

WCMS Schedule Review

November 2013

Agenda

- Introduction
- Program Summary
- Core
 - Assessment
 - Schedule Impacts
 - Options
 - Risks
- Year 2
 - Assessment
 - Risks

Introduction

- Business case developed based on high level estimates of WCMS Features
- Key Business Case assumptions
 - Significant reuse of Phase 1 capabilities
 - Collaboration across business units to compromise
- Release 3 build completed Oct 2013
- Deliverables and estimates reviewed across entire program

Sufficient data points are now available to allow for a detailed review of the WCMS program.

Program Summary

Feature Effort							Requirement	Features	
Release	*Acutals	ETC**	Forecast	% Complete	B. Case	Var %	% Complete	Completed by	
Core 1	125	47	172	73%	123	40%	81%	8	
Core 2	90	10	100	90%	114	-12%	85%	8	
Core 3	40	265	305	13%	313	-3%	9%	8	
Core 4	20	110	130	15%	180	-28%			
Core 5	60	217	277	22%	251	10%		8	
Core 6	0	87	87	0%	168	-48%		7	
Core 7	0	44	44	0%	18	144%		9	
Core 8	0	0	Backlog releases					9	
Core 9	0	0							
Core 10	0	0							
Foundation	210	355	565	37%	280	102%			
YR2 -> Core	115	45	160	72%	45	256%	54%		
Core Total	660	1180	1840	36%	1492	23%	56%	9	
Core -> YR2	0	115	115	0%	137	-16%			
YR2	0	1583	1583		1007	57%			
Program Total	660	2763	3423	19%	2499	37%			

CORE ASSESSMENT

Status at November 2013

Feature completion

- Releases 1, 2 & 3 have
 - dependencies on future releases eg. Publishing in R6
 - Process improvements implemented from Release 4 onwards
 - Require effort on basic building blocks
 - Foundation
 - Mobile first
- Schedule front-end loaded to stress development team
 - Releases 3 & 5 exceed available capacity
 - Offset by R7 excess capacity

Schedule

- Business Case Planned 7 Releases
 - Release 8 targeted for backlog
- Current analysis suggests 10 releases to complete Core
 - 7 scheduled releases
 - 1 release for Mobile First impacts
 - 1 release for Yr2 work brought into Core (Data Model verification)
 - 1 release recommended for contingency

Core estimated to require 10 releases to complete

SCHEDULE IMPACTS

Mobile First Impacts

Mobile First impacts are difficult to quantify as

- Straddles multiple features, including Foundation
- Higher effort in initial releases while framework setup
 - R1 overhead double vs Non-Mobile First
 - R2 overhead 80% increased effort
 - R3 overhead 50% increased effort
 - R4 overhead is tracking at about 30% increased effort
 - From R5 Mobile First impacts expected to align with forecast of 16%
- Also increasing Foundation effort, which reduces Release capacity

Mobile First has added 1 release to the Core schedule

Yr Features brought into Core

Ref	Feature	Business Case Est	Actuals	Number of Requirement	Completed Requirement	% Complete	Planned Release	Expected Release	Estimate to Complete
7.2.1	Templating	18	0	1	0	0%	YR2	Core 5	20
7.7.3	Feature Switcher	27	0	1	0	0%	YR2	Core 5	0
1.1.11.1	Schedule - High level	0	0	1	1	100%	YR2	Core 2	0
1.1.12.1	Episode - High level	0	0	93	53	57%	YR2	Core 6	0
1.1.12.1.1	Episode - Audio	0	30	37	31	84%	YR2	Core 8	5
1.1.12.1.2	Episode - Video	0	30	56	22	39%	YR2	Core 8	5
1.1.10.1	Program - High level	0	5	56	22	39%	YR2	Core 6	0
1.1.13.1	Program Group - High Level	0	10	24	9	38%	YR2	Core 6	5
1.1.14.1	Segment - High level	0	0	91	52	57%	YR2	Core 7	0
1.1.14.1.1	Segment - Audio	0	20	35	30	86%	YR2	Core 8	5
1.1.14.1.2	Segment - Video	0	20	56	22	39%	YR2	Core 8	5

Features from YR2 were brought into Core

- Dependencies of Layout and Publishing
- Required to prove out high level data model to ensure framework could support all Divisions
 - Complex Integration / db / Mobile first impacts

Yr2 features have added 1 release to the Core schedule

OPTIONS

Option 1: Decrease Core Scope

Core work could be accelerated by reducing the Core scope.

Options are:

A - Remove Features from Core

- Reduce the Core scope to accelerate the completion date by 1 Release
- Removing F7.7.4 - Featured Content
- 7.9.2 - Interactives (Flash)
- 12.16 - Browse By
- 6.7.1 - External Content (iView and ABC open widget)
- Not recommended as Core features are required by News & Info

B - Reduce scope (requirements) of Core Features, through backlog process

Recommendation

B - Work with innovation to reduce scope of Core features, focusing on News & Info

Option 2: Increase Capacity

Adding capacity to the build team could accelerate Core development rate.

Options are:

A - Bringing BAU team into the Core delivery for 2 Releases

- Estimated to add 30 units, per release

B – Add Developers into Core

- Estimated to add 15 units, per release, per person
- Project room is at capacity so developers would have to be located offsite, reducing their effectiveness

C – Maintain current team

- Team gaining efficiency as builds progressing

Recommendation

C – Maintain current team as increasing capacity will have limited impact on backlog

Option 3: Beta Support Release (R11)

Current plan assumes 1 release to address issues identified during beta testing.

Options are:

A - Start News & Info (Phase 3) in Release 11

- Use Product Support team for Beta remediation
- Cease Phase 1 support for 2 months
- Product support team dedicated to Beta remediation
- Risk: News Gathering impacts unknown

B - Start News & Info in (Phase 3) Release 12

- Maintain 1 release for Beta Support
- Minimise resolution time through experienced team
- Core Media review may require remediation activities
- Issues may have knock on impacts to Core that BAU would not be able to identify

Recommendation

B - Schedule R11 to address issues identified in Beta trial

Option 3: Beta Support Release

Current plan assumes 1 release to address issues identified during beta testing.

Options are:

A – No Beta support release, use BAU

- Use Product Support team for Beta remediation
- Cease Phase 1 support for 2 months
- Product support team dedicated to Beta remediation
- Risk: News Gathering impacts unknown
- Risk: System integration test environment not available until late in Core schedule, likely to be issues identified requiring complex remediation

B – Reserve 1 release for Beta support

- Maintain 1 release for Beta Support
- Minimise resolution time through experienced team
- Core Media review may require remediation activities
- Accelerate News & Info work if Beta support is minimal
- Issues may have knock on impacts to Core that BAU would not be able to identify

Recommendation

B - Schedule R11 to address issues identified in Beta trial

Option 4: Contingency Release (R10)

The Core estimates consume 9 releases, with no contingency.

