		Agenda Item:
CARLISLE CITY COUNCIL www.carlisle.gov.uk	**Resources Overview and Scrutiny Panel**	**A.6**

Meeting Date: 6th December 2016

Portfolio: Cross Cutting

Key Decision: Not Applicable

Within Policy and
Budget Framework   YES

Public / Private   Public

Title: CORPORATE PROGRAMME BOARD
Report of: TOWN CLERK & CHIEF EXECUTIVE
Report Number: CE 13/16

Purpose / Summary:

The Corporate Programme Board ensures that there are effective governance arrangements in place for the projects that the Council undertakes. This report provides an update of the work of the Corporate Programme Board and projects currently being undertaken in the Council.

Recommendations:

The Panel is asked to note and comment on the most recent summary of projects and governance arrangements in place as contained within Appendix 1 and 2, and the actions being taken to support projects with issues.

1.   BACKGROUND

1.1   The Corporate Programme Board has a high level advisory and monitoring role in relation to the projects delivered by Carlisle City Council. As requested by the Panel, a six monthly progress update on projects has been provided by the Corporate Programme Board.

2.   PROPOSALS

2.1   Project progress in last six months

A summary of the status of current projects within the Council is detailed in Appendix 1. This contains a summary of current project status. The majority of Council projects are progressing to schedule. Those that have issues are indicated with an amber rating for some issues and a red rating for major issues. A summary of action that is being taken is also provided.

The key achievements and achievements per project in the last six months are set out below:

Local Plan

Proposed adoption of the Carlisle District Plan 2015-2030 has successfully completed through the committee cycle. Adoption of the Carlisle District Local Plan was agreed at a meeting of the full Council on 8th November 2016.

Public Realm Improvements

The project has experienced some delays. The County Council has advised that we need to undertake a consultation exercise with neighbours of the proposed signage and the County Council as Highways Authority. Further details on timescales and next steps is being investigated and the project status report will be updated to reflect these once known.

Durranhill Industrial Estate – Environmental Improvements

Major progress has been made and the project is virtually complete. A new entrance road to Locke Way is now open and the final phase of works around Brunel Way are scheduled to be completed by end of October. At this stage the cost of the project falls within the grant funding.

Affordable Housing Programme

The project is running within budget and to timescale. Colleagues continue to monitor changes in Government priorities and liaise with the Homes and Communities Agency regarding funding opportunities. The new Housing Minister has indicated there will be more flexibility of grant funding rules to include funding for affordable rented homes, and a relaxation of the definition of starter homes. This would be extremely good news for Carlisle. The Government has announced there will be a Housing White Paper published later this year, providing the details of their proposals to boost Housing supply.

The project has moved from amber to green based on positive comments around future affordable housing funding by the new Housing Minister, which we are anticipating being ratified in the Autumn Statement & Housing White Paper.

Sports Activation Fund

This project was a success over its three year period. In total we engaged 6919 individuals in activity through the project and this was in line with the targets we set. The budget was managed over the 3 year period and although the floods had a slight impact in the spending of the budget we managed to re-profile it towards the end of the project to ensure the full budget was spent. There is nothing outstanding from the project and as such this project will be closed and removed from the Project Status report going forward.

Harraby Campus Development

A Certificate of Practical Completion has been supplied by Cumbria County Council. The City Council have settled the balance of payment due (£500,000), The leasehold has been agreed directly between Cumbria County Council and Community Associations. All facilities are up and running. There is nothing outstanding from the project and as such this project will be closed and removed from the Project Status report going forward.

Rethinking Waste

Communications to residents will take place from November 2016 onwards. Detailed proposals are being developed around the wider service review to deliver the savings targets as set out in the Medium Term Financial Plan, subject to member approval/direction. Development of procurement options for new end-markets recycling provider and garden waste processors are being sought. Finalisation of round reviews and consultation with front line staff continues.

Delays in delivery of key vehicles could impact on operational performance and potentially the reputation of Carlisle City Council. Mitigating actions are in place although some might have financial implications.

Digital & Information Services projects

A number of standalone IT projects are now complete. The majority of IT project work will be focussed on delivery of the Council's ICT Strategy. Attached at Appendix Two.

Public Realm Caldewgate

The City Council are working with Mid-Pennine Arts to commission an artist. McVities and Hunter Davies have both contributed further funding to increase the size of the commission.

A commissioning process has been agreed and the opportunity has now been publically advertised on the Chest portal. A selection panel made up of Members, Officers and other stakeholders will meet in early January to select a winning artist.

