

Report to	Resources & Performance Committee
Date	14 November 2012
By	Director of Corporate Services
Title of Report	Outsourced ICT Services Project Review
Purpose of Report	To consider a post implementation review of the ICT service transition from Hampshire County Council to Advanced365

Recommendation: The Committee is recommended to note the report.

1. Introduction

- 1.1 The purpose of this report is to provide a review of the transition of the ICT services from Hampshire County Council to Advanced365.
- 1.2 The transition programme occurred during May-June 2012 as part of the retender of ICT services for the South Downs National Park Authority (SDNPA).
- 1.3 The report aims to highlight what went well, what areas could be improved upon and any lessons learnt. Recommendations for a future retender process, due diligence and transition process are made.

2. Background

- 2.1 The SDNPA is committed to efficiency and effectiveness in its management. In accordance with SDNPA Guiding Principles and the 2011 – 2012 Business Plan, the SDNPA chose to procure most of the organisation's support services through partnership arrangements. The tender process for the provision of outsourced ICT services was agreed at the Resources and Performance Committee on 9 June 2011.
- 2.2 At the June 2011 meeting the Committee:
 - authorised the commencement of the procurement of support services as set out in the individual recommendations in Appendix 1 to the report;
 - agreed the broad criteria for assessing the contracts as set out in paragraph 4.7 of the report subject to further development to reflect aspects such as experience and best practice;
 - delegated the award of the appropriate contracts to the Chief Executive Officer in consultation with the Monitoring Officer, Chief Finance Officer, and Chairs and Deputies of the Authority and Resources & Performance Committee as appropriate;
- 2.3 A specification for the scope of service was developed in consultation with staff across the organisation which included staff numbers, location, an introduction on each department and any specialist requirements they may have.
- 2.4 Prior to the formal procurement process, and subsequent contract award, ICT services were provided to SDNPA by Hampshire County Council (HCC). A formal contract with HCC began in April 2011 for one year. Following the full OJEU procurement process, Advanced 365 (A365) was offered the contract to provide ICT services to SDNPA. To allow adequate time to ensure a smooth transition, an extension period to the HCC contract was agreed for a period of three months.
- 2.5 The transition of equipment and services took place over the second weekend in July 2012. The process from 4pm on Friday 6 July and was completed by 9am on Monday 9 July.

- 2.6 The transition team replaced all desktop equipment across 8 locations for approximately 90 staff. Approximately 230 electronic mailboxes/calendars (individual and shared) and all electronic data files were transferred from HCC to A365 totalling 1.2 terra bytes. A365 received a copy of all of SDNPA data from HCC around 5pm on Saturday 7 July to upload to their data centre.
- 2.7 The following tables outline what is felt went well, and less well, during the project.

3. What went well

- 3.1 Below is a table representing what SDNPA felt went well during the project.

What went well	Impact
Improved network speeds	<ul style="list-style-type: none"> From the first day of operation there was a vast improvement in staff log-on times. During the working day it was noted that performance was better than the previous network but not as fast as was expected. The primary network was not immediately available to after go live due to time constraints from BT to install (linked to the Olympics) but was up and running with 4 weeks at area offices and 8 weeks for Midhurst offices..
Asset register	<ul style="list-style-type: none"> Prior to January 2012 SDNPA did not have a correct asset register for ICT equipment. A full asset register is now in place and up to date and guidance is in place to ensure the asset register is updated when changes occur.
Desk top equipment replacement	<ul style="list-style-type: none"> All staff were able to log into their new equipment by 9.20am on the first Monday of operation. There was minimum disruption for staff.
Email data transfer	<ul style="list-style-type: none"> Staff have access to send/receive emails. 100% of historical emails was available by day 2 of go live.
Electronic file transfer	<ul style="list-style-type: none"> Staff had access to all data on the shared drive and their personal drives from go live.
Remote access available for staff and members	<ul style="list-style-type: none"> Staff and members not working from an SDNPA office were able to access the systems from go live. It is noted later in this project review some lessons learnt with regards this matter.
Using Thin Clients instead of PCs	<ul style="list-style-type: none"> More sustainable than a PC and more cost effective to support.
Continuity of desktop support	<ul style="list-style-type: none"> A365 employ an ICT support engineer who is placed within SDNPA offices. This provides continuity and a seamless transfer of support with excellent local knowledge This helped during the go live installation and after.
Access to IDOX	<ul style="list-style-type: none"> Staff could log in on day 1 but were unable to log support calls on behalf of local authorities or print. This was due to a compatibility issue between versions of Internet Explorer and was resolved by day three. The level of work and communication between IDOX and A365 was a positive outcome to resolve this potentially damaging issue to SDNPA.

4. What went less well

- 4.1 Below is a table in no particular order of what didn't go well.

