

WCMS Steering Committee

Minutes

9am, 4 April 2014

Attendees: David Pendleton, Chief Operating Officer
Richard Finlayson, Director TV
Angela Clark, Director Innovation
Kate Torney, Director News
Lynley Marshall, Director International
Jane Connors, (for Director Radio)
Mark Woodley, Head Capital Works
Scott Makin, Project Manager
Amanda Walsh, Executive Manager Operations Group

Apologies: Kate Dundas, Director Radio

Opening Remarks

There were five key actions noted at the last meeting:

1. Confirm and endorse the high level architecture by the ARG
2. A high level gap analysis would be completed
3. Updated schedule to reflect Core Media report
4. Sign off on the business case and schedule at this meeting
5. Confirm radio API remained in the architecture

It was noted that the ARG architectural analysis has taken place with comments from all attendees documented and included on the high level design approval.

The high level architectural gap analysis has been completed and it was noted that detailed gap analysis for iview, Children's and triple J are all scheduled to be analysed as per the schedule.

The business case reflects what was presented and approved by the Board and how the project will continue to work. The Steering Committee is being asked to endorse the business case in this meeting.

Minutes of the Last Meeting

Innovation requested that corrections be made to the minutes of the last two meetings. It was agreed that Angela Clark will mark these up and send through to Amanda Walsh.

Business Case Approval

It was noted that News has raised some questions with the COO and based on those qualifications is happy to sign off.

Radio takes the same view as News and agreed to sign off on the documents with the caveats noted in the high level design approval document.

TV also agreed to sign off but noted that the ability for the system to deliver everything TV requires, including the entire iview requirements, is unknown until detailed design and detailed gap analysis is completed.

International endorsed the documents with caveats around detailed design noted in the high level design document.

Innovation stated that the high level architecture design work so far has been good however it is important for the project to understand that the scope has not been clearly articulated in the business case document.

Innovation also stated that the schedule is even more unrealistic that it was two months ago because the impact of the new architecture has not been considered in this version e.g. what parts of the code will take longer than scheduled. This can only be confirmed when the detail design work and detailed gap analysis has been completed.

Innovation also stated that if the Corporation is building a news and information system only, Innovation is happy to sign off. However, if the system is still to be multi tenanted, Innovation does not agree that the information provided in the business case reflects this. Specifically, the business case does not currently cover Children's, iview and triple j and therefore it is not a system for all ABC. Innovation believes that the Board is under the impression that we are building a system that includes everything. Therefore, Innovation does not believe that the business plan is valid.

The COO responded by stating that the business case absolutely reflects the project as a multi tenanted system. The COO confirmed that the project is not building just a news and information system but a system that will service all areas, with news and information being finalised in stage 1, with TV, radio and international all coming online at later stages as described in the schedule.

The COO also stated that the project is assuming that children's, iview and triple j are included and that there are some aspects of those areas that may be unique and unable to be delivered internally. Those bespoke requirements will be determined in the detailed design. After the detailed design and gap analysis has concluded, any functionality that cannot be delivered within the current high level design will be brought back to the Steering Committee to discuss whether that specific functionality be brought into the project.

It was noted that issues listed as 'out of scope' in the business case cover functionality that Core Media cannot deliver, such as bespoke functionality which has been noted on page 6 of the business case. It was also noted that the language sets also come under this.

Innovation therefore did approve the schedule or the business case.

The steering committee by majority voted to approve the business case and schedule, noting caveats as articulated in the high level design and discussions.

Having approved the business case and schedule, there was unanimous agreement to support the project going forward as described.

Integration

Innovation asked to see the integration plan and costs to ensure that none of those costs are being shifted into the project and vice versa. The COO stated that integration is funded separately, with a separate plan.

It was agreed that the high level integration schedule and plan will be presented to the next Steering Committee meeting.

Mark Woodley and Scott Makin left the room at this point and the committee held an 'in camera' discussion.

WCMS Project



ABC WCMS Project

Steering Committee REPORT

Mar 2014

DISTRIBUTION

Steering Committee
Product Development Group (PDG)

WCMS Project



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1. EXECUTIVE SUMMARY

1.1 Progress this month

- The CORE schedule is tracking to complete on schedule, May 2014
- Stage 1 requirements are well underway, however the PDG have not yet been able to commit to all requirements and signoff without understanding in more detail the impacts of the code merge. This puts Stage 1 - 1 Build at risk with development due to commence 22/04/14
- High-Level Design & Architectural Decisions adjusted to accommodate Core Media recommendations, distributed to ARG for review.
- High-Level Design & Architectural Decisions (AR9) to be signed off by ARG

1.2 Key activities next month

- CORE Build to complete
- R11 requirements signoff
- Phase 1 & Phase 2 code merge to progress

1.3 WCMS Key Milestones

The key dates for the program listed in the following table assume Steering Committee acceptance of the updated schedule:

<i>Milestone</i>	<i>Scheduled due date</i>	<i>Status</i>
Foundation - Design, build and deploy	Jul-14	In Progress
Core - Design, build and UAT	May-14	In Progress
Stage 1: (emphasis on News features)	Oct-14	In Progress
Stage 2: (emphasis on Radio features)	Feb-15	
Stage 3: (emphasis on TV features)	May-15	
Stage 4: (emphasis on Other features)	Jul-15	
Capital project closes	Aug-15	

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1.4 Steering Committee Key Milestones

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

Task Name	Start	Status
Jan 2013 - Steering Committee	Wed 23/01/13	Complete
Feb 2013 - Steering Committee	Thu 21/03/13	Cancelled ¹
Mar 2013 - Steering Committee	Thu 21/03/13	Complete
Apr 2013 - Steering Committee	Thu 18/04/13	Complete
May 2013 - Steering Committee	Thu 16/05/13	Complete
Jun 2013 - Steering Committee	Thu 13/06/13	Cancelled ²
Jul 2013 - Steering Committee	Thu 18/07/13	Complete
Aug 2013 - Steering Committee	Thu 15/08/13	Complete
Sep 2013 - Steering Committee	Thu 19/09/13	Complete
Oct 2013 - Steering Committee	Thu 17/10/13	Complete
Nov 2013 - Steering Committee	Thu 14/11/13	Complete
Dec 2013 - Steering Committee	Thu 19/12/13	Complete
Jan 2014 - Steering Committee	Thur 16/01/14	Cancelled ³
Feb 2014 - Steering Committee	Tue 11/02/14	Complete
Mar 2014 - Steering Committee	Thur 20/03/14	Complete
Mar II 2014 - Steering Committee ⁴	Fri 04/04/14	
Apr 2014 - Steering Committee	Thur 17/04/14	
May 2014 - Steering Committee	Thur 15/05/14	
Jun 2014 - Steering Committee	Thur 19/06/14	

Table 2: Key Dates – Steering Committee

Notes:

1. No new business
2. Key stakeholders unavailable
3. Key stakeholders unavailable due to Xmas leave
4. Additional meeting planned to support extended schedule review

1.5 PDG Milestones

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

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

Task Name	Due date	Status
R1 Device agnostic article page, PDG Requirements signoff	Nov 13	Completed
R2 Audio, Schedule and embedded content, PDG Requirements signoff	Aug 13	Completed
R3 Editorial and Media resources ,PDG Requirements signoff	Sep 13	Completed
R4 Syndication, Content Importation, Search, Person and Image, PDG Requirements signoff	Oct 13	Completed
R5 Presentation Layer & Navigation ,PDG Requirements signoff	Nov 13	Completed
R6 Header & Footer, People, Workflow, PDG Requirements signoff	Jan 14	Completed
R7 Syndication, Taxonomy and Analytics ,PDG Requirements signoff	Jan 14	Completed
R8 Importer, Analytics and Legacy URLs, PDG Requirements signoff	Feb 14	Completed
R9 Metadata, Internal Syndication and Renditions, PDG Requirements signoff	Mar 14	Completed
Stage 1 – 1 (R10) News and Info	Mar 14	In -Progress ¹
Stage 1 – 2 (R11) News and Info	Apr 14	In Progress
Stage 1 – 3 (R12) News and Info	May 14	
Stage 1 – 4 (R13) News and Info	Jun 14	
Stage 1 – 5 (R14) News and Info	Jul 14	
Stage 1 – 6 (R15) News and Info	Aug 14	

Table 3: Key Dates – Release approvals

Stage 1 – 1 (R10) News and Info design stage has not been fully endorsed, (may impact Build see Risk #129 Pg 13 for details) Further Consultation with the Business is required to gain final approval of requirements

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2. Product Support (BAU)

NG3 (14.03 & 14.05)

14.03 was deployed on March 12th & March 19th. The Disaster Recovery environment will be updated by mid-April with a respective deployment.

14.05 is on track to be deployed on April 16th, however some tasks in this release have been removed (with approval from NG3) as requirements were not finalised. Items that were de-scoped will need to be scheduled with BAU stakeholders.

Rural

Rural work resumed in March. Functional testing is being conducted, and once completed, performance testing will be scheduled. Readiness activities (such as test content for performance testing), have been completed. This work is expected to be ready for deployment in May, and migration itself may continue into June.

2.1 Key Milestones

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

Activity:	End Date Revised	End Date Baseline	Status / Comment
Support release 13.02 deployed (Windows 7 compatibility)	Jan 2013	Jan 2013	Complete
Support release 13.03 (Importer enhancements)	Mar 2013	Mar 2013	Complete
Support release 13.04 (Disaster Recovery update)	Apr 2013	Apr 2013	Complete
Support release 13.05 (News Mobile prep)	May 2013	May 2013	Complete
Rural (CR #73) Stage 1 launch			Complete
Release 13.07 News Mobile (CR #74) launch	Jul 2013	Jul 2013	Complete
Support release 13.08b (Feature Promo)	Aug 2013	Jul 2013	Complete Delayed for NWR76
Support release 13.08a Content Syndication tweak (NWR 76)	Aug 2013	Aug 2013	Complete
Support release 13.08c– (Workflow Patch)			Complete
Support release 13.09 (NWRQ 79, 81, 83, 77, WCMS 1144 & 1149, Support 157 & 159)	Oct 2013	Sep 2013	Complete
Support release 13.10 (NWRQ 69)	Oct 2013	Oct 2013	Complete
Development on News Segmentation and Encoding project (NSE)	Dec 2013	Dec 2013	NSE – Completed
Rural migration (phase 2)			Rural – Testing
Support release 13.12 (NSE)	Dec 2013	Dec 2013	Complete
NG3 – WA State edition 14.03	Mar 12 & 19	Mar 2014	Complete
NG3 – Extension – 14.05	Apr 16	Apr 16	On track
Rural migration (phase 2)	May 2014 - TBC	Jan 2014	Testing resumed

Table 2: Key Dates – Product Support

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2.2 Key Risks/Issues

Risk/Issue	Description	Owner	Action
Risk	News Gathering is likely to request additional enhancements following initial deployment.	Simon L / Stuart W	<ul style="list-style-type: none"> NG3 project was advised that the scheduling of new requirements will be subject to Product Support capacity, at the projects inception If additional requirements are forthcoming, they will be scheduled with Business BAU stakeholders
Issue	#1396 – JSON view	Simon L / Kym ML	<ul style="list-style-type: none"> Removed from April deployment Pending NEWS to finalise requirements for testing to begin Work unscheduled

2.3 Open Change Requests

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

CR	Description	Status	Owner	Scheduled	Actions Required
NWRQ-90	Revise html mark-up for teasers across the RN site	Reviewing	Kim (RN)	TBA	To be reviewed
NWRQ-88	Query for contributors who have been recently published	Reviewing	Stuart (News)	TBA	To be reviewed

3. Product Build

3.1 Progress This Month

Technology are leading the application design update to accommodate Core Media recommendations. The High Level Design & Architectural Decisions (AR9) was agreed.

R7 UAT completed successfully in Mar.

In order to leverage the benefits of the code merge, where R8 or R9 capabilities will be delivered in the merge, they have been marked as complete. These features have been tagged as 'Delivered in Merge' in the Key Milestones section below.

The remaining features will complete their Build 17/04, to be integrated with the merged code base as part of the Integration project. As a consequence, UAT for R8 & R9 Features will need to be postponed until successful completion of the Merge work stream. (schedule will be updated with the dates)

Stage 1 requirements are underway, however Stage 1 – 1 (R10) requirements have not been fully endorsed, putting the build at risk. Further feedback from the Business is required; build due to commence 22/04/14.

The scheduling of the Stage 1 NEWS & INFORMATION Features will be reviewed to confirm sequencing and reported back to the PDG and agreed changes will be reflected in the schedule.

3.2 Key activities next month

- CORE Build to complete
- R11 requirements signoff
- Phase 1 & Phase 2 code merge to progress
- Code Merge analysis to complete
- Stage 1 Schedule/sequencing updated

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3.3 Key Milestones @ 28/3/14

3.3.1 Core

3.3.1.1 Release 8 status

Feature	Description	Labels	Comment
1.1.4 Video document	The display and creation of Video clip objects	Build_Partial, Req_Endorsed, Test_Partial, Merge	Delivered in Merge
12.13 Test/Staging Areas	An area where the site layout and style can be tested before release to the public.	Build_Not_Required, Foundation, Merge	Delivered in Merge
12.4 Manage Content Workflows	Ability to implement a streamlined publishing workflow	Build_Partial, Req_Endorsed, Merge	Delivered in Merge
12.8 Context Aware Presentation	Display and configuration of section-specific visual scaffolding (including header elements and primary navigation menu) for use by each Coremedia tenant.	Build_Partial, Req_Endorsed, Test_Partial, Merge	Delivered in Merge
13.3 Video Player	A video player for live-streaming and playback of on-demand media.	Build_Partial, Req_Endorsed, Merge	Delivered in Merge
5.1 Standard Content Importation	Consistent import mechanism for periodically updated ABC content	Not-Endorsed, Merge	Delivered in Merge
7.4.1 Extended Article document	The display and creation of text-centric (such as Articles) objects	Build_Partial, Req_Endorsed, Merge	Delivered in Merge
7.4.2 Image	The display and creation of Image objects	Build_Partial, Req_Endorsed, Test_Partial, Merge	Delivered in Merge
7.4.8 Video	The display and creation of Video clip objects	Build_Partial, Req_Endorsed, Test_Partial, Merge	Delivered in Merge
7.6.1 Image gallery	The display and creation of Image Galleries.	Build_Partial, Req_Endorsed, Merge	Delivered in Merge

Note: It is anticipated that some Features will be partially delivered in the Code merge.

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3.3.1.2 Release 9 status

Feature	Description	Labels	Comment
1.1.6 Person document	The display and creation of Person objects.	Build_Partial, Req_Endorsed, Test_Partial, UAT_Partial	Carry in from R7
6.4 Social Sharing for Text Documents	An ABC-wide page element enabling the sharing of content via email or across third-party social media platforms.	Build_Complete, Req_Endorsed, Test_Outstanding Defects	Carry in from R7
7.4.9 Person	The display and creation of Person objects	Build_Partial, Req_Endorsed, Test_Partial, UAT_Partial	Carry in from R7
7.9.4 Teasers (Property override)	The display and creation of Teaser objects; the result of 'teasing', in order to override properties, of existing content	Build_Partial, Req_Endorsed, Test_Partial	
7.9.5 Embedded Content	The display and configuration of content (e.g. Article, Image) embedded into Rich Text properties	Build_Partial, Req_Endorsed, Test_Partial	
1.1.1 Base Document Model	Definition of object types (content types, and their properties) available to Coremedia-users.	Build_Partial, Req_Endorsed, Merge	Delivered in Merge
1.1.8 non-ABC content	The display of and reference to non-ABC objects.	Build_Partial, Req_Endorsed, Merge	Delivered in Merge
12.34 Related Content	Overarching attribute of content objects' to display selected related-items in a defined way.	Build_Partial, Req_Endorsed, Test_Partial, Merge	Delivered in Merge
2.1.1 URL Schemes	Persistent, readable and predictable URLs for editors, users and search engines.	Req_Endorsed, Merge	Delivered in Merge
2.2.1 Metadata	Standard structure for associating data within a page layout that describes the content, primarily for search engines.	Req_Endorsed, Merge	Delivered in Merge
4.2 Internal Syndication	Synchronisation between Coremedia-managed content and other ABC content platforms	NEED_IT_Review, Not-Endorsed, Merge	Delivered in Merge
6.7 ABC Non Coremedia content (External content)	The display of and reference to ABC, non-Coremedia objects.	Build_Partial, Req_Endorsed, Merge	Delivered in Merge
8.1 Renditions (Media availability)	The creation and configuration of pointer references to audio and video media.	Req_Endorsed, Merge	Delivered in Merge

Note: It is anticipated that some Features will be partially delivered in the Code merge.