The artist will be contracted by February which will satisfy the financial terms of the S106 agreement. The works will then be completed and installed over the Spring. The project is fully on track with no significant risks at present.

E-Purchasing/Ledger Update

Software installed on servers and the system has been upgraded to support this. The impact of key staff leaving under the recent Early Release and Voluntary Redundancy scheme remains to be seen, however remaining staff members do have the capability to implement the system.

Crindledyke Cycleway

The City Council are seeking highway authority consents for work on Public Rights of Ways and adjacent to the Highway. Tender works according to approved specification once planning permission is complete.

PRISM

PRISM is a corporate system used to manage resource allocation for projects and other Council activities and to create a management information system (MIS) that can be queried to answer complex questions. The organisation's risks, issues and performance information will also be managed.

Microsoft's Power BI (Business Intelligence) has been trialled by the Policy & Communications team as the tool of choice for Management Information and performance reporting. The initial configuration of Project Server 2013 is complete.

There have been some issues experienced with Project Server and its current configuration which will impact on the provision of the end user training. Discussions are taking place between the Deputy Chief Executive, Policy & Performance team and Digital & Information Services colleagues in order to resolve these. The project status report will be updated once the impact and way forward is decided.

Asset Recovery Programme

Reinstatement of the Council's flood affected property assets are on track and within budget.

Castleway Crossing

At the meeting of Council on the 8th November 2016 a decision was made to progress with the construction of the scheme to construct Toucan Crossing over Castle Way, Carlisle. Following this meeting actions have been taken by officers to progress with the scheme, as detailed below.

- The Section 278 agreement is now in the final stages of preparation and this should be in place shortly. This will enable us to undertake construction work on the highway when our contractor is ready. The County Council are requesting completion of work by 1st August 2017, this should be achievable.
- Legal Services have confirmed that signing of the S278 agreement will effectively commit the S106 funding thus satisfying the requirement to have funds expended by 17th February 2016.
- The project timetable is being revised to show tenders being sent out in early December and returned in early January. This should then result in a contractor being appointed in late January and then ready to start work on site in late February with completion of work in June.
- The County Council have agreed to install speed indication devices on Castle Way for a temporary period to advise motorists that the speed limit is 30mph, this should help address concerns about existing traffic speeds.
- The ordering of specialist materials and the specialist traffic signal equipment will now take place thus ensuring these will be available when required by the main contractor.

- The County Council have agreed to fund the resurfacing of Castle Way and will coordinate their work with ours.
- The procurement officer is now finalising the preparation of tender documents ready to be sent out next week.

This scheme is now progressing

3. CONSULTATION

3.1 Corporate Programme Board last meeting on Monday 7th November 2016 and considered the Project Status report.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 The Panel is asked to note the most recent summary of projects, as contained within Appendix 1 and 2 and the actions being taken to progress projects with issues.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 The Corporate Programme Board works to ensure quality assurance, alignment to key objectives and sound risk management in the delivery of the Carlisle Plan.

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Appendices attached to report:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

Corporate Programme Board   Project status report November 2016

Key to Status
Red   Overdue; Significant issues
Amber   Some issues
Green   On schedule; In progress

