

Core Media 5 to 7 upgrade timing

July 2013

Background

The WCMS business case was approved by the WCMS Steering Committee and ABC Board in Feb 2013. This business case outlines the core scope of the project and its focus on providing a solution that will:

- Deliver a single, centralised set of tools to be accessible to all areas of the ABC (to be leveraged by all)
- Maximise functionality, flexibility and efficiency
- Leverage our investment in our WCMS for all users
- Utilise common, cost effective infrastructure
- Utilise one central database
- Leverage ABC wide agreed domain and feature sets to facilitate content sharing
- Deliver an enterprise solution for the future
- Deliver the most cost effective outcome for the Corporation as quickly as possible.

The above has been defined as “Model C”

The business case considered an upgrade to version 7 should occur outside the approved project at the completion of the project. As the project has started to prepare a detailed scope and implementation plan, it is prudent to test the timing of the upgrade.

There were several key drivers that established any version upgrade should occur after model C and they continue to be applicable, which are:

- The exercise will delay “Model C” development
- This will in turn delay the on boarding onto Model C
- A code freeze will need to be applied to BAU during this period, halting improvements to the News, Rural, RN and Mobile sites
- The new features available in version 7 provide minimal business benefits as defined in the business case

(Details in discussion below)

This paper has been prepared by the project team as a summary of the analysis work undertaken to re examine the timing of the core media 7 upgrade.

Recommendation (WCMS project)

The WCMS projects view is that the core scope of “delivering the most cost effective outcome for the Corporation as quickly as possible” and enabling the benefits of the single system to be realised early, are significantly greater than pausing the project (for up to 6 months) to upgrade to core media 7, as the new features are minimal and would not all be delivered without the model C work significantly progressed.

The project team recommends maintaining the current project schedule and scope as approved in the Business Case. If a change to approach is required, then a Change Request will be required.

PDG recommend further analysis of the Core Media 5 impacts through the ARG given the technology implications.

Discussion and analysis

The table below shows a summary of the advantages and disadvantages of upgrading to core media 7 later (after Model C is delivered)

| | Current Approach (upgrade at end of project) | Disadvantages |
|------------------------------|---|---|
| Core media 5 support | Current system support continues until November 2016 | <ul style="list-style-type: none"> • Additional cost of support after November 2014 of s.47G • Additional support costs/load for non-Core Media components (eg. Oracle) |
| Security | Current issues are known and manageable | Some current security concerns would not be resolved but only patched for 2 years or more. |
| Network Support | Leverage existing WAN solutions (eg. Citrix) to enable quality access to the WCMS from remote locations. <i>Note: Detailed analysis requested by Radio to verify assumption</i> | Some of the network issues may be resolved with the CM7 upgrade but these may not be available for 2 or more years. |
| Core Media 7 features | <ul style="list-style-type: none"> • Model C modifications (with the exception of Editor) will continue to function in CM7 without additional development • CM7 features can be added to Model C system as and when required | Some new features would not be available for 2 or more years, which would either need to be developed in model C or delayed. (eg mobile preview) |
| Editor | <ul style="list-style-type: none"> • Reuse of the existing Editor reduces the development effort to take Model C to production and leverages News solution • Upgrade project will customise CM7 Editor to meet ABC needs | <ul style="list-style-type: none"> • Delays access to a new, improved Editor interface for 2 or more years. • Disrupts News workflow twice. Once at launch of 'C' then again on new Editor • Loss of opportunity to simplify Editor interface for new users at project start |
| Training | <ul style="list-style-type: none"> • Reuse of existing training modules for Model C deployment for new customers • Refresher training on release of CM7 version of Editor (Scale of training dependant on level of customisation of CM7 Editor) | <ul style="list-style-type: none"> • Greater potential for additional training due to Changes to Editor • The longer the lag, the greater the volume of internal customers, the greater the training effort required. |
| Upgrade Effort | <ul style="list-style-type: none"> • The automation framework developed in 'Model C' would be available to help test and deliver future upgrade work. • Reduced business interruption overall. All sites that have moved to the WCMS during the project will continue to operate during the upgrade | <ul style="list-style-type: none"> • Some of the effort in the model C work may not have been required as this could have been delivered by the upgrade. (eg network issues) • Significant manual regression testing as automation framework will not be in place • As more customers come onto the WCMS, the increased usage could drive up the volume of support request, thereby further delaying the upgrade • If WCMS product is not stable at the conclusion of the product • The Longer the lag, the more complex the upgrade becomes due to <ul style="list-style-type: none"> • more customers in the system • greater the delta between the old and new versions of Core Media. |

Core Media Support

The Vendor NCS has confirmed that

- Core Media 5 will not reach End of Life (EOL) until Nov 2014
 - o After this Core Media will extend the support of CM5 until Nov 2016 at a cost of **s.47G**

An upgrade to avoid product EOL is not necessary until November 2016.

Security

The version of Java required for Core Media 5 (JDK 6) reached EOL in Nov 2012.

JDK6 is no longer supported by Oracle and has known security risks.

Technology have assessed the risk and advised that:

- JDK 6 is only a security risk at the desktop
- The 'Model C' Core Media solution will only expose JDK6 in the Editor component
- The Editor component is not customer facing (it is used by ABC staff on the Corporate Network)

Technology have assessed the JDK6 risk as negligible and acceptable.

Recommendation: Review the JDK patch status across WCMS architecture to identify potential opportunities to further reduce risk.

Network Support

The Core Media system is dependent on a number of platforms and operating systems (such as the Redhat O/S, Oracle database, Tomcat application server, Apache Web Server and Spring Java Framework) that have/are approaching EOL.

The longer this framework is in place, the greater the effort to maintain the WCMS environment.

However, the 'Model C' system architecture will be less complex than the current environment, so the upgrade process will likely be less onerous.

Recommendation: As part of the Foundation scope, look for opportunities to upgrade WCMS platforms and operating systems to more recent versions. For example, the new system design may enable the Tomcat application servers to be upgraded.

Core Media 7 features

The CM7 product suite may provide capabilities / features that save the project team development effort.

Some examples are:

- New editor interface includes ability to preview for mobile and tablets and will be moving into a web application (meaning easier deployment with less need for outages).
- Better taxonomy management (locations, subjects etc)
- Flexible grid-based page layouts

Core Media have advised that ABC development effort in CM5 will be directly transportable to CM7 (recompile and retest, not rewrite).

While these features would be advantageous, it is unlikely that the ABC would realise these benefits before the "model C" work is completed due to the heavy customisation of the current implementation. Some or all of these capabilities may not be directly portable during an upgrade to the WCMS project now.

Editor

There are a number of known issues with the current editor that have been addressed in Core Media 7.

Network traffic capacity issues

The current Java client editor in Core Media 5 uses old technology that causes it to generate significantly more network traffic than the newer web-based editor in Core Media 7. This will have impacts on network load when rolled out further, particularly in rural and regional areas.

Technology have assessed this risk and advised that there are a number of short term (cost effective) solutions that could be put in place to support the existing Editor.

Mobile Preview

The new editor interface includes ability to preview for mobile and tablets. This is a requirement for the 'Model C' project and so would be implemented.

ABC Customisation

The current editor is heavily customised to support the ABC business needs. Replacing the customised components will require significant effort (development and testing). This effort is required for both the Model C work or before an upgraded to Core Media 7.

Training

Upgrades to new technologies and components will often drive Training demands. The current users of Core Media 5 will need incremental training now if the upgrade to CM7 occurs. This will require more training once the Model C project has been completed. Web developers and users currently using Wallace will need training before they change to core media and this will be independent of which version the ABC has implemented.

The scope and effort of the training will be heavily dependent on the approach and effort taken during the upgrade, particularly in the Editor. The level of change could be either increased or decreased depending on the investment and approach taken.

The longer the lag, the greater the volume of internal customers, the greater the training effort required.

Upgrade Effort

If the upgrade takes place at the conclusion of the WCMS project, it will be able to leverage the Model C Foundation work (Test automation and simplified architecture).

Any sites that have migrated to the WCMS environment during the course of the project will be able to continue to leverage the WCMS system while the upgrade takes place.

Offsetting the benefits are the additional complexities arising from,

- more customers in the system
- greater the delta between the old and new versions of Core Media.

During any upgrade period, enhancements and improvements to all current web sites would need to cease. If the upgrade period was reduced then the effect on the business would be less overall.

Recommendation: Review the assumption around upgrade complexity against proposed WCMS Product Architecture.

WCMS Steering Committee

9am, 18 July 2013

AGENDA

1. Minutes and Actions from last meeting
2. Enhanced Project Report
3. Detailed Project Plan
4. Project Requirements and Sign Off Process
5. Core Media Version Options
6. Other Business

WCMS Steering Committee

Minutes

9am, 18 July 2013

Attendees: David Pendleton, Chief Operating Officer
Angela Clark, Director Innovation
Kate Torney, Director News
Kate Dundas, Director Radio
Lynley Marshall, Director International
Scott Makin, Project Manager
Amanda Walsh, Exec Manger Operations Group

Apologies: Richard Finlayson, Director TV

Minutes and Actions from Previous Meeting

It was noted that the minutes from the last meeting were lost due to a computer crash. The main action from that meeting was for a paper outlining CoreMedia 5 vs 7 and this has been distributed for discussion today.

Project Update

A newly formatted project report was noted. The report will be considered as 'read' at each meeting and feedback is welcome.

Scott Makin will update and reissue financial information circulated last week. Unspent BAU money needs to be quarantined for BAU activities and absorbed by the project.

It was noted that the IMAG are responsible for the Domain model and the project is adapting the document model to align with the Domain model. Gaps between the two are being identified on a monthly basis.

It was noted that no features will be built before requirements are defined and agreed. It was agreed that risks being voiced at the PDG will be brought to the Steering Committee by Scott Makin.

It was noted that accessibility requirements will now be built into features, following the decision of the ABC Executive. Innovation are organising an audit of all ABC websites and what accessibility requirements need to be included. It was agreed that the components of Splash (which is AA compliant) could be used as an example of the requirements needed. Innovation will draft a list of the requirements needed and coordinate advice from Legal and the Splash Project Manager and external accessibility experts (who will also do the audit of all websites – the project will pay for this). The project will aim to provide features for all new websites to be AA compliant. The tools need to be able to switch accessibility on and off.

Language sets have been confirmed for the front end but not for the back end. Language will be dealt with in the next phase of the project, in 2014. This is listed as a specific feature in the scope.

A new requirement will be to include Ad Serve to address both domestic and international market requirements. There is a possibility that Double Click could be used to address this requirement, rather than make it an internal function. It was agreed that this requirement will be added.

An updated org chart including names, skill sets and functions will be brought to the next Steering Committee meeting along with the original org chart for comparison. It was agreed that the Steering Committee will be introduced to the project team.

It was agreed that full financial reporting will be available for future reports, behind the summary sheet. A copy of the full budget will also be provided.

It was agreed that the mitigation for 011 on the Risk Register (best fit for requirements) needs to state that issues that are unable to be agreed will be escalated to the Steering Committee.

Sign Off Process

The requirements gathering process is now running to a published timetable. This includes time for gathering requirements, feedback on the 'straw man', actions against each piece of feedback, endorsement by the PDwG, PDG and escalation to the Steering Committee if required. The build process then begins and will be followed by sign off that requirements have been met after the build is complete.

Prioritisation of the backlog will be discussed with the PDwG. Release 8 has not been populated to allow time for any urgent backlog features to be addressed.

The BAU team will be in place from day 1 of production to add and tweak features after they are built. New requirements will also be addressed by the BAU team.

If a feature cannot be agreed, this creates a bottle neck. A short term team of UX and BAs will be brought in to pull those issues aside so that work on other features is not delayed.

Concerns and Feedback on the Approach to the Project

It was noted that multiple levels of governance are raising concerns about the requirements gathering process. Angela distributed a document listing concerns raised at the PDG and PDwG from Innovation's perspective.

Scott stated that the concerns have been noted and listed in the Risk Register. The approach agreed in the business case was that the project will reuse as much as possible from WCMS Phase 1 rather than start from scratch. The other concern is that the timetable is too tight however this is untested and the project team firmly believe the timelines are achievable.

It was suggested that the approach to the project does not need to be one extreme of reuse vs greenfield only – there is an opportunity to fall somewhere in between.

It was suggested that the features being built in the project are as defined now and concern around whether these same features will be required in the future is being voiced at the PDG. However the

features are not locked into the future – the system creates the ability to create new features in BAU. Concern around whether content division resources have time to consider future requirements as well as analyse requirements for current features on top of their daily responsibilities.

It was noted that the sequence of the reuse is driven by the architecture.

It was noted that a content management system is required to address all areas of the Corporation. There needs to be flexibility to address requirements that are unknown as well as sign off on the basic features that are known now. The concern at the moment is that these features cannot be amended rapidly however if the system is built to enable rapid, cheap changes. There is concern in Innovation that there is no visibility into the flexibility of the system before features are being built. Innovation see this as a risk that may not be addressed after the build.

It was noted that the Steering Committee had previously agreed that papers need to be circulated ahead of the meeting and not tabled without notice.

News, Radio and Innovation voiced concerns around the timelines for the requirement gathering process. It was noted that if the signoff process is not long enough, it can be extended and the budget will be recut. However Scott stated that three weeks is long enough for requirement gathering however the actual sign off may take longer. Lessons learnt from Release 1 have been taken into consideration and it was agreed that comment on these timings would be reviewed after Release 3.

Innovation voiced concerns around the architecture and that it will be too late to change the architecture when it is built.

It was agreed that the Product Owner which will be custodian of the system is Innovation (as well as also being users like the Content Divisions) and needs to be satisfied with the system that is being built.

Innovation's suggested solution is that the project is quite advanced although there is no defined product vision (defined as technical requirements). A draft paper on scope of the project which defines quality has been circulated by Dave for feedback. Angela suggested that a technical description is required so that each level of governance understands the agreed scope.

Angela voiced concerns that the project methodology described in the draft paper is not Waterfall and needs to be clearly defined. Innovation believes there is a clear risk with the product vision not being defined technically. One of the big issues created by a 'one size fits all' content management system is a bottle neck for BAU and each area needs to be able to make changes independently. The main point of difference is that access and feedback to the architecture in September is too late to make feedback and changes.

A consensus about whether we agree on what we are building with the project, including around quality, is needed. The draft paper is an attempt to define again what is agreed by all Steering Committee.

Radio's concerns around timing include relooking at the timing of the project beyond the requirements gathering process, including stepping back and looking at audience requirements.

News' concerns about having enough time to consider major issues such as CoreMedia 5 v 7 were voiced.

There was also concern around the table about the style of papers distributed from the Project Team. There is little collaboration with the non-project teams before the information is presented. There is a general feeling that feedback and comments from non-project areas is noted but not addressed. It was also suggested that feedback from each area on papers needs to be sent and understood ahead of the meetings.

International suggested that key stakeholders from within each area come to the next Steering Committee meeting.

It was agreed that the draft paper was very transparent however does not necessarily mean agreement.

CoreMedia 5 v 7

Radio's feedback on the paper was that the features provided in Version 7 are highly desirable and therefore cannot endorse staying with version 5.

News are also unable to endorse staying with version 5, including concerns about training people twice.

Innovation's feedback is that now is not the best time to upgrade to 7 because the extra features are not worth the cost. The extra features about mobile and customisation can be built into the project.

The project can move to CoreMedia 7 however there will be a six month delay to the project. The customisation currently being built into the project, especially around automation of testing will make the transition to version 7 later easier.

The project team's opinion is that it is more efficient to do the upgrade at the end of the project. However the cost of doing this is that staff will have to be trained twice. This needs to be considered in comparison to the cost of delaying the project.

Outcomes of the meeting

It was suggested by Radio and News to delay the project by six months to further consider CoreMedia 5 v 7 and requirement gathering processes.

The communications around this delay need to be considered.

It was agreed that a workshop at the next TRG with an open invitation to each area involved to go through all issues, concerns etc on the CoreMedia 5 v 7. This will be followed by a workshop with PDG and a revised paper and recommendation be brought to the Steering Committee. The project will progress on the basis that the upgrade is being done at the end.

A separate SC meeting will be called to further discuss product vision, scope and the timing of Core Media 5 vs 7.

WCMS

Product Support (BAU)

Update & Decision Paper

August 2013

Purpose

To provide an update on the WCMS Product Support (BAU) for the WMCS stakeholders, including key processes, organisational structures and funding..

Originally presented to the WCMS Steering Committee on the 17 September 2012.

Updated in this version to reflect approach and budget outlined to WCMS steering committee July 2013.

Action sought

Approval to seek additional annual \$1m Capital funding, from FY 14/15, to fund development of new features and / or capabilities that sit outside of the definition of either the Product Support or Product Build scope.

This additional funding would be available to the WCMS Product Development Group (PDG), independent of the annual ABC capital processes (ie. Pre-allocated).

Prepared By:

Ken Galagher – Director Technology

Mark Woodley – Head Capital Works

Approved by:

David Pendleton – Chief Operating Officer

What is Product Support?

Product Support (BAU) is used as a term to describe any changes to the WCMS whether they be service requests, maintenance, bug fixes, standard changes, non-standard changes or even projects. Operational support such as incident management (e.g. system failures and defects), event management (e.g. capacity management) and release management are also included in the definition of 'Product Support'.

To help define 'Product Support' in a more precise way, the guidelines from ITIL (Information Technology Infrastructure Library) – which informs the ISO/IEC 20000 standard for IT Service Management – have been used to re-define requests into Service Operations and Service Design.

Service Operations defines activities involved in the ongoing management of services in production

Service Design defines activities involved in new changes to these services

This new definition equates 'Product Support' to Service Operations, with any other request being defined as Service Design.

The categorisation of requests is determined by their impacts to the system currently in Production. This categorisation in turn determines the process through which the request should travel.

It should be noted the priority of requests should only influence the order in which requests are fulfilled. Priority should not dictate the process through which requests are fulfilled.

What constitutes service operation?

A preliminary list of service operation areas include:

- Event management – responding to events, such as capacity in database storage reaching a threshold requiring the increase of capacity.
- Incident and problem management – Incidents include restoring unexpectedly degraded or disrupted services. Problems include bug fixes, root-cause analysis of incidents and pro-active activities to detect and prevent future problems or incidents.
- Request fulfilment – dealing with standard, lower-risk system changes (i.e. proven, repeatable, preapproved or proceduralised).
- Access management – standard requests for access to a service, or standard changes to access to a service.
- Additionally, small, low-risk changes that are strictly 'Service Design' may be allowed based on their risks and impacts.

What does not constitute service operation?

In terms of the WCMS, examples of what would not constitute service operation include;

- Requests that are determined to be part of the 'Model C' Build due to:
 - Changes required affect common components used across multiple functionalities.
 - Changes that have potential wider effects across the platform (and thus require greater regression testing).
 - Changes are required to multiple architectural components in a single release (e.g. Web Applications, Editor, Importers, Syndication Engine, CMS).
 - Changes that may cause an impact on performance (and so require significant performance testing).
 - Changes that require updates to the document model.
- Requests that are determined to be of high complexity and effort (i.e. too large/time consuming) due to:
 - Requests that require high levels of development effort and testing effort.
 - Changes that require significant redesign of existing functionality (e.g. Program handling).
 - Changes that have impacts on other teams (e.g. IT) that have yet to be assessed.
 - Time required by IT (WCMS Application Support) to review & carry out pre-deployment checks (usually due to deployments of multiple architectural components).
- Requests that potentially impact on other Divisions where cross-divisional agreement is not in place.
- Requests that require significant change management (e.g. role/responsibility change, face to face training required, significant development of training material and/or process flow changes).
- Requests that require changes to existing Infrastructure (e.g. requests that require changes to Load balancer rules, changes that require extra hardware)

High Level Procedure

Work flows into the WCMS Product Support team from three sources:

- 1) New Work Requests, requests from the Business for enhancements to the Production systems capabilities
- 2) Defects in the Production environment
 - Raised via ABC Technology Helpdesk
 - Logged as Incident Reports (IR's)
 - Tracked through Service Manager
- 3) Priority items from the WCMS Build projects backlog. Work that was either identified after the Feature was built or was not considered a priority by the Business at the time. Work on the Build backlog will commence from the first day the Model C system is put into Production (~Mar 2014)

Requests are prioritised by the Business (includes Online Executive, Innovation and Divisions currently using the WCMS), then scheduled into the next available release by the Product Support team and the Change Advisory group.

Release cycle

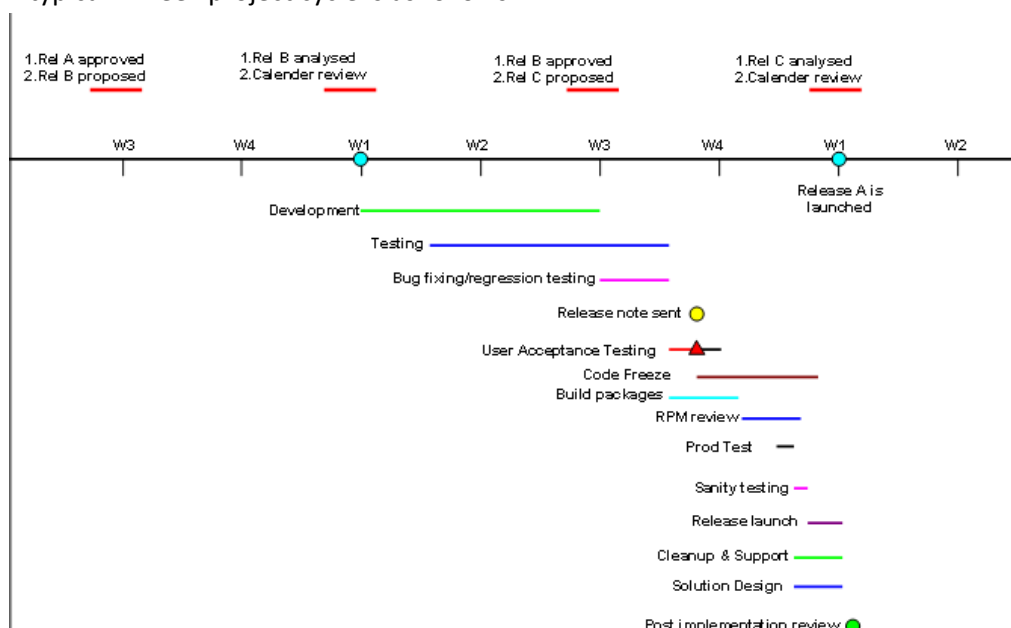
WCMS release changes to Production via the ABC Technology Service Operations team.

Each release is typically run as a "4 week" project and as such has a number of dimensions:

- **Time.** Each release is to a 4 week cycle e.g. September Release, October Release.
- **Budget.** The allocated resources to Service Operations are finite and are included in the WCMS budget. Any variance is a Steering Committee issue.
- **Quality.** Each release is fully tested, including integration
- **Risk Management.** Each release is planned to have minimal adverse impact on WCMS stakeholders (e.g. WCMS Tenants and Technology)
- **Scope.** The release is made up of priority error fixes and small, low-risk or routine changes.

Once a release has been agreed upon by the WCMS stakeholders, the request is reviewed with the Change Advisory Board (meets weekly) and a suitable release date is scheduled.

A typical 4-week project cycle is as follows:



Dashboards

The Technology Service Manager dashboard is available at

<http://nucpsvmweb01/webtier-9.21/index.do>

The WCMS JIRA ticket queue is available at

<http://wcmsjira.aus.aunty.abc.net.au/secure/Dashboard.jspa?selectPageId=10291>

Budget

Support

The WCMS Product Support costs are included in the WCMS Product Build budget.

While the WCMS project builds capabilities, there is an ongoing need to support the existing instances of WCMS (News & Radio National) and the new model C sites as they come on line.

The below table outlines how these costs break down across the key cost drivers and financial years over 3 yrs.

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 3 yr Total |
|-------------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| Technology | \$ 334,000 | \$ 1,185,310 | \$ 1,248,869 | \$ 1,277,185 | \$ 4,045,365 |
| Product Licencing | \$ 75,000 | \$ 682,000 | \$ 732,000 | \$ 797,960 | \$ 2,286,960 |
| Support Tools | \$ 182,000 | \$ 347,690 | \$ 409,581 | \$ 420,218 | \$ 1,359,489 |
| Hardware | \$ 77,000 | \$ 155,620 | \$ 107,289 | \$ 59,007 | \$ 398,916 |
| Salaries and Contractors | \$ 553,791 | \$ 1,193,777 | \$ 1,433,112 | \$ 2,279,495 | \$ 5,460,174 |
| Management & Overheads | \$ 192,006 | \$ 206,850 | \$ 270,682 | \$ 329,470 | \$ 999,007 |
| Support staff | \$ 361,785 | \$ 986,927 | \$ 1,162,430 | \$ 1,950,024 | \$ 4,461,166 |
| Total Ongoing Support (OPEX) | \$887,791 | \$ 2,379,087 | \$2,681,981 | \$ 3,556,680 | \$ 9,505,538 |

New Development - Recommendation

In addition to the Product Support budget, it is recommended that an annual budget of \$1m be set aside for the development of new WMCS capabilities (beyond bug fixes and minor enhancements) as part of the ABC Capital funding cycle.

This additional funding would be available to the WCMS Product Development Group (PDG), to build requirements that sit outside of the definition of Product Support, independent of the annual ABC capital processes (ie. Pre-allocated) from FY 14/15

Note: This funding does not preclude additional Capital bids for larger WCMS related projects.

Staff

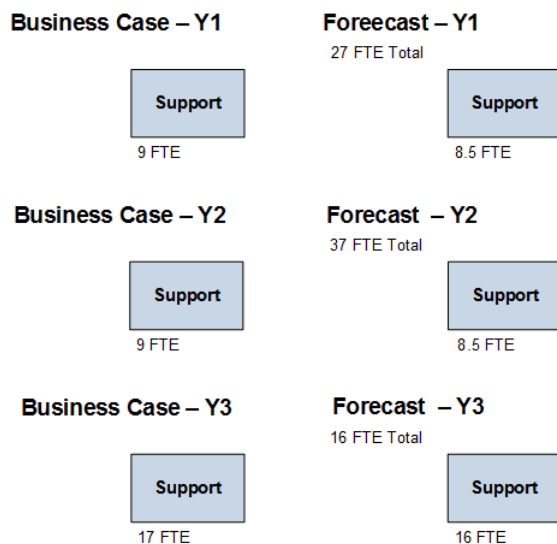
The Product Support team is a fully functional team, consisting of a Product Support manager, developers, operations and testers.

While operating independently, the Product Support team sits under the umbrella of the WCMS project team during the Build phase to allow the two teams to work closely together building up a common skill set and work practices.

The Product Support team has been in place from the start of the project, initially supporting the Legacy WCMS system but over time moving to include support of the new system once it goes into Production (~Mar 2014).

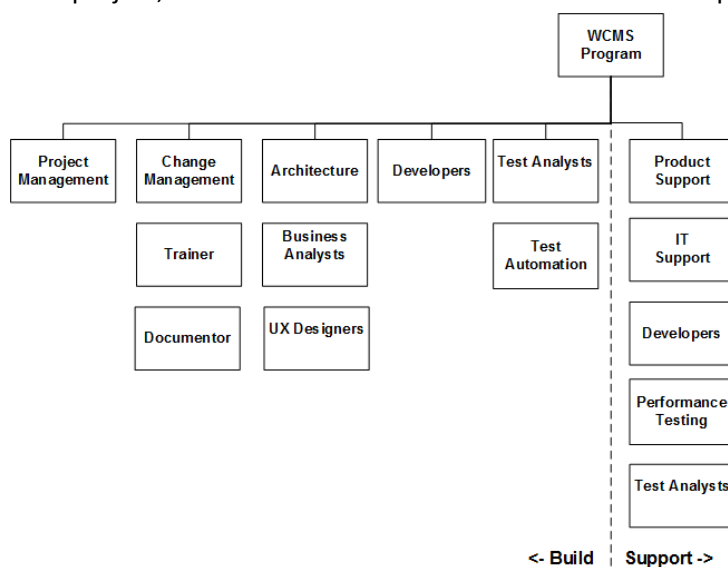
At the completion of the Build phase, the BAU team will expand in size to support the extended WCMS customer base transitioning to the Innovation. This team will consist of the Innovation WCMS secondees (6 FTE) and whichever of the Build project contractors Innovation wish to retain going forward.

The following illustrates the FTE alignment between business case and forecast.



Note: Forecast salaries are higher than budget.

The following illustrates the management structure for the Product Support team during the course of the WCMS Build project, with a clear delineation between Build and Support.



ABC WCMS Project

Steering Committee REPORT

Aug 2013

DISTRIBUTION

Steering Committee

Product Development Group (PDG)

Technical Review Group (TRG)

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1. EXECUTIVE SUMMARY

1.1 Progress This Month

July saw the commencement of the Build phase for Release 2, as well as the introduction of a number of process improvements with the commencement of Release 3 requirements gathering phase.

July also saw the release of two significant support releases (13.08a and 13.08b), significantly improving the data refresh rates for Mobile Apps and resolving a long standing Workflow defect, in preparation for the September election cycle.

