REVIEW OF THE ICT CONTRACT

1 PURPOSE OF REPORT

1.1 This report is an interim report and contains the Members of the Review Committee project team's observations on the information provided to them during their review of the Council's ICT contract.

2 INTRODUCTION

2.1 The topic for review was first suggested during the last municipal year and the first meeting of the team took place in March 2017. Since then a further two meetings have been held, during which time the ICT contract has moved from Capita (old supplier) to Eduserv (new supplier). Minutes of these meetings are appended to this report.

3 GENERAL

3.1 ICT at Rochford District Council (RDC) was outsourced to a company called Capita who were based on site and acted as if they were RDC's technical ICT section. Capita were responsible for installation, support, maintenance and removal of all hardware and software as defined within the contract. They were also responsible for the network and infrastructure. All of the hardware and software is owned by RDC.

3.2 This contract ran out in March 2017 and there has been a transition period where the responsibility for some parts of the service (network and infrastructure) has been transferred to the new supplier, Eduserv, and the day to day support of the system has been brought back in house.

3.3 RDC also has support/maintenance agreements and licences for specific software (for planning, environmental health, etc.) and hardware with a number of third-party companies.

3.4 As part of the new contract with Eduserv the Council's ICT will be migrated to the Azure Cloud, and then Microsoft Office 365 will be rolled out to users.

3.5 There was no handover of information on infrastructure or scripts from Capita to Eduserv as, under the former contract, this was Capita's property. This has caused issues when running the system, as RDC has had to rely on engineers from other local authorities for support, or pay for assistance from Eduserv. Under the new contract this information is owned by RDC.

3.6 Under the original agreement with Capita the onsite engineer was to be TUPED over to the Council; however, the engineer left Capita prior to the transfer. RDC has had to use other less experienced staff, along with paying other authorities for their staff's expertise, when a need has been identified.

3.7 In addition, it was identified that certain of the Council's third party software was not of a sufficient version that it could be transferred to the Cloud straight

away. These versions of third party applications that RDC uses have had to be brought up to date to allow for migration to the Cloud to take place.

3.8 Due to the imminent move to 0365 it has been decided not to spend too much money on current outlook problems although, with the help of Eduserv, the IT team have managed to resolve some of these issues.

3.9 The use of the "Good" software to allow mobile devices and tablets to access Council emails was to meet Cabinet Office requirements on security. With the introduction of Microsoft Office 365 the use of this software is not required to access emails and the project team were concerned that this still met Cabinet Office requirements.

3.10 The Data Centre move was agreed at Council on 25 April 2017 and took place on 29 September 2017. The migration to the Cloud is being carried out under the original agreed contract terms. Originally, the Azure migration and move to 0365 were set to take place by 1 April 2017 and the dates for these have now moved to July 2018.

4 CRIME AND DISORDER IMPLICATIONS

4.1 None.

5 ENVIRONMENTAL IMPLICATIONS

5.1 None.

6 PARISH IMPLICATIONS

6.1 None.

7 EQUALITY AND DIVERSITY IMPLICATIONS

7.1 None.

8 RECOMMENDATION

8.1 It is proposed that the Committee **RESOLVES** to note the work of the project team to date.

If you would like this report in large print, Braille or another language please contact 01702 318111.

Appendix

Review of the ICT Contract

Attendees

Cllr J R F Mason
Cllr R MIlne
Cllr J E Newport
P Gowers – Overview & Scrutiny officer

Apologies

Cllr C M Stanley

Date 28 March 2017

Started - 7.30pn
Finished - 8.30pm

The team decided to concentrate on looking at the Council's Telecom system to start with whilst the new IT supplier was taking over from Capita and introducing the new systems.

Members of the team were advised that the Executive approved the purchase of a Mitel 3300 phone system from Daisy Communications via the Daisy Updata Communications (DUCL) contract tendered by Essex County Council, on the 11 September 2013 and copies of the exempt report would be made available to them.

The team raised the following questions relating to the Council's Telecom system:-

What is the specification and structure of the phone system?

Is the system hosted internally or externally?

Who is the contract with for calls and what is the tariff?

How many calls, and from what sources, does the Council receive over a 24 hour period?

When does the telecom contract expire?

To assist with the review the team would like to see a copy of the contract and the service level agreement. They would also like to see the call volume logs for the Council's call centre.

The team requested that the information requested be supplied before the next meeting and then the relevant officer attend the meeting to discus them.

In respect of the IT contract the team took comfort in the fact that the implementation was being overseen by the Managing Director, an Assistant Director and the Portfolio Holder. They felt that they could therefore just monitor the implementation by monitoring the milestones in the project plan and having sight of the risk register for the project.

