



Review of the ABC Phase-2 WCMS System Architecture

Version: 2.0
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ABC WCMS Audit

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Document History

Version History

| Version | Date | Author | Comments |
|---------|------------|---|----------|
| 1.0 | 25/02/2014 | Björn Gaworski, Jan Matysik, Martin Pakendorf | |

References

The following list shows all documents and resources that have been provided by the ABC and were used as sources for this report.

| ID | Description | Comment |
|---|---|--|
| 5.1 Importer Phase-2-v17-20140218_1052 | Confluence export of Importer Phase-2 requirements | |
| 80-30-60-WCMS-Feature-List-2013-v19 | Longer version of Phase-2 requirements | |
| ABCNewsInteractivesRequirements | Interactive Content WCMS Requirements | |
| AR3 Signed Version 2.4 Request Flow and Caching Layer for WCMS 26-11-2013 | Scope and requirements document regarding Request Flow and Local Caching Layer for WCMS | |
| Confluence | Several Confluence sites | Selectively browsed through Confluence to get additional information. Not everything was exported and available. |
| Core Media 5 to 7 upgrade assesment - WCMS Project - PDwG 7- CoreMedia | ABC's assessment of a CoreMedia upgrade from version 5 to 7 | |
| Core Media P2 intro_2 | Phase-2 Status Update for Core | |

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| ID | Description | Comment |
|--|---|---|
| | Media | |
| Feature List – brief | Short list of Phase-2 features. | |
| FuncSpecNewsOnline | 02-01-News-Online-Functional-Specification-Website-v1.0.doc | Functional specification of News Online of Phase-1 |
| FuncSpecRadioNational | 03-01-Radio-National-Functional-Specification-v1.0.doc | Functional specification of Radio National of Phase-1 |
| Functional Traceability Matrix R6_2 | Phase-2 Traceability Matrix | |
| Model-C Architecture Review | Model-C architecture review Kick-Off document | |
| Pagelet+Elements'+view+types+catalogue | Confluence export of PageletElements overview | |
| PDWG-Recommended-Approach-for-Developing-WCMS[DRAFT] | Recommended Approach for Developing WCMS by the ABC PDWG | |
| Phase 2_ Database Changes-v12-20140219_1549 | Confluence export of planned and executed document type changes | |
| Presentation Layer | This document describes the proposed solution for managing landing pages in the Java Editor | Document received by mail, attached as "Presentation Layer- Draft - Incomplete and Unreviewed.docx" |
| Print me - A3 - Design Principles | Confluence export of ABC Phase-2 Design Principles | |
| project principles v5 | ABC project principles | |
| Requirements Cycle | WCMS Requirements Gathering Cycle | |
| RESS_REQMTS | RESS definition | |
| Source Code | Source code export | The whole Phase-2 source code was provided by the ABC and used for the review. |

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| ID | Description | Comment |
|---|---|---------|
| Source Code Repo Overview by Simon | Overview of source code modules | |
| Status at 20140114 | WCMS project status 15.1.14 | |
| TA&D 13-09-10 | WCMS "Enhance Deployment Process" - Project Scope & High Level Requirements – Version 3.1 | |
| WCMS Domain Model Version 1 0 | WCMS Domain Model | |
| WCMS Enhance Deployment Process Doc - Signed V3.1 ref TA&D 13-09-10 | Scope and requirements document regarding enhanced deployment process. | |
| WCMS Project Phase 2 Application HLD V3.4 | High Level Design Document for WCMS project Phase-2 | |
| WCMS Risk Register- 20140205 | WCMS Risk Register Phase-2 | |
| WCMS-AR1- Requirements v1.2 | Scope and requirements document regarding production Design Review and Build | |
| WCMS-Monitoring- Requirements v1.5 | Scope and requirements document regarding monitoring and performance tools | |

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1. Introduction and Background

The deployment of the ABC Web Content Management System based on the CoreMedia CMS product is broadly split into two phases:

- Phase-1 from 2009 to 2011, which was a fixed-price project delivered by NCS and CoreMedia Professional Services to relaunch Unleashed, News Online and Radio National
- Phase-2 from 2012 onward with the objective to generalize the Phase-1 solution for all ABC web properties by creating a catalogue of re-usable components and a lightweight, responsive templating framework.

CoreMedia has been asked to review the current status of Phase-2 with the following objectives:

- Check the viability of Phase-2 software for rapid site development, test and deployment for smooth site launches
- Confirm compatibility with CoreMedia product concepts and APIs
- Assess the suitability and robustness of the defined WCMS architecture in terms of how it enables or restricts the ability for rapid, smooth site launches

This document captures the findings and results of the review.

2. Approach Taken in this Review

Two CoreMedia engineers spent two weeks (plus one week of preparation) inspecting Phase-2 documentation, source code, development systems and functionality as well as interviewing key members of the ABC WCMS team. The following table lists the major interviews and workshops:

| Meeting | Participants | Meeting Topic |
|--|--|---|
| 07 February 2014: Morning session | Chris Constantin, Cairan Ford, Anthony Willis, Simon Mittag, Gary Paternoster, Cathryn Lak | Run-through of the objectives behind Phase-2 |
| 07 February 2014: Afternoon session | Mohan Ambayalanen, Stefan Schmidt, Simon Mittag, Cathryn Lak | Status of the WCMS development process |
| 10 February 2014: Morning session | Simon Mittag, Malani Raha | Demonstration of the Phase-2 system |
| 10 February 2014: | Chris Mitchell, Dougal Guppy, | Operations and monitoring |

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| Meeting | Participants | Meeting Topic |
|---|--|--|
| Afternoon session I | Simon Lee, Andrew Yourn | of the current system, plans for the Phase-2 system |
| 10 February 2014: Afternoon session II | Ant Willis, Kay Shapievsky, Simon Mittag | Web Development and Templating |
| 11 February 2014: Morning session | Adam Sherwood, Mohan, Simon Mittag, Dougal, Chris Mitchell | Web application architecture |
| 11 February 2014: Afternoon session | Steven Parr, Cathryn Lak | Developer walk-through of Phase-2 templating |
| 12 February 2014: Morning session | Dougal Guppy, Adam Sherwood, Chris Mitchell, Simon Lee, Andrew Yourn, Trevor Gillespie | WCMS infrastructure, deployment and performance |
| 12 February 2014: Afternoon session | Stewart Watt, Craig McCosker | News Online: Phase-1 in the field |
| 17 February 2014: Afternoon session | Michael Girgis | Syndication Engine and Importer |
| 18 February 2014: Afternoon session | Stefan Schmidt, Mohan Ambayalanen | Changes to folder structure and renditions document type |
| 18 February 2014: Afternoon session | Simon Mittag, Mohan Ambayalanen | Solr and Funnelback Feeder |
| 21 February 2014: Afternoon session | Kim Lerchbacher, Graham Hill, Cathryn Lak | Radio National: Phase-1 in the field |

We did not address project management and governance approaches as the focus of the sessions was primarily on engineering and architecture.

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3. Summary

The ABC WCMS development project contains both many positive developments as well as some areas of substantial technical and process risk.

We recommend addressing the risks in the upcoming phases of the project.

3.1. Positive Findings

The Phase-2 templating and web development framework is designed for responsive page display which, in theory, provides the foundation to address various types of end devices with a single page rendition. This, in conjunction with a flexible grid structure will allow more layout variations than the current Phase-1 solution supports.

The Phase-1 data model ("document type model" in CoreMedia terminology) has proved to be largely viable for the Phase-2 development and has only incurred minor changes, thus removing a large scale data migration from the upcoming transition to operation of Phase-2 functionality.

A Foundation Track has been created. This track is a joint responsibility of the WCMS project team and Technology. Its goals are to prepare the existing WCMS environments for the Phase-2 solution. Additional test environments are being built and improved monitoring and performance measuring facilities are being implemented. The Foundation Track has also identified issues with the current deployment of WCMS components that it will address.

3.2. Technical Risks

The technical risks are intrinsically inherent in the large amount of features and complexity addressed by the development team.

The development of a flexible catalogue of re-usable website components is a large challenge on its own, given the rapidly evolving web technologies and their complexity. This challenge is further augmented by the necessity for a robust high performance publishing system and site production processes.

To meet the objectives for Phase-2 the templates need a complete rebuild several times over to conform to the new responsive "mobile-first" paradigm:

1. As reusable templates to verify the functionality
2. As custom templates for News Online and Radio National
3. As new templates for additional sites

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This necessary rebuild of software development for the Phase-2 objective is a complex undertaking. Building new responsive templates for either News Online or Radio National would be a major implementation on their own. They are now combined with the additional writing of common templates on top.

Additionally the project has embarked on **re-developing** existing functionality which has already been developed for Phase-1 or functionality which is shipped with the CoreMedia product. Thus an already challenging scope has been extended by the development of the following features:

- Replacement of CoreMedia's page assembly and caching product (Content Application Engine, CAE) with a home-grown, ABC-proprietary framework
- Planned rebuild of the existing importer
- Scheduled rebuild of the syndication system

Please note, the following technical areas could not be assessed in detail as their technical specifications, as per the schedule, were not yet completed:

- Impact of new URL structures on existing sites
- Co-existence of Phase-2 and Phase-1 tenants in the WCMS during a prolonged phase to transition the solution into operation
- The approach for caching in the ABC web page assembly framework.
- Syndication Engine
- Importer
- Sentinel Solution for on-the-fly content conversion
- Parts of the new front-end developing regarding deployment of new web site furniture into production

We recommend changing back to the use of functionality provided out-of-the-box by the CoreMedia CAE and the existing phase 1 code to reduce risk for the following reasons:

1. The functionality provided by the CAE is low-level foundational web technology: template lookup and rendering, template decomposition, caching of content and external data, access to content in convenient APIs. Rebuilding this provides no direct business value to the Phase-2 objectives.
2. The CoreMedia CAE has been implemented and is in use by hundreds of websites globally since its first release in 2005. It has been continuously modernized and improved upon to represent a robust and fault-free web page assembly system based on modern Java technology and paradigms. For the alternative ABC page assembly framework to reach the same level of maturity will introduce extra unplanned effort and cost.
3. As the CoreMedia CAE is based upon open common standards and patterns, its adoption by software developers has been accomplished over and over again in the past years across the globe. Proven documentation and training possibilities exist, allowing the ABC to more easily familiarize new developers with the technology.

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4. CoreMedia supports and maintains the CAE for each release of the product. Modernization, platform support and compatibility is carefully managed and covered by the product support and maintenance contract. Replacement of the CAE by an ABC-proprietary solution introduces additional and regular solution obligations for the ABC team.
5. Existing ABC developed Phase 1 code is stable. Redevelopment of these features and functions from scratch poses a risk of lengthy product stabilisation.

The planned re-development of the ABC-specific custom components for importing and syndication could not be assessed in detail as the design documents were not available at the time of the audit. Given that both components incurred substantial development efforts in Phase-1 as they had to solve many special cases and exceptions to allow today's functioning integration of the WCMS into the broader content feed architecture at the ABC, we recommend against this re-write. In addition the planned new incarnation of both components will provide less support for the special cases, singularities and exceptions.

Finally, whilst a simplified feed format is a desirable target, the currently implemented and working customizations for special cases appear to have been taken out of scope of the WCMS Phase-2 project. This means that the task of the final tailoring for each content source or target for an undefined later stage.

In summary the technical risks are threefold:

- Developing a modern web page framework and component catalogue is a large endeavour on its own
- Re-developing foundational technologies as provided by the CoreMedia CAE diverts resources and capacity. It additionally introduces a long-term software maintenance obligation for the ABC.
- Re-developing existing and functioning back-end components with less functionality than before will induce extra tailoring and customization efforts elsewhere

3.3. Process Risks

As the focus of the review was purely technical, the project approach was not discussed in detail. However in various discussions indications of the following process risks became evident:

1. Many functions in use today have not been included into the explicit scope descriptions governing the Phase-2 release plans. The business assumed that Phase 2 was re-using the existing base, therefore already has the current features and functions they use and these would continue to exist (Re-use of the Phase 1 code and feature set). The WCMS Project team was re-developing from the requirements gathered and assumed that the business would detail all of the existing features and functions. Therefore the completed Phase-2 software runs a high probability of missing features essential for today's site

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production processes, making a News Online relaunch difficult at the planned cut-over date.

2. The planning and preparation for a “transition to operation” of the Phase-2 software, in conjunction with the necessary co-existence of Phase-1 and Phase-2 web applications (tenants) in the single CoreMedia system was not detailed enough at the time of the review. However given the possibly large impact both for today’s existing tenants as well as the Phase-2 development, it is imperative to prepare a cut-over specification early on to avoid serious roadblocks further down the line.
3. In addition to omitting implicit Phase-1 functions, requirements for the Phase-2 solution seem to be gathered without a full understanding of Phase-1 specifications and the corresponding solution. This creates additional and unnecessary documentation and implementation effort for functionality which has been specified and implemented and could be built upon. A prior gap analysis would be better suited to identify these areas.

3.4. Recommendations Overview

We recommend the following changes to the project.

1. Re-introduce the CoreMedia CAE of Phase-1 into the ABC templating architecture whilst retaining the current Freemarker, CSS and JS approach. The porting cost will be offset by the advantages in caching, content access and stability. This will not only mitigate the risk of losing existing functionality, integration and backwards compatibility, using the Phase-1 code base also means building on top of knowledge and bug fixes that have been woven into it.
2. Defer rewriting the current Importer and Syndication Engine to a later phase (Phase-3 or later) and rather focus on rapidly on-boarding tenants into production.
3. Defer the changes introduced into the CAE Feeder and the document type model for Renditions to a later phase and focus on improving the identified issues by means with less impact to the software architecture to decrease the amount of change the Phase-2 introduces into production.
4. Continue with the deployment and operations improvements in the Foundation track: Phase-2 is introducing changes to all WCMS components. Having a more reliable deployment procedure will be crucial to the success of implementing it into production.