	Project Title and Description	Project Manager	Directorate	Recent project activity	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
1	**Local Plan** The emerging Carlisle Local Plan sets out a planning framework for guiding the location and level of development in the District up to 2030, as well as a number of principles that will shape the way that Carlisle will develop between now and then. Once adopted it will replace the Council's existing development plan – the Carlisle District Local Plan (2001 - 2016) – and in this regard will constitute the primary document against which future planning applications for development within the District will be assessed. A new Local Plan is necessary in response to revised national legislation, policies and guidance. Delivery is fundamental in order to ensure that local control is regained with regards to the factors which will influence future growth within the District of Carlisle. The project will conclude with the formal adoption of the new Local Plan.	Garry Legg	Economic Development	18th October 2016 • Proposed adoption of the Carlisle District Plan 2015 – 2030 has successfully proceeded through the committee cycle: • Executive 30 August 2016 • EE O&S 16 September 2016 • Executive 26 September 2016 • Updating of document to incorporate modifications • In conjunction with Communications team, quotes to be obtained and a preferred provider in place to enable the printed copies of the Plan and Policies Maps to be available shortly after adoption.	Green	There is a 6 week window post adoption where the Plan could be challenged through the Judicial Review process.	• Adoption of the Carlisle District Local Plan was agreed at Full Council 8 November 2016.	
2	**Public Realm Improvements** Develop and deliver a programme of public realm improvements in key areas of the City; Phase 1 Development of a comprehensive signage and interpretation package. Phase 2 - Public Realm interventions including cultural trails.	Mark Walshe	Governance and Regulatory Services	18th October2016: • Technical design specification provided to County Council • Final location plan of sites prepared • Costings revised to incorporate design and location changes • Sense check of historical content complete • Undertake consultation exercise • Hub copy final sign off	Amber	The County Council has, after several months of chasing, revised the consent process and advised that we need to undertake a consultation process with both neighbours of the proposed signage and the County Council as Highways Authority. We are currently investigating what steps will be necessary and the timescales involved. This will inevitably lead to delays.		
3	**Durranhill Industrial Estate - Environmental improvements** Regeneration of Durranhill Industrial Estate. Funding has been secured from Cumbria LEP (£2m) to improve the road infrastructure on the estate. The Homes & Communities Agency funding (£225,000), will enable environmental improvements to be undertaken to assist with the disposal of the former Border TV site acquired through funding received from the former North West Development Agency (£1.8m).	Mark Walshe	Governance and Regulatory Services	11th October 2016 • Major progress with works and the project is virtually complete. • New entrance road, Locke Road, now open.	Green	Complete final phase of works around Brunel Way, scheduled for end of October. Complete final reconciliation. Failure to complete the project could result in the HCA requesting repayment of the £2.05m grant funding allocated to date. By completing the project this risk will be significantly reduced. Delays to the project have led to compensation events however at this stage there is no expectation that the final cost of the project will be in excess of the grant funding awarded, however, we continue to monitor the budget closely.		

	Project	Lead	Directorate	Update	Status	Issues / Risks	Comments
4	**Affordable Housing Programme** The Affordable Housing Programme aims to increase the supply of new affordable homes for rent. This programme is funded through HCA grant through a partnership between the City Council, builder and registered provider. The registered provider will buy and manage the properties and let them at affordable rents (80% market rent).	Jeremy Hewitson	Economic Development	10th October 2016 Meetings held with local Housing Associations and other agencies to progress the following affordable schemes:- • Demonstration Project (Riverside) at Beverley Rise – Riverside are looking at an alternative funding model for this scheme, which had previously been stalled, pending secondary legislation from the Housing and Planning Act. • Old Brewery Residences (Impact) – proposal to convert under-utilised student accommodation to affordable homes. Monitor changes in Government priorities and liaise with the Homes and Communities Agency regarding funding opportunities. The new Housing Minister has indicated there will be more flexibility of grant funding rules to include funding for affordable rented homes, and a relaxation of the definition of starter homes. This would be extremely good news for Carlisle. • The Government has announced there will be a Housing white paper published later this year, providing the details of their proposals to boost Housing supply.		Continued uncertainty over the Housing & Planning Act, as a number of measures have been rejected by the House of Lords in April 2016. Continuing uncertainty over longer-term impact of BREXIT on the Housing market.	
5	**Sports Activation Fund** This is a 3 year funded project to deliver a range of sports activities to Carlisle's most deprived communities. The total cost of the project is £275k and includes contributions from partners and a grant of £183k from Sports England. Carlisle City Council will manage the project and the service will be delivered by a partner appointed via a procurement process.	Paul Frampton	Community Services	10th October 2016 • The Community Sports Activation Fund project was a success over its 3 year period. In total we engaged 6919 individuals in activity through the project and this was in line with the targets we set. The budget was managed over the 3 year period and although the floods had a slight impact in the spending of the budget we managed to re-profile it towards the end of the project to ensure the full budget was spent. • As part of the scheme we delivered initiatives that targeted minority and hard to reach groups. There is nothing outstanding from the project and Sport England are happy with our reporting. Going forward, we are working to understand the new Sport England Strategy to tackle inactivity in the area and we will be working with local partners to ensure we can support future activities.			Project closure confirmation required and removal from Project Status report.
6	**Harraby Campus Development** Support the delivery of key sport and leisure facilities via Harraby School and Community Project.	Gavin Capstick	Community Services	1st November 2016 Certificate of practical completion has been supplied by Cumbria County Council. The City Council have settled the balance of payment due (£500,000). The leasehold has been agreed directly between Cumbria County Council and Community Associations. All facilities are open and running and the project can be closed			Project closure confirmation required and removal from Project Status report.