In addition they wished to have sight of a copy of the new contract and a copy of the service level agreements relating to the contract.

It was agreed that the next meeting of the group would be arranged after Annual Council.

Review of the ICT Contract

Attendees

Cllr J R F Mason
Cllr R Milne
Cllr J E Newport
Cllr C M Stanley
D Tribe – Assistant Director Transformation
P Gowers – Overview & Scrutiny officer

Date 25 October 2017

Started - 7.30pn
Finished - 9.10pm

Discussions took place about the telephony system and also the current and future changes to the ICT system and the following was noted:-

The telephony system that the Council has allows other support services to be purchased and bolted on such as Skype for business, and a call routing system. These types of system will help the Council both internally and externally.

The telephony system sits outside of IT at the current time but it is hoped to bring the two together in the future and this will be a further project when the migration project has finished.

Currently the migration to the Cloud is the most important project and this will be followed by the move to 365 and then the skype for business project.

The Authority is looking at its IT and Telephony in a focused way and looking to prioritise the various projects that will come out of this and getting the right people involved.

Customer Services are not quite a call centre although they do aim for first call resolution and they handle the Revs and Bens calls which can take longer to resolve. They are broken up into groups, street scene, Revs & Bens, planning etc although they are all trained across all the roles. The supervisor can look at the number of calls from her screen and allocate resource as call volumes fluctuate. There are two large screens in the section and the supervisor can put up messages if known problems in the district.

The telephone agents within the Customer service team are not given targets as it is felt that the quality of the call is the most important thing. The aim is for first call resolution with a longer term goal to get people not to call by providing other channels in which they can contact us such as webchat, online interactive forms as well as through the Rochford website. The recently introduced web chat facility has proved very successful with a number of compliments about how it is used

Discussions continue with service areas to agree objectives for customer services along with trying to reduce the number of calls received.

Depending on what a resident is phoning about (especially if the call is of a more technical nature) calls may be handed off to the relevant section. . The authority does not have a Customer relationship management (CRM) system but they use the document processing system which has workflow, and the back office systems to record information.. AD Transformation has already started to look at different options to improve the customer experience and to further automate processes

The possibility of using bots will be explored and this may come from the planned business process re-engineering/Lean Systems thinking but these types of solution are expensive.

The Assistant Director Transformation had taken the opportunity at the recent budget away day to set out the vision she has for the authority around cultural change and to look at the processes and how the authority works. This is early days for this and will take a number of projects before the authority can achieve some real tangible results..

The authority has sweated its IT assets for a number of years and it is a question of identifying improvements that will assist service delivery. Key staff are being identified to work on the forthcoming improvement projects.

The new strategic director is keen on the BPR & lean message to achieve transformation and cultural changes and recognises that this will come from getting the right skills within the ICT team

Eduserv are a Managed Service Provider (MSP) but do not support our applications. Capita did support some applications but the majority had third party support.

There is one person providing support and when required ex Capita staff working at other local authorities are being used for their experience.

Currently there are vacancies for a Service Desk support role and a Business Relationship person who will take on projects work with Eduserv and work closely with Business areas.

The majority of our systems will be migrated into the Cloud by the 1st January 2018 and Eduserv are currently working on a detailed project plan with milestones.

Following a recommendation from Eduserv the move to Office 365 has been put on hold until after the migration to the Cloud. This was to avoid complicating the data moves and the impact that it will have on resources from the authority's side.

The Assistant Director Transformation will be meeting with Eduserv on the 2 November to discuss Azure migration finalise the SLA, look at the management reports for calls and to discuss Office 365, migration

There is an SLA with Eduserv relating to the tender process and the authority is currently evaluating what parts need to be covered 24/7 and which parts could be covered between 8.00am and 6.30pm. This will be discussed at the meeting of the 2 November.

Not part of the contract for Eduserv to come out onto site to repair infrastructure.

Eduserv have looked at systems that had been patched by Capita and now sorting out issues. They are working on systems to make them more stable.

Function of system should be more stable as they move things into the cloud

During migration Eduserv are documenting the new systems that they are creating.

Next meeting scheduled for first couple of weeks in January and will include:-

1. Update on where we are at
2. Idea of Management teams views of the vision (an invitation to be extended to the new Strategic Director)
3. Migration to the cloud status report

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Attendees

Cllr J R F Mason
Cllr C M Stanley
Cllr J E Newport
Cllr G Ioannou
D Tribe – Assistant Director, Transformation
P Gowers – Overview & Scrutiny officer

Apologies

Cllr R Milne

Date 15 February 2018

Started - 10.00am
Finished - 12.20pm

Discussions took place about the current and future changes to the ICT system and the following was noted:-

The migration to the Cloud (Azure) is going quite well with a number of servers and their contents already transferred over by Eduserv. We now have for the first time a full asset register of our software applications including the provider and which versions we are using.

