| Board: | Date(s): | Item no. |
|---|---|---|
| Information Systems Sub Committee | 11th March 2015 | |

| Subject: | Public |
|---|---|
| Progress Report on Strategic Programmes and all IS projects. | |

| Report of: | For Information |
|---|---|
| Chamberlain | |

## Summary

1. This report provides an update on the IS Project Portfolio. It highlights key issues and risks and includes mitigating actions to manage the risks and issues in amber and red projects to ensure they progress in a controlled state and drive projects back to green status.

2. At present two projects are in red status, Oracle and Infrastructure as a Service (IaaS). Three projects are in amber status, Information Technology Infrastructure Library (ITIL), CRM Integration Works Manager, and Wide Area Network (WAN). A summary of the position of these Red and Amber projects is given below:

   a. **Oracle (Red) –** As of the 24th of February the Go live Process commenced, with the new system due to be given back to users on the morning of the 4th of March. As of the 26th of Feb this work is progressing well. When the new system goes live there will be one remaining critical service issue where no work around currently exists. However, the effected functionality is not required till Mid May and we are working with PWC and Oracle to resolve this issue in good time for this deadline. A further verbal update on progress will be given to the Sub Committee.

   b. **Infrastructure as a Service (IaaS) (Red) –** The project has changed from Amber status to Red status as there are several issues which have impacted the completion date, namely:

      i. Spatial special case has been delayed due to performance issues on the new infrastructure. We are currently working with Agilisys to resolve these issues.

      ii. File shares have been re-programmed to avoid conflict with the Oracle programme.

      iii. The Libraries Talus system is due for replacement in the latter part of 2015 and the Project Board in agreement with the client has agreed to remove this system from the IaaS scope.

   Taking account of these issues the re-planned project is now due for completion in late May 2015. It will remain at red status until such time as the Spatial issues have been resolved and the migration of the remaining complex systems are complete. Currently 74% (233) of all servers have been migrated and this represents a significant reduction in risk, with the vast majority of critical services now housed in the resilient data centres.

   c. **Information Technology Infrastructure Library (ITIL) (Amber) –** The Project is continuing with phase 2, the delivery of nine processes. The project is at Amber status as there has been a delay in the deployment

of the Service Asset Management Module. This is due to the identification of differences in access permissions and configuration between the test and live instances of Supportworks. The differences were investigated thoroughly and the migration rescheduled. The programme team do not envisage that this will impact the overall project timescales.

d. **Wide Area Network (WAN) –** The project is at Amber status as there is one site remaining, which has a dependency on Cross Rail and access provision. The remaining site will be handled under BAU activity once this dependency is resolved. The WAN project will be closed as soon as practicable.

e. **Integration between Works Manager and CRM –** The project is designed to deliver an interface between CRM and Amey, our waste management supplier's system, Works Manager. The interface will reduce errors in data entry and save time and effort associated with double data entry. The project is at Amber status due to some outstanding issues around the functional specification between the two systems. The Engagement Lead has informed the relevant Stakeholders of the risks affecting overall timescales and is continuing to escalate with the supplier. Once the queries have been resolved the functional specification can be signed off and project resource on both sides allocated.

3. The entire IS Portfolio has decreased from 52 projects to 37, 23 are in flight, 4 are being scoped, 1 is on hold, 1 is unallocated, 8 new opportunities are being processed.

**Recommendation**

The report is received.

**Main Report**

**Background**

1. This report follows on from the update presented at the last IS Sub Committee on 9 December 2015. 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. Promoting the City = Green
   c. Better Working Practices = Green

3. In the previous IS Sub Committee 9 December 2014, the IS Division reported a list of 52 projects. Since then, this list has decreased to 37. Out of the 37 projects, 23 are in flight, 4 are in scoping phase, 1 is on hold, 1 is unallocated and we have 8 new opportunities. 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 three key programmes as outlined in the IS Strategy.

| Theme | RAG | Status Update | Next Steps |
|---|---|---|---|
| Building an Effective Corporation (Oracle) | RED | The programme is continuing to progress and remains at a controlled Red status as agreed by the Steering Group and Board. Good progress has been made on defect resolution and a number of assurance sessions have been completed with process owners and subject matter experts.<br><br>The programme manager will be focusing on planning activities for Post Go Live for March to May with PwC, ensuring alignment to the business timetable and minimal impact on BAU activities.<br><br>The new system will Go Live with one remaining critical service issue where no work around currently exists but this is not on the immediate critical path. | • Close early the February Financials (24th February)<br>• Push to close down all open purchase orders (24th February)<br>• Transition to Go Live 3rd March 8am<br>• The one remaining critical service's functionality is not required till Mid May<br>• Working with PWC and Oracle to resolve this issue in good time for this deadline. |
| Promoting of City – Superfast City Programme | Green | Programme name changed to Superfast City Programme (SCP) to mark the move from the strategic to implementation phase. A programme team has been assigned.<br>Pilot completed Trial underway at Middlesex St Estate and 65 London Wall. Effective collaboration between The City and Openreach has resulted in the 1st UK implementation of this ground-breaking advancement in SFB (Superfast Broadband) access. The team is receiving positive feedback from residents and SMEs and will attend the Middlesex Residents' meeting and 65 London Wall tenant meeting to promote availability of the new superfast broadband solution.<br><br>Mott MacDonald appointed to assist with procurement of a partner (concessionaire) within the mobile industry to improve the provision of mobile coverage within the City. Open Day planned for 17th March to promote Wholesale Concession with suppliers. | • To review the trial outputs |
| Better Working Practices | Green | Whilst the overall strategic direction is awaiting feedback from the service review submission, individual departmental project requests are being progressed. Significant progress to note is the rollout of Outlook Web Access across the organisation. | • Gain approval from the Corporate Projects Board to investigate and implement a solution that will provide unified communication solution that reduces support costs and increase access to flexible working through video conferencing. |