1.2 WCMS Key Milestones

As per Steering Committee advice 15/8/13, the project schedule has been extended to cater for:

- 4 week extension of Release 2 (CR 103)
- 2 week extension of Release 3 requirements gathering (CR 102, CR 103)
- 4 month extension for Mobile First implementation (CR 50)

The key dates for the program are listed in the following table:

| Milestone | Revised Date | Baseline Date | Status |
|--|--------------|---------------|--------------------|
| Foundation Build complete | Dec 2013 | Dec 2013 | In Progress |
| Core Build complete | Feb 2014 | Dec 2013 | In Progress |
| Beta Trial commence | * Apr 2014 | Mar 2014 | At risk (CR 50) |
| Phase 3 feature build complete News build & deployment commences (Business activity) | * Jun 2014 | April 2014 | At risk (CR 50) |
| Phase 4 feature build complete Radio build & deployment commences (Business activity) | * Sep 2014 | July 2014 | At risk (CR 50) |
| Phase 5 feature build complete TV build & deployment commences (Business activity) | * Dec 2014 | Oct 2014 | At risk (CR 50) |
| Project complete (Including CR 50, 102, 103) | Oct 2015 | Mar 2015 | |

Table 1: Key Dates - Program

Notes:

- * Interim milestones have not been adjusted to reflect Mobile first impacts, only the 6 week extension (CR 102, 103). Impact of Mobile First (CR 50) will be reviewed at the completion of R3.

1.3 Steering Committee Key Milestones

The WCMS Steering Committee meets monthly, dates listed in the following table:

| Task Name | Start | Status |
|-------------------------------|--------------|------------------------|
| Jan 2013 - Steering Committee | Wed 23/01/13 | Complete |
| Feb 2013 - Steering Committee | Thu 21/03/13 | Cancelled ¹ |
| Mar 2013 - Steering Committee | Thu 21/03/13 | Complete |
| Apr 2013 - Steering Committee | Thu 18/04/13 | Complete |
| May 2013 - Steering Committee | Thu 16/05/13 | Complete |
| Jun 2013 - Steering Committee | Thu 13/06/13 | Cancelled ² |
| Jul 2013 - Steering Committee | Thu 18/07/13 | Complete |
| Aug 2013 - Steering Committee | Thu 15/08/13 | |
| Sep 2013 - Steering Committee | Thu 19/09/13 | |
| Oct 2013 - Steering Committee | Thu 17/10/13 | |
| Nov 2013 - Steering Committee | Thu 14/11/13 | |
| Dec 2013 - Steering Committee | Thu 19/12/13 | |

Table 2: Key Dates – Steering Committee

Notes:

1. No new business
2. Key stakeholders unavailable

1.4 Business Milestones - 2013

The regular requirements/develop/validate cycle requires timely input from the Business.

Key milestones for Business approvals in the next quarter are below, full Gantt chart attached.

PDG Key Milestones - 2013

| Task Name | Revised | Baseline | Status* |
|--|----------|----------|-----------|
| R1 Device agnostic article page PDG Requirements signoff | 23/08/13 | 8/07/13 | Delayed |
| R1 Device agnostic article page PDG Showcase | 17/07/13 | 17/07/13 | Completed |
| R2 Audio, Schedule and embedded content PDG Requirements signoff | 9/08/13 | 19/07/13 | Delayed |
| R2 Audio, Schedule and embedded content PDG Showcase | 19/09/13 | 13/08/13 | Delayed |
| R3 Video, Global Header, Metadata, Search Form, External Content and Search PDG Requirements signoff | 6/09/13 | 29/07/13 | |
| R3 Video, Global Header, Metadata, Search Form, External Content, Search PDG Showcase | 16/10/13 | 19/09/13 | |
| R4 Syndication, Content Importation, Search results, Person and Image PDG Requirements signoff | 11/10/13 | 3/09/13 | |

PDwG Key Milestones - 2013

| Task Name | Revised | Baseline | Status* |
|---|----------|----------|-----------|
| R1 Device agnostic article page PDwG Requirements signoff | 23/08/13 | 4/07/13 | Delayed |
| R1 Device agnostic article page PDwG Showcase | 11/07/13 | 11/07/13 | Completed |
| R2 Audio, Schedule & embedded content PDwG Requirements signoff | 7/08/13 | 17/07/13 | Delayed |
| R2 Audio, Schedule and embedded content PDwG Showcase | 12/09/13 | 8/08/13 | Delayed |
| R3 Video, Global Header, Metadata, Search Form, External Content and Search PDwG Requirements signoff | 4/09/13 | 25/07/13 | |
| R3 Video, Global Header, Metadata, Search Form, External Content, Search PDwG Showcase | 10/10/13 | 12/09/13 | |
| R4 Syndication, Content Importation, Search results, Person and Image PDwG Requirements signoff | 9/10/13 | 30/08/13 | |

Table 3: Key Dates – Release approvals

* With the approval of CR 103, the project will report R2 against the "Baseline" date, however future releases will report against the "Revised" date.

2. Product Support (BAU)

During August, the WCMS team completed and deployed both releases 13.08a and 13.08c.

Release 13.08a, completed Aug 1st and deployed Aug 5th.

This release delivered 'NewWorkRequest 76 – ABC Mobile Apps feed', changes that improved the speed with which WCSM content was made available to ABC Mobile Apps by:

- 1) reducing the content upload time for the ABC Mobile App
- 2) enhancing the syndication feed to reduce processing effort on downstream systems

In conjunction with some changes implemented by Innovation, the result was a significant improvement in that speed with which News content was refreshed in the Mobile App (from an average of 15 mins to 3 mins). The changes have the added benefit of reducing the processing load on the XML Engine (non WCMS) which used to experience regular failures, hence increasing the overall operational stability.

Release 13.08c - completed Aug 28th

This release was aimed at improving the WCMS Workflow server operations. This addressed a long standing, but (previously) unidentifiable defect that periodically drove performance degradations and failures, interrupting the system's ability to publish. The WCMS team worked with the vendor CoreMedia to identify and resolve this issue. This deployment is an important mitigant against system (publications) failures during the Australian Election weekend, where we anticipate high levels of editorial activity.

Release 13.09 – due mid Sept

Work has commenced on release 13.09, which comprises of 4 change requests and 4 bug fixes.

2.1 Key Milestones

The key dates for Product Support workstream are listed in the following table:

| Date: | Activity: | Status / Comment |
|--------------|---|----------------------------------|
| January 2013 | Support release 13.02 deployed (Windows 7 compatibility) | Complete |
| March 2013 | Support release 13.03 (Importer enhancements) | Complete |
| April 2013 | Support release 13.04 (Disaster Recovery update) | Complete |
| May 2013 | Support release 13.05 (News Mobile prep) Rural (CR #73) Stage 1 launch | Complete Complete |
| July 2013 | Release 13.07 News Mobile (CR #74) launch | Complete |
| Aug 2013 | Support release 13.08b (Feature Promo) Support release 13.08a Content Syndication tweak (NWR 76) Support release 13.08c- (Workflow Patch) | Complete Complete Complete |
| Sept 2013 | Support release 13.09 (NWRQ 79, 81, 83, 77, WCMS 1144 & 1149, Support 157 & 159) | In Progress |
| Oct 2013 | Support release 13.10 (NWRQ 69) | Analysing |

Table 2: Key Dates – Product Support

2.2 Resources

No resource changes in August.

2.3 Backlog

Addressing in 13.09 support release

| Division | Tickets |
|--------------|----------|
| News | 3 |
| RN | 3 |
| Common | 2 |
| Total | 8 |

Open Tickets

| Priority | Volume | Division (%breakdown) |
|------------|------------|---|
| Priority 1 | 0 tickets | |
| Priority 2 | 3 tickets | News -2 (67%) Common -1 (33%) |
| Priority 3 | 31 tickets | News – 16 (52%) RN – 1 (3%) Common – 14 (45%) |

2.4 Key Risks/Issues

| Risk/ Issue | Description | Owner | Action |
|----------------|---|------------|--|
| 6 | Dependency on Akami contract for "Sorry" page Risk: Could delay implementation | Innovation | This capability is required for emergency outages, which are very rare, so delays are not considered critical. Innovation aiming to complete contract discussions in Aug, for Sept implementation |

2.5 Open Change Requests

The following changes are being managed through the WCMS Product Support change control process.

| CR | Description | Status | Owner | Scheduled | Actions Required |
|-----------------|--|--------------------|-----------------------|-----------|--|
| NWRQ-77 | Display Executive Producer in the 'Global Sidebar - Program Presenter' (RN) | Approved WIP | Stuart (News) | Sept-18 | |
| NWRQ-79 | Further presentation options for the Pagelet doc type | Approved WIP | Stuart (News) | Sept-18 | |
| NWRQ-69 | NSE (News Segmentation & Encoding) – Webster project | Approved Analysing | Stuart (News) | Oct | |
| NWRQ-81 | Change RSS outputs to use a more suitable CMS property | Approved WIP | Stuart (News) | Sept-18 | |
| NWRQ-82 | Funnelback v12 upgrade | New Estimating | Caidryn (Innovation) | TBA | |
| CR 73 - Stage 2 | Rural – Stage 2 Assist in the implementation of a Rural web site within the existing News instance 2) Minor Enhancements to Search, Syndication and data migration | Approved Analysing | Linda Bracken (Radio) | TBA | Rural to prioritise change request with BAU stakeholders |

3. Product Build

3.1 Progress This Month

August saw the clarification of the Product Vision, Principles and associated Success Criteria with the expectation that these will be locked down in September.

<http://wcmsconfluence.aus.aunty.abc.net.au/display/WCMS/Success+Criteria>

Also during this period, the Architectural Review Group kicked off across Technology and the Divisions to review and vet the WCMS system (hardware and software) requirements and design. Significant activity will take place in this area through September in Foundation design (for Architecture, Monitoring, Application & Caching) in order for hardware procurement to commence, a critical path activity.

<http://wcmsconfluence.aus.aunty.abc.net.au/display/WCMS/Architecture+Recommendations>

August also saw significant progress around the requirements approval process, with improvements introduced around:

- Earlier engagement with forums
- Extension of the requirements gathering timeframe
- Earlier PDwG endorsement of requirements
- Initial review of release features and approach with PDwG

This process will continue to be reviewed and refined as the project progresses.

Release 2 Build has commenced and is scheduled to complete on 17 September.

Release 3 requirements gathering is scheduled to complete 16 September.

3.2 Key Milestones - Core

The schedule below has been updated to reflect the delays in Release 2. The schedule has been updated to reflect the outcome of [Change Request 103](#).

The key dates for building out the Core capabilities are listed in the following table.

Detailed planning for Yr 2 (non Core) will take place through November:

| Activity: | Revised | Baseline | * Status |
|---|-----------|-----------|----------|
| WCMS Architect – Commence | May 2013 | Apr 2013 | Complete |
| WCMS Development Manager – Commence | | | Complete |
| Domain Modelling, Domain Ontology - Commence | | | Complete |
| Build release 0 (Baseline) – Commence | May 2013 | May 2013 | Complete |
| Build release 0 – Complete | | | Complete |
| Build release 1 (Device agnostic article page) – Commence | June 2013 | June 2013 | Complete |
| Domain Modelling, GAP analysis I | | | Complete |
| Build release 1 – Showcase | July 2013 | July 2013 | Complete |
| Build release 2 (Audio, Schedule and embedded content) - Commence | Aug 2013 | July 2013 | Delayed |
| Build release 2 – Showcase | Sept 2013 | Aug 2013 | Delayed |
| Build release 3 (Video, Global Header, Metadata, Search Form, External Content and Search) - Commence | | | Delayed |

| Activity: | Revised | Baseline | * Status |
|---|----------|-----------|---------------------|
| Build release 3 – Showcase Build release 4 (Syndication, Content Importation, Search results, Person and Image) - Commence | Oct 013 | Sept 2013 | Rescheduled (CR103) |
| Build release 4 – Showcase Build release 5 (Public and Commercial Syndication, Site Navigation and File access) - Commence | Nov 2013 | Oct 013 | Rescheduled (CR103) |
| Build release 5 – Showcase Build release 6 (Workflow, Media Availability, Browse by, Content Tools and Lists) – Commence Beta release planning Yr 2 (Non-Core features) planning | Dec 2013 | Nov 2013 | Rescheduled (CR103) |
| Build release 6 – Showcase Build release 7 (Context Aware Presentation, Taxonomy, Analytics and Pagination) – Commence Foundation Build complete | Jan 2014 | Dec 2013 | Rescheduled (CR103) |
| Core Build complete Build release 7 – Showcase Build release 8 – Commence Migrate Core to Production | Feb 2014 | Jan 2014 | Rescheduled (CR103) |
| Beta Trial commence | Apr 2014 | Mar 2014 | Rescheduled (CR103) |

Table 3: Key Dates – Product Build

* With the approval of CR 103, the project will report R2 against the “Baseline” date, however future releases will report against the “Revised” date.

3.3 Key Milestones - Foundation

The key dates for building out the Foundation capabilities are listed in the following table.

| Date: | Activity: | Status / Comment |
|-----------|--|--|
| Mar 2013 | Staging Environment improvements | Complete |
| Apr 2013 | Image Storage & Delivery (BAU) Dev Environment | Complete Complete |
| May 2013 | Generic site navigation services (BAU) Emergency Temporary site | Complete Complete |
| June 2013 | Root cause report on Workflow server Front-End environment review Template management tool Start WCMS Architectural Design (Jun- Aug) | Complete Complete Complete Complete |
| July 2013 | Root cause report on multiple DB queries Mobile access to environments design Review Automation framework Load balancing & Traffic routing analysis | Complete Complete Complete Complete |

| Date: | Activity: | Status / Comment |
|----------------|--|-------------------------|
| | Monitoring Systems review | Complete |
| | Release management review | Complete |
| | Content Delivery System review | Complete |
| | Root cause report on excessive process time consumption analysis | Complete |
| | Search and Indexing scalability analysis | Complete |
| | Image Storage & Delivery (Core) | Complete |
| | Monitoring Solution Proposal | Complete |
| | Overhaul Performance test framework | Complete |
| | Fix Workflow server | Complete |
| | Test Environment design | Complete |
| August 2013 | WCMS Architectural design sign-off | In review (Delayed) |
| | Release management/ Deployment Process implementation | Review with IT |
| | Conduct Performance Analysis | POC |
| | Feature-based performance test framework | ARG review |
| | Build Training environment | ARG review |
| | Image Storage & Delivery (Core) signoff | In review (Delayed) |
| September 2013 | Load Balancing build | POC |
| | Monitoring System implementation | Review with IT |
| | Sticky session issue | WIP |
| | Commence build of WCMS architecture | At risk, design delayed |
| October 2013 | Deployment Process signoff | |
| | Enhance Monitoring Systems signoff | |
| November 2013 | Load Balancing Testing | |
| | WCMS architecture Build signoff | |
| | Migrate Foundation to Staging | |
| December 2013 | Load balancing & Traffic routing signoff | |
| | Foundation Integration testing | |
| Jan 2014 | Migrate Foundation to Production | |

3.4 Resources

In August 8 new staff joined the team (4 x Test, 2 x UX, 1 x BA, 1 Dev) and the News Mobile project managers contract concluded.

This sees the conclusion of the bulk of WCMS recruitment.

3.5 PDG approval

There are three areas of signoff currently under review.

- All features: Innovation are unable to signoff on any requirements due to their concerns around the project approach. To be resolved through discussions with the Managing Director
- Text Article: News are unable to signoff on the Text Article related features as the planned implementation places restrictions on Editors that do not exist in Phase 1. For escalation to PDG
- 15.0 Mobile and Desktop support: News are unable to signoff as the planned implementation does not allow for Editorial target of content to specific devices. For escalation to PDG

| Feature | | Requirements | | | | | | | Build | | | | | | |
|--|-----|--------------|-------|----------|--------|-------|---------|-----|-------|-------|----------|--------|------|---------|-----|
| | Rel | TV | Radio | Internl. | Comml. | News | Innovn. | | TV | Radio | Internl. | Comml. | News | Innovn. | |
| 6.4 Social Sharing | 1 | NO | YES | YES | YES | YES | NO | 4/6 | YES | YES | YES | YES | YES | NO | 5/6 |
| 1.1.2 Text (News & Information) document - Basic | 1 | YES | YES | YES | YES | NO | NO | 4/6 | YES | YES | YES | YES | NO | NO | 4/6 |
| 7.1.1 Device detection and redirection - Basic | 1 | YES | YES | YES | YES | YES | NO | 5/6 | YES | YES | YES | YES | YES | NO | 5/6 |
| 15.0 Mobile and Desktop support | 1 | YES | YES | YES | YES | NO | NO | 4/6 | YES | YES | YES | YES | NO | NO | 4/6 |
| 7.3.4 Site Header - Basic | 1 | NO | YES | YES | YES | NO | NO | 3/6 | YES | YES | YES | YES | NO | NO | 5/6 |
| 7.3.6 Site Footer - Basic | 1 | YES | YES | YES | YES | YES | NO | 5/6 | YES | YES | YES | YES | YES | NO | 5/6 |
| 1.1.1 Base Document | 2 | YES | YES | YES | YES | NO | NO | 4/6 | | | | | | | |
| 1.1.10.1 + 1.1.13.1 Program + Program Group | 2 | YES | YES | YES | YES | YES | NO | 5/6 | | | | | | | |
| 1.1.12.1 Episode High level | 2 | YES | YES | YES | YES | YES | NO | 5/6 | | | | | | | |
| 1.1.14.1 Segment High level | 2 | YES | YES | YES | YES | YES | NO | 5/6 | | | | | | | |
| 7.4.7 + 1.1.5 + 13.4 Audio +Audio Player | 2 | YES | YES | YES | YES | YES | NO | 5/6 | | | | | | | |
| 12.34 Related Content | 2 | YES | YES | YES | YES | YES | NO | 5/6 | | | | | | | |
| 7.4.2 Image | 2 | YES | YES | YES | YES | YES | NO | 5/6 | | | | | | | |
| 7.4.1 Text (News & Info) | 2 | YES | YES | YES | YES | YES | NO | 5/6 | | | | | | | |
| 7.9.4 + 7.9.5 Embedded Content + teasers | 2 | YES | YES | YES | YES | YES | NO | 5/6 | | | | | | | |
| Total | | 13/15 | 15/15 | 15/15 | 15/15 | 12/15 | 0/15 | | 6/6 | 6/6 | 6/6 | 6/6 | 3/6 | 0/6 | |

3.6 Key Risks/Issues

| No. | Risk Description | Date Raised | Rating (P x I) | Assigned To | Mitigation Strategy | Comments |
|------|--|-------------|----------------|--------------------|---|--|
| 067 | Governance Risk: Project may not meet objectives if Governance is unclear as stakeholders could pull in different directions | 17/2/13 | 16 | Steering | | [AC 17/2] Not agree with Governance as outlined by project [DP 20/7] Distribute scope paper to Executive for review [SM 1/8] ongoing executive discussions to address concerns |
| 059 | Accessibility ABC's preferred status is AA compliance for Accessibility. http://webguide.gov.au/accessibility-usability/accessibility/ Risk is that compliance drives cost into the project due to additional, unplanned work | 10/5/13 | 16 | Innovation WCMS | Based on the Online Executive Committee decision, this work may not be addressed or the schedule will need to be extended. | 19/06 Innovation to table at online executive for decision 5/7 CF advised that Online exec recommend AA, referred to ASG for decision [SM 28/7] Prepare proposal and impact analysis [RG12/08] WCMT to investigate impact |
| 068 | Business Prioritisation Without clear Business guidance on scope and requirements, project schedule could be impacted by documenting and developing non-core requirements Risk: Schedule risk if project overcommits | 20/7/13 | 16 | Innovation | - Product Custodian provide PDwG with guidance around relative importance of work - Project move non-priority requirements to BAU backlog for later development | |
| 008b | Java scripting can be embedded into front end code Risks of Rapid divergence of code. Code not stored in a managed way. Code not re-used. Code can break Production, Code can break RESS (risk 173 - phase 1) | 14/09/2011 | 12 | Simon Mittag | - Implement quality control in the Editor, both for new content being entered and for display of old - News translate Phase 1 external workarounds into Business requirements that can be captured and delivered in Model C implementation (Yr 2, when focusing on transition of News to Model C) | [26/8 Smi] News use of HTML fragments, external content and wallace layouts in Phase 1 system as workarounds not supported in Model C Core. [2/9 SM] Project approach to prevent this is blocking News signoff on Text Article. Working with News to frame Steering Committee decision |
| 013 | Business Case was developed in advance of detailed design Risk of Feature gaps, Scope creep and schedule slippage | 29/01/2013 | 12 | Scott Makin | - Test High Level Estimates in R1-3 - Test team velocity in R1-3 - Manage changes through Change Control process | [28/8 SM] R2 development effort exceed release capacity by ~30%, driven by high volume of requirements. Opportunities to improve efficiency of team and requirements. Will monitor through R3 |
| 033 | Core Media version is End of Life Risks around support and effort to migrate at a later date | 11/02/2013 | 12 | Simon Mittag | - Provide contractual support for extended maintenance from NCS - Build features are aligned with future releases of CM, rather than divergent - Capital bid and plan to upgrade to commence as soon as possible after product build | [SM 22/5] capturing impacts around retaining CM5, for presentation to Steering committee mid June [SM 8/8] Update sent to Steering for review 15/8 [CF 8/8] What are the impacts of delaying the decision? [15/8 SM] delaying will create worst of both worlds. SM to setup PDwG Q&A with Core Media [28/8 SM] Core Media in Syd office 9/9, will move session to then for Face:Face |
| 045 | ABC Online and Mobile strategy WCMS project is a key platform for delivering the strategy, however the strategy does not exist in a form that can be used as project requirements - Risk is that the WCMS dictates the strategy rather than the other way round (Tail wagging the dog) - Risk is that the WCMS project will plug these gaps temporarily and that they will breakdown at the conclusion of the project eg. External data interfaces, Syndication, Data Modelling, Editor & Producer UX | 10/03/2013 | 12 | Innovation | - Perform risk analysis on strategy vs WCMS to identify key elements of the strategy that are required by the WCMS project - build organisational consensus around the gaps and provide to WCMS as requirements - Develop corporate governance structures to fill gaps - Corporate forums provide requirements to WCMS project - In the absence of appropriate corporate Online & Mobile forums, the WCMS project will use the project governance framework | [18/6 CF PDG] Strategy paper due Aug, but will continue to evolve |
| 056 | Mobile first Risk is that mobile first could introduce additional effort/delays in to WCMS project. | 20/4/13 | 12 | David Pendleton | Review impacts and provide PDG with details for consideration | [SM 10/05] Project scope contemplated support of Mobile devices, impact of 'Responsive' requirements TBA [SM 10/5] Assessment can commence now that definition has been agreed. [SM 15/5] Arch solution to 'responsive' drives impact, assessment on pause while solution decided (Simon M) [SM 18/6] Release 1 will provide a framework in which to test and validate this work [SM 28/7] Prepare proposal and impact analysis [SM 8/8] Estimate 16% load on Core and Yr2 work, for steering review 15/8 [SM 15/8] Steering approve CR, however Board endorsement required. Build to progress on assumption RESS will be board approved |

Note: Risk register reviewed monthly with PDwG team

3.7 Open Change Requests

The following changes are currently being managed through the WCMS Build change control process.

[illegible]

4. Financial Performance – Aug 2013

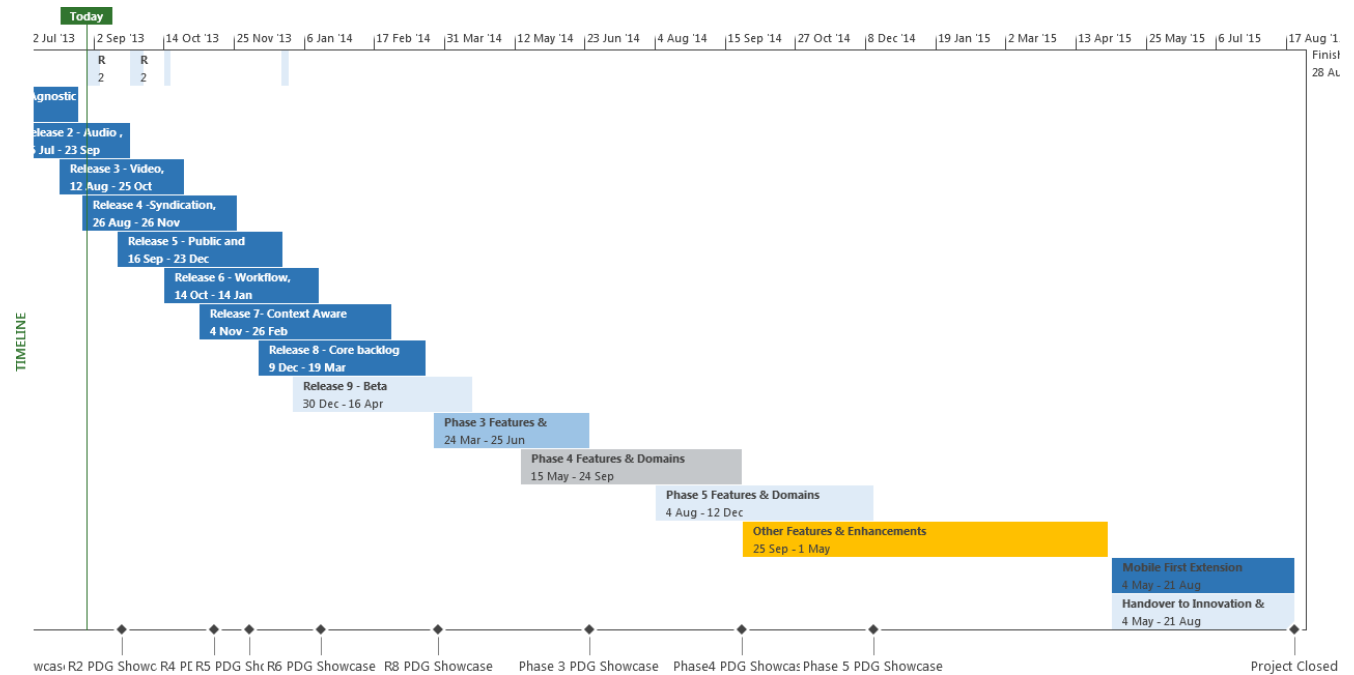
| FINANCIAL PERFORMANCE (\$k) | | | | | | | | | | | | |
|--|------------|------------|-------------|-----------------|------------|------------|--------------|--------------|--------------|-----------------------|---------------|--------------|
| Product Support - Ongoing | AUG | | | Jul to Aug 2014 | | | FY 13/14 | | | Total Product Support | | |
| Figures in '000s | Actuals | Bud | Var | Actuals | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries ⁵ | 27 | 81 | 54 | 104 | 162 | 58 | 1,035 | 976 | (59) | 5,223 | 4,683 | (540) |
| Hardware | 0 | 13 | 13 | 0 | 26 | 26 | 143 | 156 | 13 | 300 | 399 | 99 |
| Software ⁶ | 15 | 78 | 63 | 15 | 155 | 140 | 604 | 930 | 326 | 2,545 | 3,296 | 751 |
| Other | 3 | 27 | 24 | 5 | 54 | 49 | 226 | 318 | 92 | 866 | 1,047 | 181 |
| Total | 45 | 199 | 154 | 124 | 397 | 273 | 2,008 | 2,380 | 372 | 8,934 | 9,425 | 491 |
| | | | | | | | | | | | | |
| Product Build - Project | AUG | | | Jul to Aug 2014 | | | FY 13/14 | | | Total Product Build | | |
| Figures in '000s | Actuals | Bud | Var | Actuals | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries ¹ | 482 | 327 | (155) | 803 | 654 | (149) | 4,334 | 3,919 | (415) | 8,126 | 7,561 | (565) |
| Hardware | 0 | 59 | 59 | 0 | 118 | 118 | 700 | 700 | 0 | 700 | 700 | 0 |
| Software | 7 | 12 | 5 | 8 | 24 | 16 | 147 | 145 | (2) | 280 | 220 | (60) |
| Other (incl Redundancies) ⁴ | 6 | 60 | 54 | 28 | 120 | 92 | 682 | 724 | 42 | 860 | 900 | 40 |
| Phase II ² | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 270 | 270 | 0 |
| Contingency ³ | 0 | 0 | 0 | 0 | 0 | 0 | 200 | 0 | (200) | 750 | 1,010 | 260 |
| Total | 495 | 458 | (37) | 839 | 916 | 77 | 6,063 | 5,488 | (575) | 10,986 | 10,661 | (325) |
| 1 Year 1 Salary underspend moved to Year 2 forecast and \$200k contingency approved for additional contract resources CR#102 2 Carry in of \$270k Assets from Phase II 3 Contingency \$750k approved by DP (15/8/13), to fund CR #102 & #103 4 Savings on consultancy Yr 1 5 Higher labour costs than budget in YR3 due to higher salary costs, offset by reduced software license costs (note 6) 6 Forecast software licensing costs lower than original budget over all years | | | | | | | | | | | | |

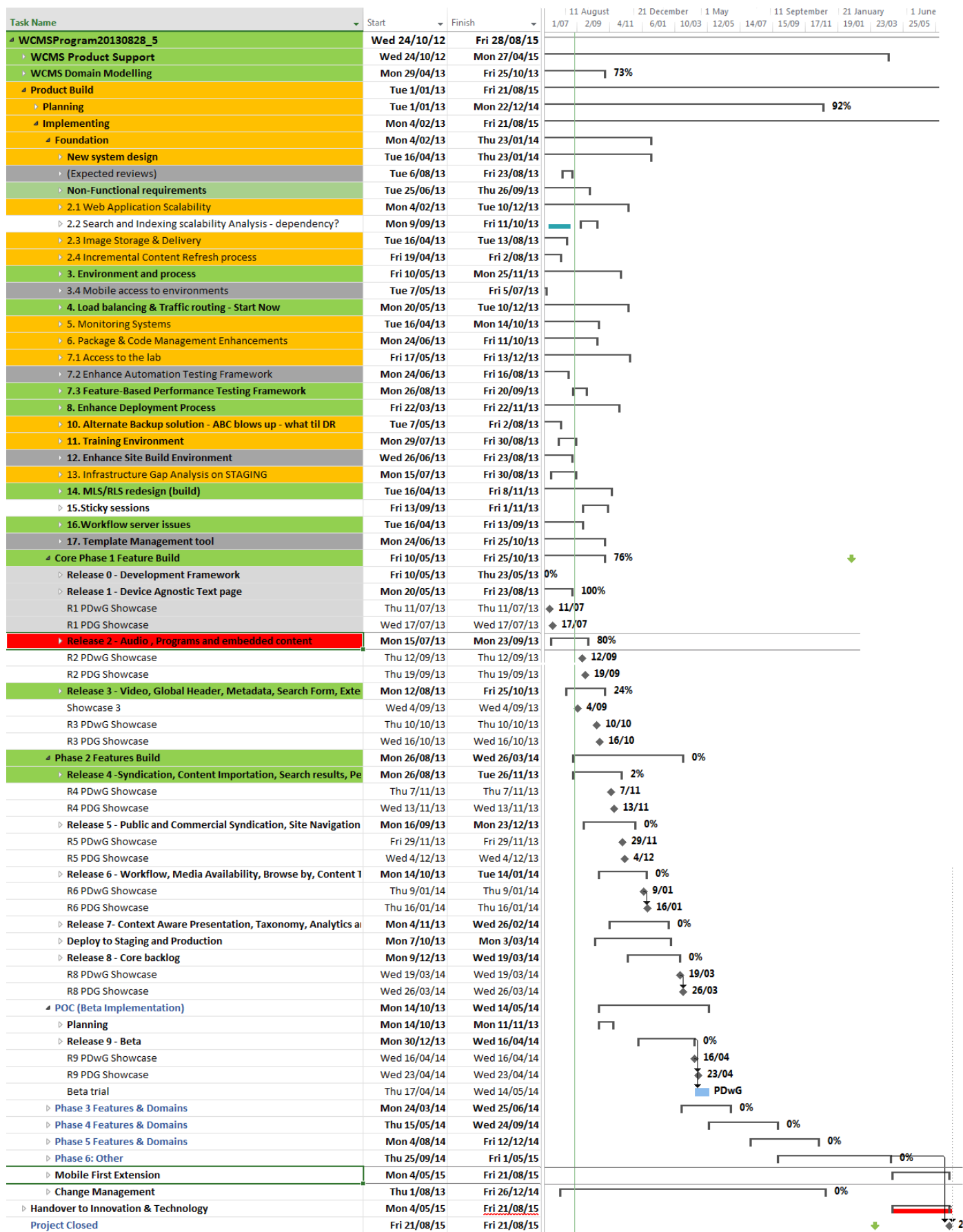
5. APPENDIX

5.1 Project Plan

Below is a summary of the WCMS Project plan, detail supplied as a separate document.

