

Project Documentation

PROJECT INITIATION DOCUMENT (PID)

Replacement Telephony System Project

| | |
|---------------------|-----------------|
| Release: | <Draft> |
| Date: | 25-08-15 |
| Author: | Daniel Bramley |
| Approved by: | <Name and date> |

Note: the completion of this document is required for medium and large scale projects as defined by the Project Type Matrix. The final version should be saved in a sub folder on the x drive under project management / project documentation.

Document History

| Revision Date | Version | Summary of Changes | Reviewer(s) |
|---------------|---------|--|-------------|
| 25-08-15 | 1.0 | 1 st Draft | DB |
| 26-08-15 | 1.1 | Additional sections completed | DB |
| 27-08-15 | 1.2 | Diagrams Added | DB/JR |
| 08-09-15 | 1.3 | Amendments made following meeting with JD | JD/JR/KP/DB |
| 16-09-15 | 2.0 | Transferred to current template | |
| 16-09-15 | 2.1 | JD comments transferred and amendments made. | JD/KP/DB |

Consideration by the Corporate Improvement Team

<This document must be passed to the Corporate Improvement Team before it is approved by the Senior Responsible Owner (SRO). The Team will use the space below to record key information that needs to be considered by the SRO or as part of the decision making process by SLT or members. Please allow one week for the Team to fulfil this support role and incorporate this time into the approval process>

| Date | Reviewing Officer | Comments for Consideration |
|---------|-------------------|---|
| 18/9/15 | Joe Mildred | Detailed comments passed back to ICT team |

Approvals

This document requires the following approvals:

| Name of person, group or committee |
|------------------------------------|
| Jane Dodsworth |
| Jane Ryan |
| Corporate Policy |
| Cabinet |

Distribution

A final copy of the approved document will be distributed to:

| Name | Job Title |
|------------------------|---------------------------------------|
| SLT | |
| Jane Dodsworth | Head of Business Improvement Services |
| Councillor Bruce Finch | Portfolio Holder for Support Services |
| | |

Glossary of Terms

ARP – Asset Replacement Programme – the Council’s forward funded and budgeted programme for replacing capital assets as they end their useful life

IP - The Internet Protocol (IP) is the principal communications protocol in the Internet protocol suite for relaying data across network boundaries.

ISDN - A set of communication standards for simultaneous digital transmission of voice, video, data, and other network services over the traditional circuits of the public telephone network.

PBX – Private Branch Exchange. A telephone exchange that serves a business or organisation

PCI – Payment Card Industry. Security compliance standard for credit card industry

PSN – Public Service Network. Infrastructure and compliance standard run by the Cabinet Office for local authorities connection to government departments.

PSTN – A traditional public telephone network.

SIP - Session Initiation Protocol - a signalling protocol used to create, manage and terminate sessions in an IP based network. A session could be a simple two-way telephone call or it could be a collaborative multi-media conference session.

UC – Unified Communications. The ability to use different ways of communicating through software applications. E.g. receive voicemail in email or video conference via a phone or office software.

WAN – Wide Area Network. Provided by West Sussex County Council. It is data connection between East Pallant House and all area offices.

1. PURPOSE OF DOCUMENT

This Project Initiation Document (PID) defines the Telephony System Replacement project. It builds upon the Initial Project Proposal document (approved by Cabinet on 6 January 2015) and sets out the aims of the project, why the project should go ahead, who is involved and their responsibilities. This PID will provide the baseline for the project's management and for an assessment of its overall success.

2. PROJECT DESCRIPTION

This project is to replace the current telephone system and maintain Chichester's ability as an organisation to make and receive internal and external telephone calls. In addition the project will enhance current and future mobile/flexible working and collaboration.

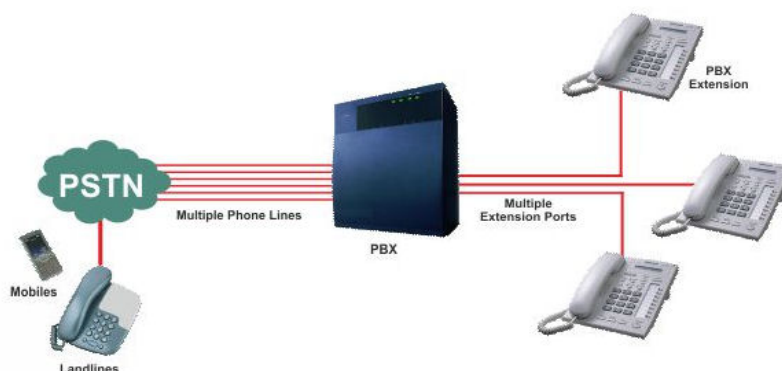
Both Chichester and Arun District Councils have projects to replace their telephone systems and therefore are working together on a shared procurement and solution.