What went less well	Impact
Consultation with users	<ul style="list-style-type: none"> • Due to the very tight timescales with procurement (linked to the end of the HCC contract) and lack of staff continuity at critical times, consultation with users (staff and members) was not extensive enough. • This led to short term issues during the roll out in terms of access for some users (see below).
Remote access for Members	<ul style="list-style-type: none"> • Not all Members could easily log in during the early weeks of the new service using their personal computers/laptops. • Some Members had difficulty downloading the citrix receiver software required for remote access. • The way in which Internet Explorer security settings were set on personal machines caused unique issues for some Members. These were resolved by the A365 service desk, Member Services and the SDNPA ICT team. This included telephone/remote support, site visits by Members to SDNPA offices with their personal PCs/Laptops and home visits to Members.
Access to GIS	<ul style="list-style-type: none"> • Hampshire ICT provided a solution to be tested on the day of go live, which was too late. • Problems were identified quickly of not being able to locate data, save and print. These were not resolved by HCC for several weeks. • There are still some ongoing performance issues to be resolved working with Hampshire ICT department.
Wyse terminals not configured to use USB ports	<ul style="list-style-type: none"> • Noted on day 4, although this was a clear requirement of SDNPA. It was resolved within 2 working days.
Delivery of new equipment to wrong locations	<ul style="list-style-type: none"> • Took more time of SDNPA staff to ensure equipment was at correct locations for the go live.
Removal of HCC docking stations/monitor stands	<ul style="list-style-type: none"> • Replacement monitor stands were ordered on day 2 and were delivered to staff that needed them before the end of first week.

5. Lessons learned / Recommendations and Actions

5.1 As is best practice in project management, a post implementation review should acknowledge successes and areas for improvement so that lessons can be learnt for future projects.

5.2 Below is a table that sets out the lessons learned from this project.

Lessons Learned	Recommendations	Actions
Agreement of supplier terms and conditions	Ensure appropriate legal and procurement advice are in place at the beginning of contract negotiations Allow adequate time for contract negotiation	All contracts now in place and formally monitored SDNPA Finance and Procurement Manager in post to support SDNPA procurement processes and systems under review to ensure fit for purpose
Exit arrangements with HCC	Ensure all contracts have clear and fluent exit arrangements embedded	Exit arrangements with Advanced365 are clear and defined with who has responsibility for what and where costs will be charged and how much they will be
Consistent Legal services	Ensure adequate and consistent legal advice throughout contract negotiations	Legal services contract now in place with WSCC
Consistent Procurement services	Ensure adequate and consistent procurement advice throughout contract negotiations.	Finance and Procurement Manager in post from 6 August 2012. A Procurement service is also available from BHCC
Consistent role of ICT Manager	Ensure, where possible, consistent personnel and resources to manage contracts Ensure appropriate and in-depth handover between new staff	Permanent ICT Manager in post from 9 January 2012
ICT Strategy approved	Ensure ICT Strategy written and approved before any retender process starts.	It is planned to allow the contract to run for the first year and to then draft and seek approval of an ICT Strategy to cover the remainder of the contract i.e. what new applications/technologies are required, and to look ahead to future operational needs
Communication and engagement	Ensure full engagement of all users and communications are fully prepared, sent and understood by staff and Members	Earlier sending of in-depth communications about transitions and any impacts on users
User Training	Highlight any training requirements and implementation plan for these	Member training session October 2012

5.3 Further development work with A365 is planned during 2012/13 to ensure all systems are working well, and as required, for users. This includes the roll out of secure, 'follow me' printing, Wi Fi solutions for Midhurst offices and updating our office application to MS Office 2010.

5.4 Member ICT training was delivered on 25 October 2012 to assist Members in the use of Outlook (for emails and calendar usage), Intranet pages and remote access on their own devices.

6. Resources

6.1 The SDNPA ICT team consists of two full time posts, a manager and support officer. These posts manage the outsourced contract with A365 as well as offering day to day help and advice on ICT matters and support for project-based work for all directorates.

6.2 The total one off costs of the transition and set up were £143,115. The annual cost of the outsourced ICT contract is £399,445 and all costs are included within the 2012/13 ICT Budget.

6.3 The 2012/13 ICT budget includes a provision for future user training e.g. migration to MS Office 2010 or implementing MS SharePoint for document management during the year.

7. Risk management

7.1 Post project reviews are best practice in project management. This review will allow SDNPA to identify and manage any future risks better.

8. Human Rights, Equalities, Health and Safety

8.1 There are no implications arising from this report.

9. External Consultees

9.1 None

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Appendices None

SDNPA Consultees Chief Executive Officer, Director of Corporate Services, Director of Planning, Director of Strategy and Partnerships, Director of Operations, Chief Finance Officer, Deputy Chief Finance Officer, Monitoring Officer & Legal Services.

Background Documents Report RPC 08/11 June 2011, Procurement of Support Services