Options are:

A – Use Beta Support release for Core contingency

- Risk: Beta UAT result impacts unknown, likely to require remediation work
- Risk: Delays to Core could delay Beta
- Risk: Business disappointment at not meeting published

B - Reserve Release 10 for Core contingency

- Maintain 1 release for Core contingency
- Asses at completion of Core 8, accelerate Beta if not required
- Risk: Adds additional release to Core

Recommendation

B - Schedule R10 for Core contingency

Risks to Core schedule

Low

Medium

High

While there is a high degree of confidence in the revised core estimates, there remain a number of risks that may impact on the revised schedule:

- Expanding requirements in order to achieve business sign-off
Mitigant: Tighten requirements gathering process
- News Gathering might require rework of Core features and/ or access to project resources
- Core Media review may require some remediation
Mitigant: Reserve a Core release for contingency
- Integrated test environment only available late in Core schedule. Once integration testing commences, complex issues likely to be identified
Mitigant: Reserve a Core release for contingency
- Business UAT has not commenced in earnest, likely to uncover new issues
Mitigant: Reserve a Core release for contingency
- Beta testing likely to place demands on project resources
Mitigant: Reserve a Core release for Beta support
- Core sets up frameworks, but does not deliver full solution for business as their site requirements are unknown as yet
 - eg. R5 develops Layout framework and some template to demonstrate, but only a small subset of what business will require
 - Mitigate: Resource BAU to support Template demand as business divisions onboard

YEAR 2 ASSESSMENT

Year 2 Assessment

- Yr 2 requirements are only high level
- Business Case had excess capacity for the later part of Yr 2
 - The further you move away from Core, then more nebulous the requirements
- Core learning's suggest ~ 50% increase from business case estimate
- Which translates to ~ 22 releases for full program
- Business Case + Mobile first = 27 releases

Recommendation

No change to project completion date

Risks to Y2 Schedule

Low

Medium

High

- Feature list likely to grow through CR's
- As more customers onboard, demand for new or changed features will increase
- Accessibility is likely to drive additional requirements, development and testing effort
- Integration is difficult to estimate
- The further you move away from Core, then more nebulous the requirements
- Involve a wide range of integrations, to systems that are retiring (.NET eg. Vote Central) or ABC has is yet to identify (eg. Forms)

APPENDIX

Revised Estimate of Core Schedule

	Requirements start	Requirements Approved	Showcase	Nov '13 Forecast		Original Core plan	
R1	Apr-13	Jun-13	Jul-13	Core		Core	
R2	Jun-13	Jul-13	Sep-13	Core		Core	
R3	Jun-13	Aug-13	Oct-13	Core		Core	
R4	Jul-13	Sep-13	Nov-13	Core	10 releases	Core	7 releases
R5	Aug-13	Oct-13	Dec-13	Core		Core	
R6	Sep-13	Nov-13	Jan-14	Core		Core	
R7	Oct-13	Dec-13	Feb-14	Core		Core	
R8	Nov-13	Jan-14	Mar-14	Core		Beta	
R9	Dec-13	Feb-14	Apr-14	Core		Beta	2 releases
R10	Dec-13	Mar-14	May-14	Contingency		News & Info	
R11	Jan-14	Apr-14	Jun-14	Beta	1 release	News & Info	
R12	Mar-14	May-14	Jul-14	News & Info		News & Info	
R13	Apr-14	Jun-14	Aug-14	News & Info	5 releases	News & Info	4 releases
R14	May-14	Jul-14	Sep-14	News & Info		Radio	
R15	Jun-14	Aug-14	Oct-14	News & Info		Radio	
R16	Jul-14	Sep-14	Nov-14	News & Info		Radio	3 releases
R17	Aug-14	Oct-14	Dec-14	Radio	4 releases	TV	
R18	Sep-14	Nov-14	Jan-15	Radio		TV	
R19	Oct-14	Dec-14	Feb-15	Radio		TV	
R20	Nov-14	Jan-15	Mar-15	Radio		Other	
R21	Dec-14	Feb-15	Apr-15	TV		Other	
R22	Dec-14	Mar-15	May-15	TV		Other	
R23	Jan-15	Apr-15	Jun-15	TV		Other	
R24	Mar-15	May-15	Jul-15	Other			
R25	Apr-15	Jun-15	Aug-15	Other			
R26	May-15	Jul-15	Sep-15	Other			
R27	Jun-15	Aug-15	Oct-15	Other			

Notes:

- Assumes
 - 1 release reserved for Beta feedback
 - 1 release for Core contingency
- Project assessment of News & Info requirements, using revised effort estimates, suggest 5 releases

Feature delivery by schedule

Scheduled Release Features					Requirements				
Release	Total	Closed	% Complete	Completed by	Release	Total	Closed	Total	% Complete
Core 1	10	4	40%	8	Core 1	10	72	89	81%
Core 2	8	4	50%	8	Core 2	9	155	183	85%
Core 3	22	5	23%	8	Core 3	26	13	144	9%
Future releases					Future releases				
Core 4	12	1	8%	8	Core 4	Updated after each release closes			
Core 5	15	1	7%	7	Core 5				
Core 6	8	2	25%	9	Core 6				
Core 7	3	1	33%	9	Core 7				
Backlog releases									
					YR2 -> Core	13	242	451	54%
Core Total	78	18	23%	9	Core YTD	58	482	867	56%
Core -> YR2	6	0	0%						
YR2	81	1	1%						
Program Total	159	19	12%						

Notes:

- R3 & R5 were deliberately over subscribed, R7 undersubscribed to front end load schedule
- Features in earlier releases have high dependency on later releases, impact reducing as Core progresses
- Some later Core features accelerated to meet earlier release dependencies eg. Image document

Feature Reconciliation

	Business case	Moved from Core to Yr2	Moved from Yr2 to Core	Removed	New	Total @ 15/10/13		
Core	77	-1	1	3	13	87		
Year2	66	1	-1	0	6	72		
Total	143	0	0	3	19	159		
Core								
Moved from Core to Yr2		9.2	General Forms		Moved to Yr2	CR124	Complex implementation that requires Online & Mobile strategic view. PDwG advised not a priority for Core.	
Removed from Feature List		7.2	Front-End Asset Management		removed	CR116	Foundation task, not Business Feature	
		12.11	Development Areas		Removed	CR116	Foundation task, not Business Feature	
		12.13	Test/Staging Areas		Removed	CR116	Foundation task, not Business Feature	
Moved from Yr2 to Core		7.2.1	Templating		Moved to Yr1	CR121	Brought forward to support Presentation Layer features in R5	
New Feature		1.1.11.1	Schedule - High level		NEW	CR106	PDwG March13, requested to demonstrate that Core could support all divisions / key domains	
		1.1.12.1	Episode - High level		NEW	PDwg0313	PDwG March13, requested to demonstrate that Core could support all	
		1.1.13.1	Program Group - High Level		NEW	PDwg0313	PDwG March13, requested to demonstrate that Core could support all	
		1.1.14.1	Segment - High level		NEW	PDwg0313	PDwG March13, requested to demonstrate that Core could support all	
		1.1.10.1	Program - High level		NEW	PDwg0313	PDwG March13, requested to demonstrate that Core could support all	
		15.0.0	Mobile and Desktop support		NEW	CR50	Created to support Mobile First approach as advised by ICTEC	
		11.2.1	Service		NEW	CR111	Based on the analysis, a new document type and template required to	
		1.1.12.1.1	Episode - Audio		NEW	CR115	Split to remove confusion between Audio and Video .	
		1.1.12.1.2	Episode - Video		NEW	CR115	Split to remove confusion between Audio and Video .	
		1.1.14.1.1	Segment - Audio		NEW	CR115	Split to remove confusion between Audio and Video .	
		1.1.14.1.2	Segment - Video		NEW	CR115	Split to remove confusion between Audio and Video .	
		16.0.0	Accessibility		NEW	CR51	Created to support Accecsibility AA compliance as advised by ICTEC	
		6.7.1	6.7.1 ABC non-Coremedia content		NEW	CR123	Split from 6.7 non-Coremedia Content, requires an additional branch to	
Year 2								
New Feature		1.1.10	Program		NewYr2	CRPDwg0313	PDwG March13, BaseDocumentType missing from Feature list to support	
		1.1.11	Schedule		NewYr2	CRPDwg0313	PDwG March13, BaseDocumentType missing from Feature list to support	
		1.1.12	Episode		NewYr2	CRPDwg0313	PDwG March13, BaseDocumentType missing from Feature list to support	
		1.1.13	Program Group - Series		NewYr2	CRPDwg0313	PDwG March13, BaseDocumentType missing from Feature list to support	
		1.1.14	Segment		NewYr2	CRPDwg0313	PDwG March13, BaseDocumentType missing from Feature list to support	
		14.1	International character support		NewYr2	Steering	Steering committee request to support International divisional needs	

Estimating / Actuals mechanics

The Feature List is intended to cover every aspect of a CMS, so one feature could be split across multiple features.

For example: Map is made up of two features

1.1.7 Map document

7.9.1 Maps

Then, in implementing maps we could do this through External Content, a different feature again.