WCMS Project



3.3.2 Stage 1

The scheduling of the Stage 1 NEWS & INFORMATION Features will be reviewed to confirm sequencing and reported back to the PDG.

3.3.2.1 Release 10 (S1-1) status

Feature	Description	Labels	Comment
1.1.7 Map document	The display and creation of Map objects, integrating with third-party (Google) mapping service provider.	Req_Partial	Brought fwd from S1-5 Signoff due 28/3, Build start 22/4. Awaiting final signoff from Innovation
1.2.1 Taxonomies	The display and creation of Taxonomy objects and vocabularies.	Req_Partial	Signoff due 28/3, Build start 22/4. Awaiting final signoff from Innovation
1.2.2 Places	The display and creation of Location objects in the Location taxonomy	Req_Partial	Brought fwd from S1-5 Signoff due 28/3, Build start 22/4. Awaiting final signoff from Innovation
1.2.2.2 Regions	Defines the structure for describing bounded areas such as broadcast regions or electorates.	Req_Partial	Brought fwd from S1-5 Signoff due 28/3, Build start 22/4. Awaiting final signoff from Innovation
13.2 Content Tools	Overarching attribute of Coremedia to manage content, As defined by UIG, includes functions such as Print	Req_Partial	Signoff due 28/3, Build start 22/4. Awaiting final signoff from Innovation
7.5.1 Pagination	The display of links for traversing content lists, that are paginated across multiple pages.	Req_Partial	Signoff due 28/3, Build start 22/4. Awaiting final signoff from Innovation
12.37 Rules based presentation	Display and configuration of presentation options for each object type.	Design_WIP	Impacted by merge Moved to S1-2
15.0.0 Mobile and Desktop support - Adaptive	Mobile-first methodology, enabling the ability to write content once that is accessible across all devices and technologies (RESS)	Design_WIP	Impacted by merge Moved to S1-3
12.46 Live Blogging	The display and creation of Live Blog objects.	Not_Started	Schedule TBA
16.0.0 Accessibility	AA compliance to WCAG2.0 accessibility standards	Not_Started	Accessibility consultant not available, Schedule TBA
12.19 Custom Tracking	Overarching attribute of Coremedia to present content objects in a defined way	Not_Started	No requirements identified in R3. For review in S1-3 following News Gap analysis
12.22 Featured Comments	Specific attribute of Comments, focusing on the visually-emphasised display and configuration of selected sets of comments	Not_Started	Schedule TBA

3.3.2.2 Release 11 (S1-2) status

Stage 1- 2 Requirements gathering & Design work has commenced and is currently Work-in-progress

3.3.2.3 Release 12 (S1-3) status

Stage 1- 3 Requirements gathering has commenced and is currently Work-in-progress

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3.3.3 Foundation

Work on the WCMS Architecture Recommendations (AR) continues.

Key activity areas are:

- Following the High Level Design (HLD) & Architectural Decisions (AR9) updated to incorporate CoreMedia recommendations the workshops for more detailed designs will commence. It is expected that additional documents will be reviewed by the ARG.
- Deployment Process (AR 11)
Work commenced on this activity in Mar
- Monitoring (AR02)
Work continues to build out the performance monitoring framework.

Detailed Foundation milestones below, additional detail in the Appendix

Activity:	Baseline	Status / Comment
Commence build of WCMS infrastructure (AR1,3,10,11)	Dec 2013	Complete
WCMS Environments requirements (AR 10)	Feb 2014	Complete (Delayed)
Release management/Deployment requirements (AR11) WCMS		Complete (Delayed)
Infrastructure detailed design (AR 1)		Complete (Delayed)
Performance testing/environment POC implementation (AR2)	Feb 2014	Complete
WCMS Application design (AR 9)	Mar 2014	Completed
Release management/ Deployment implementation (AR11)	May 2014	
Monitoring System implementation (AR2)	Jul 2014	
WCMS architecture/application Build complete (AR1,3,10,11)	Jul 2014	

3.4 Resources

WCMS team

A Business Analyst backfill has been identified to join the team in Mar on a short term basis.
Currently recruiting for an Automation Tester to bolster BAU regression test suite

Divisional Representatives

Innovation commenced recruiting in November 2013.
Discussions continue with TV to identify a suitable candidate.

WCMS Project



3.5 Key Risks/Issues

No.	Risk Description	Rating	Assigned	Mitigation Strategy
129	Stage 1 - 1 (R10) Build Innovation have advised that they are unable to signoff on requirements Risk: Project schedule as R10 build can not commence without approved requirements from all stakeholders	16	Scott Makin	- Review issues with Innovation to work towards endorsement - Escalate if unable to resolve in time for R10 build to commence 22/4/14
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	15	Innovation	- Innovation to source consulting support - Project to Provide Impacts / options to Governance for consideration
045	ABC Online and Mobile strategy WCMS project is a key platform for delivering the strategy, however the strategy does not exist in a form that can be used as project requirements - Risk is that the WCMS dictates the strategy rather than the other way round (Tail wagging the dog) - Risk is that the WCMS project interfaces to legacy systems, deliver poor customer experience and requiring additional work to swap out in BAU eg. Forms, UX standards, Accessibility, Newsletter, Social	12	Innovation	- Publish anticipated delivery dates for integration points to allow business to prioritise strategy work - In the absence of an agreed Enterprise position, project build to Phase 1 integration points
102	Scope of Stage 1 (News & Info) Scope requested for Stage 1 (including Gaps) may exceed planned resources. Risk: Delays to program schedule and/or budget for additional resources	12	Scott Makin	- WCMS size and schedule work - Steering review of scope if Stage 1 dates are in jeopardy - Divisions contribute resources to WCMS development team to increase capacity

Note: Risk register reviewed monthly with PDwG team

WCMS Project



4. Financial Performance

The detailed financials are in the additional project status documentation.

WCMS FINANCIAL SUMMARY AS AT MARCH 2014

Product Support - Ongoing	MARCH			JUL to MAR 2014			FY 13/14			Total Product Support		
Figures in '000s	Actuals	Bud	Var	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries	67	81	14	616	732	116	961	976	15	5,017	4,683	(334)
Hardware	0	13	13	0	117	117	143	156	13	300	399	99
Software	0	78	78	22	698	676	834	930	96	2,776	3,296	520
Other	1	27	26	18	239	221	95	319	224	718	1,048	330
Total	68	199	131	656	1,786	1,130	2,033	2,381	348	8,811	9,426	615

Product Build - Project	MARCH			JUL to MAR 2014			FY 13/14			Total Product Build		
Figures in '000s	Actuals	Bud	Var	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries ¹	389	327	(62)	3,036	3,006	(30)	3,907	4,008	101	8,255	8,761	506
Hardware	8	59	51	185	525	340	800	700	(100)	800	700	(100)
Software	0	12	12	15	109	94	106	145	39	237	220	(17)
Other (incl Redundancies)	49	60	11	546	544	(2)	799	725	(74)	1,285	900	(385)
Phase II ²	0	0	0	0	0	0	0	0	0	270	270	0
Sub-Total	446	458	12	3,782	4,184	402	5,612	5,578	(34)	10,847	10,851	4
Contingency ³	13	0	(13)	274	0	(274)	265	0	(265)	267	1,010	743
Total Build inc Contingency	459	458	(1)	4,056	4,184	128	5,877	5,578	(299)	11,114	11,861	747

Notes:

- 1 \$1.2m additional CR50:Mobile First.
- 2 Carry in of \$270k Assets from Phase II.
- 3 \$750k CR102

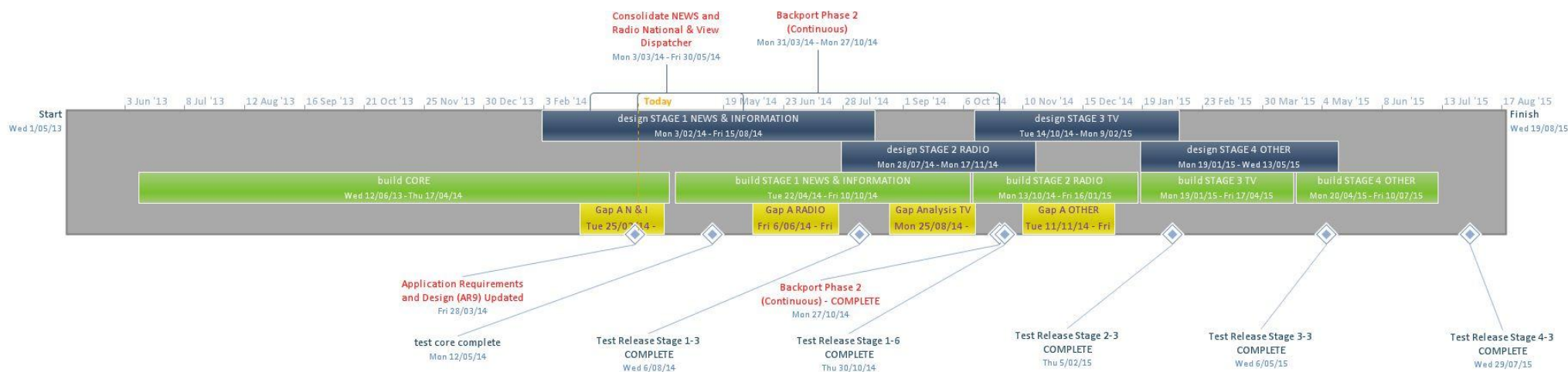
WCMS Project



5. APPENDIX

5.1 Project Plan

Below is a summary of the WCMS Project plan.

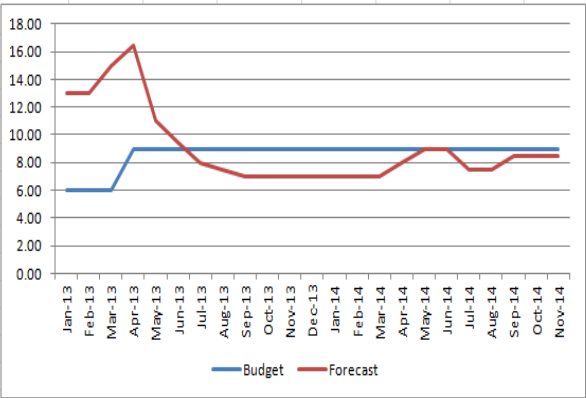


WCMS Project

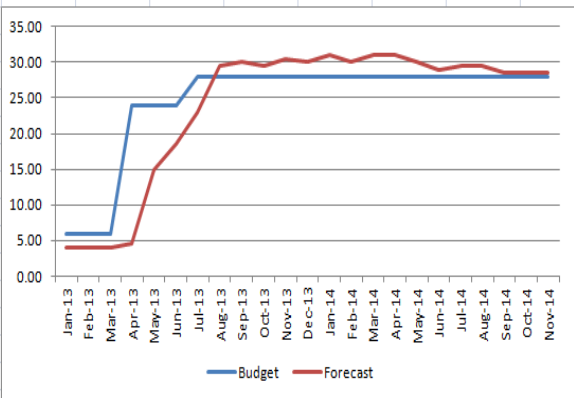


5.2 Resource profile

Below is the resource profile for the WCMS team.



Support FTE



Build FTE

WCMS Steering Committee

Minutes

9am, 17 April 2014

Attendees: David Pendleton, Chief Operating Officer
Angela Clark, Director Innovation
Kate Dundas, Director Radio
Mark Woodley, Head Capital Works
Scott Makin, Project Manager
Amanda Walsh, Executive Manager Operations Group

Apologies: Kate Torney, Director News
Richard Finlayson, Director TV
Lynley Marshall, Director International

Minutes of the Last Meeting

The Minutes were not adopted at this meeting so that all parties have an opportunity to review Angela's suggested changes.

Moving forward, it was agreed that Steering Committee meetings will be recorded. The recording will be deleted after the Minutes have been adopted. The Minutes will move to a more formal reflection of meeting decisions.

It was agreed that the Minutes will be distributed soon after each meeting so that feedback can be provided ahead of meetings.

Project Update

The Project Report was circulated ahead of the meeting and considered read.

It was agreed that the graphical representation of where the project schedule is tracking (pg 15) would be issued for each Steering Committee meeting, with an attachment showing the detailed line items of the project schedule.

It was agreed that the project will revert to the governance structure agreed by the Steering Committee at the start of the project, with a proposed change to the voting structure being a shift to majority voting, that is:

PDwG – first point of review and gives advice to the PDG for design and order of features. Divisions are not asked to make joint recommendations but can give advice from their divisional perspective to the PDG.

PDG – makes a decision having received advice from the PDwG by majority vote (one vote per division with the project team abstaining from voting). The minutes of the PDG will come to the Steering Committee.

It was agreed that a forward agenda of when features will be brought to the PDG will be circulated to the next PDG meeting.

It was noted that the PDG next week may be rescheduled due many people being on leave and clashes with other meetings.

It was agreed that the approved news and information features will be built now and the outstanding four features will be resolved next week. An email will be sent to the PDG today with regard to the four news and information features which have not been approved so that the issues are known ahead of the meeting, along with formal advice from the PDwG and Innovation to the PDG.

It was agreed that the note and comment on page 9 of the report which relates to new features delivered in the merge which need to be rewritten to better articulate that new requirements will be fully delivered. Scott Makin will circulate a new explanatory note.

Finance

Scott Makin will provide further information explaining the variation in forecast salaries. This will be circulated between meetings if there is an issue. If there is no issue, it will be noted at the next meeting.

Angela Clark asked for the description of risk mitigation as per No 129 Key Risks/Issues for requirements gathering be changed to reflect the new flow through PDwG and PDG. This was agreed.

Angela Clark asked for clarification as to the status of Risk 102 Scope of Stage 1 (News & Info) ,Scope for Stage 1 may exceed planned resources. Dave Pendleton clarified the risk mitigation strategies would only be applied if Stage 1 dates were unlikely to be met and it was agreed that the mitigation description will note that schedule contingency will be applied for this purpose.

Angela Clark asked for an update on the details of Change Request 102 Mark Woodley will send copies of the signed Change Requests 102 and 103 to the Steering Committee.

Integration Schedule

A draft integration schedule was presented by Gary Paternoster. A copy of the presentation will be sent to the Steering Committee.

It was noted that this schedule will highlight when software add-ons need to be decided. It was noted that the WCMS project is not funding or making decisions on those add-ons, but integrating them with the system.

It was noted that the draft budget presented needs to be tested.

It was agreed that Gary Paternoster will speak to Ross / Kim to verify Radio National's specific requirements.

It was noted that the integration document will now be validated with the business and added into the detailed design work. It was agreed that this will follow the WCMS governance process. That is, design and analysis will flow through the PDwG, ARG and PDG. It was agreed that this will be brought to the next Steering Committee for approval, so that the budget can proceed through the budget process.

Ciaran's Forde's comments in an email to Angela Clark were noted. The comments stated that the integration project scope is not clear, project success criteria were too vague and need to be tied to UAT and the plan needs to be presented to PDG and ARG for interrogation before being endorsed by Steering. Angela Clark stated it is hard to determine the scope of an integration project until wCMS project scope is clear and that she was not comfortable with some of the tasks that are not integration project tasks including News and RN RESS support, Backport and Core Media consulting being included as integration tasks and suggested they might more appropriately be brought to Steering as change requests for the wCMS as they arise out of the architecture decisions recently made in the wCMS project and would not have arisen otherwise. It was agreed that these will be brought into the WCMS project contingency, not the Integration project, and these amounts will be removed from the draft Integration budget.

It was agreed that the backport will be moved from the Integration project risk register to the WCMS project risk register.

Once the project plan is agreed, the Steering Committee will supervise and track this project.

WCMS Steering Committee

Minutes

9am, 15 May 2014

Attendees: David Pendleton, Chief Operating Officer
Angela Clark, Director Innovation
Kate Dundas, Director Radio
Kate Torney, Director News
Richard Finlayson, Director TV
Mark Woodley, Head Capital Works
Scott Makin, Project Manager
Amanda Walsh, Executive Manager Operations Group

Apologies: Lynley Marshall, Director International

Minutes of the Last Meeting

The Minutes were amended following the last meeting and that copy was endorsed.

