

Committee:	Date(s):
Information Systems Sub Committee	23 rd September 2014
Subject: Progress Report on Strategic Programmes and all IS projects.	Public
Report of: Chamberlain	For Information

Summary

To be updated

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 1 project is in red status, Oracle and 4 projects are in amber status, Information Technology Infrastructure Library (ITIL). Infrastructure as a Service (IaaS), Adult Skills database and Pension System upgrade.

- a. **Oracle (Red)** - Intensive discussions over the last month through a series of workshops with key staff from across the Corporation have resulted in a re-plan that was signed off by the Oracle Steering Group on the 26th August. It is based on a technical go-live date at the end of February 2015, with further programme and business change activity to May 2015. This plan is aggressive with no contingency. It will require full support of the business and very careful management to achieve these goals. Commercial discussions are underway with our supplier to agree the impact of this re-plan, the workshops and a small number scope changes. We expect to conclude these discussions by the end of September.

The project remains red while these commercial discussions continue and until we pass a major testing milestone in mid-October.

- b. **Information Technology Infrastructure Library (ITIL) (Amber)** – The first phase of the project to implement 4 modules; incident management, problem management, change management and service request fulfilment has progressed, additional time has been requested by the Project Board for Agilisys to demonstrate implementation success. A refresh of the Project Initiation Document (PID) is due early September for review and comment.
- c. **Infrastructure as a Service (IaaS) (Amber)** - This project is complex and holds several major risks. The migration plan has commenced and a number of low-impact / low-risk applications have successfully migrated to the new off-site data centre. High-risk and business critical applications have been identified and classed as special cases, 16 in total. This project is at amber status until all special cases have detailed migration plans and targeted risks have been addressed.
- a. **Adult Skills Database (Amber)** - for Department of Community and Children's Services, to improve the collection of learner data and reporting back to Government as per Ofsted recommendation. Contractual discussions between City of London and the supplier is impacting the schedule. Target resolution date 31st August 2014.

- b. **Pensions System Upgrade (Amber)** – This project is to upgrade the current pension systems where the support expires on 31 December 2014. Audit and IS have recently expressed concerns regarding the security of the hosted solution offered by the current supplier, Heywood's. An in-house alternative hosting assessment is underway. This managed issue has raised the overall status of this project to amber. Target to close issue by mid-September.
3. The entire IS Portfolio has decreased from 60 projects to 59, 22 are in flight, 18 are being scoped, 16 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. Libraries Portfolio of Work
 - b. Tower Bridge External Website
 - c. Liberata, Revenues & Benefits Insourcing
 - d. Business Risk Management System.

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 June 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 can be found in Appendix A. In summary the RAG status against each theme is as follows:-
 - a. Building an Effective Corporation (Oracle) = Red
 - b. Customer Services Strategy = Green
 - c. Promoting the City = Green
 - d. Better Working Practices = Green
3. In the previous IS Sub Committee 25th June 2014, the IS Division reported a list of 60 projects. Since then, this list has been decreased to 59. Out of the 59 projects, 22 are in flight, 18 are being scoped, 16 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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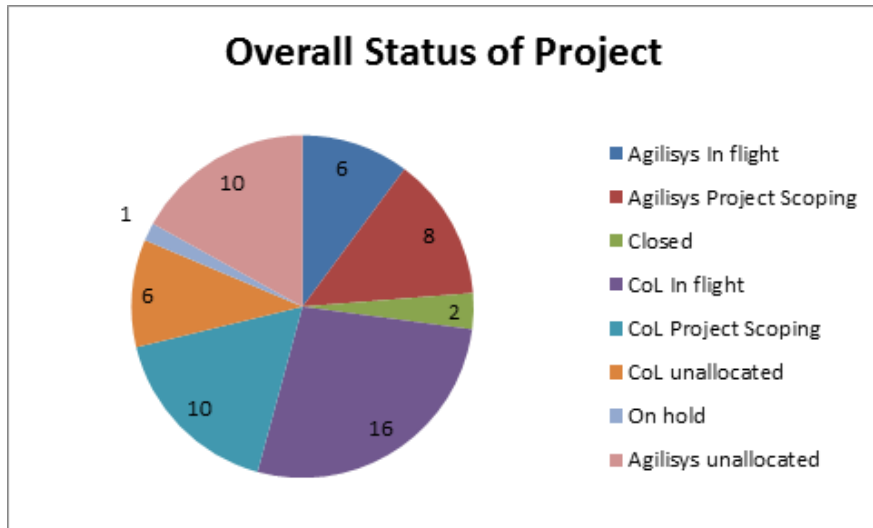
1. Appendix A – Programme Updates

