AUDIT COMMITTEE   AGENDA   ITEM: 7
15TH JANUARY, 2013

ICT WORK PROGRAMME & PROJECT UPDATES

Portfolio Holder   Cllr C Eginton
Responsible Officer   Head of ICT

Reason for Report: To update Audit Committee on ICT Work Programme including Leisure Centre System

RECOMMENDATION(S): The Committee note progress

Relationship to Corporate Plan: None arising from this report

Financial Implications: Revenue and Capital investment in projects

Legal Implications: None apart from usual supplier contracts

Risk Assessment: Risk assessments are integral to ICT work and projects

1.0   **Introduction – ICT Estate, what we support**

      1.1   **410 users**
      1.2   **362 PC, laptops**
      1.3   **3 thin clients – about to increase**
      1.4   **62 Servers (central computers)**
      1.5   **29 Virtual servers (central computers)**
      1.6   **415Telephones**
      1.7   **56 Mobiles and smart phones**
      1.8   **94 applications**
      1.9   **20 Statutory databases (inc. in support of Statutory databases)**
      1.10   **Value of Transactions**

Database	No. of	Total Value	Estimated	
			No. Financial Transactions	No. Business Transactions
Housing Rents	**4,455 tenancies**	**£12,500,862**	**508,693**	**38,059**
Repairs	**4,455 tenancies**	**£2,532,000**	**71,515**	**120,000**
Benefits	**6,000 claimants**	**£23,064,256**	**358,000**	**20,000**
Council Tax	**33,000 properties**	**£40,343,357**	**tbc**	**tbc**
Business Rates	**3,500 businesses**	**£14,194,698**	**tbc**	**tbc**
Leisure	**6,665 members Accounts 135,532 casual**	**£1,987,101**	**372,604 273,133 135,671**	

2.0 Overview of ICT Services

2.1 ICT Services encompasses Information Management, Gazetteer Management Services, Land Charges, Infrastructure (inc. Telephones), Support, and Business Development. There is some overlap between these. For the purposes of this report the focus will be on Infrastructure, Support and Business Development

2.2 Within this focus area, the work falls into the three categories of Support (1st, 2nd and 3rd line); Management & Governance of the Systems; and Business Development which is largely project work. We do not have separate resources to deal with these categories so they are spread across the teams.

	Infrastructure & Support Team		Business Development Team
	Support	Infrastructure	
Support 1st Line	√		
Support 2nd Line		√	√
Support 3rd Line		√	√
System Management & Governance		√	
Business Development			√
Projects	√	√	√

2.3 To release capacity from Support to Projects, our approach is to use best management practices, standardise and streamline, proactively manage systems, prevent issues through problem management, as well as good Security
.

2.4 The temperature check to show the balance is about right is the Customer Satisfaction Survey.

3.0 Performance Measures

3.1 Support is top priority with Service Level Agreements (SLA)(Appendix A) that are monitored monthly with Service Standards reported in SPAR Support

3.2 The ICT team has a good work ethic and aspires to work according to ITIL (IT Best Practice). Projects are managed using PRINCE2 methodology. There is good control of budgets and supplier performance management.

4.0 ICT Work Programme

4.1 Please see Appendix B (two parts). This is a snapshot of ICT Work Programme dated 17th December and is reviewed monthly. This is used by ICT for planning work and resource allocation.

4.2　In addition to this there are regular upgrades carried out across all systems. Annually this is about 52 upgrades.

4.3　Patches are loaded ad hoc to fix problems and are intermittent.

4.4　Every five years we have to plan for a total refresh of systems. Wherever possible this is staggered to balance the workload. We have just completed a tranche eg Windows 7 and Office 2010. Current work is Server 2008 plus infrastructure placements.

5.0　ICT Summary of Work

5.1　Please see Appendix C. This Summary is primarily for discussion at ICT User Group who meet quarterly but is also circulated generally and to some Councillors.

5.2　Please note point 'j' in the Infrastructure section – 'A public WiFi eg for councillors has been set up around the Exe Room and Members Room. Councillors just need to ask ICT for the wireless key and to note the amendment to ICT 004b Internet Use Policy v5.2 (2.4, 3.1.9, 3.1.11 and the last bullet point of Appendix 1)'

6.0　Leisure End Project Report

6.1　Please see Appendix D. Whilst the project element is formally finished ie closed, XnLeisure (TLMS) is proactively supported and maintained as it is in operational use. Standard as with any MDDC system, bug fixes and patches are applied, testing carried out, upgrades scheduled where and when appropriate, along with usual user support.

6.2　The current status is (17th Dec)
6.2.1　1 outstanding project issue
6.2.2　4 outstanding general support calls
6.2.3　No upgrades scheduled
6.2.4　Financial Interface work to be scheduled

7.0　Appendix E - Glossary

Contact for more Information: Head of ICT Christina Cross (ccross@middevon.gov.uk or 01884 234912

Circulation of the Report: Cllr C. Eginton, Management Team, Audit Committee

List of Background Papers:

Appendix A – Service Level Agreements

Level 1 - Multi User Incident (immediate response)
SLA: 7.4 hours
Something serious has happened where a large number of users are prevented from continuing work and an immediate response is required from ICT (e.g. a server has crashed, or a major application has failed). You, or preferably your ICT Liason Officer, will need to telephone the helpdesk direct on 4994.
N.B. To avoid duplicate logging of calls you will need to make your colleages aware that the incident has been reported.

Level 2 - Single/few User Incident (urgent)
SLA: 7.4 hours
Something specific has gone wrong affecting you, or a small number of users, only. (E.g. your PC's hard drive has broken, or you cannot print.) A rapid response is required as you cannot continue to work effectively without this being fixed. N.B. You will get a more rapid response if you telephone the helpdesk on 4994.

Level 3 - Incident(important)
SLA: 37 hours
Something has gone wrong affecting you, or a number of users. However, though it needs to be fixed it is NOT preventing you from working and can be fixed at a time convenient to the ICT section.