Project Update

Mark Woodley clarified the explanatory note discussed at the last meeting (see page 9 of the April 2014 Project Update). The impact of the code merge on features already built (and signed off by the PDG) will be identified before the code merge is completed.

It was agreed that all documented requirements for the core will be delivered and available after the code merge and re-tooling delivery. Anything that is not delivered will, by exception, be identified and discussed with the PDwG and PDG. For example, the URL schema problem which arose in the previous build will be rectified after the code merge. A working group meeting will discuss this issue.

The integration plan and draft documentation is progressing through the PDwG, PDG and ARG to confirm that all systems have been included. A 'placeholder' funding bid has been included in the Corporation's capital process. It was agreed that a summary level schedule for integration and how it fits into the overall project schedule will be included in ongoing Steering Committee project update reports.

Feature gap analysis reports will be presented to the PDG ahead of each stage being built to ensure that the order of features is being delivered in the appropriate order. Technical gap analysis with the divisions is occurring in the next few weeks. Scott and Mark will meet with Ross Dixon and Linda Bracken to discuss feature gap analysis and requirements gathering. It was agreed that the feature gap analysis with TV will happen as soon as possible, and

UAT for TV has been delegated to the PDG (there was no nominated person available). There is now another opportunity for TV to be involved in UAT on delivered features post code merge for sign off

against agreed requirements, or delegate to the group. It was agreed that this is not an opportunity to change the requirements of the feature.

It was noted that the comment above Key milestones (page 4) is outdated and should be removed.

The feature sequence will be sent to the PDwG next week and a draft schedule to the PDG following that. Both will be brought to the next Steering Committee.

It was agreed that the entire risk register will be an attachment to the Steering Committee Project Update Report for the next meeting.

Finance

An error in the finance report was noted. The salaries variant should read -334, instead of -242.

Schedule

The high level schedule graph UAT testing is not occurring as stated in that schedule. The code merge needs to be finished first so that the testing is meaningful. This will push UAT to the end of Stage 1 when the testing environment will be available. Stage 1 planning and build dates remain on target.

Change Request

It was confirmed that change requests should come through the Steering Committee even if there is nil impact on budget or schedule.

Scott will confirm if the test environment can be accessed by apple computers.

Other business

Rebecca Heap is starting in TV on Monday and will be invited to the PDG. Scott will provide a WCMS briefing for her.

The date of the next meeting will be rescheduled to late June/very early July.

It was noted that Release 10 maps and taxonomy have been endorsed by Radio.

Scott will arrange for s.47F (CoreMedia) to visit the Brisbane News team and will contact Kate Torney will possible dates. It was noted that his replacement is yet to be determined so it is important for all teams who would like access to him to schedule that before he goes at the end of June.

It was agreed that Communications will be discussed at the next SC meeting.

ABC WCMS Project

Steering Committee REPORT

May 2014 &
June 2014

DISTRIBUTION

Steering Committee
Product Development Group (PDG)

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1. EXECUTIVE SUMMARY

1.1 Progress this month

Schedule

The project schedule was reviewed in May and June, with the schedule updated to include

- Re-estimation of the Stage 1 features, based on the learning's from the code merge
- Re-sequencing of the Stage 1 features , based on feedback from Innovation and the PDwG
- Addition of the Feature Port activities, with all CORE features to be merged and retested
- The PDG signoff date has come forward 3 weeks from the previous schedule to allow for system design work to complete. Design phase start and end dates remain unchanged.

Overall the project is on schedule however the Design stream of work is behind for R13 and overall design is on the critical path for Stage 1. The project is preparing a detailed catch up plan to ensure design will be completed for the start of R13 Build (15/09/14).

The updated Stage 1 schedule was presented to the PDG 12/6/14.

Feature Port

The porting of the Phase 2 features to the merged code base commenced in May and is well underway. R12 will see the exposure of the first block of ported features, with the remainder being delivered and available for UAT through releases 13 to 15.

Stage 2 - Radio Gap Analysis

Radio gap analysis commenced in June. The objective of the gap analysis is to review Radio's current online operations against the Stage 2 features to ensure that the features are "fit for purpose" and providing the WCMS project & Innovation with an insight into Radio's online operations.

Change Management

Successful developer/user workshops run with News. Workshop scheduled for TV, Radio, International, Commercial and Innovation on the 25/26th June

1.2 Key activities next month

- Complete development of Stage 1 features in R12 (S1-3)
- Complete Radio gap analysis
- Complete Stage 1 Production deployment planning
- Deploy Product Support release 14.07A to Production of the Merged Code Base.

1.3 WCMS Key Milestones

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

<i>Milestone</i>	<i>Scheduled due date</i>	<i>Status</i>
Foundation - Design, build and deploy	Jul-14	In Progress
Core - Design, build and UAT	May-14	Build Complete
Stage 1: (emphasis on News features)	Oct-14	In Progress
Stage 2: (emphasis on Radio features)	Feb-15	
Stage 3: (emphasis on TV features)	May-15	
Stage 4: (emphasis on Other features)	Jul-15	
Capital project closes	Aug-15	

1.4 Steering Committee Key Milestones

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

Task Name	Start	Status
Jan 2013 - Steering Committee	Wed 23/01/13	Complete
Feb 2013 - Steering Committee	Thu 21/03/13	Cancelled ¹
Mar 2013 - Steering Committee	Thu 21/03/13	Complete
Apr 2013 - Steering Committee	Thu 18/04/13	Complete
May 2013 - Steering Committee	Thu 16/05/13	Complete
Jun 2013 - Steering Committee	Thu 13/06/13	Cancelled ²
Jul 2013 - Steering Committee	Thu 18/07/13	Complete
Aug 2013 - Steering Committee	Thu 15/08/13	Complete
Sep 2013 - Steering Committee	Thu 19/09/13	Complete
Oct 2013 - Steering Committee	Thu 17/10/13	Complete
Nov 2013 - Steering Committee	Thu 14/11/13	Complete
Dec 2013 - Steering Committee	Thu 19/12/13	Complete
Jan 2014 - Steering Committee	Thur 16/01/14	Cancelled ³
Feb 2014 - Steering Committee	Tue 11/02/14	Complete
Mar 2014 - Steering Committee	Thur 20/03/14	Complete
Mar II 2014 - Steering Committee ⁴	Fri 04/04/14	Complete
Apr 2014 - Steering Committee	Thur 17/04/14	Complete
May 2014 - Steering Committee	Thur 15/05/14	Complete
Jun 2014 - Steering Committee	Thur 02/07/14	
Jul 2014 - Steering Committee	Thur 17/07/14	
Aug 2014 - Steering Committee	Thur 21/08/14	
Sep 2014 - Steering Committee	Thur 18/09/14	
Oct 2014 - Steering Committee	Thur 16/10/14	

Table 2: Key Dates – Steering Committee

Notes:

1. Cancelled, no new business
2. Cancelled, Key stakeholders unavailable
3. Cancelled, Key stakeholders unavailable due to Xmas leave
4. Additional meeting planned to support extended schedule review

1.5 PDG Milestones

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

Key milestones for Business approvals for Stage 1 (News & Info) below

Task Name	PDG Signoff		Design Complete		Status
	Est. Date	Plan Date	Est. Date	Plan Date	
Stage 1 – 1 (R10) News and Info	N/A ¹	Mar 14	N/A ¹	Mar 14	N/A
Stage 1 – 2 (R11) News and Info	N/A ²	Apr 14	N/A ²	Apr 14	N/A
Stage 1 – 3 (R12) News and Info	Jul 14	May 14	Jul 14	May 14	Completed Delayed ³
Stage 1 – 4 (R13) News and Info	Jul 14	Jun 14	Jul 14	Jun 14	In Progress Delayed ⁴
Stage 1 – 5 (R14) News and Info	Aug 14	Jul 14	Aug 14	Jul 14	In Progress Delayed ⁵
Stage 1 – 6 (R15) News and Info	Aug 14	Aug 14	Aug 14	Aug 14	In Progress

Table 3: Key Dates – Release approvals

Notes

1. Stage 1 – 1 (R10) No News and Info features scheduled for this release, only CORE features being ported
2. Stage 1 – 2 (R11) No News and Info features scheduled for this release, only CORE features being ported
3. Stage 1 – 3 (R12) News and Info design stage has been delayed while new requirements process bedded down, however no impact to R12 build start date
4. Stage 1 – 4 (R13) Detailed catch-up plan being prepared to ensure no impact to R13 build start date.
5. Stage 1 – 5 (R14) Detailed catch-up plan being prepared to ensure no impact to R14 build start date.

2. Product Support (BAU)

NG3 (14.06)

14.06 contains changes that may impact the performance of the WCMS system, hence it has been scheduled to undergo performance testing mid-May for deployment early June. However, issues were identified in UAT that prevented its deployment in June. It has been agreed with NEWS that this release will be combined with the NEWS/RN combination release in 14.07A.

Rural (14.07 Rural)

This release allows for the importation of the legacy Rural data into the WCMS. Once deployed, the Rural import can commence of (approx 20,000) articles into CoreMedia from Wallace after which Rural will be managed 100% from with the WCMS.

UAT was completed on June 3rd. Reviews are being held now to consider the best approach to schedule this release for Performance testing without impacting the NEWS/RN release (14.07A) in July.

NEWS/RN combination (14.07A)

This release holds the changes that will combine both the NEWS and RN web instances into a single instance. This is a significant technical change and such much planning has been undertaken to ensure this release moves smoothly through to Production. The release is scheduled to be completed by the late July/early Aug. This is also a significant milestone for the Stage 2, as it is the first step in deploying the Stage 2 features live.

Future releases

A high level of effort is now in place to plan out the future releases required to deploy all of the Stage 2 changes into production, the next being 14.08.

2.1 Key Milestones

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

Activity:	End Date Revised	End Date Baseline	Status / Comment
Support release 13.02 deployed (Windows 7 compatibility)	Jan 2013	Jan 2013	Complete
Support release 13.03 (Importer enhancements)	Mar 2013	Mar 2013	Complete
Support release 13.04 (Disaster Recovery update)	Apr 2013	Apr 2013	Complete
Support release 13.05 (News Mobile prep)	May 2013	May 2013	Complete
Rural (CR #73) Stage 1 launch			Complete
Release 13.07 News Mobile (CR #74) launch	Jul 2013	Jul 2013	Complete
Support release 13.08b (Feature Promo)	Aug 2013	Jul 2013	Complete Delayed for NWR76
Support release 13.08a Content Syndication tweak (NWR 76)	Aug 2013	Aug 2013	Complete
Support release 13.08c- (Workflow Patch)			Complete
Support release 13.09 (NWRQ 79, 81, 83, 77, WCMS 1144 & 1149, Support 157 & 159)	Oct 2013	Sep 2013	Complete
Support release 13.10 (NWRQ 69)	Oct 2013	Oct 2013	Complete
Development on News Segmentation and Encoding (NSE)	Dec 2013	Dec 2013	NSE – Completed
Support release 13.12 (NSE)	Dec 2013	Dec 2013	Complete
NG3 – WA State edition 14.03	Mar 12 & 19	Mar 2014	Complete
NG3 – Extension – 14.05	Apr 16	Apr 16	Complete
NG3 – Extension – (14.06)	14.07A	Jun 4	UAT completed
Rural migration (phase 2) – (14.07)	TBC	Jan 2014	UAT completed
Combined NEWS/RN (inc NG3)- (14.07A)	Aug	July	UAT completed
14.08	Aug	Aug	Not started

Table 2: Key Dates – Product Support

2.2 Key Risks/Issues

Risk/Issue	Description	Owner	Action
Risk	Phase 2 code will be progressively deployed to Production. BAU releases and patches will need to consider the Phase 2 schedule. Risk: Where Phase 2 & BAU priority conflicts may lead to schedule delays	Simon L	<ul style="list-style-type: none"> Regular communication of the Phase 2 schedule to BAU stakeholders Prioritisation across both workstreams to ensure schedule delivers business benefits Escalation to PDG/Steering where potential conflicts cannot be satisfactorily addressed Urgent BAU patches released with Phase 2 updates
Risk	NG3 (14.06) changes may have system performance impacts	Simon L	<ul style="list-style-type: none"> Performance testing in pre-Prod environments Manual governance around use of this functionality to limit impacts Deploy new Monitoring tools (new Relic) to Production to enhance performance monitoring

2.3 Open Change Requests

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

CR	Description	Status	Owner	Scheduled	Action
NWRQ-90	Revise HTML mark-up for teasers across the RN site	Reviewing	Kim (RN)	TBA	Unscheduled Reviewing alternate solutions with Radio in light of the Phase 2 FreeMaker templates
NWRQ- 107	Expose additional setting on collections URGENT request from NEWS in order to reduce manual effort in sync'ing content across the NCG homepages	Accepted	Stuart (NEWS)	14.08	Scheduled for inclusion in release 14.08

2.4 Resources

Currently recruiting for a Technical Writer to develop operational support documentation.

3. Product Build

3.1 Progress This Month

Feature Port

The porting of the Phase 2 CORE features to the merged code base commenced in May and is well underway. R12 will see the delivery of ~1/3 of the ported features, with the remainder being delivered and available for UAT through releases 13 to 15.

Stage 1 – News & Info features

The News Gaps have been reviewed with PDG 20/5, with 6 items identified for inclusion in Stage 1. These items are included in the updated project schedule.

1.1.1 NewsGap50 Hero Media	In addition to images, provide the ability to display and configure all media doctypes - audio/video/episode/segment and gallery as hero media.
7.4.10 NewsGap16 Responsive interactives	Address the gap of using Doctypes: HTML Fragment and Javascript in a responsive page layout. e.g. display the description of a tropical cyclone path
7.7.4 NewsGap11 Proxy Collection	To provide the ability to place collections on a landing page/cascading region, without applying a display style for entire collection (maintain each items individual display style). For example item 1: Rich Wide, item 2: Rich Tall, item3: Rich Wide Collection: item1, item2, item3 and display: Proxy (Transparent) Collection will render as per content's view type item 1: Rich Wide item 2: Rich Tall item 3: Rich Wide
9.2 NewsGap09 Contributor links to Person Contact Forms	If a person is configured to be contactable, generate links to contact form from each contributed content's detail page and the person's profile page.
7.8.1 NewsGap05 User Prompt for page refresh	Prompt visitor to refresh current landing page if updates to content are detected
7.8.1 NewsGap47 ability to configure pages as popup links	Ability to set default popup behaviour for all incoming links to an object (including setting the pop-up window's height and width) within a tenant/sub/section.

Feature sequencing

The sequencing of the Stage 1 and Feature Port has been reviewed with Innovation and the PDwG. As a consequence, the delivery order of the features during Stage 1 has been modified as reflected in the Milestones section below. The sequence has been reviewed with PDG 12/6.

Stage 2 - Radio Gap Analysis

Radio gap analysis commenced in June.

This work will map the Phase 1 & Phase 2 WCMS functionality against Radios operations to identify if there are any gaps (over and above the defined scope for Stage 2) that need to be considered.

The output of the Analysis will be PDG endorsement of

- High level scope definition for each feature in Stage 2
- Stage 2 feature delivery sequence

3.2 Key activities next month

- Completion of R13 requirements gathering
- Complete development of R12

3.3 Key Milestones

3.3.1 Feature Port – Release 1

The following features are scheduled to be delivered by the completion of R12 (Built in R10, 11 & 12).

