

Board:	Date(s):	Item no.
Information Systems Sub Committee	25 th June 2014	
Subject: Progress Report on Strategic Programmes and all IS projects.	Public	
Report of: Chamberlain	For Information	

Summary

1. This report provides an update of progress against the IS Strategy and IS Project Portfolio as a whole. It highlights key issues and risks and includes mitigating actions to drive projects back to green status.
2. At present 3 projects are in amber status, Oracle, Network Refresh and SharePoint Expansion.
 - a. **Oracle** – The design workshops finished in late May and the conclusions of these were that there was significant additional effort required from the contractor to deliver the City of London’s requirements. This additional work is now the subject of a discussion with our partners, to ensure that customisations are minimised and the solution design is as efficient as possible.

An action plan is in place to address these issues and the conclusions of this work will be presented to the Project Board on the 13th of June, with business decisions following on week beginning the 16th of June. A verbal update on the progress of this work will be given to the IS Sub Committee with this report.
 - b. **Network Refresh** – External factors including access and permissions are impacting the completion of the project plan, for example one site requires permission from Crossrail to be completed another requires English Heritage approval. 20 sites are impacted, with each site being investigated and tracked. 25% continue to remain truly outside of City of London control; the outstanding 15 sites should be completed this month. Departments effected by these delays are being kept informed with clear communication updates on progress. The revised target end date is now July.
 - c. **SharePoint Expansion** – As a result of a recent and successful SharePoint upgrade (in April 2014), an initiative is underway to maximise the use of the application and its new features. To date SharePoint has delivered localised benefits but, the potential to improve the corporate provision of information management across the organisation is yet to be explored. 3 pilot sites including City Surveyor’s are awaiting kick-off and this is driving an amber status. The IS team are creating a business case proposal to seek budget approval in June, once funding is secured the project will return to green and commence. Lack of funds is causing delays to commence work.
3. The entire IS Portfolio has decreased from 85 to 60 projects. 22 are in flight, 23 are being scoped, 12 are unallocated, 1 is on hold and 2 are in the process of closure on the Corporate Project Vision tool. Other than the projects mentioned in Paragraph 2 the main projects in delivery with the team are:

- a. Flexible / remote working
- b. Liberata, Revenues & Benefits Insourcing
- c. Agilisys Service improvement projects, including Infrastructure as a Service (IaaS) and ITIL Implementation
- d. Replacement of adult skills database for Department of Community and Children's Services, Ofsted recommendation.

Recommendation

That the report be received.

Main Report

Background

1. This report follows on from the update presented at the previous IS Sub Committee 25th March 2014. It presents a current view of project progress, highlighting projects in amber and red status and mitigating actions.
2. A one-page summary providing a status update against all the IS Strategic themes found in Appendix A, has replaced the previous one-page per programme found in Agenda item 6, in the report 25th March 2014. In summary the RAG status against each theme is as follows:-
 - a. Building an Effective Corporation (Oracle) = Amber
 - b. Customer Services Strategy = Green
 - c. Promoting the City = Green
 - d. Better Working Practices = Amber
3. In the previous IS Sub Committee 25th March 2014, the IS Division reported a list of 85 projects. Since then, this list has been reduced to 60. Out of the 60 projects, 22 are in flight, 23 are being scoped, 12 are unallocated, 1 is on hold and 2 are in the process of closure on the Corporate Project Vision tool. Appendix B provides further insight into the resource breakdown (City of London internal staff vs Agilisys) and projects closed since the last reporting period.
4. Appendix C presents a short progress update on key projects, along with RAG status and completion dates. This report also includes the direction of RAG travel.
5. IS governance processes closely match the Corporate Gateway project procedure. An outline of the Stage Gate process has been provided in Appendix D for reference

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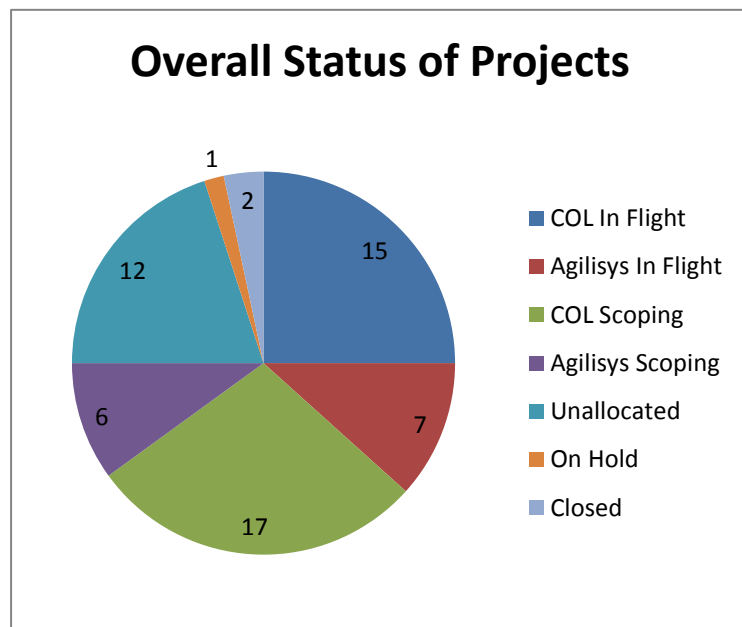
1. Appendix A – Programme Updates

The following provides progress against objectives for the four key programmes as outlined in the IS Strategy.