Level 5 C - Request for change
SLA: 7.4 hours
An urgent change is required within the day**. This may involve loading new software, installing a new PC, moving ICT kit, amending a program etc. The change is not sufficient to need assesment by an ICT Manager.**

Level 5 D - Request for change
SLA: 37 hours
A change is required. This may involve loading new software, installing a new PC, moving ICT kit, amending a program etc. The change is not sufficient to need assesment by an ICT Manager.

Information/Advice/Consultancy
SLA: 37 hours
You require information/Advice/Consultancy, you want to know how to do something, you want to book some training, you want advice on how to approach a problem.
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Log an ISSUE
This is like an incident, but has wider implications. E.g. An application is being implemented and you can see that there is going to be an issue with say reconciling data entered with data received from the public

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Log a RISK
This is to log a risk. Please give a score out of 3 for the Likelihood (3 is high 1 is low), and a score out of 3 for the Impact.

Purchase/order
SLA: 37 hours
You want to buy something - we need a cost code

Request Loan of ICT equipment
You want to borrow ICT equipment. Please state what you need, what it is required for, the date required and the duration.

Ask ICT a general question!
If you want to ask IT a question. If this seems relevant to other staff this will be included on the frequestly asked questions (FAQ) list

Not sure which of the above to use!!
Use this one and ICT Helpdesk staff will sort it out later

3rd Party Direct
SLA: 0 hours
 User rang 3rd party direct

Appendix B - Part 1 - Separate document

Part 2

Project Name	Summary Description	Expected Delivery Date	Updated	Status
Accountis/BACS/ Payments replacement	Accountis have announced new hosted version released, old system to be de supported by Dec 2013	Dec 2013		
Asset Management				
MS Audit/SW Licencing	On going			
Host Access Licence Review	Reduce/eliminate use of Host Access. 5-10 days work required by JS,	October 2013		agreed to postpone for a year
Hardware Inventory	On going			
Care Services (Supported Housing)	A system will be required			Scoping in progress
Council Tax Benefit	Implementation of localised CT benefits			Working group established New metastorm processes required + FAQ Patch for Northgate Annual Billing upgrade for Northgate will inc CTB
Customer First Project				
CF Programming*	Adding to processing to CRM			
Aura Implementation	Replacement call handling system	Completed		
NDL Screen Scraping	Automated entry of data into back office systems removing duplication and saving officer time			Waiting to agree with Service Managers
Victoria Forms	**Replacing current forms with new secure version**	**Benefits completed**		**Planning in progress**
Web Site Review	**Regular review to ensure web is fit for purpose**			**Nexus due on 18th Dec with their report**

Project Name	Summary Description	Expected Delivery Date	Updated	Status
Web site upgrade	**This is a technical upgrade**	**Tba**		**Planning session due in January 2013. Use service days for upgrade and consultancy**
DMS rollout	**On going**			
DMS Upgrade tba	**DMS is due a significant upgrade and needs a replacement server (eol)**	**Tba**		**Planning work tba**
eFinancials release upgrade	**Financial system upgrade**	**23rd Jan 2013**		**User testing, sign off due w/c 7th Jan 2013.**
Security Project aka GovConnect/Coco	**On going**			
Mobile security layer	**Mycroft/Good**			**Awaiting CESG**
Helpdesk replacement development & migration	**Replacement of current helpdesk system for ICT, Legal, HR & Estates as current system outgrown and flaky**			**Not started**
Homelessness db	**Database to assist management of homelessness**			**1st Phase database build in TEST**
Housing Project				
Merge IT 2	Mail merges			Completed Phase One awaiting confirmation and testing of additional functionality by Housing
Planned Maintenance		Completed		Completed for ICT
Service Charges		Completed		Completed for ICT
Rents Mobile	Rollout to Tenancy Officers	Q2 2013		Awaiting successful rollout of SVS to trades
Self Service		tba		
Window Mobile upgrade	Move to Android phones and new SVS version	10 Dec 2012		Trades are receiving new system and all appears to be OK

Project Name	Summary Description	Expected Delivery Date	Updated	Status
Datastox for stock & Plant	New hosted system available that has improved functionality	tba		Pricing and technical being evaluated
HR	**New HR system – phase 1** **Phase 2 – implement self service** **Phase 3 – Learning & Development**			
Payroll replacement	Build system and migrate data	April 2013		Work on target to deliver
HR replacement	Build system and migrate data	April 2013		Work on target to deliver
HFX replacement	Time management and security to integrate with HR system and provide capacity for Leisure			Investigation and pricing + technical in progess
IDOX				
Upgrade V.8.2				**Scheduling for Jan 2012**
CIL implementation	Community Infrastructure Levy			Awaiting ratification of CIL schedule by Planning Inspector and sign-off by council
Local View	Graphical information for users and public	tba		Business case being prepared
Listed Buildings	Module to manage listed building	tba		
Estates Management				
Estates	Module set up and configured			With Service Area
EnvServices	Module set up and configured			With Service Area
Legal	Module set up and configured			With Service Area
Housing	Module set up and configured			Ongoing
Infrastructure Upgrades				
Replacement servers	ongoing			
Windows 7 & Office 2007/10	Upgrade, replacements and rollout	completed		

Project Name	Summary Description	Expected Delivery Date	Updated	Status
WAN replacement	End of life kit needs replacing	March 2013		Tech spec being prepared and receiving of quotes
SAN Replacement	End of life kit needs replacing	March 2013		Tech spec being prepared and receiving of quotes
Crediton Office Telephone replacement	To bring Crediton Office onto main switch and reduce calls, improve management			Awaiting to purchase 2nd hand call pilot
Becrypt Review	Encrypted PC on a stick for mobile/home workers			Postponed due to other work presessure
WiFi	WiFi in Phoenix	14th Dec 2012		Internal system only, available to officers on request (not broadcase. Full network access available only with Mid Devon equipment
PSN Coco	Due Dec 2012	Jan 20123		
IT Health Check	Annual security check	2012 completed		Awaiting reports and action plan
ITIL refresh	Best Practice for ICT Services	2013		Training and away day to be arranged
Metastorm upgradev7-v9	**New version of Metastorm**			
Metastorm Training	Completed for ICT			
Metastorm migration	Current processes being move to new version	50%		Revenues in test Waste – live and being snagged Benefit – WIP Estates on hold