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	RED	The program remains at a controlled red status. It was identified that business change impact workshops were required to ensure non-system related issues and business decisions were consistent across the Corporation. The outcome revealed an additional 50% of business activities required for either go-live or identified as future business plan opportunities. Attendance from the business during these change impact workshops was exceptional and the first of its kind where end-to-end processes & decisions were confirmed jointly across the Corporation. These newly identified business activities are an essential complement to the technical delivery however this important additional workshop time has impacted the overall delivery plan. A re-baseline programme activity has taken place, the new projected technical delivery date approved by the Steering Group 26-Aug-14 is end of February 2015.	<p>Conclude cost / benefit impact assessment taking into account the slippage and the newly identified business benefits (by end of September).</p> <p>Drive forward the project plan and achieve sign-off of the second iteration of testing by end of October. This milestone success is the agreed trigger for amber status.</p>
Customer Services Strategy	Green	A Draft Customer service strategy was provided mid-July, further feedback and revision is required from Town Clerks. Project outline has been drafted and ready for review and sign off.	Deputy Town Clerk has requested a one pager summary of the Strategy. Whilst this is being produced McLaren Surveying's will begin and the Customer Care Words Surveys created.
Promoting of City - Telecommunications	Green	Following a detailed feasibility study, the project initiation document has been finalised & agreed and the Programme Plan has been circulated for agreement. There are now four work-streams: - <ol style="list-style-type: none"> 1. Enhanced Consultation (to assess and quantify demand & market failure); 2. Assessment of the Options for State Aid Compliance & Optimum Procurement Strategy; 3. Enhanced Communications & public affairs Plan; and 4. Approach to Improving Wireless Connectivity As a result of recent media articles and improved engagement by BT Openreach, we have made significant progress in arriving at a pilot project as a possible limited solution for residents and SMEs.	<p>Approval of the programme plan and communications plan. Submission of a Gateway 2 report for Project Sub Committee.</p> <p>Initiate the following engagement with other wholesale broadband providers; Meeting between CoL, Tech City and BD UK; Meeting with Chair of OfCom</p>
Better Working Practices	Green	<ul style="list-style-type: none"> - Completed SharePoint roadmap for team sites and received budget approval for a few pilot areas and business as usual process set-up. Project Board established with a planned delivery date by the end of the year. - Completed delivery of the new Virtual Private Network (VPN) to all existing users, currently awaiting final sign off from the Project Sponsor. Post sign off all new laptops will be issued with VPN as standard. - Completed trial for Outlook Web Access. Working with business areas to roll-out as appropriate. - Individual mobile projects are underway with local budgets; these include Ports and Heathrow Animal Centre. 	Gain final sign off for VPN. Develop protocols and rollout of Outlook Web Access to the Corporation. Work with HR and Health & Safety to refresh mobile working policy. Confirm individual mobile project delivery plans.

2. Appendix B – Portfolio breakdown

The Portfolio and Change Team are reporting 59 Projects.



16 with in-house IS resource, 6 are being delivered by Agilisys, 18 are in scoping, 16 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, other key focus areas for the team include:

- Libraries Portfolio of Work (Culture, Heritage and Libraries)** – a number of initiatives are underway with the libraries, 2 of which have received external grant funding (new public Wi-Fi and mobile IT for visitors). In order to bring governance and structure, IS have grouped all projects into 1 portfolio of work, led by 1 Project manager, 1 Project Board and Sara Pink as Project Sponsor. (Green)
- Liberata, Revenues & Benefit insourcing (Chamberlains)** – insourcing of the current Liberata Contract to gain cost efficiencies.

Technology platform has been completed and the migration of applications will be live from 1 October 2014. (Green)

- Tower Bridge External Website (Culture, Heritage and Libraries)** – to support Tower Bridge in procuring a new website to coincide with the launch of their new glass floor walkway project in November 2014. The supplier has been selected and the new website is due for completion on the 15 October 2014. (Green)
- Pensions System Replacement (Chamberlains)** – to upgrade the current pensions system which is out of support from 31 December 2014. There are concerns about the security of the hosted solution from Audit and IS, IS are undertaking an impact assessment to host internally. The implications of this change are being reviewed and a revised project plan produced. It is not envisaged that the change will threaten the current end date of 31 December 2014, yet a status change to amber has occurred to ensure the right attention, focus and approvals occur within the time agreed. (Amber)
- Adult skills database (Community and Children's Services)** – replacement of the current Adult Skills database to meet the recommendations of an Ofsted Inspection Report. This system will improve the collection of learner data and reporting to Government returns to secure grant funding. A supplier has been selected but contractual discussions are causing delays. The project is currently planned to go live in November 2014. (Amber)

- **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 June 2014 (5 projects closed)