3. BACKGROUND

The current telephone exchange system has been in situ since 1997 with an upgrade in 2006 and is supported until 2017. It is approaching the end of its supportable life.

The system itself is responsible for the handling of incoming calls, making calls externally as well via internal extension numbers, calls between staff, groups and remote sites. The system also provides voicemail, connectivity to the Customer Service Centre solution for call handling; call logging and reporting for monitoring and charging (see Diagram 1 below).

Diagram 1



While the current system has been stable and provided longevity, it is now entering the period where-by parts and maintenance will become unsupported and post 2017 expose the authority to risk of serious service outage to staff and the public for voice calls.

3.2 What are the drivers for change?

- The current hardware will be end of life which poses a significant risk to service provision both to the public, partners and internally.
- Limited functionality - due to the age of the system there are limitations to leveraging new technology such as IP telephony and mobile working.
- Requirement for increased flexibility for the workforce, including hot-desking, remote working and collaboration with partners
- Requirement to expand communication options combining telephony with video conferencing and instant messaging.

3.3 Is it meeting an identified need?

The project itself is designed to address several needs for the council, these include:

- Ability to provide voice contact to and from the council via a main number
- Ability to route calls to the right person or team
- Mitigate the exposure to risk from end of life hardware
- Mitigate the exposure to risk through the failure of inbound lines
- Address existing inability to provide business continuity for the telephone system
- Address limited mobility options
- Simplify the directory system

- Introduce more flexible and agile telephony, for example routing calls to remote workers without incurring traditional call costs.

Ultimately there is a need to maintain telephony as an essential communication tool and Chichester's system cannot be easily upgraded in its current form to support the technology and features that the council needs as identified above. Critically these requirements cannot be supported with the existing system.

3.4 Does it link to the Corporate Plan or support an existing Corporate Plan project and why?

This project is identified within the to the Digital Access Strategy, approved by Cabinet on 7 April 2015, and supports the guiding principle within the Corporate Plan to *"use our resources well and innovatively"*

3.5 What are the consequences of not doing it?

Significant exposure to the risk of system failure and service outage. Any repair or fix post 2017 would be best endeavours if parts would be available and be at premium cost with no guarantee of service restoration. Opportunities for shared working and business continuity would be limited.

4. PROJECT OBJECTIVES AND SUCCESS CRITERIA

4.1. Outputs

- Installation of New PBX System
- Connection to SIP phone Lines

- Reduction in server space required
- Deployment of full IP Telephony
- Integration with Customer Service Centre Switch
- Ability to make calls from handset and 'soft phones' on IT equipment, for Example calling a contact from the laptop, PC or a conference call with multiple people from a single directory.
- Integration with Microsoft Lync for collaboration and remote working, conference calls and video conferencing.
- Improved reporting on call handling, volume and use.

4.2. Outcomes

The expected outcomes that will occur as result of the outputs are:

- Deployment of integrated software and hardware to enable Flexible working and unified communications (UC)
 - Presence
 - Instant Messaging
 - File share
 - Shared directory access
 - Video
 - Federation with Lync

These features are a key component in flexible working.. The system will also allow:

- Unified Messaging – The ability to use email, software phones, video conference and text from a single system.
- Desktop Sharing and Hot Desking
- Home Remote Working – allow routing of calls to home workers devices
- Conference Calls (voice) – avoid unnecessary traveling with more convenient conferences for discussions and collaboration
- Web Conferencing (video) as above but with video
- Use of 'Soft Phones' – these are software phones that allow the user to call from their laptop or mobile device, would allow home and mobile working
- Installation of a scalable and future proof solution.

These elements will drive more effective working and will be combined with document sharing and improved decision making. For example, meetings can be held remotely to discuss reports and make decisions without waiting for face to face meetings or new drafts to be drafted and approved. Presence will allow for staff to show when they are available to collaborate or answer a question quickly through instant messaging.

- Disaster Recovery and Business Continuity – by sharing a system calls could be routed to the partner site at Arun DC

- Partnership Solution and shared working – The proposed solution will allow for a shared system that can be hosted and backed up by both partners. The infrastructure to allow this would also enable a closer degree of shared working.
- The Customer / Community benefits – improved resilience and improved channel shift by combining the ability to voice call, IM or video call the council.
- Financial – Greater budgetary forecasting and control over call costs when routing to mobile workers and partners. Reduced conference costs, telephone line costs and call costs to sites.