Feature	Description
7.7.1 Dynamic Collections	The creation of content lists, automatically-generated based on specified criteria (e.g. published date).
12.1 Editor Search	Ability for a Coremedia-user (e.g. editor) to search for content across the repository.
7.2.1 Templating	The configuration and creation of page layout-management toolsets
1.1.2 Text document	The display and creation of text-centric, Article objects.
7.4.1 Extended Article document	The display and creation of text-centric (such as Articles) objects
7.9.5 Embedded Content	The display and configuration of content (e.g. Article, Image) embedded into Rich Text properties
12.34 Related Content	Overarching attribute of content objects' to display selected related-items in a defined way.
12.9 Default Presentation of content	Overarching attribute of Coremedia to present content objects in a defined way.
2.1.3 Legacy URLs	Allows the WCMS to redirect a request for a legacy/Wallace URL to the Core Media URL
3.1 Search Form	Simple search form which submits the query to a third-party (Funnelback) search engine.
3.3 Search Results	The display of the results of a search query, provided by a third-party (Funnelback) search engine.
7.3.4 Site header	The display and configuration of site-wide visual scaffolding (including header elements), for use by each Coremedia tenant.
7.3.6 Site footer	The display and configuration of site-wide footer navigation menu, for use by each Coremedia tenant.
7.3.3 Global Footer	The display and configuration and ABC-wide navigation menu (footer).
7.3.2 Global Header	The display and configuration and ABC-wide navigation menu (header).
7.9.4 Teasers	The display and creation of Teaser objects; the result of 'teasing', in order to override properties, of existing content
1.1.9 Overriding objects' properties	The display and creation of Teaser objects; the result of 'teasing', in order to override properties, of existing content.
1.1.1 Base Document Model	Definition of object types (content types, and their properties) available to Coremedia-users.
12.7 Publish Content	Ability to make content available, and update content, for ABC audiences.
12.8 Context Aware Presentation	Display and configuration of section-specific visual scaffolding (including header elements and primary navigation menu) for use by each Coremedia tenant.
2.1.2 Vanity URL (URL redirects)	A short URL that redirects to another page within the WCMS, particularly for use in marketing or on air mentions. Editorial managed
7.3.1 Page Layout	A flexible layout system for building various page layouts.
7.3.5 Site Navigation	The display and configuration of site-wide primary navigation menu, for use by each Coremedia tenant.

3.3.2 Stage 1 – 3 (R12)

The following Stage 1 features are scheduled to be delivered in R12

Feature	Description
6.1 Comments	The display and configuration of comments created using a third-party (ABC's TMB/Threaded Message Board) UGC management platform.
12.22 Featured Comments	Specific attribute of Comments, focusing on the visually-emphasised display and configuration of selected sets of comments
1.1.7 Map document	The display and creation of Map objects, integrating with third-party (Google) mapping service provider.
1.2.1 Taxonomies	The display and creation of Taxonomy objects and vocabularies.
1.2.2.2 Regions	Defines the structure for describing bounded areas such as broadcast regions or electorates.
1.2.2.1 Locations	The display and creation of Location objects in the Location taxonomy
1.2.2 Places	The display and creation of Location objects in the Location taxonomy
12.43 Tickers	Display and creation of Ticker objects.

3.3.3 Stage 1 – 4 (R13)

The following Stage 1 features are scheduled to be delivered in R13

Feature	Description
10.1 Customisations	Standardisation of existing Editor customisations as required. Eg. configurations, access groups, move rules
12.28 Maps Detail View	The display and creation of Map objects, integrating with third-party (Google) mapping service provider
7.9.1 Maps	The display and creation of Map objects, integrating with third-party (Google) mapping service provider
12.36 RSS/Podcast – Simple	Specific attribute of publicly-available content lists, published as (RSS and Atom) feeds
12.41 Social Media Promo	The display and configuration of site-wide social media presences, for use by each Coremedia tenant.
12.46 Live Blogging	The display and creation of Live Blog objects.
13.5 Link Checker	Checks the validity of external links within the WCMS

3.3.4 Feature Port – Release 2

The following features are scheduled to be delivered by through R13, R14 & R15 this will complete the feature port.

Feature	Description
6.4 Sharing	The ability to share content on third party social media platforms, or to email a friend.
6.7 External content (basic)	Standard interface to accept and render external content (core functionality, white listing).
8.1 Media Availability	Functionality to allow media to be made available on the site based on delivery format, expiry, validity/existence of the file
12.2 Manage Content Access	Ability to manage who/what can access which content within the repository
12.3 Manage Content Definitions	Ability to change the definitions of the content over time

Feature	Description
12.37 Rules based presentation	Ability to use configurable criteria on pages to determine rendering of specific content
12.4 Manage Content Workflows	Ability to manage streamlined publishing workflows that align to editorial policies
12.6 Manage Text Content	Ability to manage text content and associated data
13.3 Video Player	Standard video player
13.4 Audio Player	Standard audio player.
1.1.3 Image document	Defines the document structure for describing images
1.1.4 Video document	Defines the document structure for describing video elements
1.1.5 Audio document	Defines the document structure for describing audio elements
1.1.6 Person document	Defines the document structure for describing documents outlining a person
1.1.8 Interactive document	Defines the document structure for describing documents outlining a standalone interactive (e.g. Flash application)
1.2.1.1 Subjects	Defines the structure for describing subjects that a document may relate to (e.g. business, politics, gardening)
1.2.1.2 Genres	Defines the structure for describing content genres (e.g. comedy, drama, documentary etc)
1.2.3 Roles	Defines the structure for describing roles associated to a person
1.4.2 Image gallery	Defines and describes the structure of a related collection of images
2.1.1 URL Schemes	Standard structure of the URLs used to serve all websites, including SEO
2.2.1 Metadata	Standard structure for associating data within a page layout that describes the content, primarily for search engines.
2.3.1 Analytics	Standard approach to implementing centralised web analytics scripts within a page
2.3.2 Cookies	Standard approach to managing personalised information within client side cookies (e.g. weather location, local radio region)
7.1.1 Device detection and redirection	The ability to direct users to an appropriate view based on the type of device they are viewing on.
7.1.3 Mobile views	The ability to create layouts for mobile optimised websites
7.4.10 Interactive	A stand-alone detailed view of a standalone interactive (e.g. Flash application)
7.4.2 Image	A stand-alone image document
7.4.7 Audio	A stand-alone Audio document. E.g. news audio clips.
7.4.8 Video	A stand-alone Video document. E.g. news video clips, web extras.
7.4.9 Person	aka Profile page. Contributors to a program or other content. Person detail view only
7.5.3 Detailed List	A list of content items rendered in detailed teaser view (eg. contains more metadata for each item than simple view). Optional configuration includes display of thumbnails, and specifying thumbnail orientation.
7.5.4 Simple List	A list of content items rendered in simple teaser view
7.5.5 Grid List	Renders items containing images as a grid of image thumbnails.
7.5.6 Link List	A simple list of links (eg. to a content item's detailed page, or an external link)
7.6.1 Image gallery	A standard rendering of a collection of images into an interactive gallery.
7.7.2 Editorial collections	Ability to use lists based on manual curation
7.7.4 NewsGap11 Proxy Collection	To provide the ability to place collections on a landing page/cascading region, without applying a display style for entire collection (maintain each items individual display style)
7.9.2 Interactives HTML5	Renders code for the display of HTML5 objects placed in a page.

3.3.5 Foundation

The foundation work has been reprioritized to focus on the Enhanced deployment process and the new process and tools are under construction, aiming to support 14.08 (i.e. August 2014) deployment

Further work on the WCMS Architecture Recommendations (AR) continues.

Key activity areas are:

- Monitoring (AR02)
 - Planning for the deployment of NewRelic (new monitor tool) into production has commenced.
 - Aiming to release pre 14.07A.
- Non-Production environments
 - TEST 1 was behind schedule, now ready & available to support the R12 build
 - TEST 2 is now operational supporting 14.07 deployment
 - TEST 3 now ready & available to support the 14.08 deployment

Detailed Foundation milestones below, additional detail in the Appendix

Activity:	Baseline	Status / Comment
Commence build of WCMS infrastructure (AR1,3,10,11)	Dec 2013	Complete
WCMS Environments requirements (AR 10)	Feb 2014	Complete (Delayed)
Release management/Deployment requirements (AR11) WCMS		Complete (Delayed)
Infrastructure detailed design (AR 1)		Complete (Delayed)
Performance testing/environment POC implementation (AR2)	Feb 2014	Complete
WCMS Application High Level Design (AR 9)	Mar 2014	Complete
Release management/ Deployment implementation (AR11)	Aug 2014	Build mode
Monitoring System implementation (AR2)	Aug 2014	Deploy NewRelic
WCMS architecture/application Build complete (AR1,3,10,11)	Jul 2014	Progressing

3.4 Resources

WCMS team

Arrived past 2 months

- 1 x Business Analyst, supporting Stage 1 design
- 1 x F/E developer to support feature port
- 1 x Test Analyst to support production deployment

Arriving next month

- 1 x Java developer to backfill resignation

Departing past 2 months

- 1 x B/E developer resigned
- 1 x BA resigned
- 1 x UX designer resigned

Departing next month

- 1 x Java developer resigned

Recruiting as soon as possible

- 1 x Business Analyst to accelerate Stage 1 design
- 1 x UX Designer to backfill resignation
- 1 x Java developer to backfill resignation

Divisional Representatives

- Innovation has appointed Anthony Ko as the WCMS product manager.
- TV have appointed Rexcel Sim as their WCMS representative

3.5 Change Management

Communication/stakeholder engagement

- Successful developer/user workshop run with News. Workshop schedule for TV, Radio, International, Commercial and Innovation on the 25/26th June
- Communication for Wallace & CoreMedia users ready to go.
- Tracking communication events against the project milestones

Training

- Introduction to WCMS course was run with 6 attendees from various business units.
- Product Catalogue and training material are being developed to target training for August 2014

3.6 Key Risks/Issues

The following risks have been highlighted as they have significant potential impact on the project.

The full risk register is distributed separately to this report and reviewed monthly with the PDwG team.

No	Risk Description	Prob'y (1-5)	Impact (1-5)	Rating (P x I)	Assigned To	Mitigation Strategy
17	Product cannot deliver on its enterprise benefits if Content divisions develop solutions outside of the WCMS framework or if the WCMS product developed is not accepted by business Risk: Full project benefits cannot be realised	1	4	4	Steering	- Parameters on what is included or not included to be defined via Project Governance. - Steering Committee to regulate Divisions development to align with Model C principles - Managing Director veto on bespoke development - PDG review and signoff on project scope to ensure fit for purpose - PDG schedule online development to align with project schedule and leverage WCMS product
132	Stage acceptance testing Need to define strategy and approach for business acceptance of each stage Risk: Additional Budget/Schedule to remedy gap if business do not agree that project has delivered	2	5	10	Scott Makin / Anthony Ko	- Develop acceptance criteria with business - Project delivers working showcase site for business to 'Test'
147	Operational Handover Business case assumes that the product built by the project will be accepted and maintained by Innovation Risks: - Divisions stranded on WCMS if no ongoing support from Innovation - Divisions do not migrate to the WCMS, therefore Business benefits are not realised and asset is impaired	2	5	10	Ciaran Forde / Ping Fai-Tse	- Develop an operational readiness plan to be lead by Innovation and Technology

No	Risk Description	Prob'y (1-5)	Impact (1-5)	Rating (P x I)	Assigned To	Mitigation Strategy
137	Staff Retention Risk: Project may not deliver all scope to schedule if key resources leave the team	3	4	12	Steven Parr / Anthony Willis	- Identify and manage key resources - Cross training to remove single point sensitivity - Develop BAU staffing plan with Innovation
059	Accessibility ABC's preferred status is AA compliance for Accessibility. http://webguide.gov.au/accessibility-usability/accessibility/ Risk: Compliance drives cost into the project due to additional, unplanned work	4	3	12	Innovation	- Innovation to source consulting support - Project to provide Impacts / options to Governance for consideration - Tools / Resources applied to reduce potential impact on project schedule

4. Financial Performance

WCMS FINANCIAL SUMMARY AS AT MAY 2014

Product Support - Ongoing	MAY			JUL to MAY 2014			FY 13/14			Total Product Support		
Figures in '000s	Actuals	Bud	Var	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries	82	81	(1)	767	895	128	961	976	15	5,017	4,683	(334)
Hardware	0	13	13	0	143	143	143	156	13	300	399	99
Software	2	78	76	23	853	830	834	930	96	2,776	3,296	520
Other	175	27	(148)	196	292	96	95	319	224	718	1,048	330
Total	259	199	(60)	986	2,183	1,197	2,033	2,381	348	8,811	9,426	615

Product Build - Project	MAY			JUL to MAY 2014			FY 13/14			Total Product Build		
Figures in '000s	Actuals	Bud	Var	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries ¹	403	327	(76)	3,768	3,674	(94)	3,908	4,008	100	8,255	8,761	506
Hardware	27	59	32	331	642	311	489	700	211	800	700	(100)
Software	0	12	12	15	133	118	106	145	39	237	220	(17)
Other (incl Redundancies)	71	60	(11)	720	665	(55)	799	725	(74)	1,285	900	(385)
Phase II ²	0	0	0	0	0	0	0	0	0	270	270	0
Sub-Total	501	458	(43)	4,834	5,114	280	5,302	5,578	276	10,847	10,851	4
Contingency ³	6	0	(6)	293	0	(293)	264	0	(264)	267	1,010	743
Total Build inc Contingency	507	458	(49)	5,127	5,114	(13)	5,566	5,578	12	11,114	11,861	747

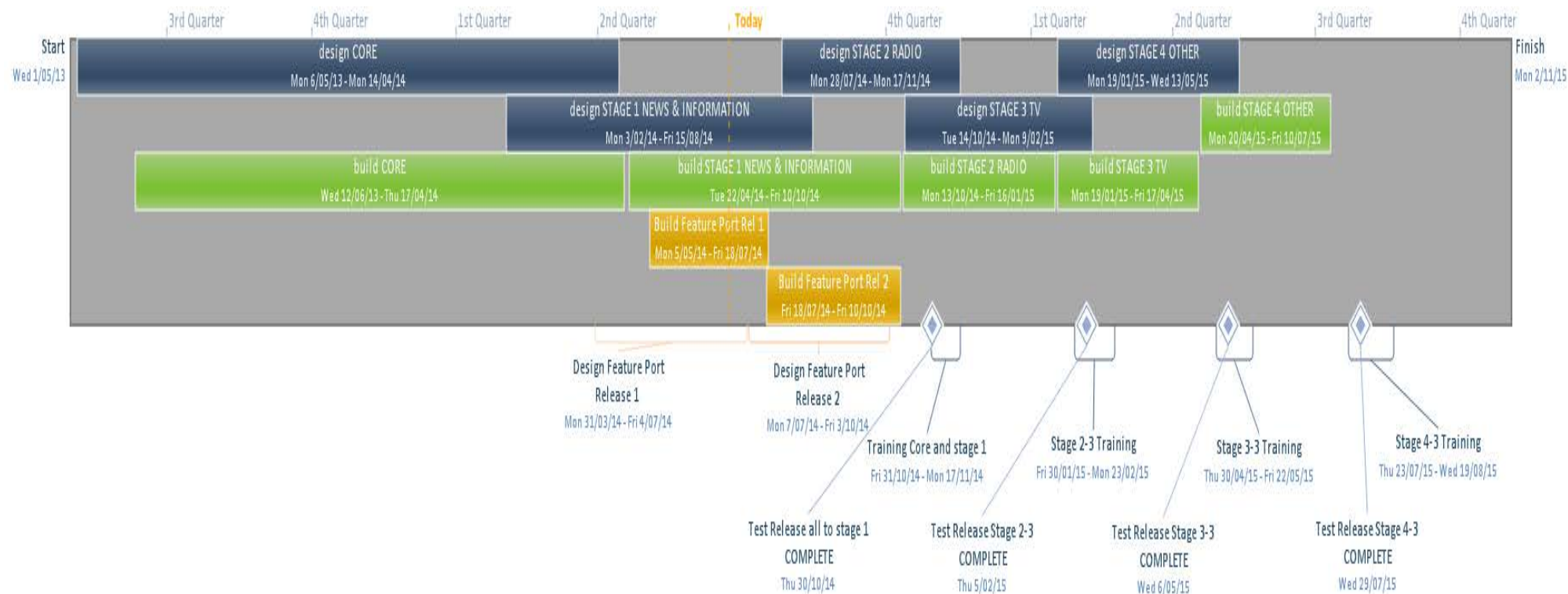
Notes

- 1 \$1.2m additional CR50:Mobile First.
- 2 Carry in of \$270k Assets from Phase II.
- 3 \$600k: CR102 & CR103

5. APPENDIX

5.1 Project Plan @ 20/06/14

The project milestones remain the same as per the February Business Case as detailed below:.

