PROJECT WORKBOOK

Click HERE for the guidance

PROJECT TITLE	ICT migration
PROJECT SPONSOR	Nigel Holden
PROJECT MANAGER	Eamon Caughey/Brian Charlton
WORKPLAN/BUSINESS PLAN FUNDING CATEGORY	**A DfT CORE BUDGET MUST DO**
PROJECT CODE	**32X**

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WORKSTREAM OR PROGRAMME	
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transportfocus

PROJECT BRIEF FOR APPROVAL

GUIDANCE IS IN GREY

PROJECT INFORMATION

At the end of 2018, the current Transport Focus hosting provider are closing the existing ICT platform upon which our current hardware and software are held.
A presentation to MT was completed by Eamon Caughey[EC] and Brian Charlton [BC] on 6 September 2017 at which five options were presented and discussed alongside supporting documentation. It was agreed within MT that the preferred option would be to migrate to Microsoft Office 365 ["the cloud"]
However, the design and steps involved in the migration itself have yet to be agreed - the purpose of this project brief is to define how this will look and present to the Board for approval.
The proposed stages for the project are:
Stage one: low level design relating to hardware, software, telephony, and comms. Discussions and feedback to be sought by EC/BC from Daisy and Civica.
Stage two: once design stage agreed, the current tasks required to migrate all current services are: 365 'on board'/up and running: Office 2016/365/Skype for Business: Exchange online: on-site services [Exchequer, Domain controllers, etc]: Telephony: Comms: SharePoint: Stakeholder Manager CRM and Contact Team CRM: One drive for Business. Please note that some of these tasks will be completed concurrently, and will not necessarily need to follow-on from one another in a 'step-by-step' process. It is also possible that a new piece of software entitled Resolver will be included within the migration: this relates to the Ombudsman scheme project currently being managed by Jon Carter. It is unclear at the time of writing what the timetable for implementation of this new system is so the project team need to ensure there is a line of communication between projects so the introduction of Resolver can be planned alongside the ICT migration.
It is recognised that the new method of hosting our services will provide a number of opportunities to expand the use of Office, etc. However, as the purpose of this project is to facilitate the migration of what we currently use, enhancements are currently not in scope and will be identified as follow-on actions towards the end of the project.
It should be noted that full testing/piloting will be carried out at all stages of the migration, and a training programme will be put in place.

MEASURABLE OUTCOMES OF THE PROJECT: Please list the top three ONLY. These will be used to assess project performance

B1	Reductions in costs of estimated 40% visible early 2019 onward across the licening and general management of the systems
B2	Future proofing of the environment & portability & of services [i.e. WiFi, staff portability]
B3	Opportunity to improve IT knowledge via implementation of 'train the trainer' sessions

OPPORTUNITY COSTS: what are the consequences of not doing the project or not doing it now?

This is an opportunity to both future proof the systems and reduce/stablise costs on a year by year basis following the initial outlay [see worksheet 'option 5 cost summary] contained within this workbook

A SEPARATE COSTINGS WORKBOOK WILL BE PROVIDED FOR ALL NEW PROJECTS. THIS MUST BE COMPLETED AND FORWARDED TO THE CORPORATE SERVICES TEAM ALONGSIDE THE PROJECT BRIEF PRIOR TO SUBMISSION TO MT/BOARD FOR APPROVAL

COST PROFILE: Please show when costs to be borne by Transport Focus are likely to become due for payment

Financial year 2017-18	£78,420
Financial year 2018-19	£52,280
Financial year 2019-20	
Total	£130,700

PROJECT STAKEHOLDERS: please indicate which of our stakeholders have an interest in this project, and to what extent

Civica	Consult
Daisy	Consult
Westpier	Consult

G OUTLINE PROJECT PLAN: Transport Focus projects have ten key stages. Please provide milestone month-end dates for those shown (eg Mar-16 means the end of March 2016). These will be used in assessing project performance

PRE-PROJECT		Date
KS1	Conceptual	
KS2	Workplan priority	

IN-PROJECT		Date
KS3	Project brief in development	
KS4	Project brief approved: project live	**Sep-17**
KS5	Project complete: with PIT/Comms	**Oct-18**
KS6	Project complete: awaiting publication / closure	
KS7	Project published / closed	**Oct-18**

POST-PROJECT		Date
KS8	Review awaiting sign-off	**Dec-18**
KS9	Review signed off by MT	
KS10	Outcomes / lessons logged	

