



**Open Report on behalf of Andrew Crookham, Executive Director - Resources**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>28 September 2023</b>
Subject:	<b>Update on IT Services – Project Portfolio</b>

**Summary:**  
 This report serves to provide the Board with a high-level view to show progress on highlighted projects being commissioned through IT.

**Actions Required:**  
 The Board is requested to review and comment on the progress of highlighted projects currently being commissioned through IT.

## 1. Background

This report provides an update to the Overview and Scrutiny Management Board regarding the high-level view on a number of key projects, providing dashboard information as a snapshot in time. This report aims to repeat the exercise undertaken for previous meetings of the Board, most recently March 2023, to show progress of highlighted projects being commissioned through IT.

## 2. Summary of Performance for KPI-11 and RAG Status

For context, the table below provides the history of the KPI 11 indicator which is in place for monitoring Serco’s performance in project delivery. They have achieved the following for the IMT\_KPI\_11 (% of milestones achieved each month) score. The target is >85%.

KPI Report Month	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23
Actual Month	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
	85.7%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

**3. Red/Amber Status – Path to Green Summary**

The following table shows the summary of the project next milestones RAG status for this month (and the previous reporting periods for comparison):

	Nov 2018	Mar 2019	Aug 2019	Nov 2019	Mar 2020	Sept 2020	Mar 2021	Sept 2021	Mar 2022	Sept 2022	Mar 2023	Sept 2023
Red	2	1	0	1	1	1	2	0	0	0	0	2
Amber	8	6	7	2	3	3	2	1	4	6	3	3
Green/Complete	10	13	13	17	16	11	12	16	12	12	12	11

Please note that milestone RAG ratings can be impacted by both internal and external factors and is not a direct reflection on the performance of the outsourced providers.

**4. A summary of the projects which have a red or amber status are listed below.**

Project Ref and Name	Path to Green	Impact
IMT-569-2208 Anywhere 365 Telephony System	Red – Path to Green: The project business deliverables will be complete by the end of September, but the final closure activities will be completed the following week.	The project is on track to deliver the business-critical elements, however there is an expected short delay in completing the project closure activities.
IMT-574-2211 Joint Strategic Needs Assessment	Red – Path to Green: Revised project plan once a project change control has been agreed.	The project has delivered the business-critical elements, and is analysing additional scope of requirements highlighted by the third party and service area in respect of JSNA reporting.
IMT-526-2105 Lincs To The Past Redevelopment Stage 2: Platform migration	Amber – Path to Green: The outcome of the latest testing will determine the readiness for Go Live.	The project is progressing on track but is subject to completion of success testing to confirm readiness for Go Live.
IMT-594-2302 Legal Services Microsoft 365 Migration	Amber– Path to Green: Plan to be re-baselined	The project is reviewing a recent proof of concept (PoC) to ensure that the migration approach and plan reflects the lessons learned through the PoC. Once this is complete the plan will be baselined and the project will return to a green status.
IMT-600-2302 Registration Service Microsoft 365 Migration	Amber– Path to Green: Plan to be re-baselined	The project is reviewing a recent proof of concept (PoC) to ensure that the migration approach and plan reflects the lessons learned through the PoC. Once this is complete the plan will be baselined and the project will return to a green status.

## 5. Project Dashboards

### a. Closed since last report

<b>Project ID</b>	IMT-117-2004		<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name</b>	<b>Telephony Enablement</b>		<b>Project Manager</b>	David Betts
<b>Project Status</b>	Closed		<b>Forecast Project Closure Date</b>	19/05/23
<b>Project Summary</b>	The purpose of the Avaya upgrade project is to upgrade the LCC Avaya fixed corporate & CSC telephone system software			
<b>Business Benefit</b>	Mitigate significant business risk due to the existing version having reached its end of support life. To update the current system software and provide additional features for the CSC and to address a number of bugs with the old version. To extend the operating life for the sunk investment in Avaya telephone hardware for a number of years allowing the market for light infrastructure cloud-based telephony to mature			
<b>Citizen Outcome</b>	Call centre leveraged new and improved features to optimise and streamline the call handling service.			
<b>Position update</b>	Final activities completed and project complete.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Closure	19 May 2023	19 May 2023	Green - Project Complete	