This plan incorporates a 6 week extension resulting from [Change Request 103](#), and assumes Board acceptance of [Change Request 50](#).



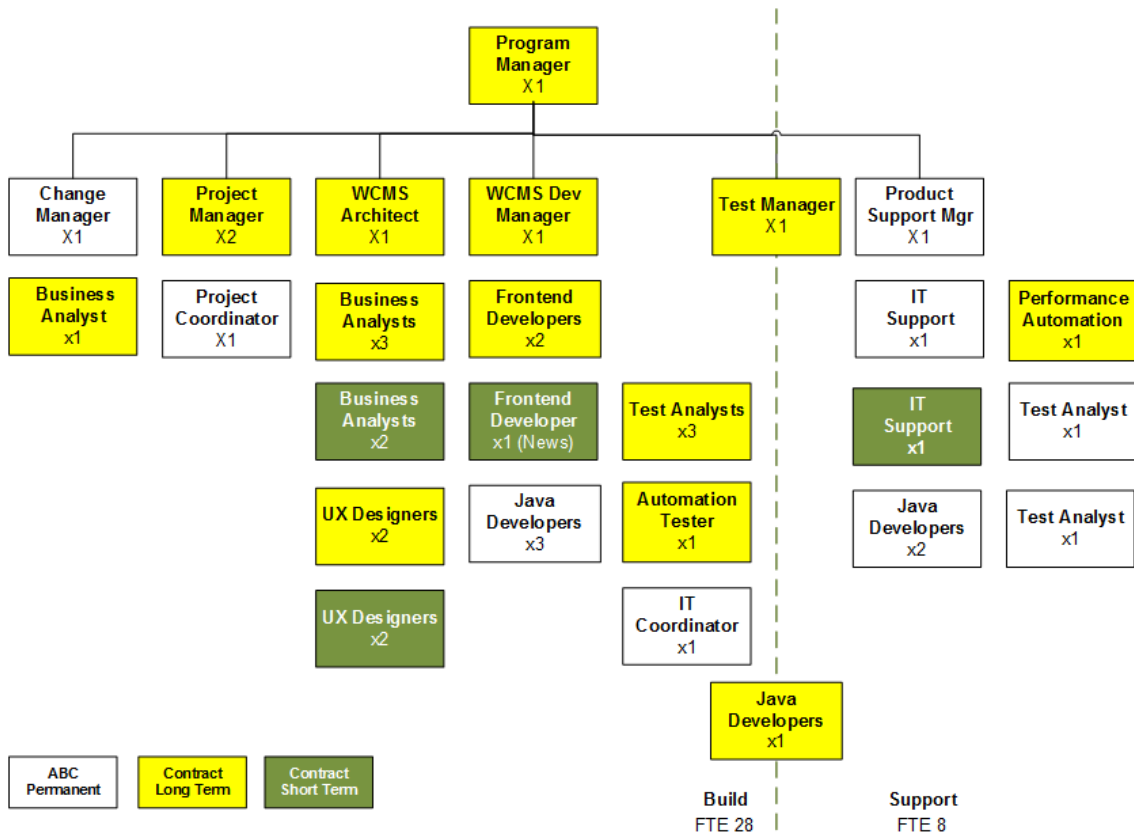


5.2 Resource profile

Below is the resource profile for the WCMS team through 2013.

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|
| | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build |
| Budget | 8.00 | 7.00 | 8.00 | 7.00 | 8.00 | 7.00 | 11.00 | 23.00 | 11.00 | 23.00 | 11.00 | 23.00 |
| Actual | 13.00 | 4.00 | 13.00 | 4.00 | 15.00 | 4.00 | 16.50 | 4.50 | 11.00 | 15.00 | 9.50 | 18.50 |

Below is the organisation structure for the WCMS team in August 2013.



5.3 Core Release Plan

Details of all releases and requirements are located in WCMS Confluence

<http://nuccmsbld01:8082/display/WCMS/Releases>

5.4 Foundation detail

| Task | Priority | BAU | BAU comments | Core comments | IT WR | IT Comments |
|--|----------|--------------|---|---|---------------|---|
| 2.1.1 Staging environment preparation (PRODTST) | Critical | | completed | N/A | TA&D 13-01-06 | Completed IT WR |
| 2.1.2 Enhance performance testing framework | Critical | WCMS-1043 | WIP- Andrew | WIP- Andrew | | Discussion started |
| 2.1.3 Conduct Performance analysis | Critical | WCMS-1041 | Dependant on 2.1.2 | Dependant on 2.1.2 | | Requires Chris/Dougal to consult |
| 2.1.4 Performance Tuning | Critical | | | | | |
| navigation services | High | WCMS-1009 | completed | N/A | | |
| (million queries) | High | WCMS-1042 | Chris reviewing root cause analysis | N/A | N/A | Waiting for update from WCMS |
| time take report analysis | High | WCMS-1069 | WIP- scheduling (3 tickets) | N/A | N/A | Waiting for update from WCMS |
| image reviser tool | High | WCMS-890/885 | WIP- Murtaza | | N/A | |
| CPU intense operations | High | | | | N/A | |
| 2.2 Search and indexing scalability analysis | Critical | WCMS-1044 | n/a | Simon M/Mohan WIP | N/A | We've had no consultation. Waiting for update from WCMS |
| | | WCMS-1056 | Completed-current capacity is fine | dependant on new design | TA&D 13-05-01 | POC in progress for HDT. Waiting to have discussion on image delivery |
| 2.3 Image storage & delivery | Critical | | | | | |
| 2.4 Incremental content refresh process | High | WCMS-1028 | Pending testing | N/A | TA&D 13-04-03 | Completed IT WR |
| 3.1 Analyse Front end Dev environment | Critical | N/A | N/A | on hold-need review with new design | N/A | N/A |
| 3.2 Front end environment implementation | Critical | N/A | N/A | on hold-need review with new design | Not raised | Waiting for 3.1 |
| 3.3 Front end templating process & tools | Critical | N/A | N/A | on hold-need review with new design | N/A | N/A |
| #3.4 Mobile access for testing | High | | David Krkach confirms interim solution will not be disabled | requirement submitted to MDM project via Megan Bunton (27/6) | N/A | N/A |
| 4 Load balancing & Traffic routing | Critical | N/A | N/A | POC | TA&D 13-04-09 | POC to be completed in August and requirements paper written to WCMS |
| 5.0 Monitoring systems | Medium | | implement nagios into lab (staging/testing) | Simon M reviewing requirements | TA&D 13-05-15 | Overall requirements paper written. ARG to review proposed tools. |
| | | WCMS-1048 | not feasible | Dougal to confirm with Peter Jensen | N/A | WCMS to provide rpms for CMS/MLS/RLS. Test install for Java 1.7 rpm in DEV. |
| 6.0 Package & Code Mgmt | High | | | | | |
| 7.1 Access to IT lab | Medium | N/A | N/A | pending feedback from Nick Paste | TA&D 13-02-03 | Waiting for migration cost update to HLD and SCE |
| 7.2 Enhance automation testing framework | High | N/A | N/A | N/A - Paul confirmed | N/A | |
| 7.3 Feature-based performance testing | High | N/A | N/A | WIP | N/A | N/A |
| 8.0 Enhance deployment process | High | WCMS-1049 | not feasible | dependant on #6.0 | N/A | Can puppet be utilised? |
| 10 Alternate backup solution | Medium | WCMS-1050 | pending contractual approval | Pending innovation est 19/7 | N/A | N/A |
| 11 Training environment | High | | on hold-need review with new design | on hold-need review with new design | TA&D 13-04-08 | Current environments not understood therefore no decision made on Training |
| 12 Enhance site build environment | Medium | N/A | N/A | n/a - Simon M confirmed | N/A | N/A |
| 13 Infrastructure gap analysis on staging | Medium | N/A | N/A | dependant on new design | Raising WR | Will be costed in new design |
| 14 MLS and RLS1/2 database redesign | High | | N/A | on hold-need review with new design | TA&D 13-05-08 | Oh hold. Depends whether new design is signed off. |
| 15 Utilise sticky session tomcat preview servers | High | | scheduled | N/A | N/A | N/A |
| 16 Resolve workflow server timeout | High | WCMS-1062 | testing patch from CM | N/A | N/A | N/A |
| 17 Template management tool | High | N/A | N/A | Completed | N/A | N/A |
| 18 Review current capacity and infrastructure | High | N/A | N/A | | TA&D 13-06-03 | Report provided information we already knew |
| 18 Design review and build for phase 2 | Critical | N/A | N/A | Understand requirements for Preview, Live Solr and Training env | TA&D 13-07-11 | Cost est will not include CoreMedia licenses |
| AOB | | | | | | |
| Sandpit build for JIRA upgrade and plugin testing | High | | Cost approved | | TA&D 13-05-22 | Attempted to upgrade JIRA but failed. Ticket raised with JIRA support |
| Review nucmsbld01 and build VM for JIRA/Confluence | High | | Cost approved | | TA&D 13-05-22 | TODO: Review current build server and look to split JIRA onto another VM |

Core Media 5 to 7 upgrade timing

Aug 2013

Background

The WCMS business case was approved by the WCMS Steering Committee and ABC Board in Feb 2013. This business case outlines the core scope of the project and its focus on providing a solution that will:

- Deliver a single, centralised set of tools to be accessible to all areas of the ABC (to be leveraged by all)
- Maximise functionality, flexibility and efficiency
- Leverage our investment in our WCMS for all users
- Utilise common, cost effective infrastructure
- Utilise one central database
- Leverage ABC wide agreed domain and feature sets to facilitate content sharing
- Deliver an enterprise solution for the future
- Deliver the most cost effective outcome for the Corporation as quickly as possible.

The above has been defined as “Model C”

The business case considered an upgrade to version 7 should occur outside the approved project at the completion of the project. As the project has started to prepare a detailed scope and implementation plan, it is prudent to test the timing of the upgrade.

There were several key drivers that established any version upgrade should occur after model C and they continue to be applicable, which are:

- The exercise will delay “Model C” development, as resource will be diverted
- This will in turn delay the on boarding onto Model CA code freeze will need to be applied to BAU during this period, halting improvements to the News, Rural, RN and Mobile sitesThe new features available in version 7 provide minimal business benefits as defined in the business case
- WCMS estimates that the upgrade process is likely to take up to 6 months (CM7 + new editor)
(Details in discussion below)

This paper has been prepared by the project team as a summary of the analysis work undertaken to re examine the timing of the core media 7 upgrade.

Recommendation (WCMS project)

The WCMS projects view is that the core scope of “delivering the most cost effective outcome for the Corporation as quickly as possible” and enabling the benefits of the single system to be realised early, are significantly greater than pausing the project (for up to 6 months) to upgrade to core media 7, as the new features are minimal and would not all be delivered without the model C work significantly progressed.

The project team recommends maintaining the current project schedule and scope as approved in the Business Case. If a change to approach is required, then a Change Request will be required.

Discussion and analysis

The table below shows a summary of the advantages and disadvantages of upgrading to core media 7 later (after Model C is delivered)

| | Current Approach (upgrade at end of project) | Disadvantages |
|------------------------------|--|---|
| Core media 5 support | Current system support continues until November 2016 | <ul style="list-style-type: none"> • Additional cost of support after November 2014 of s.47G • Additional support costs/load for non-Core Media components (eg. Oracle) |
| Security | Current issues are known and manageable | Some current security concerns would not be resolved but only patched for 2 years or more. |
| Network Support | Leverage existing WAN solutions (eg. Citrix) to enable quality access to the WCMS from remote locations. <i>Note: Detailed analysis requested by Radio to verify assumption</i> | Some of the network issues may be resolved with the CM7 upgrade but these may not be available for 2 or more years. |
| Core Media 7 features | <ul style="list-style-type: none"> • Model C modifications (with the exception of Editor) will continue to function in CM7 without additional development, if these are developed against CoreMedia public APIs | Some new features would not be available for 2 or more years, which would either need to be developed in model C or delayed. (eg mobile preview) |
| Editor | <ul style="list-style-type: none"> • Reuse of the existing Editor reduces the development effort to take Model C to production and leverages News solution • Upgrade project will customise CM7 Editor to meet ABC needs | <ul style="list-style-type: none"> • Delays access to a new, improved Editor interface for 2 or more years. • Disrupts News workflow twice. Once at launch of 'C' then again on new Editor • Loss of opportunity to simplify Editor interface for new users at project start |
| Training | <ul style="list-style-type: none"> • Reuse of existing training modules for Model C deployment for new customers • Refresher training on release of CM7 version of Editor (Scale of training dependant on level of customisation of CM7 Editor) • Gradual transition to new editor (Hybrid) | <ul style="list-style-type: none"> • Greater potential for additional training due to Changes to Editor • The longer the lag, the greater the volume of internal customers, the greater the training effort required. |
| Upgrade Effort | <ul style="list-style-type: none"> • The automation framework developed in 'Model C' would be available to help test and deliver future upgrade work. • Reduced business interruption overall. All sites that have moved to the WCMS during the project will continue to operate during the upgrade | <ul style="list-style-type: none"> • Some of the effort in the model C work may not have been required as this could have been delivered by the upgrade. (eg network issues) • Significant manual regression testing as automation framework will not be in place • As more customers come onto the WCMS, the increased usage could drive up the volume of support request, thereby further delaying the upgrade • If WCMS product is not stable at the conclusion of the product • The Longer the lag, the more complex the upgrade becomes due to <ul style="list-style-type: none"> • more customers in the system • greater the delta between the old and new versions of Core Media. |

Core Media Support

The Vendor NCS has confirmed that

- Core Media 5 will not reach End of Life (EOL) until Nov 2014
 - o After this Core Media will extend the support of CM5 until Nov 2016 at a cost of **s.47G**

An upgrade to avoid product EOL is not necessary until November 2016.

Security

The version of Java required for Core Media 5 (JDK 6) reached EOL in Nov 2012.

JDK6 is no longer supported by Oracle and has known security risks.

Technology have assessed the risk and advised that:

- JDK 6 is only a security risk at the desktop
- The 'Model C' Core Media solution will only expose JDK6 in the Editor component
- The Editor component is not customer facing (it is used by ABC staff on the Corporate Network)

Technology have assessed the JDK6 risk as negligible and acceptable.

Recommendation: Review the JDK patch status across WCMS architecture to identify potential opportunities to further reduce risk.

Network Support

The Core Media system is dependent on a number of platforms and operating systems (such as the Redhat O/S, Oracle database, Tomcat application server, Apache Web Server and Spring Java Framework) that have/are approaching EOL.

The longer this framework is in place, the greater the effort to maintain the WCMS environment.

However, the 'Model C' system architecture will be less complex than the current environment, so the upgrade process will likely be less onerous.

Recommendation: As part of the Foundation scope, look for opportunities to upgrade WCMS platforms and operating systems to more recent versions. For example, the new system design may enable the Tomcat application servers to be upgraded.

Core Media 7 features

The CM7 product suite may provide capabilities / features that save the project team development effort.

Some examples are:

- New editor interface includes ability to preview for mobile and tablets and will be moving into a web application (meaning easier deployment with less need for outages).
- Better taxonomy management (locations, subjects etc)
- Flexible grid-based page layouts

Core Media have advised that ABC development effort in CM5 using public APIs will be directly transportable to CM7 (recompile and retest, not rewrite).

While these features would be advantageous, it is unlikely that the ABC would realise these benefits before the "model C" work is completed due to the heavy customisation of the current implementation. Some or all of these capabilities may not be directly portable during an upgrade to the WCMS project now.

Editor

There are a number of known issues with the current editor that have been addressed in Core Media 7.

Network traffic capacity issues

The current Java client editor in Core Media 5 uses old technology that causes it to generate significantly more network traffic than the newer web-based editor in Core Media 7. This will have impacts on network load when rolled out further, particularly in rural and regional areas.

Technology have assessed this risk and advised that there are a number of short term (cost effective) solutions that could be put in place to support the existing Editor.

Mobile Preview

The new editor interface includes ability to preview for mobile and tablets. This is a requirement for the 'Model C' project and so would be implemented.

ABC Customisation

The current editor is heavily customised to support the ABC business needs. Replacing the customised components will require significant effort (development and testing). This effort is required for both the Model C work or before an upgraded to Core Media 7.

Recommendation: Invest in upgrade of Editor as part of CM7 upgrade project.

Recommendation: Deploy CM7 with old & new editor (Hybrid), allowing for gradual phasing in of new Editor.

Training

Upgrades to new technologies and components will often drive Training demands. The current users of Core Media 5 will need incremental training now if the upgrade to CM7 occurs. This will require more training once the Model C project has been completed. Web developers and users currently using Wallace will need training before they change to core media and this will be independent of which version the ABC has implemented.

The scope and effort of the training will be heavily dependent on the approach and effort taken during the upgrade, particularly in the Editor. The level of change could be either increased or decreased depending on the investment and approach taken.

The longer the lag, the greater the volume of internal customers, the greater the training effort required.

Upgrade Effort

If the upgrade takes place at the conclusion of the WCMS project, it will be able to leverage the Model C Foundation work (Test automation and simplified architecture).

Any sites that have migrated to the WCMS environment during the course of the project will be able to continue to leverage the WCMS system while the upgrade takes place.

Offsetting the benefits are the additional complexities arising from,

- more customers in the system
- greater the delta between the old and new versions of Core Media.

During any upgrade period, enhancements and improvements to all current web sites would need to cease. If the upgrade period was reduced then the effect on the business would be less overall.

Recommendation: Review the assumption around upgrade complexity against proposed WCMS Product Architecture.

WCMS Product Definition Statement (draft)

VISION STATEMENT: The central online content management system that enables the ABC to quickly launch and maintain services and properties that can be richly presented on current and future audience facing platforms (web, application, social & syndication) to create great end-user and audience experiences. It will provide efficient solutions that can be used ABC-wide which will be constantly iterated to respond to changes in the market.

| Target group | Needs | Product | Value |
|--|---|---|---|
| <ul style="list-style-type: none"> ABC editorial teams, which include; <ul style="list-style-type: none"> journalists, other content makers, design and development resources site and product owners The ABC can effectively respond to strategic challenges and audience* desires in a timely manner Technical editors can deploy websites based on agreed ABC standards, components and patterns <p><i>* Audiences of all external content outputs of the ABC, including:</i></p> <ul style="list-style-type: none"> Australian metro, regional, rural audiences International audiences (ex-pats and International division services) Commercial partners (through syndication) Web development community (through open, well structured data) | <p>Problems to solve:</p> <ul style="list-style-type: none"> Wallace / Site Producer have reached the end of their product lifecycle ABC needs to establish a foundation of design and functionality for the future Extensive reuse of features can't occur with a 'Like for like' approach to migration Development of future innovations requires agile, responsive, flexible and scalable solutions <p>Goals to achieve:</p> <ul style="list-style-type: none"> Implement a content management system / service that is scalable and responsive to changing business and audience needs Provide the framework to launch minimum standard sites with an agreed set of features Provide efficiencies in website development and content creation Identify commonalities across ABC, informing product design Multiplatform syndication of content | <p>Customise the CoreMedia content platform to provide a specific ABC web content management solution.</p> <p>Approach & Key features:</p> <ul style="list-style-type: none"> Product design will consider ABC strategic goals to meet future needs Features will be based on a strategic user centred and domain driven analysis The product will be end-user (audience) platform agnostic The product will be built, supported and enhanced over a product lifecycle A project will deliver minimum viable product leading to an ongoing product lifecycle Leverage existing development Adequate and appropriate development and training environments ability to easily work with data objects outside the product Rationalisation and efficiency to create a common design vocabulary Interoperability to make integrations simpler through standard interfaces | <p>Being efficient</p> <ul style="list-style-type: none"> Backend modelled using domains (shared ABC core business concepts) Maximise the efficient use of resources through reusable presentation layer components and features <p>Being agile</p> <ul style="list-style-type: none"> Enable speed to market – ensuring that we have inbuilt flexibility with WCMS Responsiveness to business challenges and strategic opportunities Flexible deployment of sites to support business requirements <p>Being audience focused</p> <ul style="list-style-type: none"> To enable ABC to provide a range of media experiences to meet the needs and expectations of diverse audiences <p>Being High quality</p> <ul style="list-style-type: none"> To consistently deliver content which reflects the ABC's commitment to quality, independence and high editorial standards Accessible, well-structured content to ensure inclusive experiences <p>Being innovative</p> <ul style="list-style-type: none"> Ensure WCMS is a well designed service that can support future innovation <p>Being values based</p> <ul style="list-style-type: none"> WCMS product design and development lifecycle informed by a collaborative effort <p>Being responsible</p> <ul style="list-style-type: none"> Employ best practice approaches, methodologies and standards |

PDwG Product & Project Vision

Product Definition Statement

See attached product Definition Statement.



Note

The product definition needs to be further outlined to include measurable criteria that can be referenced over time to ensure the product stays aligned to the product vision, however the articulation of these will not impede project progress.

Project Definition Statement

Project success criteria

On inspection of the proposed success criteria, the group felt that it would be difficult to adequately measure the criteria without a clearer definition of each criteria. To help in this, clear, measurable project deliverables should be outlined, against which success criteria can be attributed.

For example, the concept of a 'flexible' system generated a large amount of discussion with differing ideas between the project and the divisions regarding what 'flexible' meant in the context of the deliverables from the project.

Without clear definition of criteria (some examples are 'flexible', 'robust' and 'efficient'), it becomes impossible to measure them. Flexibility in particular, highlighted the following characteristics of what might constitute a 'flexible' system;

- The ability to modify components/systems and for that modification to be available to everyone
- The ability to override default behaviour (configurability?) on an exception basis
- The ability to re-purpose components or content in multiple contexts.
- The ability to adapt to changing audience requirements without additional code.
- The ability to update and respond quickly
- The ability to mix components in a variety of ways
- The ability to turn on or off components
- The ability to accommodate the most flexible governance structure the organisation decides to adhere to.

Flexibility is only one example where requirements are missing which would inform the deliverables required from the project. Once these deliverables are defined and outlined, measurable success criteria can then be set against these deliverables.

An example of what this might look like is outlined below (please note, this is only an example and exact criteria or metrics should not be seen as an endorsed recommendation).

It is recommended that the project collect and define their deliverables as a priority, outlining the measurable success criteria against which these deliverables will be assessed.

Sample project deliverables with success metrics

| Principle | Deliverable | Success Criteria | Signatories |
|--|---|---|-------------|
| 1. One system and a set of shared templates | 1.1 Effective infrastructure 1.2 Separate database, business and presentation logic. | 1.1.1 Infrastructure meets documented product requirements. | |

- Deliver an efficient, robust and flexible solution for development and publication of ABC content to digital platforms.
- Provide a 'build once, deploy anywhere' approach to features.

1.3. Provide the complete set of tools for ABC divisions to deliver their online experiences.

1.3.1 A central database to store all ABC digital content and assets.

1.3.2 Front end components and templates leveraging a RESS design. ABC's divisions will use these components and templates to deliver their online experiences.

1.3.3 An editor for the creation and publishing of digital content

1.3.4 Provisioning of a standard application programming interface and interface contract for other systems to connect with for integration, syndication, and presentation both inside and outside the system.

1.4 Documented hand over process of the WCMS product.

1.1.2 Target infrastructure leverages and optimises existing WCMS infrastructure.

1.1.3 WCMS performs within the expected tolerance levels as published by the vendor (Core Media).

1.1.4 Infrastructure costs stay within the projected budgets for the project and the four year operational budget post project completion.

1.1.5 System Capacity can be extended without requiring WCMS code development or Service outages

1.2.1.1 Presentation templates can be modified and deployed independent of the business logic and database layers.

1.3.1.1 No online digital assets to store content outside of the WCMS' single database.

1.3.2.1 Business units can publish a major ABC website and update it with no WCMS technical support.

1.3.2.2 An existing business unit within the WCMS can upgrade their website with no WCMS technical support.

1.3.3.1 The editor interface provides the required functions to publish content as required for the correct display on digital properties.

1.3.4.1 A standardised interface and interface contract exists, and documentation on its use is published.

1.3.4.2 The standard interface has been demonstrated being used for the

| | | | |
|--|---|--|--|
| | | <ul style="list-style-type: none"> • WCMS templating system and presentation output • Syndication of content to commercial partners • Syndication of content to external ABC properties (such as mobile apps) • Integration of existing ABC systems, by those system owners (such as BMS). | |
| <p><i>Providing a solid product base that can be built upon ...</i></p> <ul style="list-style-type: none"> • Reliable with no single points of failure – can publish fast and able to meet audience demands. • Give the flex bility to meet evolving ABC needs and priorities as part of “business as usual” development. | <ul style="list-style-type: none"> • Deliver baseline functionality as defined by the features list., flexibility and efficiency and make compromises to deliver a single, collaborative outcome. • Leverage our investment to date and sacrifice scope in order to achieve speed, but not compromise on corporate reusability. • Centralise, streamline and reduce support costs. • Deliver a scalable enterprise solution for the future - able to grow to meet user demands as the business changes. | | |
| <p><i>That can be used by the entire ABC to easily launch and maintain properties...</i></p> <ul style="list-style-type: none"> • Reuse and extend the capabilities delivered in the first phase to deliver a common product. • Deliver a ‘create once and publish anywhere’ approach to content delivery. | <ul style="list-style-type: none"> • Create a set of tools that allows non-technical ABC staff to be able to create and maintain their online properties • Allow the content to be created by the content areas and published seamlessly. • Deliver easy to use system that is intuitive to new staff - reducing operational and training costs • Deliver a solution that allows the business to on-board to the WCMS at their pace (not a forced migration) | | |

| | | | |
|---|---|--|--|
| <p><i>Allowing the ABC Audience to explore all ABC content when and where they want ...</i></p> <ul style="list-style-type: none">• Supports greater content sharing across the ABC.• Gives the ability to deliver future audience capabilities, such as mobile content and social media. | <ul style="list-style-type: none">• Move away from the static website of Wallace with dynamic ability to create content based on users preferences.• Leverage ABC wide agreed domain and feature sets to facilitate content sharing.• Improve ability to search and find content including standardise look and feel of the site• Promote mobile first - one site with multiple device presentations.• Allow users to produce accessible AA compliant content, while it does not need to enforce compliance | | |
|---|---|--|--|

WCMS Brief

Date:

To: WCMS PDwG & ARG

From: WCMS Steering Committee

Description:

The WCMS steering committee has reviewed the *product definition statement* and sample *project deliverables document* submitted by the PDwG on 7 August, and would like to thank the group for their quick response to the brief.

It is clear from the *project deliverables document*, however, that more work needs to be done to provide further detail on the project principles; to articulate the deliverables and success criteria with greater granularity. This work will be important in addressing any ambiguity or uncertainty around what the project will deliver and how to measure the success of the product. It should also identify any potential issues that can't be resolved by the group, to be highlighted in the document for the steering committee to consider.

