Board:	Date(s):
Information Systems Sub Committee	9th December 2014
Subject: Progress Report on Strategic Programmes and all IS projects.	**Public**
Report of: Chamberlain	**For Information**

Summary

1. This report provides an update on the IS Project Portfolio. It highlights key issues and risks and includes mitigating actions to drive projects back to green status.

2. At present three projects are in red status, Oracle, E-Invitations and Infrastructure as a Service (IaaS). One project is in amber status, Information Technology Infrastructure Library (ITIL).

   a. **Oracle (Red) –** Following on from the reviews and workshops that have taken place and was reported in the last IS Sub Report. The Programme team have reviewed the key deliverables to ensure that the programme has the correct resources, both internal and external to deliver. The new resources assigned provide greater strength on both the programme delivery and the delivery of business change. Their input into the programme will reduce risk and increase benefits. As part of the re-plan and extension to the go live date, additional funding was required. This additional funding requirement was approved by the Finance Committee on the 21st October and will be presented at the next Resource Allocation Sub Committee 11th December.

   The Oracle programme has passed a significant milestone as the Oracle ERP Programme Steering Group agreed on Thursday 20th November that the programme should move into User Acceptance Testing (UAT). The UAT phase is a critical activity as it brings together testing of the end to end business scenarios, business data and technical solution for the first time. The programme remains on plan for go live at the end of February 2015.

   b. **E-Invitations (Red) –** The project is at Red status as no developer has been appointed and this will delay the overall delivery. Meeting held with the Sponsor to review options. Meeting with the Corporate Programme Delivery Unit to assess whether it is appropriate to review other solutions including best in class 3rd party Events Management applications. On the 13th November stakeholders agreed, that due to the barriers being experienced with developing for the existing CRM system, the current project should be closed and resource used to prepare an opportunity form looking at a standalone events management database / system. This form would be submitted through the new Corporate Programme Delivery Unit (CPDU) to be assessed and prioritised by a Summit Group made up of Chief Officers.

   c. **Infrastructure as a Service (IaaS) (Red) –** The project has changed from Amber status to Red status as a number of high risk migrations were put on hold due to technical issues. These issues have now been resolved, but the implication on timescales has yet to be quantified. A revised plan will be submitted to the Board for approval on 3 December

2014. To date 58% of all servers have been migrated.

    d. **Information Technology Infrastructure Library (ITIL) (Amber) –** The Project has now commenced phase 2 which is the delivery of nine processes. The project is at Amber status as there are resource constraints that have affected the delivery of the process workshops. Overall the programme team do not envisage that this will impact the overall project timescales.

3. The entire IS Portfolio has decreased from 59 projects to 52, 26 are in flight, 7 are being scoped, 17 are unallocated, 1 is on hold and 1 is closed.

Recommendation

The report is received.

Main Report

Background

1. This report follows on from the update presented at the previous IS Sub Committee 25 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 23 September 2014, the IS Division reported a list of 59 projects. Since then, this list has decreased to 52. Out of the 52 projects, 26 are in flight, 7 are being scoped, 17 are unallocated, 1 is on hold and 1 is 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.

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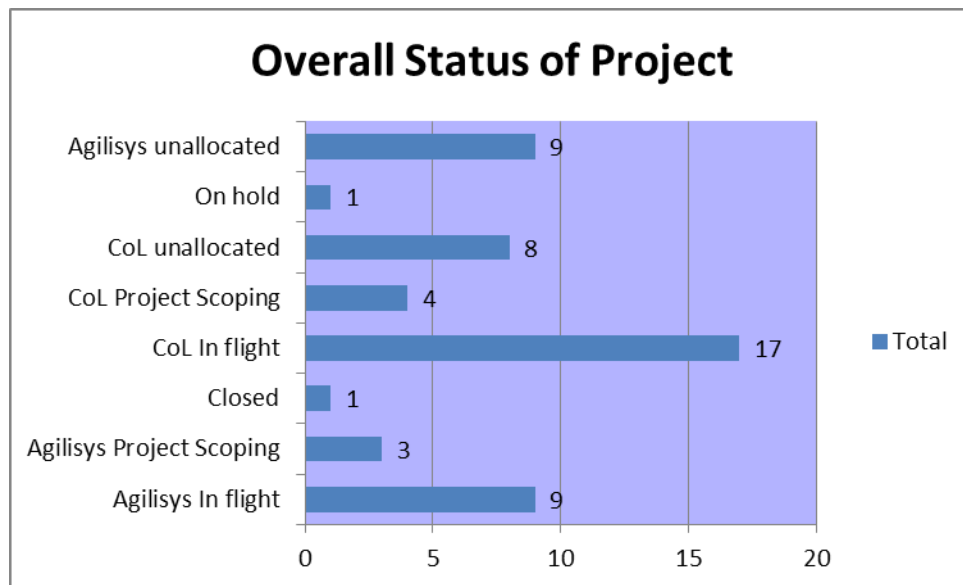
1. **Appendix A – Programme Updates**