7	**Rethinking Waste**
	A review of the whole waste and recycling collection service, any future procurement of waste vehicles/services and consideration of depot location. The aim is to deliver a more efficient, joined up and convenient service within the constraints of budget and statutory requirements. The project will also address the declining recycling performance.
		Colin Bowley	Community Services	1ST November 2016
				• Residents' magazine (November) to include key messages:
				  o Christmas and NY changes
				  o Recycling
				  o Sign-posting other possible service changes ahead for residents
				• Development of detailed proposals for wider service review to deliver MTFP savings targets subject to member approval / direction.
				• Initiation of formal TUPE discussions with FCC Ltd
				• Development of procurement options for new end-markets recycling provider and garden waste processors
				• Finalisation of round review and consultation with front-line staff to continue. As this detail emerges, communication messages will be developed / targeted accordingly.
				• Further review of apprenticeship scheme to encourage application / interest in this.
					🟧	No new issues emerging at this time.
						
						Emerging Risks:
						Delays in delivery of key vehicles could impact on operational performance and potentially reputation. Alternative, interim arrangements can be implemented but would have financial implications. In the short term these can be managed but costs can rise significantly if this continues for some time. Eg hire of one RCV = £850 per week. Hire of 5 x RCV for 12 weeks = £51,000
						
						Failure to deliver the MTFP savings target is also a risk (£400,000). Options to address this have been presented and are awaiting further direction.
							Business Case for Options and Issues report	

8	**E-Purchasing / Ledger upgrade** The project will implement E-purchasing throughout the authority which will streamline the ordering of goods and services and streamline with payment of invoices. The web enabled Financials Ledger system front end is required to utilise automatic alerts and process information through system workflow. This will also allow further system enhancements to be undertaken in the future, such as the Civica Fixed Asset module, transparency reporting module and e-budgeting and contract management.	Steven Tickner	Corporate Support and Resources	1st November 2016: Software installed on servers and system upgraded to latest version. Client software installed on test pc and interface testing in progress. Awaiting financials upgrade to proceed before implementation can continue for e-purchasing	🟧	Loss of key member of staff to VR/ER with handover of duties to other team members required may slow project slightly, however staff members have capability to implement the system		
9	**Digital Information Services projects** Standalone projects Security strategy projects IT strategy projects	Michael Scott	Corporate Support and Resources	See separate document detailing individual projects dated 1st November 2016				
10	**Public Realm Caldewgate** Section 106 money from Sainsbury's to improve hard landscaping in Caldewgate - Church Street, Bridge Street and Shaddongate corridor.	Jane Meek to confirm project manager following initial commissioning stage.		Cracker Packer Statue Work is underway with Mid-Pennine Arts to commission an artist. McVities and Hunter Davies have both contributed further funding to increase the size of the commission. A commissioning process has been agreed and the opportunity has now been publically advertised on the Chest portal	🟩	No significant risks at present (18/11/2016)	. A selection panel made up of Members, Officers and other stakeholders will meet in early January to select a winning artist. The artist will be contracted by February which will satisfy the financial terms of the S106 agreement. Work will then be completed and installed over the Spring.	
11	**Crindledyke Cycleway** Construction of part of the proposed Connect2 Kingmoor - Caldew cycleway along the former Waverly line between Kingmoor and Carlisle city centre (Eden Bridge). S106 funding £281,000. The planning agreement specifies that the funding must be spent within 5 years of receipt of the money (26/07/2013).	Luke Leathers	Community Services	1st November 2016 Seek Highway authority consents for work on Public Rights of Ways and adjacent to Highway Tender works according to approved specification once planning permission is complete	🟩			