4. Compatibility with CoreMedia’s Product Roadmap

Going forward the WCMS project can either continue on their current path or follow the recommendation to consolidate the Phase-1 and Phase-2 software. Either direction does not introduce serious incompatibility issues with later versions of the CoreMedia WCMS. They both require a comparable amount of effort for an upgrade.

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The current support agreement with the ABC will give the ABC ample time to prepare a transition to a later CoreMedia version. Compatibility can be further improved by adopting the following areas during the Phase-2 development:

- Re-introduce the CoreMedia CAE. Building the web application on top of the CAE framework will ensure future vendor support for this component and will make it easier to introduce new product features of coming CoreMedia versions.
- Use Chef as the provisioning technology in the Foundation track. Although it is possible to make use of other provisioning tools, like Puppet, CoreMedia invested major effort into the Chef integration, which can be used by its customers. The product recipes have been used in customer projects and are used by CoreMedia internally. Therefore, the recipe's maturity is high and it would take a custom implementation considerable effort to reach similar maturity.
- Align Freemarker and CSS / JavaScript management with CoreMedia's current approach. Most recent and upcoming CoreMedia versions ship with improved tools and workspace structures for front-end developers, for example:
 - Front-end developers can have a light-weight CoreMedia web application workspace to develop front-end code with their own tool chain against the real web site project.
 - Support for multi-tenanted template, CSS and JavaScript repositories that can be deployed independently from back-end releases.
- Continue managing multi-tenancy within the folder structure and the channel linking that was introduced in Phase-1. Coming versions of CoreMedia Studio are going to introduce more and more prefabricated convenience features, for example for multi-tenancy, multi-language, dashboards and editorial work flows (not to be confused with publication work flows). These features are pre-configured for a certain data model und repository structure, to which the Phase-1 structure is compatible. Changing it fundamentally will require substantial re-configuration work in the future to make use of these prefabricated CoreMedia Studio features.

WCMS Steering Committee

21/03/2013

Agenda

- Open Actions from previous meeting
- Financial update
- Key Risks
 - Project Resources
 - Syndication Engine
 - Demand on WCMS for interim results
- Product Support
- Appendix
 - Training

Open Action Items

| | ACTION | PERSON RESPONSIBLE | STATUS | Target DATE | Est. DATE |
|----------|---|-------------------------------|-------------|-------------|-----------|
| 120917-2 | <p>Project Update Report to be distributed to the Steering Committee</p> <p>[19/11] The update reports need to be more comprehensive + including financial information. David Pendleton will look at a revised template and information to be included.</p> <p>[21/3] SM Report tabled 21/3</p> | Scott Makin / David Pendleton | Closed | 30/1/13 | 21/3/13 |
| 130123-3 | <p>Outline an approach for Data Migration</p> <p>[21/3] Review approach during Rural deployment</p> | Scott Makin | Not started | 30/3/13 | 30/6/13 |
| 130123-5 | <p>Supply an estimate of change management costs to the next Steering Committee meeting</p> <p>[03/02] SM Planning started, but not ready for Feb meeting</p> <p>[21/3] Draft tabled by JM at PDwG & PDG, sample included in Agenda for reference.</p> <p>Review approach during Rural deployment</p> | Scott Makin | WIP | 18/02/13 | 30/6/13 |

Project Status Update - Feb 2013

Risk - Finite WCMS resources

Risk

The project workload and expectations are rapidly increasing with the projects approval by the Board in February 2013, however the available resource pool is limited.

Mitigation

- Project funding and schedule assumes project team being build up over Mar/Apr 2013
- Significant organisational focusing on the rapid hiring of skilled project resources

Hiring Update @ 18/3/13

| Vacant Roles | Position Descriptions | Authority to fill | Advertised | Interviews Scheduled | Offered | Confirmed Start Date |
|--------------|-----------------------|-------------------|------------|----------------------|---------|----------------------|
| 24 | 24 | 15 | 13 | 10 | 6 | 3 |



Risk - Demand from Business for interim results

The WCMS project has been requested to assist in the delivery of a Rural website and a mobile3 ('m') News site based on the ADP project.

The overarching principle in managing change through the WCMS project is that we are not able to accept change that diverts the main project, from either budget or schedule.

The secondary priority is a mobile 'm' site (ADP).

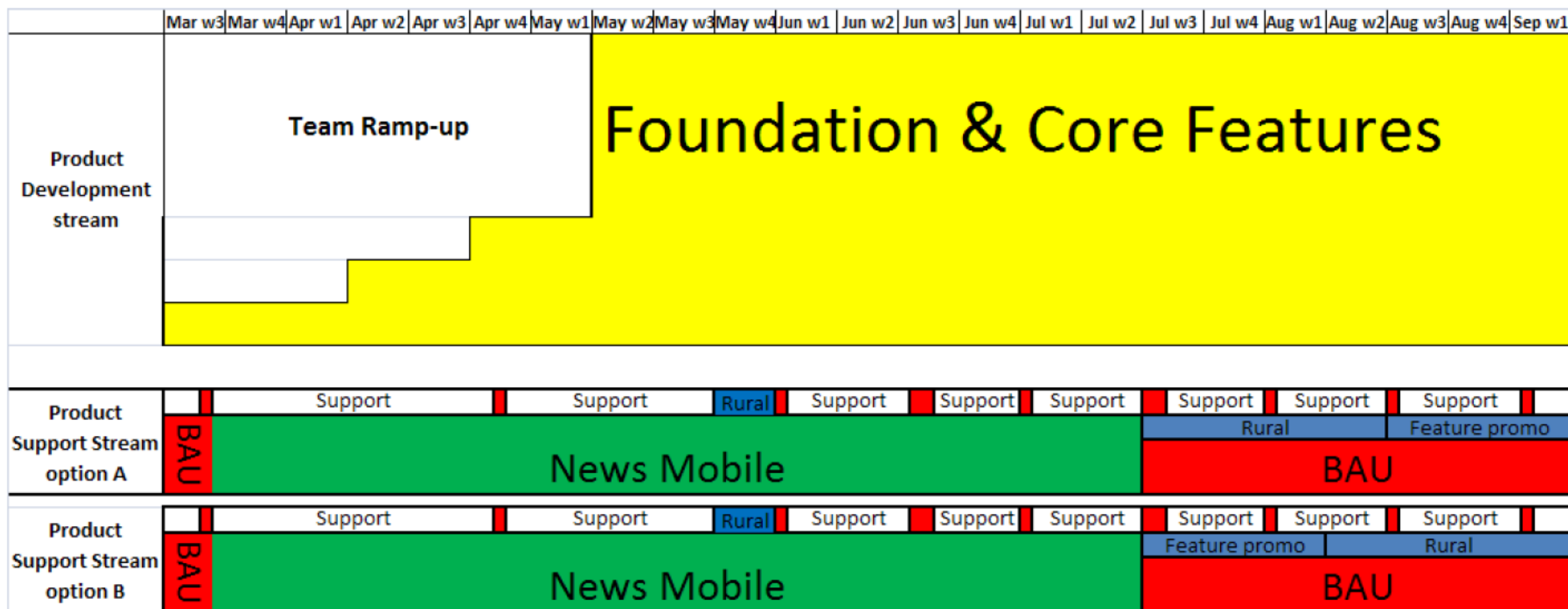
Rural

- Rural consists of a range of discreet functions within the News instance of WCMS
- The project will be managed by Radio, delivering to Rural & News
- WCMS requirements will be managed through the BAU process as Change Requests
- WCMS work will be delivered using BAU resources, with the scheduling of changes set by the BAU group

ADP

- ADP is a significant change that requires extensive regression testing and a discrete test and development environment
- The project will be managed by Innovation, delivering to News
- IT are exploring options to setup a discrete test environment, if this is not possible then the BAU environment will be required
- Additional resources will be hired to support the ADP project, so as to lessen its impact on the WCMS project
- When the ADP project is close to launch, BAU & Rural development will need to pause to allow the code bases to merge (1-3 mths)

WCMS Release Schedule



Recommendations

- WCMS work cease on BAU and Rural in order to accommodate ADP efforts
- ADP rescheduled to align with WCMS resource availability
- News become business sponsor of ADP project
- BAU stakeholders prioritise next round of enhancements

Product Support Model


Please refer to the WCMS Product Support update for details of:

- Definition
- High Level Procedure
- Release cycle
- Dashboard
- Budget
- Organisational Structure

Appendix

Training - Strategies for End Users

| Strategy | Pros | Cons | Estimated Costs |
|--------------------------|--|---|---|
| Roaming training | <ul style="list-style-type: none"> • Training is consistent | <ul style="list-style-type: none"> • Long protracted training period • Reliance on only few trainers | <ul style="list-style-type: none"> • Travel and accommodation • Printed training materials • Trainer/s time • End users time to complete training |
| Distance learning | <ul style="list-style-type: none"> • Training is consistent • Cost effective | <ul style="list-style-type: none"> • Limited ability to ask questions and learn from others | <ul style="list-style-type: none"> • Webinar • Trainer/s time • End users time to complete training |
| Face to face | <ul style="list-style-type: none"> • Learn from others and confirm understanding with trainer • Multiple trainers to support end users | <ul style="list-style-type: none"> • Most expensive form of training • Variability in learning depending on trainer | <ul style="list-style-type: none"> • Travel and accommodation • Printed training materials • Trainer/s time • End users time to complete training |
| Self paced | <ul style="list-style-type: none"> • Cost effective • Minimal impact on business activity | <ul style="list-style-type: none"> • No ability to ask questions and learn from others | <ul style="list-style-type: none"> • End users time to complete training |

| | | | | |
|---|---|--|--|--------------------------|
|  | PROJECT STATUS REPORT | | Reporting Period: | Period 8 - February 2013 |
| | Project Name: WCMS Project - Product Build Phase Project Manager: Scott Makin Divisional Representative: Angela Clark | Project Code: C-HINX0107 Project Owner: David Pendleton | Current Phase: Implementation Project Start Date: Jan-13 Project Completion Date: Apr-15 | |

PROJECT DESCRIPTION

To replace the ABC's Wallace system with a new Web Content Management System (WCMS). the new system will enable the ABC to publish web content quickly, reliably, easily and flexibly and will allow the ABC to be much more responsive to changing audience needs, upgrading the abc.net.au site to include new functionality, new services and new content as required.

Project Status -The Project continues to work on the the Service Operations activities. The business case for Phase 3 funding was approved at the February 2013 Board meeting.

PROJECT STATUS PERFORMANCE

| | |
|------------------|---|
| Overall Project | G |
| Project Budget | G |
| Project Schedule | G |

0 Days ahead/behind Plan

PROJECT INTERDEPENDENCIES

Status Indicators Definition: **Green** - has not used any of the contingency. **Amber** - is using contingency. **Red** - has consumed contingency and will be late or over budget.

FINANCIAL PERFORMANCE

| Product Build - Project | | | | YTD | | | Total Product Build | | |
|---------------------------|--------------|--------------|-------------|--------------|--------------|--------------|---------------------|-----------------|------------|
| Figures in 000s | | | | Actuals | Bud | Var | Forecast | Bud | Var |
| Contractors | \$81 | \$54 | -\$27 | \$130 | \$108 | -\$22 | \$849 | \$849 | \$0 |
| Salaries ¹ | \$57 | \$90 | \$33 | \$123 | \$180 | \$57 | \$6,813 | \$6,813 | \$0 |
| Hardware | \$0 | \$25 | \$25 | \$0 | \$50 | \$50 | \$700 | \$700 | \$0 |
| Software | \$0 | \$9 | \$9 | \$0 | \$18 | \$18 | \$220 | \$220 | \$0 |
| Other (incl Redundancies) | \$3 | \$8 | \$5 | \$8 | \$16 | \$8 | \$798 | \$798 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$355 | \$1 010 | \$0 |
| Total | \$141 | \$186 | \$45 | \$261 | \$372 | \$111 | \$9,735 | \$10,390 | \$0 |

| Product Support - Ongoing | | | | YTD | | | Total Product Support | | |
|---------------------------|--------------|--------------|-------------|--------------|--------------|--------------|-----------------------|----------------|------------|
| Figures in 000s | | | | Actuals | Bud | Var | Forecast | Bud | Var |
| Salaries | \$66 | \$63 | -\$3 | \$133 | \$126 | -\$7 | \$4,763 | \$4,763 | \$0 |
| Hardware | \$0 | \$13 | \$13 | \$0 | \$26 | \$26 | \$399 | \$399 | \$0 |
| Software | \$2 | \$35 | \$33 | \$3 | \$70 | \$67 | \$3,297 | \$3,297 | \$0 |
| Other (incl Redundancies) | \$39 | \$29 | -\$10 | \$44 | \$58 | \$14 | \$1,048 | \$1,048 | \$0 |
| Total | \$107 | \$140 | \$33 | \$180 | \$280 | \$100 | \$9,507 | \$9,507 | \$0 |

1) Salaries budget includes \$284k transferred from Phase II Project.