H PROJECT RISK ANALYSIS: please ensure project risks are shown within the separate risk assessment worksheet

I IMPACT ANALYSIS: once you have completed your EIA and PIA impact analysis, please select your conclusions from the drop down list

Equalities impact assessment screen
A: an EIA screen has been completed and a full EIA is not required

Privacy impact assessment screen
A: a PIA screen has been completed and a full PIA is not required

Other teams impacted by this project and extent of pre-project planning (KS2) for collaboration:

Team	Extent of involvement	Discussion Checklist	Date of discussion
Stakeholder Managers	Practically none	N/A - there is no involvement required from this team at any stage of this project	
Insight team	Practically none	N/A - there is no involvement required from this team at any stage of this project	
Communications team	Practically none	N/A - there is no involvement required from this team at any stage of this project	
Corporate Services	Some	Corporate Service: Have been made aware, have provided and/or have provided assistance in creating project/costings documentation	On-going
Policy Team and/or Advisors	Practically none	N/A - there is no involvement required from this team at any stage of this project	

[Pre MT/Board submission for project approval]

Project brief and associated documents including costings worksheet created, submitted and reviewed by:

	Role	Name	Signature	Date
1	Project manager [create and submit]	Eamon Caughey	Eamon Caughey	02/11/2017
2	Project sponsor [review]	Nigel Holden	Nigel Holden	02/11/2017

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All projects require assessment of risk <u>at the outset</u> to identify items which may cause the project to fail

Risk assessment - table A below contains descriptions and accompanying examples for each type of risk. Please complete table B with risks which are specific to your project

Table A - risk examples

Type	Description	Risk examples
Reputational	Risk that supplier/partner may lose confidence in TF to deliver work on their behalf	Late delivery of results/comms
Operational	Risk of loss due to improper process implementation, lack of resource availability	Priority conflicts, lack of resource availability, lack of training
Time/schedule	Risk key milestones/end date may not be met	Initial level of work underestimated, failure to identify 'drop dead' date in relation to partner/supplier
Budget	Costs exceed agreed budget	Scope expansion
External	Regulatory, market related	New, or changes to existing legislation
Scope	Project not properly defined and/or documented leading to 'scope creep'	Failure to identify Stakeholder requirement
Technical	Potential complexity of a proposed IT-based solution	Solution is too complication for passengers/drivers to use
Supplier/partner	Standard risk where there is involvement from any non-TF bodies	Support/funding reduced/withdrawn

Table B - project risks. Where the project does not hold a risk for a specific category, please enter 'N/A/ within the description field

		Pre-mitigation				Post-mitigation		
Type	**Description of project risk**	**Severity**	**Likelihood**	**Initial impact rating**	**Mitigating measures in place / planned**	**Severity**	**Likelihood**	**Resulting impact rating**
Reputational				0				0
Operational	Need to ensure that the migration of Outlook includes plans for testing the existing link/dependancy with CRM [would lose capability of being able to attach emails to cases in CRM if link lost, severly impacting the work of the Contact team]	3	3	9	Test existing CRM/Outlook functionality within the cloud	3	2	6
Operational	Potential business disruption during migration of the services to an alternative platform	3	3	9	Manage risk by effective planning, testing, staging any migration and project management. In addition, the use of an experienced technical adviser will help mitigate risks arising from any technical	3	2	6
Operational	Potential business disruption due to lack of familiarity with the latest software versions	3	3	9	Provide additional training and support for staff	3	2	6
Budget/cost	There is a risk that we face significant software and hardware upgrade costs in the future if we do not take this opportunity to change our ICT services to 'software as a service' and 'infrastructure as a service' as our systems will simply become increasingly out of date. In addition there are high transition costs each time we change our hosted data centre provider.	4	3	12	Move to cloud-based SAAS/IAAS	3	3	9
Time/schedule				0				0
Budget/cost	It is possible that Civica may quote costs to assist in the migration of SharePoint which are viewed as expensive in light of the assistance/expertise required	3	4	12	Seek expertise from elsewhere	3	3	9
External				0				0
Scope				0				0
Technical	It is possible that new software may be introduced within Transport Focus during the project lifecycle [source is the Ombudsman project, product name Resolver]	3	3	9	Ensure dependancy between this and the Ombudsman project is clear, and that communication link established [this will be via project support team]	3	2	6
Technical	OPPORTUNITY: Ensure any opportunties to expand the use of Office within the new platform are identified, and a plan put in place for implementation	4	5	20	Any opportunities identified to be listed as 'follow-on actions' and noted within the end project review	4	5	20
Supplier/partner	Knowledge of existing hosting providers may not be extensive enough to provide the support required for the migration	4	3	12	Ensure sufficient knowledge is in place - if not, seek experienced consultatant/s where required	4	2	8

