

Committees: Corporate Project Board IT Sub Projects Sub		Dates: 15 October 2018 02 November 2018 07 November 2018
Subject & Project Title: End User Device Refresh project Report of: The Chamberlain Report Author: Kevin Mulcahy – Assistant IT Director – Projects and Programmes	Unique Project Identifier: 11577	Outcome Report Approval Route Regular

PUBLIC

Summary

- Gateway1/2 Gateway paper approved by committee in July 2015.
- Gateway 4/5 paper approved by committee in January 2016 with a project budget of £3,096k.
- Project completed in March 2018. The outcomes delivered by this project included;
 - Replacement of 2100 desktop devices over 4 years' old resulting in 400 new PCs and 1700 new laptops being deployed
 - Design and deployment of a brand-new desktop operating system based on Windows 10 and Office 2016
 - Deployment of Microsoft's integrated remote access solution, Direct Access, allowing secure access from a CoL device to the network from any location
 - Replacement of approx. 200 aged, small monitors with new, more energy efficient 24" models
 - Deployment of approx. 1300 docking stations, supporting shared/hot-desk operation
 - A managed catalogue of software products rationalised from over 3000 items to 324, ensuring the latest versions are common to all users and redundant or duplicated software items are removed from the estate.
 - Licence management improved, significantly reducing the organisation's risk of non-compliance.
 - Creation of a new self-service software portal to allow staff to download selected software
- The spend against the approved budget of £3,096k is £2,978k.

Recommendations

1. It is recommended that the lessons learnt be noted.

2. It is recommended that the unspent hardware budget is used to refresh further aged devices.
3. It is recommended that following the purchase of the additional hardware, that the project is closed.

Main Report

<p>1. Brief description of project</p>	<p>Implementation of a fully managed desktop environment based upon Microsoft Windows 10: Office 16; Direct Access; Skype for Business (instant messaging, presence, video); and the environment be enabled for future cloud services.</p> <p>Replacement of an aged desktop hardware estate, to ensure end users' experience a more responsive, reliable and agile working environment.</p>
<p>2. Assessment of project against SMART Objectives</p>	<ul style="list-style-type: none"> I. Implementation of a fully managed desktop – ACHIEVED. The new Windows 10 environment can be managed with minimal deskside visits, meets the latest security standards, and only permits authorised software to be installed. II. Replacement of all devices over 4 years' old – ACHIEVED. All PCs and laptops that were over 4 years' old during the project, have been replaced with new devices. III. Standardization of desktop policies and profiles – ACHIEVED. The policies used for Windows 7 have been completed rewritten leading to a significant reduction in logon & logoff times for users. Inconsistencies and issues with profiles addressed. IV. Application estate rationalised, and a standard suite of software tools provided. ACHIEVED
<p>3. Assessment of project against success criteria</p>	<ul style="list-style-type: none"> I. Replace the immediate ageing (6-year-old) end user devices as a 'tactical' approach. ACHIEVED II. Implement a standardised, modernised, managed service and agile ICT environment. ACHIEVED III. Hardware will be replaced with appropriate role-based devices. The type of device deployed is matched to the organisation's requirements going forward, supporting broader adoption of mobile and flexible working practises. ACHIEVED – significant increase in use of laptops following 'laptop first' principle agreed with chief officers. Over 1700 laptops now in use, compared to less than 200 before the project commenced. IV. A standard monitor size that caters for all business user requirements. This will involve replacing older 18-inch monitors or less with a standard 24-inch monitor. The approach taken on the 24-inch monitor is to reduce the requirement of dual screen across the estate. ACHIEVED - approx. 200 monitors replaced.

	<p>V. A centralised IT catalogue with devices provided to staff from the centre rather than by department. ACHIEVED.</p> <p>VI. Introduction of Windows 10, Office 2016, IE 11 and core applications used by all members of staff which are part of the corporate build. ACHIEVED.</p> <p>VII. A minimum number of devices will be kept in stock which would allow hardware to be swapped thus reducing business and user impact. ACHIEVED – stock levels able to fulfil request due to normal staff turnover. Exceptional requests managed through additional orders to supplier.</p>																
4. Key Benefits	<p>I. End user device estate capable of supporting flexible and mobile working and developing accommodation strategy.</p> <p>II. Application estate reduced from over 3000 software products and utilities, to 324.</p> <p>III. Consistent user experience</p> <p>IV. Improved performance for end users</p> <p>V. Better alignment with other corporate programmes i.e. accommodation</p>																
5. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)	Yes																
6. Programme	The project was completed within the agreed programme																
7. Budget	<p>The project was completed within the agreed budget</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Description</th> <th>Budget £k</th> <th>Expenditure £k</th> </tr> </thead> <tbody> <tr> <td>Project</td> <td>Implementation</td> <td>£1,766</td> <td>£1,765</td> </tr> <tr> <td>Hardware</td> <td>New devices</td> <td>£1,330</td> <td>£1,213</td> </tr> <tr> <td></td> <td>TOTAL</td> <td>£3,096</td> <td>£2,798</td> </tr> </tbody> </table>	Item	Description	Budget £k	Expenditure £k	Project	Implementation	£1,766	£1,765	Hardware	New devices	£1,330	£1,213		TOTAL	£3,096	£2,798
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Final Account Verification	Verified																

Review of Team Performance

8. Key strengths	<ol style="list-style-type: none"> I. Team of specialists worked very well with the IT Division team to deliver a complex, large-scale project. II. Engagement with end users during implementation.
9. Areas for improvement	<ol style="list-style-type: none"> I. Poor quality base data in terms of asset management, user data, and user cases impeded the progress of the programme. II. The absence of IT policies and standards meant that such items needed to be defined by the programme team. III. Transition to support was hampered by a lack of awareness and engagement with operational teams and the service provider.
10. Special recognition	<p>There were many strong contributions from individuals, but the project's success was based on a highly successful team effort from IT Division staff and those from our managed service partner, Agilisys. The IT team has been nominated for recognition as part of the Celebrating Our People Awards.</p>

Lessons Learnt

11. Key lessons	<ol style="list-style-type: none"> I. Considerable effort expended on communications to all staff, using all channels, visits to remote sites, drop-in sessions, intranet articles and materials such as posters, flyers and banners to raise awareness. II. Pace of change caused concern to some departments, although it was generally agreed that the poor state of the existing desktop estate and performance issues with Windows 7 meant a swift resolution was required. III. Training – An extensive training programme was provided, though not all departments were well represented. IV. Uneven experience across some teams, where only some devices within a team were replaced. Where laptops were issued to improve agility, this was limited where only a few received new devices. V. Deployment of new managed desktop was in advance of the IT Service Desk's ability to support all issues. VI. Not all users aware of day/time for device replacements, causing many issues for the
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	deployment team and some end users. This is despite considerable engagement and communications to staff in advance of the change.
12. Implementation plan for lessons learnt	<ol style="list-style-type: none"> 1. Ensure that effort required for communications and change management activity is factored into all future large IT Programmes. 2. Put in place a comprehensive handover from Project to Business as Usual .

Contact

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Appendix 1 – Dashboard Coversheet EUDR