2) Current salaries forecasting higher then budget due to agency recruitment costs, TBC on completion of hiring

3) Reporting against Budget this period, Forecast reporting to commence next period (once resource costs have stabilised)

HIGH LEVEL MILESTONES - DRAFT subject to detailed planning

| Product Build | | | | | |
|--|--|-------------------|-------------------------|--------|-------------------------|
| Milestones | | Planned Finish | Actual / Est. Finish | Status | Comment/Issues |
| Project Milestones | | | | | |
| Business Case sign off | | 14/02/2013 | 14/02/2013 | C | Completed |
| WCMS team hired | | 26/04/2013 | 26/04/2013 | G | Progressing to schedule |
| Core complete | | 30/08/2013 | 30/08/2013 | G | Started |
| Foundation complete | | 28/02/2014 | 28/02/2014 | G | Started |
| Phase 1 features completed | | 01/07/2013 | 01/07/2013 | G | Not started |
| Phase 2 features completed | | 28/10/2013 | 28/10/2013 | G | Not started |
| Phase 3 features completed | | 31/03/2014 | 31/03/2014 | G | Not started |
| WCMS available for Content Division builds | | 28/03/2014 | 28/03/2014 | G | Not started |
| Pilot minor site deployment | | 12/05/2014 | 12/05/2014 | G | Not started |
| Pilot major site deployment | | 28/07/2014 | 28/07/2014 | G | Not started |
| Capital project closes, team -> Operational mode (BAU) | | 27/03/2015 | 27/03/2015 | G | Not started |
| Business Milestones | | | | | |
| Minor web site developments | | 12/05/2014 | 12/05/2014 | G | Not started |
| News – Major web site development commence | | 28/04/2014 | 28/04/2014 | G | Not started |
| Radio – Major web site development commence | | 30/06/2014 | 30/06/2014 | G | Not started |
| TV – Major web site development commence | | 29/09/2014 | 29/09/2014 | G | Not started |

Product Support

| Product Support | | Planned Finish | Actual / Est. Finish | Status | Comment/Issues |
|-------------------|-------------------------------|----------------|----------------------|--------|--|
| Milestones | | | | | |
| 13.02 | Support release - Defects | 06/02/2013 | 27/02/2013 | C | Bugs discovered rollback was required |
| 13.02 | Support release - Rollback | 27/02/2013 | 29/02/2013 | C | Issues identified in Roll back process creating delays, for review with Technology |
| 13.02 | Support re-release | 07/03/2013 | 07/03/2013 | C | |
| 13.03 | Support release - Importer | 06/03/2013 | 19/03/2013 | G | Delayed due to 13.02 delays |
| ADP1 | ADP interim release I | TBD | | G | To be scheduled with Technology |
| ADP2 | ADP interim release II | TBD | | G | To be scheduled with Technology |
| ADP3 | ADP interim release III | TBD | | G | To be scheduled with Technology |
| ADP4 | ADP interim release IV | TBD | | G | To be scheduled with Technology |
| ADP5 | ADP interim release V | TBD | | G | To be scheduled with Technology |
| Rural1 | Rural - Configuration changes | TBD | | G | To be scheduled with Technology |

PROJECT PERFORMANCE**Tasks completed this period**

| Milestones | Planned Finish | Actual / Est. Finish | Who | Status | Comment/Issues |
|--|-------------------|-------------------------|------|--------|---|
| Commence team recruitment | 21/02/2013 | 21/02/2013 | SM | C | Commenced upon approval of capital budget |
| Submit UIG urgent requirements to Innovation | 28/02/2013 | 28/02/2013 | DO'B | C | Elements with UIG for review and approval |
| Review Rural scope and timelines | 28/02/2013 | 28/02/2013 | SM | C | Reviewed with SL, AL & RD |

Next Key Tasks

| Next Key Tasks | | | | | |
|---|-------------------|-------------------------|-----|--------|--|
| Milestones | Planned Finish | Actual / Est. Finish | Who | Status | Comment/Issues |
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| Release budget | 16/03/2013 | 16/03/2013 | KB | G | WIP |

| | | | | | |
|--|------------|------------|----|---|--|
| Identify feature candidates for Core Media development | 21/03/2013 | 21/03/2013 | MM | G | Candidates for backporting from CM7 -> CM5 to reduce impact of later upgrade |
|--|------------|------------|----|---|--|

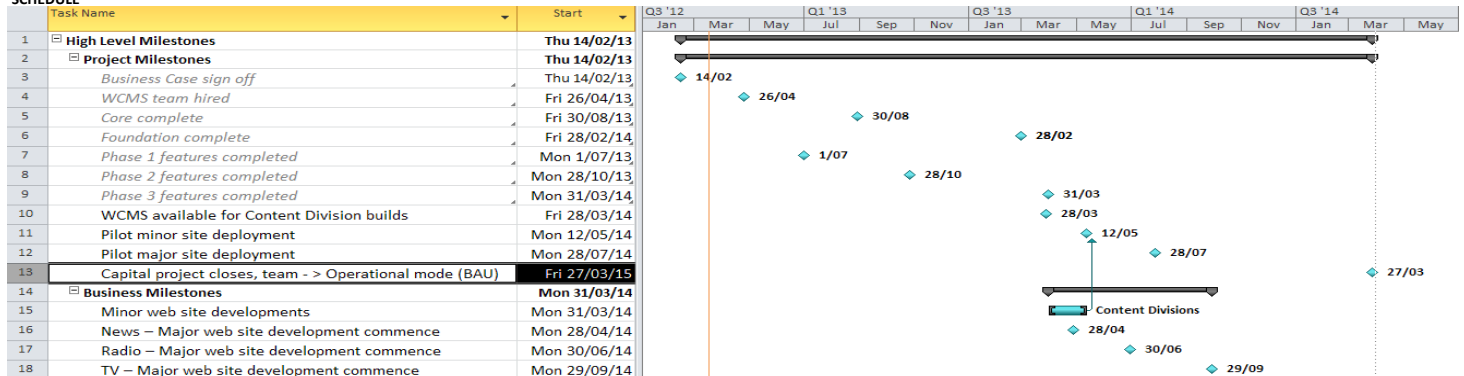
PROJECT ISSUES & RISKS - High risks

| No. | Risk Description | Date Raised | Prob'ity (1-5) | Impact (1-5) | Rating (P x I) | Assigned To | Mitigation Strategy |
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| 15 | Finite WCMS resources (development, environment, etc) Conflict over shared resources and environments impacting on project costs and schedule | 29/1/13 | 5 | 4 | H | Scott Makin | - BAU workstream limited to minor enhancements only - Strict PMO governance - Additional resources obtained for new scope items |
| 29 | Demand from Business for interim results, impacting project team ability to deliver on agreed scope eg. ADP | 28/1/13 | 5 | 3 | H | Scott Makin | Manage through change control process |
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CHANGE REQUESTS

| Change Request | Status | Owner | Scheduled | Actions Required |
|--|---------------------|---------------|---------------------|---|
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| CR 73 Rural Assist in the implementation of a Rural web site within the existing News instance 1) Minor configuration changes to direct traffic to new site 2) Minor Enhancements to Search, Syndication and data migration | Approved Delayed | Linda Bracken | 1) May-13 2) TBA | Mandated by ABC MD. 1) Minor enhancements to take place in May, as per Rural schedule 2) Further enhancements to be prioritised by BAU stakeholders |
| CR 05 Feature Promo New feature to improve the display of cross promotional features | Unapproved | Stuart Watt | TBA | Tabled for review at PDwG and PDG. For prioritisation by BAU workstream & stakeholders |

SCHEDULE





ABC
Australian
Broadcasting
Corporation

PROJECT STATUS REPORT

Project Name: WCMS Project - Product Build Phase
Project Manager: Scott Makin
Divisional Representative: Angela Clark

Project Code: C-HINX0107
Project Owner: David Pendleton

Reporting Period: Period 8 - February 2013
Current Phase: Implementation
Project Start Date: Jan-13
Project Completion Date: Apr-15

PROJECT DESCRIPTION

To replace the ABC's Wallace system with a new Web Content Management System (WCMS). the new system will enable the ABC to publish web content quickly, reliably, easily and flexibly and will allow the ABC to be much more responsive to changing audience needs, upgrading the abc.net.au site to include new functionality, new services and new content as required.

Project Status -The Project continues to work on the the Service Operations activities. The business case for Phase 3 funding was approved at the February 2013 Board meeting.

PROJECT STATUS PERFORMANCE

| | |
|------------------|--------------------------------|
| Overall Project | Green |
| Project Budget | Green |
| Project Schedule | Green 0 Days ahead/behind Plan |

PROJECT INTERDEPENDENCIES

Status Indicators Definition: Green - has not used any of the contingency. Amber – is using contingency. Red – has consumed contingency and will be late or over budget.

FINANCIAL PERFORMANCE

| Product Build - Project | February | | | YTD | | | Total Product Build | | |
|---------------------------|--------------|--------------|-------------|--------------|--------------|--------------|---------------------|-----------------|------------|
| <i>Figures in '000s</i> | Actuals | Bud | Var | Actuals | Bud | Var | Forecast | Bud | Var |
| Contractors | \$81 | \$54 | -\$27 | \$130 | \$108 | -\$22 | \$849 | \$849 | \$0 |
| Salaries ¹ | \$57 | \$90 | \$33 | \$123 | \$180 | \$57 | \$6,813 | \$6,813 | \$0 |
| Hardware | \$0 | \$25 | \$25 | \$0 | \$50 | \$50 | \$700 | \$700 | \$0 |
| Software | \$0 | \$9 | \$9 | \$0 | \$18 | \$18 | \$220 | \$220 | \$0 |
| Other (incl Redundancies) | \$3 | \$8 | \$5 | \$8 | \$16 | \$8 | \$798 | \$798 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$355 | \$1,010 | \$0 |
| Total | \$141 | \$186 | \$45 | \$261 | \$372 | \$111 | \$9,735 | \$10,390 | \$0 |

| Product Support - Ongoing | February | | | YTD | | | Total Product Support | | |
|---------------------------|--------------|--------------|-------------|--------------|--------------|--------------|-----------------------|----------------|------------|
| <i>Figures in '000s</i> | Actuals | Bud | Var | Actuals | Bud | Var | Forecast | Bud | Var |
| Salaries | \$66 | \$63 | -\$3 | \$133 | \$126 | -\$7 | \$4,763 | \$4,763 | \$0 |
| Hardware | \$0 | \$13 | \$13 | \$0 | \$26 | \$26 | \$399 | \$399 | \$0 |
| Software | \$2 | \$35 | \$33 | \$3 | \$70 | \$67 | \$3,297 | \$3,297 | \$0 |
| Other (incl Redundancies) | \$39 | \$29 | -\$10 | \$44 | \$58 | \$14 | \$1,048 | \$1,048 | \$0 |
| Total | \$107 | \$140 | \$33 | \$180 | \$280 | \$100 | \$9,507 | \$9,507 | \$0 |

1) Salaries budget includes \$284k transferred from Phase II Project.

2) Current salaries forecasting higher then budget due to agency recruitment costs, TBC on completion of hiring

3) Reporting against 'Budget' this period, 'Forecast' reporting to commence next period (once resource costs have stabilised)

Product Build

| Milestones | Planned Finish | Actual / Est. Finish | Status | Comment/Issues |
|---|-------------------|-------------------------|--------|-------------------------|
| Project Milestones | | | | |
| Business Case sign off | 14/02/2013 | 14/02/2013 | C | Completed |
| WCMS team hired | 26/04/2013 | 26/04/2013 | G | Progressing to schedule |
| Core complete | 30/08/2013 | 30/08/2013 | G | Started |
| Foundation complete | 28/02/2014 | 28/02/2014 | G | Started |
| Phase 1 features completed | 01/07/2013 | 01/07/2013 | G | Not started |
| Phase 2 features completed | 28/10/2013 | 28/10/2013 | G | Not started |
| Phase 3 features completed | 31/03/2014 | 31/03/2014 | G | Not started |
| WCMS available for Content Division builds | 28/03/2014 | 28/03/2014 | G | Not started |
| Pilot minor site deployment | 12/05/2014 | 12/05/2014 | G | Not started |
| Pilot major site deployment | 28/07/2014 | 28/07/2014 | G | Not started |
| Capital project closes, team - > Operational mode (BAU) | 27/03/2015 | 27/03/2015 | G | Not started |
| Business Milestones | | | | |
| Minor web site developments | 12/05/2014 | 12/05/2014 | G | Not started |
| News – Major web site development commence | 28/04/2014 | 28/04/2014 | G | Not started |
| Radio – Major web site development commence | 30/06/2014 | 30/06/2014 | G | Not started |
| TV – Major web site development commence | 29/09/2014 | 29/09/2014 | G | Not started |

Product Support

| Milestones | Planned Finish | Actual / Est. Finish | Status | Comment/Issues |
|--------------------------------------|-------------------|-------------------------|--------|--|
| 13.02 Support release - Defects | 06/02/2013 | 27/02/2013 | C | Bugs discovered rollback was required |
| 13.02 Support release - Rollback | 27/02/2013 | 29/02/2013 | C | Issues identified in Roll back process creating delays, for review with Technology |
| 13.02 Support re-release | 07/03/2013 | 07/03/2013 | C | |
| 13.03 Support release - Importer | 06/03/2013 | 19/03/2013 | G | Delayed due to 13.02 delays |
| ADP1 ADP interim release I | TBD | | G | To be scheduled with Technology |
| ADP2 ADP interim release II | TBD | | G | To be scheduled with Technology |
| ADP3 ADP interim release III | TBD | | G | To be scheduled with Technology |
| ADP4 ADP interim release IV | TBD | | G | To be scheduled with Technology |
| ADP5 ADP interim release V | TBD | | G | To be scheduled with Technology |
| Rural1 Rural - Configuration changes | TBD | | G | To be scheduled with Technology |

PROJECT PERFORMANCE

Tasks completed this period

| Milestones | Planned Finish | Actual / Est. Finish | Who | Status | Comment/Issues |
|--|-------------------|-------------------------|------|--------|---|
| Commence team recruitment | 21/02/2013 | 21/02/2013 | SM | C | Commenced upon approval of capital budget |
| Submit UIG urgent requirements to Innovation | 28/02/2013 | 28/02/2013 | DO'B | C | Elements with UIG for review and approval |
| Review Rural scope and timelines | 28/02/2013 | 28/02/2013 | SM | C | Reviewed with SL, AL & RD |

Next Key Tasks

| Milestones | Planned Finish | Actual / Est. Finish | Who | Status | Comment/Issues |
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PROJECT ISSUES & RISKS - High risks