Deliverables:

The steering committee would like the PDwG and the ARG to continue work on the PDwG *project deliverables document* (attached), taking the design principles outlined in Appendix A of this document and expanding on the deliverables and success criteria, as modelled in the sample provided.

Participants:

Key members of the PDwG & the ARG are requested to actively input into this process as a matter of priority. Ciaran Forde, Head of Digital Architecture and Development Innovation, will chair the group during this process.

Deadline:

COB Friday 23 August 2013

Appendix A

WCMS VISION

- one system and a set of shared templates
- providing a solid product base that can be built upon
- that can be used by the entire ABC to easily onboard new websites
- allowing the ABC Audience to explore all ABC content when and where they want

Success will be measured by:

One system and a set of shared templates ...

- Deliver an efficient, robust and flexible solution for development and publication of ABC content to digital platforms.
- Provide a 'build once, deploy anywhere' approach to features.

Providing a solid product base that can be built upon ...

- Reliable with no single points of failure – can publish fast and able to meet audience demands.
- Give the flexibility to meet evolving ABC needs and priorities as part of "business as usual" development.

That can be used by the entire ABC to easily onboard new websites ...

- Reuse and extend the capabilities delivered in the first phase to deliver a common product.
- Deliver a 'create once and publish anywhere' approach to content delivery.

Allowing the ABC Audience to explore all ABC content when and where they want ...

- Supports greater content sharing across the ABC.
- Gives the ability to deliver future audience capabilities, such as mobile content and social media.

Design principles will be defined by:

One system and a set of shared templates ...

- Utilise one central database and a common, cost effective infrastructure.
- Separate database, business logic and presentation logic using an industry best practice approach.
- Create a set of high quality, re-usable front-end templates that can be used across the entire ABC.
- Provide a single centralised set of tools, accessible to all areas of the ABC.

Providing a solid product base that can be built upon ...

- Maximize functionality, flexibility and efficiency and make compromises to deliver a single, collaborative outcome.
- Leverage our investment to date and sacrifice scope in order to achieve speed, but not compromise on corporate reusability.
- Centralise, streamline and reduce support costs.
- Deliver a scalable enterprise solution for the future - able to grow to meet user demands as the business changes.

That can be used by the entire ABC to easily onboard new websites ...

- Create a set of tools that allows non-technical ABC staff to be able to create and maintain their online properties
- Allow the content to be created by the content areas and published seamlessly.
- Deliver easy to use system that is intuitive to new staff - reducing operational and training costs
- Deliver a solution that allows the business to on-board to the WCMS at their pace (not a forced migration)

Allowing the ABC Audience to explore all ABC content when and where they want

- Move away from the static website of Wallace with dynamic ability to create content based on users preferences.
- Leverage ABC wide agreed domain and feature sets to facilitate content sharing.
- Improve ability to search and find content including standardise look and feel of the site
- Promote mobile first - one site with multiple device presentations.
- Allow users to produce accessible AA compliant content, while it does not need to enforce compliance

WCMS Steering Committee

Minutes

9am, 15 August 2013

Attendees: David Pendleton, Chief Operating Officer
Angela Clark, Director Innovation
Stuart Watt (for Director News)
Kate Dundas, Director Radio
Richard Finlayson, Director TV
Lynley Marshall, Director International
Scott Makin, Project Manager
Amanda Walsh, Exec Manager Operations Group

Apologies: Kate Torney, Director News

Minutes and Actions from Previous Meeting

The Minutes from the previous meeting were accepted

Project Update

Scott will send out an updated budget with contractors separated from salaries.

The key milestone Beta Trial commence date should read Mar 2014, not Mar 2013.

Action: Scott Beta Milestone to be corrected to read 2014.

Business As Usual

The current budget for BAU is only for bug fixes and minor enhancements. There has been a request to make a budget for future development of the system, once it is in production.

An example of what this budget will be used for is another video player, which would be a major enhancement. This recognises that the system will never be finished because features will constantly be refined and upgraded. It's an adaptability and flexibility fund.

The intention is not to shift requirements of features identified now into BAU. However, after the feature is in production it is recognised that future requirements will be needed to update and enhance features as audience requirements evolve.

Innovation stated that this was not their preferred approach as it may influence requirements signoff to be a quick good start and it can be fixed/updated/redesigned later. This could create a separate and parallel process.

It was noted that discussions around requirements, governance etc are continuing in separate meetings. In light of this, everyone agreed to the BAU proposal.

New, major investments would need to be addressed through the normal capital processes.

CoreMedia 5 v 7

There are concerns from the PDG that there is not enough independent information about when the upgrade should occur. Radio, TV and Innovation requested that CoreMedia be able to meet with PDG to provide a level of comfort. It was noted that this is relates to a change request (i.e. to change the date of upgrade).

It was agreed that Scott will arrange a meeting between CoreMedia/NCS, PDG and ARG.

Change Requests

Change Request no. 102 (time and cost of requirements gathering): It was agreed to extend requirement gathering by two weeks. This will require more staff to support dual requirement gathering processes so as not to have a major impact on the schedule. This will impact cost and schedule.

Innovation stated that they have no confidence that the project plan can be delivered even despite this request for extra time and money for requirements gathering process. It was agreed that this is an issue to be raised in a separate meeting with the Managing Director.

CR 102 Accepted

Change Request no. 51 (Mobile First): It was noted that there is a material difference of \$1.2m (instead of \$800k) written in the distributed change request. There are two ways of approaching this – similar to ADP three websites could be produced (one for mobile, one for web and one for Tablet) or the project team could code to allow one site to adapt & respond (RESS) to the different presentations. This second, proposed approach would shift the cost of developing once into the project where as the multiple site approach pushes this cost to the business.

News stated that it is unknown what effect this will have on the desktop version but noted that the benefit to mobile and tablets is notable. They will however they will not stop the request.

Innovation, Radio and TV were in strong support of this change request.

This change request will be proposed on behalf the Steering Committee and will require Board approval as it is a significant shift of cost and time from the original proposal.

Scott will draft a paper for David to present at the October Board meeting.

CR 52 Accepted

Change request to extend the program schedule by 6 weeks 103: This proposes the project notes the changes to the schedule from:

- 2 week extension of the requirements gather process

- 4 week delay in Release 2 signoff

which increase the requirements gathering and change request 102.

It was noted that the costs in the document should read \$550k (instead of \$330).

CR 103 Accepted

Other business

Scott to update project schedule in light of CR's approved

ABC WCMS Project

Steering Committee REPORT

Sep 2013

DISTRIBUTION

Steering Committee

Product Development Group (PDG)

Technical Review Group (TRG)

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1. EXECUTIVE SUMMARY

1.1 Progress This Month

September saw the commencement of the Build phase for Release 3, as well as the introduction of further process improvements around requirements gathering.

While significant progress has been made in the Foundation design over the past month, the review processes has been protracted with the sourcing of additional detail & alignment with the corporate strategy. In addition, the Infrastructure and Application designs have had to be revised in light of unfavourable pricing from Core Media. This, along with the Mobile First impacts has put the project schedule under pressure.

This will be reviewed in early November with the completion of the Foundation design and data points from Release 1 through to 3 builds.

1.2 WCMS Key Milestones

As per Steering Committee advice 15/8/13, the project schedule has been extended to cater for:

- 4 week extension of Release 2 (CR 103)
- 2 week extension of Release 3 requirements gathering (CR 102, CR 103)
- 4 month extension for Mobile First implementation (CR 50)

The key dates for the program are listed in the following table:

| Milestone | Revised Date | Baseline Date | Status |
|--|--------------|---------------|---------|
| Foundation Build complete | Dec 2013 | Dec 2013 | At risk |
| Core Build complete | Feb 2014 | Dec 2013 | At risk |
| Beta Trial commence | * Apr 2014 | Mar 2014 | At risk |
| Phase 3 feature build complete News build & deployment commences (Business activity) | * Jun 2014 | April 2014 | At risk |
| Phase 4 feature build complete Radio build & deployment commences (Business activity) | * Sep 2014 | July 2014 | At risk |
| Phase 5 feature build complete TV build & deployment commences (Business activity) | * Dec 2014 | Oct 2014 | At risk |
| Project complete (Including CR 50, 102, 103) | Oct 2015 | Mar 2015 | |

Table 1: Key Dates - Program

Notes:

- * *Interim milestones have not been adjusted to reflect Mobile first impacts, only the 6 week extension (CR 102, 103). Impact of Mobile First (CR 50) will be reviewed at the completion of R3.*

1.3 Steering Committee Key Milestones

The WCMS Steering Committee meets monthly, dates listed in the following table:

| Task Name | Start | Status |
|-------------------------------|--------------|------------------------|
| Jan 2013 - Steering Committee | Wed 23/01/13 | Complete |
| Feb 2013 - Steering Committee | Thu 21/03/13 | Cancelled ¹ |
| Mar 2013 - Steering Committee | Thu 21/03/13 | Complete |
| Apr 2013 - Steering Committee | Thu 18/04/13 | Complete |
| May 2013 - Steering Committee | Thu 16/05/13 | Complete |
| Jun 2013 - Steering Committee | Thu 13/06/13 | Cancelled ² |
| Jul 2013 - Steering Committee | Thu 18/07/13 | Complete |
| Aug 2013 - Steering Committee | Thu 15/08/13 | Complete |
| Sep 2013 - Steering Committee | Thu 19/09/13 | Complete |
| Oct 2013 - Steering Committee | Thu 17/10/13 | |
| Nov 2013 - Steering Committee | Thu 14/11/13 | |
| Dec 2013 - Steering Committee | Thu 19/12/13 | |

Table 2: Key Dates – Steering Committee

Notes:

1. No new business
2. Key stakeholders unavailable

1.4 Business Milestones - 2013

The regular requirements/develop/validate cycle requires timely input from the Business.

Key milestones for Business approvals in the next quarter are below, full Gantt chart attached.

PDG Key Milestones - 2013

| Task Name | Revised | Baseline | Status* |
|--|----------|----------|-------------|
| R1 Device agnostic article page PDG Requirements signoff | 23/08/13 | 8/07/13 | Completed |
| R1 Device agnostic article page PDG Showcase | 17/07/13 | 17/07/13 | Completed |
| R2 Audio, Schedule and embedded content PDG Requirements signoff | 9/08/13 | 19/07/13 | Completed |
| R3 Video, Global Header, Metadata, Search Form, External Content and Search PDG Requirements signoff | 13/09/13 | 29/07/13 | Completed |
| R2 Audio, Schedule and embedded content PDG Showcase | 8/10/13 | 13/08/13 | In Progress |
| R3 Video, Global Header, Metadata, Search Form, External Content, Search PDG Showcase | 6/11/13 | 19/09/13 | |
| R4 Syndication, Content Importation, Search results, Person and Image PDG Requirements signoff | 7/10/13 | 3/09/13 | In Progress |

PDwG Key Milestones - 2013

| Task Name | Revised | Baseline | Status* |
|---|----------|----------|-----------|
| R1 Device agnostic article page PDwG Requirements signoff | 23/08/13 | 4/07/13 | Completed |
| R1 Device agnostic article page PDwG Showcase | 11/07/13 | 11/07/13 | Completed |
| R2 Audio, Schedule & embedded content PDwG Requirements signoff | 7/08/13 | 17/07/13 | Completed |
| R2 Audio, Schedule and embedded content PDwG Showcase | 3/10/13 | 8/08/13 | |
| R3 Video, Global Header, Metadata, Search Form, External Content and Search PDwG Requirements signoff | 13/09/13 | 25/07/13 | Completed |
| R3 Video, Global Header, Metadata, Search Form, External Content, Search PDwG Showcase | 31/10/13 | 12/09/13 | |
| R4 Syndication, Content Importation, Search results, Person and Image PDwG Requirements signoff | 10/10/13 | 30/08/13 | |

Table 3: Key Dates – Release approvals

* With the approval of CR 103, the project will report R2 against the "Baseline" date, however future releases will report against the "Revised" date.

2. Product Support (BAU)

No support releases delivered during September.

Release 13.09, scheduled Sept 23rd, rescheduled Oct 3rd.

Originally planned for deployment on Sept 25th, this release was rolled-back during deployment as a defect was detected during Production Verification Testing (PVT).

This release will deliver 27 changes, including a new page presentation option requested by News to support recent online campaigns.

The other key change was an enhancement to images data properties which will improve the system performance when publishing/serving images. Work on this task will continue in the later months of 2013, as part of the Foundations activities.

Release 13.10 - completed Sept 23rd, scheduled Oct3rd

This release includes 2 fixes.

One to address a Production issues identified Sept 20th with the way the RN site exposed some internal images properties. The second to allow the CMS to recognise both new and old view type names, easing future deployment of page presentation changes.

2.1 Key Milestones

The key dates for Product Support workstream are listed in the following table:

| Activity: | Revised | Baseline | Status / Comment |
|--|----------|----------|-------------------------------|
| Support release 13.02 deployed (Windows 7 compatibility) | Jan 2013 | Jan 2013 | Complete |
| Support release 13.03 (Importer enhancements) | Mar 2013 | Mar 2013 | Complete |
| Support release 13.04 (Disaster Recovery update) | Apr 2013 | Apr 2013 | Complete |
| Support release 13.05 (News Mobile prep) | May 2013 | May 2013 | Complete |
| Rural (CR #73) Stage 1 launch | | | Complete |
| Release 13.07 News Mobile (CR #74) launch | Jul 2013 | Jul 2013 | Complete |
| Support release 13.08b (Feature Promo) | Aug 2013 | Jul 2013 | Complete Delayed for NWR76 |
| Support release 13.08a Content Syndication tweak (NWR 76) | Aug 2013 | Aug 2013 | Complete |
| Support release 13.08c- (Workflow Patch) | | | Complete |
| Support release 13.09 (NWRQ 79, 81, 83, 77, WCMS 1144 & 1149, Support 157 & 159) | Oct 2013 | Sep 2013 | In Progress |
| Support release 13.10 (NWRQ 69) | Oct 2013 | Oct 2013 | In Progress |
| Development on News Segmentation and Encoding project | Oct 2013 | Oct 2013 | In progress |
| Development on Rural migration (phase 2) | | | In progress |
| Support release 13.11 (Rural) | TBA | Nov 2013 | Pending requirements |

Table 2: Key Dates – Product Support

2.2 Resources

1 x Product support resource will be seconded to Innovation to handover MyABCid support (Oct 9-10th).
Recruiting for additional Java developer to bolster team capacity.

2.3 Backlog

Addressing in 13.09 support release

| Division | Tickets |
|--------------|-----------|
| News | 18 |
| RN | 4 |
| Common | 5 |
| Total | 27 |

Addressing in 13.10 support release

| Division | Tickets |
|--------------|----------|
| News | 0 |
| RN | 1 |
| Common | 1 |
| Total | 2 |

Open Tickets

| Priority | Volume | Division (%breakdown) |
|------------|------------|--|
| Priority 1 | 0 tickets | |
| Priority 2 | 0 tickets | |
| Priority 3 | 18 tickets | News – 11 (61%) RN – 0 (0%) Common – 7 (39%) |

2.4 Key Risks/Issues

| Risk/Issue | Description | Owner | Action |
|------------|---|---------|--|
| Issue | Innovation has requested 1 developer to handover the support for MyABCid. The impact will take 2 days of development days away from Product Support work | Simon L | <ul style="list-style-type: none"> Reschedule developers priorities Review long term plans on MyABCid support with Scott and Ciaran to remove MyABCid support from WCMS Product Support team |

2.5 Open Change Requests

The following changes are being managed through the WCMS Product Support change control process.

| CR | Description | Status | Owner | Scheduled | Actions Required |
|---------|---|--------------|---------------|-----------|------------------|
| NWRQ-77 | Display Executive Producer in the 'Global Sidebar - Program Presenter' (RN) | Approved WIP | Stuart (News) | Oct | WIP |
| NWRQ-79 | Further presentation options for the Pagelet doc type | Approved WIP | Stuart (News) | Oct | WIP |
| NWRQ-69 | NSE (News Segmentation & Encoding) <ul style="list-style-type: none"> Webster project Deployment in 2014 (dependant on NSE project) | Approved WIP | Stuart (News) | Oct | WIP |
| NWRQ-81 | Change RSS outputs to use a more suitable CMS property | Approved WIP | Stuart (News) | Oct | WIP |

3. Product Build

3.1 Progress This Month

Several improvements regarding the requirements gathering process have been implemented following discussions with the PDwG, aimed at facilitating the endorsement process. The new process is being transitioned in release 4 and is expected to be fully operational by release 5.

The Foundation design is taking longer than planned. The immediate impact of the delays is the lack a suitable UAT environment, confining UAT to the project room for the early releases. Longer term impacts are under review, potentially offset by no longer requiring the purchase of additional hardware (due to prohibitive Core Media licensing costs).

Release 2 Build completed 17 September and will be showcased in early October.

Release 3 requirements were completed 16 September and have been fully endorsed.

Release 3 Build has started 18 September and is planned to complete 15 October.

Release 4 requirements gathering started in August and is planned to complete early October.

Release 5 requirements gathering started in September and is planned to complete early November.

3.2 Key Milestones - Core

The schedule below has been updated to reflect the delays in Release 2. The schedule has been updated to reflect the outcome of [Change Request 103](#).

The key dates for building out the Core capabilities are listed in the following table.

Detailed planning for Yr 2 (non Core) will take place through November:

| Activity: | Revised | Baseline | * Status |
|---|-----------|-----------|-------------|
| WCMS Architect – Commence | May 2013 | Apr 2013 | Complete |
| WCMS Development Manager – Commence | | | Complete |
| Domain Modelling, Domain Ontology – Commence | | | Complete |
| Build release 0 (Baseline) – Commence | May 2013 | May 2013 | Complete |
| Build release 0 – Complete | | | Complete |
| Build release 1 (Device agnostic article page) – Commence | June 2013 | June 2013 | Complete |
| Domain Modelling, GAP analysis I | | | Complete |
| Build release 1 – Showcase | July 2013 | July 2013 | Complete |
| Build release 2 (Audio, Schedule and embedded content) – Commence | Aug 2013 | July 2013 | Complete |
| Build release 3 (Video, Global Header, Metadata, Search Form, External Content and Search) – Commence | Sep 2013 | Aug 2013 | Complete |
| Build release 2 – Showcase | Oct 013 | Oct 013 | In Progress |
| Build release 3 – Showcase | | | |
| Build release 4 (Syndication, Content Importation, Search results, Person and Image) – Commence | | | |
| Build release 4 – Showcase | Nov 2013 | Nov 2013 | |
| Build release 5 (Public and Commercial Syndication, Site Navigation and File access) - Commence | | | |
| Build release 5 – Showcase | Dec 2013 | Dec 2013 | |
| Build release 6 (Workflow, Media Availability, Browse by, Content Tools and Lists) – Commence | | | |
| Beta release planning | | | |
| Yr 2 (Non-Core features) planning | | | |
| Build release 6 – Showcase | Jan 2014 | Jan 2014 | |
| Build release 7 (Context Aware Presentation, Taxonomy, Analytics and Pagination) – Commence | | | |
| Foundation Build complete | | | |
| Core Build complete | Feb 2014 | Feb 2014 | |
| Build release 7 – Showcase | | | |
| Build release 8 – Commence | | | |
| Migrate Core to Production | | | |
| Beta Trial commence | Apr 2014 | Apr 2014 | (CR103) |

* With the approval of CR 103, the project is now reporting R3 and all subsequent releases against the new "Baseline" date.

3.3 Key Milestones - Foundation

The key dates for building out the Foundation capabilities are listed in the following table.

| Activity: | Revised | Baseline | Status / Comment |
|---|-----------|--------------|---|
| Staging Environment improvements | Mar 2013 | Mar 2013 | Complete |
| Image Storage & Delivery (BAU) | Apr 2013 | Apr 2013 | Complete |
| Dev Environment | | | Complete |
| Generic site navigation services (BAU) | May 2013 | May 2013 | Complete |
| Emergency Temporary site | | | Complete |
| Root cause report on Workflow server | Jun 2013 | May 2013 | Complete |
| Front-End environment review | | | Complete |
| Template management tool | | | Complete |
| Start WCMS Architectural Design (Jun- Aug) | | | Complete |
| Root cause report on multiple DB queries | Jul 2013 | Jun/Jul 2013 | Complete |
| Mobile access to environments design | | | Complete |
| Review Automation framework | | | Complete |
| Load balancing & Traffic routing analysis | | | Complete |
| Monitoring Systems review | | | Complete |
| Release management review | | | Complete |
| Content Delivery System review | | | Complete |
| Root cause report on excessive process time consumption | | | Complete |
| Search and Indexing scalability analysis | | | Complete |
| Image Storage & Delivery (Core) | | | Complete |
| Performance test framework analysis | | | Complete |
| Fix Workflow server | | | Complete |
| Test Environment analysis | | | Complete |
| Conduct Performance Analysis | Aug 2013 | Aug 2013 | Complete |
| Alternate Backup (Emergency) page | Sept 2013 | May 2013 | Complete |
| WCMS Infrastructure requirements (AR 1) | Oct 2013 | Sept 2013 | In review (Delayed) |
| WCMS Application design (AR 9) | | | In review (Delayed) |
| Load Balancing & traffic routing requirements (AR3) | | | WIP (delayed) |
| Monitoring System requirements (AR2) | | | In review (Delayed) |
| WCMS Environments requirements (AR 10) | | | WIP (Delayed) |
| Release management/Deployment requirements (AR11) | | | WIP (Delayed) |
| WCMS Infrastructure detailed design (AR 1) | TBA | Sept 2013 | Pending Tech plan Dependant on AR3&9 |
| Load Balancing & traffic routing detailed design (AR3) | TBA | Sept 2013 | Pending Tech plan Dependant on AR3 |
| WCMS Environments detailed design (AR 10) | TBA | Aug 2013 | Pending Tech plan Dependant on AR10 |
| Release Mgmt/Deployment Process detailed design (AR11) | TBA | Aug 2013 | Pending Tech plan Dependant on AR11 |
| Commence build of WCMS infrastructure (AR1,3,10,11) | TBA | Sept 2013 | Pending Tech plan |
| Performance testing/environment implementation (AR2) | TBA | Oct 2013 | Pending Tech plan |

| Activity: | Revised | Baseline | Status / Comment |
|--|---------|----------|-------------------|
| Release management/ Deployment implementation (AR11) | TBA | Oct 2013 | Pending Tech plan |
| Monitoring System implementation (AR2) - Test | TBA | Oct 2013 | Pending Tech plan |
| Foundation Integration testing | TBA | Nov 2013 | Pending Tech plan |
| WCMS architecture/application Build complete (AR1,3,10,11) | TBA | Dec 2013 | Pending Tech plan |

3.4 Resources

No additional resources have joined the team in September.

The hiring process has started for 2 additional development resources

1 x front end developer, backfill

1 x trainer, to start preparing for Beta trial

3.5 Release approval

Requirements for Releases 1 through to 3 have been approved by the PDG, with the following exceptions which are under review with Innovation:

- 1.1.2 Text Article & 1.1 Base Document
News are unable to signoff on the Text Article related features as the planned implementation places restrictions on Editors that do not exist in Phase 1. Related to 1.1.1 Base Document
- 15.0 Mobile and Desktop support:
Innovation & News are unable to approve as the planned implementation does not allow for Editorial target of content to specific devices.
- 7.1.1 Device detection & Redirection.
Innovation unable to approve as detailed work around this feature has not commenced. Eg. Cookies, device types, Akami, etc...
- 7.3.4 Site Header Basic.
News not approved as would like option to toggle on/off

Release 1

| Feature | Rel | Requirements | | | | | | |
|--|-----|--------------|-------|----------|-------|------|---------|-----|
| | | TV | Radio | Internl. | Comm. | News | Innovn. | |
| 6.4 Social Sharing | 1 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.2 Text (News & Information) document - Basic | 1 | YES | YES | YES | YES | NO | YES | 5/6 |
| 7.1.1 Device detection and redirection - Basic | 1 | YES | YES | YES | YES | YES | NO | 5/6 |
| 15.0 Mobile and Desktop support | 1 | YES | YES | YES | YES | NO | NO | 4/6 |
| 7.3.4 Site Header - Basic | 1 | YES | YES | YES | YES | NO | YES | 5/6 |
| 7.3.6 Site Footer - Basic | 1 | YES | YES | YES | YES | YES | YES | 6/6 |

Release 2

| Feature | | Requirements | | | | | | |
|---|-----|--------------|-------|----------|--------|------|---------|-----|
| | Rel | TV | Radio | Internl. | Comml. | News | Innovn. | |
| 1.1.1 Base Document | 2 | YES | YES | YES | YES | NO | YES | 5/6 |
| 1.1.10.1 + 1.1.13.1 Program + Program Group | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.12.1 Episode High level | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.14.1 Segment High level | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.7 + 1.1.5 + 13.4 Audio +Audio Player | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.34 Related Content | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.2 Image | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.1 Text (News & Info) | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.9.4 + 7.9.5 Embedded Content + teasers | 2 | YES | YES | YES | YES | YES | YES | 6/6 |

Release 3

| Feature | | Requirements | | | | | | |
|--------------------------------------|-----|--------------|-------|----------|--------|------|---------|-----|
| | Rel | TV | Radio | Internl. | Comml. | News | Innovn. | |
| 13.3 Video Player | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.4 Video Document | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.8 Video (combined with 1.1.4) | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.12.1 Video Episode | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.14.1 Video Segment | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 2.1.1 URL Scheme | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.1 Editor Search | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 2.2.1 Metadata | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.7 Publish Content | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.13.1 Program Group | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.3 Manage Content Definitions | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.6 Manage text Content | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.9 Default Presentation of Content | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.11.1 Schedule | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 8.1 Renditions (Media Availability) | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 11.2.1 Service (High Level) | 3 | YES | YES | YES | YES | YES | YES | 6/6 |

4. Key Risks/Issues

The Project schedule is currently under pressure from a number of areas:

- Mobile First – high level estimates have the impact of this work at 16%, however the project schedule has not been adjusted as yet
- Foundation – Foundation design tasks are taking longer than scheduled, with the sourcing of additional detail & alignment with the corporate strategy. In addition, the Infrastructure and Application designs have had to be revised in light of unfavourable pricing from Core Media. Availability date for Infrastructure currently under review
- Business Case – based on high level estimates

The project schedule will be reviewed in early November with the conclusion of Release 3 (providing data points around Mobile First and Business Case estimates) and the completion of the Foundation design.

| No. | Risk Description | Date Raised | Rating (P x I) | Assigned To | Mitigation Strategy |
|------|--|-------------|-------------------|-----------------|---|
| 013 | Business Case was developed in advance of detailed design Risk of Feature gaps, Scope creep and schedule slippage | 29/01/2013 | 10 | Scott Makin | - Test High Level Estimates in R1-3 - Test team velocity in R1-3 - Manage changes through Change Control process |
| 056 | Mobile first Risk is that mobile first could introduce additional effort/delays in to WCMS project. | 20/4/13 | 10 | David Pendleton | Review impacts and provide PDG with details for consideration |
| 085 | Infrastructure deployment Foundation design is taking longer than planned, impacting detailed deployment planning. Risk: Infrastructure may not be available in time (UAT, Beta trial & Production launch), impacting project schedule | 1/10/13 | 10 | Tony Silva | - Dedicate Technology resources to planning exercise - Develop 'right to left' infrastructure deployment plan to provide estimate of deployment dates - Develop detailed deployment plan |
| 008b | Java scripting can be embedded into front end code Risks of Rapid divergence of code. Code not stored in a managed way. Code not re-used. Code can break Production. Code can break RESS | 14/09/2011 | 12 | Scott Makin | - Implement quality control in the Editor, both for new content being entered and for display of old - News translate Phase 1 external workarounds into Business requirements that can be captured and delivered in Model C |
| 045 | ABC Online and Mobile strategy WCMS project is a key platform for delivering the strategy, however the strategy does not exist in a form that can be used as project requirements - Risk is that the WCMS dictates the strategy rather than the other way round (Tail wagging the dog) - Risk is that the WCMS project will plug these gaps temporarily and that they will breakdown at the conclusion of the project eg. External data interfaces, Syndication, Data Modelling, Editor & Producer UX | 10/03/2013 | 12 | Innovation | - Perform risk analysis on strategy vs WCMS to identify key elements of the strategy that are required by the WCMS project - build organisational consensus around the gaps and provide to WCMS as requirements - Develop corporate governance structures to fill gaps - Corporate forums provide requirements to WCMS project - In the absence of appropriate corporate Online & Mobile forums, the WCMS project will use the project governance framework |

Note: Risk register reviewed monthly with PDwG team

4.1 Open Change Requests

The following changes are currently being managed through the WCMS Build change control process.

