Committees: Corporate Projects Board *[for information]* *Projects Sub [for Decision]* Digital Services Sub *[for information]*		Dates: 17 December 2018 18 January 2019 4 February 2019
Microsoft Licencing and Cloud productivity suite (Office 365)	**Unique Project Identifier:** 117937	**Outcome Report** **Approval Route Regular**

PUBLIC

Summary

[S1] Key conclusions

The Scheme delivered against the core deliverables as set out below. It has provided a significant uplift in the capability of the IT for Corporation staff and Members. Significantly the solution provides greater opportunity for agile working, business continuity and collaboration. Overall the programme was positively received by the user community. Effective working relationships and a "one team" ethos was evident between Corporation IT Division and the as the delivery partner.

The success of the scheme has been acknowledged with the Project having been shortlisted for the Local Government Chronicle Awards.

- Office365 business case with options for on premise and cloud-based solutions.
- Definition of active users and documented analysis of user population
- Definition of user journeys documented and alignment to future requirements for New Ways of Working.
- Phoenix appointed as our Microsoft Large Account Reseller
- 2996 users migrated to O365 Mail
- 2996 users migrated to OneDrive
- 936 users migrated from Good to Intune
- Legacy SharePoint upgraded to SharePoint online
- New Intranet solution deployment on SharePoint online
- Transition to support and supporting KPIs
- Modern platform enabling business collaboration
- The spend against the approved budget of £965k is £963k

[S2] Key Learning and Recommendations

As part of the IT Strategy an Office 365 business case was produced and signed off with Members to move Exchange, SharePoint and user data to Office 365.

Multiple options were analysed, and Office 365 delivered the greatest return on investment at the lowest capital outlay compared to retaining the service on premise or moving to the cloud. Infrastructure to support the Office 365 migration was setup.

Mailbox data and Public folder data was migrated to Office 365. The Exchange, Enterprise Vault and associated data on premise and in IaaS was fully decommissioned.

New SharePoint architecture and configuration implemented. New Intranet implemented and retained content was fully migrated.

All user data was migrated to OneDrive. The new environment created was documented and handed into support.

[S3] Decisions required

Members are asked to approve the content of this Outcome Report, note the lessons learned, and the close the project.

Main Report

Design & Delivery, Variation and Value:	
Design & Delivery Review-	
[1] Design into Delivery	*Did the Design of the project adequately prepare for the Delivery of the project? If not, what elements could have been better designed?* The project followed Microsoft best practice principles. These involved a High level design phase a Detailed design phase, a pre-pilot phase, a pilot phase, and finally a live deployment of the end to end solution.
[2] Options appraisal	*Did the option chosen allow the project to meet the project's objectives and provide long term value?* *Were any compromises or changes made against the options approved (i.e. Scope or time changes)?* The project progressed in line with the recommended option at Gateway 5.
[3] Procurement Route	*If services were procured, what was/were the method(s) used to procure them? (framework, open tender etc.) Did this work or were revisions required.* Implementation services were acquired via the IT Managed Servicers contract with Agilisys, which provided for a complaint procurement process.
[4] Skills base	*Did the City of London project team have the required skills and experience to deliver the project? Were external resources or training required, or new staff brought in?* A project team was established. This was a mix of specialists from the IT Managed Service, as specialised from the retained CoL IT function. CoL provided a client-side lead to work alongside the delivery partner. This approach worked well as was identified as a strength by the external assurance process
[5] Stakeholders	*Were stakeholders engaged and managed well, were they satisfied with the conclusion?* A Chief Officer group provided executive oversight to the programme. Members were also engaged by way of a workshop and regular progress reporting to IT Sub and Projects Sub. Extensive engagement was carried out throughout the project. An active user group set up, with representatives from across the business. Further-more a change manager oversaw a detailed change and engagement plan. This used a variety of media to communicate the change and training aspects. The use of dedicated "floor walkers" to support the roll-out was also well received by end users during implementation. External assurance was also sought from specialised third parties, which highlighted a successful approach to delivery.
[6] Closing RAG rating	

	Project Risk Assessment	*Low*	
	Project RAG rating	*Green*	
[7] Positive reflections	1. The O365 Programme has successfully delivered a much-improved technology platform broadly on time and to budget. 2. The number of delivery issues impacting users appears to have been low for a programme of this type. 3. User engagement and communication was generally good. 4. The Programme appears to have developed considerable goodwill among the business user community. 5. There was strong senior officer and Member sponsorship and engagement with the Programme. 6. A core programme team was established with a mix of internal, supplier and external staff. Joint working was with the Corporation and supplier community was very good. 7. A pragmatic approach was taken to management of the programme, with an appropriate mix of formal process and more agile techniques. 8. There was a strong focus on delivering at pace. 9. Excellent joint working practices were embedded across between CoL and the Delivery partner. 10. This benefited from an able external programme director and strong alignment with the client programme lead.
[8] Improvement reflections	*What didn't work so well within the design and delivery arrangement.* Poor quality base data in terms of asset management, user data, and user cases impeded the progress of the programme. This requires procedures to ensure all assets are correctly recorded and tracked. The absence of IT policies and standards meant that such items needed to be defined by the programme team.
Variation Review-	
[9] Assessment of project against key milestones	*Please provide a short assessment of progress against key milestones, during the project's design and delivery.* The project followed a tested methodology, and utilised specialist on-boarding support from Microsoft. This helped to maintain momentum and enabled a "fast track" resolution to technical issues associated with the migration.
[10] Assessment of project against Scope	There were no significant scope changes required post GW5.
[11] Change	There were no significant scope changes required post GW5.