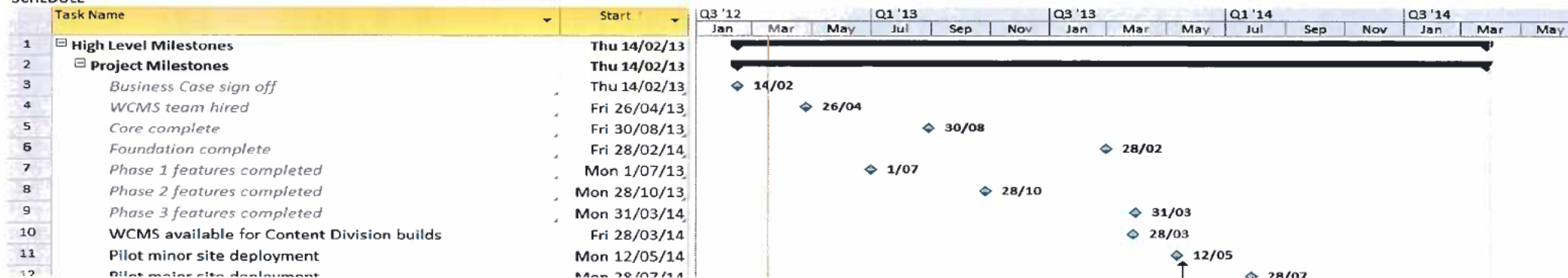
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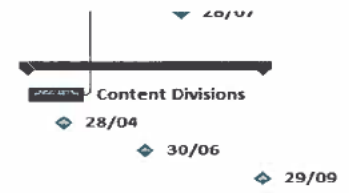
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SCHEDULE



| | | | |
|----|------------------|---|--------------|
| 13 | ABC FOI 2017-031 | Capital project closes, team - > Operational mode (BAU) | Fri 27/03/15 |
| 14 | | Business Milestones | Mon 31/03/14 |
| 15 | | Minor web site developments | Mon 31/03/14 |
| 16 | | News – Major web site development commence | Mon 28/04/14 |
| 17 | | Radio – Major web site development commence | Mon 30/06/14 |
| 18 | | TV – Major web site development commence | Mon 29/09/14 |

W/CMS Project Status Report



WCMS Steering Committee

Minutes

12pm, 21 March 2013

Attendees: David Pendleton, COO (Chair)
Angela Clark, Director Innovation
Kate Torney, Director News
Kate Dundas, Director Radio
David Anderson, A/g Director TV
Scott Makin, Project Manager
Amanda Walsh, Exec Manger Operations Group

Apologies: Lynley Marshall, Director ABC International

Budget Update

Both capital and operational costs against the project's budget were noted. It was agreed that financial year to date spend and forecast will be included in the budget update going forward as well as 'old project' v 'new project' costs being separated.

It was noted that a financial summary will be included in Steering Committee presentations with a detailed spreadsheet included in meeting documents an attachment.

Project Milestones

Core milestones have been identified and detailed planning will now begin. The foundations of the project have been shared with the PDG and the details of those are now being defined.

It was noted that the support releases will stop while ADP releases take place. Product support releases are discussed at PDwG meetings.

Recruitment

Recruitment is well underway with the first few new staff starting this week.

Rural

It was noted that Rural can simultaneously be rolled out with a target date of June, after the ADP project is finalised.

Governance

Governance concerns are being discussed between Capital Works and Innovation. It was noted that functionalities remain the same, however some accountabilities may shift now that the project build sits within Capital Works. The new governance model will be brought to the Steering Committee.

Technology

It was noted that Dougal Guppy from Technology has been assigned as the WCMS IT Coordinator and his WCMS support role will be backfilled.

Risks and Issues

Likely and/or high impact risks will be updated at each Steering Committee meeting. The list is also available via the PDG. Two significant current risks were:

1. Content interfaces

There is no overarching map of where content is used, including on syndication feeds.

2. Online mobile strategy

The risk is that the project should not be driving the online strategy. It was agreed that following the ASG meeting of today, there will be a focus on mobile devices without forfeiting content for the current environment where desktops are still the way the majority of the audience is accessing our digital content.

The meeting was adjourned early.

WCMS Steering Committee

18/04/2013

Agenda

- Open Actions from previous meeting
- Project Report
 - Budget
 - Milestones
 - Key Risks

Open Action Items

| | ACTION | PERSON RESPONSIBLE | STATUS | Target DATE | Est. DATE |
|----------|--|--------------------|-------------|-------------|-----------|
| 130123-3 | Outline an approach for Data Migration [21/3] Review approach during Rural deployment | Scott Makin | Not started | 30/3/13 | 30/6/13 |
| 130123-5 | Supply an estimate of change management costs to the next Steering Committee meeting [03/02] SM Planning started, but not ready for Feb meeting [21/3] Draft tabled by JM at PDwG & PDG, sample included in Agenda for reference. Review approach during Rural deployment | Scott Makin | WIP | 18/02/13 | 30/6/13 |

Project Status Update – Mar 2013

- On track
- Forecasts will be included from Apr
- Bulk of team landing Apr
- Domain Modelling & first integration of Core to commence in May
- Foundation work struggling to get traction with Technology team, project team modifying approach
- News Mobile Launch Owner

WCMS Steering Committee

Minutes

12pm, 2 May 2013

Attendees: Kate Torney, Director News
Kate Dundas, Director Radio
David Anderson, A/g Director TV
Mark Woodley, Head Capital Works
David Hua, (for Director International)
Amanda Walsh, Exec Manger Operations Group

Apologies: David Pendleton, Chief Operating Officer
Scott Makin, Project Manager
Lynley Marshall, Director ABC International
Angela Clark, Director Innovation

Project Update

Domain modelling is starting next week.

The proof of concept project (through WCMT), has received a suggested approach from Radio. The example used was 'location' and Orange was the test case.

Once agreed, the WCMT will make a recommendation to the Steering Committee.

Workflow of Issues from Working Groups to Steering Committee

At the moment, SC members are being briefed by their teams as to what is happening in the PDG, WCMS team work etc. It was agreed that more visibility or updates on issues should come forward however this should be formal, high level information. Members of the PDG can voice a request for issues to be raised at the Steering Committee.

It was agreed that issues which can be decided at the PDG, versus what needs to be approved by the SC need to be defined. A one page update out of PDG meetings will be brought to the Steering Committee so that there is a formal note of what has been actioned, endorsed etc by divisional heads. SC members will also receive informal briefings from their teams.

It was noted that the SC assumes that PDG endorsement represents an agreed way forward on issues. An example of an issue being raised at PDG but not resolved is ABC International's requirement for foreign character sets to be included in the final product. It was agreed that this issue should have been referred up, rather than the Director International being required to raise this at the Steering Committee. It was noted that Simon has not seen this issue raised at PDwG or

PDG. It was agreed that issues, especially those which are not resolved in the PDwG or PDG need to be documented and escalated to the SC as appropriate. It was agreed that Mark Woodley will write some protocols around the escalation process and take that to the next PDG meeting. It was agreed that issues which are unable to be agreed or issues which are agreed but will have a financial impact on the project (or a time impact, including re-prioritising issues which are taking too long to resolve) will be escalated to the SC.

The testing of the mobile sites is one issue that has not been resolved. News has stated that the current technology solution does not meet the requirements to enable developers/News management to view the test site on mobile devices, with working links. IT have stated that this is not currently available within a secure environment. It was agreed that Mark Woodley will approach IT to investigate a temporary wifi set up that can be turned on and off as required, and to propose a long term solution. This issue will be updated at the next meeting (preferably before and as soon as possible), to be ready for implementation immediately. It was noted that this is an urgent issue.

It was agreed that Mark Woodley will circulate the updated project update presentation which includes information on delivery methodology.

It was agreed that requirements for proof of concept, especially in regard to time, will be brought to the SC for decision.

Mobile-first Approach

The PDwG was asked to provide a definition of this approach. The product needs to be able to address IPTV and Wearables. The project team will come back to the SC by next meeting with a first cut estimate about how this will change the project including time and finance delays and an estimated deadline to write a proper scope.

WCMS Project

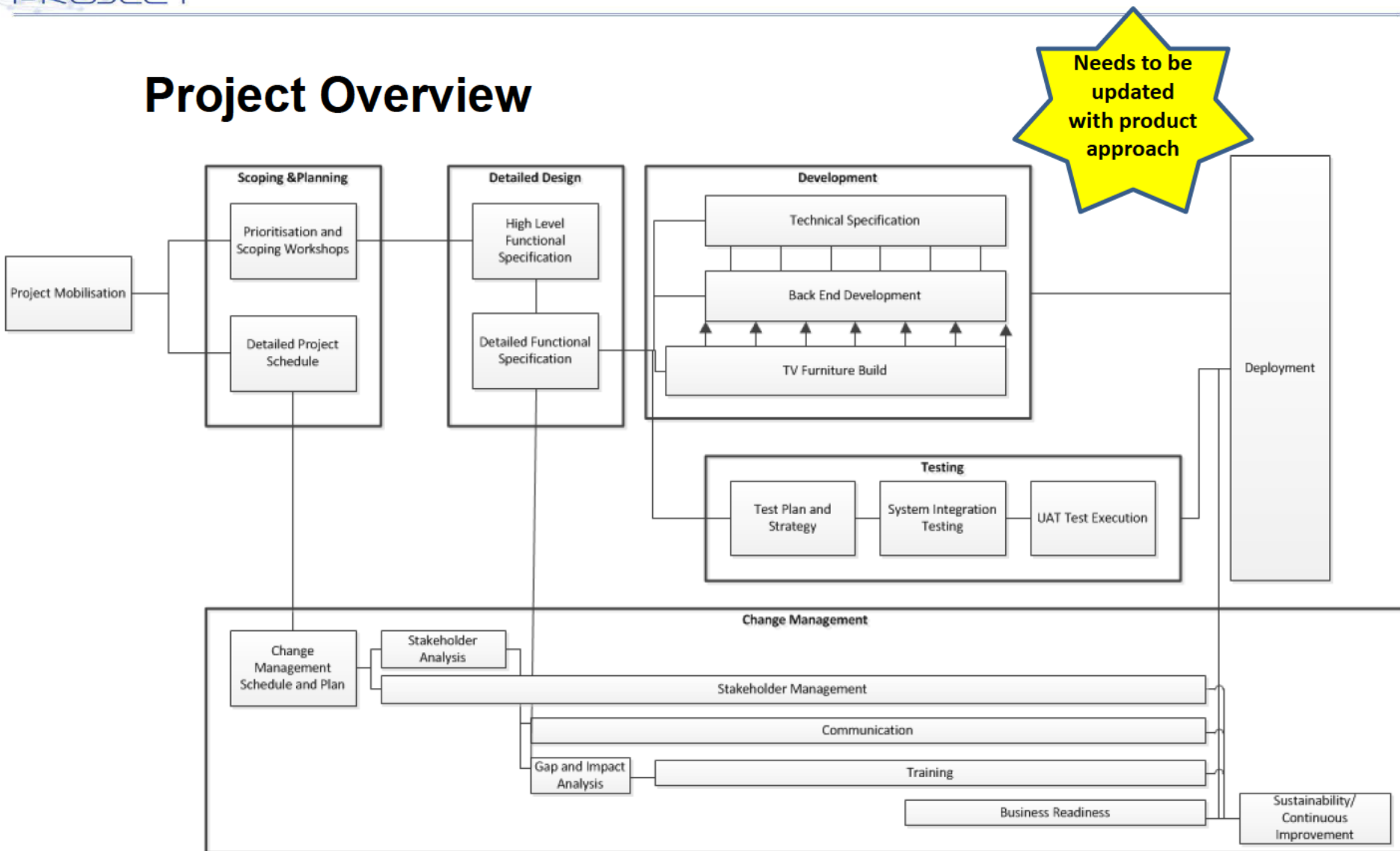
WCMS Change Management Roadmap

14th May 2013

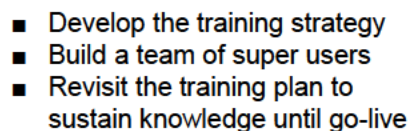
Agenda

- Project Overview
- Change Management Overview
- Change Management Schedule for TV
- Business Resourcing and Roadmap
- Schedule of Meetings
- Next Steps