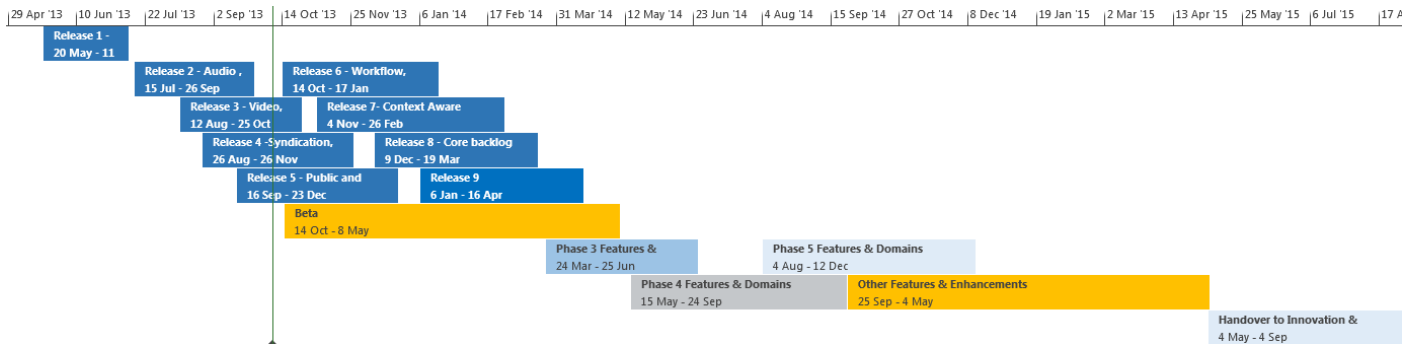
- Mobile First – Pending Board approval Oct 2013
- Accessibility – Requirements and impact under review with Innovation

| | Description of Change | Raised By | Date Raised | Priority | Options Considered | Scope | Schedule | Budget | Risk | Status | Approval Authority | Estimated Cost | Source |
|----|--|-----------------|-------------|----------|--|-------|----------|--------|------|--------------------------------|--------------------------------------|----------------|-----------|
| 50 | Mobile First Support Mobile First approach as advised by ICTEC Request for Change: Additional funding and schedule to implement RESS design | David Pendleton | 18/04/2013 | High | Adaptive (two sites, 1 mobile & 1 desktop) Adaptive Responsive (1 site, Mobile/Desktop/Tablet) Option 1 (Recommended): Adaptive / Responsive (RESS) Impact: - Schedule 4 mths - Budget \$1.2m Option 2 Two sites (Mobile + Desktop) Impact: - Schedule, none - Budget, none | High | High | High | High | Open (Awaiting Board Approval) | Steering Committee Board if \$ > 10% | \$1.2m | New funds |
| 51 | Accessibility Support Accessibility AA compliance as advised by ICTEC | Ciaran Forde | 5/07/2013 | High | WIP | High | High | High | High | WIP | Steering Committee | TBA | TBA |

| Product Support - Ongoing | FY 12/13 | | | FY 13/14 | | | FY 14/15 | | | FY 15/16 | | | Total Product Support | | |
|--|--------------|--------------|----------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------------|---------------|--------------|
| <i>Figures in '000s</i> | Actuals | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var | Forecast | Bud | % vs Bud |
| Salaries ⁵ | 667 | 349 | (318) | 1,057 | 976 | (81) | 1,415 | 1,274 | (141) | 2,110 | 2,084 | (26) | 5,249 | 4,683 | (566) |
| Hardware | 1 | 77 | 76 | 143 | 156 | 13 | 97 | 107 | 10 | 59 | 59 | 0 | 300 | 399 | 99 |
| Software ⁶ | 31 | 207 | 176 | 595 | 930 | 335 | 915 | 1,041 | 126 | 995 | 1,118 | 123 | 2,536 | 3,296 | 760 |
| Other | 109 | 175 | 66 | 212 | 318 | 106 | 229 | 259 | 30 | 230 | 295 | 65 | 780 | 1,047 | 267 |
| Total | 808 | 808 | 0 | 2,007 | 2,380 | 373 | 2,656 | 2,681 | 25 | 3,394 | 3,556 | 162 | 8,865 | 9,425 | 560 |
| | | | | | | | | | | | | | | | |
| Product Build - Project | FY 12/13 | | | FY 13/14 | | | FY 14/15 | | | FY 15/16 | | | Total Product Build | | |
| <i>Figures in '000s</i> | Actuals | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries ¹ | 876 | 876 | 0 | 4,494 | 3,918 | (576) | 3,026 | 2,767 | (259) | 0 | 0 | 0 | 8,396 | 7,561 | (835) |
| Hardware ⁷ | 0 | 0 | 0 | 687 | 700 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 687 | 700 | 13 |
| Software | 20 | 20 | 0 | 121 | 145 | 24 | 111 | 55 | (56) | 0 | 0 | 0 | 252 | 220 | (32) |
| Other (incl Redundancies) | 63 | 63 | 0 | 589 | 725 | 136 | 124 | 112 | (12) | 0 | 0 | 0 | 776 | 900 | 124 |
| Phase II ² | 270 | 270 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 270 | 270 | 0 |
| Sub-Total³ | 1,229 | 1,229 | 0 | 5,891 | 5,488 | (403) | 3,261 | 2,934 | (327) | 0 | 0 | 0 | 10,381 | 9,651 | (730) |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,010 | 1,010 | 0 | 1,010 | 1,010 |
| Total | 1,229 | 1,229 | 0 | 5,891 | 5,488 | (403) | 3,261 | 2,934 | (327) | 0 | 1,010 | 1,010 | 10,381 | 10,661 | 280 |
| | | | | | | | | | | | | | | | |
| 1 Year 1 Salary underspend moved to Year 2 forecast and \$200K contingency approved for additional contract resources CR#102 | | | | | | | | | | | | | | | |
| 2 Carry in of \$270k Assets from Phase II | | | | | | | | | | | | | | | |
| 3 Contingency \$750k approved by DP (15/8/13), to fund CR #102 & #103. Will be reviewed in Nov to reduce overspend | | | | | | | | | | | | | | | |
| 5 Higher labour costs than budget due to higher salary costs during project, ongoing (FY15/16+) forecast aligns with budget | | | | | | | | | | | | | | | |
| 6 Forecast software licensing costs lower than original budget over all years | | | | | | | | | | | | | | | |
| 7 Due to CoreMedia license costs, limited purchasing of new Hardware. Reforecast in October 2013 following Technology design approval. | | | | | | | | | | | | | | | |

6. APPENDIX
6.1 Project Plan

Below is a summary of the WCMS Project plan, detail supplied as a separate document.
This plan incorporates a 6 week extension resulting from [Change Request 103](#), and assumes Board acceptance of [Change Request 50](#).



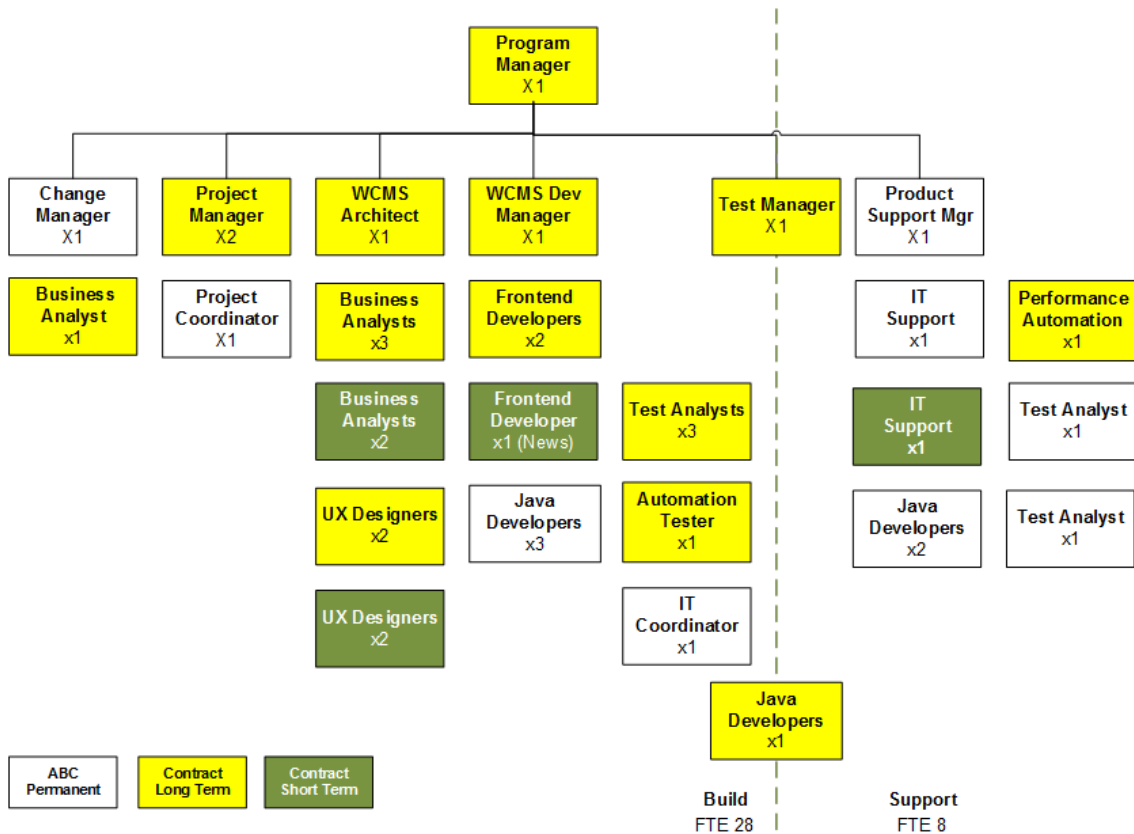
| | Task Name | Start | Finish | Duration | % Complete |
|-----|---|--------------|--------------|-----------|------------|
| 0 | WCMSProgram20131003_2 | Wed 24/10/12 | Mon 7/09/15 | 748 days | 43% |
| 1 | WCMS Product Support | Wed 24/10/12 | Mon 27/04/15 | 652.38 da | 61% |
| 147 | WCMS Domain Modelling | Mon 29/04/13 | Fri 25/10/13 | 130 days | 87% |
| 148 | Core Features Domains | Mon 29/04/13 | Fri 25/10/13 | 130 days | 87% |
| 195 | Product Build | Tue 1/01/13 | Mon 7/09/15 | 699 days | 40% |
| 196 | Planning | Tue 1/01/13 | Mon 22/12/14 | 513 days | 92% |
| 238 | Implementing | Mon 4/02/13 | Mon 7/09/15 | 675 days | 34% |
| 239 | WCMS_Foundation | Mon 4/02/13 | Mon 30/12/13 | 235 days | 56% |
| 429 | Phase 1 Features Build | Fri 10/05/13 | Wed 6/11/13 | 128 days | 93% |
| 430 | Release 0 - Development Framework | Fri 10/05/13 | Thu 23/05/13 | 10 days | 100% |
| 432 | Release 1 - Device Agnostic Text page | Mon 20/05/13 | Thu 11/07/13 | 39 days | 100% |
| 460 | R1 PDwG Showcase | Thu 11/07/13 | Thu 11/07/13 | 0 days | 100% |
| 461 | R1 PDG Showcase | Wed 17/07/13 | Wed 17/07/13 | 0 days | 100% |
| 462 | Release 2 - Audio , Programs and embedded content | Mon 15/07/13 | Thu 26/09/13 | 54 days | 100% |
| 493 | R2 PDwG Showcase | Thu 3/10/13 | Thu 3/10/13 | 0 days | 0% |
| 494 | R2 PDG Showcase | Tue 8/10/13 | Tue 8/10/13 | 0 days | 0% |
| 495 | Release 3 - Video, Global Header, Metadata, Search Form, External Cont | Mon 12/08/13 | Fri 25/10/13 | 55 days | 67% |
| 528 | R3 PDwG Showcase | Thu 31/10/13 | Thu 31/10/13 | 0 days | 0% |
| 529 | R3 PDG Showcase | Wed 6/11/13 | Wed 6/11/13 | 0 days | 0% |
| 530 | Phase 1 Complete | Wed 6/11/13 | Wed 6/11/13 | 0 days | 0% |
| 531 | Phase 2 Features Build | Mon 26/08/13 | Wed 23/04/14 | 172 days | 8% |
| 532 | Release 4 -Syndication, Content Importation, Search results, Person and | Mon 26/08/13 | Tue 26/11/13 | 67 days | 43% |
| 565 | R4 PDwG Showcase | Thu 14/11/13 | Thu 14/11/13 | 0 days | 0% |
| 566 | R4 PDG Showcase | Tue 19/11/13 | Tue 19/11/13 | 0 days | 0% |
| 567 | Release 5 - Public and Commercial Syndication, Site Navigation and File | Mon 16/09/13 | Mon 23/12/13 | 71 days | 7% |
| 601 | R5 PDwG Showcase | Wed 18/12/13 | Wed 18/12/13 | 0 days | 0% |
| 602 | R5 PDG Showcase | Wed 18/12/13 | Wed 18/12/13 | 0 days | 0% |
| 603 | Release 6 - Workflow, Media Availability, Browse by, Content Tools and | Mon 14/10/13 | Fri 17/01/14 | 69 days | 0% |
| 636 | R6 PDwG Showcase | Thu 9/01/14 | Thu 9/01/14 | 0 days | 0% |
| 637 | R6 PDG Showcase | Thu 16/01/14 | Thu 16/01/14 | 0 days | 0% |
| 638 | Release 7- Context Aware Presentation, Taxonomy, Analytics and Pagin | Mon 4/11/13 | Wed 26/02/14 | 82 days | 0% |
| 673 | Release 8 - Core backlog | Mon 9/12/13 | Wed 19/03/14 | 72 days | 0% |
| 707 | R8 PDwG Showcase | Wed 19/03/14 | Wed 19/03/14 | 0 days | 0% |
| 708 | R8 PDG Showcase | Wed 26/03/14 | Wed 26/03/14 | 0 days | 0% |
| 709 | Release 9 | Mon 6/01/14 | Wed 16/04/14 | 73 days | 0% |
| 745 | R9 PDwG Showcase | Wed 16/04/14 | Wed 16/04/14 | 0 days | 0% |
| 746 | R9 PDG Showcase | Wed 23/04/14 | Wed 23/04/14 | 0 days | 0% |
| 747 | Installation - At Risk | Mon 4/11/13 | Mon 3/03/14 | 84 days | 0% |
| 762 | Beta | Mon 14/10/13 | Thu 8/05/14 | 147 days | 0% |
| 797 | Go Live | Thu 8/05/14 | Thu 8/05/14 | 0 days | 0% |
| 799 | Phase 3 Features & Domains | Mon 24/03/14 | Wed 25/06/14 | 68 days | 0% |
| 809 | Phase 4 Features & Domains | Thu 15/05/14 | Wed 24/09/14 | 95 days | 0% |
| 817 | Phase 5 Features & Domains | Mon 4/08/14 | Fri 12/12/14 | 95 days | 0% |
| 825 | Phase 6: Other | Thu 25/09/14 | Mon 4/05/15 | 158 days | 0% |
| 836 | Mobile First Extension | Tue 5/05/15 | Mon 7/09/15 | 90 days | 0% |
| 838 | Change Management | Thu 1/08/13 | Fri 26/12/14 | 366 days | 0% |
| 841 | WCMS Support Operations | Mon 1/12/14 | Fri 20/02/15 | 60 days | 0% |
| 844 | WCMS Development tools and processes | Tue 1/01/13 | Fri 20/03/15 | 578 days | 0% |
| 851 | WCMS Platform | Mon 12/01/15 | Mon 13/04/15 | 66 days | 0% |
| 856 | Project Closed | Mon 4/05/15 | Mon 4/05/15 | 0 days | 0% |

6.2 Resource profile

Below is the resource profile for the WCMS team through 2013.

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|
| | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build |
| Budget | 8.00 | 7.00 | 8.00 | 7.00 | 8.00 | 7.00 | 11.00 | 23.00 | 11.00 | 23.00 | 11.00 | 23.00 |
| Actual | 13.00 | 4.00 | 13.00 | 4.00 | 15.00 | 4.00 | 16.50 | 4.50 | 11.00 | 15.00 | 9.50 | 18.50 |

Below is the organisation structure for the WCMS team in August 2013.



6.3 Core Release Plan

Details of all releases and requirements are located in WCMS Confluence

<http://nuccmsbld01:8082/display/WCMS/Releases>

6.4 Foundation detail

| Task | Priority | BAU | BAU comments | Core comments | IT WR | IT Comments |
|--|----------|--------------|---|---|---------------|---|
| 2.1.1 Staging environment preparation (PRODTST) | Critical | | completed | N/A | TA&D 13-01-06 | Completed IT WR |
| 2.1.2 Enhance performance testing framework | Critical | WCMS-1043 | WIP- Andrew | WIP- Andrew | | Discussion started |
| 2.1.3 Conduct Performance analysis | Critical | WCMS-1041 | Dependant on 2.1.2 | Dependant on 2.1.2 | | Requires Chris/Dougal to consult |
| 2.1.4 Performance Tuning | Critical | | | | | |
| navigation services | High | WCMS-1009 | completed | N/A | | |
| (million queries) | High | WCMS-1042 | Chris reviewing root cause analysis | N/A | N/A | Waiting for update from WCMS |
| time take report analysis | High | WCMS-1069 | WIP- scheduling (3 tickets) | N/A | N/A | Waiting for update from WCMS |
| image reviser tool | High | WCMS-890/885 | WIP- Murtaza | | N/A | |
| CPU intense operations | High | | | | N/A | |
| 2.2 Search and indexing scalability analysis | Critical | WCMS-1044 | n/a | Simon M/Mohan WIP | N/A | We've had no consultation. Waiting for update from WCMS |
| | | WCMS-1056 | Completed-current capacity is fine | dependant on new design | TA&D 13-05-01 | POC in progress for HDT. Waiting to have discussion on image delivery |
| 2.3 Image storage & delivery | Critical | | | | | |
| 2.4 Incremental content refresh process | High | WCMS-1028 | Pending testing | N/A | TA&D 13-04-03 | Completed IT WR |
| 3.1 Analyse Front end Dev environment | Critical | N/A | N/A | on hold-need review with new design | N/A | N/A |
| 3.2 Front end environment implementation | Critical | N/A | N/A | on hold-need review with new design | Not raised | Waiting for 3.1 |
| 3.3 Front end templating process & tools | Critical | N/A | N/A | on hold-need review with new design | N/A | N/A |
| #3.4 Mobile access for testing | High | | David Krkach confirms interim solution will not be disabled | requirement submitted to MDM project via Megan Bunton (27/6) | N/A | N/A |
| 4 Load balancing & Traffic routing | Critical | N/A | N/A | POC | TA&D 13-04-09 | POC to be completed in August and requirements paper written to WCMS |
| 5.0 Monitoring systems | Medium | | implement nagios into lab (staging/testing) | Simon M reviewing requirements | TA&D 13-05-15 | Overall requirements paper written. ARG to review proposed tools. |
| | | WCMS-1048 | not feasible | Dougal to confirm with Peter Jensen | N/A | WCMS to provide rpms for CMS/MLS/RLS. Test install for Java 1.7 rpm in DEV. |
| 6.0 Package & Code Mgmt | High | | | | | |
| 7.1 Access to IT lab | Medium | N/A | N/A | pending feedback from Nick Paste | TA&D 13-02-03 | Waiting for migration cost update to HLD and SCE |
| 7.2 Enhance automation testing framework | High | N/A | N/A | N/A - Paul confirmed | N/A | |
| 7.3 Feature-based performance testing | High | N/A | N/A | WIP | N/A | N/A |
| 8.0 Enhance deployment process | High | WCMS-1049 | not feasible | dependant on #6.0 | N/A | Can puppet be utilised? |
| 10 Alternate backup solution | Medium | WCMS-1050 | pending contractual approval | Pending innovation est 19/7 | N/A | N/A |
| 11 Training environment | High | | on hold-need review with new design | on hold-need review with new design | TA&D 13-04-08 | Current environments not understood therefore no decision made on Training |
| 12 Enhance site build environment | Medium | N/A | N/A | n/a - Simon M confirmed | N/A | N/A |
| 13 Infrastructure gap analysis on staging | Medium | N/A | N/A | dependant on new design | Raising WR | Will be costed in new design |
| 14 MLS and RLS1/2 database redesign | High | N/A | N/A | on hold-need review with new design | TA&D 13-05-08 | Oh hold. Depends whether new design is signed off. |
| 15 Utilise sticky session tomcat preview servers | High | | scheduled | N/A | N/A | N/A |
| 16 Resolve workflow server timeout | High | WCMS-1062 | testing patch from CM | N/A | N/A | N/A |
| 17 Template management tool | High | N/A | N/A | Completed | N/A | N/A |
| 18 Review current capacity and infrastructure | High | N/A | N/A | | TA&D 13-06-03 | Report provided information we already knew |
| 18 Design review and build for phase 2 | Critical | N/A | N/A | Understand requirements for Preview, Live Solr and Training env | TA&D 13-07-11 | Cost est will not include CoreMedia licenses |
| AOB | | | | | | |
| Sandpit build for JIRA upgrade and plugin testing | High | | Cost approved | | TA&D 13-05-22 | Attempted to upgrade JIRA but failed. Ticket raised with JIRA support |
| Review nucmsbld01 and build VM for JIRA/Confluence | High | | Cost approved | | TA&D 13-05-22 | TODO: Review current build server and look to split JIRA onto another VM |

WCMS Project

WCMS Change and Communication Plan
September 2013

Stakeholder Interviews

- Over the past four weeks we have been interviewing stakeholders from Radio National and TV to understand their change requirements
- We have conducted the following interviews with stakeholders
 - 4 content makers in Radio National
 - 3 technical editors in Radio National
 - 6 content makers in TV
 - 5 technical editors in TV
- The interviews have focused on:
 - Concerns/challenges
 - Communication
 - Process
 - Support

Common themes and insights from user interviews

- Information about the project is getting to the end users, so rumours and hear say are being formed
- Some content editors feel that they are not represented in the project and do not have a mechanism to give feedback on the product
- Content editors within TV have great expectations for CoreMedia but are concerned about the flexibility it will offer
- TV technical editors particularly are keen to have visibility of the development of the product so that they can align current development with the future product
- Some developers are concerned about what their role will be going forward
- Super users and developers are keen to receive more information and see demos

Stakeholder Groups

Directors: Directors from our impact Divisions (News, Radio, TV, Commercial, International, Technology and Innovation)

Innovation: This group will be the custodians of the on going product

Technology Development and Support: Architectures, Developers, Application Support and Help Desk

Divisional Multiplatform/Content Heads: Engagement of this group is through the Product Development Group

WCMS Business Forums: Representatives from each to division focused on a specific area of the product eg. Domain Modelling, UIG, Editors and Online Production

Existing Users: Current CoreMedia users

Super User: Users that are being groomed to train and support new users

New Users: Users that are not currently using CoreMedia but will be in the future

Managers of Users: Don't directly use CoreMedia or Wallace but manage users that do.

Local Communicators: Key communication points within the content areas that can send messages about WCMS

Network/Program Representatives: At least one representative from each network and program to be invited to showcases

Communication cycle

| Directors | Innovation | Technology Development | Technology Support | Divisional Multiplatform/ Content Heads | Divisional Multiplatform | WCMS Business Forums | Existing Users | New Users | Managers of New Users | Local Communicators | Network/ Program Reps Super Users |
|----------------------------|--------------|------------------------|--------------------|---|--------------------------|----------------------|--------------------|--------------------|-----------------------|---------------------|-----------------------------------|
| PDG Talking Points | PDG Meeting | | | PDG Meeting PDG Talking Points | | Release Workshops | PDG Talking Points | PDG Talking Points | PDG Talking Points | PDG Talking Points | |
| Newsletter for subscribers | | | | | | | | | | | |
| | PDwG Meeting | ARG Meeting | | | PDwG Meeting | Forum Meeting | | | | | |
| | PDG Meeting | Release Meeting | Release Meeting | PDG Meeting | | | | | | | |
| Steering Committee | PDwG Meeting | ARG Meeting | Release email | | PDwG Meeting | Forum Meeting | Release email | | | Show Case | Show Case |
| PDG Talking Points | PDG Meeting | | | PDG Talking Points | | Release Workshops | PDG Talking Points | PDG Talking Points | PDG Talking Points | PDG Talking Points | |
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| Show Case | Show Case | Show Case | | Show Case | Show Case | Show Case | | | | Show Case | Show Case |

Meetings Emails Talking Points Newsletter Showcase

Communication is often not reaching these stakeholders

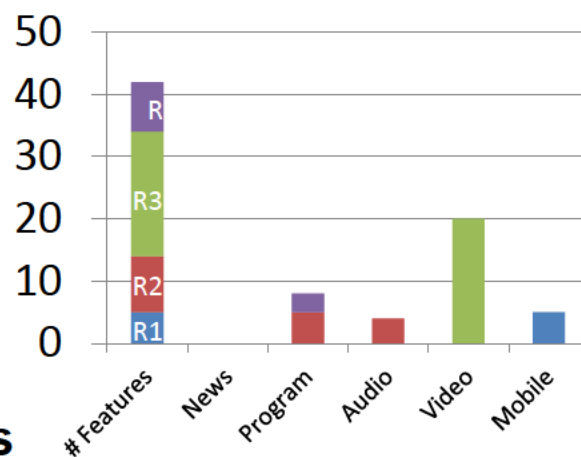
Proposed new stakeholder groups to increase reach, visibility and user feedback

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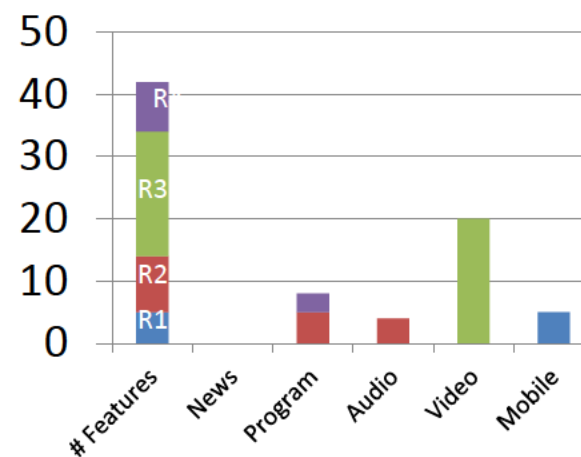
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ed templates providing a solid product base that can be built upon that can be used by the
new websites allowing the ABC Audience to explore all ABC content when and where they

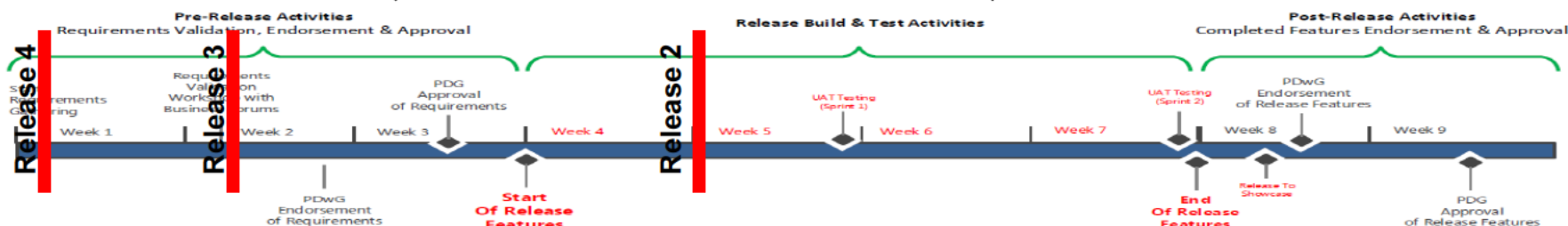
Total Build by Features



Total Build by Domain



Release Process



Release 2, 3 and 4 Milestones

| Milestones | Release 2 | Release 3 | Release 4 | Who |
|---------------|-----------|-----------|-----------|---------------------|
| Start Req | | 12/08/13 | 26/08/13 | BAs and Forum Leads |
| Req Endorse | 2/08/13 | | 4/10/13 | BAs and Forum Leads |
| UAT | 3/09/13 | 18/10/13 | 18/11/13 | Forum Leads |
| Showcase PDwG | 12/09/13 | 22/10/13 | 24/10/13 | PDwG |
| Showcase PDG | 19/09/13 | 29/10/13 | 6/11/13 | PDG |

Upcoming Events

| This Week | | Next Week | |
|--------------------------------|---------|------------------|----------|
| Core Media Q&A Conference call | 4/09/13 | PDG Meeting | 10/09/13 |
| PDwG Meeting | 5/09/13 | Editors Forum | 11/09/13 |
| UIG Coordination Group | 5/09/13 | Domain Modelling | 11/09/13 |
| | | ARG Meeting | 12/09/13 |
| | | UIG Forum | 12/09/13 |

Recommendations

- Increase reach into the organisation
 - Seek out local communicators to send out messages
 - Invite network and program representatives to showcases
- Increase visibility of the project
 - Send out talking points and dashboard to governance groups and local communicators
- Increase content editor feedback
 - Encourage the local communicators, network and program representatives during showcases to provide feedback to their forum representatives
- Increase the desire for model C
 - Through showcases get the local communicators, network and program representatives excited about model C
- Develop the Super User community
 - Invite Super Users to showcases to bring them through the journey of the product build and therefore better equip them to support and train new users

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| Newsletter for subscribers | | | | | | | | | | | | |
| Week 2 | | PDwG Meeting | ARG Meeting | | | PDwG Meeting | Forum Meeting | | | | | |
| Week 3 | | PDG Meeting | Release Meeting | Release Meeting | PDG Meeting | | | | | | | |
| Week 4 | Steering Committee | PDwG Meeting | ARG Meeting | Release email | | PDwG Meeting | Forum Meeting | Release email | | | Show Case | Show Case |
| Week 5 | PDG Talking Points | PDG Meeting | | | PDG Talking Points | | Release Workshops | PDG Talking Points | PDG Talking Points | PDG Talking Points | PDG Talking Points | |
| Newsletter for subscribers | | | | | | | | | | | | |
| Week 6 | | PDwG Meeting | ARG Meeting | | PDG Meeting | PDwG Meeting | Forum Meeting | | | | | |
| Week 7 | | PDG Meeting | Release Meeting | Release Meeting | | | | | | | | |
| Week 8 | Steering Committee | PDwG Meeting | ARG Meeting | Release email | PDG Meeting | PDwG Meeting | Forum Meeting | Release email | | | | |
| Week 9 | Show Case | Show Case | Show Case | | Show Case | Show Case | Show Case | | | | Show Case | Show Case |

Meetings
 Emails
 Talking Points
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 Showcase



Communication is often not reaching these stakeholders



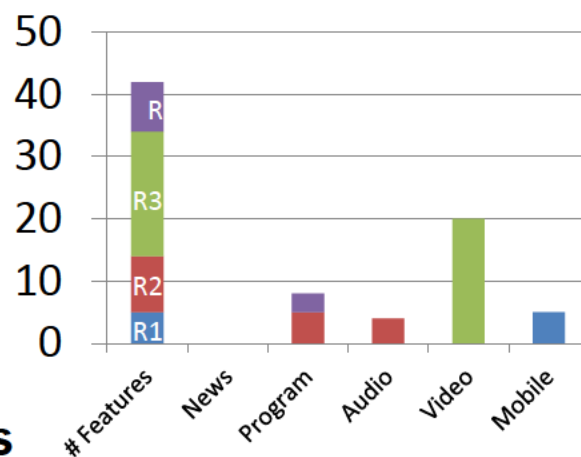
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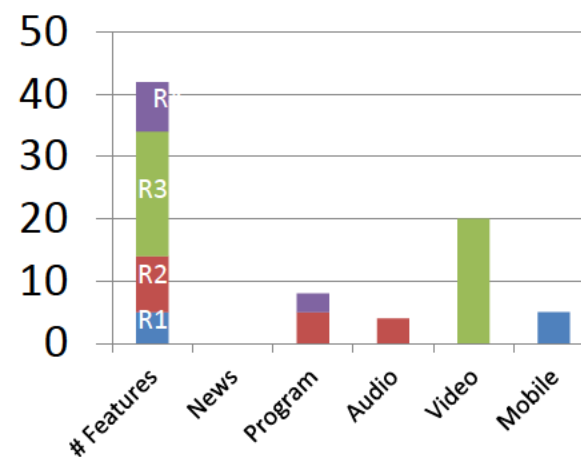
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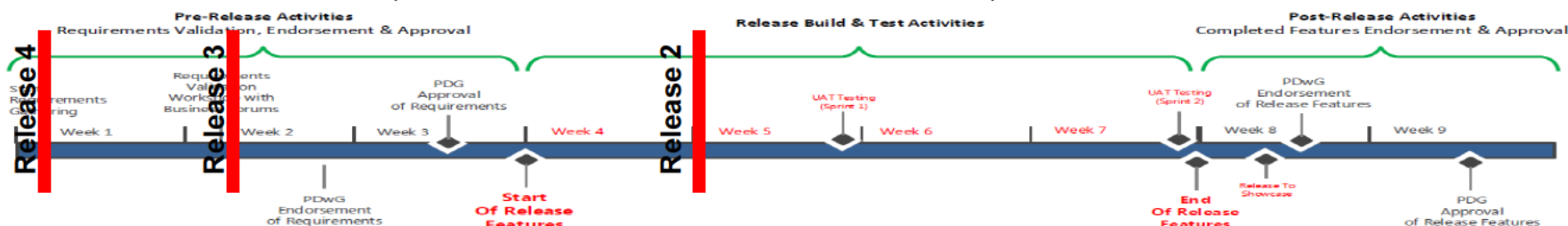
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WCMS Steering Committee

Minutes

9am, 19 September 2013

Attendees: David Pendleton, Chief Operating Officer
 Angela Clark, Director Innovation
 Kate Torney, Director News
 Jane Connors (Acting Director Radio)
 Ross Dixon (Radio delegate)
 Richard Finlayson, Director TV
 Lynley Marshall, Director International
 Scott Makin, Project Manager

Apologies: Kate Dundas, Director Radio

Project Update (WCMS_Monthly_Steering_Report_Aug2013_v4.doc)

Key Milestones

Scott – Dates have been modified to include extensions from 15/8/13 meeting.