Theme	RAG	Status Update	Next Steps
Building an Effective Corporation - Oracle	Amber	Solution design and reporting workshops for financials and property have been completed. Findings suggest that the requirements agreed will not be met with the standard 'out of the box' solution. The impact of this will result in the project not meeting one of the agreed objectives for standardisation and reduction of customisations. Escalation process to both the Project Board and Steering Group has taken place. A mitigation plan was approved and is in action.	<p>Currently executing the mitigation plan which has a completion due date of 13th June. On the 13th the business will understand:-</p> <ul style="list-style-type: none"> • What requirements will not be met by standard 'out of the box' solution and why • What processes the City of London use that differ from standard good industry practice <p>From 16th June onwards with this knowledge, the business will decide whether process and / or requirements should change, based on current or best practice.</p>
Customer Services Strategy	Green	In the interest of One Corporation, the City of London and City of London Police have commissioned a joint Customer Insight exercise to gather both internal staff and external customer feedback (including businesses). Information gathered is focused on the local area, community safety and access to services. This is due to be completed by end of July.	Based on the findings from the Customer Insight exercise and best practice from other organisations, the team will create a Corporation Customer strategy in collaboration with Chief Officers and Members in how the Corporation should meet the needs and expectations of our customers over the coming years.
Promoting the City	Green	As of May 2014 a consultancy exercise has been carried out to assess the demand, the market failure and next steps to take forward the City Telecommunications Strategy. The details of this exercise are covered by a separate paper on the June IS Sub Agenda	Production of Gateway 2 Report for Project Sub and Policy & Resources Committees in July.
Better Working Practices	Amber	<p>An underlying technology upgrade of the City's SharePoint site was achieved in April. A roadmap to enhance the way we use SharePoint technology and make best use of the new features as part of the upgrade is underway including justification via a business case.</p> <p>Testing of the new Virtual Private Network (VPN) experienced issues which impacted the project plan. These are now resolved and a wider pilot involving all IS staff has commenced with project plan re-baselined.</p>	<p>Completion of the SharePoint roadmap plan and business case approved by end of June. Pilot areas include City Surveyor's and best use of sharing data cross-department. Approval of funding will turn this programme back to green.</p> <p>Finish roll-out of VPN within the IS Division and second pilot phase to all current VPN users with the old technology links by the end of the summer.</p>

2. Appendix B – Portfolio breakdown

The Portfolio and Change Team reported 85 open projects at the last IS Strategy Board, the current list is 60.



Children's Services, Ofsted recommendation. To improve the collection of data and reporting of learner data for Government returns to secure grant funding. Project is at green status, refer to Appendix C

32 with in-house IS resource, 13 are being delivered by Agilisys, 12 remain unallocated, 1 is on hold and 2 are in the process of being closed on the Project Vision Corporate tool.

In addition to the IS Strategy deliverables, key focus areas for the team include:

- **Flexible / remote working** – Virtual Private Network (VPN) upgrade and delivery to existing users. Policy creation and communication of the use of flexible technology. Project is at green status, refer to update in Appendix C.

- **Liberata, Revs & Bens insourcing** – supporting technology delivered on to the new Infrastructure as a Service (IaaS) environment. Project is at green status, refer to update in Appendix C

- Agilisys improvement projects including **IaaS** and Information Technology Infrastructure Library (**ITIL**) – movement of current applications to virtual storage and the adoption of best practice for service management framework. Both projects at amber status, refer to update in Appendix C

- Replacement of **adult skills database** for Department of Community and

- **Scoping** = a project idea is being explored and documented into a project proposal (including business case)
- **Unallocated** = an idea has been submitted and an IS resource is yet to be assigned to conduct a scoping exercise
- **On hold** = the customer is uncertain as to whether they wish to progress with the project

Projects closed since 25th March 2014 (7 projects closed)

- City Surveyor's E Forms, delivered and removed manual process.
- Magna Carta, delivered small order for exhibition.
- GIFTS System, delivered an improved workflow.
- CRM Accident Reporting, delivered alternative solution to meet requirements.
- Billingsgate Market, business decided not to proceed post project proposal.
- Tower Bridge Stock Control, delivered and reduced manual errors.
- Replacement X Merge, delivered as current provider ceased trading.
- Interactive texting – Orchard, business request to move to 2015.