If there are any other risks which fall outside the categories above, or you believe there is a scenario which will present a positive future opportunity for Transport Focus, please describe below:

Risk register

The information above will be entered upon a centralised project risk register - note that the owner for the risk will be listed as the project manager, who will be required to review on a regular basis throughout the life of the project via the project progress review

Severity and Liklihood descriptions

Level	Severity	Likelihood
1	Insignificant	Rare
2	Minor	Unlikely
3	Moderate	Possible
4	Major	Likely
5	Catastrophic	Almost certain

IMPACT =

SEVERITY X LIKELIHOOD

Impact grid

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

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PRIVACY IMPACT ASSESSMENT SCREEN

Some projects require a privacy impact assessment to assess the possibility of an impact on the privacy of individuals. Most, however, do not.
All projects are therefore screened to check that a full PIA is not required. Where it is, you should raise the matter with the **Senior Information Risk Owner.**

Step 1: Data flow mapping

Data Source	Purpose of flow	Data sensitivity	Frequency	Volume	Key stakeholders involved	Method of flow	Data risk
							LOW
							LOW
							LOW

Step 2: Sensitive personal data

Does ANY flow of data include sensitive personal data as defined by the Data Protection Act 1998?	No
If you have answered yes, probably or possibly to the previous question please confirm you have the informed consent of the data subject to use their sensitive personal data	

Step 3: Further questions to help determine the scope for privacy breach or data handling failure.
Please review the areas A - J below, and amend the response to 'Yes' where appropriate noting comments where described

			Please comment if the response is Yes
A	Does the project involve IT hardware or software that has substantial potential for privacy intrusion?	No	
B	Does the project involve the intrusive identification of individuals or 'data subjects'?	No	
C	Might the project have the effect of changing current personal anonymity arrangements	No	
D	Does the project involve multiple, complex, organisations where data protection might be problematic?	No	
E	Does the project involve new or significantly changed methods of data handling?	No	
F	Does the project involve changing the way we handle multiple records of personal data in datasets / databases?	No	
G	Does the project involve new or significantly changed handling of personal data from a large number of people?	No	
H	Does the project involve new or significantly changed configuration of personal data from personal sources?	No	
I	Is the project likely to impact on public security measures?	No	
J	Does the project involve the systematic disclosure of personal data to, or access by, third parties that are not subject to any kind of privacy regulation? Regulation may include, but is not limited to, The MRS Code of Conduct or a Data Sharing Agreement concluded with Transport Focus.	No	

Step 4: Conclusion
Based on the information you have thought through above, you now need to determine where there is a need for a privacy impact assessment for this project.
Select the most appropriate statement on your project brief. Remember, on considering the brief for approval, Management Team may change your statement!

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EQUALITIES IMPACT ASSESSMENT SCREEN

Step 1: please complete the following screen by selecting options from the drop down list. It is very easy just to select 'no' but please think carefully.
Your answers may be scrutinised in the event of any audit of our compliance with the Equalities Act. All answers are **mandatory.**

Gender	Age	Sexuality	Disability	Marital status	Political belief	Religion	Racial group
1. Is there likely to be an impact on opportunity for those groups of people who may be affected by this project?							
No	No	No	No	No	No	No	No
2. Are there opportunities to better promote equaity of opportunity among people of these groups?							
No	No	No	No	No	No	No	No
3.Is the project likely to impact on good relations between people of the following groups?							
					No	No	No
4. Are there oportunities to better promote good relations between people of the following groups?							
					No	No	No

If you have answered 'yes' or 'probably' in response to any of the above, please provide details below of what you might do in pusuit of our duty to do *something*

Step 2: Conclusion
Based on the information you have thought through above, you now need to determine where there is a need for an equalities impact assessment for this project.
Select the most appropriate statement on your project brief. Remember, on considering the brief for approval, Management Team may change your statement!

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Communications plan [to be completed by the project manager and the comms team, and submitted alongside the project brief]

All projects require assessment of the communications plan required to ensure the right key messages and target audiences are delivered/addressed

1) PROJECT OBJECTIVES [WHAT ARE WE TRYING TO ACHIEVE?]