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 Oracle programme has passed a significant milestone as the Oracle ERP Programme Steering Group agreed on Thursday 20th November that the programme should move into User Acceptance Testing (UAT). The UAT phase is a critical activity as it brings together testing of the end to end business scenarios, business data and technical solution for the first time. The programme remains on plan for go live at the end of February 2015.	• Further communication, including departmental briefings • Operational Business Readiness (i.e. what does this programme mean for my day to day role) starts in December 2014 • End user training commences in January 2015.

Customer Services Strategy	Green	The project continues to remain at Green status as the programme milestones are on track.
		
		From now on the Town Clerk's department will be leading on Customer Services activities.
		
		As there are no IS deliverables for this programme reporting will switch from IS Sub Committee to Efficiency and Performance Sub Committee. Should in future IS be required to carry out any projects as part of this programme these will be reported to the IS Sub Committee.
			Next steps:
			
			• Date to be set for first Customer Services Steering Group
			• 1st Customer Services Steering Group to review:
			   o Terms of Reference
			   o Customer Services Strategy Executive Summary
			   o Customer Services Roadmap
			• Polling and segmentation of Customer Carewords top tasks
			• Close of McLaren Community Safety survey and start of analysis

Promoting of City - Telecommunications	Green	The programme objective is to achieve a comprehensive solution for ubiquitous connectivity for residents, visitors, workers and small businesses in the square mile and see a market led solution or supply side intervention to deliver the project objectives. The project team is making good progress with actions as follows: - 1. Enhanced consultation (to assess and quantify demand & market effectiveness) as per the Communications Plan; participation in Mayor's Connectivity Summit and SME promotional event to publicise the project & Connections Voucher scheme 2. Gateway 3/4 Report approved by Project Sub and Policy &	• Launch RfQ for Wireless Consultation external advisors and demand modelling • Continue implementation of FTTIC trial project infrastructure by Openreach • Agree additional project team resources • Continue successful engagement with Tech City and Westminster CC • Continue successful engagement with other fibre providers • Facilitating Connection Voucher Scheme applications for CoL SME tenants.

	Green	Resources Committee 3. Delivery options now defined together with finalised timeline and project delivery and resources plan with key stages , decision points and governance 4. We have commenced implementation of pilot project infrastructure as a possible limited solution for residents and SMEs. Fibre provider consultation has continued and we continue to enjoy support from BD UK/BIS.	• Commence preparation of Gateway 5 report • Continue to implement communications plan • Initiate Open Market Review in conjunction with BIS and BDUK.
Better Working Practices	Green	Whilst the overall strategic direction is awaiting feedback from the service review submission, individual department project requests are being progressed wherever possible although some dependencies on wider corporate initiatives have caused delays. Significant progress to note in September is that the new corporate VPN is now available to request from the IS service desk following a successful pilot.	• Rollout Outlook Web Access across organisation • Explore usage of Office 365 to meet specific business needs

2. Appendix B – Portfolio breakdown

The Portfolio and Change Team are reporting 52 Projects. 17 with in-house IS resource, 9 are being delivered by Agilisys, 7 are in scoping, 17 remain unallocated, 1 is on hold and 1 is in the process of being closed on the Project Vision Corporate tool.