In planning, we group like related requirements into 1 development task.

This task is sized, built.

Once completed, the individual requirements of each feature are verified through testing.

Actuals distributed across the related features.

Unmet requirements

- logged as individual Development deliverables
- Estimated
- Scheduled in backlog

Relationship between Features & Effort is not linear, nor 1:1

Scope Creep through Feature Detail

- New and often complex detail is added to requirements by Business divisions as features are analysed

Feature	Detail	Impact
Person	Attribution	20

- Project must achieve signoff from all Divisions, limiting the projects ability to reject requirements
- Business must commit to use features when built, which drives inclusion rather than exclusion of requirements
- There are a number of open ended features eg: External Content
- Revised requirements gathering process seeks to
 - Anchor the business in the 'as is'
 - Facilitate logical end point for open-ended features
- New Backlog process, with Innovation engagement will also provide opportunity for pruning of requirements through reprioritisation.

Recommendation

Review requirements process with aim to tighten focus around Business Case estimate

WCMS Reusability assumptions @ 18/06/13

Additional details on reusability ...

Presentation & Business Logic

Business Case assumption was that while Presentation had to be rebuilt, much of the Business Logic and Architecture could be reused

- After review, business logic can be adapted for use in core, plus enhancements for mobile.
- Templates and site build have low re-use,
- Architecture+setup of CAE, RLS, MLS reviewed and fit for purpose.
- DB re-use high plus adaptations for domain modelling.

Editor

Business Case assumption was that the existing application could be reused, with minor enhancements Based on Core Media application, but significantly customised. Currently runs on EOL Java, heavy client (not suited for WAN), News/Radio focused, Desktop.

- While JDK6 is EOL it is compatible with Windows7 rollout so can have prolonged lifespan. Not on critical path.
- Network performance can be addressed separately to WCMS build, foundation investigation.

Templates

Business Case assumption was that CM5 technology could be leveraged to build a logicless template solution (58 days)

- CM5 technology can be adapted to support a templating solution for desktop and mobile.
- Re-use patterns from news mobile implementation.

Reuse Numbers

	<u>Business Case</u>	<u>Forecast Jun '13</u>	<u>Forecast Oct '13</u>
Presentation	10%	10%	0%
Business Logic	80%	70%	70%
Editor	90%	65%	65%
System Integration	90%	85%	65%
Templating Tool	New feature	New feature	New feature
Database	80%	80%	80%
Hardware	100%	75% (existing+new)	95% (existing+new)

Reuse forecast similar to June 2013 forecast

Reuse Details

- Presentation
 - Mobile First requires redesign of all Presentation elements
 - Phase-1 systems created specifically for Business Units, Phase 2 requires significant effort to create ABC generic solution. Example:

Feature	Business Case Est.	Revised Estimate	Reuse Level	Comments
Program	10	50	Low	New pan-ABC Program model

- Systems Integration
 - Not reusing some components as there are issues around scalability, suitability and extensibility eg. Syndication & Importer
- Hardware
 - Due to prohibitive Core Media licensing costs, minimal additional hardware required

WCMS Steering Committee

Minutes

9am, 14 November 2013

Attendees: David Pendleton, Chief Operating Officer
Kate Dundas, Director Radio
Richard Finlayson, Director TV
Lynley Marshall, Director International
Gavin Morris, for Director News
Scott Makin, Project Manager
Amanda Walsh, Executive Manager Operations Group

Apologies: Angela Clark, Director Innovation
Kate Torney, Director News

It was confirmed that unless a Director is on leave or travelling overseas, representatives for divisions will not be invited to WCMS Steering Committee meetings to ensure the issues tabled are addressed with the importance and priority the Corporation has determined the project should receive.

Minutes and Actions

The minute reflecting News' approach to RES was confusing. It was confirmed at this meeting that a briefing with News, Innovation and the project team will take place to provide information on what mobile first means and what RES will mean for the desktop experience. This briefing will be organised by Scott Makin as quickly as possible.

As a result of newsgathering there will be some work around localised News sites. TV requested that this work does not delay timelines for other work, including TV features. It was noted that this work should not affect the timeline and that Innovation are working up localisation requirements. News asked that the BAU release over January – March cover this. It is not anticipated that there will be much change to the path of the project. It was noted that delays in the BAU release will affect the timeline for Newsgathering 3 project. Scott is assessing the size of the impact of newsgathering 3 and will advise News if there are likely to be any delays as soon as possible.

Project Report - Schedule

Radio voiced concerned about the quality and time allocated to user acceptance testing and that this should not be squeezed out for other delays. It was noted that Radio do not wish to sign off on work that has not been able to be tested in a good quality test environment. It was noted that Innovation has previously raised concerns about requirements gathering pushing into UAT.

It was noted that the test environment is not yet fully integrated but will be so within the next month. It was noted that the quality of testing is reduced over releases 4, 5 and 6 but that it will be increased for later releases. This creates more work for the UAT after these releases and time needs to be allocated, creating a shorter gap between test periods and allowing the release schedule to be held. It was agreed that Scott will communicate this as soon as possible.

It was noted that 'at risk' dates include an analysis of the impact of mobile first and how the schedule is affected, for example it is not a simple addition of time at the end of the project. A formal report and analysis of impact will be available at the next Steering Committee meeting. It was noted that this will need to be communicated, well as delays to some releases which will see teams accessing the system a lot later than expected. It was agreed that the next Steering Committee meeting will require extra time, papers will be available well in advance and Director Radio will be represented by Linda Bracken.

It was noted that language set requirements gathering for International has been included in the schedule.

It was noted that the build of release 4 is almost complete, requirements gathering for 5 is almost complete and 6 is about to begin.

It was noted that signoff for some releases are unable to take place until other parts of the system is built. It was noted that TV need to go to level 9 to access test sites.

Change Requests

1.16 some features are being delivered in Foundation instead of scheduled releases and 'Templating' will be moved into release 5 to allow for layout work.

1.23 a feature will be split into 3 to allow for non ABC and ABC work and that 'Forms' will be moved out of the core into release 2.

1.32 a new feature for the adaptive part of mobile first which relates to smaller images etc. This extension is to gather those requirements which will be delivered in year 2. It was noted that impacts on language scripts will need to be taken into account. The build cycle days are shifting by 3 days.

It was noted that change requests are a disciplinary system to track changes from the original plan.

Recruitment of the Product Manager

It was noted that the job description for this role was completed and the position is currently being recruited. This person will take responsibility for BAU but sit in the project to lead the BAU priorities and act as the product owner.

WCMS Steering Committee

Minutes

9am, 19 December 2013

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

Apologies: Lynley Marshall, Director International

Minutes and Actions

The minutes were endorsed.

The Schedule

It was noted that the schedule is still being locked down and will be available at the next Steering Committee meeting.

CoreMedia Review

It was noted that CoreMedia will be reviewing the architecture over the first two weeks of January 2014.

Project Update

It was noted that there are confusing messages within the report about whether the project schedule is on track. For example, the Executive Summary states that the project is on track however all sections within the report show some delays or risk of delays. It was agreed that this will be addressed properly through the detailed schedule.

Integration with ABC systems

It was noted that the assessment of how the WCMS interfaces with other ABC systems is running concurrently, as a separate project.

It was agreed that timelines for decisions on mapping system integration will be issued to the PDG. This will include an analysis of systems that will not be required. It was noted that this needs to happen in time for the WCMS project schedule to come to the January Steering Committee meeting.

The integration project will identify what systems are needed for each WCMS stage release. A document proposing which systems will be integrated and when, will be agreed at the PDG and Online Executive and subsequently inform the WCMS schedule.

Product Support

It was noted that product support is working well.

It was noted that Rural design work has been put on hold to ensure Newsgathering is implemented.

It was also noted that 'Webster' has been integrated for news.

Innovation noted that device agnostic requirements gathering has been undertaken against their advice and that the project was going to wear that risk however Change Requests are now being raised. It was noted that the PDG raised concerns that this is part of the core and it should not be locked down too early and not until page layout is known to reduce doubling up work or needing to go back and change the core. It was agreed that the project takes responsibility around decisions of this nature.

