

Post implementation review

Purpose of document

The purpose of this document is to formally close a project and assess the effectiveness of the project against the deliverables.

Name of project :- Wi-Fi
Project objectives:
<ul style="list-style-type: none"> July 2015- Roll out public Wi-Fi solution across The Grange and Oliver Cromwell's House.
Management processes (what processes were used to support the success of the project?)
<ul style="list-style-type: none"> Initial scoping of the Councils needs regarding public Wi-Fi access carried out by ICT Principal Officer. ICT Principal Officer researched benefits of hosting CAMB Wi-Fi service over provision of in-house Wi-Fi solution. In house solution would have cost £000's year on year to support and maintain whereas CAMB Wi-Fi is £500 year on year managed service. Funding sourced from Capital Programme estimated at £20k and project delivered under budget at £19,200. Project managed by dedicated ICT Technical Officer who liaised with Virgin Media Business in the delivery of the project and assisted in the implementation of the solution. Procurement carried out under the existing CPSN Framework Agreement and Wi-Fi services ordered from the CPSN Service Catalogue. User Acceptance Testing carried out by ICT and reported defects back to VMB for rectification. Project signed off by Principal ICT Officer after full acceptance testing carried out and verification from ICT Technical Officer in charge of project.
What went well?
<ul style="list-style-type: none"> Tidey Electrical Services installed all cabling, brackets and an additional comms cabinet at OCH in a very professional and discreet manner causing very little disturbance to the Councils working day. ICT Technical Officer (Steve Garlinge) chased VMB as necessary and escalated the various issues up to the Principal ICT Officer for resolution and followed up the necessary actions in a speedy and professional manner. The provision of the Wi-Fi service was very quick and efficient once the infrastructure was in place and VMB accommodated an unscheduled reboot of the main ECDC router out of normal office hours to initiate the Wi-Fi service for testing the next day.

What went badly?
<ul style="list-style-type: none"> • Procurement of the service was problematic due to VMB's failure to understand the local procurement guidelines ECDC have to abide by to maintain a transparent process. This was eventually resolved and has been flagged through the CPSN Partnership Board to be improved for future procurement exercises.
What resources were lacking which would have supported the project?
<ul style="list-style-type: none"> • Dedicated procurement officer due to problematic processes and VMB not understanding ECDC procurement guidelines.
Abnormal events causing an impact on the project
<ul style="list-style-type: none"> • Equipment was delivered to site un-configured and resulted in the project being further delayed whilst the equipment was sent back to VMB to be configured before being returned to ECDC for installation. • There was an unnecessary delay in the ordering of the Wi-Fi equipment which further delayed the project. Once the infrastructure was in place it was understood that Tidey Electricals would be installing the Wi-Fi equipment at the same time. This was not the case. The equipment was only ordered once the infrastructure was in place. This has also been brought to the attention of the CPSN Partnership Board.
Assessment of processes and project management methods
<ul style="list-style-type: none"> • Due to the project commencing prior to the start date of the Transformation Programme it was agreed that there would not be a need to undertake the work within a formal project management process. However the Programme Manager was copied in on all pertinent emails between VMB and ECDC where a delay in the project delivery date was impacted.
Recommendations
<ul style="list-style-type: none"> • To ensure that there is a robust service level agreement/contract with external service providers to help reinforce their responsibilities.