Project Name	Summary Description	Expected Delivery Date	Updated	Status
Mobile phone contract	Bi annual ITT	Completed		Awarded to EE and reawarded under
Policy Review & Revision	**Regular Policy review cycle**			**FOI, DP almost complete and IS due**
Leisure				
Leisure Fast Track	Kiosk & Door watch	Completed		
Leisure Invoicing on hold	Invoicing from Leisure system			The business processes need to be agreed
Leisure Trust	Postponed, no review date set			
React Upgrade				**With service area**
Revenue Upgrades	On going			
Route Optimisation	**For Waste, Ground Maint and others**			**Initial work in setting up the system. Need project plan – with service area**
Printer Project	**To control and allocate printing costs**	**Completed**		**Monthly charges to be use for recharging costs and central cost centre set up**
Sharepoint Review	**Sharepoint needs upgrading to 2010, restructuring and governance**			**Review in progress**
SW Councils Support	To provide ICT support to them			Technical audit in progress, report to be produced with costed options
Tree database	Module set up and configured			With service area
Visits db/PVC	Pulling PVC info into one place	completed		
New				
Extranet	Required for mobile doc storage and for information sharing with suppliers			Specification required and resource allocated
AD rollout Photos on WhoDoesWhat	To improve security so people know who does what and what they look like			CEC to take to MT Jan 2013

Project Name	Summary Description	Expected Delivery Date	Updated	Status
Search for CorpProp Images	To centralise photo storage, to enable reuse of photos, searchable	completed		Staff need regular reminders to use this
Annual Billing	Annual piece of work about 3-4 weeks	31 March 2013		
Year End	Annual piece of work about 3-4 weeks	31 March 2013		

APPENDIX C   ICT SUMMARY OF WORK DECEMBER 2012

Performance

- Customer Satisfaction averaging 9.6 out of 10
- % Calls Resolved within Agreed Timescale (SLA) – averaging 82%
- System up-time averaging at 98%
- ICT Services is within Budget

Major Projects for 2012

Customer Services

a. Customer First project - continued development of CRM and matching with online web services.

b. Metastorm eWorks – The migration work continues post the upgrade(s). It was originally estimated the migration work would take until end of March 2013. Some of the existing workflows also have Requests For Change (RFC) so these are being included in the migration processes and therefore slowed progress. Migrated Waste processes are live. Revenues processes are currently being tested, with Benefits work just commencing. However, with the revival of the Customer First project and the new Council Tax Benefit scheme the decision has been taken to postpone any migration work for the Environmental Services processes. We are still waiting on service areas for information before we can continue work on Fixed Penalty Notices payments processes. A multi-fund, multi-payments facility will shortly be available for staff/Customer First, with the Misc Income multi-payment process being developed. We have potential SQL (database) server issues that we need to monitor and resolve. This will impact on ICT staff availability as we need to ensure the database system is fit for purpose and on a robust platform. This may impact on ICT's capacity.

c. Victoria Forms – The Benefits form is live. We will have some amendments that will need to be made due to various Welfare/Benefits changes. We need to review the overall plan for this project as Metastorm eWorks have just now improved their forms compatibility and Metastorm and Victoria forms go hand in hand. The risks have to be a consideration.

d. The Communications database has been completed and is live

e. **Web** Improvements – our web only scored ☆ in recent SOCITM rating. Since this is our 'shop window' the target is to achieve ☆ ☆ ☆ ☆ and become fully transactional by end of 2013. The Web Group have produced an improvement plan. An existing supplier Nexus gave our website a FOC review on 18th December. Whilst overall our web site is reasonable, there are areas that would benefit with improvements. Some of which should be fairly straight forward. We need to find the capacity to allocate resource to this work.

f. The Web site is due a technical upgrade which is being scheduled early in the New Year.

Housing Project Phase II

a. Planned Maintenance – completed and with users.

b. Service Charges – completed and with users.

c. Housing Mobile – New Android solution for Repairs has just gone live (10th December) Tenancy have purchased the SVS mobile solution which will be due for implementation early next year.

d. Orchard Housing (OH) – Replacement print server (MergeIT2) is completed. The installation of extensions has been done which will provide print to email/pdf facilities once the service has successfully tested functionality.

IDOX/CAPS

a. Version 8.2 is currently in TEST. The patch to incorporate the new CIL tab is also in TEST. Hoping to go live by end of January.

b. Total Land Charges – A series of upgrades and migration to the new servers needs to take place. This is to implement changes for CIL and to bring TLC up to v7.7.4.

c. Uni-form is being tested with Office 2010 with the same deadline as above. So far it has not generated any significant issues. Hoping to go live end of February.

Revs & Bens

A Working Group has been established and are preparing for the new local scheme to replace Council Tax Benefit New eWork processes will be required plus the creation of a FAQ. There is a patch for the Northgate system and the Annual Billing upgrade will also include CTB.

Infrastructure

a. Citrix upgrade: There are three systems still to be migrated as there have been compatibility issues. It is hoped that the final systems will be migrated by end of March 2013.

b. Replacement Infrastructure (all of the equipment that links everything together). This is a major piece of work as there are various components that are separate eg servers and switches and storage devices, all with different requirements and specifications. Each of these need to work seamlessly together. This is being priced up with competitive quotations being received. There is likely to be scheduled downtime during the installation of this equipment. It will be kept to a minimum and plenty of notice issued.

c. The Sophos Mail Filter has been successfully introduced as the Spam Personal Message Manager replacement.   A guide to the new system is available on the Phoenix Portal 'How to' http://mddcmoss/sites/phoenix/How%20To/Forms/AllItems.aspx

d. **Mobile Device Contract** – contract was awarded to Orange T Mobile (Everything Everywhere). All the mobiles have been swopped out. We had problems with the contract as EE had made some changes. Consequently the contract was re awarded (to EE) under a different framework agreement to ensure we had the terms we needed. There is a security layer to be applied to the android phones, and tablets and will involve close working between Mobile IA (Mycroft) security and SVS.