4.3. Outcome Measures

- Replacement telephone system on time and within budget
- To have a telephone system capable of supporting a partner site
- Ability to re-route calls to alternative destination in the event of system failure
- Provision of software phones that run on a users laptop or PC
- Ability to conduct web conference calls and voice calls
- Increase in the number of staff working remotely on a regular basis
- Increase the number of staff 'hot desking', removing barriers to sharing desks to achieve the ability to work to a 7:10 ratio by December 2016

4.4. Dis-benefits

- Potential disruption during install
- Changes to end user experience and training needs during initial roll-out.
- Implementation may be extended if joint solution with partner is the approved solution

4.5. Out of Scope

The project will not include:

SIP Trunks – The replacement of traditional telephone lines (ISDN). These will have been installed and procured prior to this projects implementation phase

Partnership infrastructure requirements. would be subject to a separate project to enable joint network connectivity and server replication.

Upgrades to current systems for example, Macfarlane call centre system. This would be a separate pre-requisite if required. Most telephone providers have call centre modules as part of their product. Initial market testing suggests these are more expensive than CDC's existing Macfarlane product which is a separate piece of software which integrates into any telephone system. Tender evaluation will allow for a cost comparison of maintaining Macfarlane or purchasing a module from within the new telephone system. Ideally both CDC and ADC would have the same call centre solution to assist with business continuity and shared services. If Macfarlane is retained, it will require a minor upgrade to enable it to support internet protocol telephony. This upgrade would be funded from within existing budgets.

5. PROJECT CONSTRAINTS

Any restrictions or limitations that the project is bound by are listed below:

- 5.1 Communications Links: At the present time communication circuits are using ISDN technology. This has limitations on business continuity and is reliant on a supplier being able to re-route Chichester's main number in the event of a serious outage.

Resilient links will also be required for SIP lines and connections to remote offices. The West Sussex County WAN is the obvious candidate subject to agreement. This will be addressed as part of the SIP Trunks pre-installation phase

- 5.2 Contact Centre Solution: The solution will need to integrate with both Macfarlane and in the case of Arun DC Siemens Openscape or our respective replacements.

- 5.3 Project Budget: Revenue costs associated with the solution will be a key factor in tender evaluation for both CDC and ADC.

- 5.4 Procurement: The project will conform to procurement legislation which will be a factor as to which companies can propose solutions for the project.

- 5.6 Security: The solution will need to adhere to security best practise and enhance both councils PSN and PCI compliance.

- 5.7 Partnership requirements: The scope of partnership working is at the present time open to a range of options, from a simple shared procurement to one authority hosting telephony for both sites or a third party hosting for both. Following tender evaluation, there will need to be agreement between both CDC and ADC on the strategic approach going forward and timescales agreed. If a shared solution is agreed, the following would be needed:

- Network integration
- Shared links (data circuits)
- Agreement on customer service centre solutions
- Service Level Agreement
- Agreed Strategy to make best use of joint solution and shared services

6. PROJECT ASSUMPTIONS

The project is subject to the following assumptions.

- 6.1 SIP trunks will be installed in advance of the installation of any new system. These will replace the ISDN lines and provide greater business continuity options as well as reduced operating costs for leased telephone lines.

- 6.2 Partnership Working. It has been agreed that Chichester and Arun District Council will conduct this project as a joint exercise. It is assumed that this will

mean a shared procurement that will in the future enable a system to either operate on a shared basis or stand alone.

6.4 This project in itself will not provide a shared infrastructure or system between Chichester and Arun. To enable such a solution further infrastructure projects and agreed strategies will be required

6.3 The tender will list all necessary pre-requisites as part of the submission

7. PROJECT COSTS

As part of the PID process, 5 options have been considered:

1. Do Nothing
2. On-site replacement
3. Hosted off-site by carrier
4. Hosted off-site by telephone supplier
5. Upgrade the existing system

Option 1 was discounted due to the age of the existing system, supplier's inability to support it post 2017 and lack of functionality to deliver the Council's shared services and flexible working agenda.

Option 2 is the preferred option, replacing the existing system with a system capable of supporting flexible working and shared services

Option 3 was discounted due to the associated revenue costs

Option 4 was discounted due to the associated revenue costs

Option 5 was discounted as it would not deliver an opportunity to share a system with Arun District Council and due to the age of the existing system, it is appropriate to test the market.

