

Committees: Corporate Projects Board - Digital Services Sub Committee Projects Sub Committee	Dates: 3 rd November 2021 5 th November 2021 17 th November 2021
Subject: Committee Rooms Audio Visual Equipment Unique Project Identifier: 12221	Gateway 6: Outcome Report Light
Report of: Chief Operating Officer Choose an item. Report Author: Sam Collins	For Decision
PUBLIC	

Summary

1. Status update	Project Description: The installation of Audio Visual Equipment to the Guildhall Committee Rooms to facilitate hybrid meetings RAG Status: Green Risk Status: Low (Low at last report to committee) Costed Risk Provision Utilised: N/A Final Outturn Cost: £174,052. <i>The project was completed within budget but was delayed by a period of 2 weeks.</i>
2. Next steps and requested decisions	Requested Decisions: Members are asked to note the content of the report and approve the closure of this project.
3. Key conclusions	The Project has been completed successfully with the installation having been completed to a high standard. The progression of the project during the COVID-19 pandemic has meant that there was unprecedented access to the Committee Rooms, however the project did incur delays due to delayed hardware supplies, increased demand on the external supplier and a positive COVID-19 test within the Project Team.

Main Report

Design & Delivery Review

4. Design into delivery	The project supplemented inhouse resource with an external AV specialist. It would not have been possible to achieve the same quality of outcome utilising in-house resource only, therefore the overall design of the project was appropriate.
5. Options appraisal	The chosen option has fully met the project objectives – not only in providing the capability for hybrid meetings to take place in the Committee Rooms, but also in replacing the ageing projectors and table microphones. The provision of the full Teams Meeting Room solution allows the rooms to be used flexibly and in line with the expectations of a 'modern meeting experience'. To pursue an alternative option would have resulted in a substandard audio or visual quality, which would not have delivered the desired functionality – and would not have provided future flexibility around Committee Meetings.
6. Procurement route	The project utilised the existing O2 Contract to procure the service of a specialist Audio Visual Company, AVMI.
7. Skills base	The Head of Change and Engagement and the Technology Support Team worked well with the external suppliers to deliver this project. Following conclusion of the project, support for the install AV equipment has been successfully transitioned into the Technology Support Team. Training has also been provided to the Committee Services Team in the operation of the equipment and the equipment will continue to be supported by the IT Division.
8. Stakeholders	The Project Team kept Member and Committee Services and the Remembrancer's Office informed throughout the project and continue to provide training and support to Members and Committee Clerks.

Variation Review

9. Assessment of project against key milestones	The Project progressed well, however did experience delays around the supply of hardware, associated with the COVID-19 Pandemic. There was also a two-week delay during the installation period, due to a positive COVID-19 test within the Project Team. This impacted on the final completion date by two weeks.
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10. Assessment of project against Scope	<p>The project was delivered against the original project scope;</p> <ul style="list-style-type: none"> • Use of video-conferencing within Committee Rooms 1, 2, 3 and 4 • Use of audio-conferencing within Committee Rooms • Use of presentations and content sharing within Committee Rooms • Recording and Live Streaming of meetings within Committee Rooms • Flexible use of Committee Rooms 3 and 4 as two separate rooms or one large room with a unified AV solution
11. Risks and issues	<p>Three of the risks highlighted prior to the project translated into project issues;</p> <ul style="list-style-type: none"> • Firstly, the site survey uncovered some minor complications involving the Committee Room induction loops, which required the loop to be cut and re-routed in one room. This did not result in a delay or additional cost to the project. • The project experienced delays in the supply of hardware, although this was largely mitigated by the supplier placing the order early and retaining a stock of key components. • The availability of the external suppliers (AVMI) was also a determinant in project mobilisation, given a significant rise in demand for AV services due to the pandemic. <p>There was also a two-week delay during the installation period, due to a positive COVID-19 test within the Project Team. This was not foreseen at Gateway 4 or 5, given the relatively low levels of COVID-19 prevalence at that time.</p>
12. Transition to BAU	<p>The project was always intended to transition support into the Technology Support Team following completion. The internal team remained involved throughout the project and worked closely alongside AVMI to ensure sufficient knowledge transfer and smooth transition into BAU Support.</p>

Value Review

13. Budget			Budget	Actual
	Capital Programme	Fees	£51.6	£51.5
		Works	£9.2	£9.1

		Purchases	£113.7	£113.5
		TOTAL	£174.5	£174.1
14. Investment	The Project Business Case was not predicated on the delivery of savings, however it is anticipated that the facilitation of hybrid committee meetings over the longer term will result in the more efficient use of Member and Officer time, in terms of meeting attendance and set up. The new equipment has also provided significant business resilience as the organisation continues to live with the COVID 19 pandemic.			
15. Assessment of project against SMART objectives	<p>Initial indications are that the project will deliver against the original SMART objectives;</p> <ul style="list-style-type: none"> • To provide the functionality to deliver all future Committee Meetings through Microsoft Teams / Zoom, if required. • To record and live stream all Committee Meetings if required. • To significantly reduce the need for physical Officer attendance at Committee Meetings, allowing Officers to remotely join the Teams / Zoom Meeting for the relevant items only. • To reduce set up times for Committee Meeting by removing the use of temporary projectors and mobile screens. 			
16. Key benefits realised	<p>The following benefits have been delivered;</p> <ul style="list-style-type: none"> • Allow the effective use of Microsoft Teams / Zoom within all Committee Rooms at Guildhall (1,2,3,4) – including audio and video calls, as well as content sharing • The proposed solution would expand upon the existing use of Microsoft Teams / Zoom, allowing Members and Officers to participate in the meetings, both in person and remotely. This would support more efficient use of Officer time in particular, if they were not required to be physically present at all meetings. • Support the video recording of Committee Meetings, including the enablement of transcription. • Support the live streaming of Committee Meetings in line with a number of local authorities – promoting transparency and democratic engagement • Flexible solution allowing Committee Rooms 3 and 4 to be used separately, or as one large Committee room • Provide greater resilience for Committee Meetings in the future, where all participants are unable to attend • Replace ageing projectors with high definition TV screens, allowing effective display of presentations 			

	<ul style="list-style-type: none"> • Replace ageing table microphones
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Lessons Learned and Recommendations

17. Positive reflections	<p>The Project Team as a whole worked well, utilising the skills and knowledge of both internal staff and external suppliers. This close working has smoothed the project handover into BAU support and enabled the internal staff to upskill and be in a position to provide ongoing support.</p> <p>In particular, the team worked well during the solution design phase, exploring various technical options utilising the knowledge of the inhouse team with the technical expertise of the external suppliers. This has resulted in a high-quality technical solution, which has delivered the desired project benefits.</p>
18. Improvement reflections	<p>The main challenges in this project were related to the COVID-19 pandemic – principally delays in the supply of hardware and a member of the Project team testing positive for COVID-19. Both of these areas can be mitigated in future projects, although it is hoped that these unique circumstances will be less prevalent for future projects.</p>
19. Sharing best practice	<p>The technical knowledge learned over the course of this project in the use of the Microsoft Teams Rooms has already been utilised to design and implement audio visual installations within Guildhall and elsewhere and at other COL sites.</p>
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet
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Contact

Report Author	Sam Collins
Email Address	Sam.collins@cityoflondon.gov.uk
Telephone Number	020 7332 1504