e. Password Self-service – is already saving us in the region of £1,200 pa.

f. Papercut (printer control software) will be upgraded to V12.5 during January

g. The Annual IT Health Check has been completed and we are working through the actions.

h. The training room laptops are being replaced and upgraded to wyse terminals. Two are being tested at the moment.

i. WiFi has been enabled for officers only, on the first and second floor landing areas and adjacent rooms. This is not broadcast. Officers must request access and only Mid Devon equipment can be used. It will provide full network file access including email.

j. A public WiFi eg for councillors has been set up around the Exe Room and Members Room. Councillors just need to ask ICT for the wireless key and to note the amendment to ICT 004b Internet Use Policy v5.2 (2.4, 3.1.9, 3.1.11 and the last bullet point of Appendix 1).

Leisure

a. The Leisure system project has officially closed and XnLeisure and the related systems are now in operational support. At some point the business processes need to be agreed to allow implementation of the financial interface

b. ICT have advised that information re' cookies to comply with legislation needs to be placed on Leisure website. Review of Leisure Web site continues.

General Other

a. **DMS** – The major upgrade scheduled for DMS will be scheduled for the New Year. The DMS upgrade will include migration of the existing system on two new servers and a significant upgrade of the software. This may incur some downtime in the near future, but we will keep you informed and try to give as much notice as we

b. **HR & Payroll** – The tender has been awarded to Northgate Arinso. The system is due to go live 1st April and the Self Service later during 2013.

c. **Review of Sharepoint** –This has commenced slowly due to other work commitments.

d. **Helpdesk Replacement** – The existing in-house software is no longer fit for purpose and is now presenting a business risk for ICT. Work on this has been postponed again due to continued development requests from elsewhere in the organisation. This also impacts on the helpdesk systems for Legal, HR and Estates

e. **eFinancials (eFin)** - The significant upgrade to the current eFin system is scheduled to go live 23rd January, subject to successful final testing.

f. **Waste/Recycling** –RouteSmart - a Route Optimisation package has been purchased and is with the users for configuring and rolling out. The project plan is due to be published by Simon Newcombe. This will enable the service (and potentially other services) to identify more cost effective and efficient ways of providing services, including saving fuel, better vehicle management, more effective feasibility studies, taking on new developments and in the case of bad weather to temporarily revise routes. ArcGis has been upgraded to v10 to facilitate this software.

g. Devon wide we are looking to implement a mobile Waste App that will tell users when their bins will be emptied. Obviously, keeping MDDC data up to date is vital.

h. We have just received notification that the current Accountis BACS will be de-supported December 2013. This is a big piece of work with implications and needs careful planning. This work will be started in the New Year.

i. There have been supplier issues in getting a replacement licence key for Business Objects. We are on the case.

New Work coming up

a. System for Care Services
b. Transformation Strategy - Promoting Customer Self Service
c. Inc.Housing Self Service Portal – Rents and Repairs
d. Enable use of tablets – need to master security and where documents are stored
e. Homelessness database – will be developed in house saving c£20k

If there is work you need ICT to do and it is not in our Business Plan then it won't be done – ie please talk to us)

APPENDIX D – separate document

Appendix E – Glossary and Explanations

Android	An operating system used for smartphones and tablets (instead of Windows and Apple) Because it is open and not subject to any controls, it is cheap to rollout applications. Android comes in many versions eg Gingerbread, IceCreamSandwich, jelly bean.
CRM	Customer Relationship Management – usually a software system
Database	Aka db. Is related information held electronically in a series of related tables. This makes it easier to create, store and retrieve information.
Gazetteer	Mid Devon database of property which may be buildings or land or non addressable objects eg bridges
GIS	Graphical Information system (maps)
Go Live	Until something reaches this point it is not in active use
IDOX/CAPS/Uniform	Database of property related information held with spatial information. Idox is the company that bought Caps. The applications/database is called Uniform
Metastorm eWorks	electronic workflow owned by Metastorm
Oracle	This is a database engine suitable for all sizes of businesses.
Process	Something starts and proceeds through various actions or checkpoints until it is completed. Eg Applying for Leave – a member of staff puts in a request for leave to their manager, who approves it, and the request is applied to their record.
RFC	Request for Change. This can be anything from a minor change to implementing a whole new system. The latter is managed as a project
SQL	Aka MS SQL. This is a type of database engine suitable for Small or Medium size Enterprises (SME). There are other versions of SQL.
SVS	South View Solutions the supplier of the link system that enables the housing system (orchard) to go the mobile phones
System	In its smallest sense can be just another name for process. In the wider sense eg Benefits system then it consists of people using a computer based system which in itself consists of hardware and software. Both the hardware and software are likely to be plural.
Workflow	defined process which can be manual or automated (electronic)
V	Usually means **Version** often seen accompanied by a number eg V9
Victoria Forms	A form designer that has security built into its design eg hackers cannot complete a form on the website and use it to 'get at' our systems

Explainations

Virtual Servers	Previously a server has been one central computer (tin) with single key software installed eg Finance system. This was not very efficient as the software does not use all the available resources on the computer. Virtual servers are still one computer (tin) but with more than one instance of software installed, in such a way that each instance 'thinks' it has exclusive use of the computer. This maximises use of all the available resources on the computer. It also ticks the green box in using less electricity and generating less heat, and using less physical space. Another example is instead of running single decker buses, we now run quad decker buses.

Appendix D

Mid Devon
DISTRICT COUNCIL
Where People Matter

END PROJECT REPORT

XN Leisure

Release : Final
Version : 1.2
Date : 04/01/13

Author : Ian Potbury
Owner : Jill Stimpson
Client : Leisure Services

Document
Number :

Document Location

This document is only valid on the day it was printed.
The source of the document will be found in location
 S:\Support\Projects\Leisure\04 - XN Leisure System\15 - End of Project\End Project Report
v1.1.doc

Revision History

Date of this revision: 20/11/12
Date of Next revision:

Revision date	Previous revision date	Summary of Changes	Changes marked
16/10/12		First issue	
20/11/12	16/10/12	Amendments to Project's Achievement of Objectives and Benefits	
20/11/12	20/11/12	Correction to project budget and spend	

Approvals

This document requires the following approvals.
Signed approval forms are filed in the Management section of the project files.