Existing Budget

Table 1

| | Capital | Revenue |
|------------|-----------------------------|---|
| CDC | £300,000 (within ARP) | £23,300 (Philips) + £10,500 (Macfarlane) = £33,800 |
| ADC | £120,000 | £20,000 |

Options Costs (indicative only at this stage)

Table 2

| | CDC | | ADC | | Notes |
|--|----------|----------|----------|----------|---|
| | Capital | Revenue | Capital | Revenue | |
| Option 1 – Do Nothing | £0 | £33,800 | N/A | N/A | |
| Option 2 - On-site replacement including supplier call centre solution | £337,194 | £62,280 | £274,027 | £56,860 | ADC costs lower than CDC as CDC have more satellite offices |
| Option 2 – on-site replacement excluding supplier call centre solution | £147,868 | £47,792 | £108,874 | £31,206 | |
| Option 3 – Carrier hosted | £45,033 | £289,753 | £35,700 | £252,444 | |
| Option 4 – Supplier Hosted | £114,888 | £159,380 | £84,338 | £120,660 | Call recording not included |
| Option 5 – Upgrade existing system | £120,725 | £22,379 | N/A | N/A | |

An itemised breakdown of these costs is available in the supporting documents

In addition to these costs, Microsoft Lync Licences will also be required. Chichester already has the basic licences that allow for instant messaging, presence and limited call making facilities. In addition it would also require:

Enterprise CALS - This will allow for Lync Meetings, Including Audio and Web Conferencing both internally and externally.

Plus CALS - This will enable call features, such as answer, transfer, hold, divert and release.

These licences would be purchased under Chichester’s Enterprise Agreement with Microsoft. This would increase the current budget of £55,000 per year to £86,000.

The invitation to tender will allow for companies to bid with their own unified communications solution. There will be a decision at evaluation time to either use this or use Lync. The indicative costs for the latter are shown below:

Table 3

| | | |
|--|---------|------------|
| 622 LyncSvrPlusCAL | £20.28 | £12,614.16 |
| 622 LyncSVrEnCAL | £25.14 | £15,637.08 |
| 3 Microsoft Lync Server Enterprise Edition | £765.84 | £2,297.52 |
| Total | | £30,548.76 |

Costs are calculated on existing user and extension numbers. However, the outcome of the leisure outsourcing project may affect licences numbers, hardware and timescales. This will be monitored and be a dependency on the final costs. The results of which will be reported to Cabinet as part of the evaluation.

It also must be noted that depending on the level of council sharing there will be additional pre-requisites to share a solution or add reliance to data circuits in the case of third party hosting. These are not costed into this project, but would be subject to a separate shared services infrastructure project and strategy.

7.1. Project Delivery Costs

The indicative costs are shown in table 2 above. Specific costs will be available once the tender process has been undertaken. The main cost element that will be involved in delivery will be:

- Consultancy / Professional Services
- Hardware – connectivity and handsets
- Software
- Cabling and infrastructure
- Circuits
- Installation

Internal staff resource will be required and be dedicated to the project together with departmental users for testing and customer service staff. Third party engineers may be required for additional integration work, for example Macfarlane or Siemens Openscape and connectivity between partner sites.

ICT Staff will include:

- Communications and Network Engineers
- Microsoft and Citrix administrators
- Project Co-ordinator and Operations Manager
- Applications Staff

Provision has been made within the ICT workplan to accommodate this project

Customer service staff and facilities staff will also require involvement. Finance, Procurement, Audit and Legal staff may also be required through the procurement and implementation phase.

Any additional financial funding will be identified following the tender evaluation and recommendation to Cabinet.

7.2. On-going Costs Following Project Completion

On-going support costs will be included within the support and maintenance contract for the system. Any support contracts between partners may also require additional levels of maintenance. Replacement costs will be factored into the asset replacement programme.

8. OPTIONS SUMMARY

8.1 Option 1

Do Nothing. This would leave CDC with the current system. As it is high risk as described leaving the organisation open to significant service failure.

8.2 Option 2

On-Site solution (recommended). The PBX (phone system) would be locally installed as at present with PABX. In this option both sites (Chichester and Arun DC) would host on virtual servers to enable DR, with one site elected as the primary and other as backup (see Diagram 2 below).

This is the working option at present; this allows for flexibility in the procurement and levels of integration by both partners with higher capital spend than revenue. In this option Chichester or Arun would be the primary site with the other as the backup site. Alternatively both sites could operate standalone.

