounds maintenance and recycling. Arvato activities relate to sites at Chalvey and Crematorium and include provision of network, telephony, desktop hardware and software, re-cabling of building etc. From an non-IT perspective, Arvato will also be providing payroll and Customer Services for this service area.
2. Status – Virgin Media Circuit ordered early. Cabinet installed on site for network cabling. Virgin currently investigating blockage.
3. Potential Risks – Grounds work may be required on the weighbridge and Crematorium cabins impacting IT (Amey to remove existing). Virgin may experience delays in resolving blockage that may cause slippage.

5.15 **ICT Platform Modernisation**

1. Overview – to modernise the legacy infrastructure to prevent disruptions to business functions and ensure that staff have access to the latest versions of all applications. This is a large and complex programme of works that involves expertise and co-ordination between SBC/Arvato and numerous third party vendors.

2. Status – there are 35 distinct applications requiring vendor support for migration. Arvato are performing a comprehensive planning and costing exercise to identify funding required for external resources.
3. Potential Risks – Lack of vendor resource availability may lead to slippage and Arvato resource conflicts. PSN compliance – applications should be migrated prior to next PSN audit to ensure compliance. Risk that funding cannot be contained within existing capital envelope.

## 5.16 Network/ Telephony Project

1. Overview – the current telephony provision does not offer the Unified communication service needed for an agile mobile workforce and does not support digital transformation. A fully managed Unified Comms system will therefore be run over the new Virgin IPVPN network supporting messaging and audio and video conferencing. The new solution will achieve high levels of availability and resilience.
2. Status – New network already installed at The Curve and satellite sites. SMP planning underway. Data capture exercise underway to analyse existing telephony usage and identify precise future requirements. Configuration meeting to be held with Virgin by mid-September.
3. Potential Risks – new telephony is dependent on roll out of new IPVPN network. Delays to network could cause knock-on delay to telephony. Delays in obtaining data capture and analysis could impact timescales.

## 6 Conclusion

This report highlights some of the significant modernising work in place and underway from Arvato. Much of the technical work goes largely unseen in the Council and is driven by supplier upgrade and PSN compliance rather than direct business benefits. The infrastructure being devised now will provide a solid foundation from which SBC can achieve its Digital ambitions.  
Arvato are fully committed to supporting the Council's Digital vision.

## 7 Appendices & Background Papers

None.