Project Overview



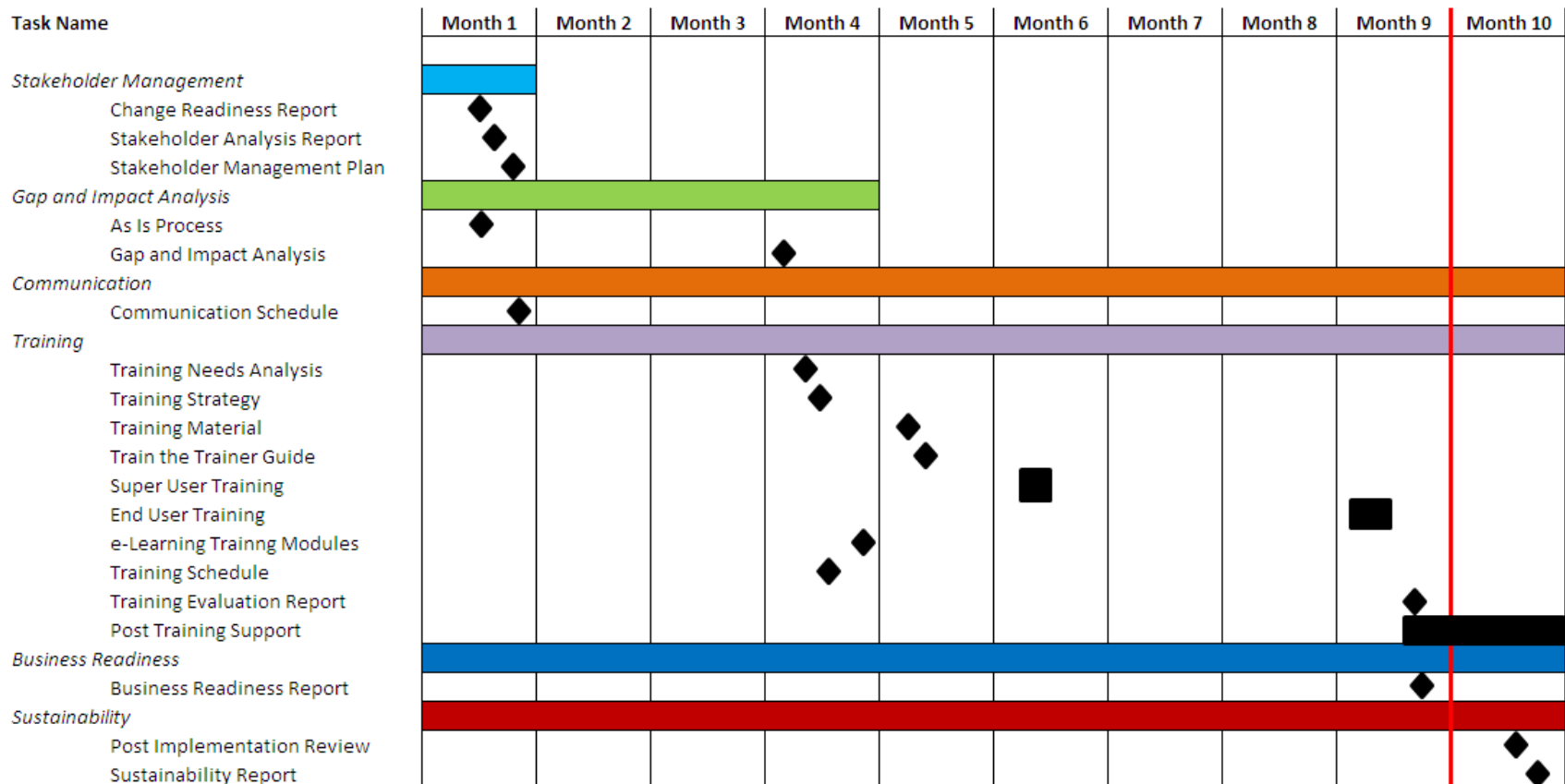
- Meeting with the business champion and executives to obtain buy-in and commitment



- Build a picture of the current and the journey to get to the to be
- Develop the communication plan specific to the business area

- Post implementation review and assessment of:
 - Benefit realisation
 - Areas for improvement
 - New initiatives
- Agree the criteria for go-live including:
 - Changes to support and/or dependent processes
 - Equipment ready to support
 - Decommissioning requirements
- Meet weekly to check the business readiness plan

Indicative Change Management Schedule for medium size division



Key



Milestone

Task

Estimated Go Live Date

Business RoadMap

- Successful system implementation relies on the engagement of key stakeholders. Key business stakeholders required for change management are:
 - Business Champion (1 day per week*)
 - Change Agent (2 – 3 days per week*)
 - Super User (½ day per week , 3 – 5 days during the training roll out)

*Depends on the project phase

Business Champion

- A business champion will need to be a resource to the project to ensure there is a central point of knowledge end to end
- The business champion is responsible for:
 - Communicating with key business stakeholders project timeline and key messages
 - Review and provide input into all communication being sent to the business
 - Evangelise the change within the business unit
 - Sign off on the Business Readiness for implementation
 - Lead the business training resources to ensure training is specific to its needs
- The business champion is:
 - Respected by all levels of the business unit
 - Comes from an operational area
 - Able to communicate well and excite others with the change
 - Capable of representing the needs of all subgroups within the business
 - Knowledge in the area of training
 - Able to interface between all parts of the project and all parts of the business unit

Change Agent

- A change agent needs to be allocated by the business to work with the change team for 2 – 3 days a week. This person is different from the Business Champion in that they are analysing data and creating documents rather than reviewing or signing off.
- A change agent is required to work with the change team to:
 - Develop an understanding of the stakeholders and their key involvement throughout the project
 - Provide an overview of the impact and gap of the change
 - Create the communication plan and write the communication material
 - Review the training material and provide the training schedule
 - Assess the business readiness for implementation and assist the resolution of any issues
 - Participate in post implementation review workshops and assist with the implementation of business improvements
- The change agent is:
 - Able to represent all areas of the business
 - Is respected by their peers
 - Skilled at collecting and analysing data
 - Has good writing and communication skills
 - Able to empathise with users

Super Users

- Allocate a set of super users that will attend train the trainer sessions and then take on the role of training business unit users
- As a general rule you should have at least one trainer to every 24 users. This will equate to three to five days of face to face training per trainer.
- There should be at least one super user in each state where users are located.
- The super user is responsible for:
 - Ensuring the training facility is ready for training
 - Obtaining printed training materials to be given out at training sessions
 - Delivering training to users using the facilitator guides provided by the project
 - Encouraging learners to fill in training evaluations
 - Keeping their system knowledge current
 - Support users post training
- The super user is:
 - Respected by end users within the business unit
 - Understand the operational needs of the business
 - Can communicate complex systems in an easy to understand way
 - An advocate for the new system
 - Able to adjust their training style on the training day to meet the needs of the learning

Schedule of Change Management Meetings and Workshops

| Meeting/ Workshop | Purpose | Frequency | Duration | Audience |
|--------------------------------|---|---|-----------|---|
| Change Readiness Workshop | Obtain feedback from end users to allow the team to analyse risks and issues that might impede change | February | 3 hours | End users |
| Business Readiness Meeting | Track the progress and discuss any necessary changes to roles and process, training completion, users readiness and supporting technology. Also during these meetings the Transition Support Model is developed and agreed by the stakeholders. | Weekly starting ten weeks out from implementation | 1 hour | Business Champion, Business Change Agent, Project Change Team |
| Super User Conference Call | Prepare Super Users for training and keep them informed of project progress | Weekly starting after Super User training | 0.5 hours | Super Users, Training Lead |
| Change Management Team Meeting | Tack the progress of tasks against the Change Management Schedule and keep the team informed of outcomes of key meetings | Weekly | 1 hour | Project Change Team, Business Change Agent |
| As Is Workshops | Document the current process to enable the change team to develop the strategies from bridging the gap between the current and future state | February | 5 hours | End users |
| Super User Training | Prepare Super Users for training their colleagues in the System | July | 5 days* | Super Users |
| End User Training | Train users to adopt CoreMedia as part of the work flow by providing hands on exercises | September | 1 day* | End Users, Super Users to deliver training |

* Depends on Training Needs Analysis

WCMS Steering Committee

16/05/2013

Agenda

- Open Actions from previous meeting
- PDG & PDwG Update
- Project Update
 - Budget
 - Workstream update
 - News Mobile
 - Foundation
 - Core
- Mobile First impacts
- Appendix
 - WCMS Personas
 - Recruiting update

Open Action Items

| | ACTION | PERSON RESPONSIBLE | STATUS | Target DATE | Est. DATE |
|----------|--|--------------------|-------------|-------------|-----------|
| 130418-1 | Provide a one page update out of PDG meetings will be brought to the Steering Committee. | Scott Makin | Closed | 16/05/13 | 16/05/13 |
| 130418-3 | Approach IT to investigate a temporary wifi set up [SM 8/5] IT tabled options for News Mobile project (emulator and dedicated devices) | Mark Woodley | Closed | 08/05/13 | 08/05/13 |
| 130418-2 | Write some protocols around the escalation process and take that to the next PDG meeting | Scott Makin | Not started | 08/05/13 | |
| 130418-5 | Mobile First impacts Provide a first cut estimate about how this will change the project including time and finance delays and an estimated deadline to write a proper scope [SM 16/5] Business impacts tabled. Project impacts dependant on Foundation scope | Scott Makin | WIP | 16/05/13 | 13/06/13 |
| 130418-6 | Proof of concept, especially in regard to time, will be brought to the SC for decision | ??? | ??? | ??? | |
| 130123-3 | Outline an approach for Data Migration [21/3] Review approach during Rural deployment | Scott Makin | Not started | 30/3/13 | 30/6/13 |
| 130123-5 | Supply an estimate of change management costs to the next Steering Committee meeting [03/02] SM Planning started, but not ready for Feb meeting [21/3] Draft tabled by JM at PDwG & PDG, sample included in Agenda for reference. Review approach during Rural deployment | Scott Makin | WIP | 18/02/13 | 30/6/13 |

PDG agenda items

The Product Development Group have been engaged on the following topics:

- **Mobile First**
Explore implications of Device Aware approach
(24/4) Agree with the current Mobile First definition and approach as delivered from PDwG review.
Recognise that its a WIP which will improve over time.
- **POC / Beta Implementation**
(24/4) Agree with the need for a Proof Of Concept to verify core features.
- **Domain Modelling**
(08/05) Review overview of approach

Next meeting 22/05/13

PDwG agenda items

The working group are currently engaged on the following topics:

- **Personas (Julian)**
Define WCMS internal customers
Draft to be tabled for review 16/05, WIP examples attached
- **Business release responsibilities and effort (Nancy / Robert)**
Detailed understanding of business input, timing and effort in the WCMS project
Draft RACI to be tabled for review 16/05
Draft of Release 1 to be tabled for review 16/05
Draft of release plan to be tabled for review 30/05
- **Device Aware (formerly Mobile First) (Scott / Ant)**
Explore implications of Device Aware approach
Definition agreed on, now working on implications
Detailed impacts dependant on Foundation design
- **Domain Modelling (Nancy)**
Workshops kicking off this week, gap analysis of Document Model

Next meeting 16/05/13

| FINANCIAL PERFORMANCE (\$k) | | | | | | | | | | | | | |
|-------------------------------|--------------|--------------|--------------|-----------------|----------------|--------------|------------|----------------|----------------|--------------|-----------------------|-----------------|-----------|
| Product Support | April 2013 | | | Jan to Apr 2013 | | | | FY 12/13 | | | Total Product Support | | |
| <i>Figures in '000s</i> | Actuals | Bud | Var | Actuals | Bud | Var | % vs Bud | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries ⁴ | \$108 | \$72 | (\$37) | \$311 | \$286 | (\$25) | -9% | \$502 | \$429 | (\$73) | \$5,402 | \$4,763 | -13% |
| Hardware ³ | \$0 | \$13 | \$13 | \$1 | \$51 | \$50 | 98% | \$76 | \$77 | \$1 | \$368 | \$399 | 8% |
| Software ³ | \$1 | \$35 | \$34 | \$4 | \$138 | \$134 | 97% | \$111 | \$207 | \$96 | \$2,949 | \$3,297 | 11% |
| Other ¹ | \$3 | \$29 | \$26 | \$56 | \$117 | \$61 | 52% | \$83 | \$175 | \$92 | \$795 | \$1,048 | 24% |
| Total⁷ | \$112 | \$148 | \$36 | \$372 | \$592 | \$220 | 37% | \$772 | \$888 | \$116 | \$9,513 | \$9,507 | 0% |
| | | | | | | | | | | | | | |
| Product Build | April 2013 | | | YTD | | | | FY 12/13 | | | Total Product Build | | |
| <i>Figures in '000s</i> | Actuals | Bud | Var | Actuals | Bud | Var | % vs Bud | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries ² | \$97 | \$204 | \$107 | \$470 | \$816 | \$346 | 42% | \$1,201 | \$1,224 | \$23 | \$7,636 | \$7,662 | 0% |
| Hardware ³ | \$0 | \$83 | \$83 | \$0 | \$333 | \$333 | 100% | \$10 | \$500 | \$490 | \$688 | \$700 | 2% |
| Software | \$0 | \$9 | \$9 | \$1 | \$37 | \$36 | 97% | \$0 | \$55 | \$55 | \$148 | \$220 | 33% |
| Other ⁵ | (\$6) | \$11 | \$17 | \$17 | \$43 | \$26 | 61% | \$133 | \$65 | (\$68) | \$865 | \$798 | -8% |
| Phase 2 Carry in ⁶ | \$270 | \$270 | \$0 | \$270 | \$270 | \$0 | 0% | \$270 | \$270 | (\$0) | \$270 | \$270 | 0% |
| Contingency | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0% | \$0 | \$0 | \$0 | \$1,010 | \$1,010 | -3% |
| Total | \$361 | \$577 | \$216 | \$758 | \$1,499 | \$741 | 49% | \$1,614 | \$2,114 | \$500 | \$10,617 | \$10,660 | 0% |

Workstream update – News Mobile

ABC FOI 2017-034

| PROJECT STATUS PERFORMANCE | | |
|----------------------------|---|---|
| Overall Project | G | |
| Project Budget | G | |
| Project Schedule | Y | Recently identified performance risks may require additional work |

| HIGH LEVEL MILESTONES | | | | | | |
|-----------------------|----------------------------------|------------|----------------|----------------------|--------|---|
| ID | Milestones | Who | Planned Finish | Est. / Actual Finish | Status | Comment/Issues |
| 1 | Project kick-off | Kym | 18/03/2013 | 18/03/2013 | C | Project team provided a demo of the mobile site to the News |
| 2 | Finalise code packages for UAT | Murtaza | 28/03/2013 | 28/03/2013 | C | This is the technical wrapping of the code for the purposes of |
| 3 | Content Refresh | Paul | 5/04/2013 | 5/04/2013 | C | This will provide recent content into the 'test' environment to testing and performance testing |
| 4 | UAT Kick-Off | Kym | 8/04/2013 | 8/04/2013 | C | Project team to walk the News online team through the first 3 |
| 5 | UAT Cycle 1 | Craig/Paul | 12/04/2013 | 12/04/2013 | C | |
| 6 | UAT Cycle 2 | Craig/Paul | 19/04/2013 | 19/04/2013 | C | |
| 7 | UAT Cycle 3 | Craig/Paul | 25/04/2013 | 25/04/2013 | C | |
| 8 | UAT Cycle 4 | Craig/Paul | 1/05/2013 | 1/05/2013 | C | |
| 9 | WCMS Code Rebase | Beven | 9/05/2013 | 9/05/2013 | C | This is a coding activity to allow the 'new' mobile code to be u |
| 10 | Performance Testing | Paul | 5/06/2013 | 5/06/2013 | Y | This will ensure the mobile site is responsive on mobile and e not slowed down or been impacted by the 'mobile' code. Dep |
| 11 | Release - Document Model | Beven | 14/06/2013 | 14/06/2013 | G | Looking at options for bringing this forward - currently consid |
| 12 | Release - Editor | Beven | 24/06/2013 | 24/06/2013 | G | Looking at options for bringing this forward - currently consid |
| 13 | Release - Website templates | Beven | 12/07/2013 | 12/07/2013 | G | Looking at options for bringing this forward - currently consid |
| 14 | Populate with Production Content | Stuart | 26/07/2013 | 26/07/2013 | G | Looking at options for bringing this forward - currently consid |
| 15 | Launch / Publish / Live | Carolyn M | 26/07/2013 | 26/07/2013 | Y | Targeting 3rd July, but may have to move back due to potentia |