<b>Project ID</b>	IMT-561-2205		<b>Project Sponsor</b>	Verity Druce
<b>Project Name</b>	<b>STAMP Replacement (MTC)</b>		<b>Project Manager</b>	Adam Bainbridge
<b>Project Status</b>	Closed		<b>Forecast Project Closure Date</b>	12/05/23
<b>Project Summary</b>	Implement the MTC Eligibility module as a replacement for STAMP			
<b>Business Benefit</b>	Integrated module with fewer third party dependencies. Solution can be implemented at minimum cost to LCC			
<b>Citizen Outcome</b>	More streamlined process for users with less data entry duplication			
<b>Position update</b>	The replacement system for School transport went live on the 19 December 2023. The issues found in go live have been resolved and the project has been completed.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Closure	12 May 2023	12 May 2023	Green - Project Complete	

<b>Project ID</b>	IMT-345		<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name</b>	<b>PSN Compliance</b>		<b>Project Manager</b>	Gil Crisp
<b>Project Status</b>	Closed		<b>Forecast Project Closure Date</b>	31/07/23
<b>Project Summary</b>	This project coordinates a number of remediation projects to remove legacy 2003 server operating systems.			
<b>Business Benefit</b>	To remove legacy server operating systems to improve the security profile of the LCC network.			
<b>Citizen Outcome</b>	Indirect			
<b>Position update</b>	As planned this project has closed and a project has been initiated to manage the ongoing Technical Life Cycle remediation works.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Closure	31 July 2023	31 July 2023	Green - Project Complete	

<b>Project ID</b>	IMT-494-2007		<b>Project Sponsor</b>	Andrew Ness
<b>Project Name</b>	<b>MapInfo to Concurrent licensing</b>		<b>Project Manager</b>	James Papaefthymiou
<b>Project Status</b>	Closed		<b>Forecast Project Closure Date</b>	31/3/2023
<b>Project Summary</b>	To Support Pitney Bowes in migrating all MapInfo users currently on a seated license to a concurrent license. Once all users are on a Concurrent license make sure all users have the latest packed version of MapInfo installed (version 16 or higher) and remove all older versions of MapInfo.			
<b>Business Benefit</b>	Improved License management for application Removal of unsupported versions of application Ensure application is updated regularly so users benefit from latest features and are using a supported version of the application			
<b>Citizen Outcome</b>	Indirect – Application only used internally			
<b>Position update</b>	Project closure complete.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Closure	31 March 2023	31 March 2023	Green - Project Complete	

<b>Project ID</b>	IMT-503-2009		<b>Project Sponsor</b>	Darren Peatfield
<b>Project Name</b>	<b>LFR Environment Migration and Onboarding</b>		<b>Project Manager</b>	Adam Bainbridge
<b>Project Status</b>	Closed		<b>Forecast Project Closure Date</b>	31/05/23
<b>Project Summary</b>	To provide LFR with LCC domain and email accounts, to enable LFR to access the Microsoft 365 resources and be supported in line with LCC. The project will ensure that LFR staff can access the line of business systems are accessible from the new LCC accounts.			

<b>Business Benefit</b>	To enable LFR to gain maximum benefits from the Microsoft 365 subscription, and to align LFR with the standard LCC IMT Provision.		
<b>Citizen Outcome</b>	Indirect		
<b>Position update</b>	Migration completed and project closed.		
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>
Project Closure	31 May 2023	31 May 2023	Green - Project Complete

<b>Project ID</b>	IMT-587-2212		<b>Project Sponsor</b>	Andrew Ness
<b>Project Name</b>	<b>Zipporah Decommission</b>		<b>Project Manager</b>	Sarah Bojko
<b>Project Status</b>	Closed		<b>Forecast Project Closure Date</b>	31/5/2023
<b>Project Summary</b>	To validate that the Zipporah solution is no longer required by LCC and ensure that the annual subscription is terminated in line with the third-party contract. Ensure that the decommission of the system is managed.			
<b>Business Benefit</b>	Annual expenditure reduces and redundant resources decommissioned.			
<b>Citizen Outcome</b>	Expenditure reduction and legacy data being securely deleted.			
<b>Position update</b>	Decommission complete, and project closed.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Closure	31 May 2023	31 May 2023	Green - Project Complete	

