End of Project Report

Everyone's IT Project

Move to an ICT In-house Managed Service

V2.0

DOCUMENT ORIGIN

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Everyone's IT Board
Executive Board
Corporate Briefing
Cabinet

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1. Introduction and Purpose

1.1 Background

As the 10 year Strategic Partnering agreement with Capgemini is ending on 31st December 2015 the Council initiated a project to manage this Exit.

An ICT Contract Options Report was taken to Cabinet on March 11th 2014 which identified the options available to the City & County of Swansea, to ensure the continued provision of ICT services when the current ICT Contract with Capgemini expired.

Cabinet approved the report and authorisation was given to proceed with the development of an ICT Operating model and proposed delivery of the ICT In-house managed service.

Work started in March 2014, to Exit the Capgemini Contract and to develop the detail of the in house managed service, with support from Gartner who provided due diligence advice.

A further report was taken to Cabinet in December 2014 with the recommendation to agree to an in-house managed Service with a 3rd party Oracle Support Supplier. Cabinet approved that report and the Everyone's IT Project started work January 2015.

1.2 Joint Approach

Meetings with Capgemini were held early on in the exit process and agreement was reached around the principles of the exit and the ethos of partnership approach established. These discussions shaped the delivery and management of the project.

1.3 Purpose

The purpose of this document is to review the project objectives and deliverables that were set out in the Project Initiation Document (PID) v1.1 and to measure how the project performed against these. The report will:

Review the project objectives from the PID

Review key deliverables outlined within the PID

Review expected Benefits

Highlight outstanding Risks & Issues

Detail the transition Acceptance Criteria

It also allows for the transfer of learning and any lessons that can be usefully applied to other projects and also any details of unfinished work.

2. Project Performance

2.1 Review of Project Objectives

Objective	Achieved?
Transfer in-scope staff from Capgemini to the City and County of Swansea in accordance with relevant staff transfer regulations	✅
Migrate support of the in-scope Services from Capgemini to the City and County of Swansea with minimal business disruption	✅
Involve and consult transferring staff during the transfer process	✅
Define the on-going Governance for Service Delivery	✅
Provide a smooth Exit Transition to production support with minimum service disruption for the City and County of Swansea	✅
Implement a strong governance model to closely monitor the deliverables	✅
Appoint an Oracle supplier to ensure ongoing support for ISIS	✅
Incorporate the Corporate Service desk into the current schools service desk	✅

2.2 Review of Key Deliverables

Deliverables	Achieved?
Project Plan Complete	✅
Wave 1 Staff Transfer complete (Infrastructure staff excluding Service Desk, Back up and DBA teams)	✅
Wave 2 Staff transfer Complete. - Application services staff and Service Desk staff transfer - DBA and Backup services transferred	✅
Transition Closure report	✅
Oracle Support in place	✅
Implemented joint Schools and Corporate ICT Service Desk	✅

2.3 Describe how the project performed against planned Time, Cost, Resources and Quality.

The project will have completed within the original timelines. It was originally planned that final close down activities would run to early January 2016, but these activities will complete by 31st December 2015.