PROJECT ISSUES & RISKS

| No. | Risk Description | Date Raised | Rating (P x I) | Assigned To | Mitigation Strategy |
|-----|---|-------------|----------------|-------------|--|
| 1 | With the current corporate WiFi permissions, News online will not be able to see how their mobile News and election sites look and behave on mobile devices before they show the rest of the world. | 4/4/13 | 20 | Stuat Watt | Have raised this risk to Technology through Brad and his team. Update: Proposed solution from technology is the use of an emulator. Have walked News Online Team through Technology's proposed solution. News online formaulating plan for next steps. Update 10/5 : Ken Gallagher has arranged a meeting to update and clarify interested parties Tues 14/5. Update 14/5: Technolgy have proposed 2 solutions |
| 3 | Risk that the current WCMS infrastructure including Akamai will not be able to handle the anticipated increase in traffic on Go-Live Day and in production going forward (magnitude was <i>raised</i> in meeting with Technology 6/5) | 6/5/13 | 20 | Kym | Have communicated this risk with News Onlineand WCMS Program stream. Update 10/5: Performance issue resolution options and planning continue to be developed with Technology for review with News Online. Next planning workshop 17/5 |

Workstream update - Foundation

ABC FOI 2017-031

| PROJECT STATUS PERFORMANCE | | |
|----------------------------|---|---|
| Overall Project | G | |
| Project Budget | Y | Hardware spend moved from Fy12/13 to FY13/14 as environment design not completed as yet |
| Project Schedule | Y | Slower start then planned, additional resources being brought on to boost efforts |

| HIGH LEVEL MILESTONES | | | | | | |
|-----------------------|---|----------------|----------------|----------------------|--------|--|
| ID | Milestones | Who | Planned Finish | Est. / Actual Finish | Status | Comment/Issues |
| 1 | Foundation - Develop Technology Plan | Dougal | 5/04/2013 | 19/04/2013 | C | Kym and Dougal need to walk through the Technology plan a |
| 2 | Foundation - Develop WCMS Plan | Kym | 3/05/2013 | 3/05/2013 | C | Kym and Dougal need to walk through the WCMS plan and m |
| 3 | Foundation - Develop Master Foundation Plan | Kym | 10/05/2013 | 10/05/2013 | C | |
| 4 | Foundation - Environment workshop with WCMT | Simon | 10/05/2013 | 10/05/2013 | C | The workshop assist with envionrment planning (ie training, |
| 5 | Foundation #2.1.1- Automate content refresh in Staging | Stefan/Murtaza | 19/04/2013 | 19/04/2013 | C | new documentation task identified - will be complete by 26 |
| 6 | Foundation #2.1.4- Performance Tuning - Image Scaling design | On Hold | 17/05/2013 | 17/05/2013 | M | Will need to be resheduled due to resource conflict |
| 7 | Foundation #7.1- Access to IT Lab environments (Test & Stage) scope | Dougal | 19/04/2013 | 14/05/2013 | M | finalising quote, POC to commence early May |
| 8 | Foundation #11- Finalise requirements for new Training Environment | Joanne | 19/04/2013 | 29/05/2013 | M | Simon M to confirm with Dougal on environment build |
| 9 | Foundation #2.3 - Image Storage & Delivery design | Dougal | 24/06/2013 | 24/06/2013 | G | Provide cheaper storage solution |
| 10 | Foundation #4 - Load balancing & Traffic routing design | Dougal | 24/06/2013 | 24/06/2013 | G | Technical discussion re: using AKAMAI and solution to routin |
| 11 | Foundation #14 - MLS and RLS1/2 database redesign | Dougal | 1/07/2013 | 1/07/2013 | G | Technical discussion under way with DBA |

| Identification | | | Quantify | | | | Control | | |
|----------------|--|-------------|-------------|----------------|--------------|----------------|-------------|--|--|
| No. | Risk Description | Raised By | Date Raised | Prob'ity (1-5) | Impact (1-5) | Rating (P x I) | Assigned To | Mitigation Strategy | |
| 051 | Technology Resourcing for Foundation Availability of required technology resources impacting their ability to commit to delivery dates for Foundation activities. | Scott Makin | 22/3/13 | 4 | 4 | 16 | Kym | <ul style="list-style-type: none"> - Engage Technology management in weekly p meetings. - Start to identify required delivery dates then communicate to Technology and ask for com - Technology bring on additional resouces to personnel | |

Workstream update - Core

- Model C architecture (Priority Core deliverable)
- UIG designs (Header, Footer, Master Page Layout, etc...)
- Domain Modelling, to assess feasibility of basing db on current design

Mobile First - Approach

'Mobile First' Definition (WIP, will improve over time)

A. UX Design layer:

- Designed once with simplicity in mind, considering the most constrained (size, bandwidth etc) device (such as smart phones) first then expanding this to consider Tablet and Desktop and allowing for potential future expansion to deal with IPTV and Wearables
- Will involve adaptive and/or responsive design techniques combined with server side components to deal with different device capabilities, screen sizes, densities and orientations.

B. Content Layer: Content must work on the main device categories (phone, tablet, desktop) A flexible mobile first approach requires clear articulation of content structure and importance to also enable structured data output to mobile apps.

C. Implementation Layer: Start with a baseline that will work across the majority of devices important to the ABC audience, then improve interaction and presentation of features over time based upon future devices and learning's.

Mobile First - Implications

Site (Business)

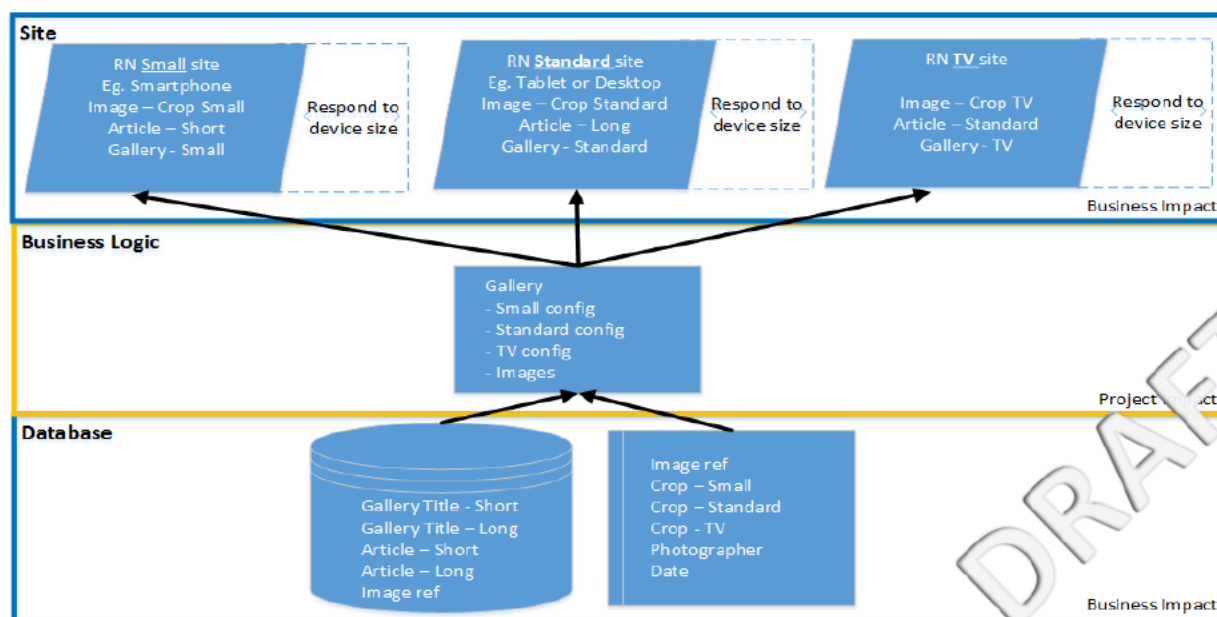
- Additional design
- Additional testing
- Additional content creation/ingestion

System (Project)

- Additional analysis, design & dev
- Additional testing
- Additional traffic (cache diff ver of page)

Support (BAU)

- Additional analysis, design & dev
- Additional testing



Recommendations

- Quantify the WCMS build impacts, after Foundation design task has completed

APPENDIX



WCMS Personas


- External Customer personas are being developed and maintained by UIG (User Interface Group)
- WCMS project developing Internal Customer personas to describe internal customers and help drive out requirements. Some working example below, currently with PDwG for input

Amber

Online Producer

Driving factor

Ease of use



"It should be easy to enter all the content and see what it looks like"

Trigger(s)

Goal

- New content needs to be entered
- A new site needs commissioning

Leverage ABC content for a site and then provide guidance on look and feel.

In an ideal world...

- The content creation process would practically do it for me
- I could annotate a preview site with feedback for the developers
- I could share a preview of the site with program owners and marketing before it goes live

Current pain points

- Creating and updating content is difficult and takes too long
- Logging defects is all a bit old school with excel
- I spend most of my time making lots of small sites that have tiny audiences

Background

Amber works in team which develops websites for various ABC customers. Her role is mainly comprised of three aspects, liaising with her customers, managing their content and guiding developers. She tends to act as the Mum of the team, not surprising given she has 3 sons. She enjoys her role but the repetition does get a bit tedious.

Technical ability

Domain knowledge

● ● ● ● ● ● ●


● ● ● ● ● ● ●

Sienna

Product owner

Driving factor

Efficiency



"I need the system to work for me not the other way around"

Trigger(s)

Goal

- Some work has been completed and now needs reviewing

Review the work, provide feedback and ultimately to authorise the publication.

In an ideal world...

- I'd get an email or text letting me know I need to review something
- It would work perfectly on my iPad
- I could just tap an element and leave feedback attached to that element

Current pain points

- Reviewing a site is a bit fiddly and time consuming
- I have to know which bits are old and which bits are new and need reviewing
- I can only look at the staging environment when I'm at my desk

Background

Sienna works in the same team as Amber and is the owner of all the sites produced. She's been in the media business her entire career and moved into the online space 10 years ago. Her days are busy but through her iPhone and iPad Sienna manages to maximise her working day by taking her work with her wherever she is. She always has multiple projects on the go so juggles her time between them.

Technical ability

Domain knowledge

● ● ● ● ● ● ●


● ● ● ● ● ● ●

Cameron

Field Journalist

Driving factor

Mobility



"It's all about getting the story out there"

Trigger(s)

Goal

- News worthy event happens

Get story to news desk as quickly and easily as possible

In an ideal world...

- I could capture and structure the story on my phone then send it in
- It shouldn't matter whether I'm sat in the office, my ute or in the middle of the bush, I should be able to do my job.
- I'd be able to see what the content editor has done with my story before it's published.

Current pain points

- If I want to send in copy, pictures and videos I need to lug my brick of a laptop around
- If a story is happening I sometimes have to turn away from it to get it sent in
- I lose control of the story after the desk receives it

Background

Cameron is a born and raised south Australian, he now lives in Port Augusta and reports for South Australia North and West. He's passionate about getting local stories 'out there' and has been doing just that for 20 years. He's not a massive techy but can see how its use has made news gathering so much more effective than when he started out.

Technical ability

Domain knowledge

● ● ● ● ● ● ●

● ● ● ● ● ● ●

WCMS recruiting update

| @ 13/05/2013 | Roles | Approved JD | Authority to Fill | Advertised | Interview Date/s | Offers | Accepted | On Hold |
|--------------|-------|-------------|-------------------|------------|------------------|--------|----------|---------|
| Totals | 26 | 24 | 24 | 19 | 19 | 14 | 11 | 5 |

Recruiting

1/2 Front End developer

1/2 UX

2/2 Performance testers

Verbal acceptance

1/1 Product Support Mgr

1/1 Test Analyst

1/2 UX

2/4 Business Analyst

1/1 BA/Documenter

ABC WCMS Project

Steering Committee REPORT

July 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 WCMS project is starting to find its operating rhythm with the completion of Release 1 and commencement of Release 2.

Similarly, the business forums and stakeholders are starting to form up around the requirements gathering processes with significant input and engagement into the WCMS requirements.

However, the effort put into the Release 2 requirements gathering is not sustainable long term with significant delays to the schedule and disruption to the business stakeholders.

A number of changes / improvements have been identified which should alleviate some of the pressures for Release 3.