- **Asset Management (Community and Children's Services)** – to implement an asset management system for the Housing section to assist with the ongoing maintenance of their assets and ensure they comply with the Governments Decent Homes legislation.
- **Tower Bridge Wi-Fi (Culture, Heritage and Libraries)** – to improve the Wi-Fi facility at Tower Bridge to improve the customer experience and to coincide with the launch of a new Tower Bridge App.
- **Family Young Information (FYI) Services Forms (Community and Children's Services)** – the department requested to implement a number of online forms for the FYI service. However, due to the low numbers involved versus the cost for implementation, the business decided not to progress with this project.
- **Merge IT2 (Community and Children's Services)** – to allow the Housing Team to contact their residents via email rather than post, improving customer service and reducing postage and admin costs.
- **CHL BI Dashboards (Culture, Heritage and Libraries)** - the development of a Business Intelligence dashboard to provide the CHL Management Team with clear and effective overview of the departments performance.

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 6	Amber	Red		Milan Gudka	Peter Kane	Feb-15	Feb-15	£2.34m	n/a	Red	Not specified *	The project is at a controlled red status, refer to status update in Appendix A
Network Refresh 'Network Renewal - Lot 1 (WAN replacement)	Implementation	Amber	Green		Andy Goodey	Chris Anderson	Dec-13	July-14	£0	n/a Part of the Agilisys contract	Green	Not specified *	There are 5 sites still to be completed. 4 scheduled for September, remaining site requires permission from Crossrail which is delayed until late October.
Microsoft Enterprise Agreement (2012-14)	Gateway 7	Green	Green		Chris Anderson	Graham Bell	June 2014	June 2014	£1,996k	N/A	Green	N/A	A closure report has been completed and submitted to the Project Sub Committee, meeting to take place 2 nd September.
SharePoint Expansion Strategy <i>[Part of Better</i>	Implementation	Amber	Green		Richard Reilly	Graham Bell	June 2014	June 2014	N/A	£77K	Green	TBC	The programme is currently Green as funding has been agreed and the rollout of Team Sites has



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
<i>working Practices Programme]</i>													commenced. The Project is finalising how this offering can be part of a BAU request.
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	VPN Rollout to existing users has been completed. Individual projects underway with local budgets.
Liberata, Revs & Bens Insourcing	Implementation	Green	Green		Michelle Wells	Suzanne Jones	October 2014	October 2014	£460K	N/A	Green	N/A	The Project is at Green status as the Cutover date has been agreed. UAT is progressing to the agreed timescales and there are no foreseen issues to delay its completion. All other work streams are progressing to agreed timescales

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
Infrastructure as a Service (IaaS)	Implementation	Amber	Amber		Agilisys, Jamie Hewitt	Graham Bell	November 2014	November 2014			Green		Migrations for low-risk systems have commenced. Detailed plans are underway for all high-risk identified applications
Information Technology Infrastructure Library (ITIL)	Implementation	Amber	Amber		Agilisys, Craig Huckle	Graham Bell	December 2014	December 2014			Green		The first phase of the project to implement 4 modules; incident management, problem management, change management and service request fulfilment has progressed; additional time has been requested by the Project Board for Agilisys to demonstrate implementation success
Business Risk Management System	Implementation	Green	Green		Janet Baker	Suzanne Jones	September 2014	September 2014			Green		3 rd Party supplier is providing the implementation plan and all deliverables have been agreed

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
Adult Skills replacement Database	IS Stage Gate 1	Green	Amber		Louisa Itam	Neal Hounsell	November 2014	November 2014			Green		The project is in amber status due to contractual discussions with the supplier, it is hoped to have these resolved by 31st August 2014.
Corporate Pensions System	Implementation		Amber		Fay Sutton	Suzanne Jones	December 2014	December 2014			Amber		This project is at amber because some concerns have been raised about the security of the connection to the hosted system. Internal Audit are reviewing the technical setup and providing advice on the level of risk and the IS Division are identifying the costs for internal hosting.
Tower Bridge External Website	Implementation		Green		Mark Hirst	Jamie Bottono	September 2014	September 2014			Green		The Project is at Green status as a 3 rd Party Supplier has been selected to deliver the end to end solution

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Libraries Programme	Implementation		Green		Conal Brennan	Sara Pink	March 2015	March 2015		£59K (Grant Funding)	Green		New group of initiatives. The Project is at Green Status and programme plan is under construction.

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 Draft Customer service strategy was provided mid-July, further feedback and revision is required from Town Clerks.
Microsoft Enterprise Agreement Renewal (2014-2017)	Gateway 7	Green	Green		Chris Anderson	Graham Bell	July 2014	July 2014	£10K	£1,068k	Green		This has been approved by procurement and now has been purchased. Closure report has been submitted to Project Sub Committee which takes place 2 nd September

* Not specified during project initiation

Appendix D – IS Stage Gate Process