A high level plan of the project is shown below:
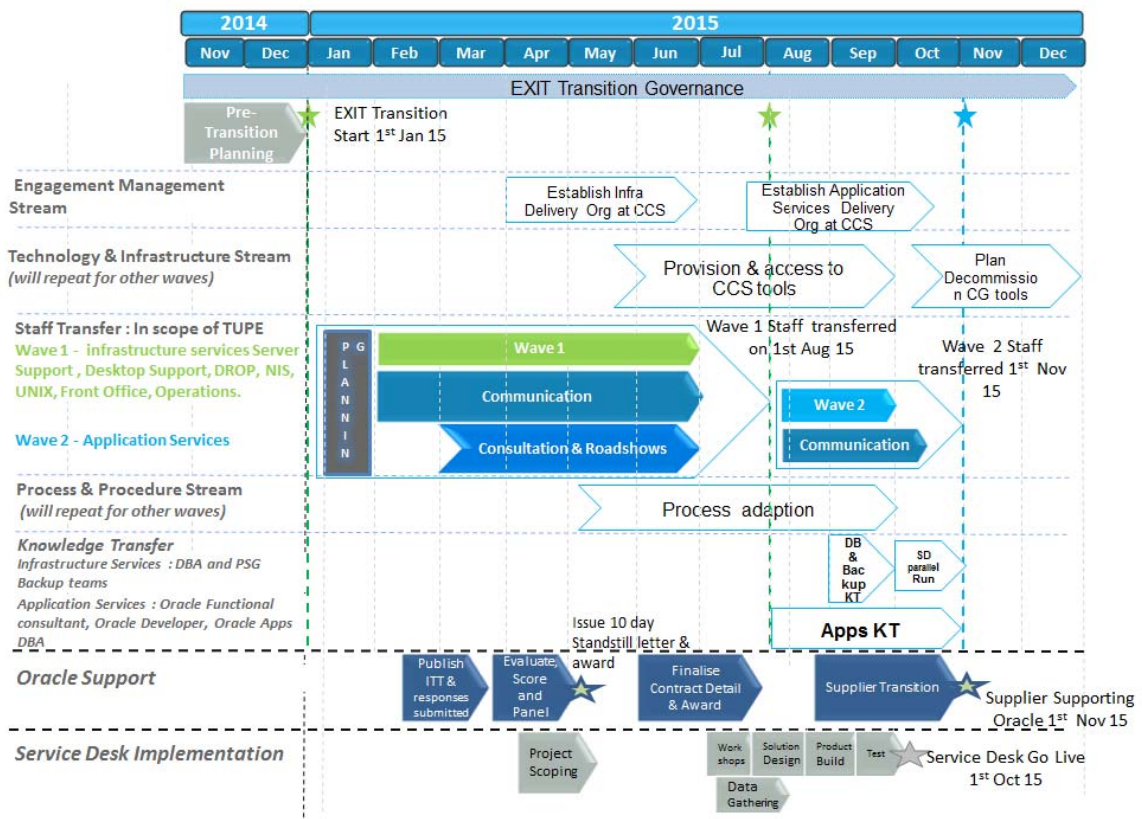
Indicative transition costs were projected at the beginning of the project and these totalled £2,293. Not all costs have been finalised to the nearest penny however final costs are forecast to be in the region of £2,252. A transition budget of £2.293m has been provided as result of a negotiated reduction over the final 5 months of the contract and utilising the existing 2015-16 Capgemini contract budget for January to March 2016.

Resources were captured as part of the PID and plan, identifying staff requirements and estimated duration of involvement. This proved successful, as no further staff were required from the business.

Quality expectations defined within the PID were captured for Users, Capgemini in-scope Staff and ICT Staff.

Expectation	Delivery
Users - There is no service degradation, the transition is as seamless as possible and service improvements will be developed	The transitions were seamless and there were no impact to staff at times of staff and service transfer. ICT portal and password reset have already been delivered as part of service improvements
Capgemini Staff - They are consulted with and given timely information with regards to Pension, TUPE rights, New Service structure and operating model, Single status etc.	Consultation was provided and a working group was set up. Workshops were also arranged to discuss structure etc.
ICT staff receive training on the new Service desk software	Training was delivered as part of the implementation

3. Detail any major approved changes that have impacted the project.

The Project used the DELIVER Project Management Methodology and the Change Management process is described within that.

DELIVER 2.0 is the project lifecycle approach Capgemini uses for all Service Transitions. It is a specific Transition Methodology that identifies distinct streams for transition and is used in conjunction with their Unified Project Management Methodology. As this was a transition project and Capgemini have the expertise this was considered the best approach to use.

No Changes were raised as part of the project.

4. Risks and Issues.

4.1 Provide a review of any major risks and issues that affected the Project

Risk Management was performed in accordance with CCS Risk Management process and aligned to Capgemini's DELIVER methodology. The CCS Exit Transition Manager was responsible for recording and managing project risks for CCS and the Capgemini Exit Transition Manager was responsible for recording and managing project risks for Capgemini.

Risks and Issues were tracked on a register. The major risks and issues reported to Board are as follows:

4.2 Major Risks and issues

Ref	Risk	Comment/Action	Status
1	IF: Contract Change Note (CCN) is not agreed between Capgemini and the City and County of Swansea THEN: transition will be aligned to contractual dates.	The CCN was for the main contract and NOT for transition. However CCN was required or mandatory to agree and kick off transition earlier than contractual timeline. CG did take some time in preparing this document in line with the Contract. CCS obtained legal and Financial review and agreed within timescales.	Closed
2	IF CCS team or a new service provider do not secure skilled staff for Knowledge Transfer activities as planned THEN it will impact Exit transition timeline	Initially the areas of concern were SQL and Infra DBA support. However resources were identified to carry out this support and also training requirements for the role. Training was conducted and so this did not impact the Knowledge transfer activities or timelines.	Closed
3	IF: some of the In scope TUPE staff may not join council THEN: Additional KT sessions	Some members of staff did not transfer back to CCS, however before leaving	Closed

	planning may be required	Capgemini we ensured they transferred knowledge to those colleagues who would be returning thus mitigating the risk and cost.	
4	If Axios do not deploy resources for Service Desk Implementation in time THEN it may impact SD go live	There was a delay with Axios deploying resource; however the consultant supplied was highly experienced. The plan was produced and CCS ensured the correct resources were identified and assigned to the project. All CCS staff were committed and worked really hard to ensure timescales were met.	Closed
5	IF: CCS do not acquire additional SQL resource in time THEN: SQL resource on boarding will be delayed and may impact quality of services	IBC HoS has been working with NPT to establish a collaborative approach between NPT and CCS. NPT provided SQL resource for CCS.	Closed
6	IF: CCS operational teams do not have bandwidth to participate sufficiently in Axios Service Desk implementation then it will impact Service Desk implementation timeline	This was monitored closely and regular meetings held with team leaders to identify pinch points. The Operational team worked exceptionally hard to ensure delivery	Closed
7	Two BT links are connecting Civic center and Guildhall and if BT Link contract is not novated to council by 31.12.15 then the connectivity between two premises may get lost	The criticality of Links was highlighted to BT- CCS account manager and she acknowledged the same. BT-CCS Account manager created the links novation document and this has been signed off by CCS. BT provided contract	Closed

Ref	Issue	Comment/Action	Status
		novation document to CG. CG reviewed the document and provided feedback to BT. BT to respond. The contract has been signed by the 3 parties, Capgemini, CCS and BT.	
1	Oracle Licence agreement is in Capgemini's name and so Oracle need to release a new agreement to CCS for both parties to agree a change of name on the licenses. The licence agreement did not reach Oracle by the deadline date 31st August. It is not clear at this moment if Oracle will change the date and will send back the document or will start the entire process again. Capgemini Procurement dealing with Oracle and will Inform CCS asap.	Oracle had to reissue the agreement, however the CCS Oracle team Leader spoke with Oracle and they agreed to reissue the original agreement with an extended date and not re start the whole name change process.	Closed

4.3   Outstanding Risks and issues

None

5.   Transition Acceptance Criteria

Transition Acceptance Criteria tracks the milestones and deliverables within the service transition lifecycle that demonstrates we are ready and tested for GO LIVE of the service(s). Most milestones and deliverables within a service transition are managed by the appropriate work stream. It is in the Transition Acceptance Criteria that they come together for integrated tracking to provide the confidence to all that the service is 'good to go'. It tracks that the people have the knowledge to deliver the service, the processes work across all groups and are understood, and that the supporting tools work and are accessible for use by those who need to use them.

The Criteria is shown below.