It was agreed that more discipline is needed in the new year around PDwG and PDG meetings, including clearly articulating concerns by not endorsing requirements and asking that items (and possible solutions) be escalated from PDwG to PDG and to the Steering Committee if absolutely necessary.

Innovation voiced concerns about the use of Change Requests because their comments and recommendations on the existing plan had not been considered and many of them are now being rolled out through change requests to the program. It was noted that the project schedule/plan which will come to the Steering Committee will be the detailed program will be provided to the PDG for comment. If there are changes to this, a formal Change Request will be required.

Innovation requested that calculations and workflow modelling around time and developer productivity be provided to them to be able to comment on the schedule. It was agreed that Scott will brief Ciaran on this.

It was noted that Innovation is responsible for determining the order of features through the PDG and that the project has been waiting for this information for months. This is required for proper work effort calculations to be determined.

A demonstration for Release 5 will be organised for Steering Committee members early in the new year.

It was noted that the test environment is ready and all releases to date will now be tested.

Additional monitoring has been removed from 'critical path' as other monitoring already exists and this allows prioritisation of other architectural features.

Risks were noted and discussions with the PDG continue. News voiced serious concern around risk nos. 107 and 108. Scott noted that better timing would have allowed this to be resolved more quickly and future issues will be better managed.

It was agreed that Innovation will circulate comments about risks relating to RESS to the Steering Committee and Scott will respond in writing.

Budget

It was noted that mobile first work has been included in the forecast but not yet within the budget. This will be included after the schedule is approved.

It was agreed that the schedule will be delivered at the next Steering Committee and an additional meeting will be organised a couple of weeks afterwards to consider PDG feedback.

ABC WCMS Project

Steering Committee REPORT

Dec 2013 & Jan 2014

DISTRIBUTION

Steering Committee

Product Development Group (PDG)

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1. EXECUTIVE SUMMARY

1.1 Progress This Month

- The CORE schedule is tracking to complete in May 2014
- The project team (as per the approved change request CR50) has reviewed and adjusted the schedule. The Steering Committee needs to consider the proposed schedule and scope changes outlined in the attached report.
- December/January saw the completion of R5 and R6 Build.
- UAT testing on R2-5 completed in Jan 2014.

1.2 WCMS Key Milestones

The project team (as per the approved change request CR50) has reviewed and adjusted the schedule in accordance with the October 2013 Board paper.

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)	Nov-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	

1.3 Steering Committee Key Milestones

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

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

1.4 PDG Milestones - 2013

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

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

Task Name	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	In Progress
R8 Importer, Analytics and Legacy URLs, PDG Requirements signoff	Feb 14	In Progress
R9 Metadata, Internal Syndication and Renditions, PDG Requirements signoff	Mar 14	

Table 3: Key Dates – Release approvals

2. Product Support (BAU)

NG3 (14.03)

January saw the start of the New Gathering 3 project (WA State Edition). This required conceptual and design discussions involving all the different teams involved. While the concept and design stages of this project was long, it was a good opportunity for the WCMS team to provide input at this stage. To date the WCMS team have completed all the requirements submitted by the NG3 team, however NG3 have advised that more requirements are forthcoming.

The NG3 team has plans to further deploy other State Editions throughout 2014, the WCMS team has received change requests for the March deployment. This has been raised to the NG3 team.

Database Merge

Deployment planning for the upcoming Database Merge has begun. This work will merge the Phase 1 and Phase II databases. BAU developers and testers have began training with the Product Build team, whenever possible in-lieu of this activity. Careful planning is required to ensure an effective deployment plan that caters of CORE and BAU deployments.

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
Support release 14.01 (Rural)	May 2014	Jan 2014	On Hold
NG3 – WA State edition 14.03	Mar 2014	Mar 2014	On track
DB merge (P1 & P2)	-	-	planning

Table 2: Key Dates – Product Support

2.2 Key Risks/Issues

Risk/Issue	Description	Owner	Action
Issue	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
	Phase 2 will require multiple rounds of regression testing and deployment, which will impact BAU release cycles	WCMS / Technology	<ul style="list-style-type: none"> Exploring options and developing deployment strategy to minimise impact. Options to be presented to Governance for consideration

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-93	Feature Promos contributor fallback for byline	Completed	Stuart (News)		Resolved
NWRQ-90	Revise html markup for teasers across the RN site	Reviewing	Kim (RN)		To be reviewed
NWRQ-89	new HTTP response header	Completed	Stuart (News)		(WCMS-1381) required for NG3. Ready for deployment.
NWRQ-88	Query for contributors who have been recently published	Reviewing	Stuart (News)		To be reviewed

3. Product Build

3.1 Progress This Month

December/January saw Build close for R5 and R6.

The Test environment was refreshed in Dec, with UAT on releases 2-5 completed in Jan 2014.

The UAT test environment is expected to be delivered to the WCMT in mid February to be used for the Release 7+ UAT testing.

3.2 Key Milestones @ 24/1/14

3.2.1 Core

The CORE schedule is tracking to complete in May 2014.

The project team (as per the approved change request CR50) has reviewed and adjusted the schedule in accordance with the Oct 2013 Board paper. The Steering Committee now needs to consider the updated schedule outlined in the attached report.

3.2.2 Release 6 status

Release 6 Build is now complete

Feature	Description	Status	Work Remaining	Comments
12.7 Publish Content	Ability to make content available, and update content, for ABC audiences.	Testing	5	
3.1 Search Form	Simple search form which submits the query to a third-party (Funnelback) search engine.	Test Complete	0	UAT ready
3.3 Search Results	The display of the results of a search query, provided by a third-party (Funnelback) search engine.	Test Complete	0	UAT ready
12.2 Manage Content Access	Ability to manage Coremedia-users' access to content within the repository.	Test Complete	0	UAT ready
1.2.3 Roles	Ability to manage Coremedia-users' access to content within the repository	Test Complete	0	UAT ready
7.3.2 Global Header	The display and configuration and ABC-wide navigation menu (header).	Test Complete	0	UAT ready
7.3.3 Global Footer	The display and configuration and ABC-wide navigation menu (footer).	Test Complete	0	UAT ready
12.1 Editor Search	Ability to manage streamlined publishing workflows.	Test Complete	0	UAT ready
7.7.1 Dynamic Collections	The creation of content lists, automatically-generated based on specified criteria (e.g. published date).	Test Complete	0	UAT ready Some requirements not tech feasible

3.2.3 Release 7 status

Feature	Description	Status	Comments
7.2.1 Templating	The configuration and creation of page layout-management toolset	Design Approved	Requirements captured in R5
6.4 Sharing	An ABC-wide page element enabling the sharing of content via email or across third-party social media platforms.	Design Approved	Requirements captured in R1
7.4.10 Interactive	The display of and reference to non-ABC objects	Design Approved	
7.5.6 Link List	The display and configuration of content lists, focussing on link object types.	Design	Requirements gap identified, additional analysis required
7.9.2 Interactives	The display of and reference to non-ABC objects.	Design Approved	
1.2.1.1 Subjects	The display and creation of Subject objects in the Subject taxonomy.	Design Approved	
1.2.1.2 Genres	The display and creation of symbol objects in the Genres taxonomies.	Design Approved	
1.1.6 Person document	The display and creation of Person objects.	Design Approved	Requirements captured in R4
7.4.9 Person	The display and creation of Person objects	Design Approved	Requirements captured in R4
1.2.2.1 Locations	The display and creation of Location objects in the Location taxonomy.	Design Approved	
7.1.2 Desktop Views	The display and configuration of content using a layout-management toolset (focusing on non-smartphone devices).	Design Approved	Requirements captured in R5
7.1.3 Mobile views	The display and configuration of content using a layout-management toolset (focusing on smartphone devices).	Design Approved	Requirements captured in R5
7.5.3 Detailed List	The display and configuration of content lists, using rich-property sets exposed for each listed object.	Design Approved	Requirements captured in R5
2.3.1 Analytics	Integration with a third-party (eg: Webtrends) reporting engine, using client-side scripts.	Design Approved	
2.3.2 Cookies	Consistent use of client-side cookies for ABC site visitor profiling.	Process	