2. **Appendix B – Portfolio breakdown**

The Portfolio and Change Team are reporting 37 projects, 14 in house IS Resource, 9 are being delivered by Agilisys, 4 are in scoping, 1 remains unallocated, 1 is on hold and there are 8 new opportunities being investigated.
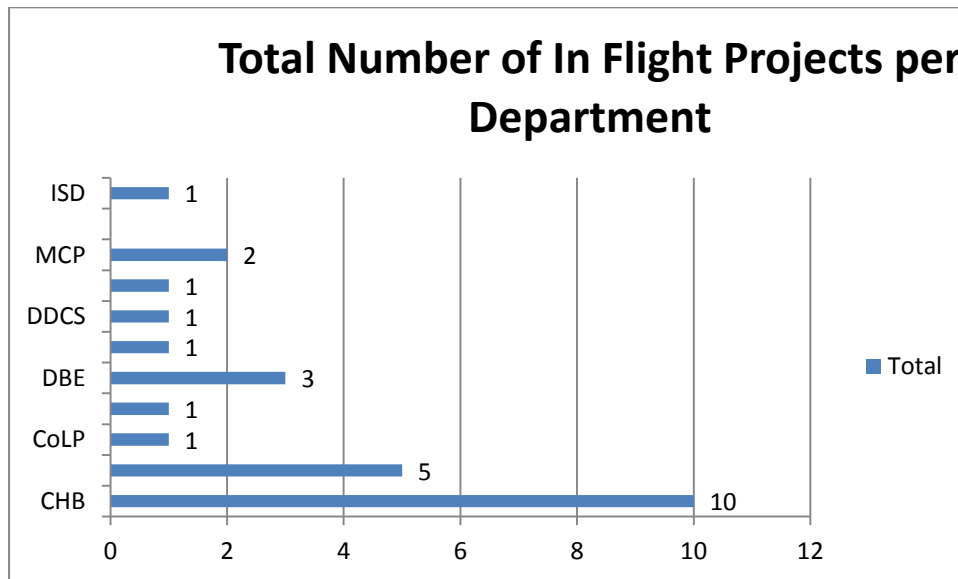


- **Scoping** = a project idea is being explored and documented into a project proposal (including business case)
- **Unallocated** = an idea has been submitted and an IS resource is yet to be assigned to conduct a scoping exercise
- **On hold** = the customer is uncertain as to whether they wish to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

Four projects have closed since the last report:-

- **Business Rates and Council Tax Insourcing (Chamberlains) –** to insource services from Liberata to the City of London Corporation.
- **Information Governance (Chamberlains)** – a full suite of up to date policies fit for the digital age to enable compliance with information governance legislation. This was moved into Business as Usual Activity.
- **Pensions System (Chamberlains)** – to ensure continued support for the pensions system.
- **Tower Bridge External Website (Culture, Heritage and Libraries)** – To support the opening of their new glass walkway and improved Website.

**Appendix C - Project Dashboard: Update on most significant In flight IS projects**

- **In flight projects** -  proposals and funding have been agreed, projects are underway

*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.

**Current IS In Flight Projects: i.e. the project proposal has been agreed: status report**

| Projects | 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 | Go Live - Mar-15 | Go Live - Mar-15 | £2.34m | | Red | 4629 Actual Days | The project is at a controlled red status, and is progressing through Go Live. |
| Network Refresh 'Network Renewal - Lot 1 (WAN replacement) | Implementation | Amber | Amber | → | Andy Goodey | Gary Griffin | Dec-13 | July-15 | | Part of the Agilisys contract | Green | 250 Days Budget 245 Days Actual | One site is remaining which require permission from Crossrail, scheduled for completion mid 2015 |
| SharePoint Expansion Strategy [*Part of Better working Practices Programme*] | Implementation | Green | Green | → | Richard Reilly | Fay Sutton | June 2014 | April 2015 | | £77K | Green | 80 Days Budget 73 Days Actual | The programme is currently Green work is continuing on the roll out of team sites and is on target to complete within budget |
| Infrastructure as a Service (IaaS) | Implementation | Red | Red | → | Agilisys, Greg Robinson | Gary Griffin | November 2014 | Feb 2015 | | Part of the Agilisys contract | Red | 490 Actual Days | The project is at Red status as the contingency period is being used for special cases. |

| Projects | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Information Technology Infrastructure Library (ITIL) | Implementation | Green | Green | → | Agilisys, Rob Colley | Graham Bell | December 2014 | April 2015 | | Part of the Agilisys contract | Green | 110 Days Budget  110 Days Actual | Project is at Amber status due to the delay in the rollout of one module. It is on target to complete to agreed timescales |
| System Rationalisation | Implementation | Green | Green | → | Janet Baker | Graham Bell | March 2015 | Sept 2015 | | No budget | Green | 252 Days budget  48 Days Actual | The project is progressing however due to no budget or resources the time for completion is taking longer than expected. |
| Libraries Programme | Implementation | Green | Green | → | Conal Brennan | Sara Pink | March 2015 | June 2015 | Report currently being produced | £59K (Grant Funding) | Green | Budget days being calculated  41 Days actual plus Agilisys time | The WiFi installation was successful The programme cannot progress any further until capital funding is secured. |