- 4 week extension of Release 2 (CR 103)
- 2 week extension of Release 3 requirements gathering (CR 102, CR 103)
- 4 month extension for Mobile First implementation (CR 50), only applied to the project end date. Will review interim dates after R3.

Change Request no. 51 (Accessibility)

Angela – Innovation view is that Accessibility is not a change request as it is something that has to be done, not comfortable with Ciaran as the initiator

David – Project discipline is that significant variances from original assumptions that could materially impact agreed scope and budget will be called out to the Steering Committee

ACTION: Scott Remove Ciaran's name from CR51 - Accessibility

CoreMedia 5 v 7 (Core Media 5 to 7 upgrade assessment - WCMS Project - PDwG 8_Notes.doc)

Kate T – Would like to understand what is the upgrade plan to move to 7

David – Discussion needs to be had with Innovation about when & how

ACTION: Scott review upgrade approach and planning with Ciaran

Angela – Divisions were supposed to discuss with Core Media to be better understand impacts

Scott – This has taken place

Angela – Ciaran is concerned that the upgrade will be complex and time consuming as moving up a major release.

David – Typical of many system, where periodically there is a major upgrade

Scott – Project is intending to setup a CM7 environment and compile and test Model C solution against this in order to identify issues in advance

Scott – Plan is to bring Core Media in to audit Model C design, can expand their scope to also look at upgrade impacts / challenges in the current design

Angela – Also, given the timing Ciaran is suggesting we look at CM8

Scott – Agree, CM8 is the likely candidate, however it does not exist yet so information on CM8 is limited

Scott – Was planning to look at this later in the project as project not going to kick off for 12-18 mths, resources focused on Core Build critical path activities

Angela – Would like this to be looked at much sooner

ACTION: Scott add 'Impact of design on Upgrade' to Core Media design review

Communications Plan (WCMS Change and Communication Plan v6 - Steering 20130919_2.ppt)

Scott – OK to start to engage with a wider audience around WCMS project?

DECISION – Expand WCMS communications to include non-project staff, signoff through PDG

Jane – Dashboard is project specific, would not mean much to non-project staff. Agree with idea of dashboard, but need to modify content. Recommend talk to Alan Sunderly

ACTION – Joanne Darvell create schedule and comms for non-WCMS project staff, for PDG review

ACTION – Joanne Darvell review WCMS dashboard with Alan Sunderly

Ross – Really need to get a clear view of Developer role in WCMS to share with stakeholders

David – Should be able to do this in parallel, project working on it now

WCMS Project



ABC WCMS Project

Steering Committee REPORT

Oct 2013

DISTRIBUTION

Steering Committee

Product Development Group (PDG)

Technical Review Group (TRG)

WCMS Project



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1. EXECUTIVE SUMMARY

1.1 Progress This Month

October saw the commencement of the Build phase for Release 4.

While significant progress has been made in the Foundation design over the past month, the review processes has been protracted with the sourcing of additional detail & alignment with the corporate strategy. In addition, the Infrastructure and Application designs have had to be revised in light of unfavourable pricing from Core Media. This, along with the Mobile First impacts has put the project schedule under pressure.

This will be reviewed in early November with the completion of the Foundation design and data points from Release 1 through to 3 builds.

1.2 WCMS Key Milestones

As per Steering Committee advice 15/8/13, the project schedule has been extended to cater for:

- 4 week extension of Release 2 (CR 103)
- 2 week extension of Release 3 requirements gathering (CR 102, CR 103)
- 4 month extension for Mobile First implementation (CR 50)

The key dates for the program are listed in the following table:

| Milestone | Oct Update | Sep Update | Baseline Date | Status |
|--|------------|------------|---------------|---------|
| ** Foundation Build complete | May 2014 | Dec 2013 | Dec 2013 | Late |
| Core Build complete | Feb 2014 | Feb 2014 | Dec 2013 | At risk |
| Beta Trial commence | * Apr 2014 | * Apr 2014 | Mar 2014 | At risk |
| Stage 1 feature build complete News build & deployment commences | * Jun 2014 | * Jun 2014 | April 2014 | At risk |
| Stage 2 feature build complete Radio build & deployment commences | * Sep 2014 | * Sep 2014 | July 2014 | At risk |
| Stage 3 feature build complete TV build & deployment commences | * Dec 2014 | * Dec 2014 | Oct 2014 | At risk |
| Project complete (Including CR 50, 102, 103) | Oct 2015 | Oct 2015 | Mar 2015 | |

Table 1: Key Dates - Program

Notes:

* *Interim milestones have not been adjusted to reflect Mobile first impacts, only the 6 week extension (CR 102, 103). Impact of Mobile First (CR 50) will be reviewed at the completion of R3.*

** Foundation: Technology revised plan has Foundation work completing in May. While delays are impacting of the quality of WCMS testing and UAT, delays are not on project Critical Path

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1.3 Steering Committee Key Milestones

The WCMS Steering Committee meets monthly, dates listed in the following table:

| Task Name | Start | Status |
|-------------------------------|--------------|------------------------|
| Jan 2013 - Steering Committee | Wed 23/01/13 | Complete |
| Feb 2013 - Steering Committee | Thu 21/03/13 | Cancelled ¹ |
| Mar 2013 - Steering Committee | Thu 21/03/13 | Complete |
| Apr 2013 - Steering Committee | Thu 18/04/13 | Complete |
| May 2013 - Steering Committee | Thu 16/05/13 | Complete |
| Jun 2013 - Steering Committee | Thu 13/06/13 | Cancelled ² |
| Jul 2013 - Steering Committee | Thu 18/07/13 | Complete |
| Aug 2013 - Steering Committee | Thu 15/08/13 | Complete |
| Sep 2013 - Steering Committee | Thu 19/09/13 | Complete |
| Oct 2013 - Steering Committee | Thu 17/10/13 | Complete |
| Nov 2013 - Steering Committee | Thu 14/11/13 | |
| Dec 2013 - Steering Committee | Thu 19/12/13 | |

Table 2: Key Dates – Steering Committee

Notes:

1. No new business
2. Key stakeholders unavailable

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1.4 PDG Milestones - 2013

The regular requirements/develop/validate cycle requires timely input from the Business.

Key milestones for Business approvals in the next quarter are below, full Gantt chart attached.

| Task Name | Revised* | Baseline | Status |
|---|----------|----------|---------------------|
| R1 Device agnostic article page PDG Requirements signoff | Nov 13 | Jul 13 | In Progress Late |
| R1 Device agnostic article page PDG Showcase | Jul 13 | Jul 13 | Completed |
| R2 Audio, Schedule and embedded content PDG Requirements signoff | Aug 13 | Jul 13 | Completed |
| R3 Editorial and Media resources PDG Requirements signoff | Sep 13 | Jul 13 | Completed |
| R2 Audio, Schedule and embedded content PDG Showcase | Oct 13 | Aug 13 | Completed |
| R4 Syndication, Content Importation, Search, Person and Image PDG Requirements signoff | Oct 13 | Sep 13 | Completed |
| R3 Editorial and Media resources PDG Showcase | Nov 13 | Sept 13 | |
| R5 Presentation Layer & Navigation PDG Requirements signoff | Nov 13 | Oct 13 | |
| R4 Syndication, Content Importation, Search, Person and Image PDG Showcase | Nov 13 | Oct 13 | |
| R6 Header & Footer, People, Workflow PDG Requirements signoff | Dec 13 | Nov 13 | |
| R5 Presentation Layer & Navigation PDG Showcase | Dec 14 | Nov 13 | |
| R7 Syndication, Taxonomy and Analytics PDG Requirements signoff | Dec 13 | Nov 13 | |
| R8 Backlog PDG Requirements signoff | Jan 13 | Dec 14 | |
| R6 Header & Footer, People, Workflow PDG Showcase | Jan 14 | Dec 13 | |
| R9 Backlog PDG Requirements signoff | Feb 14 | Jan 14 | |
| R7 Syndication, Taxonomy and Analytics PDG Showcase | Feb 14 | Jan 14 | |
| R8 Backlog PDG Showcase | Mar 14 | Feb 14 | |

Table 3: Key Dates – Release approvals

* With the approval of CR 103, the project will report R2 against the "Baseline" date, however future releases will report against the "Revised" date.

2. Product Support (BAU)

October saw the release of 13.09 and 13.10 as well as the introduction of News of some new changes requests. Support team is current focusing on Rural migration and News Integration (14.01), for release in Jan 2014.

A change freeze period is proposed from mid Jan to mid March, to allow for the merging of Phase 1 & Phase 2 databases preparatory to Beta UAT testing. During this period, no changes to the Phase 1 system could be released.

This freeze is likely to impact the proposed News Gathering release. Discussions underway to determine scope of News Gathering requirements and deployment options.

Release 13.09, scheduled Sept 23rd, rescheduled Oct 3rd.

Originally planned for deployment on Sept 25th, this release was rolled-back during deployment as a defect was detected during Production Verification Testing (PVT).

This release will deliver 27 changes, including a new page presentation option requested by News to support recent online campaigns.

Release 13.10 - completed Sept 23rd, scheduled Oct 3rd

This release includes 2 fixes.

One to address a Production issues identified Sept 20th with the way the RN site exposed some internal images properties. The second to allow the CMS to recognise both new and old view type names, easing future deployment of page presentation changes.

Release 14.01 – WIP scheduled for mid-Jan.

This release includes 2 change requests – NSE (News Segmentation & Encoding) project and Rural migration. Both of these CR's are large, complex pieces of work. In addition, both items require migration activities post-deployment.

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2.1 Key Milestones

The key dates for Product Support workstream are listed in the following table:

| Activity: | Revised | Baseline | Status / Comment |
|--|----------|----------|-----------------------------------|
| Support release 13.02 deployed (Windows 7 compatibility) | Jan 2013 | Jan 2013 | Complete |
| Support release 13.03 (Importer enhancements) | Mar 2013 | Mar 2013 | Complete |
| Support release 13.04 (Disaster Recovery update) | Apr 2013 | Apr 2013 | Complete |
| Support release 13.05 (News Mobile prep) | May 2013 | May 2013 | Complete |
| Rural (CR #73) Stage 1 launch | | | Complete |
| Release 13.07 News Mobile (CR #74) launch | Jul 2013 | Jul 2013 | Complete |
| Support release 13.08b (Feature Promo) | Aug 2013 | Jul 2013 | Complete Delayed for NWR76 |
| Support release 13.08a Content Syndication tweak (NWR 76) | Aug 2013 | Aug 2013 | Complete |
| Support release 13.08c– (Workflow Patch) | | | Complete |
| Support release 13.09 (NWRQ 79, 81, 83, 77, WCMS 1144 & 1149, Support 157 & 159) | Oct 2013 | Sep 2013 | Complete |
| Support release 13.10 (NWRQ 69) | Oct 2013 | Oct 2013 | Complete |
| Development on News Segmentation and Encoding project (NSE) | Nov 2013 | Dec 2013 | NSE – testing phase |
| Rural migration (phase 2) | | | Rural – requirements confirmation |
| Support release 14.01 (Rural and NSE) | Jan 2014 | Jan 2014 | |

Table 2: Key Dates – Product Support

2.2 Resources

2 days of 1 FTE developer were spent on training an Innovation new hire for MyABCID

2.3 Backlog

Addressing in 14.01 support release

| Division | Tickets |
|--------------|----------|
| News | 1 |
| RN | 1 |
| Common | 0 |
| Total | 2 |

Open Tickets

| Priority | Volume | Division (%breakdown) |
|------------|------------|--|
| Priority 1 | 0 tickets | |
| Priority 2 | 0 tickets | |
| Priority 3 | 20 tickets | News – 11 (55%) RN – 0 (0%) Common – 9 (45%) |

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2.4 Key Risks/Issues

| Risk/Issue | Description | Owner | Action |
|------------|---|-----------------------|--|
| Issue | News Gathering requirements are unknown High priority project, but requirements have not been tabled | Simon L / Stuart W | <ul style="list-style-type: none"> WCMS review of high level requirements DONE News supply detailed requirements (est. late Dec) |
| | News Gathering requested delivery date is during proposed Code Freeze, potentially impacting on Core Beta testing | Simon L / Stuart W | <ul style="list-style-type: none"> WCMS estimate effort based on high level requirements Discuss options with BAU stakeholders |

2.5 Open Change Requests

The following changes are being managed through the WCMS Product Support change control process.

| CR | Description | Status | Owner | Scheduled | Actions Required |
|---------|---|-----------|---------------|-----------|------------------|
| NWRQ-93 | Feature Promos contributor fallback for byline | Reviewing | Stuart (News) | | To be reviewed |
| NWRQ-90 | Revise html markup for teasers across the RN site | Reviewing | Kim (RN) | | To be reviewed |
| NWRQ-89 | new HTTP response header | Reviewing | Stuart (News) | | To be reviewed |
| NWRQ-88 | Query for contributors who have been recently published | Reviewing | Stuart (News) | | To be reviewed |

3. Product Build

3.1 Progress This Month

October saw development commence on R3, with requirements gathering on R4 & R5.

The process improvements applied for the requirements gathering have started to deliver benefits to the project, with R4 requirements signed off on schedule and R5 progressing well.

As identified in Risk 013 "Business Case was developed in advance of detailed design", a detailed review of the program scope and schedule has commenced based on data from R1-R3.

The Foundation design work continues to progress, albeit at a considerably slower pace than assumed in the business case. While this does not have a material impact on the project schedule or budget, the delays do impact on the ability of the project team and the business stakeholders to conduct testing. Key design components are expected to complete in early Nov, with Core Media to conduct a review late Nov.

Innovation have commenced planning the features for development in Phase 3 – News & Info. PDG approval of feature list required in November in order for requirements gathering to commence Dec 2013.

Releases

Release 2 Build completed in September and was showcased in early October.

Release 3 Build completed on 15 October and will showcase in early November.

Release 4 requirements were completed and fully endorsed on 11 October.

Release 4 Build is planned to complete on 12 November and will showcase on 19 November.

Release 5 requirements gathering started in September and is planned to be endorsed early November.

Release 5 Build is planned for completion in mid-December.

Release 6 requirements gathering started mid-October and is planned to be endorsed in early December.

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3.2 Key Milestones - Core

The schedule below has been updated to reflect the delays in Release 2. The schedule has been updated to reflect the outcome of [Change Request 103](#) "Change to project Schedule" and Change Request 50 "Mobile First".

The key dates for building out the Core capabilities are listed in the following table.

Detailed planning for Yr 2 (non Core) will take place through December:

| Activity: | Revised | Baseline | * Status |
|---|-----------|-----------|----------|
| WCMS Architect – Commence | May 2013 | Apr 2013 | Complete |
| WCMS Development Manager – Commence | | | Complete |
| Domain Modelling, Domain Ontology – Commence | | | Complete |
| Build release 0 (Baseline) – Commence | May 2013 | May 2013 | Complete |
| Build release 0 – Complete | | | Complete |
| Build release 1 (Device agnostic article page) – Commence | June 2013 | June 2013 | Complete |
| Domain Modelling, GAP analysis I | | | Complete |
| Build release 1 – Showcase | July 2013 | July 2013 | Complete |
| Build release 2 (Audio, Schedule and embedded content) – Commence | Aug 2013 | July 2013 | Complete |
| Build release 3 (Video, Global Header, Metadata, Search Form, External Content and Search) – Commence | Sep 2013 | Aug 2013 | Complete |
| Build release 2 – Showcase | Oct 013 | Oct 013 | Complete |
| Build release 3 – Showcase | | | WIP |
| Build release 4 (Syndication, Content Importation, Search results, Person and Image) – Commence | | | WIP |
| Build release 4 – Showcase | Nov 2013 | Nov 2013 | |
| Build release 5 (Public and Commercial Syndication, Site Navigation and File access) - Commence | | | |
| Build release 5 – Showcase | Dec 2013 | Dec 2013 | |
| Build release 6 (Workflow, Media Availability, Browse by, Content Tools and Lists) – Commence | | | |
| Beta release planning | | | |
| Yr 2 (Non-Core features) planning | | | |
| Build release 6 – Showcase | Jan 2014 | Jan 2014 | |
| Build release 7 (Context Aware Presentation, Taxonomy, Analytics and Pagination) – Commence | | | |
| Foundation Build complete | | | |
| Core Build complete | Feb 2014 | Feb 2014 | |
| Build release 7 – Showcase | | | |
| Build release 8 – Commence | | | |
| Migrate Core to Production | | | |
| Beta Trial commence | Apr 2014 | Apr 2014 | (CR103) |

* With the approval of CR 103, the project is now reporting R3 and all subsequent releases against the new "Baseline" date.

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3.3 Key Milestones - Foundation

The key dates for building out the Foundation capabilities are listed in the following table.

| Activity: | Revised | Baseline | Status / Comment |
|--|-----------|--------------|---------------------|
| Staging Environment improvements | Mar 2013 | Mar 2013 | Complete |
| Image Storage & Delivery (BAU) | Apr 2013 | Apr 2013 | Complete |
| Dev Environment | | | Complete |
| Generic site navigation services (BAU) | May 2013 | May 2013 | Complete |
| Emergency Temporary site | | | Complete |
| Root cause report on Workflow server | Jun 2013 | May 2013 | Complete |
| Front-End environment review | | | Complete |
| Template management tool | | | Complete |
| Start WCMS Architectural Design (Jun- Aug) | | | Complete |
| Root cause report on multiple DB queries | Jul 2013 | Jun/Jul 2013 | Complete |
| Mobile access to environments design | | | Complete |
| Review Automation framework | | | Complete |
| Load balancing & Traffic routing analysis | | | Complete |
| Monitoring Systems review | | | Complete |
| Release management review | | | Complete |
| Content Delivery System review | | | Complete |
| Root cause report on excessive process time consumption | | | Complete |
| Search and Indexing scalability analysis | | | Complete |
| Image Storage & Delivery (Core) | | | Complete |
| Performance test framework analysis | | | Complete |
| Fix Workflow server | | | Complete |
| Test Environment analysis | | | Complete |
| Conduct Performance Analysis | Aug 2013 | Aug 2013 | Complete |
| Alternate Backup (Emergency) page | Sept 2013 | May 2013 | Complete |
| Monitoring System requirements (AR2) | Oct 2013 | Sept 2013 | Complete |
| Load Balancing & traffic routing requirements (AR3) | Nov 2013 | Sept 2013 | Complete |
| WCMS Infrastructure requirements (AR 1) | Nov 2013 | Sept 2013 | In review (Delayed) |
| WCMS Application design (AR 9) | | | In review (Delayed) |
| WCMS Environments requirements (AR 10) | | | In review (Delayed) |
| Release management/Deployment requirements (AR11) | | | In Review (Delayed) |
| WCMS Infrastructure detailed design (AR 1) | Dec 2013 | Sept 2013 | Dependant on AR3&9 |
| Load Balancing & traffic routing detailed design (AR3) | TBA | Sept 2013 | Dependant on AR3 |
| WCMS Environments detailed design (AR 10) | Dec 2013 | Aug 2013 | Dependant on AR10 |
| Release Mgmt/Deployment Process detailed design (AR11) | Dec 2013 | Aug 2013 | Dependant on AR11 |
| Commence build of WCMS infrastructure (AR1,3,10,11) | Jan 2014 | Sept 2013 | |
| Performance testing/environment implementation (AR2) | Feb 2014 | Oct 2013 | |
| Release management/ Deployment implementation (AR11) | Mar 2014 | Oct 2013 | |
| Monitoring System implementation (AR2) | May 2014 | Oct 2013 | |
| WCMS architecture/application Build complete (AR1,3,10,11) | May 2014 | Dec 2013 | |

3.4 Resources

WCMS team

Two additional resources joined the team in October. One front end developer was hired as a backfill. A Java developer joined the team to add extra capacity to the development team.

The hiring process continues for 2 additional resources:

- 1x Front end developer
- 1 x trainer, to start preparing for Beta trial

Divisional Representatives

Vivien Love also joined the project in October as the News divisional representative. She joins Kim Lerchbacher (Radio) and Damien Dempsey (International).

Discussions are underway with TV, with the aim to identify a front end developer from TV to support the project.

Innovation are working through approval of the WMCS Product Manager JD, with the aim to commence recruiting in November.

3.5 Release approval

Requirements for Releases 1 through to 4 have been approved by the PDG, with the following exceptions which are under review with Innovation:

- 1.1.2 Text Article & 1.1 Base Document
WCMS are producing a Blueprint to describe all Documents to address News concerns
News & Innovation to review signoff in Nov
- 15.0 Mobile and Desktop support:
WCMS & Innovation are documenting the Adaptive requirements, for development in Yr2.
Environment requirements documented in AR10.
Innovation & News to review signoff Nov
- 7.1.1 Device detection & Redirection.
Requirements documented in AR3.
Innovation to review signoff in Nov
- 7.3.4 Site Header Basic.
UXCG approve option to Toggle site header on/off
Innovation to document requirement
News to review signoff in Nov

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Release 1

| Feature | | Requirements | | | | | | |
|--|-----|--------------|-------|----------|-------|------|---------|-----|
| | Rel | TV | Radio | Internl. | Comm. | News | Innovn. | |
| 6.4 Social Sharing | 1 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.2 Text (News & Information) document - Basic | 1 | YES | YES | YES | YES | NO | YES | 5/6 |
| 7.1.1 Device detection and redirection - Basic | 1 | YES | YES | YES | YES | YES | NO | 5/6 |
| 15.0 Mobile and Desktop support | 1 | YES | YES | YES | YES | NO | NO | 4/6 |
| 7.3.4 Site Header - Basic | 1 | YES | YES | YES | YES | NO | YES | 5/6 |
| 7.3.6 Site Footer - Basic | 1 | YES | YES | YES | YES | YES | YES | 6/6 |

Release 2

| Feature | | Requirements | | | | | | |
|---|-----|--------------|-------|----------|-------|------|---------|-----|
| | Rel | TV | Radio | Internl. | Comm. | News | Innovn. | |
| 1.1.1 Base Document | 2 | YES | YES | YES | YES | NO | YES | 5/6 |
| 1.1.10.1 + 1.1.13.1 Program + Program Group | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.12.1 Episode High level | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.14.1 Segment High level | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.7 + 1.1.5 + 13.4 Audio +Audio Player | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.34 Related Content | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.2 Image | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.1 Text (News & Info) | 2 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.9.4 + 7.9.5 Embedded Content + teasers | 2 | YES | YES | YES | YES | YES | YES | 6/6 |

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Release 3

| Feature | Rel | Requirements | | | | | | |
|--------------------------------------|-----|--------------|-------|----------|--------|------|---------|-----|
| | | TV | Radio | Internl. | Comml. | News | Innovn. | |
| 13.3 Video Player | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.4 Video Document | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.8 Video (combined with 1.1.4) | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.12.1 Video Episode | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.14.1 Video Segment | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 2.1.1 URL Scheme | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.1 Editor Search | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 2.2.1 Metadata | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.7 Publish Content | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.13.1 Program Group | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.3 Manage Content Definitions | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.6 Manage text Content | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.9 Default Presentation of Content | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 1.1.11.1 Schedule | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 8.1 Renditions (Media Availability) | 3 | YES | YES | YES | YES | YES | YES | 6/6 |
| 11.2.1 Service (High Level) | 3 | YES | YES | YES | YES | YES | YES | 6/6 |

Release 4

| Feature | | Requirements | | | | | | |
|---|---|--------------|-----|-----|-----|-----|-----|-----|
| | | | | | | | | |
| 1.1.6 & 7.4.9 Person document & Person | 4 | YES | YES | YES | YES | YES | YES | 6/6 |
| 2.1.3 Legacy URLs | 4 | YES | YES | YES | YES | YES | YES | 6/6 |
| 3.1 & 3.3 Search Form & Search Results | 4 | YES | YES | YES | YES | YES | YES | 6/6 |
| 4.2 syndication V1 | 4 | YES | YES | YES | YES | YES | YES | 6/6 |
| 5.1 Importer | 4 | YES | YES | YES | YES | YES | YES | 6/6 |
| 6.7 ABC Non Coremedia content (External content) - Weather and Emergency | 4 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.4.10 & 1.1.6 Incorporating non-ABC content & Hyperlinks (Interactive & External Link) | 4 | YES | YES | YES | YES | YES | YES | 6/6 |
| 7.6.1 & 1.4.2 Image Gallery | 4 | YES | YES | YES | YES | YES | YES | 6/6 |
| 12.12 Feature/Module Catalogue | 4 | YES | YES | YES | YES | YES | YES | 6/6 |

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3.6 Key Risks/Issues

The Project schedule is currently under pressure from a number of areas:

- Mobile First – high level estimates have the impact of this work at 16%, however the project schedule has not been adjusted as yet
- Business Case based on high level estimates, Estimated effort for R1-3 higher than capacity currently under review based on R1-3 data points

| No. | Risk Description | Rating (P x I x V) | Assigned To | Mitigation Strategy |
|-----|---|-----------------------|--------------|---|
| 013 | Business Case was developed in advance of detailed design Risk of Feature gaps, Scope creep and schedule slippage | 16 | Scott Makin | <ul style="list-style-type: none"> - Test High Level Estimates and team capacity in R1-3 - Manage changes through Change Control process - Increase the number of releases (delays) - Increase the level of resources - Reduce scope of features (less per feature or less features) to maintain schedule |
| 084 | Mobile first impact on Core schedule Mobile First analysis suggests a 16% effort increase on the project Risk: Project can not complete agreed scope on schedule | 16 | Scott Makin | <ul style="list-style-type: none"> - Request additional funding to support 4 mth extension of the project - Reforecast schedule at the completion of R3, when sufficient data points have been captured |
| 045 | ABC Online and Mobile strategy WCMS project is a key platform for delivering the strategy, however the strategy does not exist in a form that can be used as project requirements <ul style="list-style-type: none"> - Risk is that the WCMS dictates the strategy rather than the other way round (Tail wagging the dog) - Risk is that the WCMS project will plug these gaps temporarily and that they will breakdown at the conclusion of the project eg. External data interfaces, Syndication, Data Modelling, Editor & Producer UX | 12 | Innovation | <ul style="list-style-type: none"> - Perform risk analysis on strategy vs WCMS to identify key elements of the strategy that are required by the WCMS project - build organisational consensus around the gaps and provide to WCMS as requirements - Develop corporate governance structures to fill gaps - Corporate forums provide requirements to WCMS project - In the absence of appropriate corporate Online & Mobile forums, the WCMS project will use the project governance framework |
| 070 | RESS impacts evolving RESS is a new implementation for ABC. Risk is that RESS approach could introduce challenges/issues that can not be identified until the system is used in earnest, impacting schedule/budget and in particular Desktop implementations | 12 | Ant Willis | <ul style="list-style-type: none"> - News provide project with some real world examples to test boundaries of the RESS framework - Beta testing to flush out additional examples |
| 083 | News Gathering New initiative from News team, potentially driving requirements into WCMS project Risk: Delays and/or additional costs to support News Gathering initiatives | 12 | Mark Woodley | <ul style="list-style-type: none"> - News Gathering projects interface with WCMS project so requirements are informed - News Gathering cognisant of EOL of Phase 1 |
| 085 | Infrastructure deployment Foundation design is taking longer than planned, impacting detailed deployment planning. Risk: Infrastructure may not be available in time (UAT, Beta trial & Production launch), impacting project schedule | 12 | Dougal Guppy | <ul style="list-style-type: none"> - Dedicate Technology resources to planning exercise - Develop 'right to left' infrastructure deployment plan to provide estimate of deployment dates - Develop detailed deployment plan |
| 090 | Beta timelines - Business The Beta trial relies on significant effort from the Business divisions in order to prepare for and then implement their Beta testing Risk: Beta trial could be protracted, impacting project schedule and budget | 12 | Ant Willis | <ul style="list-style-type: none"> - Communication of timelines and objectives - Collaboration, Divisions pool resources to achieve Beta outcomes - Multiple Beta sites, not reliant only one implementation |

Note: Risk register reviewed monthly with PDwG team



3.7 Open Change Requests

The following changes are currently being managed through the WCMS Build change control process.

| f | Description of Change | Priority | Recommended Options Impact | | | | Funding | |
|-----|---|----------|----------------------------|----------|--------|--------|---|--------|
| | | | Scope | Schedule | Budget | Risk | Estimated | Source |
| 116 | Update Core scope to move foundation related features to the Foundation work stream 12.11 Development Areas 12.13 Test / Staging Areas 7.2 Front-End Asset Management | Low | Low | Low | Low | Low | Included in Foundation budget | |
| 121 | Change R5 scope - Move feature 7.2.1 (Templating) from Year 2 to R5 Issue: The (7.2.1 Templating) feature in Year 2 and the other layout related features in R5 (7.1.2 Desktop views, 7.1.3 Mobile views, 7.3.1 Page layout, 12.37 Rules-based presentation and 12.8 Context-aware presentation) need to be analysed together as a Presentation Layer super feature in R5 Impact: Core scope increased | High | Low | Medium | Low | Low | N/A | N/A |
| 123 | Change R6 Scope: Add new feature 6.7.1 ABC non-Coremedia content (External content - ABC Products) to Release 6. Issues: The detailed discussions with the business identified that the ABC non-CoreMedia content requires an additional branch to include ABC Products | Medium | Low | Low | Low | Low | Split of existing feature, no additional cost | |
| 124 | Change R4 Scope: Rename 9.2 General Forms to 9.2 Contact Form and move to Year 2 Issues: There are currently many forms used by the ABC for many different uses. According to the PDwG these forms (in their current state) may not pass the ABC security requirements and may need further development to address this issue. The business identified Contact Forms as the type of forms that the WCMS Project should be delivering against this feature. All other types of forms are typically incorporated in other features (i.e. Search Forms, News letter forms...etc) and should be done as part of implementing those features. Impact: Core scope decreased | High | Low | Medium | Low | Low | N/A | N/A |
| 132 | Create a new Year 2 Feature to implement a solution for Adaptive delivery of Image, Audio and Video Content Types. Issues: The WCMS project needs to research the delivery of adaptive content as part of WCMS phase-2 project. This is to comply with the ABC business requirements and current News Gathering requirements Scope of Analysis will include: 1- Confirming the Adaptive content approach and strategy as proposed by NG3 2- Confirm required functional specifications for Adaptive delivery of the Image, Audio and Video content types as proposed by Innovation 3- Analyse and agree technical solution 4 - Adjust Mobile First scope (if required) | Medium | Medium | Medium | Medium | Medium | Inc. in CR50 (Mobile First) | |
| 133 | Change the 2 week development iteration cycle timeline to run (Monday to Friday) instead of (Wednesday to Tuesday). Issues: The current development iteration timeline runs from Wednesday to Tuesday. Development productivity analysis is showing that having 5 continuous days of development (i.e. not interrupted by the weekend) will provide better continuity and reduce the time of re-starting these development processes after the weekend break. The impact of this change is the extension of R4 development by 3 days to enable the next iteration to start on Monday instead of Wednesday. | Medium | Low | Low | Low | Low | Negligable | |

WCMS Project



4. Financial Performance – Oct 2013

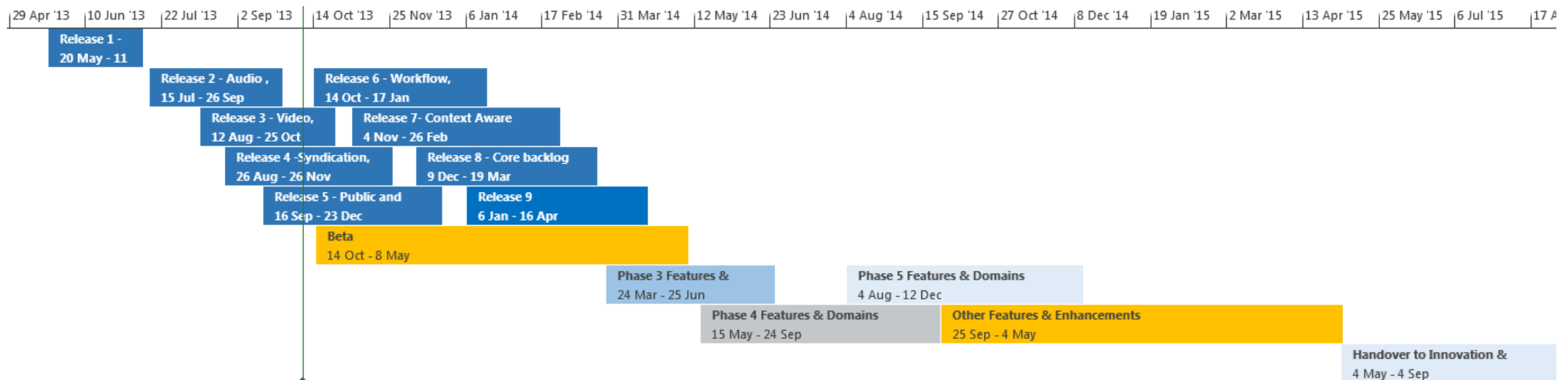
Finance report to be provided separately

5. APPENDIX

5.1 Project Plan

Below is a summary of the WCMS Project plan, detail supplied as a separate document.

This plan incorporates a 6 week extension resulting from [Change Request 103](#), and assumes Board acceptance of [Change Request 50](#), however interim milestones will not be adjusted until after R1-R3 analysis is completed.



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| | Task Name | Start | Finish | Duration | % Complete |
|-----|---|--------------|------------------|------------|----------------------|
| 0 | WCMSProgram20131106 | Wed 24/10/12 | Wed 7/10/15 | 770 days | 39% |
| 1 | WCMS Product Support | Wed 24/10/12 | Mon 27/04/15 | 652.38 day | 61% |
| 147 | WCMS Domain Modelling | Mon 29/04/13 | Fri 25/10/13 | 130 days | 100% |
| 148 | Core Features Domains | Mon 29/04/13 | Fri 25/10/13 | 130 days | 100% |
| 195 | Product Build | Tue 1/01/13 | Wed 7/10/15 | 721 days | 35% |
| 196 | Planning | Tue 1/01/13 | Mon 22/12/14 | 513 days | 96% |
| 238 | Implementing | Mon 4/02/13 | Wed 7/10/15 | 697 days | 28% |
| 239 | WCMS Foundation - At Risk | Mon 4/02/13 | Tue 6/05/14 | 326 days | 16% |
| 332 | Phase 1 Features Build | Fri 10/05/13 | Wed 6/11/13 | 128 days | 100% |
| 432 | Phase 1 Complete | Wed 6/11/13 | Wed 6/11/13 | 0 days | 100% |
| 433 | Phase 2 Features Build | Mon 26/08/13 | Wed 23/04/14 | 172 days | 26% |
| 434 | Release 4 - Syndication, Content Importation, Search results, I | Mon 26/08/13 | Tue 26/11/13 | 67 days | 84% |
| 468 | R4 PDwG Showcase | Thu 14/11/13 | Thu 14/11/13 | 0 days | 0% |
| 469 | R4 PDG Showcase | Tue 19/11/13 | Tue 19/11/13 | 0 days | 0% |
| 470 | Release 5 - Public and Commercial Syndication, Site Navigatic | Mon 16/09/13 | Mon 23/12/13 | 71 days | 49% |
| 504 | R5 PDwG Showcase | Thu 12/12/13 | Thu 12/12/13 | 0 days | 0% |
| 505 | R5 PDG Showcase | Wed 18/12/13 | Wed 18/12/13 | 0 days | 0% |
| 506 | Release 6 - Workflow, Media Availability, Browse by, Content | Mon 14/10/13 | Fri 17/01/14 | 69 days | 24% |
| 539 | R6 PDwG Showcase | Thu 23/01/14 | Thu 23/01/14 | 0 days | 0% |
| 540 | R6 PDG Showcase | Wed 29/01/14 | Wed 29/01/14 | 0 days | 0% |
| 541 | Release 7- Context Aware Presentation, Taxonomy, Analytics | Mon 4/11/13 | Wed 26/02/14 | 82 days | 2% |
| 575 | R7 PDwG Showcase | Thu 20/02/14 | Thu 20/02/14 | 0 days | 0% |
| 576 | R7 PDG Showcase | Wed 26/02/14 | Wed 26/02/14 | 0 days | 0% |
| 577 | Release 8 - Core backlog | Mon 9/12/13 | Wed 19/03/14 | 72 days | 0% |
| 611 | R8 PDwG Showcase | Thu 20/03/14 | Thu 20/03/14 | 0 days | 0% |
| 612 | R8 PDG Showcase | Wed 26/03/14 | Wed 26/03/14 | 0 days | 0% |
| 613 | Release 9 | Thu 2/01/14 | Wed 16/04/14 | 75 days | 0% |
| 649 | R9 PDwG Showcase | Wed 16/04/14 | Wed 16/04/14 | 0 days | 0% |
| 650 | R9 PDG Showcase | Wed 23/04/14 | Wed 23/04/14 | 0 days | 0% |
| 651 | Installation - At Risk | Tue 22/10/13 | Mon 3/03/14 | 93 days | 10% |
| 684 | Beta | Mon 14/10/13 | Thu 8/05/14 | 147 days | 18% |
| 719 | Go Live | Thu 8/05/14 | Thu 8/05/14 | 0 days | 0% |
| 721 | Phase 3 Features & Domains | Mon 24/03/14 | Wed 25/06/14 | 68 days | 0% |
| 731 | Phase 4 Features & Domains | Thu 15/05/14 | Wed 24/09/14 | 95 days | 0% |
| 739 | Phase 5 Features & Domains | Mon 4/08/14 | Fri 12/12/14 | 95 days | 0% |
| 747 | Phase 6: Other | Thu 25/09/14 | Wed 17/06/15 | 190 days | 0% |
| 758 | Mobile First Extension | Thu 18/06/15 | Wed 7/10/15 | 80 days | 0% |
| 759 | Additional work required for Mobile First (to be planned) | Thu 18/06/15 | Wed 7/10/15 | 80 days | 0% |
| 760 | Change Management | Thu 1/08/13 | Fri 26/12/14 | 366 days | 21% |
| 763 | Handover to Innovation & Technology- DRAFT TBA | Thu 18/06/15 | Wed 7/10/15 | 80 days | 0% |
| 764 | WCMS Support Operations | Mon 1/12/14 | Fri 20/02/15 | 60 days | 0% |
| 767 | WCMS Development tools and processes | Mon 1/12/14 | Fri 20/03/15 | 80 days | 0% |
| 774 | Handover to Support - DRAFT TBA | Mon 8/12/14 | Fri 30/01/15 | 40 days | 0% |
| 775 | WCMS Platform Final handover | Mon 12/01/15 | Mon 13/04/15 | 66 days | 0% |
| 780 | Project Closed | Wed 7/10/15 | Wed 7/10/15 | 0 days | 0% |
| | Future Task | Completed | Work In Progress | Late | Late – Critical Path |

WCMS Project



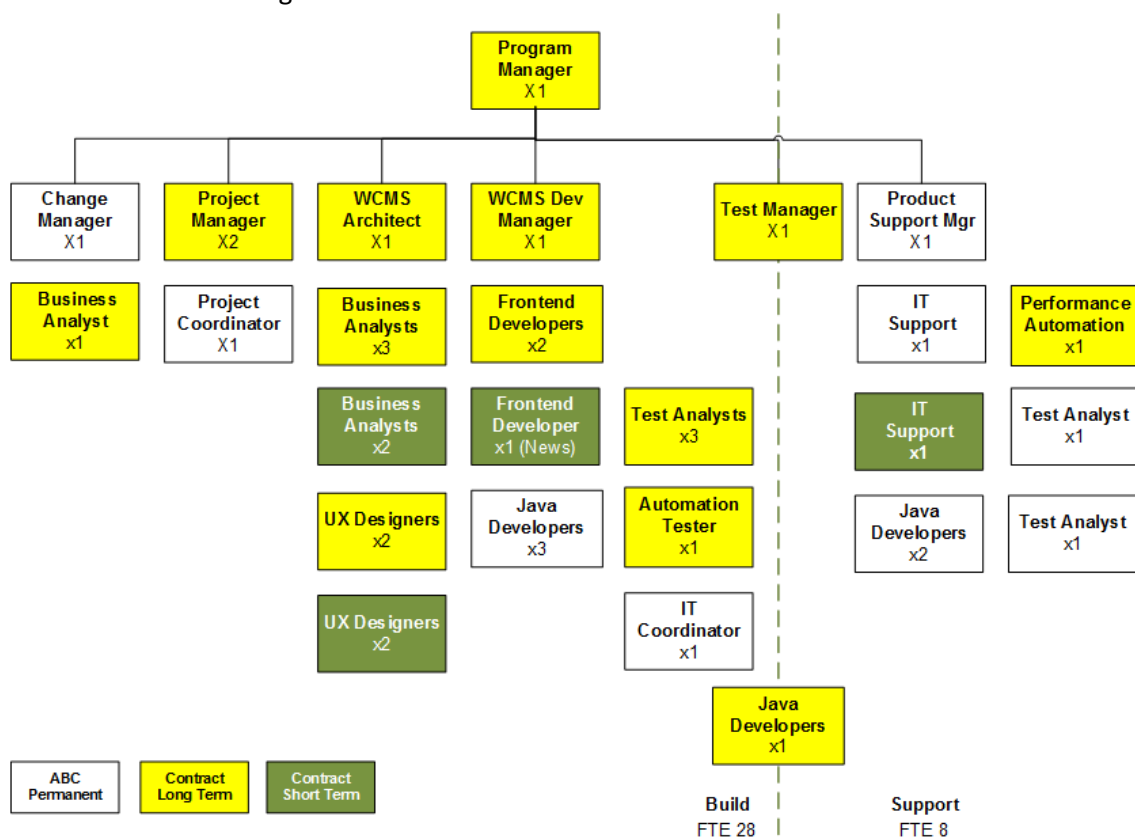
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5.2 Resource profile

Below is the resource profile for the WCMS team through 2013.

| | Jan | | Feb | | Mar | | Apr | | May | | Jun | | Jul | | Aug | | Sep | | Oct | | Nov | | Dec | |
|--------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|
| | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build | Support (BAU) | Build |
| Budget | 8.00 | 7.00 | 8.00 | 7.00 | 8.00 | 7.00 | 11.00 | 23.00 | 11.00 | 23.00 | 11.00 | 23.00 | 11.00 | 28.00 | 11.00 | 28.00 | 11.00 | 28.00 | 11.00 | 28.00 | 11.00 | 28.00 | 11.00 | 28.00 |
| Actual | 13.00 | 4.00 | 13.00 | 4.00 | 15.00 | 4.00 | 16.50 | 4.50 | 11.00 | 15.00 | 9.50 | 18.50 | 8.00 | 23.00 | 8.00 | 29.00 | 7.50 | 29.50 | 7.50 | 29.00 | 7.50 | 30.00 | 8.50 | 30.50 |

Below is the organisation structure for the WCMS team in Oct 2013.



5.3 Core Release Plan

Details of all releases and requirements are located in WCMS Confluence

<http://nuccmsbld01:8082/display/WCMS/Releases>

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5.4 Foundation detail

| Task | Priority | BAU | BAU comments | Core comments | IT WR | IT Comments |
|--|----------|--------------|---|---|---------------|---|
| 2.1.1 Staging environment preparation (PRODTST) | Critical | | completed | N/A | TA&D 13-01-06 | Completed IT WR |
| 2.1.2 Enhance performance testing framework | Critical | WCMS-1043 | WIP- Andrew | WIP- Andrew | | Discussion started |
| 2.1.3 Conduct Performance analysis | Critical | WCMS-1041 | Dependant on 2.1.2 | Dependant on 2.1.2 | | Requires Chris/Dougal to consult |
| 2.1.4 Performance Tuning | Critical | | | | | |
| navigation services | High | WCMS-1009 | completed | N/A | | |
| (million queries) | High | WCMS-1042 | Chris reviewing root cause analysis | N/A | N/A | Waiting for update from WCMS |
| time take report analysis | High | WCMS-1069 | WIP- scheduling (3 tickets) | N/A | N/A | Waiting for update from WCMS |
| image reviser tool | High | WCMS-890/885 | WIP- Murtaza | | N/A | |
| CPU intense operations | High | | | | N/A | |
| 2.2 Search and indexing scalability analysis | Critical | WCMS-1044 | n/a | Simon M/Mohan WIP | N/A | We've had no consultation. Waiting for update from WCMS |
| | | WCMS-1056 | Completed-current capacity is fine | dependant on new design | TA&D 13-05-01 | POC in progress for HDT. Waiting to have discussion on image delivery |
| 2.3 Image storage & delivery | Critical | | | | | |
| 2.4 Incremental content refresh process | High | WCMS-1028 | Pending testing | N/A | TA&D 13-04-03 | Completed IT WR |
| 3.1 Analyse Front end Dev environment | Critical | N/A | N/A | on hold-need review with new design | N/A | N/A |
| 3.2 Front end environment implementation | Critical | N/A | N/A | on hold-need review with new design | Not raised | Waiting for 3.1 |
| 3.3 Front end templating process & tools | Critical | N/A | N/A | on hold-need review with new design | N/A | N/A |
| #3.4 Mobile access for testing | High | | David Krkach confirms interim solution will not be disabled | requirement submitted to MDM project via Megan Bunton (27/6) | N/A | N/A |
| 4 Load balancing & Traffic routing | Critical | N/A | N/A | POC | TA&D 13-04-09 | POC to be completed in August and requirements paper written to WCMS |
| 5.0 Monitoring systems | Medium | | Implement nagios into lab (staging/testing) | Simon M reviewing requirements | TA&D 13-05-15 | Overall requirements paper written. ARG to review proposed tools. |
| | | WCMS-1048 | not feasible | Dougal to confirm with Peter Jensen | N/A | WCMS to provide rpms for CMS/MLS/RLS. Test install for Java 1.7 rpm in DEV. |
| 6.0 Package & Code Mgmt | High | | | | | |
| 7.1 Access to IT lab | Medium | N/A | N/A | pending feedback from Nick Paste | TA&D 13-02-03 | Waiting for migration cost update to HLD and SCE |
| 7.2 Enhance automation testing framework | High | N/A | N/A | N/A - Paul confirmed | N/A | |
| 7.3 Feature-based performance testing | High | N/A | N/A | WIP | N/A | N/A |
| 8.0 Enhance deployment process | High | WCMS-1049 | not feasible | dependant on #6.0 | N/A | Can puppet be utilised? |
| 10 Alternate backup solution | Medium | WCMS-1050 | pending contractual approval | Pending innovation est 19/7 | N/A | N/A |
| 11 Training environment | High | | on hold-need review with new design | on hold-need review with new design | TA&D 13-04-08 | Current environments not understood therefore no decision made on Training |
| 12 Enhance site build environment | Medium | N/A | N/A | n/a - Simon M confirmed | N/A | N/A |
| 13 Infrastructure gap analysis on staging | Medium | N/A | N/A | dependant on new design | Raising WR | Will be costed in new design |
| 14 MLS and RLS1/2 database redesign | High | N/A | N/A | on hold-need review with new design | TA&D 13-05-08 | Oh hold. Depends whether new design is signed off. |
| 15 Utilise sticky session tomcat preview servers | High | | scheduled | N/A | N/A | N/A |
| 16 Resolve workflow server timeout | High | WCMS-1062 | testing patch from CM | N/A | N/A | N/A |
| 17 Template management tool | High | N/A | N/A | Completed | N/A | N/A |
| 18 Review current capacity and infrastructure | High | N/A | N/A | | TA&D 13-06-03 | Report provided information we already knew |
| 18 Design review and build for phase 2 | Critical | N/A | N/A | Understand requirements for Preview, Live Solr and Training env | TA&D 13-07-11 | Cost est will not include CoreMedia licenses |
| AOB | | | | | | |
| Sandpit build for JIRA upgrade and plugin testing | High | | Cost approved | | TA&D 13-05-22 | Attempted to upgrade JIRA but failed. Ticket raised with JIRA support |
| Review nucmsbld01 and build VM for JIRA/Confluence | High | | Cost approved | | TA&D 13-05-22 | TODO: Review current build server and look to split JIRA onto another VM |

WCMS Steering Committee

Minutes

9am, 17 October 2013

Attendees: David Pendleton, Chief Operating Officer
Angela Clark, Director Innovation
Kate Torney, Director News
Richard Finlayson, Director TV
Lynley Marshall, Director International
Scott Makin, Project Manager
Amanda Walsh, Executive Manager Operations Group

Apologies: Kate Dundas, Director Radio

Communications

It was agreed that a draft communications update will be forwarded to Alan Sunderland for editing then Jane Connors, Michael Brealey for comment.

It was also agreed that the message would be sent from the Managing Director.

Progress Report

One release per month is currently being completed.

The BAU team will start to work on the new code from December/January, working with both codes for a short period.

The next scheduled release addresses four Radio National requirements. It was noted that Radio has several unscheduled requirements. The project will continue to request detail on the requirements.

Foundation Build

Procurement of hardware is highlighted as a risk due to the long lead time required however as the predicted amount of hardware will not be necessary in the same timeline so that time has been recovered and the unspent money will be moved to contingency.

It was noted that Releases 3,4 and 5 are big releases and parts of them will be dealt with in the backlog as the development team needs a little more time to complete all the requirements. The business case estimates were slightly inaccurate.

It was noted that News has concerns about the implementation of mobile first / RES. It was noted that although desktop is still the main contact point for News audiences, flexibility is required to enable separate desktop vs tablet etc. experiences. It was agreed that Scott will arrange a briefing for Stuart Watt on producer scenarios for RES, impacts on the desktop and change request processes.

It was agreed that the previous Steering Committee paper on mobile first does not need to be revisited. It was noted that everyone is agreed on RES however the interpretation of how this works for designers is being misinterpreted that desktop is not a priority. However, designers should be considering the appearance on mobile devices and then make small adjustments to ensure it will fit the desktop environment. It was agreed that scenarios would be built to outline how it would work.

It was agreed that an option will be created to turn RES off for News if required. Scott will liaise with Innovation to understand the business requirements for this.

It was agreed that Scott will discuss resources requirements with Stuart Watt for Model C build.

Other business

It was agreed that a discussion around which sites migrate and which sites do not move over will need to take place. Angela will list this on the ASG agenda.

It is assumed that old sites will be frozen/static but still exist where and current sites will be rolled over.

ABC WCMS Project

Steering Committee REPORT

Nov 2013

DISTRIBUTION

Steering Committee

Product Development Group (PDG)

Technical Review Group (TRG)

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1. EXECUTIVE SUMMARY

1.1 Progress This Month

The project is progressing in-line with the schedule which saw the commencement of the Build for Release 4.

Good progress has been made on the Foundation design over the past month with Technology and Innovation working closely with the project team to reach agreement.

The full project review that started in October is well underway. This will provide the Steering Committee with assurance of the projects progress to date, financial status, confirmation of the project resource mix and the impacts of mobile first. A Key deliverables from this review will be the new project schedule with the approved 4 months mobile first impacts integrated into the features and releases.

In parallel to the project review the technical architecture is being externally reviewed by CoreMedia. The scope of this review includes; designs being fit for purpose and the issues identified with the phase 1 system have been correctly identified and resolved.

While it was planned to have these 2 reviews completed and available for review and approval in the December Steering Committee, work has not been finalised. The external review of the architecture design by Core Media could not be completed before Christmas as Core Media were unable to free up their resources. The detailed schedule is yet to be completed and internally tested against current build team effort.

1.2 WCMS Key Milestones

The current schedule is being reported against the February board paper dates. These have been adjusted as per Steering Committee advice 15/8/13, which includes:

- 4 week extension of Release 2 (CR 103)
- 2 week extension of Release 3 requirements gathering (CR 102, CR 103)

The key dates for the program are listed in the following table:

| <i>Milestone</i> | <i>Business Case Est. End</i> | <i>New schedule with the 4 month extension due to mobile first in development</i> | <i>Status</i> |
|---------------------------------------|-----------------------------------|---|---------------|
| Foundation - Design, build and deploy | Jun-13 | May-14 | In Progress |
| Core - Design, build and deploy | Dec-13 | Apr-14 | In Progress |
| Stage 1:(emphasis on News features) | Apr-14 | TBA | |
| Stage 2: (emphasis on Radio features) | Jun-14 | TBA | |
| Stage 3: (emphasis on TV features) | Oct-14 | TBA | |
| Capital project closes | Mar-15 | TBA | |

The 4 month extension for Mobile First implementation (CR 50) is yet to be integrated into the schedule.

1.3 Steering Committee Key Milestones

The WCMS Steering Committee meets monthly, dates listed in the following table:

| Task Name | Start | Status |
|-------------------------------|--------------|------------------------|
| Jan 2013 - Steering Committee | Wed 23/01/13 | Complete |
| Feb 2013 - Steering Committee | Thu 21/03/13 | Cancelled ¹ |
| Mar 2013 - Steering Committee | Thu 21/03/13 | Complete |
| Apr 2013 - Steering Committee | Thu 18/04/13 | Complete |
| May 2013 - Steering Committee | Thu 16/05/13 | Complete |
| Jun 2013 - Steering Committee | Thu 13/06/13 | Cancelled ² |
| Jul 2013 - Steering Committee | Thu 18/07/13 | Complete |
| Aug 2013 - Steering Committee | Thu 15/08/13 | Complete |
| Sep 2013 - Steering Committee | Thu 19/09/13 | Complete |
| Oct 2013 - Steering Committee | Thu 17/10/13 | Complete |
| Nov 2013 - Steering Committee | Thu 14/11/13 | Complete |
| Dec 2013 - Steering Committee | Thu 19/12/13 | |

Table 2: Key Dates – Steering Committee

Notes:

1. No new business
2. Key stakeholders unavailable

1.4 PDG Milestones - 2013

The regular requirements/develop/validate cycle requires timely input from the Business.

Key milestones for Business approvals in the next quarter are below, full Gantt chart attached.

| Task Name | Revised* | Baseline | Status |
|---|----------|----------|---------------------|
| R1 Device agnostic article page PDG Requirements signoff | Nov 13 | Jul 13 | In Progress Late |
| R1 Device agnostic article page PDG Showcase | Jul 13 | Jul 13 | Completed |
| R2 Audio, Schedule and embedded content PDG Requirements signoff | Aug 13 | Jul 13 | Completed |
| R3 Editorial and Media resources PDG Requirements signoff | Sep 13 | Jul 13 | Completed |
| R2 Audio, Schedule and embedded content PDG Showcase | Oct 13 | Aug 13 | Completed |
| R4 Syndication, Content Importation, Search, Person and Image PDG Requirements signoff | Oct 13 | Sep 13 | Completed |
| R3 Editorial and Media resources PDG Showcase | Nov 13 | Sept 13 | Completed |
| R5 Presentation Layer & Navigation PDG Requirements signoff | Nov 13 | Oct 13 | Completed |
| R4 Syndication, Content Importation, Search, Person and Image PDG Showcase | Nov 13 | Oct 13 | Completed |
| R6 Header & Footer, People, Workflow PDG Requirements signoff | Dec 13 | Nov 13 | |
| R5 Presentation Layer & Navigation PDG Showcase | Dec 14 | Nov 13 | |
| R7 Syndication, Taxonomy and Analytics PDG Requirements signoff | Dec 13 | Nov 13 | |
| R8 Backlog PDG Requirements signoff | Jan 13 | Dec 14 | |
| R6 Header & Footer, People, Workflow PDG Showcase | Jan 14 | Dec 13 | |
| R9 Backlog PDG Requirements signoff | Feb 14 | Jan 14 | |
| R7 Syndication, Taxonomy and Analytics PDG Showcase | Feb 14 | Jan 14 | |
| R8 Backlog PDG Showcase | Mar 14 | Feb 14 | |

Table 3: Key Dates – Release approvals

* All milestones delayed 6 weeks as per CR 103.