Name	Signature	Title	Date of Issue	Version
Jill Stimpson		Head of HR Services	20/11/12	1.2
Christina Cross		Head of ICT Services	20/11/12	1.2
Samantha Bennion		Leisure Services Manager	20/11/12	1.2

End Project Report

Purpose of Document

The report is the Project Manager`s report to the Project Board (which may pass it on to corporate or programme management) on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, the revised Business Case and final version of the Project Plan.

Achievement of the Project's Objectives

Objective	Achieved	Measure
To replace the current Flex system with a centralised XN Leisure system serving all three leisure centres.	Fully	XN Leisure's TLMS system has been implemented, with a central database and client installation hosted by the Council's ICT service at Phoenix House. The system comprises 2 modules, Advantage and Dimension. The system is delivered to all 3 leisure centres over the councils LAN via Citrix. The Flex system has been retired.
To have improved Management and Financial reporting.	Partially	The TLMS system incorporates a suite of inbuilt reports. These are complemented by a third party application, Cascade3d. Cascade3d incorporates a more detailed suite of reports developed specifically for the TLMS system. However, on-going issues have not yet realised any improvement in Management Information. This will be reviewed as part of the Post Project Review.
To have proper interfaces to Cedar Financials and Capita.	Unachieved	The inbuilt interface to eFinancials (Cedar) was found not to be fit for purpose and as such was has not implemented. It has been agreed to review this requirement outside of the project. XN Leisure will start offering its customers bespoke solutions in 2012 Q4. The TLMS system incorporates its own Income Management system. Therefore, there is no business benefit to be gained by interfacing TLMS with the Council's Income Management system (Capita).
To replace current online booking system with Horizon 3.	Fully	XN Leisure's Horizons 3 system has been implemented. Currently, there are in excess of 700 customers that have registered to use the system.
To provide the additional features of	Fully	Cascade3d has been implemented and

Cascade Reporting and QAS Pro Web (address look up)		offers more detailed Management Information than that of the inbuilt TLMS reports. QAS Pro Web has also been implemented in order to quickly identify customer addresses.
To enable the follow on implementation of fast track entry systems and managed door entry systems.	Fully	XN Leisure's Kiosk and Doorwatch systems have been implemented at all 3 leisure centres.

Achievement of Project Benefits

Benefit	Achieved	Measure
£15,000 per annum saving on reception cover	Partially	There has been a reduction of 40.25 staff hours across the three sites between September 2010 and September 2012 resulting in an approximate saving of £14,020 per annum.
£25,000 per annum as income recovery through reducing unauthorised use of facilities (based seventeen persons per day across all three centres)	Fully	There has been a 33.5% increase in like for like authorised usage in the areas where Doorwatch has been implemented.
Improved efficiency of management time, estimated at £8,400 worth of savings for both Leisure managers and MDDC accountants	Unachieved	Due to the financial interface not being fit for purpose, the transfer of financial and sundry debtor information between the TLMS and eFinancial systems is still a manual process.
Improved information and reporting, to be able to carry out analysis and identify trends, leading improved customer retention.	Partially	The Cascade3d and TLMS suite of reports have only just become fully functional. This will be reviewed as part of the Post Project Review.
Improved till functions, improved screen navigation	Fully	There has been approximately a 10% improvement in the time taken to deal with basic Front Desk functions with approximately a 33% improvement in the more complex functions such as Class bookings.
Easier and more memorable induction training, using familiar windows based controls	Partially	The training of staff in the use of front office functions is easier and quicker than that of the previous system. However, the time needed in the training of back office functions such class and session configuration is comparable with that of the previous system.
The ability to add further modules (funding permitting) such as card entry systems to Leisure facilities,	Achieved	• All tills have touch screens. • Horizons was implemented in phase 2 of the project.

touch screens instead of mouse operations, payment portals, and possibly customer self-service.		• Kiosk and Doorwatch was implemented in phase 3 of the project.
Speedier service for customers, (card entry, speedy use of software and reducing queues)	Fully	Sample time measurements
Improved interface with existing ICT and Finance systems	Unachieved	Interfacing moved outside of scope of project.
Identify opportunities for energy saving on low use periods	Partially	Now that Cascade3d is operational, over time, we will be able to analyse attendance trends which will allow for better decisions on opening hours etc.
Easier software will enable cross skilling and development of multi-function staff.	Fully	Multi-skilling is now in place with a policy that purely reception based staff are nolonger recruited.
May enable partnership working and delivery of cross boundary services to customers	Fully	XN Leisure is one of the leisure industry's leading software suppliers. As XN Leisure's customer base grows, MDDC will have a greater potential to work with other leisure providers.
May provide opportunity for partnership working with Uffculme High School	Unachieved	Partnership working with Uffculme High School was abandoned due to financial reasons. However, the TLMS system does offer the potential for this type of partnership working.
Better marketing and market information from the reporting function should show in income generation and can be monitored against specific cost codes	Partially	Now that Cascade3d is operational, over time, we will be able to monitor the effect that marketing has on income generation. This will be reviewed as part of the Post Project Review.

Performance against Planned Target Time & Cost

The project was divided into 3 key phases;

- Phase 1 – implementation of the TLMS system
- Phase 2 – implementation of the Cascade3d modules and the Horizons 3 online booking system
- Phase 3 – implementation of the Kiosk and Doorwatch systems

Time

Phase 1 - The original project plan gave this phase a completion date of 1st March 2011. This was achieved with Culm Valley Sports Centre 'going live' on 1st March, Lords Meadow Leisure Centre 'going live' on 2nd March and finally Exe Valley Leisure Centre 'going live' on 3rd March.