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2) KEY MESSAGES [WHEN KNOWN]

These will be communicated internally via Connect by the project team as/when required. These will include information relating to timelines, any involvement in pilot phases and training arrangements

3) TIMESCALES

As per project phases which are yet to be agreed

4) PARTNERS - this should include requirements both from and on behalf of any partners involved

Daisy, Civica and Westpier

5) TARGET AUDIENCES

Tranport Focus staff only

6) OUTPUTS - this can include reports, events, infographics, social media, boards to display the results, etc

7) COMMS ESTIMATE [£] & CODE

N/A

8) ADDL POINTS TO NOTE

	Average annual ongoing cost	Set up and total running costs for Total cost period	Year 1	Year 2	Year 3	Year 4 (if required)	Year 5 (if required)
			1	2	3	4	5
Current annual costs							
Costs of hosted ICT FM service, network management and helpdesk		596,072	193,802	198,650	203,620	208,710	213,930
CRM and Sharepoint support		78,464	25,514	26,150	26,800	27,470	28,160
Total		674,537	219,317	224,800	230,420	236,180	242,090
Option 5 - Office 365							
One-off costs							
Network implementation		12,000					
Migration and training costs		85,000					
Migration and training costs		97,000	32,333	32,333	32,333	-	-
Ongoing costs							
Azure servers for Domain Controllers		73,820	24,000	24,600	25,220	25,850	26,500
CRM 365		132,870	43,200	44,280	45,390	46,520	47,680
Office 365 (Email, Office and Sharepoint)		29,530	9,600	9,840	10,090	10,340	10,600
Network services and management		86,740	28,200	28,910	29,630	30,370	31,130
	107,700	322,960	105,000	107,630	110,330	113,080	115,910
Annualised ICT system and infrastucture support costs		**419,960**	**137,333**	**139,963**	**142,663**	**113,080**	**115,910**
Helpdesk and support costs							
ICT Helpdesk		110,720	36,000	36,900	37,820	38,770	39,740
CRM and Sharepoint support		73,820	24,000	24,600	25,220	25,850	26,500
		184,540	60,000	61,500	63,040	64,620	66,240
Total annualised ICT costs		**604,500**	**197,333**	**201,463**	**205,703**	**177,700**	**182,150**