[12] Risks and Issues	*Did identified risk occur, if so, what was the effect?* *Did unidentified risks occur, what were their impact?* Yes, identified risk did occur, and mitigation plans reduced the impact. For examples failed deployment visits were factored into the resourcing model. Unidentified risks did materialise, for example the level of communications and engagement resource was greater than originally planned for. Management action mitigated any adverse impact on delivery and operations.
[13] Transition to BAU	*Did the project have a clear plan for transfer to operations / business as usual? Did this work well?* A detailed transition plan was defined, and early engagement was undertaken with the support partner. Despite this service transition to support took longer than had been planned for. Early "life support" was provided by the project team. This was in part due to a delay in transitioning support staff to new roles, and the impact of bedding in new operational policies.

Value Review

[14] Budget	

Budget envelope at Gateway 2:	£250k-£5millon

	At Authority to Start work (G5)	At Completion
Fees	£ 965k	£ 963k
Total	£965k	£963k

Licence fees associated with O365 are met through IT Division revenue budget.

*If 'Other' provide a brief note on the contents

Please confirm whether or not the Final Account for this project has been verified.*

*Please note that the Chamberlain's department Financial Services division will need to verify Final Accounts relating to medium and high-risk projects valued between £250k and £5m and all projects valued in excess of £5m. All Final accounts which exceed £50,000 in value will be subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department, regardless of whether the overall risk of the project has been assessed at some point as low, medium or high risk,

In addition, final accounts of £2,000,000 and above will also be subject to final account verification by the Chamberlain's Financial Services Division (FSD) where (I) the value is £2,000,000 to £10,000,000 and the overall risk of the project has been assessed at some point as "Medium" or "High", and (ii) the value exceeds £10,000,000 regardless of the risk assessment.

[15] Investment	*If this project was an invest to save or revenue generating opportunity, what were the expected returns (At Authority to start work stageG5)?*
	What returns have been made so far, are these in line with initial expectations?

The original business case identified benefits as a consequence of the move to O365 at a value of £233,000. As a result of a business decision to retain an archive of data that the original business case assume would be deleted, an additional data storage of 13TB will now remain (in a low-cost archival storage solution at £5k p.a). The opportunity remains open to review the need for the retention of this data at future date. At which point further saving could be realised.

Area	Business Case	Actual	Delta
Servers decommissioned (Email & SharePoint)	40	41	1
Email volume migrated	15TB	16.9TB	+1.9TB
SharePoint data migrated	5TB	3.8TB	-1.2TB
Home drive to OneDrive data migrated	10TB	12.1TB	+2.1TB
Data being archived	0	13.38TB	13.38TB
Cost saving (£k) based upon total excluding licensing	-£233,000	-236,900	+3,900

Based upon a full year cycle.

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[16] Assessment of project against key measures of success

Did the project deliver against its key measures of success?

- Defining the end to end technology solution

The project delivered a review of the technology stack and defined the future sate based upon adoption of Microsoft Cloud services.

- A design meets the IT strategy

The project delivered against the latest available Microsoft solution architecture. Making use of Cloud technologies to provide reliance and highly available core productivity services.

- Technology solutions that are aligned to industry standards and best practice

The project delivered against the latest available Microsoft solution architecture

- Technology aligned to business needs and requirements

Technology aligned to the core principles of the CoL IT Strategy specifically to "move from complexity to commodity.

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[17] Assessment of project against SMART Objectives

Did the project deliver against its SMART objectives?

Compliant licensing model in place by end of current agreement. - Achieved

Licence model that better matches consumption and demonstrates value for money. - Achieved

[18] Key Benefits realised	• Enhanced and consistent user experience • Flexible working significantly enhanced • Consumption based user licensing • Future Email and SharePoint upgrades included • Enhanced functionality including instant messaging, Skype, OneNote • Robust security and reliability • Patching and maintaining email and SharePoint environments removed • Mail-box storage limits increased to 50GB per user • Savings are delivered by a reduction of 32 servers and 20TB of data in IaaS

Lessons Learned and Recommendations

Lessons Learned-

[19] General Purpose Review	*Are there any points of learning or improvements we can learn from this project?* *If the organisation attempted to deliver something similar what missteps could be avoided, or efficiencies realised?* 1. The need to ensure that IT operate within a policy lead environment. 2. That the asset and user data "cleansed" through the programme are maintained in line with the agreed policies. 3. There is a need to define benefits in both qualitative and qualitative terms, with measurements which explicitly demonstrate the business benefits. 4. Poor quality base data in terms of asset management, user data and user cases impeded the progress of the programme. 5. The absence of policy and standards meant that such items needed to be defined by the programme team. 6. Transition to support was hampered by a lack of awareness and engagement with operational teams and the service provider.
[20] Learning sharing and use	*How will learning from this project be shared and used in the future?* 1. Lessons learned will be shared via the IT Project management community TeamSite.

Recommendations-

[21] Recommendations	*Are there any recommendations that could be made to aid the process of designing and delivering future similar projects?* 1. Please see lessons learned above. Specifically, the need to define clear and measurable benefits (both tangible and in-tangible) would make for a stronger business case and drive the project to deliver the appropriate outcomes.

[22] AOB	1. The project formed part of the IT Transformation Programme and was featured as a case study of successful O365 deployment by Microsoft 2. The Programme has also been shortlisted for the Local Government Chronicle Awards 2018.

Decisions required

If any decisions are required in addition to the approval of this outcome report, please describe them here:

N/a

Appendices

Appendix 1	Project Coversheet
Appendix 2	
Appendix 3	

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