

Board:	Date:
Information Systems Sub Committee	18 th June 2013
Subject: Progress Report on Key Projects	Public
Report of: Chamberlain	For Information
<p><u>Summary</u></p> <p>This report summarises the progress made on current projects and pipeline projects. It provides a summary of the progress made on the delivery of key IS projects which were considered to be the most critical for the IS Strategy Board to monitor.</p> <p>Recommendation</p> <p>That the report be received.</p>	

Main Report

Background

1. This report provides a short progress update on the most significant projects, along with the RAG status and completion dates. The report also includes an indication of the direction of travel of RAG status and information on staff hours to complete projects.
2. IS have undertaken a lessons learned activity on the Website project, in response to a request from the Deputy Town Clerk. Actions from this have been built into reporting for projects and programmes across current and new IS projects going forward.
3. The report now refers to the IS Stage for each project as per the agreed IS governance processes. These stages are shown in the IS Stage Gate summary in Appendix A. Separate reports have been developed for active and pipeline projects.
4. IS governance processes closely match the Corporate Gateway project procedure, as highlighted in Appendix A. Projects will follow the IS governance processes as per the following guidelines:

Capital and Supplementary Revenue projects < £50k
Routine Revenue projects < £250k
Routine Revenue projects < £250k

Corporate Gateway project procedure will be followed for all other projects.

5. The report now splits project budget into Capital and Revenue along with a Budget RAG status.
6. The report includes estimated and actual IS Staff days for new projects that has been formally established within the work programme. Estimates for previously existing projects are not included.

Current Position

7. There are currently 14 key projects in IS Division which includes 12 live projects and 2 projects in the pipeline.
8. Of the active projects, no projects are rated as “red”, 3 projects are rated as “amber” and 9 projects are rated as “green”.
9. Of the pipeline projects, no projects are rated as “red” or “amber” and 2 projects are rated as “green”.

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RAG Status Definitions

RAG Categorisation	Project Status
Red	The Project Will not be completed within the agreed budget, timetable or specification and a decision will be required on how to proceed
Amber	The project is in danger of not being completed within the agreed budget, timetable or specification but action is being taken to ensure that the project will be delivered within agreed limits
Green	The project will be delivered on budget, time and to the agreed specification



Direction of Travel:




The Direction of travel indicator compares current information with the last report. Up arrow is improvement, down arrow is deterioration and horizontal arrow means no change. Colour of the arrows represents the RAG status the project has moved into in this reporting period.



Current IS Projects – status report




Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
City of London web site Phase 1	Close and review	Amber	Amber	(amber) 	David Hunt	Susan Attard	Jun-12	Jul -13	£818k	n/a	Amber	Estimate: 815 days Actual: 1500 days	RAG status remains on Amber: due to a previous delays on the project.
City of London web site Phase 2	Close and review	Amber	Amber	(amber) 	David Hunt	Susan Attard	Dec-12	Jul-13	See budget above (Phase 1 & 2 have the same budget)	n/a	Amber	Estimate: 561 Actual: 950	RAG status remains Amber due delays to project progress.

- Since the last report, the project has successfully completed the Transactions Go live, which went live on 16 May. The Go live was implemented using a Deployment approach which meant that the website was available to residents throughout the process.
- Over the last few months the project had been working toward the go live of transactions on the website in April with closure of the project planned in May. However, there were issues that arose that pushed the 'go live' back to the middle of May, with a project closure approximately 4 weeks later. These issues arose at a very late stage in the project and are due to shortcomings of both

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<p>project management and the management of the internal development team in the IS Division.</p> <ul style="list-style-type: none"> Actual Internal IS Staff days are significantly higher than original estimates, this is due to issues around the management of the projects, the development team and the supplier. Going forward improvements to these areas are being addressed through the IS Reorganisation and the IS Sourcing Review. Further information on these issues and the activities underway to resolve them is available in the Internet Lessons Learned Report. The project is currently monitoring the performance of the transactions and will implement some final changes. Based on successful and reliable performance of the website during the monitoring period it is anticipated that Phase 1 and 2 will close in July. 													
Social Care Replacement Service	Plan and Build	Amber	Green	(green) 	Patricia Williams	Chris Pelham	Apr-13	Sep-13	£174k	£30k	Green	Not specified *	<p>Since the last report, PID and Project plan have been signed off by the Board, hence the RAG status has been changed to Green.</p> <p>Project Board agreed that no interface development is required for use of SharePoint, which led to budget saving for the project.</p>
<p>Excellent progress has continued on this project. The first phase of User Acceptance Testing has taken place and was successful. Changes were identified and communicated with software supplier and have been updated in the system. These changes have been applied and are currently being re-tested along with the financial configuration. The Finance integration and Reporting requirements have been signed off and work is progressing on completing this work.</p>													
Committee Management Software (modern.gov)	Close and review	Green	Green	(green) 	Sorabh Arora	Simon Murrells	May-12	Jun-13	£30k to £50k	n/a	Green	Budget: 35 (0.2 FTE)	<p>Since the last report, the last 2 outstanding issues – login process freezing and calendar synch have been resolved.</p> <p>Project handover meeting has been scheduled for 29th May to agree terms of transfer of back office support to IS Business application support team for business as usual operations.</p> <p>Draft closure report has been prepared and is pending confirmation from Lorraine Brook for final closure by 6th Jun 2013.</p>