## b. Projects in flight

<b>Project ID</b>	IMT-569-2208		<b>Project Sponsor</b>	Lee Sirdifield
<b>Project Name</b>	<b>Anywhere 365 Telephony System</b>		<b>Project Manager</b>	Pete Smith
<b>Project Status</b>	Transition		<b>Forecast Project Closure Date</b>	30/9/2023
<b>Project Summary</b>	Implement Anywhere 365 to replace Avaya in the Contact Centre and throughout LCC and ultimately decommission Avaya and any associated technologies			
<b>Business Benefit</b>	Ease of making and receiving calls Cost reductions in telephony Integration with Microsoft 365 Eco System			
<b>Citizen Outcome</b>	No loss of service to the public Meeting the requirements of the Customer Charter to ensure that customers can contact us easily Technology enhancements for the customer for example ability to find a solution via a Chat Bot and then Webchat			
<b>Position update</b>	Teams/A365 telephony implemented to replace the legacy telephony solution. Hand over to support is in progress and due to complete before the end of September. The planned final project closure activities will take the project beyond the baselined end date by one week.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Closure	30 September 2023	5 October 2023	Red – Path to Green: The project business deliverables will be complete by the end of September, but the final closure activities will be completed the following week.	



Project ID	IMT-574-2211		Project Sponsor	Phil Huntley
Project Name	Joint Strategic Needs Assessment		Project Manager	Adam Bainbridge
Project Status	Build		Forecast Project Closure Date	19/09/23
Project Summary	Joint Strategic Needs Assessment (JSNA) which is a Health and wellbeing report is to be created using public and non-public data.			
Business Benefit	<ul style="list-style-type: none"> <li>- Power BI used to create the JSNA report.</li> <li>- Improve the functionality which streamlines the process of producing and publishing the JSNA.</li> <li>- Reducing manual officer resources whilst improving user experience and presentation.</li> <li>- The platform will be able to facilitate a range of data reporting and visualisation tools that include interactive functionality for a range of audiences.</li> </ul>			
Citizen Outcome	Indirect			
Position update	A project review has been undertaken to ensure the requirements of the third party (Amii) are met to ensure they can deliver the outcomes for LCC. This has highlighted some addition works required which are being assessed to inform a revised project plan.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	19 September 2023	19 September 2023	Red – Path to Green: Revised project plan once a project change control has been agreed.	

Project ID	IMT-526-2105		Project Sponsor	Eleanor Baumber
Project Name	Lincs To The Past Redevelopment Stage 2: Platform migration		Project Manager	Jo Marsden
Project Status	Testing		Forecast Project Closure Date	29/9/2023
Project Summary	Lincs to the Past Replacement Phase 2: migration to stable and up-to-date platforms			

<b>Business Benefit</b>	<p>The platform will be in support, hosted on an in-support version of Windows and storage costs will be reduced.</p> <p>The platform will be more stable for future developments – automated and offline data analysis, integration with payment gateway to allow revenue generation through online purchase of images/prints.</p> <p>Visible changes and improvements in the underlying platform will improve Archives’ reputation with the public.</p> <p>Archives will better meet its statutory requirements</p> <p>The Public will be better able to perform searches for themselves freeing up Archive staff time to perform core duties.</p>		
<b>Citizen Outcome</b>	<p>In general, accessibility to archived data and images becomes much faster and easier, with the search function becoming easier to perform and will use catalogue IDs rather than requiring staff to help visitors.</p> <p>The public will find it easier to search from home, and on their own</p> <p>Better cataloguing of collection data and visibility of images will drive public engagement (and potential future revenue)</p> <p>The platform will have zoom functionality restored and will remove worrying certificate errors.</p>		
<b>Position update</b>	<p>Issues highlighted by LCC User Acceptance Testing (UAT) have been investigated and remediated by the third-party supplier. Further UAT is in progress to ensure that the system is ready for Go Live.</p>		
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>
Project Closure	29 September 2023	29 September 2023	Amber – Path to Green: The outcome of the latest testing will determine the readiness for Go Live.