2. Product Support (BAU)

Good news

In early Nov, the BAU team monitored the WCMS system for impacts due to the Melbourne Cup. In the past the system has experienced performance degradations and outages due to the extreme high traffic. This year no outages were reported. This result was pleasing to the team, as it demonstrates to them that the cycle of continuous improvements and fixes initiated to date is having a positive impact on the product.

Other activities

During the month of November the BAU team worked primarily on the Change requests – Rural migration and News Segmentation and Encoding (Webster). Both CRs are complex and requires a high level of effort and planning.

- Rural migration
Migrate the last 24 months worth of content (est 25000 articles) from Wallace to Core Media.
- NSE
Modify WCMS interfaces to support News decommissioning of Agility and replacing it with Webster.

NEWS online has notified the WCMS team about the NG3-State Editions project. News has outlined a high level timeline and scope, however detailed requirements will be not be available until late Dec. Given the timing and likely scope, this work could not be absorbed without impacting the Rural migration work. Options have been proposed to PDG for consideration which may require the Rural work to be delayed and resources moved onto NG3 work.

2.1 Key Milestones

The key dates for Product Support workstream are listed in the following table:

| Activity: | Revised | Baseline | Status / Comment |
|--|----------|----------|-------------------------------|
| Support release 13.02 deployed (Windows 7 compatibility) | Jan 2013 | Jan 2013 | Complete |
| Support release 13.03 (Importer enhancements) | Mar 2013 | Mar 2013 | Complete |
| Support release 13.04 (Disaster Recovery update) | Apr 2013 | Apr 2013 | Complete |
| Support release 13.05 (News Mobile prep) | May 2013 | May 2013 | Complete |
| Rural (CR #73) Stage 1 launch | | | Complete |
| Release 13.07 News Mobile (CR #74) launch | Jul 2013 | Jul 2013 | Complete |
| Support release 13.08b (Feature Promo) | Aug 2013 | Jul 2013 | Complete Delayed for NWR76 |
| Support release 13.08a Content Syndication tweak (NWR 76) | Aug 2013 | Aug 2013 | Complete |
| Support release 13.08c– (Workflow Patch) | | | Complete |
| Support release 13.09 (NWRQ 79, 81, 83, 77, WCMS 1144 & 1149, Support 157 & 159) | Oct 2013 | Sep 2013 | Complete |
| Support release 13.10 (NWRQ 69) | Oct 2013 | Oct 2013 | Complete |
| Development on News Segmentation and Encoding project (NSE) | Dec 2013 | Dec 2013 | NSE – Completed |
| Rural migration (phase 2) | | | Rural – Testing |
| Support release 13.12 (NSE) | Dec 2013 | Dec 2013 | On track |
| Support release 14.01 (Rural) | Jan 2014 | Jan 2014 | TBD |

Table 2: Key Dates – Product Support

2.2 Resources

2 days of 1 FTE developer were spent on training an Innovation new hire for MyABCID

2.3 Backlog

Open Tickets

| Priority | Volume | Division (%breakdown) |
|------------|------------|--|
| Priority 1 | 0 tickets | |
| Priority 2 | 0 tickets | |
| Priority 3 | 16 tickets | News – 10 (63%) RN – 1 (6%) Common - 5 (31%) |

2.4 Key Risks/Issues

| Risk/Issue | Description | Owner | Action |
|------------|---|-----------------------|--|
| Issue | News Gathering detailed requirements are being gathered and impacts are still to be accessed. High priority project, but requirements have not been tabled | Simon L / Stuart W | <ul style="list-style-type: none"> WCMS review of high level requirements DONE News supply detailed requirements (est. late Dec) |
| | News Gathering requested delivery date may impact on Code Freeze, potentially impacting being accessed | Simon L / Stuart W | <ul style="list-style-type: none"> WCMS estimate effort based on high level requirements News to discuss options with Radio |
| | Release 13.12 – NSE is Dec 18 th this will require a change to ABC Technology freeze from Dec 16th | Karl Graml | <ul style="list-style-type: none"> An exception request will be raised by Karl Graml (NSE PM) |

2.5 Open Change Requests

The following changes are being managed through the WCMS Product Support change control process.

| CR | Description | Status | Owner | Scheduled | Actions Required |
|---------|---|-----------|------------------|-----------|------------------|
| NWRQ-93 | Feature Promos contributor fallback for byline | Reviewing | Stuart (News) | | To be reviewed |
| NWRQ-90 | Revise html markup for teasers across the RN site | Reviewing | Kim (RN) | | To be reviewed |
| NWRQ-89 | new HTTP response header | Reviewing | Stuart (News) | | To be reviewed |
| NWRQ-88 | Query for contributors who have been recently published | Reviewing | Stuart (News) | | To be reviewed |

3. Product Build

3.1 Progress This Month

November saw development close on R4 and commencement of R5 build.

Requirements gathering on R5, 6 & 7.

A number of features from R2-4 remain incomplete due to

- Dependencies on later releases
eg. 2.1.1 URL Schemes is dependent on 7.3.1 Page Layout before it can be verified as complete
- Mobile First (CR 50) increasing complexity and effort to complete design and development
- Releases 3 & 4 have not been able to be deployed to Test due to delays in design of a new deployment process (AR 11)

As a consequence, there is a backlog of work remaining to be developed and UAT'd.

The revised project schedule will allow for the resolution of the outstanding requirements.

Innovation are progressing planning of the features for development in Stage 1 – 18 key features have been agreed to and will be scheduled first in the News & Info releases. This will allow scoping and design work to start in December.

Releases

Release 2 Build completed in September and showcased in October.

Release 3 Build completed October and showcased in November.

Release 4 Build is completed November and showcased November.

Release 5 requirements endorsed November.

Release 5 Build is planned for completion in mid-December.

Release 6 requirements gathering started mid-October and is planned to be endorsed in early December.

3.2 Key Milestones

3.2.1 Core

The project plan is scheduled to be reviewed after the completion of R3 build in order to forecast the impacts of Mobile First and Actuals on the baseline schedule.

The project is currently tracking against the business case schedule with the extensions as per

- Release 2 & 3 extension (CR103), delayed Core schedule by 6 weeks

Notes

It is anticipated that the current CR103 will be absorbed within the overall schedule and that the project schedule will be extended by the 4 months of mobile first impacts only.

3.2.2 Foundation

WCMS Architecture Recommendations (AR) are now nearing completion, with design and procurement of equipment in train.

Key areas remaining outstanding are:

- Core Media review (AR 09)
Core Media are not available to commence review until Jan 2014.
However given the depth of the detailed design completed in the AR's and the fact that the Phase II solution will use the existing infrastructure, the risk of buying unnecessary equipment has been significantly reduced.
- Environment (AR 10)
Documentation of non-Production environment requirements was delayed due to extended work on Application requirements (AR 9).
Requirements are in the final stages of review/update, design has commenced
UAT is scheduled to be available in time for the Beta trail to commence. In the interim, the project and business will use Test.
- Monitoring (AR 02)
The Monitoring solution is now dependant on analysis of the Corporate solution. As a consequence, development of this Foundation activity has been significantly delayed.
In the interim, relevant requirements are being designed and developed as a tactical solution to meet the project short term requirements.
The full solution will not be available until after the Beta system has launched in Production, however this activity is not deemed critical path as high level monitoring already exists on the WCMS Product platform
- Caching (AR 03)
The 'URL Rewrite' component of this solution is dependent on the pending a review of the existing routing infrastructure (CISCO ACE).
Technology will maintain the existing manual configuration until the updated solution becomes available.

The Foundation delivery is behind schedule as a consequence of

- Forecast extension in Apr 2014 of 6 months, as many tasks were not required until Dec '13
- Redesign of infrastructure and application solution due to prohibitive costs of Core Media licence extensions (assumption was that Phase II would be built out on new infrastructure)
- Delays in requirements documentation has caused delays in design of the AR's.

However, as the Foundation work is not on the critical path delays will not impact on the launch date of the Phase II solution, budget or the project completion dates.

Detailed Foundation milestones below, additional detail in the Appendix

| Activity: | Revised | Baseline | Status / Comment |
|--|-----------|--------------|-------------------|
| Staging Environment improvements | Mar 2013 | Mar 2013 | Complete |
| Image Storage & Delivery (BAU) | Apr 2013 | Apr 2013 | Complete |
| Dev Environment | | | Complete |
| Generic site navigation services (BAU) | May 2013 | May 2013 | Complete |
| Emergency Temporary site | | | Complete |
| Root cause report on Workflow server | Jun 2013 | May 2013 | Complete |
| Front-End environment review | | | Complete |
| Template management tool | | | Complete |
| Start WCMS Architectural Design (Jun- Aug) | | | Complete |
| Root cause report on multiple DB queries | Jul 2013 | Jun/Jul 2013 | Complete |
| Mobile access to environments design | | | Complete |
| Review Automation framework | | | Complete |
| Load balancing & Traffic routing analysis | | | Complete |
| Monitoring Systems review | | | Complete |
| Release management review | | | Complete |
| Content Delivery System review | | | Complete |
| Root cause report on excessive process time consumption | | | Complete |
| Search and Indexing scalability analysis | | | Complete |
| Image Storage & Delivery (Core) | | | Complete |
| Performance test framework analysis | | | Complete |
| Fix Workflow server | | | Complete |
| Test Environment analysis | | | Complete |
| Conduct Performance Analysis | Aug 2013 | Aug 2013 | Complete |
| Alternate Backup (Emergency) page | Sept 2013 | May 2013 | Complete |
| Monitoring System requirements (AR2) | Oct 2013 | Sept 2013 | Complete |
| Load Balancing & traffic routing requirements (AR3) | Nov 2013 | Sept 2013 | Complete |
| WCMS Infrastructure requirements (AR 1) | | | Complete |
| WCMS Application design (AR 9) | | | Complete |
| WCMS Environments requirements (AR 10) | Dec 2013 | Sept 2013 | In review |
| Release management/Deployment requirements (AR11)WCMS | | | In Review |
| Infrastructure detailed design (AR 1) | | | WIP |
| WCMS Environments detailed design (AR 10) | Dec 2013 | Aug 2013 | Dependant on AR10 |
| Release Mgmt/Deployment Process detailed design (AR11) | Dec 2013 | Aug 2013 | Dependant on AR11 |
| Commence build of WCMS infrastructure (AR1,3,10,11) | Jan 2014 | Sept 2013 | AR 1 & 3 WIP |
| Performance testing/environment implementation (AR2) | Feb 2014 | Oct 2013 | |
| Release management/ Deployment implementation (AR11) | Mar 2014 | Oct 2013 | |
| Monitoring System implementation (AR2) | May 2014 | Oct 2013 | |
| WCMS architecture/application Build complete (AR1,3,10,11) | May 2014 | Dec 2013 | |

3.3 Resources

WCMS team

One additional resource joined the team in November to support the backend development. WCMS Trainer position has been filled, to start in Jan 2014.

The hiring process continues for 2 additional Front End resources.

Divisional Representatives

Innovation commence recruiting in November.

Discussions continue with TV to identify a suitable candidate

3.4 Key Risks/Issues

| No. | Risk Description | Rating (P x I) | Assigned To | Mitigation Strategy |
|-----|--|----------------|---------------|---|
| 084 | Mobile first impact on Core schedule Mobile First analysis suggests a 16% effort increase on the project Risk: Project can not complete agreed scope on schedule | 16 | Scott Makin | - Request additional funding to support 4 mth extension of the project - Reforecast schedule at the completion of R3, when sufficient data points have been captured |
| 045 | ABC Online and Mobile strategy WCMS project is a key platform for delivering the strategy, however the strategy does not exist in a form that can be used as project requirements - Risk is that the WCMS dictates the strategy rather than the other way round (Tail wagging the dog) - Risk is that the WCMS project interfaces to legacy systems, deliver poor customer experience and requiring additional work to swapout in BAU eg. Forms, UX standards, Accessibility, Newsletter, Social | 14 | Innovation | - Perform risk analysis on strategy vs WCMS to identify key elements of the strategy that are required by the WCMS project - build organisational consensus around the gaps and provide to WCMS as requirements - Develop corporate governance structures to fill gaps - Corporate forums provide requirements to WCMS project - In the absence of appropriate corporate Online & Mobile forums, the WCMS project will use the project governance framework |
| 081 | Foundation Environments Project requires new environments to support UAT, Beta and Production Risk: Environments not ready in time for project, delaying schedule. | 14 | Robert Gerega | - communicate requirements and timeframes to Technology - develop detailed, integrated plan |
| 106 | R5 - 1.3.1 General Relationships Business requesting Dynamic relationships (set by Editor) which is not readily supported by the Core Media relational db structure Risk: Significant bespoke development (Schedule/Budget) and performance impacts (due to dynamic indexing) | 14 | Simon Mittag | - Defer to R6 to allow additional time to analyse - Explore options with Innovation - Escalate to PDG/Steering if feasible (performance and budget) solution can not be identified |
| 107 | R6 - 12.4 Manage Content Workflows News will not signoff on this feature until able to confirm that the folder structure implemented to support multiple tenants supports the News workflow and publish processes Risk: 12.4 Manage Content Workflows feature can not be delivered in R6 as requirements not approved by News | 14 | Simon Mittag | - Capture News specific requirements / concerns - Explore options within current implementation to address News needs - Escalate to PDG/Steering if feasible (performance and budget) solution can not be identified |
| 108 | R5 - 7.3.1 Page Layout Requirements for configurable Detail pages exceed business case budget and drive complexity into Core solution for limited return Risk: Schedule slippage | 14 | Simon Mittag | - Explore options with Innovation - Use Templates to implement bespoke Detail pages if required - Create configurable detail pages if subsequent site designs require them, as part of on-boarding process - Escalate to PDG/Steering if feasible (budget) solution can not be identified |
| 110 | Business Acceptance of Phase II features - Functionality Core is building a framework to support WCMS Enterprise solution. UAT testing will surface a range of change issues that may sit outside the definition of Core and need to be dispositioned Risk: Schedule slippage due to Business requiring additional development before Feature acceptance | 14 | Simon Mittag | - Project highlight requests that exceed definition of Core. - Non core requirements captured for Product Support prioritisation - Escalation to Steering/PDG where additional scope is requested for core |

Note: Risk register reviewed monthly with PDwG team

3.5 Open Change Requests

The following changes are currently being managed through the WCMS Build change control process.

| I | Description of Change | Options Considered | Scope | Schedule | Budget | Risk | Status | Status Comments |
|-----|---|--|-------|----------|--------|------|--------|---|
| 51 | Accessibility Support Accessibility AA compliance as advised by ICTEC | WIP | High | High | High | High | WIP | AA compliance introduces significant additional effort on both the project and the business in order to conform. Recommended output includes: - Standard WCMS test cases - WCMS development processes & tools - Business content processes - Business site development processes & tools with the objective being for WCMS sites to be AA compliant |
| 138 | International Character Set (ICS) Support Support the production and presentation of multilingual content. Issue: International identified the following as mandatory WCMS requirements: - Support Current fonts (Burmese, Chinese - simplified, Hindi, Korean, Khmer, French, Thai, Vietnamese) and future fonts render correctly across target devices and browsers - Multilingual (English plus other languages) content is available in menus and page content - Translation of menus, headings and static copy is centrally managed - Multilingual search is available - Multilingual domains are SEO compliant - Sharing and social functionality provides services in line with target markets | Support of International Character Sets is a mandatory WCMS success criteria. Impact: High, as it touches most areas of the CMS Implications to be investigated later in project once International requirements gathering and design phase commence. Options: TBA | High | High | High | High | Open | [April 2013] Committee approved the addition of new feature (14.1 International Character Set Support) to WCMS project's Year 2 (2014) scope. Project to assess impacts (schedule/budget) during Stage 3 analysis |

4. Financial Performance – Nov 2013

Detailed finance report provided seperately

WCMS Forecast, by Financial Year, as at NOVEMBER 2013

| Product Build - Project | FY 12/13 | | | FY 13/14 | | | FY 14/15 | | | FY 15/16 | | | Total Product Build | | |
|---------------------------------------|--------------|--------------|----------|--------------|--------------|--------------|--------------|--------------|----------------|------------|--------------|------------|---------------------|---------------|--------------|
| <i>Figures in '000s</i> | Actual | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries and Contractors ¹ | 876 | 876 | 0 | 4,706 | 3,918 | (788) | 3,739 | 2,767 | (972) | 217 | 0 | (217) | 9,539 | 7,561 | (1,978) |
| Hardware | 0 | 0 | 0 | 569 | 700 | 131 | 0 | 0 | 0 | 0 | 0 | 0 | 569 | 700 | 131 |
| Software | 20 | 20 | 0 | 107 | 145 | 38 | 111 | 55 | (56) | 0 | 0 | 0 | 237 | 220 | (17) |
| Other | 63 | 63 | 0 | 664 | 725 | 61 | 125 | 112 | (13) | 60 | 0 | (60) | 912 | 900 | (12) |
| Phase II ² | 270 | 270 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 270 | 270 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,010 | 1,010 | 0 | 1,010 | 1,010 |
| Total | 1,229 | 1,229 | 0 | 6,046 | 5,488 | (558) | 3,975 | 2,934 | (1,041) | 277 | 1,010 | 733 | 11,527 | 10,661 | (866) |

| Product Support - Ongoing | FY 12/13 | | | FY 13/14 | | | FY 14/15 | | | FY 15/16 | | | Total Product Support | | |
|---------------------------------------|------------|------------|----------|--------------|--------------|------------|--------------|--------------|------------|--------------|--------------|------------|-----------------------|--------------|------------|
| <i>Figures in '000s</i> | Actuals | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries and Contractors ³ | 667 | 349 | (318) | 975 | 976 | 1 | 1,267 | 1,274 | 7 | 2,072 | 2,084 | 12 | 4,981 | 4,683 | (298) |
| Hardware | 1 | 77 | 76 | 143 | 156 | 13 | 97 | 107 | 10 | 59 | 59 | 0 | 300 | 399 | 99 |
| Software ⁴ | 31 | 207 | 176 | 587 | 930 | 343 | 915 | 1,041 | 126 | 995 | 1,118 | 123 | 2,529 | 3,296 | 767 |
| Other | 109 | 175 | 66 | 234 | 318 | 84 | 229 | 259 | 30 | 294 | 295 | 1 | 866 | 1,047 | 181 |
| Total | 808 | 808 | 0 | 1,939 | 2,380 | 441 | 2,508 | 2,681 | 173 | 3,420 | 3,556 | 136 | 8,676 | 9,425 | 749 |

Notes

- 1 \$1.95m additional expenditure forecast against Salaries and Contractors to reflect CR102 (\$750k) and CR50:Mobile First (\$1,200k).
- 2 Carry in of \$270k Assets from Phase II.
- 3 FY12/13 overspend to support News Mobile project.
- 4 Technology have forecast software licence costs lower than original budget across all years.

5. APPENDIX

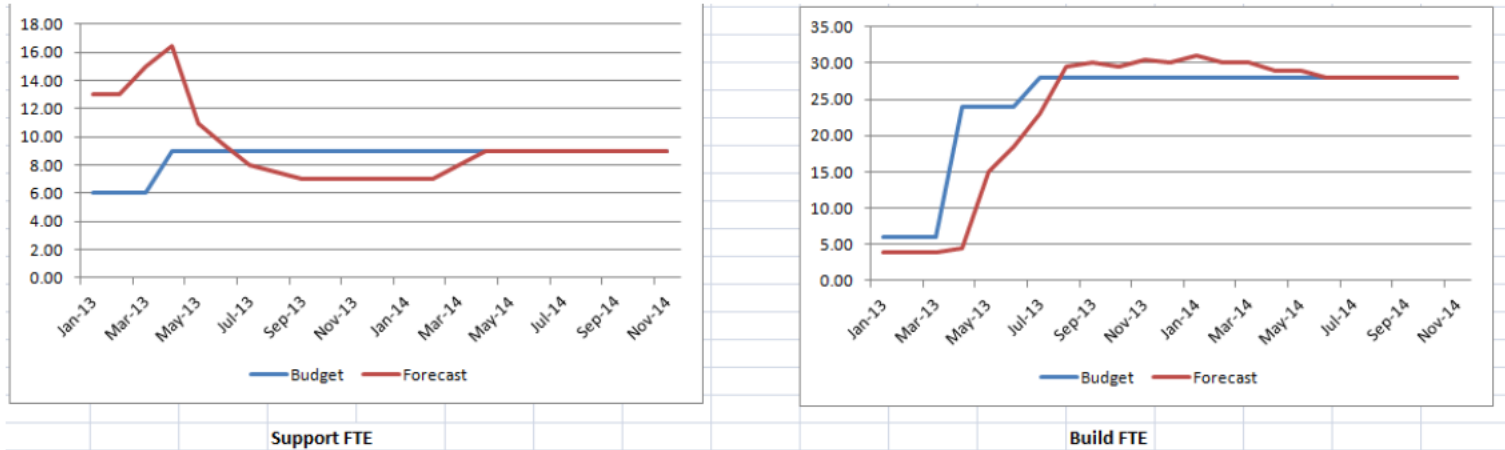
5.1 Core Release Plan

Details of all releases and requirements are located in WCMS Confluence

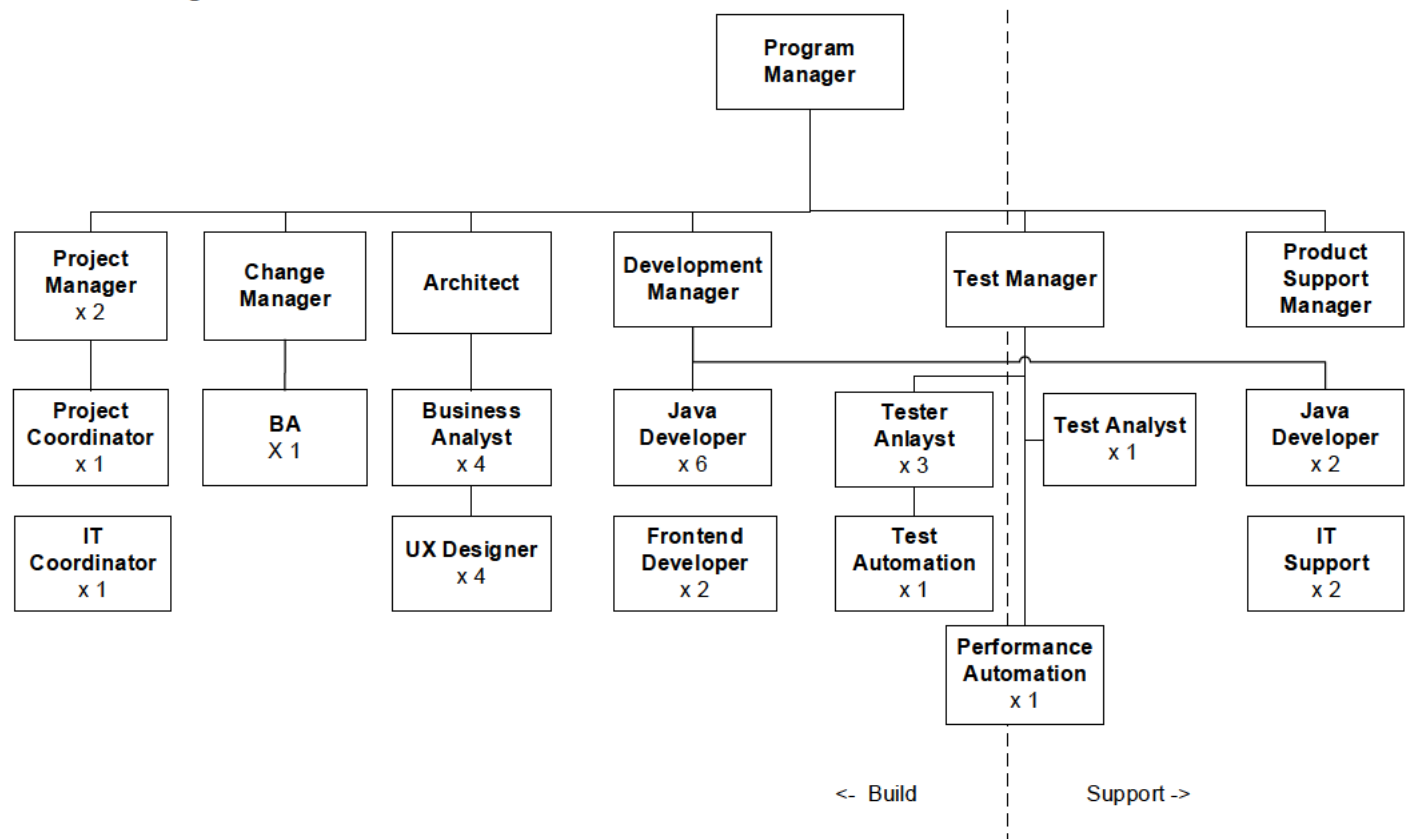
<http://nuccmsbld01:8082/display/WCMS/Releases>

5.2 Resource profile

Below is the resource profile for the WCMS team.



Below is the organisation structure for the WCMS team.



5.3 Foundation detail

| Foundation Activities Status | | | | | | | |
|--|-----------|-------------|--------------------------------------|---|---|---------------|--|
| Completed | | | | | | | |
| Started | | | | | | | |
| Not started | | | | | | | |
| Task | Priority | BAU | BAU comments | Core comments | Comments | IT WR | IT Comments |
| 2.1.2 Enhance performance testing framework | Critical | WCMS-1043 | POC | N/A | AR2-monitoring requirements review. Implementation will be tracked in Infrastructure plan. Item will be closed once implementation is completed | | Discussion started |
| 2.1.3 Conduct Performance analysis | Critical | WCMS-1041 | Dependant on 2.1.2 | N/A | | | Requires Chris/Dougal to consult |
| 5.0 Monitoring systems | AR2 | N/A | N/A | requirements review (Hugh&David S) | | TA&D 13-05-15 | Overall requirements paper written. ARG to review proposed. |
| 7.3 Feature-based performance testing | High | N/A | N/A | dependent on 2.1.2 | | N/A | N/A |
| 2.3 Image storage & delivery | AR10 | WCMS-1056 | Completed-current capacity completed | Image delivery -stay same. Image storage to increase per capacity plan | Image delivery -stay same. Image storage to increase per capacity plan. Item will be closed once implementation is completed | TA&D 13-05-01 | POC in progress for HDT. Waiting to have discussion on image delivery |
| 3.1 Analyse Front end Dev environment | AR10&AR11 | N/A | N/A | AR10 & AR11 requirements (environments & deploy process) submitted. Implementation will be tracked in Infrastructure plan | AR10 & AR11 requirements (environments & deploy process) submitted. Implementation will be tracked in Infrastructure plan. Item will be closed once implementation is completed | N/A | N/A |
| 3.2 Front end environment implementation | AR10&AR11 | N/A | N/A | | | N/A | Waiting for 3.1 |
| 3.3 Front end templating process & tools | Critical | N/A | N/A | | | N/A | N/A |
| 11 Training environment | AR10&AR11 | | n/a | | | TA&D 13-04-08 | Current environments not understood therefore no decision made on Training. Will be costed in new design |
| 13 Infrastructure gap analysis on staging | Medium | N/A | N/A | | | Raising WR | |
| 2.1.4 Performance Tuning | Critical | | | | | | |
| navigation services | High | WCMS-1009 | completed | N/A | | | |
| (million queries) | High | WCMS-1042 | completed | N/A | | N/A | |
| time take report analysis | High | WCMS-1069 | Raised 3 JIRA tickets | N/A | | N/A | Waiting for update from WCMS |
| image reviser tool | High | WCMS-890/88 | 1 JIRA ticket raised | | | N/A | |
| CPU intense operations | High | | | | | N/A | |
| 2.2 Search and indexing scalability analysis | Critical | WCMS-1044 | N/A | SOLR shard will be implemented. To be implemented | SOLR shard will be implemented. Implementation will be tracked in APP BUILD plan. Item will be closed once implementation is completed | N/A | |
| 6.0 Package & Code Mgmt | AR11 | WCMS-1048 | not feasible | AR-T1 requirements submitted | AR-T1 requirements submitted | N/A | WCMS to provide rpms for CMS/MLS/RLS. Test install for Java 1.7 rpm in DEV. |
| 8.0 Enhance deployment process | AR11 | WCMS-1049 | not feasible | | | N/A | Can puppet be utilised? |
| 4 Load balancing & Traffic routing | AR3 | N/A | N/A | requirements review (CL) | AR-3 requirements submitted. Implementation will be tracked in Infrastructure plan. Item will be closed once implementation is completed | TA&D 13-04-09 | POC to be completed in August and requirements paper written to WCMS |
| 7.1 Access to IT lab | AR10 | WCMS-1050 | N/A | pending solution | Captured in AR10. Implementation will be tracked in Infrastructure plan. Item will be closed once implementation is completed | TA&D 13-02-03 | Waiting for migration cost update to HLD and SCE |
| 15 Utilise session tomcat preview servers | High | WCMS-1046 | WIP (BAU) | N/A | | N/A | N/A |