

Agenda Item	14.
Report No	RES/46/18

Committee: Corporate Resources Committee

Date: 29 August 2018

Report Title: **ICT Transformation and Network Refresh**

Report By: Depute Chief Executive and Director of Corporate Resources

1. Purpose/Executive Summary

- 1.1 This report provides Members with a status update on the major ICT modernisation programmes now underway. These programmes cover the transformation activities within the Wipro contract and the refresh of the Council's ICT networks.
- 1.2 At the May 2018 meeting of this Committee, Members were advised of the significant progress that had been made with the Network Refresh programme and that Wipro were now delivering against an overall revised programme plan. Transformation has now begun in earnest and the programme is delivering to that plan with some key achievements being made through June and July 2018. Delivery of the programme is still complex and there are numerous interdependencies, but risks are being closely monitored and managed.

2. Recommendations

- 2.1 Members are asked to consider the update on the ICT Transformation and Network Programmes.

3. ICT Transformation Programme

3.1 Members were informed in the May 2018 meeting of this Committee that an end to end recovery plan for the programme had been provided by Wipro and contractual delivery milestone dates had been aligned with this plan. It was reported that the Council has some protection in the agreed contractual milestones and the contract overall continues to be delivered to budget.

The agreed key milestone dates are:

	Original Date	Revised Date
Corporate Refresh 50% complete	30 th August 2017	15 th February 2019
Corporate Refresh 100% complete	1 st December 2017	23 rd July 2019
Curriculum Refresh 50% complete	30 th December 2018	9 th July 2019
Curriculum Refresh 100% complete	1 st December 2019	11 th June 2020
Active Directory Transformation complete	1 st April 2017	20 th June 2020

3.2 The programme is currently on track to meet these key milestone dates, although is given an Amber status overall due to the complexity and the risk of slippage to the plan. Investigations are also underway to see if the curriculum refresh dates can be brought forward, potentially to meet the original completion date of December 2019, as this would bring benefits to both the Council and to Wipro.

3.3 Since the last report in May 2018, significant progress has been made on the ground with the following highlights to be noted (stats as at 10 August 2018):

Office 365

- **5,649 (62%)** email accounts migrated to Office 365;
- **3,460 (97%)** personal “O” drives migrated to Office 365;
- **1,780 (79%)** of corporate) Skype installations carried out;
- **333 (89%)** SharePoint sites moved to Office 365;

Curriculum Refresh

- Successful test of “thin client” workstations for delivering graphic-intensive applications in Millburn Academy;
- Testing of complete range of curriculum applications underway;

Corporate Refresh

- Standard hardware builds completed and being tested;
- Testing of corporate applications underway;
- New smartphones delivered and being configured for Office 365.

3.4 The plan for the next quarter will see the following activities taking place:

- Deployment of self-service tools to all users, allowing online ordering through a catalogue, password reset and automated fault resolution;
- Completion of Office 365 migration for all users;
- Completion of all testing of applications and hardware;
- Rollout of new hardware to corporate and curriculum pilot groups;
- Rollout of new smartphones with Office 365;
- Preparation for full scale hardware refresh starting in early November

- 3.5 Regarding the hardware refresh, it should be noted that the risk around pricing related to the dollar exchange rate is reducing and we have seen price reductions of around 10% against most hardware items recently, although the risk of further price increases still exists.

4. Network Programme

- 4.1 With the successful closure of the SWAN Transition project, the Network Programme is now dedicated to the refresh of local wired and wireless networks in Council buildings. As previously reported to Committee, this work is a pre-requisite for the rollout of Chromebooks in schools and to enable the necessary network performance in offices.
- 4.2 The Network Programme continues to deliver to plan with good progress being made. It is probable that physical works on the ground will be completed some months ahead of the original September 2019 contract date. In anticipation of an early completion, an investigation has been initiated into whether the Chromebook rollout and the subsequent managed device refresh in schools can also be accelerated to bring benefits all around.
- 4.3 Following Wipro's re-planning work and appointment of a new sub-contractor to undertake some of the site works, activity on the ground for the network refresh is progressing well. As of 10 August 2018, the progress was:

Overall status:

- 291 of 379 site surveys have taken place – 76.8%
- 218 of 379 site installs have taken place – 57.5%

Phase 1 installs:

- All complete;

Curriculum Phase 2 and Phase 3 surveys:

- All Phase 2 surveys have been completed;
- 25 of 53 Phase 3 surveys have been completed;
- Installs dates for remaining schools will follow after all surveys have been completed;

Corporate Phase 2 surveys:

- All surveys scheduled, commencing end August 2018 and completing mid-October 2018;

Phase 2 installs:

- 55 of 106 schools have their installs complete;
- Installs completed at Kinlochleven, Kingussie, Gairloch, Ardnamurchan, Lochaber ASGs;
- Install dates for Phase 2 sites as follows (subject to agreement from the schools for access):
 - Mallaig – 27 August 2018
 - Plockton ASG – now 23 August 2018 (due to Loch Duich and Auchtertyre access issues over the holidays);
 - Charleston ASG – 10 August 2018;
 - Inverness High ASG – now 22 August 2018 (may be later due to the refurbishment works ongoing at Inverness High);
 - Grantown ASG – 23 August 2018;
 - Fortrose ASG – 5 September 2018;

- Invergordon ASG – 6 September 2018;
- Dornoch ASG – 7 September 2018;
- Inverness Royal ASG – 19 September 2018;
- Golspie ASG – 8 October 2018;
- Wick ASG – 16 October 2018;

Guest Wi-Fi:

- Successful launch of guest Wi-Fi at refreshed Wi-Fi enabled sites on 2 July 2018;
- “Permanent” guest accounts set up for all Elected Members;

SWAN Bandwidth Upgrades – for a small number of larger secondary schools to ensure that there will be adequate bandwidth for large scale Chromebook use:

- Lochaber High completed on 25 June 2018
- Inverness Royal Academy completed on 17 July 2018;
- Thurso High School completed on 18 July 2018;
- Culloden Academy and Nairn Academy – awaiting dates.