<b>Project ID</b>	IMT-594-2302	<b>Project Sponsor</b>	Donna Fryer
<b>Project Name</b>	<b>Legal Services Microsoft 365 Migration</b>	<b>Project Manager</b>	Adam Bainbridge
<b>Project Status</b>	Definition	<b>Forecast Project Closure Date</b>	30/11/2023
<b>Project Summary</b>	<p>To support Legal Services in their migration to Microsoft 365, ensuring that their key software applications are operational in the new environment.</p>		

<b>Business Benefit</b>	To enable Legal Services to gain maximum benefits from the Microsoft 365 subscription, and to align with the standard LCC IT Provision.		
<b>Citizen Outcome</b>	Indirect		
<b>Position update</b>	A proof of concept has been completed for Legal Services to ensure that their line of business system is unaffected by the migration. This is informing the fine detail of the deployment approach and plan for Legal Services. The updated plan is due to be baselined by 15 September 2023.		
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>
Project Plan Baselined	15 September 2023	15 September 2023	Amber– Path to Green: Plan to be re-baselined

<b>Project ID</b>	IMT-600-2303		<b>Project Sponsor</b>	Donna Fryer
<b>Project Name</b>	<b>Registration Service Microsoft 365 Migration</b>		<b>Project Manager</b>	Adam Bainbridge
<b>Project Status</b>	Definition		<b>Forecast Project Closure Date</b>	3/11/2023
<b>Project Summary</b>	To support the Registration Service in their migration to Microsoft 365, ensuring that their key software applications are operational in the new environment.			
<b>Business Benefit</b>	To enable Registration Service to gain maximum benefits from the Microsoft 365 subscription, and to align with the standard LCC IT Provision.			
<b>Citizen Outcome</b>	The project will improve the experience for members of the public when dealing with registrars, as the staff will have better technology to support them in their roles.			
<b>Position update</b>	Further investigations have been undertaken to ensure that the migrations for Registrars have minimal disruption to service. A proof of concept has recently been completed to inform the final approach.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Plan Baselined	15 September 2023	15 September 2023	Amber– Path to Green: Plan to be re-baselined	

<b>Project ID</b>	IMT-447-1907		<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name</b>	<b>Upgrade Domain Services</b>		<b>Project Manager</b>	Jo Marsden
<b>Project Status</b>	Implement		<b>Forecast Project Closure Date</b>	30/11/23
<b>Project Summary</b>	LCC's current active directory structure and Domain controller solution has a number of issues that require resolution to ensure best practise, and efficient operation of the current AD and infrastructure environment.			
<b>Business Benefit</b>	Ensures best practice is reflected and provides efficient operation of the current Active Directory and infrastructure environment.			
<b>Citizen Outcome</b>	Indirect			
<b>Position update</b>	Technical changes have been implemented to remove services from legacy domain controllers allowing their decommission. Further decommission work and monitoring is in progress.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Closure	30 November 2023	30 November 2023	Green – On Track	

<b>Project ID</b>	IMT-562-2204		<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name</b>	<b>Oracle Database Server Upgrade</b>		<b>Project Manager</b>	Adam Bainbridge
<b>Project Status</b>	Implement		<b>Forecast Project Closure Date</b>	19/03/2024
<b>Project Summary</b>	Procure replacement servers for the oracle service for MTC/Mobirouter. Replace the Linux/Application servers that are unsupported out of date.			