3.2.4 Release 8 status

Feature	Description	Status	Comments
7.4.1 Text	The display and creation of text-centric, Article objects.	Design Approved	Requirements captured in R1
1.1.4 Video Document	The display and creation of Video clip objects.	Design Approved	Requirements captured in R3
7.4.2 Image	The display and creation of Image objects	Design Approved	Requirements captured in R4
7.4.8 Video	The display and creation of Video clip objects	Design Approved	Requirements captured in R3
13.3 Video Player	A video player for live-streaming and playback of on-demand media.	Design Approved	Requirements captured in R3
5.1 Standard Content Importation	Consistent import mechanism for periodically updated ABC content	Design	
7.6.1 Image Gallery	The display and creation of Image Galleries.	Design Approved	Requirements captured in R4
12.4 Manage Content Workflows	Ability to manage Coremedia-users' access to content within the repository.	Design Approved	Requirements captured in R6
12.8 Context Aware Presentation	Display and configuration of section-specific visual scaffolding, for use by each Coremedia tenant.	Design Approved	Requirements captured in R5

3.2.5 Foundation

WCMS Architecture Recommendations (AR) are on schedule, with design and procurement of equipment progressing.

Key areas to be completed are:

- Core Media review
The Core Media review is scheduled to commence in Feb 2014, with the findings due later in the month
- Application Design (AR9)
Additional detail has been requested by Technology, design document being updated.
No impact to project release date
- Environment (AR 10)
Requirements are in the final stages of review/update, design has commenced
UAT environment is scheduled to be available in Feb 2014, in the interim the project and business will use the Test environment.
No impact to project release date
- Monitoring (AR 02)
The Monitoring solution is now dependant on analysis of the Corporate solution. As a consequence, development of this Foundation activity is schedule to occur at the completion of all other foundation work. *(In the interim, relevant requirements are being designed and developed as a tactical solution to meet the project short term requirements.)*
The full solution will be available after the CORE system has been ported into Production. This activity is not deemed critical path as high level monitoring already exists on the WCMS Product platform.
No impact to project release date
- Caching (AR 03)
The 'URL Rewrite' component of this solution is dependent on the pending a review of the existing routing infrastructure (CISCO ACE). Options/solutions are being canvassed.

The Foundation schedule has been updated to reflect the current forecast for CORE delivery and completion of Foundation activities, with the completion date moving to July 2014.

Note: Changes in Foundation dates do not impact on the launch date of the Phase II solution, the budget nor the project completion date.

Detailed Foundation milestones below, additional detail in the Appendix

Activity:	Revised	Baseline	Status / Comment
Commence build of WCMS infrastructure (AR1,3,10,11)	Dec 2013	Sept 2013	Complete
WCMS Environments requirements (AR 10)	Feb 2014	Sept 2013	In review (Delayed)
Release management/Deployment requirements (AR11) WCMS			In review (Delayed)
Infrastructure detailed design (AR 1)			In review (Delayed)
WCMS Application design (AR 9)			In review (Delayed)
WCMS Environments detailed design (AR 10)	Jan 2014	Aug 2013	Dependant on AR10
Release Mgmt/Deployment Process detailed design (AR11)	Feb 2014	Aug 2013	Dependant on AR11
Performance testing/environment POC implementation (AR2)	Feb 2014	Oct 2013	
Release management/ Deployment implementation (AR11)	Mar 2014	Oct 2013	
Monitoring System implementation (AR2)	Jul 2014	Oct 2013	
WCMS architecture/application Build complete (AR1,3,10,11)	Jul 2014	Dec 2013	

3.3 Resources

WCMS team

A front end developer & trainer joined the team in Jan 2014.

Hiring required to backfill Test Analyst role resulting from Test Manager resignation in Dec 2013.

Divisional Representatives

Innovation commenced recruiting in November 2013.

Discussions continue with TV to identify a suitable candidate.

Simon Gamble has joined the team to represent International.

3.4 Key Risks/Issues

No.	Risk Description	Rating	Assigned To	Mitigation Strategy
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	16	Innovation WCMS	- Innovation to source consulting support - Project to provide impacts / options to Governance for consideration
100	Release UAT - Business Resources The business divisions may not be able to commit sufficient resources to UAT testing. Risk: Dilution of UAT value, leading to issues not identified until Prod	12	Nancy Gasib	- Confirm with the business (PDwG and PDG) that participation in the Release UAT testing is mandatory for the successful delivery of the WCMS features. - Divisions identify at least one UAT representative to participate in the Release UAT testing
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

Note: Risk register reviewed monthly with PDwG team

4. Financial Performance

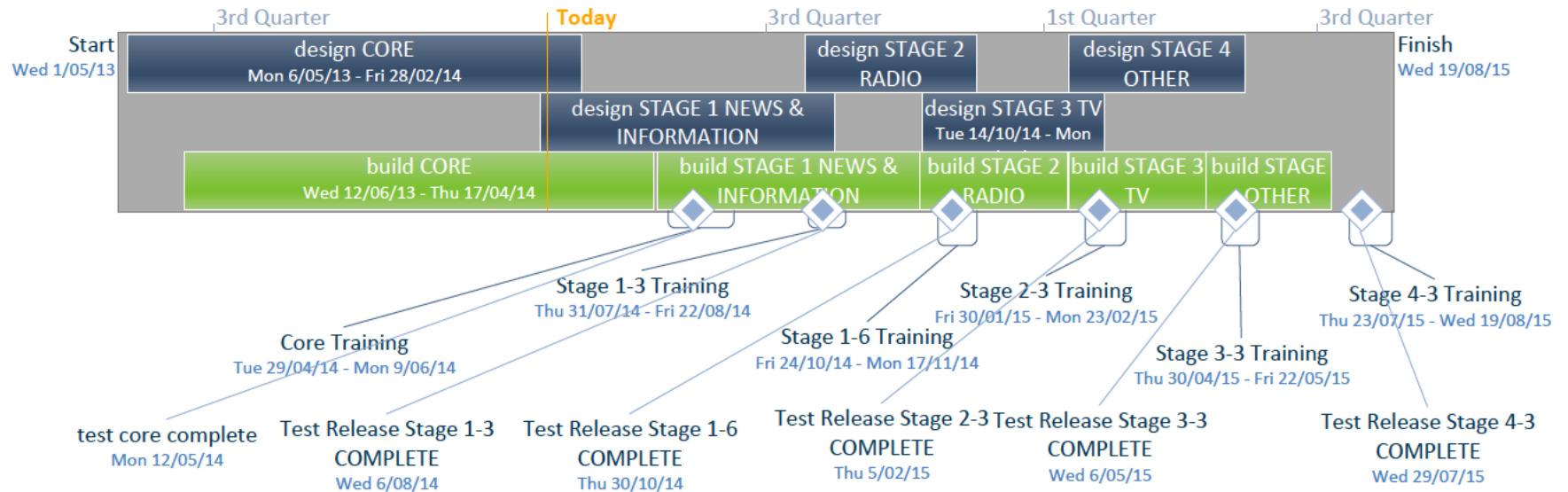
Detailed finance report provided seperately