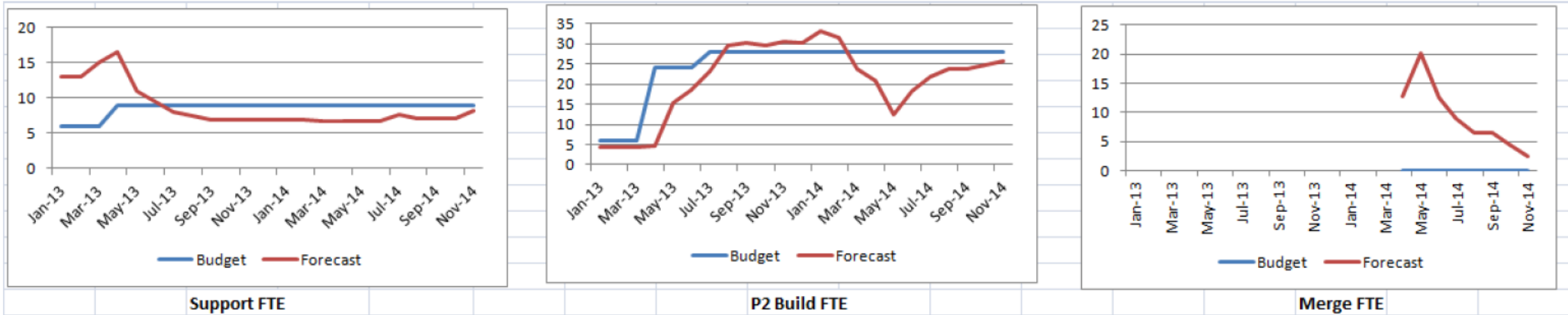


Overall the project is on schedule as detailed in the schedule below, however the Design stream of work is behind and now on the critical path for Stage 1. The project is preparing a catch up plan to ensure Design delays will not impact schedule Build start dates.

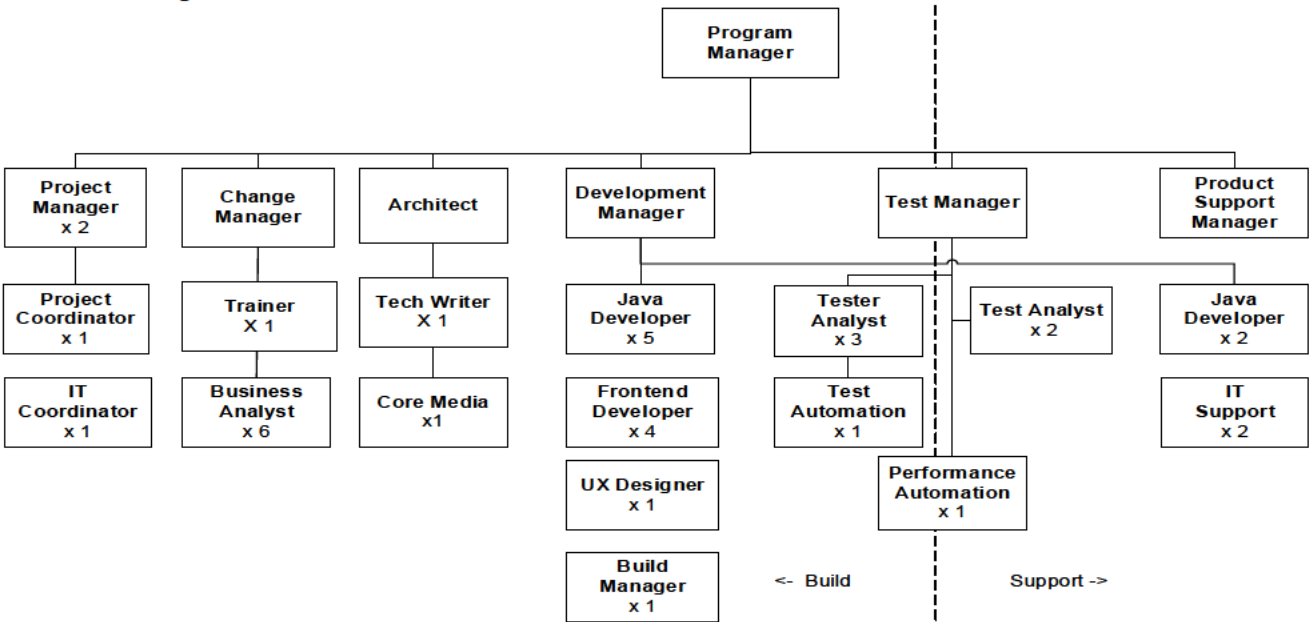


5.2 Resource profile

Below is the resource profile for the WCMS team.



Below is the organisation structure for the WCMS team.



ABC WCMS Project

Steering Committee REPORT

End June 2014

DISTRIBUTION

Steering Committee

Product Development Group (PDG)

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1. EXECUTIVE SUMMARY

1.1 Progress this month

Schedule

Overall the project is on schedule.

Feature Build

Feature Design - work is tracking appropriately to support the build phase

Feature Build – on schedule

Feature Test - Test continues in the new environments & testing of R11 & R12 is forecast to conclude on schedule 06/08/14.

Feature Port

The porting of the Phase 2 features continues, with features being delivered throughout the course of Stage 1. Work is proceeding slightly ahead of schedule.

Stage 2 - Radio Gap Analysis

Radio gap analysis commenced in June. & is on schedule

Foundation

The enhanced performance testing has been used for the first time against Production release, with great success as it has enabled the BAU team to proactively identify and address issues before the code is released into Production.

The Enhanced Deployment Process will be used for the first time to support BAU release in August/September.

Change Management

Developer/user workshops - delivered in Brisbane and Sydney to approximately twenty participants from News, Radio, TV, Innovation and International. The two day workshops covered details of how content is generated by the WCMS, the technical details behind building websites, the default templates that will be provided by the project, the flexibility divisions will have to override the provided templates and create new ones to meet their needs and an overview of the new technologies used to optimise website creation. Feedback received on the day and afterwards was very positive

WCMS Integration Project

- Business case endorsed by Steering Committee.
- High-level Scoping work nearing completion as per schedule

1.2 Key activities next month

- Complete development of Stage 1 features in R12 (S1-3)
- Complete Radio gap analysis
- Deploy NEWS / RN Code Merge release to Production
- Distribute Enhanced Deployment Process across all WCMS environments, to support BAU release in August/September.

1.3 WCMS Key Milestones

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

<i>Milestone</i>	<i>Scheduled due date</i>	<i>Status</i>
Foundation - Design, build and deploy	Jul-14	In Progress
Core - Design, build and UAT	May-14	Build Complete
Stage 1: (emphasis on News features)	Oct-14	In Progress
Stage 2: (emphasis on Radio features)	Feb-15	
Stage 3: (emphasis on TV features)	May-15	
Stage 4: (emphasis on Other features)	Jul-15	
Capital project closes	Aug-15	

1.4 Steering Committee Key Milestones

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

Task Name	Start	Status
Jan 2013 - Steering Committee	Wed 23/01/13	Complete
Feb 2013 - Steering Committee	Thu 21/03/13	Cancelled ¹
Mar 2013 - Steering Committee	Thu 21/03/13	Complete
Apr 2013 - Steering Committee	Thu 18/04/13	Complete
May 2013 - Steering Committee	Thu 16/05/13	Complete
Jun 2013 - Steering Committee	Thu 13/06/13	Cancelled ²
Jul 2013 - Steering Committee	Thu 18/07/13	Complete
Aug 2013 - Steering Committee	Thu 15/08/13	Complete
Sep 2013 - Steering Committee	Thu 19/09/13	Complete
Oct 2013 - Steering Committee	Thu 17/10/13	Complete
Nov 2013 - Steering Committee	Thu 14/11/13	Complete
Dec 2013 - Steering Committee	Thu 19/12/13	Complete
Jan 2014 - Steering Committee	Thur 16/01/14	Cancelled ³
Feb 2014 - Steering Committee	Tue 11/02/14	Complete
Mar 2014 - Steering Committee	Thur 20/03/14	Complete
Mar II 2014 - Steering Committee ⁴	Fri 04/04/14	Complete
Apr 2014 - Steering Committee	Thur 17/04/14	Complete
May 2014 - Steering Committee	Thur 15/05/14	Complete
Jun 2014 - Steering Committee	Thur 02/07/14	Complete
Jul 2014 - Steering Committee	Thur 17/07/14	
Aug 2014 - Steering Committee	Thur 21/08/14	
Sep 2014 - Steering Committee	Thur 18/09/14	
Oct 2014 - Steering Committee	Thur 16/10/14	

Table 2: Key Dates – Steering Committee

Notes:

1. Cancelled, no new business
2. Cancelled, Key stakeholders unavailable
3. Cancelled, Key stakeholders unavailable due to Xmas leave
4. Additional meeting planned to support extended schedule review

1.5 PDG Milestones

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

Key milestones for Business approvals for Stage 1 (News & Info) below

Task Name	PDG Signoff		Design Complete		Status
	Est. Date	Plan Date	Est. Date	Plan Date	
Stage 1 – 1 (R10) News and Info	N/A ¹	Mar 14	N/A ¹	Mar 14	N/A
Stage 1 – 2 (R11) News and Info	N/A ²	Apr 14	N/A ²	Apr 14	N/A
Stage 1 – 3 (R12) News and Info	Jul 14	May 14	Jul 14	May 14	Completed
Stage 1 – 4 (R13) News and Info	Jul 14	Jun 14	Jul 14	Jun 14	In Progress
Stage 1 – 5 (R14) News and Info	Aug 14	Jul 14	Aug 14	Jul 14	In Progress
Stage 1 – 6 (R15) News and Info	Aug 14	Aug 14	Aug 14	Aug 14	In Progress

Table 3: Key Dates – Release approvals

Notes

1. Stage 1 – 3 (R12) R12 build start on track
2. Stage 1 – 4 (R13) Detailed catch-up plan being implemented to ensure no impact to R13 build start date.
3. Stage 1 – 5 (R14) Detailed catch-up plan being implemented to ensure no impact to R14 build start date.

2. Product Support (BAU)

NG3 (July 2014)

NG3 release contains changes that may impact the performance of the WCMS system. NEWS has agreed to work with IT to create a governance model on its operational usage. Until then this feature will be disabled from the LIVE servers. This release will be combined with the NEWS/RN.

Rural (July 2014)

This release allows for the importation of the legacy Rural data into the WCMS. Once deployed, the Rural import can commence, - approx 20,000 articles into CoreMedia from Wallace. After this time Rural will be managed 100% from WCMS.

NEWS/RN combination (July 2014)

This release holds the changes that will combine both the NEWS and RN web instances into a single instance. This is a significant technical change and detailed planning has been undertaken to ensure this release moves smoothly through to Production. The release is scheduled to be completed by late July. This is also a significant milestone for the Stage 2, as it is the first step in deploying the Stage 2 features live.

Release (August / September 2014)

This release will be the first deployment using the new enhanced deployment process. This release is currently in the Testing stage, release date TBC.

2.1 Key Milestones

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

Activity:	End Date Revised	End Date Baseline	Status / Comment
Support release 13.02 deployed (Windows 7 compatibility)	Jan 2013	Jan 2013	Complete
Support release 13.03 (Importer enhancements)	Mar 2013	Mar 2013	Complete
Support release 13.04 (Disaster Recovery update)	Apr 2013	Apr 2013	Complete
Support release 13.05 (News Mobile prep)	May 2013	May 2013	Complete
Rural (CR #73) Stage 1 launch			Complete
Release 13.07 News Mobile (CR #74) launch	Jul 2013	Jul 2013	Complete
Support release 13.08b (Feature Promo)	Aug 2013	Jul 2013	Complete Delayed for NWR76
Support release 13.08a Content Syndication tweak (NWR 76)	Aug 2013	Aug 2013	Complete
Support release 13.08c- (Workflow Patch)			Complete
Support release 13.09 (NWRQ 79, 81, 83, 77, WCMS 1144 & 1149, Support 157 & 159)	Oct 2013	Sep 2013	Complete
Support release 13.10 (NWRQ 69)	Oct 2013	Oct 2013	Complete
Development on News Segmentation and Encoding (NSE)	Dec 2013	Dec 2013	NSE – Completed
Support release 13.12 (NSE)	Dec 2013	Dec 2013	Complete
NG3 – WA State edition 14.03	Mar 12 & 19	Mar 2014	Complete
NG3 – Extension – 14.05	Apr 16	Apr 16	Complete
NG3 – Extension – (July 2014)	July 23-24	Jun 4	Performance Test
Rural migration (phase 2) – (July 2014)	July 23-24	Jan 2014	UAT completed
Combined NEWS/RN (inc NG3)- (July 2014)	July 23-24	July	UAT completed
Next BAU Release	Aug / Sept	Aug	Testing started

Table 2: Key Dates – Product Support

2.2 Key Risks/Issues

Risk/ Issue	Description	Owner	Action
Risk	Phase 2 code will be progressively deployed to Production. BAU releases and patches will need to consider the Phase 2 schedule. Risk: Where Phase 2 & BAU priority conflicts may lead to schedule delays	Simon L	<ul style="list-style-type: none"> Regular communication of the Phase 2 schedule to BAU stakeholders Prioritisation across both workstreams to ensure schedule delivers business benefits Escalation to PDG/Steering where potential conflicts cannot be satisfactorily addressed Urgent BAU patches released with Phase 2 updates
Risk	NG3 (14.06) changes may have system performance impacts	Simon L	<ul style="list-style-type: none"> Performance testing in pre-Prod environments Manual governance around use of this functionality to limit impacts Deploy new Monitoring tools (new Relic) to Production to enhance performance monitoring
Issue	Publishing Content delays (Support-172)	Simon L	<ul style="list-style-type: none"> Production issue, frequency has been increasing Current thoughts are that the system is freezing up whenever 'any' external contents feeds are blocked. Investigation continuing

2.3 Open Change Requests

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

CR	Description	Status	Owner	Scheduled	Action
NWRQ-90	Revise HTML mark-up for teasers across the RN site	On hold	Kim (RN)	TBA	<ul style="list-style-type: none"> Unscheduled Reviewing alternate solutions with Radio in light of the Phase 2 FreeMaker templates
NWRQ- 107	Expose additional setting on collections URGENT request from NEWS in order to reduce manual effort in sync'ing content across the NCG homepages	Testing	Stuart (NEWS)	14.08	Scheduled for inclusion in release 14.08

2.4 Resources

Technical Writer to develop operational support documentation will join the team in July.

3. Product Build

3.1 Progress This Month

- Continue R13, 14 & R15 requirements gathering
- Continue development of R12
- Continue development of Feature port

3.2 Key activities next month

- Completion of R13 & 14 requirements gathering
- Complete development of R12
- Commence development of R13

3.3 Key Milestones

3.3.1 Feature Port – Release 1

The following features are scheduled to be delivered by the completion of R12 (Built in R10, R11 & R12).

Feature	Description
7.7.1 Dynamic Collections	The creation of content lists, automatically-generated based on specified criteria (e.g. published date).
12.1 Editor Search	Ability for a Coremedia-user (e.g. editor) to search for content across the repository.
7.2.1 Templating	The configuration and creation of page layout-management toolsets
1.1.2 Text document	The display and creation of text-centric, Article objects.
7.4.1 Extended Article document	The display and creation of text-centric (such as Articles) objects
7.9.5 Embedded Content	The display and configuration of content (e.g. Article, Image) embedded into Rich Text properties
12.34 Related Content	Overarching attribute of content objects' to display selected related-items in a defined way.
12.9 Default Presentation of content	Overarching attribute of Coremedia to present content objects in a defined way.
2.1.3 Legacy URLs	Allows the WCMS to redirect a request for a legacy/Wallace URL to the Core Media URL
3.1 Search Form	Simple search form which submits the query to a third-party (Funnelback) search engine.
3.3 Search Results	The display of the results of a search query, provided by a third-party (Funnelback) search engine.
7.3.4 Site header	The display and configuration of site-wide visual scaffolding (including header elements), for use by each Coremedia tenant.
7.3.6 Site footer	The display and configuration of site-wide footer navigation menu, for use by each Coremedia tenant.
7.3.3 Global Footer	The display and configuration and ABC-wide navigation menu (footer).
7.3.2 Global Header	The display and configuration and ABC-wide navigation menu (header).
7.9.4 Teasers	The display and creation of Teaser objects; the result of 'teasing', in order to override properties, of existing content
1.1.9 Overriding objects' properties	The display and creation of Teaser objects; the result of 'teasing', in order to override properties, of existing content.

Feature	Description
1.1.1 Base Document Model	Definition of object types (content types, and their properties) available to Coremedia-users.
12.7 Publish Content	Ability to make content available, and update content, for ABC audiences.
12.8 Context Aware Presentation	Display and configuration of section-specific visual scaffolding (including header elements and primary navigation menu) for use by each Coremedia tenant.
2.1.2 Vanity URL (URL redirects)	A short URL that redirects to another page within the WCMS, particularly for use in marketing or on air mentions. Editorial managed
7.3.1 Page Layout	A flexible layout system for building various page layouts.
7.3.5 Site Navigation	The display and configuration of site-wide primary navigation menu, for use by each Coremedia tenant.