TRANSPORT FOCUS
COSTING SHEET
PROJECT NAME : ICT migration
PROJECT CODE : 32X

All costs and funding should exclude VAT

			Entirely or partly-funded by Transport Focus / DfT	Non-commercial partner(s)	Commercial partner(s)	Unit costs for projects funded by Transport Focus and Partner(s)	Entirely or partly-funded by Transport Focus / DfT	Non-commercial partner(s)	Commercial partner(s)		
SECTION 1 - PROJECT COSTS											
Transport Focus - Staff cost details			**Days**	**Days**	**Days**	**Daily rate**	**Total costs**	**Total costs**	**Total costs**	**Total costs**	
Staff name / Role	**Role**	**Task or Activity**	**No**	**No**	**No**	**£**	**£**	**£**	**£**	**£**	**Notes**
Eamon Caughey	Manager	Project management	100.0			290	29,000	-	-	29,000	This time will be spread over 2017-18 and 2018-19
						-	-	-	-	-	
						-	-	-	-	-	
						-	-	-	-	-	
						-	-	-	-	-	
						-	-	-	-	-	
						-	-	-	-	-	
						-	-	-	-	-	
						-	-	-	-	-	
						-	-	-	-	-	
						-	-	-	-	-	
Total Transport Focus staff costs			100.0	-	-	290	29,000	-	-	29,000	
Direct cost details (excl VAT)			**Days**	**Days**	**Days**	**Daily rate**	**Total costs**	**Total costs**	**Total costs**	**Total costs**	
Freelance researchers			**No**	**No**	**No**	**£**	**£**	**£**	**£**	**£**	
Brian Charlton (IT Consultant)			45.0			350	15,750	-	-	15,750	This time will be spread over 2017-18 and 2018-19
							-	-	-	-	
							-	-	-	-	
							-	-	-	-	
							-	-	-	-	
Total freelance researcher costs			45.0			350	15,750	-	-	15,750	
Other direct cost details (excl VAT)			**Units**	**Units**	**Units**	**Unit Cost**	**Total costs**	**Total costs**	**Total costs**	**Total costs**	
			No	**No**	**No**	**£**	**£**	**£**	**£**	**£**	
Research agency costs - Transport Focus							-	-	-	-	
Research agency costs - Non-commercial partner(s)							-	-	-	-	
Research agency costs - Commercial partner(s)							-	-	-	-	
Panel costs (Confirmit - £1.00 per response) - Transport Focus							-	-	-	-	
Panel costs (Confirmit - £1.00 per response) - Non-commercial partner(s)							-	-	-	-	
Panel costs (Confirmit - £1.00 per response) - Commercial partner(s)							-	-	-	-	
User community engagement (Dub - £750.00 set up per community) - Transport Focus							-	-	-	-	
User community engagement (Dub - £750.00 set up per community) - Non-commercial partner(s)							-	-	-	-	
User community engagement (Dub - £750.00 set up per community) - Commercial partner(s)							-	-	-	-	
User community engagement (Dub - £80.00 per community participant per annum) - Transport Focus							-	-	-	-	
User community engagement (Dub - £80.00 per community participant per annum) - Non-commercial partner(s)							-	-	-	-	
User community engagement (Dub - £80.00 per community participant per annum) - Commercial partner(s)							-	-	-	-	
Panel incentives - Transport Focus							-	-	-	-	
Panel incentives - Non-commercial partner(s)							-	-	-	-	
Panel incentives - Commercial partner(s)							-	-	-	-	
Printing and publication costs - Transport Focus							-	-	-	-	
Printing and publication costs - Non-commercial partner(s)							-	-	-	-	
Printing and publication costs - Commercial partner(s)							-	-	-	-	
Travel and subsistence - Transport Focus			15			300	4,500	-	-	4,500	Assumes 5 weekends in London and 10 in Manchester over the project
Travel and subsistence - Non-commercial partner(s)							-	-	-	-	
Travel and subsistence - Commercial partner(s)							-	-	-	-	
Estimated one off costs for transtion			1			81,000	81,000	-	-	81,000	Estimate of costs based on initial discussions with suppliers
							-	-	-	-	
							-	-	-	-	
							-	-	-	-	
							-	-	-	-	
							-	-	-	-	
Subtotal of direct costs							85,500	-	-	85,500	
Irrecoverable VAT on direct costs							16,200	-	-	16,200	**The irrecoverable VAT for the project is calculated automatically and will come down when any proposed charges are entered in section 3 so double check the figures once you have updated Section 3.**
							101,700	-	-	101,700	

SECTION 2 - Summary of project costs above and recommended margin	£	£	£	£	**Notes**
Freelance researcher and Other direct costs for project	101,700	-	-	101,700	
Direct staff costs for project	29,000	-	-	29,000	
Minimum charge to partner(s) to recover total direct costs	130,700	-	-	130,700	
Contribution to fixed overheads from hourly rates		-	-	-	
Contribution to central services from hourly rates		-	-	-	
Minimum charge to partner(s) to recover project costs	130,700	-	-	130,700	
Recommended margin		-	-	-	
Minimum recommended charge to partner(s) to recover full project costs plus standard margin	**130,700**	**-**	**-**	**130,700**	

SECTION 3 - CHARGES PROPOSED (EXCL VAT)		**Amount**	**Amount**	**Amount**	**Amount**	
Partner / Third party	**DfT / Other**	**£**	**£**	**£**	**£**	**Notes**
					-	
					-	
					-	
					-	
					-	
					-	
Charges to partner(s) - excluding VAT		-	-	-	-	
Charges to partners - including VAT		-	-	-		

SECTION 4 - The proposed charges will mean :					**Notes**
Direct project costs funded by partner(s)	-	-	-	-	
Direct staff costs funded by partner(s)	-	-	-	-	
Contribution by partner(s) to the unallocated project budget from overheads recovered	-	-	-	-	
Contribution by partner(s) to the unallocated project budget from margin	-	-	-	-	
Margin as a percentage of Income	N/A	0.0%	0.0%	N/A	
Funding from Transport Focus required for direct project costs	101,700	-	-	101,700	Costs will be spread between 2017-18 and 2018-19. £60,000 has been provided in the 2017-18 budgets for these costs and the remainder will be funded from anticipated ICT contract savings and DfT funding in 2018-19
Funding from Transport Focus required for project staff costs	29,000	-	-	29,000	

SECTION 5 - Possible errors (internal use only)	**Note on possible errors (where not corrected)**

Key

	Use drop down lists to select information
	Enter information here
	The proposed charges do not cover the overheads or central services costs so please provide more explanation in the notes column
	The proposed charges mean that the margin is lower than suggested figure of 10% so please provide more explanation in the notes column