WORK STREAM	TASK	APPROVED BY	AGREEMENT DATE	Criticality to		%	STATUS
Engagement Management Set-Up	**Milestones**						
Engagement Management Set-Up	Establish Service Delivery Organization	Jo Harley	31/07/2015	High	G	100%	*Agreement is CCS internal agreements*
Engagement Management Set-Up	Setting Operating Model and Reporting	Jo Harley	31/07/2015	High	G	100%	*Agreement is CCS internal agreements*
Engagement Management Set-Up	Establish Service Level Management Reports	Jo Harley	31/07/2015	High	G	100%	*Agreement is CCS internal agreements*
Engagement Management Set-Up	Support and Client Contact lists updated	Jo Harley	31/07/2015	High	G	100%	*Agreement is CCS internal agreements*
Engagement Management Set-Up	**KEY DELIVERABLES**						
Engagement Management Set-Up	Detailed services scope for Day 1 Service Commencement	Jo Harley	31/07/2015	High	G	100%	*CCS Team leaders had meeting with staff for the Day 1 activity*
Engagement Management Set-Up	Service Operating Model Published	Jo Harley	31/07/2015	High	G	100%	*The Operating model was published on portal*
Engagement Management Set-Up	Service Reporting Timetable and Reports	Jo Harley	31/07/2015	High	G	100%	*CCS will have their own set of tools and reporting mechanism*
Engagement Management Set-Up	Operational Phase Governance structure	Jo Harley	31/07/2015	High	G	100%	*Its available with CCS*
Financial and Contractual	**Milestones**						
Financial and Contractual	Review and agree existing billing(Invoicing) process	Sarah Topliss	15/03/2015	Medium	G	100%	*Existing billing processes to be followed*
Knowledge Transfer	**Milestones**						
Knowledge Transfer	Formal Knowledge Transfer complete	Sarah Topliss	02/11/2015	Medium	G	100%	*30/10: Infra Oracle and Oracle EBS KT completed 01/10: Infra : Backup and SQL DBA KT completed. 4/09:In progress : Backup and SQL DBA KT started in September. Oracle DBA (Infra) KT to start in October .APPS KT to start on 14th September.*
Knowledge Transfer	KT Acceptance and signoff completed	Sarah Topliss	02/11/2015	Medium	G	100%	*02/11: Oracle EBS and Oracle Infra KT complete 01/10: KT completed for Backup and SQL DBA*
Knowledge Transfer	**KEY DELIVERABLES**						
Knowledge Transfer	Knowledge Transfer Plan (Knowledge Aquistion Plan)	Sarah Topliss	15/10/2015	Medium	G	100%	*15/10: Oracle Infra KT plan agreed 11/09: Oracle EBS plan agreed. 06/09: KT Plan agreed for SQL and Backup. New supplier proposed Apps KT plan on 9th Sep the first week plan finalised. Oracle (Infra) – CCS is identifying KT receiver.*
Knowledge Transfer	Transfer documents to Knowledge Repository	Sarah Topliss	22/10/2015	Medium	G	50%	*02/11: CCS has identified and are purchasing Office 365 as document management tool. The new folder structure is in place and target completion is 31-Jan-2016.Action Item is open to track to closure. 01/08: CCS has transferred SharePoint documents . For Teamforge POC is in progress by CCS. Outstanding item is detailed in section 4.*
Knowledge Transfer	KT Progress Reports (On Sharepoint)	Sarah Topliss	30/10/2015	Medium	G	100%	*02/11: KT for Backup , SQL and Oracle Infra DBA was tracked on Knolwledge Aquasition plan. For Oracle EBS KT Plan was tracked by Infosys and reported on weekly basis. For Back up KT : tracking progress is not applicable. For Apps :All documents are on teamforge and new supplier to track KT.*
Process and Procedure	**Milestones**						
Process and Procedure	Local process work instructions are in place for all incidents.	Sarah Topliss	30/10/2015	Medium	G	100%	*30/10: All instructions are in place for Day 1. 01/09: In Progress : This will be in place by 1st October.*
Process and Procedure	Process, Tools and Training Material complete (New Staff)	Sarah Topliss	01/10/2015	Medium	G	100%	*01/10: All process training completed. 15/07:SQLTraining completed. Tools training in progress. (CCS adopted train the trainer concept for Tools training)*
Process and Procedure	**KEY DELIVERABLES**						
Process and Procedure	Process and work instruction set for day 1 service	Sarah Topliss	30/10/2015	High	G	100%	*30/10: All training completed*
Process and Procedure	Educated support team for Day 1 process set	Sarah Topliss	01/10/2015	Medium	G	100%	*01/10: All staff trained for Day 1 Processes*
Staffing and HRM	**Milestones**						
Staff Transfer	General onboarding/induction complete	Sarah Topliss	29/10/2015	High	G	100%	*29/10: General onboarding completed.*
Staff Transfer	Movement to CCS Locations (application staff)	Sarah Topliss	29/10/2015	High	G	100%	*CCS Facilities provided transfer date - 29-Oct-2015*
Staff Transfer	Staff Transfer Completed (Payroll prespective)	Sarah Topliss	31/10/2015	High	G	100%	*All staff transfer complete*
Staffing and HRM	**KEY DELIVERABLES**						
Staff Transfer	Wave 1 Staff transfer complete	Sarah Topliss	31/07/2015	High	G	100%	*First staff transfer completed*
Staff Transfer	Wave 2 Staff transfer complete	Sarah Topliss	31/10/2015	High	G	100%	*Second wave staff transfer complete*
Technology & Infrastructure	**Milestones**						
Technology & Infrastructure	CCS - tools Setup and ready	Sarah Topliss	30/09/2015	Medium	G	100%	*30/09: CCS tools setup and ready*
Technology & Infrastructure	Hardware - Setup of Desktops, Desks, setup and ready for CCS staff and RC	Sarah Topliss	27/10/2015	High	G	100%	*27/10: Everything available and arraged*
Technology & Infrastructure	Connectivity - Setup at CCS/ RC End	Sarah Topliss	15/10/2015	High	G	100%	*15/10:Connectivty established*
Technology & Infrastructure	CCS Support Team and RC Access Setup	Sarah Topliss	15/10/2015	High	G	100%	*15/10: CCS Support team and RC have required access*
Transition Governance	**Milestones**						
Transition Governance	All Transition Documents uploaded onto Common Repository			Medium	G	80%	*30/11: all documents will be uploaded onto common repository by 23-Dec. Outstanding item is detailed in section 4.*
Transition Governance	Transition Plan signed off	Project Board	05/03/2015	Medium	G	100%	*Signed off*
Transition Governance	Project Initiation document / PGP complete	Project Board	05/03/2015	Medium	G	100%	*Signed off*
Transition Governance	RACI agreed and published	Project Board	05/03/2015	Medium	G	100%	*Signed off*
Transition Governance	Transition Kick-off Completed	Project Board	05/03/2015	Medium	G	100%	*Signed off*
Transition Governance	**KEY DELIVERABLES**						
Transition Governance	Project Governance Plan	Project Board	05/03/2015	High	G	100%	*Signed off*
Transition Governance	Transition Plan	Project Board	05/03/2015	High	G	100%	*Signed off*
Transition Governance	Risk & Issue Log	Project Board	05/03/2015	Medium	G	100%	*R&I Template agreed and signed off*
Transition Governance	Change Control Log	Sarah Topliss	03/11/2015	Medium	G	100%	*No Change log for Transition project applicable.*
Transition Governance	Readiness Assessment (by stream)	Sarah Topliss	30/10/2015	High	G	100%	*31/10: Wave 2 completed 26/10: ORA for wave 2 Prepared 14/09: ORA for wave 1 completed ORA for wave 2 to be prepared*
Transition Governance	Transition Acceptance Criteria agreed	Project Board	05/03/2015	High	G	100%	*Signed off*