3. Appendix C - Project Dashboard: Update on most significant IS projects – both 'In flight' and 'In scope'

The project dashboard has been separated into 2 distinct areas for ease of interpreting the key delivery phase for each initiative.

- **In flight projects** - proposals and funding have been agreed, projects are underway
- **In scope projects** - further research, stakeholder consultation and business case discussions are underway before defined proposals can be submitted and agreed.

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
- Forward arrow means no change.
- Colour of the arrows represents the RAG status the project has moved into in this reporting period.



Please note: with the introduction of benefits realisation and business case activity we will in time update data missing from this table.

Current IS In Flight Projects: i.e. the project proposal has been agreed: 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
Oracle ERP (R12)	Corporate Gateway 7	Green	Amber		Milan Gudka	Peter Kane	Dec-14	Dec-14	£2.34m	n/a	Amber	Not specified *	The Project is Amber as our partner believes our business requirements will require significant additional effort. These issues require further investigation and understanding of the impact and the potential delays to the project plan. An action plan to do this is in place, with a due date of 13 th June.

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
Network Refresh Network Renewal - Lot 1 (WAN replacement)	Implementation	Green	Amber		Andy Goodey	Chris Anderson	Dec-13	July-14	£0	n/a Part of the Agilisys contract	Green	Not specified *	There are 20 sites still to be completed, the majority scheduled for June. One site requires permission from Crossrail which is delayed until late July.
Microsoft Enterprise Agreement (2012-14)	Gateway 6	Green	Green		Chris Anderson	Graham Bell	June 2014	June 2014	£1,996k	N/A	Green	N/A	The final payment for the Enterprise Agreement is due in June 2014. A closure report will be completed in July.
SharePoint Expansion Strategy [Part of Better working Practices Programme]	IS Stage Gate 1	Green	Amber		Richard Reilly	Graham Bell	June 2014	June 2014	N/A	£77K	Green	TBC	The programme is currently Amber as further funding is required. To receive funding a Business case is being developed linked to storage reduction. It is anticipated that this business case will be finalised and approved by the end of June.

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Flexible working (including mobile & remote working) [Part of Better working Practices Programme]	IS Stage Gate 1	Green	Green		Conal Brennan	Graham Bell	Remote Working – August 14	August 2014	N/A	£67K	Green	TBC	Project Board meeting took place this week for VPN Roll out. The Board agreed to extend the testing to the next Pilot phase which will include all IS Division and Agilisys staff. A further two phased roll outs post success of IS has been identified. A deep dive will be performed on all elements of Digital Working to agree the programme and communication plans.
Liberata, Revs & Bens Insourcing	IS Stage Gate 1	Green	Green		Michael Fitzpatrick	Suzanne Jones	October 2014	October 2014			Green	TBC	Achieved connectivity to Agilisys IaaS platform. Commence testing with City of London (Capita) data week beginning 16 th June, (Northgate)

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													data testing end of June.
Infrastructure as a Service (IaaS)	IS Stage Gate 1	Amber	Amber		Agilisys, Jamie Hewitt	Graham Bell	November 2014	November 2014			Green		Delays with Virgin Network implementation has impacted commencement of pilot stage. Application testing and migration plan still to be confirmed. Mitigating actions in place, to complete by 20 th June
Information Technology Infrastructure Library (ITIL)	IS Stage Gate 1	Amber	Amber		Agilisys, Craig Huckle	Graham Bell	December 2014	December 2014			Green		Schedule dates slipped due to resource constraints and 3 rd party deliveries. Re-baselined plan to be accepted by 20 th June.
Adult Skills replacement Database	IS Stage Gate 1	Green	Green		Louisa Itam	Neal Hounsell	November 2014	November 2014			Green		Solution accepted and approved by Department. Rollout plan to be finalised by 16 th June.

Current Projects being scoped and subject to further agreement and research.

Pipeline 2013-2014	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
Customer Access Services Programme	IS Stage Gate 1	Green	Green		David Hunt	Graham Bell	December 2015	December 2015	£41K	£0	Green	TBC	The Project has been approved. McLaren customer insight analysis has now commenced and the draft Customer Services Strategy is being documented on target to be completed by end of July.
Microsoft Enterprise Agreement Renewal (2014-2017)	Gateway 4	Green	Green		Chris Anderson	Graham Bell	July 2014	July 2014	£10K	£1,068k	Green		3-year subscription agreement approved. Chamberlain's budget has been increased to reflect this.

* Not specified during project initiation

Appendix D – IS Stage Gate Process