WCMS forecast, by FY															
Product Support - Ongoing	FY 12/13			FY 13/14			FY 14/15			FY 15/16			Total Product Support		
<i>Figures in '000s</i>	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var	Forecast	Bud	% vs Bud
Salaries ⁶	667	349	(318)	961	976	15	1,276	1,274	(2)	2,114	2,084	(30)	5,017	4,683	(334)
Hardware	1	77	76	143	156	13	97	107	10	59	59	0	300	399	99
Software ³	31	207	176	834	930	96	915	1,041	126	995	1,118	123	2,776	3,296	520
Other ⁷	109	175	66	95	319	224	220	259	39	294	295	1	718	1,048	330
Total	808	808	0	2,033	2,381	348	2,508	2,681	173	3,462	3,556	94	8,811	9,426	615
Product Build - Project	FY 12/13			FY 13/14			FY 14/15			FY 15/16			Total Product Build		
<i>Figures in '000s</i>	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries	650	876	226	3,907	4,008	101	3,484	3,617	133	213	260	47	8,169	8,761	592
Hardware	0	0	0	800	700	(100)	0	0	0	0	0	0	886	700	(186)
Software	20	20	0	107	145	38	111	55	(56)	0	0	0	237	220	(17)
Other	286	63	(223)	799	725	(74)	140	112	(28)	60	0	(60)	1,285	900	(385)
Phase II ⁴	270	270	0	0	0	0	0	0	0	0	0	0	270	270	0
Sub-Total¹	1,226	1,229	3	5,613	5,578	(35)	3,735	3,784	49	273	260	(13)	10,847	10,851	4
Contingency	3	0	(3)	265	0	(265)	0	0	0	0	1,010	1,010	267	1,010	743
Total⁵	1,229	1,229	0	5,878	5,578	(300)	3,735	3,784	49	273	1,270	997	11,114	11,861	747

5. APPENDIX

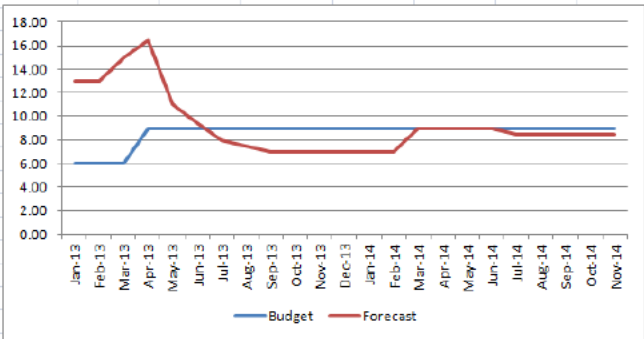
5.1 Project Plan

Below is a summary of the WCMS Project plan, as per the Dec 2013 reforecast.

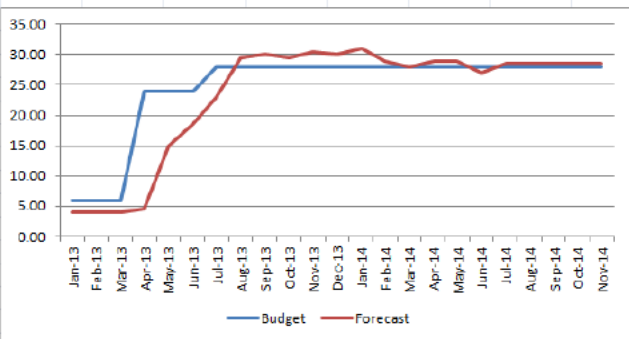


5.2 Resource profile

Below is the resource profile for the WCMS team.

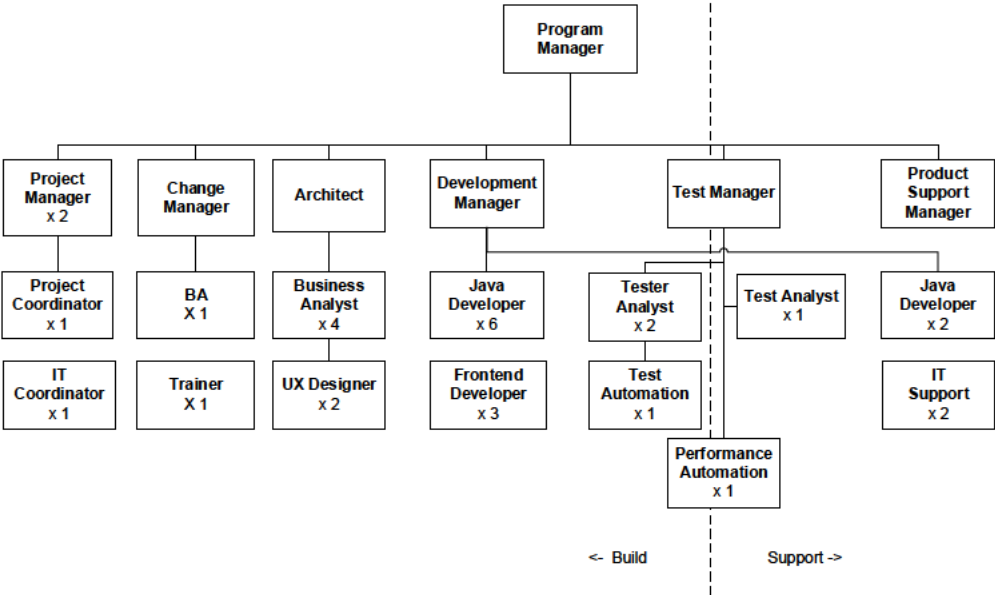


Support FTE



Build FTE

Below is the organisation structure for the WCMS team.



WCMS Project



ABC WCMS Project

Steering Committee REPORT

Feb 2014

DISTRIBUTION

Steering Committee
Product Development Group (PDG)

WCMS Project



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WCMS Project



1. EXECUTIVE SUMMARY

1.1 Progress this month

- The CORE schedule is tracking to complete on schedule, May 2014
- R7 Build has been completed
- Core Media conducted their Architecture review
- Core Media (CMS vendor) conducted a review of the WCMS Phase II solution architecture, report distributed to committee

1.2 Key activities next month

- R8 Build to complete, which will close out many of the backlog items from earlier Core releases
- R10 requirements signoff, first release of Stage 1
- Work through recommendation of Core Media findings
- Analysis of News gap in features, to feed into Stage 1 release planning

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	

WCMS Project



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1.4 Steering Committee Key Milestones

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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	
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

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	In Progress

Table 3: Key Dates – Release approvals

WCMS Project



2. Product Support (BAU)

NG3 (14.03 & 14.05)

Work has continued on NG3 WA edition.

Changes will be deployed over two releases March 12th & March 19th.

News have flagged additional requirements, which if implemented would impact Rural development.

Database Merge

Analysis and initial planning for the Database Merge has completed.

Changes will be scheduled for deployment as part of the Core deployment plan.

Rural

Rural work is scheduled to commence early Mar, following the successful deployment of NG3

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	On track
NG3 – Extension	Apr (TBC)	Apr (TBC)	News proposed
Support release 14.04 (Rural)	May 2014	Jan 2014	On Hold
Database Merge	(TBC)	(TBC)	Planning

Table 2: Key Dates – Product Support

WCMS Project



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

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
WCMS-1396	New requirement for NG3 JSON view of collections	Reviewing	Stuart (News)	TBA	NG3 to provide detailed requirements for Analysis NG3 to negotiate release schedule with Rural and BAU team

WCMS Project



3. Product Build

3.1 Progress This Month

February saw Build close for R7.

Technology led the Core Media Architecture review.
Project to assess potential impacts early Mar.

3.2 Key Milestones @ 28/2/14

3.2.1 Core

The CORE schedule is tracking to complete in May 2014.