Phase 2 – Due to Horizons 3 being under development at the time of project planning, the Project Board was unable to agree a completion date for this phase.

Cascade3d was installed on 23rd March.

Development of Horizons 3 took longer than expected and the product wasn't released until the beginning of June. However, issues encountered by XN Leisure's beta site meant that

the system required an immediate upgrade. The Council decided to postpone testing of Horizons 3 until after the upgrade had taken place. The test instance of Horizons 3 was upgraded on 15th July. Soon after, User Acceptance Testing commenced with final sign off and 'go- live' taking place on 29th July.

Phase 3 – The Council's requirements for this phase were not specified until 7th December 2011. The Project Board agreed a provisional 'go-live' date of 30th March 2012. However, delays in finalising the kiosk specification meant that delivery of a test system would not take place until 29th March. The Project Board agreed a 'soft go-live' for the 10th April.

On 20th March, Omega Security Systems completed the installation its hardware and software solution that integrates with XN Leisure's Doorwatch.

On 28th March, XN Leisure advised that it had found issues with the kiosk install that we were about to receive. As such, XN Leisure postponed the delivery of Kiosk and Horizons 3 until an upgrade was available. XN Leisure announced a release date of 23rd April for the upgraded systems, Kiosk 3.1 and Horizons 3.1. The systems would be installed on 24th, 25th and 26th April. Based on the release and install dates, the Project Board agreed a 'soft go-live' date of 16th May.

Testing of Kiosk and Doorwatch raised issues which resulted in the 'soft go-live' date being missed. Resource issues within XN Leisure meant that the 'soft go-live' of Kiosk and Doorwatch did not occur until 14th June.

Cost

Project Budget	£100,000	
Actual Spend	£84,328	
Underspend	£15,672	

The project was underspent by £15,672.

Approved Project Changes

Removal of the eFinancials and Capita interfaces from the scope of the project.

Effects on Original Project Plan

None

Effects on Business Case

None

Project Issues

Project issues are those issues raised by the project team during the implementation and testing of the system. Though raised via the ICT Helpdesk, these project issues do not represent the total number of operation incidents or requests raised by the Leisure staff during the life cycle of the project.

Statistics

Module	Logged Issues	Closed Issues	Open Issues	Follow On Actions
Dimension	52	50	2	0
Horizons	56	54	0	2

Kiosk	22	17	1	4
Doorwatch	12	11	0	1
Cascade	4	3	1	0
Total	**146**	**135**	**4**	**7**

Impacts

Project issues did not have any impact on delivery of phase 1 of the project. However, during phases 2 and 3, issues continued to be raised relating to the products delivered in phase 1.

Phases 2 and 3 were impacted by poor supplier performance and quality control. As such, the products associated with these phases were not delivered in a timely manner.

Follow On Actions

Six of the seven follow on actions are a result of bugs that have been recognised by XN and are due to be fixed in a future release of the XN system. These will be reviewed on receipt of release notes from XN to determine if the bugs have been fixed and, if not, will be escalated within XN Lesiure.

The one remaining follow on action is for Leisure services to monitor as there is no plan for XN Leisure to resolve the associated issue.

Quality Statistics

The Council's ICT Service acted as the single point of contact for both Leisure Services and suppliers, ensuring all issues were captured and updated. Project issues were managed through the use of an issue log, the ICT Helpdesk system and weekly review with XN Leisure's Customer Services Manager.

Once all the phases had been delivered, and their products were operational, XN Leisure performed an onsite Health Check. The purpose of the Health Check was to;

- Review any outstanding issues and agree an action plan to resolve them.
- Identify any issues with the quality of the Council's data.
- Highlight any process/procedural changes.

Conclusion

The implementation of the system has met, or has the potential to meet, all but three of the Council's twenty objectives and expected benefits. Two of the three unmet objectives and expected benefits will be addressed when a financial interface is implemented. This will be a separate work stream, requiring agreement between the ICT and Leisure Services.

Though the project was delivered within budget tolerances, the performance of the project was impacted by poor supplier performance and product quality. As a consequence, project delivery did not meet customer expectations.

Overall, the system does meet the expectations of the Leisure Service and its customers. The system provides an effective and efficient front office, through the use of a user friendly point of sale and the provision of customer self-service. The system offers the Leisure Service greater control over the use of its facilities through the use of Doorwatch. Expectations of the back office will be realised during the Post Project Review.

Post Project Review

Review Date: March 2013
Review Plan: To be confirmed

PROJECT DOCUMENTATION

LESSONS LEARNED REPORT

XN Leisure

Release : Draft
Version : 1.0
Date : 04/01/13

Author : Ian Potbury
Owner: Christina Cross
Client : ICT Services

Document Location

This document is only valid on the day it was printed.
The source of the document will be found in location
 S:\Support\Projects\Leisure\04 - XN Leisure System\15 - End of Project\Lessons Learned
Report v1.0.doc

Revision History

Date of this revision: 04/12/12
Date of Next revision:

Revision date	Previous revision date	Summary of Changes	Changes marked
04/12/12		First issue	

Approvals

This document requires the following approvals.
Signed approval forms are filed in the Management section of the project files.

Name	Signature	Title	Date of Issue	Version
Christina Cross		Head of ICT Services	05/12/12	1.0
Lisa Lewis		Business Development Manager	05/12/12	1.0

Lessons Learned Report

Purpose of Document

The purpose of this report is to pass on any lessons that can be usefully applied to other projects.

Management and quality processes

What went well?

- Change Control

  The Council takes a very serious approach to Change Control. The Council's Change Control procedures ensured that the system was not released into the production environment until it had been rigorously tested and met the customer's requirements. The project team developed its own test plans and regimes. As a result of this approach, many more issues were identified and resolved during the testing stages rather than once the system had been deployed for general use. This level of testing required more project team resource than that suggested by the system supplier (XN Leisure), or expected by the customer (Leisure Services).