3.3.2 Feature Port – Release 2

The following features are scheduled to be delivered by through R13, R14 & R15 completing the feature port.

Feature	Description
6.4 Sharing	The ability to share content on third party social media platforms, or to email a friend.
6.7 External content (basic)	Standard interface to accept and render external content (core functionality, white listing).
8.1 Media Availability	Functionality to allow media to be made available on the site based on delivery format, expiry, validity/existence of the file
12.2 Manage Content Access	Ability to manage who/what can access which content within the repository
12.3 Manage Content Definitions	Ability to change the definitions of the content over time
12.37 Rules based presentation	Ability to use configurable criteria on pages to determine rendering of specific content
12.4 Manage Content Workflows	Ability to manage streamlined publishing workflows that align to editorial policies
12.6 Manage Text Content	Ability to manage text content and associated data
13.3 Video Player	Standard video player
13.4 Audio Player	Standard audio player.
1.1.3 Image document	Defines the document structure for describing images
1.1.4 Video document	Defines the document structure for describing video elements
1.1.5 Audio document	Defines the document structure for describing audio elements
1.1.6 Person document	Defines the document structure for describing documents outlining a person
1.1.8 Interactive document	Defines the document structure for describing documents outlining a standalone interactive (e.g. Flash application)
1.2.1.1 Subjects	Defines the structure for describing subjects that a document may relate to (e.g. business, politics, gardening)
1.2.1.2 Genres	Defines the structure for describing content genres (e.g. comedy, drama, documentary etc)
1.2.3 Roles	Defines the structure for describing roles associated to a person
1.4.2 Image gallery	Defines and describes the structure of a related collection of images
2.1.1 URL Schemes	Standard structure of the URLs used to serve all websites, including SEO
2.2.1 Metadata	Standard structure for associating data within a page layout that describes the content, primarily for search engines.

Feature	Description
2.3.1 Analytics	Standard approach to implementing centralised web analytics scripts within a page
2.3.2 Cookies	Standard approach to managing personalised information within client side cookies (e.g. weather location, local radio region)
7.1.1 Device detection and redirection	The ability to direct users to an appropriate view based on the type of device they are viewing on.
7.1.3 Mobile views	The ability to create layouts for mobile optimised websites
7.4.10 Interactive	A stand-alone detailed view of a standalone interactive (e.g. Flash application)
7.4.2 Image	A stand-alone image document
7.4.7 Audio	A stand-alone Audio document. E.g. news audio clips.
7.4.8 Video	A stand-alone Video document. E.g. news video clips, web extras.
7.4.9 Person	aka Profile page. Contributors to a program or other content. Person detail view only
7.5.3 Detailed List	A list of content items rendered in detailed teaser view (eg. contains more metadata for each item than simple view). Optional configuration includes display of thumbnails, and specifying thumbnail orientation.
7.5.4 Simple List	A list of content items rendered in simple teaser view
7.5.5 Grid List	Renders items containing images as a grid of image thumbnails.
7.5.6 Link List	A simple list of links (eg. to a content item's detailed page, or an external link)
7.6.1 Image gallery	A standard rendering of a collection of images into an interactive gallery.
7.7.2 Editorial collections	Ability to use lists based on manual curation
7.7.4 NewsGap11 Proxy Collection	To provide the ability to place collections on a landing page/cascading region, without applying a display style for entire collection (maintain each items individual display style)
7.9.2 Interactives HTML5	Renders code for the display of HTML5 objects placed in a page.

3.3.3 Stage 1 – 3 (R12)

The following Stage 1 features are scheduled to be delivered in R12

Feature	Description
6.1 Comments	The display and configuration of comments created using a third-party (ABC's TMB/Threaded Message Board) UGC management platform.
12.22 Featured Comments	Specific attribute of Comments, focusing on the visually-emphasised display and configuration of selected sets of comments
1.1.7 Map document	The display and creation of Map objects, integrating with third-party (Google) mapping service provider.
1.2.1 Taxonomies	The display and creation of Taxonomy objects and vocabularies.
1.2.2.2 Regions	Defines the structure for describing bounded areas such as broadcast regions or electorates.
1.2.2.1 Locations	The display and creation of Location objects in the Location taxonomy
1.2.2 Places	The display and creation of Location objects in the Location taxonomy
12.43 Tickers	Display and creation of Ticker objects.

3.3.4 Stage 1 – 4 (R13)

The following Stage 1 features are scheduled to be delivered in R13

Feature	Description
10.1 Customisations	Standardisation of existing Editor customisations as required. Eg. configurations, access groups, move rules
12.28 Maps Detail View	The display and creation of Map objects, integrating with third-party (Google) mapping service provider
7.9.1 Maps	The display and creation of Map objects, integrating with third-party (Google) mapping service provider
12.36 RSS/Podcast – Simple	Specific attribute of publicly-available content lists, published as (RSS and Atom) feeds
12.41 Social Media Promo	The display and configuration of site-wide social media presences, for use by each Coremedia tenant.
12.46 Live Blogging	The display and creation of Live Blog objects.
13.5 Link Checker	Checks the validity of external links within the WCMS

3.3.5 Stage 1 – 5 (R14)

The following Stage 1 features are scheduled to be delivered in R14

Feature	Description
9.2 NewsGap09 Contributor links to Person Contact Forms	If a person is configured to be contactable, generate links to contact form from each contributed content's detail page and the person's profile page. Dependency: Display of contact form with 9.2 General Forms
9.2 General Forms	Generic HTML forms.
12.19 Custom Tracking	Ability to apply custom tracking tags to content
12.25 Gallery List	Standard rendering of a list of galleries
12.35 RSS/Podcast – Detailed	Standard rendering of a list of feeds displayed in a detailed teaser view
12.44 Topic List	Standard rendering of a list of topics
7.5.2 Filters	The ability to re-order indexes based on properties such as date or title.
12.16 Browse By	Standard navigational indexes for content lists
12.31 Popular Tags	Standard rendering of a list of popular tags (eg. subjects).
15.0.0.1 Mobile And Desktop Support - Adaptive templates	The ability to Adapt content and presentation to different device groups - Editor controlled templates based on device group - Editor controlled content based on device group - System controlled content based on device group (eg. Image resolution)
18.1 Feature Promo	Representation of a list of content in a graphically rich carousel
7.7.4 Featured Contents	Lists of content items rendered in a variety of standard featured teaser views

3.3.6 Foundation

The foundation work has been focused on the Enhanced deployment process - new process and tools are under construction, aiming to support the BAU August/ September 2014 deployment.

Deployments are planned for TEST and STAGING environments in July.

Further work on the WCMS Project Artefacts continues.

Key activity areas are:

- Monitoring - Deployment of new monitoring tool (NewRelic) into production – July 2014).
- Non-Production environments
 - TEST 1 now ready & available to support the R12 build
 - TEST 2 is now operational supporting BAU deployment July 2014
 - TEST 3 now ready & available to support the BAU deployment August / September 2014

Detailed Foundation milestones below, additional detail in the Appendix

Activity:	Baseline	Status / Comment
Commence build of WCMS infrastructure (AR1,3,10,11)	Dec 2013	Complete
WCMS Environments requirements (AR 10)	Feb 2014	Complete (Delayed)
Release management/Deployment requirements (AR11) WCMS		Complete (Delayed)
Infrastructure detailed design (AR 1)		Complete (Delayed)
Performance testing/environment POC implementation (AR2)	Feb 2014	Complete
WCMS Application High Level Design (AR 9)	Mar 2014	Complete
Release management/ Deployment implementation	Aug 2014	Deploying across Environments
Monitoring System implementation	Aug 2014	Deploy NewRelic
WCMS architecture/application Build complete	Jul 2014	Progressing

3.4 Resources

WCMS team

Arriving next month

- 1 x Java developer to backfill resignation
- 1 x Business Analyst to accelerate Stage 1 design

Departing next month

- 1 x Java developer resigned

Recruiting as soon as possible

- 1 x UX Designer to backfill resignation
- 1 x Java developer to backfill resignation

Divisional Representatives

- International rep (Simon Gamble) is leaving the ABC, David Hua sourcing a replacement
- While continuing to stay across project correspondence, Commercial is unable to sustain full participation in the project due to resource constraints. They have delegated their approvals to David Hua for PDG approval and Ant Willis for PDwG endorsement.

3.5 Change Management

Communication/stakeholder engagement

- Successful developer/user workshop run with News. Workshop schedule for TV, Radio, International, Commercial and Innovation on the 25/26th June
- Communication for Wallace & CoreMedia users ready to go.
- Tracking communication events against the project milestones

Training

- Introduction to WCMS course was run with 6 attendees from various business units.
- Product Catalogue and training material are being developed to target training for August 2014

3.6 Key Risks/Issues

The following risks have been highlighted as they have significant potential impact on the project.

The full risk register is distributed separately to this report and reviewed monthly with the PDwG team.

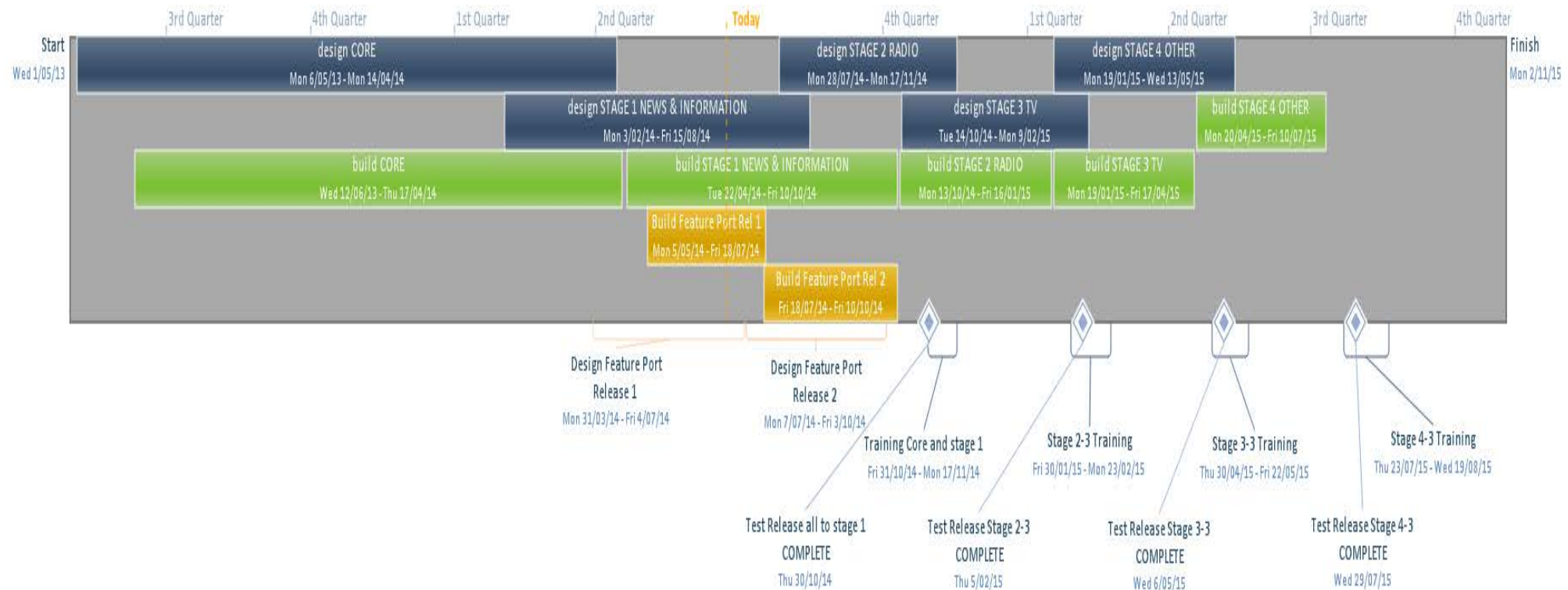
No.	Risk Description	Rating (P x I)	Assigned To	Mitigation Strategy
017	Product acceptance Business case assumes that the product built by the project will be used by the business Risks: - Business case benefits may not be fully realised - Increased operational costs from supporting multiple CMS platforms ongoing	4	Steering Committee	- Parameters on what is included or not included to be defined via Project Governance. - Steering Committee to regulate Divisions development to align with Model C principles - Managing Director veto on bespoke development - PDG review and signoff on project scope to ensure fit for purpose - PDG schedule online development to align with project schedule and leverage WCMS product - Migration to WCMS included in Divisional roadmaps
147	Operational Handover - Innovation Business case assumes that the product will be supported ongoing by Innovation.	5	Ciaran Forde / Ping Fai-Tse	- Include ongoing support in business case - Develop an operational handover document to outline key support operations - Develop BAU staffing plan with project
045	ABC Online and Mobile strategy WCMS project is a key platform for delivering the strategy, however the strategy does not exist in a form that can be used as project requirements - Risk is that the WCMS dictates the strategy rather than the other way round (Tail wagging the dog) - Risk is that the WCMS project interfaces to legacy systems, deliver poor customer experience and requiring additional work to swap out in BAU eg. Forms, UX standards, Accessibility, Newsletter, Social	12	Innovation	- Publish anticipated delivery dates for integration points to allow business to prioritise strategy work - In the absence of an agreed Enterprise position, project build to Phase 1 integration points

No.	Risk Description	Rating (P x I)	Assigned To	Mitigation Strategy
059	Accessibility ABC's preferred status is AA compliance for Accessibility. http://webguide.gov.au/accessibility-usability/accessibility/ Work scheduled in R10 Risk: Compliance drives cost into the project due to additional, unplanned work	12	Gary Paternoster	- Innovation to source consulting support - Project to provide Impacts / options to Governance for consideration - Tools / Resources applied to reduce potential impact on project schedule
137	Staff Retention - Project Risk: Project cannot deliver to schedule if key resources leave the team	12	Steven Parr	- Identify and manage key resources - Cross training to remove single point sensitivity - Develop BAU staffing plan with Innovation to demonstrate longevity for staff to be retained to demonstrate longevity
156	Staff Retention - Handover Risk: Project cannot deliver to schedule if key resources leave the team	8	Ant Willis	- Identify and manage key resources - Develop BAU staffing plan with project

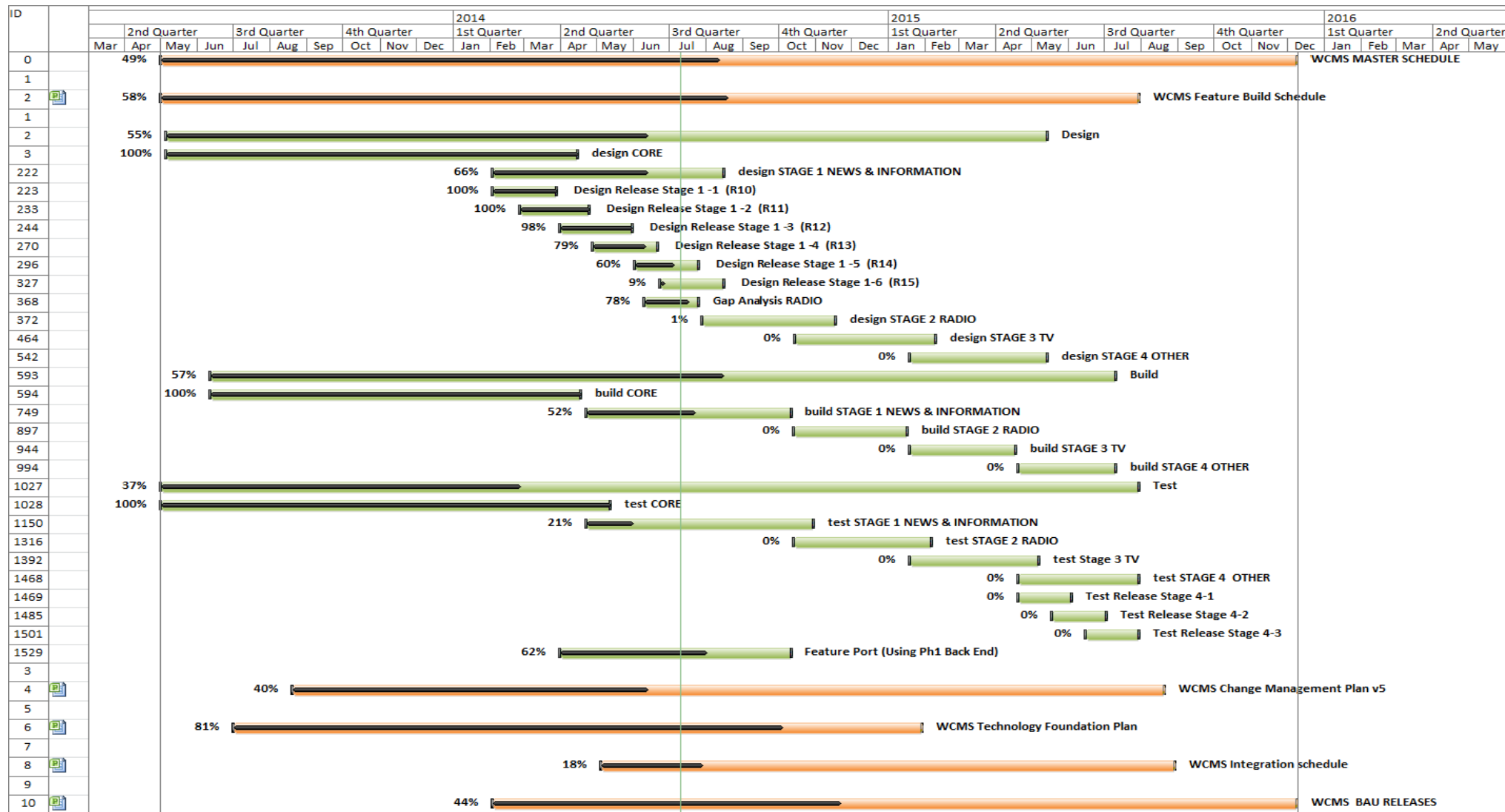
5. APPENDIX

5.1 Project Plan @ 11/07/14

The project milestones remain the same as per the February Business Case as detailed below:



Overall the project is on schedule (below). The project has implemented a catch up plan to ensure there will be no impact to scheduled Build start dates.



