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# Audit Committee Update New Data Centre

**Plymouth City Council**

March 2014

**Auditing for achievement**

## Delays at the New Data Centre at Windsor House

In response to questions raised at the December 2013 Audit Committee, it was requested that more information regarding delays at the Windsor House Data Centre be reported to members. An overview of key milestones, factors contributing to delays in meeting communicated timelines, and a position statement is provided below.

### Chronological Overview

2011	ICT work through a range of potential delivery solutions concluding the implementation will be performed by a third party with dedicated independent project management and minimal input from PCC ICT staff.
Dec 2011	Capital Delivery Board approves £1.3 million investment, project delivery estimated as 9 months.
Apr 2012	Formal procurement process resulted in three companies selected for interview and preferred supplier chosen.
Jul 2012	Supplier submits first draft of technical design.
Aug 2012	Project put on hold to review options and change of scope. ICT Programme Board brings forward the work to replace legacy equipment within the Civic Centre data centre reducing future rework and impact. Total spend increased to £1.6million.
Sept 2012	Data Centre room build started as part of the Corporate Accommodation Strategy building work at Windsor House.
Dec 2012	Backup facility moved to Midland House and Pearl Assurance closed on time to meet savings projections. Data Centre room handed over by contractors late, due to supply issues and water leak.
Jan 2013	Installation of hardware commences on site at Windsor House.
Jan 13 onwards	Technical design work, installation and configuration of equipment completed and migrations started.

## **Contributory Factors for Delays**

Contributory factors impacting upon the ability to deliver new data centre include:

- Unrealistic timelines due to the failure to fully understand the considerable technical complexities at the project outset;
- Data Centre build – delays due to water ingress at Windsor;
- Low levels of satisfaction around delivery by key suppliers and technical issues leading to rework;
- Delays in installation of key links between Civic, Windsor and Midland – problems with permission to close Tavistock Road;
- Additional reliance on internal resources in project management, technical solutions, and supplier management;
- Issues with filling key project roles due to sickness, service re-structuring, capability and recruitment of suitably skilled staff;
- Conflict/contention of key PCC technical resources as a result of running concurrent critical ICT projects – Integration of Public Health, Shared services initiative with PCC/NHS working out of Windsor House, Corporate Accommodation Strategy, and other high priority projects;
- Management of the financial constraints; Budget pressures so having to do much of work in-house to keep costs down.

## **Current Position**

The need for the Data Centre is undeniable in both strategic and operational terms. Internal Audit have been reporting on the importance of greater ICT resilience for a number of years and, as services and customer engagement become more reliant on technical business solutions, so the importance of this increases.

Whilst the completion of the new Data Centre has suffered a number of delays, the project is on course to deliver the required outcomes and will provide the Authority with a more robust and resilient platform from which its ICT business solutions will be delivered.

To date, a considerable amount of change has been delivered with minimal service disruption. Work is now underway to migrate PCC's computer systems from the Civic Centre in order to establish the Windsor House facility as PCC's primary data centre. Scheduling of these tasks requires consultation with individual business areas in order to ensure service availability and it is planned that this phase will be completed by the end of May 2014. Work to safeguard future service resilience and business continuity using both data centres is scheduled for completion in June 2014.