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Corporate Disaster Recovery Centre - Relocation (Phase 1)	Implementation	Amber	Green	(green) 	Ajit Upadhyaya	Chris Anderson	Dec-12	Jun-13	£73k	n/a	Green	Not specified *	<p>The completion date has moved to end of Jun 13 from the earlier date of March 13 due to delays from Virgin Media to provide stable data circuits. In turn, the technical test at LMA had to be re-scheduled to 8th to 10th May 13.</p> <p>The RAG status has changed from Amber to Green because since the last report, dates for DR technical tests were successfully carried out from 8th to 10th May. Following these tests, the dates for UAT were agreed as well.</p>
<p>DR Infrastructure technical (IS only) test to verify the DR invoke service was successfully carried out at LMA on 8th – 10th May. The LMA public area (PCs, printers, Wi-Fi) was configured to be used for Business Continuity purpose. All expected IS services were tested and majority found to be working as expected.</p> <p>A review has been conducted to identify and resolve technical issues in preparation for limited end user test that is scheduled to take place between 5th - 7th June, which will potentially be carried out by the support team.</p>													
Mobile Telephony Migration	CLOSED	Amber	Green	(green) 	Ajit Upadhyaya	Chris Anderson	Mar-12	Apr-13	n/a	n/a	Green	Not specified *	<p>The closure report was approved by ISPB on 25th April.</p> <p>The project successfully migrated 1000 users as part of the project.</p> <p>The migration of the final 200 users will be managed as business as usual by the Service Desk, as the migrations will not happen until the individual contracts expire.</p>
Tower Bridge Ticketing and Retail Management	Plan and Build	Red	Amber	(amber) 	Keith Harvey	Jamie Bottono	Apr-13	Jul-13	£25k	n/a	Green	Not specified *	<p>IS Stage Gate 1 report has been approved by ISPB on 25th April 2013.</p> <p>RAG status is maintained as Amber from previous period as the PID and plans have not yet been signed off.</p> <p>PID is awaiting sign-off by end of May and is currently in production along with legal contract and service support agreements.</p>



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<p>This project's budget has reduced from estimated £110k to £25k as confirmed by the supplier, Gamma. This is based on the decision to upgrade the existing solution to meet the business's requirements. This project has moved from Project Vision to internal IS Division governance processes due to the value of the project. A hosted service for online sales will be implemented giving both Tower Bridge and the Monument the ability to offer a full range of ticket options. The technical solution meets the CoL security requirements.</p>													
Managed Print Service	Implementation	Amber	Green	(green) 	Ajit Upadhyaya	Colin Ashcroft	Jun-12	Jun-13	n/a	n/a	Green	Not specified *	<p>Rollouts of MFDs & Follow Me print service to Barbican Centre is near completion as planned. CLS MFD rollout has been completed up to the extent required at this stage. Further rollout is planned for summer vacation along with Follow Me Print service.</p> <p>CoLP has successfully trialled the Follow Me print service, and is now at planning stage for implementation of >100 MFD devices to 5 sites commencing 12th June. This will be implemented as part of BAU activities following project closure by 1st Jun.</p> <p>This project is ready for closure and further implementations will be carried out as BAU.</p>
Management Dashboards (Phase 2) - includes dashboards for Energy, Money and SRS.	<p>Energy – Closed</p> <p>Money – Close & Review</p> <p>SRS – Implementation</p>	Green	Green	(green) 	Mahesh Gobindram	Peter Lisley	<p>Energy – 14/03/13</p> <p>Money – 27/03/13</p> <p>SRS – 14/05/13</p>	<p>Energy – 02/05/13</p> <p>Money – 30/05/13</p> <p>SRS – 06/06/13</p>	£112k	n/a	Green	Not specified *	<p>Energy Dashboard closure report accepted by the IS Management Team on 02/05/13. Project Closed.</p> <p>Finance Leadership Group has agreed to release Money dashboard to Chief Officers and all users on 04/06/13. A Project closure report has been prepared for submission to IS Management meeting on 30th May.</p> <p>SRS Dashboard UAT complete, feedback currently being incorporated into Development. Project on track to be ready for closure by 1st week of Jun.</p>