1.2 WCMS Key Milestones

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

| Date: | Activity: | Status / Comment |
|---------------|--|--|
| February 2013 | Board Approval of Business Case and scope | Complete |
| December 2013 | Foundation Build complete Core Build complete | In Progress Late¹ |
| March 2013 | Beta Trial commence | At risk¹ |
| April 2014 | Phase 1 feature build complete News build & deployment commences (Business activity) | At risk¹ |
| July 2014 | Phase 2 feature build complete Radio build & deployment commences (Business activity) | At risk¹ |
| October 2014 | Phase 3 feature build complete TV build & deployment commences (Business activity) | At risk¹ |
| March 2015 | Project complete | At risk¹ |

Table 1: Key Dates - Program

Notes:

- 1 Delays in requirements gathering and signoff for Release 2 have delayed the WCMS program by 4 weeks. Options / Impacts discussed in section [3.6 Product Build Change Requests](#)

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 | Start | Finish | Status |
|--|--------------|--------------|-----------|
| R1 Device agnostic article page PDG Requirements signoff | Fri 5/07/13 | Mon 8/07/13 | Delayed |
| R1 Device agnostic article page PDG Showcase | Wed 17/07/13 | Wed 17/07/13 | Completed |
| R2 Audio, Schedule and embedded content PDG Requirements signoff | Thu 18/07/13 | Fri 19/07/13 | Delayed |
| R2 Audio, Schedule and embedded content PDG Showcase | Tue 13/08/13 | Tue 13/08/13 | Delayed |
| R3 Video, Global Header, Metadata, Search Form, External Content and Search PDG Requirements signoff | Fri 26/07/13 | Mon 29/07/13 | At Risk |
| R3 Video, Global Header, Metadata, Search Form, External Content, Search PDG Showcase | Thu 19/09/13 | Thu 19/09/13 | At Risk |
| R4 Syndication, Content Importation, Search results, Person and Image PDG Requirements signoff | Mon 2/09/13 | Tue 3/09/13 | At Risk |

PDwG Key Milestones - 2013

| Task Name | Start | Finish | Status |
|---|--------------|--------------|-----------|
| R1 Device agnostic article page PDwG Requirements signoff | Wed 3/07/13 | Thu 4/07/13 | Delayed |
| R1 Device agnostic article page PDwG Showcase | Thu 11/07/13 | Thu 11/07/13 | Completed |
| R2 Audio, Schedule & embedded content PDwG Requirements signoff | Mon 15/07/13 | Wed 17/07/13 | Delayed |
| R2 Audio, Schedule and embedded content PDwG Showcase | Thu 8/08/13 | Thu 8/08/13 | Delayed |
| R3 Video, Global Header, Metadata, Search Form, External Content and Search PDwG Requirements signoff | Wed 24/07/13 | Thu 25/07/13 | At Risk |
| R3 Video, Global Header, Metadata, Search Form, External Content, Search PDwG Showcase | Thu 12/09/13 | Thu 12/09/13 | At Risk |
| R4 Syndication, Content Importation, Search results, Person and Image PDwG Requirements signoff | Thu 29/08/13 | Fri 30/08/13 | At Risk |
| Beta requirements due | Fri 1/10/13 | | |

Table 3: Key Dates – Release approvals

2. Product Support (BAU)

During July the WCMS team completed the 13.08b support release, due for Production Aug 7th. This release includes

- Feature Promo (CR 05). A new feature requested by News, will be used to highlight multiple promotions in the same website real estate. This feature will be important in the pre-election activities planned by News.
- Caching time for external feeds had also been improved

RadioNational was trained on how manage simple changes to the Syndication feeds rules. This will greatly ease their on-going ability to refine their own feeds.

The 'Sorry Site Unavailable' webpage project is currently pending contractual sign-off. Innovation expect sign-off in Aug, leading to an early Sept implementation. Once this project is completed, the WCMS site can gracefully manage the customer experience in case of a system emergency.

Analysis of the Performance testing framework and monitoring system work has begun and reviews are being conducted. Both plan to build out 'Proof of Concepts' in Aug.

The WCMS team had been working closely with the vendor, Core Media, on a production issues – performance degradation of the Workflow server which has resulted in a Core Media software patch. Testing of the patch has commenced and will continue into Aug to ensure there are no negative impacts. Deployment is prioritised for Aug.

Testing on the Syndication tweak (NWR 76) has been prioritised for Aug 5th.

WCMS is working with Innovation on these changes in an effort to:

- 1) reduce the content upload time for the ABC Mobile App
- 2) enhance the syndication feed to reduce processing effort on downstream systems, thereby improving the speed with which new data is made available to the mobile app

Investigation effort was also made to known performance impacting processes, such as image and page loading. Tickets have been raised with their findings and fixes are now documented. These tickets will be scheduled in future releases.

Also under analysis are the following new work requests:

- Funnelback Upgrade(NWRQ 82)
- Rural Stage 2(NWRQ74)
- Webster (NWRQ 69)
- Additional presentation (NWRQ 79)
- Sidebar (NWRQ 77)

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) | In Progress In Progress In Progress |
| Sept 2013 | Support release 13.09 (NWRQ 79 & 77) | In Progress |

Table 2: Key Dates – Product Support

2.2 Resources

After a long search, the Performance Tester has now joined the team. His immediate focus is putting a framework in place for Performance Testing and Monitoring.

Also, a suitable candidate for the position of Test Manager has been identified, with the successful candidate to join the team in August.

2.3 Backlog

Addressed in 13.08b support release

| Division | Tickets |
|--------------|-----------|
| News | 9 |
| RN | 1 |
| Common | 6 |
| Total | 16 |

Open Tickets

| Priority | Volume | Division (%breakdown) |
|------------|------------|--|
| Priority 1 | 0 tickets | |
| Priority 2 | 1 tickets | RN – 1 |
| Priority 3 | 26 tickets | News – 10 (38%) RN – 1 (15%) Common – 15 (54%) |

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 |
| 7 | Workflow Server patch (NWR 76) Risk: Code central to operation of WCMS, a bug could have significant impacts across the platform and business | WCMS | Extended testing of code patch prior to release to Production Real time monitoring and rollback plan in place for launch |
| 8 | Syndication improvements have multiple test and signoff points (NWR 76) Risk: Multiple test and signoff points could delay implementation of priority fix | WCMS | WCMS coordinating activities to ensure code changes move to Production as fast as possible - Innovation developing Mobile App style sheet - WCMS testing solution |
| 9 | Syndication improvements have multiple downstream impacts (NWR 76) Risk: Changes could have impacts in downstream systems that do not eventuate until after launch | WCMS | Extended testing of code patch prior to release to Production Real time monitoring and rollback plan in place for launch Innovation solution coded to cater for temporary loss of access to data feed |

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 |
|-----------------|--|----------------|-------------------------|-----------|---|
| NWR 76 | Syndication performance (Mobile App) - Additional data processing to accelerate downstream data consumption | Approved WIP | Ant Willis (Innovation) | TBA | [15/5] Change request has been assessed as 10 days work [1/7] Work has commenced, targeting early Aug [9/8] testing completed |
| NWRQ-77 | Display Executive Producer in the 'Global Sidebar - Program Presenter' (RN) | Approved WIP | Stuart (News) | Sept-4 | |
| NWRQ-79 | Further presentation options for the Pagelet doc type | Approved WIP | Stuart (News) | Sept-4 | |
| NWRQ-69 | NSE (News Segmentation & Encoding) – Webster project | New Estimating | Stuart (News) | TBA | |
| NWRQ-81 | Change RSS outputs to use a more suitable CMS property | New Estimating | Stuart (News) | TBA | |
| NWRQ-82 | Funnelback v12 upgrade | New Estimating | Caidryn (Innovation) | TBA | |
| CR 73 - Stage 2 | Rural – Stage 2 1) Assist in the implementation of a Rural web site within the existing News instance 2) Minor Enhancements to Search, Syndication and data migration | On Hold | Linda Bracken (Radio) | TBA | Rural to prioritise change request with BAU stakeholders |

3. Product Build

3.1 Progress This Month

July has been predominantly occupied with requirements gathering for Release 2 and Foundation design work.

Core Requirements gathering

Release 1

Requirements signoff remains outstanding due to a number of open questions around project approach and architecture design. Discussions are progressing and signoff is anticipated in August.

Release 2

A number of improvements have been made on the requirements gathering process for Release 2, resulting in significantly better engagement between the business and the project. However, the extended engagement has come at a significant cost with regard to both project and business resources, as well as the project schedule (as outlined in [Change requests 102 & 103](#)).

Release 3

Requirements gathering will commence in August, leveraging the learning's from Release 2 for further opportunities to streamlining the requirements gathering process.

Core Build

Release 1

Build has completed, with UAT and Showcases successfully conducted with stakeholders in July. Build signoff delayed until requirements have been approved, anticipated in Aug.

Release 2

Build delayed due to extended requirements gathering phase.
Core development team diverted to Foundation analysis work.

Foundation

July saw the firming up of the Design Principles and Architectural Recommendations (<http://wcmsconfluence.aus.aunty.abc.net.au/display/WCMS/Design+Principles>), off of the learning's from the Release 1 Build.

The Architectural Review Group (ARG) has now formed, with the priority work being around the WCMS Architecture so that purchase and build of the hardware platform can commence for Beta deployment early 2014.

During this period, detailed analysis has been conducted a range of components (Syndication, Importer, SOLR, Monitoring, etc...), in preparation for ARG review and endorsement.

3.2 Key Milestones - Core

The schedule below has not been updated to reflect the delays in Release 2.

This will occur pending 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:

| Date: | Activity: | Status / Comment |
|----------------|---|--|
| Apr 2013 | WCMS Architect – Commence WCMS Development Manager – Commence Domain Modelling, Domain Ontology - Commence | Complete (May) Complete (May) Complete |
| May 2013 | Build release 0 (Baseline) – Commence Build release 0 – Complete | Complete Complete |
| June 2013 | Build release 1 (Device agnostic article page) – Commence Domain Modelling, GAP analysis I | Complete Complete |
| July 2013 | Build release 1 – Showcase Build release 2 (Audio, Schedule and embedded content) - Commence | Complete Delayed |
| August 2013 | Build release 2 – Showcase Build release 3 (Video, Global Header, Metadata, Search Form, External Content and Search) - Commence | |
| September 2013 | Build release 3 – Showcase Build release 4 (Syndication, Content Importation, Search results, Person and Image) - Commence | |
| October 2013 | Build release 4 – Showcase Build release 5 (Public and Commercial Syndication, Site Navigation and File access) - Commence | |
| November 2013 | 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 | |
| December 2013 | Build release 6 – Showcase Build release 7 (Context Aware Presentation, Taxonomy, Analytics and Pagination) – Commence Foundation Build complete Core Build complete | |
| January 2014 | Build release 7 – Showcase Build release 8 – Commence Migrate Core to Production | |
| March 2013 | Beta Trial commence | |

Table 3: Key Dates – Product Build

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) | Complete |
| | Dev Environment | Complete |
| May 2013 | Generic site navigation services (BAU) | Complete |
| | Emergency Temporary site | Complete |
| June 2013 | Root cause report on Workflow server | Complete |
| | Front-End environment review | Complete |
| | Template management tool | Complete |
| | Start WCMS Architectural Design (Jun- Aug) | Complete |
| July 2013 | Root cause report on multiple DB queries | 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 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 | Delayed |
| | Test Environment design | Complete |
| August 2013 | WCMS Architectural design sign-off | |
| | Release management/ Deployment Process implementation | |
| | Conduct Performance Analysis | |
| | Feature-based performance test framework | |
| | Build Training environment | |
| | Image Storage & Delivery (Core) signoff | |
| September 2013 | Load Balancing build | |
| | Monitoring System implementation | |
| | Sticky session issue | |
| | Build WCMS architecture | |
| October 2013 | Deployment Process signoff | |
| | Enhance Monitoring Systems signoff | |
| November 2013 | Load Balancing Testing | |
| | WCMS architecture Build signoff | |
| | Migrate Foundation to Staging | |
| December | Load balancing & Traffic routing signoff | |

| Date: | Activity: | Status / Comment |
|-------------|----------------------------------|---------------------|
| 2013 | Foundation Integration testing | |
| Jan 2014 | Migrate Foundation to Production | |

3.4 Resources

Candidates have been identified for the open positions in Test, BA & UX to join the team in August.

3.5 Key Risks/Issues

| Identification | | Control | | | |
|----------------|---|-------------|-------------------|--------------------|--|
| No. | Risk Description | Date Raised | Rating (P x I) | Assigned To | Mitigation Strategy |
| 047 | Project reliance on corporate forums to deliver requirements - Project has tight timeframes - Business has day jobs - Requirements across the Business differ Risk to project schedule in unable to get timely input and consensus from business | 28/02/2013 | ✖ 15 | Ciaran Forde | - Document the timeframe in which the WCMS needs decisions to be made - Business supply Forum Leads to engage closely with project 14/6 SM: News have provided Craig McCosker for Online Producer forum. CF to look for leads for other forums 1/7 SM: Project milestones published against each future in WCMS Confluence 3/7 CF: Innovation unable to supply leads from current resource pool, looking at options 28/7 SM: CR to extend requirements timeframes |
| 056 | Mobile first Risk is that mobile first could introduce additional effort/delays in to WCMS project. | 20/4/13 | ✖ 15 | WCMS | 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 |
| 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 | ✖ 15 | 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 |
| 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 workarounds could breakdown at the conclusion of the project | 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 |
| 020 | Speed of change of audience requirements Market requirements constantly evolve, however project scope needs to be defined in order to deliver on budget, schedule and quality. | 29/01/2013 | ✔ 8 | WCMS PDG | - Plan to known requirements - Change control to manage future updates. - Ongoing communication [DP 28/7] Look to obtain additional funding to support BAU |
| 058 | Due to schedule constraints, some Core requirements may not be fully addressed in the first 7 releases, preventing 'Done' signoff on some Features. | 30/6/13 | ✔ 8 | WCMS | Prioritise with Business stakeholders Schedule inclusions as capacity becomes available Schedule outstanding inclusions for R8 release Regular review and reporting on backlog size |
| 029 | Demand from Business for interim WCMS outcomes, impacting project team ability to deliver on agreed BAU scope | 28/01/2013 | ✔ 6 | WCMS | - Manage requests through change control process - Separate Build and BAU resource pools - Escalate to PDG / Steering if conflicts unresolvable |
| 013 | Business Case was developed in advance of detailed design Development estimates untested Develop velocity untested Risk of Feature gaps, Scope creep and schedule slippage | 29/01/2013 | ✔ 9 | WCMS | - Test High Level Estimates in R1-3 - Test team velocity in R1-3 - Manage changes through Change Control process |