<b>Business Benefit</b>	Critical public facing services have updated and supported IT infrastructure for their key applications.		
<b>Citizen Outcome</b>	Public facing transport services have a resilient and supported IT infrastructure to maintain availability of systems/service delivery.		
<b>Position update</b>	The project has been reviewed and a plan for the delivery has been baselined.		
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>
Project Closure	19/03/2024	19/03/2024	Green – On Track

<b>Project ID</b>	IMT-345-2304	<b>Project Sponsor</b>	Andrew Jordan
<b>Project Name</b>	Technical Life Cycle	<b>Project Manager</b>	Gil Crisp
<b>Project Status</b>	Implement	<b>Forecast Project Closure Date</b>	31/12/23
<b>Project Summary</b>	This project coordinates a number of workstreams to remove legacy 2008 server operating systems.		
<b>Business Benefit</b>	To remove legacy server operating systems to improve the security profile of the LCC network.		
<b>Citizen Outcome</b>	Indirect		
<b>Position update</b>	Windows 2008 server workloads are being significantly reduced, and work is progressing to complete the removal of Windows 2008 servers.		
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>
Project Closure	31 December 2023	31 December 2023	Green - Project on track

<b>Project ID</b>	ITP-062		<b>Project Sponsor</b>	David Matthewman
<b>Project Name</b>	IMP Content Migration (OpenText)		<b>Project Manager</b>	Jo Marsden
<b>Project Status</b>	Design		<b>Forecast Project Closure Date</b>	31/01/2024
<b>Project Summary</b>	The project will manage the migration of the content from the LCC OpenText solution to the Microsoft SharePoint environment, enabling the OpenText solution to be decommissioned. The project will leverage a specialist third party to support the migration of content.			
<b>Business Benefit</b>	<ul style="list-style-type: none"> <li>• Contribute to better records and information management in the future.</li> <li>• Optimise the return on investment from the Microsoft 365 suite, in utilising SharePoint, enabling staff to more easily collaborate with their colleagues on their documents.</li> <li>• Improved document collaboration and version control.</li> <li>• Improved user experience.</li> <li>• Cost savings from 2024/2025.</li> </ul>			
<b>Citizen Outcome</b>	Indirect			
<b>Position update</b>	The project is in the design phase, with the discovery activities due to commence week commencing 18 September 2023.			
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>	
Project Closure	31 January 2024	31 January 2024	Green - Project on track	

<b>Project ID</b>	ITP-065		<b>Project Sponsor</b>	Allison Kapethanasis
<b>Project Name</b>	IT PC Replacement		<b>Project Manager</b>	Steve Emery
<b>Project Status</b>	Definition		<b>Forecast Project Closure Date</b>	TBC
<b>Project Summary</b>	Subject to the necessary approvals the project will seek to replace a number of end user devices (primarily laptops and hybrid tablet devices) which are approaching their end of support and service life.			
<b>Business Benefit</b>	<ul style="list-style-type: none"> <li>• Improved productivity: The new devices will be faster, more reliable and able to handle the workload required by LCC employees. This will lead to increased productivity and efficiency.</li> </ul>			

	<ul style="list-style-type: none"> <li>Improved employee satisfaction: New devices will improve employee satisfaction by providing them with up-to-date, reliable and productive PCs.</li> <li>Key strategic reasons: key enabler of Council services, security of Council information (and by extension reputation etc), more flexible and agile Council.</li> <li>Improved Security: The new devices will have the latest security features and will reduce the risk of security breaches.</li> </ul>		
<b>Citizen Outcome</b>	Indirect		
<b>Position update</b>	The project is in the definition phase awaiting the formal decision to proceed.		
<b>Next Milestone Name</b>	<b>Milestone Baseline Delivery Date</b>	<b>Forecast/Actual Delivery Date</b>	<b>RAG Status and Commentary</b>
Project Closure	TBC	TBC	Green – Awaiting formal decision

## **6. Conclusion**

Since the last report the moratorium of new projects has been lifted, and a new process implemented to ensure that any new projects are prioritised to ensure that finite resources are focussed on delivering the key priorities for LCC.

The portfolio has seen some long standing projects brought to closure, and other projects have been reviewed to ensure that the remaining activities are understood. In some cases projects have been handed over to a different project manager due to staff changes within Serco.

## **7. Consultation**

### **a) Risks and Impact Analysis**

Not applicable

## **8. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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