12	**PRISM (Projects Risks Issues Service Performance and Management Information)** The project will develop and roll out a corporate system called PRISM to manage resource allocation for projects and other Council activities and to create a management information system (MIS) that can be queried to answer complex questions. The organisation's risks, issues and other performance information will also be managed. The software will provide the appropriate views and reports. The three strands to the PRISM project: 1. Implementation of Microsoft Project Server 2. Development of a Management Information System (MIS) 3. Development of a new Carlisle City Council performance framework with the possibility of incorporating a balanced scorecard approach.	Gary Oliver	Community Services	24th October 2016 Microsoft's PowerBI has been trialled by Policy and Communications Team as the tool of choice for MI and performance reporting. The initial configuration of Project Server (PS) 2013 is complete. Risk registers have been migrated into the relevant service plan sites and service managers have been trained how to update. PS is now available for service plan and project management.		Our Project Server training provider, Wellingtone, have carried out a 'health check' on the system prior to facilitating the end-user training. This has highlighted some issues with the way PS has been configured. The impact and way forward with these issues are currently being investigated.	Business Case May 2014
13	**Asset Recovery Programme** To recover the Council's flood-affected services through the reinstatement of property assets, in the most cost effective, resilient, and timely way, having regard to the resources available and identified priorities. Significant redesign projects will report to CPB. Other projects by exception only.	Darren Crossley	Community Services	No exception report received			
14	**Castleway Crossing** Construction of staggered toucan crossing for Castleway, linking the Castle and city centre. Budget is £300k, funded by Sainsbury's S106. Public consultation 8 July for 21 days (County notice) Feedback to Highway and Transport Working Group 26 August. Recommendation to Local Committee decision on 15 September. Planning approval sought mid August. Tender of works by October. Proposed completion date 17 February 2017.	Keith Poole	Governance and Regulatory Services	23rd November: At the meeting of Council on the 8th November 2016 a decision was made to progress with the construction of the scheme to construct Toucan Crossing over Castle Way, Carlisle. Following this meeting actions have been taken by officers to progress with the scheme, as detailed below. The Section 278 agreement is now in the final stages of preparation and this should be in place shortly. This will enable us to undertake construction work on the highway when our contractor is ready. The County Council are requesting completion of work by 1st August 2017, this should be achievable. Legal Services have confirmed that signing of the S278 agreement will effectively commit the S106 funding thus satisfying the requirement to have funds expended by 17th February 2016. The project timetable is being revised to show tenders being sent out in early December and returned in early January. This should then result in a contractor being appointed in late January and then ready to start work on site in late February with completion of work in June. The County Council have agreed to install speed indication devices on Castle Way for a temporary period to advise motorists that the speed limit is 30mph, this should help address concerns about existing traffic speeds.			• Local Committee approval of scheme required at meeting on 27th October. • Council to consider petition objecting to scheme at meeting on 8th November. • Prepare and sign Section 278 agreement with County Council and provide financial bond • Invite tenders.

			The ordering of specialist materials and the specialist traffic signal equipment will now take place thus ensuring these will be available when required by the main contractor. The County Council have agreed to fund the resurfacing of Castle Way and will coordinate their work with ours. The procurement officer is now finalising the preparation of tender documents ready to be sent out next week.			

Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
RBSS	P0400	eClaim	MK		In-progress	🟢	Install and configure eClaim for al 3 Councils	Capita are doing the install, config and training with RBSS staff. We will be providing technical support.	Dec. 2016		
HR & Payroll	P0401	iTrent Recruitment	MK		Not Started	N/A	Move to iTrent Recruitment away for old Acess db.	Eileen Reid establishing funding for Midland consultant to complete the work - this will require very little resources from us.	N/A		
Planning	P0402	Establish a Test environment	MK		In-progress	🟢	Establish a test environment for all the planning systems.	Acolaid is complete. Awaiting supplier dates for DMS and PS but also need 2 new servers to put the system on.			
Finance	P0403	ePurchasing and Intelligent scanning	MK		Not Started	N/A	Work to configure and release a joined up full epurchasing and intelligent scanning systems.	Will not start until the rollout of v17 of Civica Financials project.	N/A	P0404	
	P0404	Upgrade to version 17	MK		In-progress	🟠	Upgrade live and test environments to version 17.	User acceptance testing underway	Jan. 2017		P0403

Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
WAN Replacement		Connect Council Sites	DS	MS	In-progress	🟢	Replace all existing network connections with new British Telecom connections following tender process.	Community Centres installations completed by 31/10/16	Dec. 2016		
		Extend Wi-Fi Provision	DS	MS	In-progress	🟢	Extend the provision of BT and council wi-fi to community centres.	Wifi Survey carried out at Currock/Greystone	Feb. 2017		
		Migrate Councillors and direct Broadband from Vodafone to BT	DS	CL	In-progress	🟢	Vodafone want all project access circuits ceased	Scoping email sent to affected parties with a view to move them by end of November 2016	Dec. 2016		
LAN Upgrade		Replace Network Core in Civic Centre	DS	MS	In-progress	🟢	Upgrade council's main network core to new Cisco 3750 switches	Switch over scheduled for 12/11/16	Nov. 2016		
		Replace Network Edge Switches	DS	MS	Not Started	N/A	Upgrade council's edge network switches in Civic Centre, Bousteads, Tullie House	Switches EOL Nov 2017 - also covers PCI-DSS compliance	Nov. 2017		
Telephony		Mobile Phone Contract ends March 2017	DS	CL	Not Started	🟠	The council's mobile contract expires in March 2017 so need to look to tender for a new agreement/supplier	Need to scope what the council needs in terms of mobile devices - data ect before a tender process. Likelyhood that costs will increase on a new contract given the services we may need to use.	Mar. 2017		
		Cisco Call Manager maintenence/licenses expire Nov 2017	DS	CL	Not Started	N/A	Licensnes and maintenance can be exteded but need to scope our telephony requirements and alternatives	Also investigating Intrinsic hosting our call managers for resilience	Nov. 2017		
		IPCC options with Alan Kerr/Customer services for call queueing	DS	CL	In-progress	🟢	Alan Kerr would like a call queueing system similar to the contact centre and contact centre wish to investigate call back on queued calls	discussing options with Alan and customer services	Jun. 2017		
Computer Room Infrastructure Refresh		Upgrade or Replace Netapp SAN	DS	CL	In-progress	🟢	SAN is End of Support 31st March 2017	Currently investigating options	Mar. 2017		
		Upgrade or Replace Vmware Hosts	DS	CL	Not Started	N/A	VMware hosts need replaced or move to hosted solution	Technology meetings started to cover this	N/A		
		Remove Unsupported Servers and PC's from Network	DS	CL	In-progress	🟢	Several Servers are running unsupported OS which is a security risk as identified in PSN healthcheck	Technology review meetings will formalise time scales but need to get departments on board to upgarde/ decommision systems	Mar. 2017		
Reinstatement of Old Firestation		Reinstate IT Provision after flooding	DS	CL	Completed	✓	Re-instate IT and Wi-Fi at Old Firestation following flooding		Oct. 2016		
Multi Functional Printers		MFP Contract expires Oct 2016	DS	CL	In-progress	N/A	Maintenence contract expires October 2016	Spoken with account manager and awaiting his response since September regarding continuing support	Nov. 2017		
New Passport Office within Civic Centre		Passport Office move to Civic Centre Interview Room	DS	CL	In-progress	🟢	Passport office moving into an interview room in November	Server to rack mount in 1st floor comms cabinet along with their router switch and broadband	Nov. 2017		
Cumbria CVS Office Move		Moving to Technology Centre Shaddongate	DS	CL	Not Started	N/A	Cumbria CVS are moving the Penrith and Carlisle offices to The technology centre in Shaddongate	Awaiting completion of flood recovery work and re-instatement and CVS to decide which rooms to occupy	April. 2017		
Revenue and Benefits Server OS Upgrade		RedHat upgrade	MK	CL	In-progress	🟢	Move Academy to new redhat servers for all 3 Councils	Capita are doing the redhat and system migration but not the interfaces. Awaiting go live confirmation of dates from Capita.	Dec. 2016		
Firewall Replacement			DS	CL	Completed	✓	Replace existing corporate firewall.		N/A		

Programme	Programme Manager	Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target completion Date	Predecessor(s)	Dependant(s)
Policy, Procedures and Training	MS	Development of New Policies	P0200		MS	MS	In-progress	●	This is the over arching project for the full review of IT security. This includes policies, training and infrastructure within Council	New PCI-DSS policies need to be integrated into policy web site.	Dec. 2016		P0201
		User Awareness Campaign and Training	P0201		MS	CL	Not Started	●	Design and implement new IT security awareness campaign alongside user training and certification.	Need to identify resource to develop and deliver user training.	Mar. 2017	P0200	
Security Infrastructure	MS	PCI-DSS Compliance	P0202		DS	CL	In-progress	●	Ensure the council retains its PCI-DSS compliance	Compliance plan developed and report to SMT being produced to fund compliance. Sub-projects will be added once agreement is reach on the way forward.	Jun. 2017		
		PSN CoCo Compliance	P0203	Decommission Cisco ASA	DS	CL	In-progress	●	Replace existing Cisco ASA with Foritgate solution for VPN and site to Site connection	Quote received for new solution awaiting approval	Dec. 2016	P0019	
			P0204	Decommission Citrx Farm	DS	CL	In-progress	●			Dec. 2016	P0023	
			P0205	Domain Administrator Password Hardening and Change	DS	CL	Not Started	N/A	Password needs changed	need to scope systems that use this username still	Jan. 2017		
			P0206	Apply Software patches to PCs and Servers	DS	CL	Not Started	N/A	Apply missing patches to identified PCs and servers		Dec. 2016		
			P0207	Incorporate recommended settings into Windows standard build	DS	CL	Not Started	N/A	Incorporate recommended Windows settings into our standard Windows build		Dec. 2016		
			P0208	GCF Replacement	DS	CL	In-progress	●	GCF Framework ends March 2017 and new framework connection is required including a hosted PSN email solution	Email sent to Vodafone extending our current agreement from December 16 to March 17 and awaiting Vodafone's response on new contract	Mar. 2017		