3.2.1.1 Release 7 status

Feature	Description	Status	Status Comment
7.2 Front-End Asset Management	Place holder for Front End Foundation activities 3.2 Front End environment implementation		Dependency on Front end process Expected in R9.
2.3.1 Analytics	Integration with a third-party (eg: Webtrends) reporting engine, using client-side scripts.	UAT_Ready	
1.2.1.1 Subjects	The display and creation of Subject objects in the Subject taxonomy.	Build_Complete Test_Partial	Testing dependent on 1.1.1 Base Document model R8
1.2.2.1 Locations	The display and creation of Location objects in the Location taxonomy	Build_Complete Test_Partial	Testing dependent on 1.1.1 Base Document model R8
1.2.1.2 Genres	The display and creation of symbol objects in the Genres taxonomies.	Build_Complete Test_Partial	Testing dependent on 1.1.1 Base Document model R8
7.5.6 Link List	The display and configuration of content lists, focussing on link object types.	UAT_Ready	
7.5.3 Detailed List	The display and configuration of content lists, using rich-property sets exposed for each listed object.	UAT_Ready	
1.1.6 Person document	The display and creation of Person objects.	Build_Partial, Test_Partial	Testing dependent on 1.1.1 Base Document model R8
2.3.2 Cookies	Consistent use of client-side cookies for ABC site visitor profiling.	Build_Not_Required	Process only
7.1.3 Mobile views	The display and configuration of content using a layout-management toolset (focusing on smartphone devices).	UAT_Ready	
7.1.2 Desktop Views	The display and configuration of content using a layout-management toolset (focusing on non-smartphone devices).	UAT_Ready	
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, Endorsed, Test_Outstanding _Defects	Defects identified, for resolution in R8
7.9.2 Interactives (HTML5)	The display of and reference to non-ABC objects, focussing on legacy Flash content.	Build_Complete, Endorsed, Test_Complete, UAT_Ready	

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Corporation

7.4.10 Interactive	The display of and reference to non-ABC objects	Build_Partial, Endorsed	Design under review re News Gap Analysis
7.2.1 Templating	The configuration and creation of page layout-management toolsets	Build_Complete, Endorsed, Test_Complete, UAT_Ready	UAT Ready
7.4.9 Person	The display and creation of Person objects	Build_Partial, Endorsed, Test_Partial	Dependency on Base Document Model. Will complete in R9.

3.2.1.2 Release 8 status

Feature	Description	Status	Status Comment
7.4.10 Interactive	The display of and reference to non-ABC objects	Build_Partial	Carry in from R7 Design under review re News Gap Analysis
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	
7.4.1 Extended Article document	The display and creation of text-centric (such as Articles) objects	Build_Partial	
5.1 Standard Content Importation	Consistent import mechanism for periodically updated ABC content	Not-Endorsed	NOT ENDORSED Needs to be reviewed in context of Integration project
12.4 Manage Content Workflows	Ability to implement a streamlined publishing workflow	Build_Ready	
12.13 Test/Staging Areas	An area where the site layout and style can be tested before release to the public.	Foundation	
7.4.2 Image	The display and creation of Image objects	Build_Partial, Test_Partial	
13.3 Video Player	A video player for live-streaming and playback of on-demand media.	Build_Partial	
1.1.4 Video document	The display and creation of Video clip objects	Build_Partial, Test_Partial	
7.4.8 Video	The display and creation of Video clip objects	Build_Partial, Test_Partial	
7.6.1 Image gallery	The display and creation of Image Galleries.	Build_Partial	
1.1.1 Base Document Model	Definition of object types (content types, and their properties) available to Coremedia-users.	Build_Partial	Moved forward from R9 as 5.1 Importer not endorsed

WCMS Project



3.2.1.3 Release 9 status

Feature	Description	Status	Comment
12.34 Related Content	Overarching attribute of content objects' to display selected related-items in a defined way.	Design_Approved	Requirements captured in R2
2.2.1 Metadata	Standard structure for associating data within a page layout that describes the content, primarily for search engines.	Design_Approved	Requirements captured in R3
4.2 Internal Syndication	Synchronisation between Coremedia-managed content and other ABC content platforms	NEED_IT_Review, Not-Endorsed	NOT ENDORSED Needs to be reviewed in context of Integration project
6.7 ABC Non Coremedia content - Weather and Emergency	The display of and reference to ABC, non-Coremedia objects.	Build_Partial, Design_Approved	Requirements captured in R4
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, Design_Approved, Test_Partial	Requirements captured in R2
8.1 Renditions (Media availability)	The creation and configuration of pointer references to audio and video media.	Design_Approved	Requirements captured in R3
2.1.1 URL Schemes	Persistent, readable and predictable URLs for editors, users and search engines.	Build_Partial, Design_Approved	Requirements captured in R3
1.1.8 non-ABC content (was Interactive document)	The display of and reference to non-ABC objects.	Build_Partial, Design_Approved	Requirements captured in R4.
7.9.5 Embedded Content	The display and configuration of content (e.g. Article, Image) embedded into Rich Text properties	Design_Approved	Requirements captured in R2

3.2.1.4 Release 10 status

Feature	Description	Status	Comment
7.5.1 Pagination	The display of links for traversing content lists, that are paginated across multiple pages.	Design_WIP	
4.1 Public Syndication (Feeds)	The configuration and availability of publicly-available content lists, published as (RSS and Atom) feeds.	Not-Endorsed	Needs to be reviewed in context of Integration project
13.2 Content Tools	Overarching attribute of Coremedia to manage content, As defined by UIG, includes functions such as Print	Design_WIP	
1.1.7 Map document	The display and creation of Map objects, integrating with third-party (Google) mapping service provider.	Design_WIP	
1.2.1 Taxonomies	The display and creation of Taxonomy objects and vocabularies.	Design_WIP	
1.2.2.2 Regions	Defines the structure for describing bounded areas such as broadcast regions or electorates.	Design_WIP	
1.2.2 Places	The display and creation of Location objects in the Location taxonomy	Design_WIP	

WCMS Project



3.2.2 Foundation

Work on the WCMS Architecture Recommendations (AR) continues.

Key activity areas are:

- Application Design (AR9)
Some modifications to the design may result for the Coremedia review. Any changes necessary will be reviewed and approved via the ARG. Due date March 2014.
- Environment (AR 10)
UAT environment is scheduled for a 'shakedown' test in Mar 2014, in the interim the project and business will use the Test environment.
Training environment is also scheduled to be completed in Mar 2014.
- Monitoring (AR 02)
The Monitoring environment work has been completed.
Performance test suite to be installed completed in Mar for baseline testing to commence.
- Deployment (AR 11)
Work is scheduled to commence on this Foundation activity in Mar.
- Caching & Layer7 rules (AR 03)
The 'URL Rewrite' component of this solution is dependent on the pending a review of the existing routing infrastructure (CISCO ACE). Options/solutions are being canvassed.

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
Release Mgmt/Deployment Process detailed design (AR11)	Mar 2014	Dependant on AR11
WCMS Application design (AR 9)		In review (Delayed)
Release management/ Deployment implementation (AR11)	May 2014	
Monitoring System implementation (AR2)	Jul 2014	
WCMS architecture/application Build complete (AR1,3,10,11)	Jul 2014	

3.3 Resources

WCMS team

A Test Analyst joined the team in Feb.

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



3.4 Key Risks/Issues

No.	Risk Description	Rating	Assigned To	Mitigation Strategy
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	16	Innovation WCMS	- Innovation to source consulting support - Project to provide impacts / options to Governance for consideration
100	Release UAT - Business Resources The business divisions may not be able to commit sufficient resources to UAT testing. Risk: Dilution of UAT value, leading to issues not identified until Prod	12	Nancy Gasib	- Confirm with the business (PDwG and PDG) that participation in the Release UAT testing is mandatory for the successful delivery of the WCMS features. - Divisions identify at least one UAT representative to participate in the Release UAT testing
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

Note: Risk register reviewed monthly with PDwG team

WCMS Project



4. Financial Performance

WCMS FINANCIAL SUMMARY AS AT FEBRUARY 2014

Product Support - Ongoing	FEBRUARY			JUL to FEB 2014			FY 13/14			Total Product Support		
<i>Figures in '000s</i>	Actuals	Bud	Var	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries	50	81	31	549	651	102	947	976	29	5,017	4,683	(334)
Hardware	0	13	13	0	104	104	143	156	13	300	399	99
Software	0	78	78	22	620	598	834	930	96	2,776	3,296	520
Other	1	27	26	17	213	196	95	319	224	718	1,048	330
Total	51	199	148	588	1,588	1,000	2,019	2,381	362	8,811	9,426	615