CPE Option – Resilient Basic Design

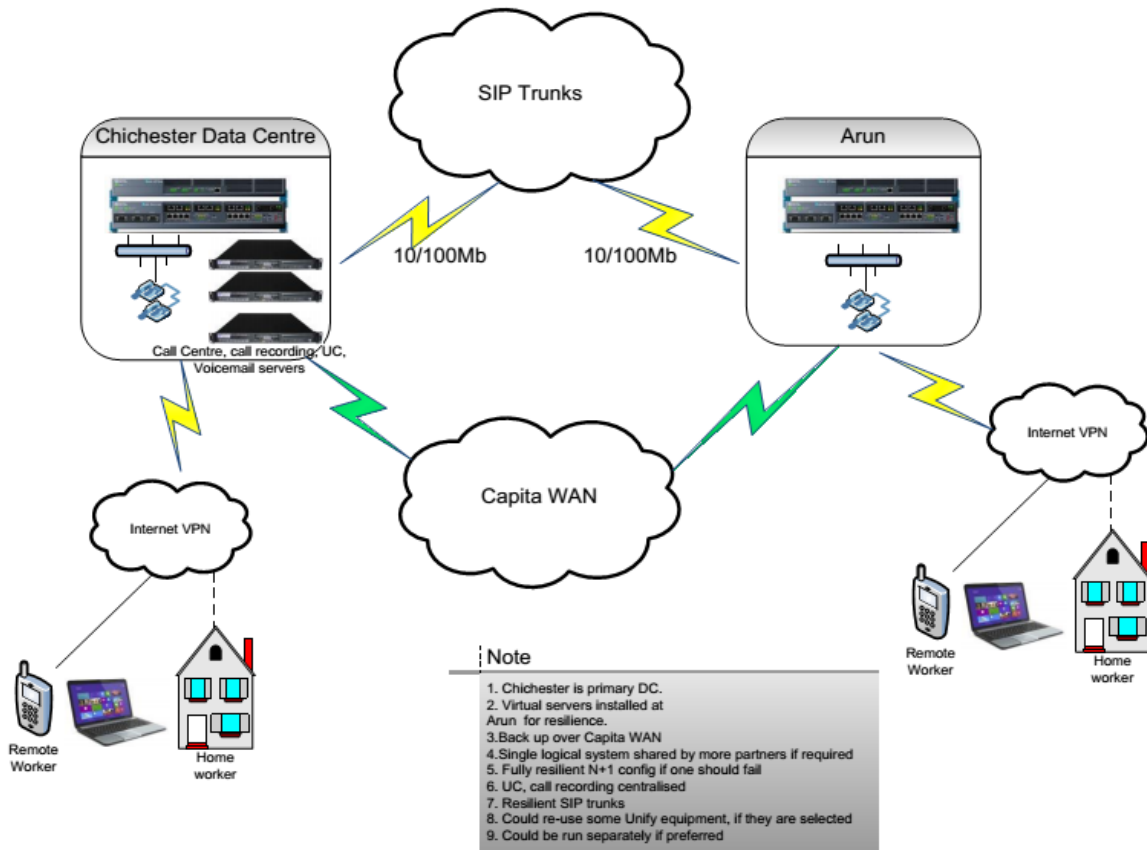
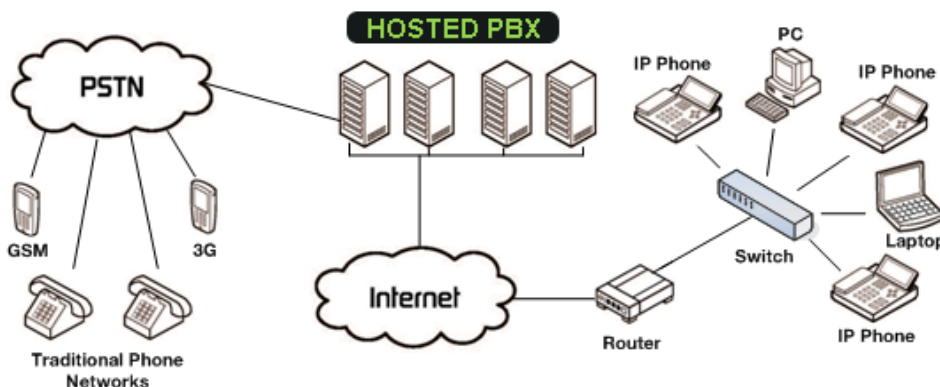


Diagram 2 Option 2 schematic

8.3 Option 3

Carrier Hosted set up. Cloud based solution. Minimal capital – revenue based model. Normally hosted by Tier 1 or 2 carrier e.g. BT. Location independent – each site can run independently or together. All aspects can be delivered anywhere provided there is internet connection (good for home working). Need resilient fibre circuits to each Council. No onsite equipment, no technical support, flexible costings as organisation shrinks//grows.

Disadvantages – tied to carrier & tariffs for long period 3-7 years. CDC would need to use supplier provided contact centre solution and move away from Macfarlane product.



8.4 Option 4

Supplier Hosted set up. Cisco, Avaya, Mitel etc host their product in their data centre (remote server location). Similar to carrier hosted but acts as a bridge between carrier (BT) and end user (CDC/ADC) providing their product. Can be designed to requirements. CDC would need to use supplier provided contact centre solution and move away from Macfarlane product.

8.5 Option 5

Replace with a like for like system with an update. This option would be to replace the existing telephone systems at each partner site. It would not allow for partnership working either as procurement or technically and not leverage any of the collaborative benefits.

This option could be explored if the tender exercise does not provide a clear financially advantageous or technical solution for both partners.