Programme	Programme Manager	Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
Office 365	MS	Migrate to Email Service into the Cloud	P0001	Migrate to Exchange Online	DS	MS	Completed	✓	Migrate user's mailboxes to Microsoft's hosted email service		N/A		
			P0002	Implement email and document archiving	DS	CL	Completed	✓	Implement a service to archive user's email and documents.		N/A	P0001	
			P0003	Implement Email filtering and virus checking	DS	CL	Completed	✓	Implement Barracuda Filtering service with Archive for emails		N/A	P0001	
			P0004	Email Relay server	DS	CL	In-progress	●	Migrate from old websense email relay server to 2012 IIS version	Currently looking at options	Dec. 2016	P0001	
			P0005	Review mailbox and licensing requirements	DS	CL	Not Started	N/A			Mar. 2017	P0001	
		Windows and Office Upgrades	P0006	Create Windows 10 deployment environment	DS	CL	Not Started	N/A	Need a Windows 10 deployment environment as new devices no longer supporting Windows 7	Scoping exercise with Risual	Mar. 2017		P0008
			P0007	Create Windows Update Environment	DS	CL	Not Started	N/A	Need an newer Windows update environment to cover latest versions of windows	Scoping exercise with Risual	Jun. 2017		P0008
			P0008	Upgrade to Windows 10 and Office 2016								P0006, P0007	
			P0009	Office 2010 Outlook update	DS	CL	In-progress	●	All windows 7 machines running office 2010 need KB2965295 update for outlook 2010 to support exchange 2016 in EOL (EOL 2016 date unknown) - alternative is mass roll-out of office 2013/16	Currently scoping roll-out options	Dec. 2016		
		Active Direction Upgrade	P0010	AD Health check and migration to a 2016 Forest	DS	CL	Not Started	N/A	Need to look at upgrading our 2003 Domain to a 2016 AD forest	Scoping exercise with Risual	Jun. 2017		
			P0011	ADFS Environment in Azure	DS	MS	In-progress	●	Have a hosted AD server in azure that Office 365 authenticates against so we aren't reliant on datacentre Domain controller	Building and testing underway	Dec. 2017		
		Implement Office 365 Services	P0012	Migrate to OneDrive for Business	DS	CL	In-progress	●	Migrate the contents of user's H: and K: drives to Microsoft's hosted file storage service.	Development of technical infrastructure design underway.	Mar 2017		
			P0013	Implement Yammer	DS	CL	Not Started	N/A	Implement Yammer (internal social network) and Skype for Business (telephone/video calls and conferences.	Development of technical infrastructure design underway.	Jun. 2017		
			P0014	Implement Skype for Business	DS	CL	Not Started	N/A		Development of technical infrastructure design underway.	Jun. 2017		
			P0015	Implement SharePoint Online	DS	CL	Not Started	N/A	Migrate the Intranet and Project Portal to Microsoft's hosted service.	Development of technical infrastructure design underway.	Mar. 2017		
			P0016	Implement Office 365 Tools	DS	CL	Not Started	N/A	Implement Sway, Delve, Flow, PowerApps, etc.	Development of technical infrastructure design underway.	Mar. 2018		
		Implement Corporate Project Management and Risk Tool	P0017	Project Server	MS	CL	Not Started	N/A	Potential redesign of Project	Host with Microsoft?			
Cloud Services		Document Classification and Control	P0018	Implement Digital Rights Management	DS	CL	Not Started	N/A	Implement a service to control the distribution and management of user's documents.	Development of technical infrastructure underway.	Jun. 2017		
		User Identification and Authentication	P0019	Dual Factor Authentication	DS	CL	Not Started	N/A	Implement Dual Factor Authentication into office 365		Mar. 2017		P0203
		End Point Security	P0020	Implement Enterprise Mobility Suite	DS	CL	In-progress	●	Ensure all devices connected to our network meet a minimum security standard.	Rescheduled to early next year to allow for completion of policy review so as to be able to implement any new requirements.	Mar. 2017		
		Remote Access	P0042	Implement a remote access solution to support mobile working	DS	CL	Not Started	N/A			Dec. 2016		P0203