6. Benefits

6.1 Review any early benefits that have been achieved to date.

A number of benefits were identified in the PID and the following have already been achieved.

CCS ICT Service Desk implemented.

The user portal and password reset have been implemented to enable self service options. The self-service element of the service desk follows the principals of the business support commissioning review. This will also support the approach to demand management for those services which may use the same system in the future, e.g. other internal customer contact.

Out of Hours Support

There are reduced costs for out of hours support maintenance as these are delivered either through the use of flexi time or standard overtime costs and not the contract rate card which Capgemini apply to these services which was significantly more expensive.

Enhanced Flexibility

The in-house service has been restructured to provide a more flexible ICT Service. The Council would be in control of all the resources and could therefore manage those resources more effectively. Now all the staff have transferred, plans are being put in place to cross train teams to create flexibility in resource management. This has already been demonstrated in the recent electrical work and subsequent disaster recovery as staff that transferred worked long hours before, during and after the changes, sometimes until the early hours of the morning. If the contract were still external the remedy would have been very costly for the Council and in all likelihood would have taken longer to resolve with the previous supplier.

Collaboration

The Council is in a better position to collaborate with other organisations and reduce costs for the Council. ICT is now working with NPT to provide shared resource in some areas and aligning future developments. This level of innovation would not have been possible under the Capgemini contract without incurring significant cost.

ICT Cost Savings

Savings identified in the MTFP will be delivered in April 2016. These are:-

RAG Saving 2015/16 – Project Management	£-58
RAG Saving Target 2016/17 - Cap Gemini Unitary Charge	£-1,136
RAG Saving Target 2016/17 - ICT Investment Fund	£-40
RAG Saving Target 2016/17 - Research & Information	£-79
RAG Saving Target 2016/17 - Oracle Systems / Proposals	£-192
Total	£-1,505

Another benefit that was not previously identified but has been realised is that unknown skill sets of the transferred staff have been utilised in forming the new service delivery plans for the ICT digital strategy. These skills will also be used to help deliver the ICT elements of *Sustainable Swansea – Fit for the Future*. Cross training of these skills is being undertaken to improve ICT service delivery. This has improved morale across the teams.