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													Completion dates have moved due to enhancements that were scoped and included in the delivery plans.
Network & Telephony Procurement (PP2P)	Plan & Build	Green	Green	(green) 	Ajit Upadhyaya	Chris Anderson	Dec 13	Dec 13	£0	n/a	Green	Not specified *	<p>This project has been approved by the Finance Committee since the last report hence it has transitioned from pipeline to a live project.</p> <p>Financial Committee approved recommendation to procure WAN services (Lot1) via Virgin Media and network/telecoms maintenance (Lot2) via BT.</p> <p>Network / telephone maintenance (Lot 2) contract has been signed off with BT and has now been transitioned to BAU operations.</p> <p>Fixed line and call charges (Lot 3) procurement has been deferred till a solution has been finalised with Daisy. The current contract runs till Nov 13.</p>
Wide Area Network upgrade	Corporate Gateway 6	Green	Green	(green) 	Chris Anderson	Graham Bell	Jan-12	Jan-14	£170k	n/a	Green	Not specified *	<p>ADSL2 issues have now settled and a rolling programme of upgrades has been implemented where necessary.</p> <p>WAN has been far more stable.</p> <p>Juniper VPN is now in pilot with initial sites rolling out.</p> <p>Next milestone to be achieved: Complete pilot of Juniper VPN gateways and commence migration of live sites. (includes Ashtead)</p>
SharePoint Phase 2 Team sites	Plan and Build	White	Green	(green) 	Ellen Murphy	Graham Bell	n/a	Jun-13	n/a	n/a	n/a	Not specified *	IS Stage Gate 2 report for this work has been approved by IS Projects Board on 23rd May.

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													<p>The project will implement SharePoint Team sites for Summit Group and Corporate Programme Office along with team site guidance and template for future team sites.</p> <p>It will also include training programme for team sites and definition of a BAU process for setting up future team sites.</p>

* Not specified during project initiation

IS Pipeline projects review

Pipeline 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
Oracle ERP (R12)	Corporate Gateway 4	Green	Green	(green) 	Marcus Denton	Chris Bilsland	Oct-13	May-13	£60k	n/a	Green	Not specified	<p>The gateway 4 (detailed Options Appraisal) has been received and approved by Finance Committee (21st May) and Project Sub Committee (16th May) subject to the following conditions 1) project savings will be equal to the project cost and 2) the pilot demonstrates that OPN is satisfactory (purpose of the pilot).</p> <p>Gateway 4c will be received by Project Sub-Committee on 4 July. It will be caveated to the outcome of the pilot (expected 1st week of August).</p> <p>The Oracle ERP (Enterprise Resource Planning) project team has gained approval for the Gateway 4 report from the Finance and Project Sub-Committees. Based on this formal agreement, it is planned to combine the Manhattan replacement and Release 12 upgrade for CBIS projects in Project Vision.</p>
IS Sourcing Review Phase 3	Bids received	Green	Green	(green) 	Graeme Quarrington-Page	Graham Bell	Aug-13	Aug-13	n/a	n/a	n/a	Budget: 2300 days Actual: 1794 days	<p>Bid evaluation process complete.</p> <p>Paper recommending winning bidder presented to the June IS Sub Committee.</p>

All 3 bids received before deadline of 19th April.

Scoring of each bid by a team of evaluators from IS and departments performed during April and May.

Each vendor has presented on 3 topics to 3 different groups –

- Technology & Projects (ISLOG members and senior IS staff)
- Business Value (Chief Officers & Chairman of Finance)
- TUPE – all IS staff in scope of outsourcing

A small team undertook visits to reference sites for each vendor. The CoL team interviewed business staff, supplier management staff, and staff who were part of a TUPE process.

The presentations and site visits have provided feedback to the bid moderation process.

Final preparations underway to enable the selected bidder to be announced in the week commencing 20th May.

* Not specified during project initiation

Appendix A – IS Stage Gate summary