Cloud Hosting	CL	Application Delivery	P0021	Application Delivery Proof of Concept	DS	MS	Completed	✓	Identify most appropriate solution for providing access to line of business applications over the Internet.		N/A		
			P0022	Application Hosting Proof of Concept	DS	MS	Completed	✓	Identify most appropriate platform to host our applications.		N/A		
			P0023	Implement application delivery solution	DS	MS	Not Started	N/A			N/A		P0204
		Application Hosting	P0024	Personnel/HR Applications	MK	CL	Not Started	N/A	Migrate personnel/HR applications to chosen platform		May. 2018		
			P0025	Planning Applications	MK	CL	Not Started	N/A	Migrate planning application to chosen		Oct. 2017		
		Data Integration	P0026	Implement Enterprise Service Bus (ESB)	DS	MS	Not Started	N/A	Implement technologies that will integrate all of the council's data sources.	The need for this project is being reviewed	N/A		
Salesforce Platform	MS	Implement Core CRM Functions	P0027	Phase 1 of Salesforce Roadmap	MK	CL	Completed	✓	Implement the core functions of the Salesforce CRM and replicate the functionality of Qmatic into Salesforce.		N/A		P0028
			P0028	Phase 2 of Salesforce Roadmap	MK	CL	In-progress	●	Environmental Health is the focus.	Development underway for phase 2.	Nov. 2016	P0027	P0029
			P0029	Phase 3 of Salesforce Roadmap	MK	CL	Not Started	N/A	Green Spaces and Waste Services are the focus.		Jan/Feb 2016	P0028	
			P0030	Garage Database	MK	MS	Not Started	N/A	Develop Salesforce based app for the management of the council garage and fleet of vehicles/equipment.	Business case completed	To be agreed		
			P0031	Salesforce CRM for Comms	MK	CL	Completed	✓	Development of a CRM applications for the Communications team.	Application delivered to users for testing	N/A		
			P0032	RemedyForce	MK	CL	In-progress	●	Phase 1 - Replace Sostenuto for D&IS staff, Phase 2 - Provide end user self service.	Self Service is being revamped so can't launch until after Winter 2017	P1 - Nov. 2016		
		Web Site Development	P0033	Phase 1	BR	CL	Completed	✓	Redesign of council web site.	New web site well received	N/A		
			P0034	Phase 2	BR	CL	Completed	✓	Enhancement to council web site and extension of author/publisher role to users.		N/A		
			P0035	Brampton Community Centre		CL	In progress	●	Phase 2 of development		Dec. 2016		
Master Data Management	CL	Spatial (GIS)	P0036	Dataset Rationalisation	MS	CL	In-progress	●	Rationalise spatial data and introduce processes to manage that data.	options appraised to deliver corporate GIS via cloud services	Oct. 2017		
			P0043	Migrate GIS service to the cloud	CL	CL	Not Started	N/A					
			P0044	Carlisle District Local Plan 2015-2030 Interactive Map				●	Development of interactive map for Carlisle District Local Plan 2015-2030.		Nov. 2016		
		Property and Things	P0037		MS	CL	Not Started	N/A	Rationalise data relating to property and things and introduce processes to manage that data.				
		People and Businesses	P0038		MS	CL	Not Started	N/A	Rationalise data relating to people and businesses and introduce processes to manage that data.				
		Employees	P0039		MS	CL	Not Started	N/A	Rationalise data relating to employees and introduce processes to manage that data.				
Business Intelligence	MS	PRISM (Proof of Concept)	P0040		SO	MS	In-progress	●	Develop proof of concept for the design and implementation of a range of management dashboards and balanced scorecards	Training organise for GO on Microsoft Power BI	Dec. 2016		
External Clients	CL	Migrate 3rd sector organisations to their own tenancy	P0041		DS	CL	Not Started	N/A	Move Tullie, CVS, ACT, Deaf Vision to their own Microsoft tenancy to enable them to take advantage of cheaper license costs	needs further investigation as Microsoft may or may not approve an organisation only after you have done the transfer (no indication beforehand they will be accepted) so this may increase costs above what we pay as a council	May. 2018	P0001	