Progress with the network refresh is updated on a weekly basis and most issues are now being dealt with promptly.

5. Chromebook Rollout

- 5.1 The rollout of Chromebooks to schools is being managed for the Council by the Care and Learning Service. Wipro involvement in this project is limited to the provision of the refreshed networks in schools and ordering of the Chromebooks.
- 5.2 Although overall the rollout of Chromebooks is still running behind the original schedule, the acceleration of the network refresh will now allow a revised plan to be followed. As referred to earlier in this report, investigations are underway to see if the rollout can be brought forward significantly to align with the potential completion of the network refresh in March 2019. There is potential then for the Chromebook rollout to complete by the end of the new academic year in June 2019, compared to the original target date of January 2020, if resources in Wipro and the Council can be aligned to meet this date.
- 5.3 Latest progress with the Chromebook rollout is:

Phase 1

ASG	Number of Chromebooks	Status
Millburn ASG	1750	Complete
Dingwall ASG	1600	Complete
Portree ASG	800	Complete
Kinlochleven ASG	250	Complete
Kingussie ASG	650	Complete
Gairloch ASG	200	Complete

In total, 6 ASG's have been completed. This is circa 5250 Chromebooks that have been deployed to schools which equates to approximately 25% of the overall rollout.

- 5.4 Pending successful completion of the network refresh, the rollout will continue at the start of the next academic year with Phase 2 and the next two ASG's to receive devices will be:
- Mallaig ASG - 175 units
 - Lochaber ASG - 1300 units

Following the completion of these ASG's, the rollout will continue, with dates to be confirmed and pending discussions with Wipro. Although the dates for Phase 2 are still to be finalised, the order of ASGs is likely to follow the network refresh schedule as follows:

- Mallaig
- Lochaber
- Grantown
- Ardnamurchan
- Dornoch
- Invergordon
- Plockton
- Wick
- Inverness High
- Fortrose
- Charleston
- Inverness Royal
- Golspie

Leaving for Phase 3:

- Thurso
- Culloden
- Ullapool
- Alness
- Nairn
- Farr
- Tain
- Glenurquhart
- Kinlochbervie
- Kilchuimen
- Special schools

6. Implications

- 6.1 **Resource** – Wipro's Transformation Programme is being delivered largely on a fixed price basis with the budget variability only due to the actual numbers and prices of hardware devices that need to be purchased to enable the programme with the latter being out of Wipro's control. Contract changes have been agreed with Wipro that provide protection to the Council's budget going forward, with the strategic aim of ensuring that there is no impact to the ICT revenue or capital budgets due to the delay.
- 6.2 Several new key milestones have been set and failure to meet them will result in delay payments due to the Council. Payment to Wipro of the outstanding capital milestone has not been made and will not be until there is evidence of delivery. Similarly, release of milestone retentions, from earlier milestones that were met, will not be made until future contract performance points are met.
- 6.3 **Legal** - The Council must adhere to the contract provisions within the contracts it has signed for all ICT contracts in order to ensure that work programmes remain on time and that any contractual penalties are avoided. Legal support was budgeted for to cover the

exit from Fujitsu and the transition to Wipro. That support is still being called on regularly to provide advice on complex contractual and commercial areas, to ensure that the Council's interests are protected.

6.3 **Community (Equality, Poverty and Rural)** - There are no implications arising from this report.

6.4 **Climate Change/Carbon Clever** - There are no implications arising from this report.

6.5 **Risk** – Overall the level of risk to the programme is reducing as deliverable plans are followed. The potential is still there for further delays to the programme either due to poor supplier performance or technical difficulties leading to these high-level risks:

- The ICT revenue budget coming under further pressure due to delays in moving to the target operating model;
- Pressure on the ICT capital budget due to price rises for hardware – as referred to earlier in the report, IT hardware prices have started to drop again.;
- Disruption to service due to legacy ICT equipment being in use for longer;
- Loss of key Wipro and Council temporary specialist resources due to the extended delivery;
- Late delivery of benefits impacting on Council Redesign and efficiencies necessary for the Council to meet budget challenges.

The May 2018 report covered the overall risk of the deterioration of the partnership with Wipro threatening future relationship and contract performance. The local account team and senior Wipro leadership continue to demonstrate a commitment to the partnership and this risk is seen as reducing.

These risks will continue to be managed through the ICT Implementation Programme Board and will be the focus of programme governance going forward.

6.6 **Gaelic** - There are no implications arising from this report.

Designation: Director of Corporate Resources

Date: 10 August 2018

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