6.2   Identify future expected benefits the Project will bring.

Further benefits, as was described in the original PID:-

Support & delivery of Council objectives

The ICT Digital Strategy was approved in November 2015 which supports Sustainable Swansea and Council priorities. The ICT team are working on a delivery programme to ensure ICT can support and deliver the Council Objectives. The new team and roles in the new ICT structure provides more skills and competence to deliver the ICT Digital programme. This is key in supporting the Councils Commissioning review outputs as ICT is an enabler to this transformation and saving.

Improved ICT Service

There are a number of areas where services can be delivered differently to provide an improved service. These have been considered following the key user consultation and will be reviewed in early 2016 to embed in the new service.

Flexible Procurement

An in house managed service would offer more flexible procurement of goods and services using existing Government Frameworks and would lead to increased savings on hardware in particular. ICT are working with procurement to ensure that flexible, value for money frameworks are in place for any future ICT requirements.

Oracle Support

Ability to develop the Oracle eBusiness Suite due to a new support contract as the contract provides create bandwidth in resources and skills. With the new Oracle Support

contractor the Council will be utilising them and the in house staff to ensure that developments and day to day support is enhanced with a greater resource pool.

7. Analyse the procurement strategy used. Did it achieve the desired outcomes and were there any undue delays which could have been foreseen in the planning stages

The procurement strategy was effective and the project used the Crown Commercial Services Enterprise Application Support Services framework to procure Oracle support.

All suppliers on the framework were invited to attend an open day on 17th February to discuss the draft specification. This was to ensure that the Council had included everything and to provide recommendations on what could be included to ensure a high quality service.

Using this framework significantly reduced the timeframe for the procurement but added a level of assurance and quality.

Assurance was provided by a specialist Gartner Analyst. They confirmed that the scoring matrix and process was robust and they rated highly the successful supplier. They also provided further recommendations for the Council to follow during the standstill period.

There was a delay with contract award and that was due to the fact that CCS did not feel that the framework agreement contract was robust enough and so work was undertaken to revise. This however, did not affect overall project timescales and provided an enhance contract agreement for CCS.

As part of the project, a full review of all contracts and support systems that Capgemini had procured, was undertaken. This meant some contracts were novated to the Council and others recommissioned or newly procured by the Council depending of the outcome of the review of the contracts in place. In the future the Council is responsible for ensuring that the correct support and systems contracts are procured to enable the Commissioning of IT services.

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8.   Assurance

External advice and assurance has been provided by Gartner. This has taken the form of conference calls with advisors on the approach to in-house sourcing, advice on best practice operating models and how to create this from information from the business and best practice templates.

Gartner also reviewed the draft Exit Plan which was provided by Capgemini and agreed that it covered the areas required.

Gartner provided valuable input by reviewing and providing assurance on, the detailed transition plan and also reviewed the Oracle Procurement process and selection. They confirmed that the scoring matrix and process was robust and they rated highly the successful supplier.

9. Outstanding Actions

The table below details any unfinished activities that need to be handed over to the business:

ID#	Date Raised	Description	Assigned to	Status (Open, In Progress, Closed)	Date Update Expected or Completed	Issue Resolution, Action Taken or Decision Made
1	29.10.15	The documents stored in Capgemini's Teamforge are held in a specific folder structure which has been maintained throughout the service to Council. Infosys have requested that the provision of these documents stored in Teamforge be in a different folder structure. However due to the time sales involved it is not possible to provide all of these documents in the requested folder structure. As a result Infosys have requested that the SLA, as detailed in their contract with council, is put on hold. Infosys have also informed CCS that the copy of the Teamforge information will not copy into the CCS solution of Office 365 and it will be a manual task of moving each doc to the correct location.	CCS	In Progress	31.01.16	CCS has a copy of all CCS application services documents from Capgemini Teamforge. CCS will task someone with moving the documents into a preferred structure for Infosys. CCS transferred staff can work with Infosys to identify the documents for customisations and personalisations where they exist. Where they don't the team will work together to produce them for reference going forward.

10. Key Learning Points

Lessons learned have been undertaken and the key learning points are:

- The governance structure must be clearly defined from the outset to ensure all parties are clear on roles, responsibilities and boundaries and identify all resources at the earliest opportunity.

- Ensure the project requirements are clear from the outset.

- Take time to undertake detailed planning up front and ensure the plan is achievable for CCS and the approach is suitable for CCS

- Undertake a stakeholder workshop early on and produce and apply effective stakeholder and communication plans. Ensure stakeholders are engaged effectively and that buy-in and commitment is evident