Overall Status of Project

Bar chart "Overall Status of Project" (Total):
- Agilisys unallocated: 9
- On hold: 1
- CoL unallocated: 8
- CoL Project Scoping: 4
- CoL In flight: 17
- Closed: 1
- Agilisys Project Scoping: 3
- Agilisys In flight: 9

- **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

Five projects have closed since the last report:-

- **Virtual Private Network (VPN) Remote Working (Chamberlain's)** – to provide remote access to the City of London Disaster Recovery Service and to provide VPN to enable users to work remotely.

- **City Action Database (Town Clerk's)** – To transfer the Economic Development Office's (EDO) unsupported volunteers' database onto the City of London CRM system and provide additional reporting functionality.

- **Online Electoral Registration Forms (Town Clerk's)** – to provide an online form for business voters and electronically import data into the Halarose system to improve take up of voters and reduce administration time entering data manually.

- **Consultation Database (Town Clerk's)** – To improve the customer experience of the consultation database on the City of London Website.

- **City of London Procurement Service (CLPS) Helpdesk move to Contact Centre** -.To develop functionality within the CRM system to enable the Contact Centre to run the CLPS Helpdesk service.

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	↑	Carl Collins-McCarthy	Peter Kane	Feb-15	Feb-15	£2.34m		Red	Being finalised due to the re-baseline	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	Gary Griffin	Dec-13	July-14		Part of the Agilisys contract	Green	250 Days Budget 240 Days Actual	There are 2 sites still to be completed. Remaining sites require permission from Crossrail, scheduled for completion late November
SharePoint Expansion Strategy [*Part of Better working Practices Programme]*	Implementation	Amber	Green	↑	Richard Reilly	Graham Bell	June 2014	June 2014		£77K	Green	80 Days Budget 40 Days Actual	The programme is currently Green work has commenced on the roll out of team sites

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
Liberata, Revs & Bens Insourcing	Implementation	Green	Green	↑	Michelle Wells	Suzanne Jones	October 2014	October 2014	£460K		Green	Budget days not allocated 365 Days Actual	The Project is at Green status as this is now live and a closure report is required for Project Vision Tool.
Infrastructure as a Service (IaaS)	Implementation	Amber	Red	↑	Agilisys, Jamie Hewitt	Gary Griffin	November 2014	November 2014		Part of the Agilisys contract	Green	308 + Agilisys staff	Migrations for the high complex systems are underway, however challenges are being faced.
Information Technology Infrastructure Library (ITIL)	Implementation	Amber	Amber	↑	Agilisys, Rob Colley	Graham Bell	December 2014	December 2014		Part of the Agilisys contract	Green	110 Days Budget 52 Days Actual	*Project has now commenced phase 2 which is the delivery of nine processes.*
System Rationalisation	Implementation	Green	Green	→	Janet Baker	Graham Bell	March 2015	March 2015		No budget	Green	252 Days budget 27 Days Actual	3rd 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
Corporate Pensions System	Implementation	Amber	Green	↑	Fay Sutton	Suzanne Jones	December 2014	27 October 2014	£321k		Green	30 Days budget 43 Days Actual	The Project is at Green status as this is now live and a closure report is required for Project Vision Tool.
Libraries Programme	Implementation		Green	→	Conal Brennan	Sara Pink	March 2015	March 2015	Report currently being produced	£59K (Grant Funding)	Green	Budget days being calculated 20 Days actual	The programme is at a Green status as the Purchase Order has been raised to commence WiFi installation
Business Risk Management System	Implementation	Green	Amber	→	Janet Baker	Suzanne Jones	March 2015	March 2015		£12k	Green	18.5 Days budget 10 Days actual	Project status is Green. Project implementation progressing. Project completion March 2015. Training booked for 25 & 26 November.

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	Implementation	Amber	Green	↑	Louisa Itam	Neal Hounsell	November 2014	November 2014		£14.625k	Green	117 Days Budget 35 Actual Days	The work package for Agilisys to install the application has been signed off. Data preparation is also underway for migration.
Tower Bridge External Website	Implementation	Green	Green	→	Mark Hirst	Josephine Noti	November 2014	November 2014		£10.25k	Green	5 Days budget 10 Days actual	The website will go live on 10 November 2014.

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 customer surveys are underway