Note: Risk register reviewed monthly with PDwG team

3.2 Change Requests

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

| CHANGE REQUESTS - Build | | Raised By | Date Raised | Status | Owner | Scheduled | Actions Required |
|-------------------------|--|------------------------------|-------------|--------|-----------------------|----------------------------------|---|
| CR 50 | Mobile First Support Mobile First approach as advised by ICTEC | Mark Dando (Innovation) | 18/04/2013 | Review | Scott Makin (WCMS) | Steering Proposal 15/08/13 | UIXG recommended approach (Adaptive/Responsive) introduces significant additional effort on the development team. [18/4] Committee tabled requirement. Innovation/Project to detail requirements. [2/5] Definition agreed on, project looking at implications [14/5] Dependant on architectural implementation, paused till design understood [28/6] Testing concepts in R1 [18/6] Release 1 will provide a framework in which to test and validate this work |
| CR 102 | Extend requirements gathering phase for each Core release Issues: Schedulle for requirements gathering and endorsement is difficult for business and project to meet and achieve a quality outcome Request for Change: 1- Extend requirements gathering phase for each releasae by 10 days 2- Project hire additional BA & UX staff to allow for overlapping of releases and reduce impact on schedule Note: Approach will need to be reviewed at completion of Core to see if additional time also required for Yr2 releases | Scott Makin (WCMS) | 5/08/2013 | Review | Scott Makin (WCMS) | Steering Proposal 15/08/13 | Option 1 (Recommended): Extend requirements phase for each Core release, but hire additional staff to reduce impact of extension. Impact: Schedule - 2 weeks delay to Build Budget - ~\$300k additional Core resources + program extension Option 2: Extend requirements phase for each release, but not overlap releases, in order to reduce load on Business Impact: Schedule: 4 months dealy to program Budget: ~\$800k program extension |
| CR 103 | Change to project schedule Issues: Requirements gathering and validation for Release 2 features took significnatnly longer than planned. Request for Change: 1- Change the Release 2 - Build start date from 10/7/2013 to 7/8/2013 2- Change the start date of Release 3 requirements gathering from 22/7/2013 to 5/8/2013 | Scott Makin (WCMS) | 5/08/2013 | Review | Scott Makin (WCMS) | Steering Proposal 15/08/13 | Option 1 (Recommended): Extend program to allow for - extended requirements gathering, Core release - R2 delays Impact: Schedulle - 6 week delay to program Budget - \$300k program extension Option 2: Transfer scope from Build to BAU so Build project finishes on schedule Impact: Schedulle - 6 week delay to Core, no impact to Program Budget - \$0 |
| CR 105 | Extend BAU operating budget Issue: WCMS product needs to expand and grow as new requiements emerge through BAU Request for Change: Extend WCMS BAU budget by \$1m p.a., from FY14/15 | David Pendleton | 5/08/2013 | Review | David Pendleton | Steering Proposal 15/08/13 | Option 1 (Recommended): Extend support budget by by \$1m p.a., from FY14/15 Impacts - Schedule, none - Budget, \$1m x 2 = \$2m Option 2: No change. Assses Support backlog and throughput later in project. No impact to budget or schedule |
| CR 51 | Accessibility Support Acecsibility AA compliance as advised by ICTEC Support Mobile First approach outlined by Online Exec | Ciaran Forde (Innovation) | 5/07/2013 | WIP | Scott Makin (WCMS) | Steering Proposal 19/09/13 | 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 WCMS developing project proposal, in advance of development of ABC approach & strategy, as the earlier this work is understood the less rework. 19/06 Innovation to table at online executive for decision 5/7 CF advised that Online exec recommend AA, referred to ASG for decision 26/7 WCMS developing requirements proposal for PDwG/PDG 5/8 Proposal issued to Innovation for review/input |

4. Financial Performance – July 2013

| Product Support - Ongoing | July | | | Jul to Jun 2014 | | | FY 13/14 | | | Total Product Support | | |
|---------------------------|-----------|------------|------------|-----------------|--------------|--------------|--------------|--------------|------------|-----------------------|--------------|--------------|
| <i>Figures in '000s</i> | Actuals | Bud | Var | Actuals | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries ⁵ | 77 | 94 | 17 | 77 | 976 | 899 | 1,156 | 976 | (180) | 5,749 | 4,683 | (1,066) |
| Hardware | 0 | 13 | 13 | 0 | 156 | 156 | 156 | 156 | 0 | 313 | 399 | 86 |
| Software ⁶ | 0 | 77 | 77 | 0 | 930 | 930 | 575 | 930 | 355 | 2,592 | 3,296 | 704 |
| Other | 2 | 14 | 12 | 2 | 318 | 316 | 268 | 318 | 50 | 924 | 1,047 | 123 |
| Total | 79 | 198 | 119 | 79 | 2,380 | 2,301 | 2,155 | 2,380 | 225 | 9,578 | 9,425 | (153) |

| Product Build - Project | July | | | Jul to Jun 2014 | | | FY 13/14 | | | Total Product Build | | |
|--|------------|------------|------------|-----------------|------------|------------|--------------|--------------|-----------|---------------------|---------------|----------|
| <i>Figures in '000s</i> | Actuals | Bud | Var | Actuals | Bud | Var | Forecast | Bud | Var | Forecast | Bud | Var |
| Salaries ¹ | 293 | 327 | 34 | 293 | 327 | 34 | 4,110 | 3,919 | (191) | 7,754 | 7,561 | (193) |
| Hardware | 0 | 59 | 59 | 0 | 59 | 59 | 700 | 700 | 0 | 700 | 700 | 0 |
| Software | 0 | 12 | 12 | 0 | 12 | 12 | 113 | 145 | 32 | 226 | 220 | (6) |
| Other (incl Redundancies) ⁴ | 49 | 60 | 11 | 49 | 60 | 11 | 522 | 722 | 200 | 697 | 898 | 201 |
| Phase II ² | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 270 | 270 | 0 |
| Contingency ³ | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,010 | 1,010 | 0 |
| Total | 342 | 458 | 116 | 342 | 458 | 116 | 5,445 | 5,486 | 41 | 10,657 | 10,659 | 2 |

Notes

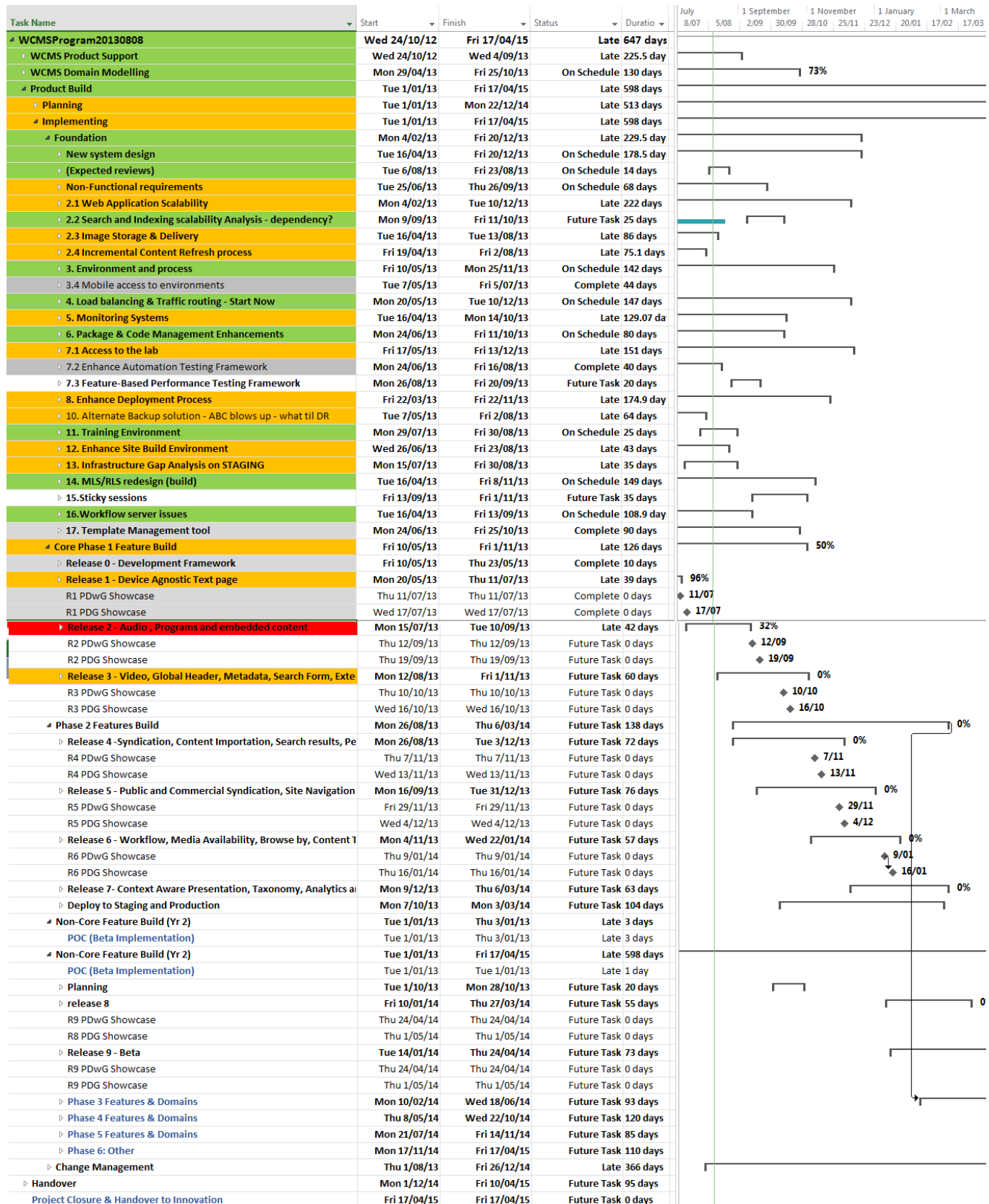
- 1 Year 1 recruitment underspend being spent in Year 2
- 2 Carry in of \$270k Assets from Phase II
- 3 Unspent Hardware budget in Year 1 has been moved to Year 2
- 4 Savings on consultancy Yr 1
- 5 FY12/13 Supporting News Mobile, higher labour costs than budget in YR3 due to higher salary costs
- 6 Unspent Hardware budget in Year 1 has been moved to Year 2

5. APPENDIX

5.1 Project Plan

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

This plan assumes acceptance of [Change Request 103](#)



5.2 Resource profile

| | Jan | | Feb | | Mar | | Apr | | May | | Jun | | Jul | | Aug | | Sep | | Oct | |
|---------------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|
| | 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 | 9.00 | 5.00 | 9.00 | 5.00 | 9.00 | 8.00 | 9.00 | 12.00 | 9.00 | 20.00 | 9.00 | 24.00 | 9.00 | 24.00 | 9.00 | 24.00 | 9.00 | 24.00 | 9.00 | 24.00 |
| Actual | 12.00 | 4.00 | 12.00 | 4.00 | 14.00 | 4.00 | 14.50 | 4.50 | 9.00 | 15.00 | 7.50 | 17.50 | 5.50 | 21.50 | 7.50 | 26.50 | 7.50 | 26.50 | 8.50 | 25.50 |

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 | 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 nuccmsbld01 and build VM for JIRA/Confluence | High | | Cost approved | | TA&D 13-05-22 | TODD: Review current build server and look to split JIRA onto another VM |

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:

- An upgrade would postpone the top priority “model C” project work for ~6 months
 - This would extend the period in which the ABC would still be using the legacy system Wallace
- An upgrade would freeze all BAU work on the current implementation of core media 5 for ~6 months
 - This would include and News or election upgrade work
- The new features available in version 7 provide minimal business benefits as defined in the business case

The money required to upgrade at the completion of the project is estimated to be \$1million and would likely be more if the upgrade was to occur at the start of the project. *(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 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.

Therefore, the project team recommends maintaining the current project schedule and scope as approved in the Business Case.

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)

| | Advantage in upgrade later | Disadvantage in upgrade later |
|------------------------------|--|--|
| Core media 5 support | Current system support continues until November 2016 (Model C modifications continue to function in CM7 without additional development) | Additional cost of support after November 2014 of s.47G |
| Security | Current issues are known and manageable with no new security issues to manage | Some current security concerns would not be resolved but only patched for 2 years or more. |
| Network Support | Fixing and targeting the existing Network issues as a priority now under model C without waiting 6 months for the upgrade to CM7 and then still finding it necessary to fix the remaining issues. | 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 | All of the new features of the CM7 upgrade would work as the customisation issue would be resolved. | Some new features would not be available for 2 or more years, which would also need to be developed in model C. (eg more flexible grid based page layouts) |
| Editor | The large modifications currently implemented in the editor would be resolved in the model C work and therefore all key new features would work in the upgrade. | Some new features in the poor editor interface with CM5 which could be resolved by the upgrade will not be available until 2 or more years. |
| Training | Editor training can focus on the new implementation of the Editor. Editor changes only impact current WCMS customers (not entire organisation) | Greater potential for additional training due to - Changes to Editor |
| Upgrade Effort | The upgrade effort is reduced if done later as the system & product architecture will be significantly simplified. The automation framework developed in 'Model C' would be available to help test and deliver future upgrade work. Reduced business interruption overall. | 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) |

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)

The JDK6 risk is considered 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. The Technology team has 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.

Upgrade Effort

Once the 'Model C' project is in place the complexity of the product and architecture will be simplified and therefore the upgrade effort reduced.

Additionally, 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). There will be a large number of sites on quickly moved onto the new system, all of which can continue to operate while the upgrade takes place.

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.