The current options with advantages and disadvantages are listed in the table below:

| Option | Advantages | Disadvantages | Risks |
|------------------------------------|--|--|---|
| Option 1 – Do nothing | No capital cost | Severe risk of system loss post 2017 Unable to support flexible working and shared services Unable to address business continuity issues | Loss of major communication channel Reputational damage Unable to support Council in the way it needs to work in the future |
| Option 2 - On site solution | Agile local, internal support Greater control Usually lower TCO depending on options/supplier Choice of PSTN provider Choice of maintainer Wider choice | Full server and application duplication required to avoid DR issues Internal resource required – could cost more Rack space, power, air con, etc. must be provided | DR processes may have to be invoked more often as council offices more vulnerable than dedicated DC. Partner not prepared for Emergency Local support resource inadequate |

| | | | |
|--------------------------------|--|--|--|
| | (currently) of Suppliers | Change cycle more frequent Additional infrastructure and strategic agreements | Risk of installation failure (comparative) |
| Option 3 Carrier Hosted | <p>Hosted platform means no on site equipment to manage</p> <p>No technical dependency on partner for business continuity</p> <p>Desk mobility immediately possible</p> <p>Less support resource needed</p> <p>License flexing possible</p> <p>Disaster recovery and business continuity flexible through centrally hosted numbering</p> <p>Simple installation (no core hardware)</p> | <p>Revenue cost model may not be suitable for ADC & CDC</p> <p>No ownership</p> <p>Tied to carrier support for long contract period with no escape if service is poor</p> <p>Tied to carrier tariffs for entire contract period</p> <p>Dependent on carrier for support, although MACs possible via portal, usually</p> <p>TCO usually higher than CPE</p> | <p>WAN failure means loss of local service Provision</p> <p>WAN provider SLA failure means poor service quality</p> <p>Unexpected increase in revenue Charges</p> <p>Carrier goes out of business, no one to take over SLA</p> |

| | | | |
|---------------------------------|---|---|---|
| Option 4 Supplier Hosted | <p>Hosted platform means no on site equipment to manage</p> <p>No technical dependency on partner for business continuity</p> <p>Desk mobility immediately possible</p> | <p>Extra hop and admin layer therefore point of failure, between carrier and end user</p> <p>Hard to change maintainer if SLA not met</p> <p>Hard to change PSTN provider</p> <p>Likely to be less comprehensive or a</p> | <p>Supplier goes out of business, no one to take over SLA</p> <p>WAN failure means loss of local service provision</p> <p>WAN provider SLA failure means poor service quality</p> |
|---------------------------------|---|---|---|

| | | | |
|--|---|---|--|
| | <p>Less support resource needed License flexing possible</p> <p>Disaster recovery and business continuity flexible through centrally hosted numbering</p> | <p>hybrid solution</p> | <p>SIP hops, more chance of quality issues</p> |
| <p>Option 5 – Upgrade Existing System</p> | <p>Reduced capital costs than options 2-4</p> | <p>Unable to address business continuity issues</p> <p>Unable to share system with ADC.</p> <p>Lack of market testing for innovative and/or best value products</p> | <p>Loss of telephone system in disaster recovery situation</p> <p>Impact on future potential shared services</p> |

8.6 Microsoft Lync

There are two options to use Microsoft Lync, either using the clients or using as a full telephone system in its own right. Both options will be considered in the procurement phase. It is agreed that both Chichester and Arun will utilise the investments already made in the Lync client for IM and presence.

9. PROJECT APPROACH

The full project approach will be determined by the outcome of the procurement exercise. However the project will be undertaken with both in-house staff and third-parties. Implementation will be part of the contract award and be carefully managed to ensure delivery targets and functional requirements are met.

The project itself will be divided into phases which are appropriate given the complexity and risk to disruption to service. Both partners will procure and implement their respective elements followed by integration at an agreed date as infrastructure and strategies allow. Resources will need to be dedicated to this project and will need to be a priority over this period.

9.1 Procurement Phase

This will be conducted with the procurement team and as a joint exercise with Arun District Council. There are options on the route to market and these will be undertaken in accordance with contract standing orders.

9.2 Installation Phase

This phase will be monitored using corporate project management processes and best practise. At each stage and milestone, progress, issues, risks and requirements will be reviewed and reported. There will be continued user consultation, proof of concept and acceptance testing plans will be used. Training will also be carried out both at an administration level and also end user side as appropriate.