Item No: 20
Board Meeting No: 3
Date: 3 June 2014

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ABC BOARD - INFORMATION PAPER
WCMS UPDATE

INFORMATION PAPER

ABC Web Content Management System Project

Recommendation

That the Board:

NOTE the project progress to date in the implementation of the Web Content Management System (WCMS) Product Build as approved at the February 2013 Board meeting

Prepared by	Mark Woodley Head of Capital Works
Prepared on	20 May 2014
Endorsed by	David Pendleton Chief Operating Officer
Approved by	Mark Scott Managing Director

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ABC BOARD - INFORMATION PAPER
WCMS UPDATE

1. Purpose

The purpose of this paper is to provide information on the Web Content Management System (WCMS) project build approved at the February 2013 Board meeting and updated at the October 2013 meeting.

This information paper provides an update which includes:

- *The progress to date*
- *A summary of the revised project schedule as a result of the "mobile first" inclusion*
- *A Financial status update*
- *Attachment A - A summary of the internal project review undertaken in January 2014 and the external system architecture review undertaken in February 2014*

2. Background

2.1 WEB CONTENT MANAGEMENT SYSTEM (WCMS)

The web content management system (WCMS) project will provide an efficient, robust and flexible solution for development and publication of ABC content to digital platforms to meet the ABC's increasing online needs as well as community expectations for the online delivery of ABC's services.

2.2 PREVIOUS ADVICE

At its February 2013 meeting the Board approved capital expenditure of \$10.2 million, noting ongoing operational costs and a preferred approach to completing the project. In October 2013 the Board noted progress to date and approved a change in scope to include a "Mobile First" approach in the foundation design and features. The change approved an increase of \$1.2 million to the project budget and an extension of the project timeframe by four months.

3. Project reviews

In addition to the regular feature and core build and as per the project plan, the project undertook two separate reviews over December and January:

1. *External Technical review - Engaged CoreMedia to undertake an external review of the system architecture (the Foundation).*
2. *Internal project review - reviewed the project, its progress to date and updated the schedule with the inclusion of the mobile first four month's extension.*

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- a. *Prepared a revised Business Case to capture the necessary detailed changes. The updated Business Case was completed and presented to the Steering Committee for review with signoff occurring April 4 2014.*

Both the technical review and the project review work have concluded that the project remains on track to deliver the key project requirements within the approved project schedule and budget.

The Architecture Review Group has signed the completed High Level Design documents which are aligned with all the recommendations presented by CoreMedia in the review. The Steering Committee has reviewed and signed the revised Business Case containing the updated comprehensive schedule and the associated integration, training and testing, change management and gap analysis work and the reviews detailed effort to date analysis and recommended project methodology enhancements.

Each reviews activity and recommendations are outlined in following sections.

3.1 EXTERNAL TECHNICAL REVIEW

As per the project plan, in January, the WCMS project team together with ABC Technology engaged CoreMedia to undertake an external review of the system architecture (the Foundation).

CoreMedia was asked to review the current technical status of Phase-2 with the following key 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

Approach

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 members of the ABC project team and key Divisional staff.

Summary of review findings

The project is on track to deliver the key objectives of providing additional and flexible templating using the new foundation work with the inclusion of "mobile first". Taking into account the findings and recommendations and acting on them, the project has been strengthened, to deliver the key project objectives, reduce the time and complexity to deploy and allow for a better future upgrade path and product support.

The report divides its findings into 3 areas being positive findings, technical risk and process risk discussed below.

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The templating and web development framework has been well designed for responsive page display with increased flexibility in variations and screen layouts available within the product. The technical risks have been increased as rather than using some "out of the box" functionality, the project had started on a path to rebuild some aspects of the Core Media product. From a process perspective, some straightforward Web page functions used in the phase 1 build had not been specifically included in the phase 2 feature build scope. The business assumed that these functions would be maintained and therefore had not specifically asked for them. A gap analysis is required to make sure that all existing functions are captured and maintained within the new WCMS build.

Recommendations and actions

The review makes 4 key recommendations that are summarised below:

- Re-introduce "out of the box" functionality by merging the existing Phase-1 build with the new phase 2 feature build.
- Focus on getting the new build of WCMS into production and defer rewriting currently functioning interfaces.
- Decrease the number of planned changes to the software architecture and focus changes to where genuine issues exist.
- Continue with the deployment and operations improvements in the Foundation work

The actions that the project is currently undertaking in order to implement the recommendations are summarised as:

- Merge the Radio National and News online existing WCMS features. **(90% complete)**
- Combine the new features build with the merged code base **(scheduled to occur between May 2014 and October 14)**
- Continue the building of the new feature set as per the current schedule **(ongoing)**
- Review the gaps between existing features and newly created build **(will occur for each stage)**

3.2 INTERNAL PROJECT REVIEW

During December and January, together with the planning work required to detail the mobile first schedule extension, the project was reviewed in order to capture the project teams' learning to date and the actual effort used to complete each of the early release (1-5) build work. Modelling for the work effort required was initially undertaken back in January 2013, based on the key elements of the project: Planning, Analysis, Design, Construction and Implementation. This model was used as the basis of funding required for salaries, number of staff associated with each category and schedule.

This original modelling work was updated as we could now compare actual effort with the initial estimates and predict more accurately future effort required. The revised model was produced with the inclusion of Mobile First so that the full project effort could be understood and estimated. This modelling work was fundamental in

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the review and key to the preparation of the current project schedule. The modelling review showed that our initial costs estimates were accurate at the highest level but some of the details within each category required change.

The table below shows the initial estimate effort required to deliver the project, the additional effort for Mobile First and actual effort to date with forecasts for project completion:

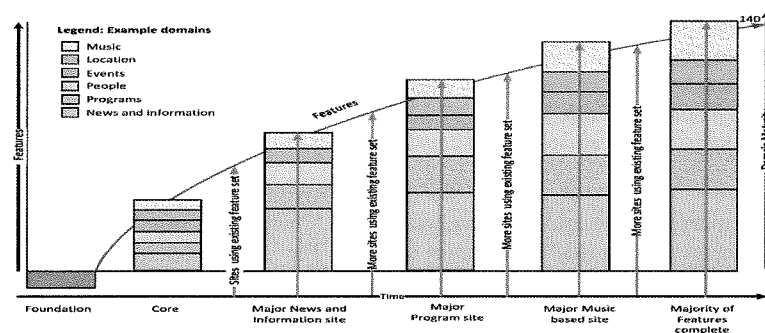
Phase	Original Planned Effort Days	Planned Effort Days including Mobile First	Actual to Dec 2013	Forecast To Go	Forecast Total	Saving (Overage)
Planning	470	538	235	68	303	235
Analysis	1,387	1,588	1,143	2,406	3,549	(1,960)
Design	1,129	1,293	838	1,700	2,538	(1,245)
Construction and Testing	5,637	6,456	842	3,151	3,993	2,463
Implementation	939	1,075	65	348	413	663
Total	9,561	10,951	3,122	7,673	10,795	155

The project review was able to confirm the effort track record and produce a more accurate and detailed schedule. This equips the project team providing a more effective measure for all future progress to be tracked against. This table also shows that the project effort is able to be completed within the projects budget.

4. Activity & Progress

Since February 2013, the project established the team to document, design, gain approval and implement the WCMS product. The key first elements of the Product Build are the "Foundation" and "Core".

The Core contains common features used by all ABC websites and the Foundation is the technical architecture. The diagram below presented in previous papers illustrates the relationships.



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In addition to the reviews, over the previous period the project has been actively engaged in several key areas:

1. *Foundation work - Continued to design and build the products technical architecture.*
2. *Core and stage 1 feature work - Continued the scoping design and build of the product features.*

4.1 SCHEDULE UPDATE

The project schedule sees current progress against the features in the Core, stage 1 and the technical Foundation tasks. An overview of various stages and the revised number of releases within each stage is outlined in the following table.

Stage	Number of feature Releases
Core	9
Stage 1: (News & Information)	6
Stage 2: (emphasis on Radio)	3
Stage 3: (emphasis on TV)	3
Stage 4: (Other)	3
Total	24

Table showing feature release numbers for each stage

Over the period from January to April the project has progressed release 6 - 9 and release 10 and 11. The feature build work was completed on the releases up to 9 and the scoping work is underway for release 10, 11 and 12. The recommended technical merge work was also well progressed during the later part of this period and is currently at 90% completion.

Taking into account the technical review recommendations, the project has improved the WCMS design necessitating some changes to the technical layer of the Core build features. This work has used several build resources and is being undertaken in parallel with the Stage 1 feature build.

The short term impact of this will be a delay in the completion of the acceptance testing of the CORE features. This schedule change will not have a material impact on the total project duration as the foundation changes and merge work, while creating initial additional effort will lead to a reduction in effort on some of the future planned feature build, integration and deployment work. Currently the projects build resources are working in parallel on the merge work and feature build and the schedule sees this

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parallel work completed at the end of stage 1. After this parallel work the project feature build work will continue as a single stream for the remaining stages 2 – 4.

	<i>Original Schedule (Jan 13)</i>	<i>Revised Schedule (Oct 13)</i>	<i>Current Schedule</i>	<i>Status</i>	
Project scoping	Feb-13	Feb-13	Complete	Complete	
WCMS Team build up	Apr-13	May-13	Complete	Complete	
Foundation - Design, external review, build and deploy	Jun-13	Dec-13	Aug 14	In Progress	Comment [sm1]: End date for Foundation in Master schedule
Core - Design, build and ready to deploy	Dec-13	Feb-14	Oct 14	In Progress in parallel with technical merge work	
Stage 1: Design, build & ready to deploy	Apr-14	Jun-14	Oct-14	In progress scoping R 10, R11 and R12	
Stage 2: Design, build and ready to deploy	Jun-14	Sep-14	Feb-15	—	
Stage 3: Design, build and ready to deploy	Oct-14	Dec-14	May 15	—	
Stage 4: Design, build and ready to deploy	Mar-15	May-15	Jul-15	—	

Table showing project stage delivery dates

4.2 TEST AND ACCEPTANCE METHODOLOGY

The methodology used for testing and acceptance throughout the project lifecycle will ensure each of the features have been scoped, built and tested in line with user requirements.



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Individual feature tests will be completed at each release on a feature by feature basis. This is done first by the project team and then by the specialist users as assigned by each Division. Once this feature testing has been completed the release is then sign off as a finished deliverable.

At the completion of each project stage, all releases and features are collectively tested against all other features built to date so as to ensure the stage has been completed and works collectively as per the agreed requirement. After this second testing has been completed the project stage is then established as finished.

Training the key Divisional staff is critical and occurs during the stage testing phase of the project. This training is scheduled at this time to ensure that a good understanding of what has been developed is passed on. With training complete the trained key users can then acceptance test the stage to confirm that all features work together as intended.

As outlined above, due to the merge work, Core stage acceptance testing will now be undertaken in parallel with Stage 1 acceptance testing, scheduled to occur in Oct 2014.

4.3 BAU HANDOVER PLANNING

With the stage 1 project build now underway the next phase of the project will see the business units being able to deploy new websites and transition into the new product build. Since the start of the project, the project manages both the build and Business and Usual (BAU) teams. The BAU team are responsible for bug fixes and minor enhancement within the current production environment, "live websites" and will be responsible for all new deployment.

Currently, it is practical to manage the BAU and project build team under the project manager, but as the new build goes into production the BAU team will be moved from the project, across to ABC Innovation. While the exact timing of this will depend on the balance of sites deployed, it is anticipated that the BAU team will transition to Innovation management under the Innovation Product Manager at the completion of stage 2 training and sign off, scheduled for 23 February 2015.

Initial discussions are taking place with Innovation as to the staff that will be offered these ongoing BAU roles. It will be important to ensure that several of the key projects build team stay on to manage the Product and continue to drive new WCMS enhancements and developments along with product support.

5. Communications & Relationships

5.1 COMMUNICATIONS PLAN

With the project now starting on its second year, the team understands that accurate communication about progress now needs to be extended to include more stakeholders and has developed a communication plan with the objective of:

Keeping all stakeholders informed, create excitement and anticipation for WCMS, let

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interested staff know "things are happening", celebrate the achievements of the projects deliveries to date, provide information and facts to prevent stakeholders making up their own stories

This communication plan is being targeted by both continuing actions and additional key activities including:

- **All Staff email:** good news stories to be sent from COO to all staff (monthly),
- **Workshops:** two day meetings with the divisional development and editor communities to gain trust and confidence,
- **Social Events:** allows the business and the project to interact to develop a sense of one team,
- **Feature Showcase:** allows a wider audience to see the project, provide feedback and avoid surprises
- **Governance meetings:** Regular meetings with Steering Committee, PDG, PDwG and ARG to inform and obtain endorsement
- **Intranet home page story:** Interest stories about the use of CoreMedia in the divisions to create interest and anticipation
- **Project Team meetings:** ensure all member of the project team are aware of what is happening across the project.

5.2 KEY RELATIONSHIP

The technical review reinforced the important relationship that the ABC needs to maintain with the vendor CoreMedia. The ABC is in discussions with senior CoreMedia executives about several aspects of the project and the ongoing relationship. The discussions include;

- Core Media's support for the current project and options to continue their active support for the project.(possible full time CM resource)
- WCMS project integrations to be in-line with CoreMedia future product (understand better CM future roadmap)
- Possible direct product support with CoreMedia not via NCS and best options for ongoing product support and increased future product releases.
- Discussion and ideas on the ABC's use of the CDN and CoreMedia experience with other companies being able to reduce costs in this area.
- ABC's involvement in Global CoreMedia User Group.