Data storage has been an issue with photos and pictures taking up a significant amount of space on our G: and L: drives staff have been going through deleting these but there is still work to be done. The use of email as a means of storage has also caused issues, the 0365 and Sharepoint projects will allow for us to put controls to be put in place to better manage storage of data.

The Civica software allows storage of documents but Legal uses its own case management system. Staff have been requested to not store information they don't need. With the introduction of GDPR there is a risk of staff storing people's personal details on their personal drives.

The Barracuda email archive system has been broken for the last year which has been an ongoing problem with Capita. Moving forward staff will be given alternative means in which to store their documents as attachments to emails should not have been filed within outlook. Once Members have 0365 they will have other storage solutions which will allow them to save email attachments when necessary.

The introduction of the Good software to keep emails secure was as a result of a Cabinet directive, Members expressed concerns about whether the functionality of 0365 would still meet the Cabinet requirements.

The Data centre move was agreed at Council on 25 April 2017 and took place on the 29 September 2017. The migration to the cloud is being carried out under the original agreed contract terms. Originally the Azure migration and move to 0365 were set to take place by 1 April 2017 and the dates for these have now moved to July 2018.

Concern was expressed that in recent budget papers it showed that the 6 months extension payments to Capita were being capitalised. It was felt that all operational costs should be revenue.

The cost of using Eduserv is £9K per month and this will not increase once we have migrated to the Cloud. The migration work's payment profile is linked to agreed milestones with the first payment due in February 2018.

It is RDCs responsibility to migrate staff and Members on to the 365 platform.

The original intention was to TUPE a member of staff from Capita to be our service desk but as the intended individual left prior to the expiry of the Capita contract a new member of staff has been recruited. No documents were received from Capita and no handover took place when the transfer between suppliers took place.

RDC do not have on site support from Eduserv and they do not support the applications that we use as most of this support comes from the third party software suppliers themselves. It is necessary to raise a change request and pay them should we need their assistance although they have supported us free of charge for some issues that have occurred.

Due to the imminent move to 0365 it has been decided not to spend too much money on current outlook problems although with the help of Eduserv IT have managed to resolve some of these issues

RDC are currently using an old version of the Civica Comino software and this will need upgrading prior to migrating to the Cloud. If something goes wrong with the software application Civica will dial in to fix the problem but as has been the case if there is an issue with the scripts (previously written by Capita) which integrate with our other systems the resolution is for RDC to solve. Under the previous contract all scripts written by Capita were their property and so we were not given any details of them at the end of the contract.

Under the new contract all scripts are owned by RDC.

At the current time Capita are still obliged to give assistance to us if we pay them but a decision has been taken not to go down this route. There are a number of

outstanding invoices due for payment which amount to £106k but we have negotiated this down to £75k.

RDc are members of the Essex online partnership and can use the talent pool from this source with issues that might be encountered.

The move over to 0365 for Members is being handled by the RDC IT Service Desk and Members are asked to bring their Ipads into the Council where they will be reconfigured.

In the case of those Members using their own device they will be issued with instructions enabling them to move over to 0365. If a Member wants to load this on their phone then instructions will be supplied but the Council's officers will not load 0365 on phones for Members.

The aim is to cease to use of Good and make a cash saving.

Currently trialling Chrome Books at present to assess whether they could replace the Member Ipads in the future.

Since September there has been a monthly report detailing up time for the servers. RDC have 80 servers and the target is for them to be up 99.7% of the time. In September, 16 of the servers fell below target and a number of these servers were attached to the Civica system. Some of the problems were down to patching and the schedule has been changed so it will not affect users of the system.

In January there were very few servers below the target.

When an application fails it can be the software supplier rather than Eduserv who have to fix it and the SLAs with the software suppliers are now being controlled better as we have a more direct link with the suppliers rather than through Capita.

If a major incident occurred the Council run IT Service Desk would operate to the same SLA fix time as Eduserv.

A new member of staff has been recruited to support the IT Service desk and they are working towards improving the communications for the users.

Penetration testing is about to take place as part of the PSN work on a full audit was undertaken in 2016 which was then reviewed in 2017. The IT Health Check is due to take place in the next couple of weeks with results being advised in mid march at which time the issues will be looked at and resolved.

Actions

1. To confirm that 0365 meets the Cabinet office requirements as to security of emails etc.

2. To confirm with the Cabinet Office that the android system meets their security requirements.
3. Confirmation regarding whether the payments to Capita have been treated correctly and whether they are Capital or Revenue.