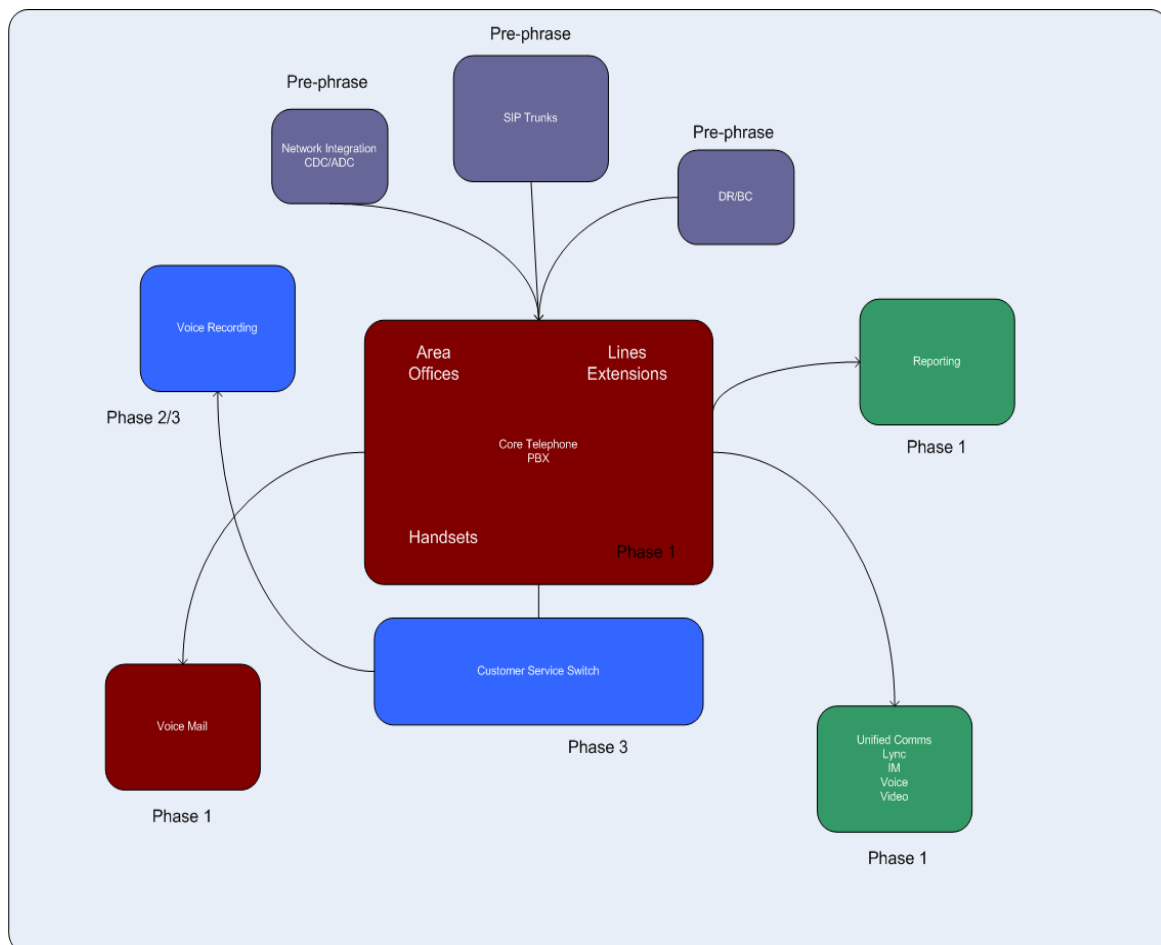
Part 1

- i) Update of existing extension lists
- ii) Active Directory to tie in with i) above
- iii) Current user data updated e.g. hunt groups, pick up groups, voicemail users, etc.

If the project starts with accurate information, progress will be much simpler for the following tasks:

Part 2

- i) Complete supplier data template (with their assistance)
- ii) List of softphone and UC users with and without headsets
- iii) List of desk phone only uses
- iv) Likely contact centre requirements All of this is vital for a smooth transition from the old to new systems and Part 2 may be carried out in collaboration with supplier workshops in the PoC.



At the end of these phases, depending on when each site would procure, they would have an independent phone system that later could integrate. It is important to note that as of day one without additional work, integration would not be provided.