- Consistent Project Team

  Throughout the life of the project, the implementation was conducted by a small, but consistent, project team. The team was responsible for all aspects of the implementation including project planning, system design and configuration, user acceptance testing and end user training. This consistency helped maintain a close working relationship between the project supplier (ICT) and Leisure Services. This approach ensured clear lines of communication between the two services, enabling the project team to react quicker to project issues and problems.

- Willingness to challenge

  When the time came to implement phase 3 of the project (Kiosk & Doorwatch), almost 12 months had elapsed from the time that the project was scoped. It was unclear if the Council's requirements were still valid. Therefore, rather than proceeding with XN Leisure's proposed solution, the Project Board agreed to review the Council's requirements. This review included a reference site visit to see elements of the proposal in operation. During discussions with reference site staff, it became clear that some elements of the proposal would disadvantage the Council. Based on the Council's new requirements, the Project Board requested a revised proposal from XN Leisure. This proposal was ultimately approved and implemented.

- Issue Management

  Issues raised by the project team were logged internally within the Council's ICT helpdesk, and also logged with XN Leisure. Rather than leaving these issues to be managed solely by XN Leisure, the project team routinely reviewed and escalated issues within XN Leisure in order to achieve a more timely resolution.

- Supplier Management

During the implementation of the system, issues were reviewed on a weekly basis by XN Leisure's Customer Support Manager and the Council's Project Manager. This maintained XN Leisure's focus on reported issues and highlighted any supplier performance issues. An open dialogue existed between the Head of ICT and XN Leisure's Managing Director. Therefore, when XN Leisure failed to perform to expected levels, issues were escalated directly to the Managing Director.

- Systems health check
  As part of the Project Closure process, the Project Board insisted that XN Leisure performed an onsite systems health check. The purpose of the health check was to ensure that the Council was using the system correctly, to ensure the accuracy and integrity of its data, but more importantly, to address outstanding issues.

  As a result of the health check, the Council was able to confirm its procedures and the quality of its data. Those issues that could not be resolved were taken back to XN Leisure to be reviewed by XN Leisure's Technical Manager.

  Though not a service previously offered to its customers, XN Leisure plans to introduce a systems health check into its systems implementation process.

What went badly?

- Product Evaluation

  At the time of tender evaluation, the proposed solution had not been implemented at any other XN Leisure customer's site. There were sites that had implemented some of the products within the proposal, but not all. Therefore, it was not possible to visit a reference site in order to evaluate the proposal. Product Evaluation took place following a presentation by XN Leisure's Pre-Sales team. An objective product evaluation could not be performed. Contract award was based upon the tender response and the Pre-Sales presentation. As a result, the Council was unaware that the Horizons module was under development and that there was a risk that its delivery could be delayed. The Financial Interface could not be demonstrated and evaluated. Also, it was not clear that the front and back office systems used separate databases and were not fully integrated.

- Training

  Training in the use of the front and back office modules was delivered by XN Leisure's Project Manager. However, this included consultancy and system design. As a result, training was frequently interrupted by the need to perform business analysis and process reengineering, impacting on its effectiveness. Training in the use of Horizons was delivered whilst the product was still under development. Therefore there was a long period of time between completing the training and taking delivery of a test system. Again, this impacted on the effectiveness of the training.

- Supplier Performance

  During the implementation, it soon became apparent that XN Leisure did not employ suitable Quality and Change Control procedures. This was regularly admitted by XN Leisure's Management. Products were delivered unfit for purpose and had to be rigorously tested or recalled by the supplier. This was evident when Horizons was first delivered. User Acceptance Testing took three weeks to complete, as opposed to XN Leisure's suggestion of three days. Kiosk and Horizons share the same underlying technology. The day before the Council was due to take delivery of Kiosk, XN Leisure

identified that the product was incompatible with the Council's version of Horizons. As such, a rewrite of Horizons was required. This delayed delivery of Kiosk and necessitated further testing of Horizons.

Throughout the life cycle of the project there was a consistent need for the project team to review outstanding issues. This was to ensure that the supplier was working to resolve reported issues. Regularly, XN Leisure would address the symptom of an issue and ignore the cause and subsequently close the issue without agreement with the project team. Towards the end of the project, the project team learnt that XN Leisure operates a form of performance related pay with its support staff. Therefore, it is in the staff's own interest to spend as little time as possible dealing with an issue.

- Supplier Project Management

  Once phase one of the project was delivered, XN Leisure's Project Manager requested project closure, rather than stage closure. This presented a risk that phases two and three would not receive the focus and commitment from XN Leisure necessary to ensure a managed and controlled delivery. This proved to be the case as no further project management was provided by XN Leisure.

- 3rd Party Suppliers

  The system's back office incorporates a number of in built reports. These reports provide limited detailed information. Therefore, XN Leisure recommends and promotes a 3rd party reporting tool, Cascade 3d. Supplied by Cascade, this tool is very powerful and provides detailed Management Information. However, the business logic used by Cascade differs to that of XN Leisure, creating discrepancies between comparable reports. XN Leisure plans to provide Cascade with specific data views to ensure that both suites of reports use common business logic and data sets.

Deviations due to abnormal events

- The implementation of Horizons was delayed as it was still under development at the planned time of delivery.
- The Council's access control requirements changed following a site visit to an existing XN Leisure customer.
- The implementation of Kiosk and Doorwatch was postponed, a day before they were due to be delivered, after XN Leisure identified that Kiosk and Horizons were incompatible with each other.

Technical Methods and Tools

- Project Management

  In order to maintain a common approach to Project Management, elements of Prince2 were used to manage the project. These included the creation of;

  - Business Case
  - PID
  - Project Plan
  - Project Stages
  - Issue Log
  - Risk Register
  - Highlight Reports

o   End Project Report

Management of the project followed the principal of Management by Exception.

- Change Control

  The Council follows ITIL guidelines for Change Control. All changes systems in the product environment have to be approved by a Change Manager. All changes are documented and recorded within the Council's helpdesk system.