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6. Financial status

WCMS FINANCIAL SUMMARY AS AT APRIL 2014

Product Support - Ongoing <i>Figures in '000s</i>	APRIL		JUL to APR 2014		FY 13/14		Total Product Support	
	Actuals	Bud	Actuals	Var	Forecast	Var	Forecast	Var
Salaries	68	81	684	13	961	15	5,017	4,683 (334)
Hardware	0	13	0	13	143	13	300	399 99
Software	0	78	22	78	834	96	2,776	3,296 520
Other	3	27	22	24	95	224	718	1,048 330
Total	71	199	728	128	2,033	348	8,811	9,426 615

Product Build - Project <i>Figures in '000s</i>	APRIL		JUL to APR 2014		FY 13/14		Total Product Build	
	Actuals	Bud	Actuals	Var	Forecast	Var	Forecast	Var
Salaries ¹	329	327	3,366	(2)	3,907	101	8,255	8,761 506
Hardware	120	59	305	(61)	800	(100)	800	700 (100)
Software	0	12	15	12	106	39	237	220 (17)
Other (incl Redundancies)	103	60	648	(43)	799	(74)	1,285	900 (385)
Phase II ²	0	0	0	0	0	0	270	270 0
Sub-Total	552	458	4,334	(94)	5,612	(34)	10,847	10,851 4
Contingency ³	13	0	287	(13)	265	(265)	267	1,010 743
Total Build inc Contingency	565	458	4,621	(107)	5,877	(299)	11,114	11,861 747

Notes

- 1 \$1.2m additional CR50:Mobile First.
- 2 Carry in of \$270k Assets from Phase II.
- 3 \$600k: CR102 & CR103


 ABC

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7. Recommendation

That the Board:

NOTE the project progress to date in the implementation of the Web Content Management System (WCMS) Product Build as approved at the February 2013 Board meeting

WCMS PROJECT - RISKS REGISTER			Phase - Product Build				
			Impact: High (5), Medium (3), Low (1)				
Identification			Quantify			Control	
No.	Risk Description	Decision Forum	Probability (1-5)	Impact (1-5)	Rating (P x I)	Assigned To	Mitigation Strategy
045	ABC Online and Mobile strategy WCMS project is a key platform for delivering the strategy, however the strategy does not exist in a form that can be used as project requirements - Risk is that the WCMS dictates the strategy rather than the other way round (Tail wagging the dog) - Risk is that the WCMS project interfaces to legacy systems, deliver poor customer experience and requiring additional work to swap out in BAU eg. Forms, UX standards, Accessibility, Newsletter, Social	S Comm	4	3	12	Innovation	- Publish anticipated delivery dates for integration points to allow business to prioritise strategy work - In the absence of an agreed Enterprise position, project build to Phase 1 integration points
059	Accessibility ABC's preferred status is AA compliance for Accessibility. http://webguide.gov.au/accessibility-usability/accessibility/ Work scheduled in R10 Risk: Compliance drives cost into the project due to additional, unplanned work	S Comm	4	3	12	Innovation	- Innovation to source consulting support - Project to provide Impacts / options to Governance for consideration - Tools / Resources applied to reduce potential impact on project schedule
109	14.1 International character support New scope item. Post Business case requirement of significant size. Effort & schedule TBA	S Comm	4	3	12	Simon Mittag	- Allocate significant effort in schedule for this activity - Assess impact during Stage 3 analysis - Escalate to PDG/Steering if feasible (performance and budget)
127	Global Header/Footer in Wallace This functionality is being maintained by Innovation outside of WCMS, so it is manually copied into WCMS Risk: WCMS code could be out of date if an update is missed	PDG	4	3	12	Ant Willis	- Coordination between Innovation and WCMS to re-home Global Header/Footer code - Innovation to raise BAU tickets for updates
137	Staff Retention Risk: Project can not deliver to schedule if key resources leave the team	PDG	3	4	12	Steven Parr/ Anthony Willis	- Identify and manage key resources - Cross training to remove single point sensitivity - Develop BAU staffing plan with Innovation
140	1.1.2 Taxonomy Feature - RR01 No system governance around management of Taxonomies Risk: ad-hoc changes to Location and Subject taxonomies	PDG	4	3	12	Anthony Ko	- Limit permissions to edit Location and Subject taxonomies to a small group of users through Access Control
153	Accessibility of WCMS templates CORE and Stage 1 templates have been developed without knowledge of Accessibility AA compliance requirements Risk: Some WCMS features may not comply with ABC AA standards	PDG	4	3	12	Robert Gerega	- Audit of Phase 1 system - Train WCMS 'Accessibility Champions' - Develop action plan with Innovation - Embed Accessibility into WCMS workflow & acceptance criteria - External audit of CORE and Stage 1 Boilerplate solution

Identification		Quantify			Control	
No.	Risk Description	Decision Forum	Probability (1-5)	Impact (1-5)	Rating (P x I)	Mitigation Strategy
132	Stage acceptance testing Need to define strategy and approach for business acceptance of each stage Risk: Additional Budget/Schedule to remedy gap if business do not agree that project has delivered	PDG	2	5	10	Scott Makin - Develop acceptance criteria with business - Project delivers working showcase site for business to 'Test'
147	Operational Handover Business case assumes that the product built by the project will be accepted and maintained by Innovation Risks: - Divisions stranded on WCMS if no ongoing support from Innovation - Divisions do not migrate to the WCMS, therefore Business	S Comm	2	5	10	Ciaran Forde / Ping Fai-Tse - Develop an operational readiness plan to be lead by Innovation and Technology
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.	PDG	3	3	9	PDwG - Plan to known requirements - Change control to manage future updates. - Ongoing communication - PDwG feed requirements into product backlog
069	Domain Driven Design Project building features based on user stories and acceptance criteria provided by the business that are not fully aligned with the ABC WCMS Domain Model. Risk of developing WCMS features that are not Domain Model aligned	PDG	3	3	9	PDwG - Use business provided use case examples to make document model design decisions - Identify serious domain model compliance issues in the business provided requirements and use cases and escalate to the PDwG
104	Scope of requirements that exceed business case Business Case was planned around assumptions of effort per features. Risk: Delays to program schedule due to work that exceeds planning assumptions	PDG	3	3	9	Scott Makin - Documented and agree on original scope assumptions with business - Project review requirements in context of business Case effort assumptions - Where requirements exceed business Case escalate for resolution - review and agree on scope at each stage
134	Stage 1 Schedule Schedule built upon estimates on impacts/benefits of merged code base, no baseline to base assumptions on Risk: Not all scope can be delivered to schedule	PDG	3	3	9	Scott Makin - Prepare schedule with input from merge work to date - Review S1-3 based on actuals
135	Deployment schedule dependant on BAU and P2 resources As code is merged for Prod release, issues will arise that require additional support to resolve. Risk: Project schedule can not be met due to demands on P2 resources to support Prod releases	PDG	3	3	9	Simon Lee - Prioritise merge work above BAU work ie. Bring BAU resources across to support merge if required

Identification			Quantify			Control	
No.	Risk Description	Decision Forum	Probability (1-5)	Impact (1-5)	Rating (P x I)	Assigned To	Mitigation Strategy
138	Scope of some features unclear The scope and depth of some later stage features are not yet known. Risk: Project can not deliver to schedule if feature scope expands significantly from scheduled estimated effort	PDG	3	3	9	Scott Makin	- Identify features with high level of uncertainty - allocate additional effort in schedule for these activities
011	Content divisions have differing needs, resources and priorities. Can impact ability to agree on scope, and therefore costs and schedule risk	PDG	4	2	8	WCMS / Innovation	- scope negotiation - regular comms - formal signoff and buy in - best fit solution for if consensus can't be reached. - Process for collating requirements be clearly outlined.
071	Importer & Syndication Phase 1 implementation has significant deficiencies. Analysis of these features has highlighted that - reuse of existing implementation may not be advisable - effort to build looks to be significantly greater than high level estimate - could have knock on impacts on PBE Risks to budget /schedule	PDG	4	2	8	Cathryn Lak	-Perform independent detailed analysis to determine best application for future WCMS - Assess the impact on development (PBE) - ARG review to define Integration points and how to address the gap. - Perform regression test to determine issues with new code base - Assign Identified issues to BAU project
110	Business Acceptance of Phase II features - Functionality Core is building a framework to support WCMS Enterprise solution. UAT testing will surface a range of change issues that may sit outside the definition of Core and need to be dispositioned. <Feb 2013 business case> The Core workstream will deliver the WCMS capabilities that are common across all ABC websites. Once the Foundation and Core are in place, the project team will continue to expand the WCMS domain and feature sets to the point where each of the content divisions can commence their site build and implementations. Risk: Schedule slippage due to Business requiring additional development before Feature acceptance	PDG	4	2	8	Robert Gerega	- Project provide environment for Business to test and validate that build has met requirements - Project highlight requests that exceed definition of Core. - Non core requirements captured for Product Support prioritisation - Escalation to Steering/PDG where additional scope is requested for core
012	Change Management need is broad with small team Project is reliant on business groups managing quality and successful delivery Risk of Insufficient resources to support business Risk of extra costs or missed change management	PDG	2	3	6	Joanne Darvell	- Hire new trainer - develop 'train the trainer' program - advise business of their accountabilities - JD to develop feedback mechanism - JD creating a change agent network with the business groups

Identification			Quantify			Control	
No.	Risk Description	Decision Forum	Probability (1-5)	Impact (1-5)	Rating (P x I)	Assigned To	Mitigation Strategy
029	Demand from Business for interim WCMS outcomes , impacting project team ability to deliver on agreed scope	PDG	3	2	6	Scott Makin	Manage through change control process. Resources restricted to Support team or new staff, not Build team work with Forum Leads
040	Reliance on Business to implement WCMS training Risk is that training is inappropriate or inadequate	PDG	2	3	6	Joanne Darvell	Train the trainer model is to be tested out with Rural and Local Radio
088	WCMS workarounds If the system can not meet business needs, the business will find ways to work around the system, diluting the enterprise benefits Risk: Unable to deliver on WCMS business case as it is not used by entire organisation	PDG	3	2	6	Scott Makin	- Understand business needs - develop solution and processes to meet requirements - use WCMS Governance forums if compromise required to obtain corporate buy in to solution - use Corporate Governance to maintain focus on ABC Online & Mobile strategy
115	Traffic Management (Layer 7 rules) Ideal location for Layer 7 rules is in the VIP (Access) layer. ACE hardware that supports this layer is EOL. Risk: Project schedule could be impacted due to workarounds to support Layer7 rules or inability to customise URL's	PDG	2	3	6	Cathryn Lak	- Review design to determine impact if caching solution not available for launch - Look to accelerate AR3 development and deployment - Assess workarounds to support requirements until ACE layer upgraded - Look to accelerate ACE upgrade
130	WCMS Scope Discussions around WCMS integration has opened discussion around WCMS scope and deliverables Risk: Delays to project schedule from additional analysis and unplanned scope	S Comm	3	2	6	Gary Paternoster	- Coordinate review of system integration with Divisions - Document and agree on WCMS inclusions / exclusions
133	CORE UAT CORE UAT will need to be repeated to verify that merged code base delivers against the PII requirements Risk: Business do not sign off as 'Build complete' for CORE, impacting Schedule	PDG	2	3	6	Scott Makin	- Incorporate CORE UAT into Stage 1 schedule
117	12.30 Newsletter Required for Stage 1 (News & Info). Lyrus only solution available however it is EOL Risk: Rework in BAU workstream	PDG	5	1	5	Ciaran Forde	- Implement Lyrus integration for WCMS P2 - Schedule rework in BAU
017	Product cannot deliver on its enterprise benefits if Content divisions develop solutions outside of the WCMS framework or if the WCMS product developed is not accepted by business Risk: Full project benefits may not be realised	S Comm	1	4	4	Steering Committee	- Parameters on what is included or not included to be defined via Project Governance. - Steering Committee to regulate Divisions development to align with Model C principles - Managing Director veto on bespoke development - PDG review and signoff on project scope to ensure fit for purpose - PDG schedule online development to align with project schedule and leverage WCMS product

Identification		Quantify			Control	
No.	Risk Description	Decision Forum	Probability (1-5)	Impact (1-5)	Rating (P x I)	Mitigation Strategy
068	Business Prioritisation Without clear Business guidance on scope and requirements, project schedule could be impacted by documenting and developing non-core requirements Risk: Schedule risk if project over commits	PDG	2	2	4	Innovation - Product Custodian provide PDwG with guidance around relative importance of work - Project move non-priority requirements to BAU backlog for later development
070	RESS impacts evolving RESS is a new implementation for ABC. Risk is that RESS approach could introduce challenges/issues that can not be identified until the system is unused in earnest, impacting schedule/budget and in particular Desktop implementations	PDG	2	2	4	Simon Mittag - News provide Project with some real world examples to test boundaries of the RESS framework - UAT testing to flush out additional examples
015	Finite WCMS resources (development, environment, etc) Risk of conflict over shared resources and environments impacting on project costs and schedule	PDG	3	1	3	PDG - BAU workstream limited to minor enhancements only - Strict PMO governance - Additional resources obtained for new scope items
086	Extended program model requirements The current implementation of program Episode and Segment is considered by the business (mainly Radio and Innovation) to be limiting future implementation of new program types and not compliant with the Domain Model expectations. Risk: Having to implement invasive document model changes in Year 2 to cater for the new requirements which may force data migration from ph1 model to new model	PDG	1	3	3	Nancy Gasib - Work with Radio, innovation and the other Program users to clearly identify the additional requirements. - Identify solution options that can be implemented in year 2 minimising the impact on the current document model as much as possible.
139	Divisional support The project requires timely, informed input from the divisions Risk: Project can not deliver to schedule if Divisional input and feedback not available	PDG	1	3	3	Scott Makin - Divisions dedicate staff to WCMS Governance forums - Divisions dedicate min FTE to WCMS project - Project publishes schedule in advance to all Divisions with sufficient time to gather and respond to requests for input
136	Third Party integrations might not perform correctly. The ABC has limited or no control over third party providers. As such compatibility with ABC's RESS Front End Platform is not guaranteed. Similarly, performance and security are outside of the ABC's control. Risk: Poor customer experience	PDG	5	3		Innovation / WCMS - Advise Divisions of risk and how to manage in the Product Catalogue & Training - or create a Tight integration to provide ABC control of the interactions

WCMS STEERING COMMITTEE BRIEFING NOTE

TITLE OF BRIEF: INTEGRATION PROJECT

DIVISION: Capital Works Division

COVER NOTE: RECOMMENDATION TO WCMS STEERING COMMITTEE

WCMS Project has worked with the Business and Technology to complete the Integration Project Business Case and PMP and address recommendations from both the ARG and PDG groups.

The integration project has been created to establish the scope of systems required to be integrated with WCMS to enable the remaining Wallace tenants to migrate to WCMS and new tenants to on-board.

The ARG voted to recommend to the WCMS Steering Committee that the integration work as specified in the Technology Architecture and Development – Current WCMS Phase 1 Interfaces (attachment A) should commence. The vote details from the ARG meeting minutes of the 22/05/2014 were as follows:

Division:	Representative:	Endorse:	Reason Why
Commercial	Thomas Dielmann	Absent	
Innovation	Ant Willis	No	Wanted clarification on what Integration scope means, Gary Paternoster addressed the question. Scope clarification and definition provided afterwards.
International	Simon Gamble	Yes	Noted that there was no mention of API as part of the integration. Gary Paternoster indicated that this was covered off in the HLD documentation as there is no API in phase 1.
News	Andrew Kesper	Yes	No issues
Radio	Graham Hill	Yes	Some concerns but these have been discussed earlier with the project team, namely that the phase 2 requirements are still to be gathered.
Technology	Cathryn Lak	Yes	No issues
TV	Andrew Carey	Yes	Indicated that there are gaps between Phase 1 and Phase 2 Integration and that more work needs to be done to cover off future integration requirements, some are not known yet.
WCMS Project	Simon Mittag & Scott Makin	Yes	No issues

The PDG voted to endorse proceeding with the Integration Project. The vote details from the PDG meeting minutes of the 3/06/2014 were as follows:

Division:	Representative:	Endorse:	Reason Why
Commercial	Thomas Dielmann	Yes	No issues
Innovation	Ciaran Forde	No	Innovation confirms that the integration document, in our view, aligns with the Steering Committee approval of the revised Business Case, project pivot and code merge as a result of the Core Media review. As part of Innovation's confirmation of the alignment to the endorsed Steering Committee approach, please note that Innovation did not support this approach in Steering. Our concerns about lack of defined scope of the overall project create similar issues and risks for Integration, and the Integration schedule is based on a schedule which Innovation believes is unrealistic and no longer reflection of the actual project.
International	David Hua	yes	Assume endorsement based on previous endorsement at ARG
News	Andrew Kesper	Yes	No issues
Radio	Graham Hill	yes	Assume endorsement based on previous endorsement at ARG
TV	Bruce Collier	yes	Assume endorsement based on previous endorsement at ARG

Attached are the minutes from the ARG Meeting of the 22/05/2014 and the PDG Meeting of the 3/06/2014 which endorsed the Project.

The WCMS Steering Committee is being asked to approve:

1. Integration Project Business Case and PMP (attached)
2. Budget of \$1.57Million as detailed in the Business Case
3. Progression to the Initiation stage of the Project.