10. PROJECT PLAN

| Task No. | Task / milestone | Target Date | Responsible | Dependency |
|---------------------------------------|--|------------------------------|---------------------------|-----------------------------|
| Stage 1 – Procurement | | | | |
| 1.1 | Place OJEU and issue Invitation to Tender | October 9 th 2015 | CDC | Approval |
| 1.2 | Last date for questions relating to the tender process | November 13 th | CDC | Approval |
| 1.3 | Return of Tenders | November 20 th | Tenderers | |
| 1.4 | Initial evaluation completed | December 4 th | CDC | Tender return |
| 1.5 | Presentations | 9 th December | CDC / shortlisted tenders | |
| 1.6 | Evaluation complete | 14 th December | CDC | |
| 1.7 | Approval by Council Executive | January 2016 | CDC | Completed evaluation |
| 1.8 | Standstill period complete | January 2016 | CDC | |
| 1.9 | Award contract | February 2016 | CDC | Approval by CE |
| Stage 2 – Installation Phase 1 | | | | |
| 2.1 | First project meeting | February 2016 | CDC / Supplier | Stage 1 completion |
| 2.2 | SIP Connectivity commences | February 2016 | CDC / Supplier | Order and survey completion |
| 2.3 | PBX Installation commences | April 2016 | CDC / Sup | Contract |
| 2.4 | POC period commences | May 2016 | CDC / Sup | |
| 2.5 | Sign Off POC | May 2016 | CDC | |
| Stage 3 – Installation Phase 2 | | | | |
| 3.1 | Installation Phase 2 | May 2016 | CDC / Sup | |
| 3.2 | Training | June 2016 | CDC / Sup | |
| 3.4 | Sign Off | June 2016 | CDC / Sup | UAT |
| 3.5 | Cut Over to New System – Go – Live | June 2016 | CDC / Sup | UAT sign off |
| Stage 4 | | | | |
| 4.1 | Customer Services | Aug 2016 | CDC / Sup | Approval |
| Stage 5 | | | | |
| 5.1 | Partner Integration | Nov 2016 | CDC/ADC/Sup | Strategic Agreement |

11. PROJECT TEAM

Chichester District Council

| | |
|------------------------|------------------------------------|
| Jane Dodsworth | Senior Responsible Officer |
| Jane Ryan | Project Manager |
| Karen Parsons | Operations Manager |
| Fiona Delahunty | Customer Services Manager |
| Daniel Bramley | ICT Project Co-ordinator |
| Matthew Fletcher | Communications and Network Officer |
| Mike Noyce | Unix and Network Administrator |
| Mike Cannings | Citrix and Microsoft Administrator |
| Rod Walters | Procurement Officer |
| Finance Accountant TBC | |
| Legal | TBC |

Arun District Council

| | |
|----------------|----------------------|
| Chris Lawrence | |
| Debbie Friesen | Project Manager Arun |
| Nigel Quinlan | |
| Jackie Follis | |
| Lisa Emmens | |

External

| | |
|-------------|--------------------|
| Sandy Spink | Project Consultant |
|-------------|--------------------|

12. COMMUNICATION

- Weekly project briefings and updates, including review of tasks, phases, risks and issues
- Covalent reporting for SLT and Members
- Reporting and updates to Business Improvement Board, NWoW Project Team meetings and Channel Shift sub-group.

13. EXIT STRATEGY

Should there be a technical issue (component failure or, configuration failure) that would significantly affect service during cutover to the new system, back out will involve using the existing system. Should the project be terminated the current system will be supported until 2017 however an alternative would need to be pursued with expediency. The preferred option provides CDC with the ability to continue to provide a replacement telephone system should ADC not proceed or withdraw from the project.

14. INITIAL RISK LOG

The following risks have been identified together with an assessment of their severity and actions that can be taken to mitigate/reduce the risk. Details of all project risks will be recorded as and when they are identified.

| Risk No | Risk Description | Likelihood Unlikely Possible Probable Certain | Impact Minor Significant Serious Major | Planned Actions to Reduce Risk | Responsible Officer |
|----------------|--|--|---|--|----------------------------|
| 1 | Budget shortfall | Probable | Serious | Revise specification or increase budget | JD |
| 2 | Lack of partnership direction | Possible | Serious | Seek direction from appropriate level. Adjust procurement as required. Incorporate as much flexibility as possible. | JD |
| 3 | Lack of pre-requisite. SIP trunks or network integration | Possible | Significant | Approve as early as possible the direction and put in place foundations. Also has requirement on sharing decisions | JD |
| 4 | Staff resourcing | Possible/ Probable | Major | Ensure project is priority over time frame. Add consultancy to this or other projects if possible or defer other projects. | JR |
| 5 | Failure to approve procurement | Possible | Major | Seek alternative interim solution prior to de-support. | JR |
| 6 | Implementation may be extended if joint solution with partner is the approved solution | Possible | Significant | Reflect in project plan and strategic work plan | JD |
| 7 | Changes to end user experience and training needs during initial roll-out. | Possible | Significant | Ensure functionality is user friendly and include comprehensive training for users | PM |
| 8 | Failure of partner to proceed | Possible | Serious | Revise specification. Build in option in procurement to proceed separately | JD |
| 9 | Potential disruption during install | Possible | Serious | Careful planning in install, testing and handover. Clear | JR |

| | | | | | |
|--|--|--|--|---|--|
| | | | | communication to all stakeholders. Advance notice of changes and disruption. BC and backout plans to be included. | |
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