Analysis of Project Issues

Module	Logged Issues	Closed Issues	Open Issues	Follow On Actions
Dimension	52	50	2	0
Horizons	56	54	0	2
Kiosk	22	17	1	4
Doorwatch	12	11	0	1
Cascade3d	4	3	1	0
Total	**146**	**135**	**4**	**7**

ID	Task Name	Duration	Start	Finish
1	Accounting (BACS)	1 day	Fri 16/11/12	Fri 30/11/12
2	Payments replacement			
3	Asset Management	686.68 days	Mon 13/09/21	Mon 28/10/13
4	Host Access Licence Review	21.99 days	Tue 01/10/13	Mon 28/10/13
5		19.98 days		
6	Care Services (Supported People)	49.63 days	Mon 03/12/12	Fri 01/02/13
7	Council Tax Benefit scheme		Fri 01/04/11	
8	Customer First Project	499.91 da	Fri 01/04/11	
9	CIP Programme	43.11 days	Wed 25/04/12	
10	Aura Implementation			
11	HDL Screen Scraping	965 days		
12	Virtonic Forms			
13	Web Site Review	56-56 day Tue 18/12/12		
14	Web Site Upgrade			
15	DMS Upgrade			
16	eFinancials release upgrade			Tue 15/05/12
17				
18	Formscape upgrade to Transform	55.16 days	Mon 02/07/12	Wed 28/07/12
19			Mon 17/10/11	
20	Mobile security layer	66.22 days	Mon 07/01/13	Fri 29/03/13
21	Helpdesk replacement development & migration			
22	Homelessness db	149.64 da Mon 01/10/12		
23	Housing Project	686.28 days	Thu 01/09/13	Wed 07/08/14
24	Merge IT 2	167.97 da Mon 01/10/12 Fri 28/09/12		
25	Planned Maintenance	2.07 days Mon 07/01/1 Tue 07/07/12		
26	Service Charges	72.86 day Mon 01/06/12 Fri 31/08/12		
27	Rams Mobile	66.22 day Mon 07/01/13 Fri 29/03/13		
28	Self-Service tbc	66.22 day Sat 30/03/13 Thu 20/06/13		
29	Window Mobile upgrade	40.78 day Thu 01/11/12 Fri 21/12/12		
30	Datastore replacement	70.65 day Mon 03/17/13 Thu 28/07/13		
31	HR		Fri 03/04/12	
32	Payroll replacement	244.29 da Fri 01/06/12 Fri 25/04/13		
33	HR replacement	446.89 da Fri 01/06/12 Fri 20/12/13		
34	HRX replacement	215.53 da Thu 01/11/12 Wed 31/07/13		
35	iDOX			
36	Upgrade V.3.2	264.19 da Tue 01/05/12 Fri 28/06/13		
37	CIL implementation	264.19 da Tue 01/05/12 Fri 29/03/13		
38	Local View tbc	60.69 day Mon 07/01/13 Fri 22/03/13		
39	Listed Buildings tba			
40	Estates Management	521.89 da Thu 01/09/12 Fri 20/12/13		
41	Estates			
42	EnvServices			
43	Legal			
44	Housing			
45	Infrastructure Upgrades	211.24 da Fri 02/04/11 Fri 28/12/11		
46				
47	Windows 2007/10	168.87 days	Mon 03/10/11	Mon 30/04/12
48	WAN replacement	434.42 da Mon 04/07/1. Mon 80/06/1.		
49	SAN Replacement	165.76 da Mon 07/12/12 Fri 23/08/13		
50	Upgrade Training room equipment	72.86 day Thu 02/11/12 Thu 31/01/12		
51	Cracston Office	917.76 da Sat 01/09/12 Fri 25/10/013		
51	Telephone replacement	19.98	Fri 07/12/12	Fri 31/12/12
52	BeCrypt Review	20.68 day Mon 07/01/1. Thu 31/01/13		
53	WiFi	19.68 day Fri 02/11/12 Fri 21/12/12		
54	PSN Coco	43.33 day Mon 03/12/1. Tue 32/01/13		
55	IT Health Check	15.95 day Tue 04/12/12 Fri 21/12/12		
56	ITIL refresh	71.75 day Mon 03/09/12 Fri 30/11/12		
57	Metastorm upgrades	71.45.4 da Mon 15/08/1. Set 80/04/13		
58	Metastorm Training	5.99 days Mon 21/05/12 Fri 25/05/12		
59	Metastorm migration	243.18 da Mon 02/07/12 Fri 03/05/13		
60	Mobile phone contract	167.97 da Mon 02/07/1. Tue 31/07/12		
61	Policy Review & Revision	90.55 day Thu 01/09/11 Fri 23/12/11		
62	Leisure	504.01 da Mon 15/08/1. Fri 31/08/12		
63	Leisure Fast Track	48.53 day Tue 03/01/12 Fri 02/03/12		
64	Leisure Invoicing on hold	104.95 days	Mon 15/08/11	
65	Leisure Trust	300.89 da Thu 18/09/11 Fri 31/08/12		
66	React Upgrade	43 days Mon 07/07/11 Thu 28/02/13		
67	Revenue Upgrades	144.75 da Thu 05/04/12 Thu 04/10/12		
68	Route Optimisation	71.75 day Mon 03/09/12 Fri 30/11/12		
69	Printer Project	211.24 da Fri 01/04/11 Fri 23/12/11		
70	Sharepoint Review	71.75 day Mon 02/07/12 Fri 28/09/12		
71	SW Council's Support	33.04 day Mon 12/11/12 Fri 21/12/12		
72	Tree database	121.52 da Mon 02/04/12 Fri 14/09/12		
73	New	167.97 da Mon 02/01/1. Tue 31/07/12		
74	Visits do PVC	29.09 day Fri 01/06/12 Fri 29/06/12		
75	Rollout Photos on WhoDoesWhat	167.97 da Mon 02/00/1. Tue 31/07/12		
76	Search for CorpProp	24.19	Fri 01/06/12	Sat 30/06/12
77	Images	25.9 days Tue 01/05/12 Thu 31/05/12		
78	Annual Billing	49.93 day Fri 01/02/13 Thu 04/04/13		