Product Build - Project	FEBRUARY			JUL to FEB 2014			FY 13/14			Total Product Build		
<i>Figures in '000s</i>	Actuals	Bud	Var	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries ¹	396	327	(69)	2,647	2,672	25	3,922	4,008	86	8,255	8,761	506
Hardware	8	59	51	176	467	291	800	700	(100)	800	700	(100)
Software	0	12	12	15	97	82	107	145	38	237	220	(17)
Other (incl Redundancies)	29	60	31	497	483	(14)	799	725	(74)	1,285	900	(385)
Phase II ²	0	0	0	0	0	0	0	0	0	270	270	0
Sub-Total	433	458	25	3,335	3,719	384	5,628	5,578	(50)	10,847	10,851	4
Contingency ³	12	0	(12)	261	0	(261)	264	0	(264)	267	1,010	743
Total Build inc Contingency	445	458	13	3,596	3,719	123	5,892	5,578	(314)	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

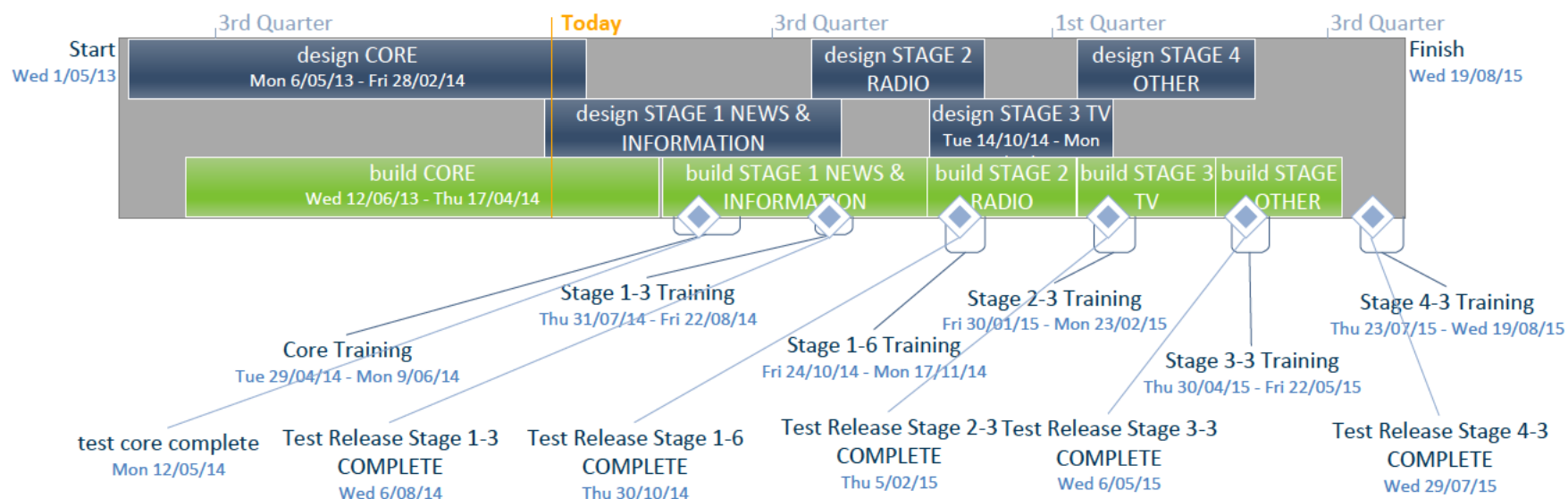
WCMS Project



5. APPENDIX

5.1 Project Plan

Below is a summary of the WCMS Project plan, as per the Dec 2013 reforecast.

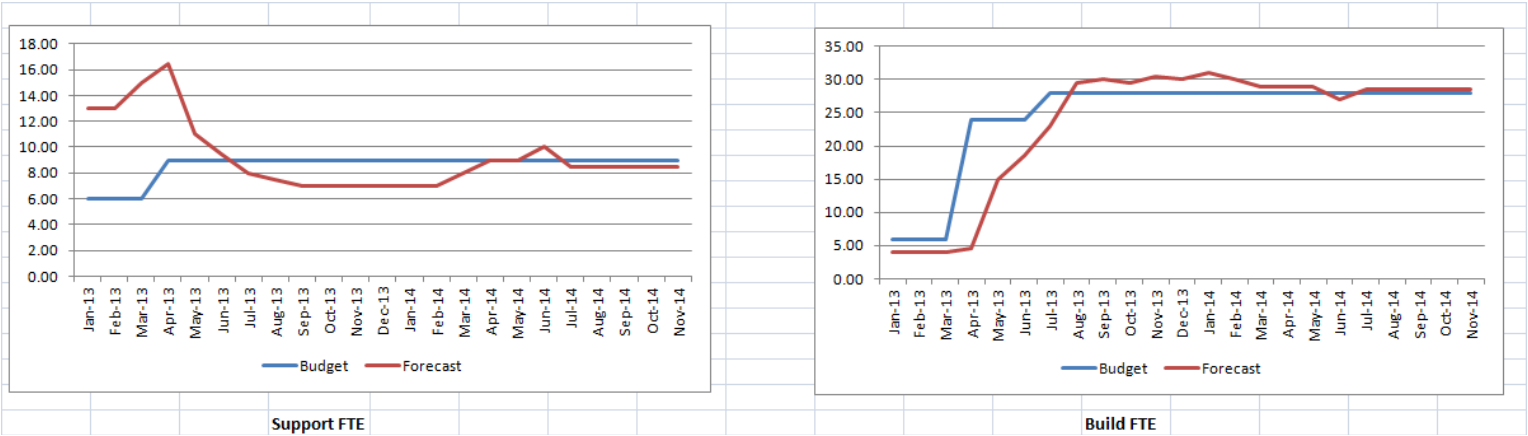


WCMS Project



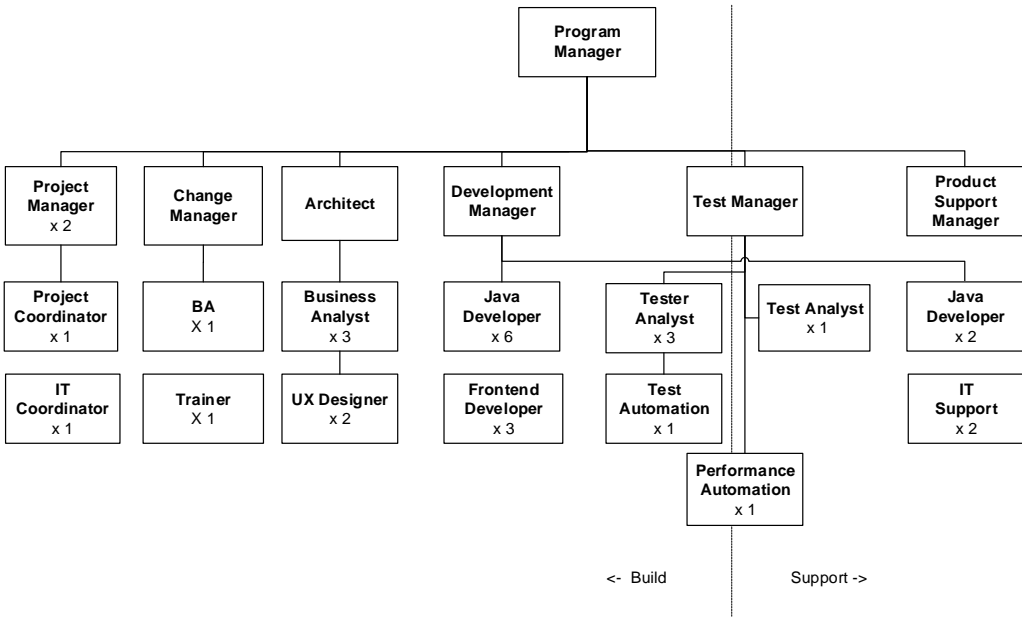
5.2 Resource profile

Below is the resource profile for the WCMS team.



Below is the organisation structure for the WCMS team.

WCMS Project



WCMS - Core Media review February 2014

1.1. Background

In line with best practise for a project of this nature and as we have documented to the ABC board and Steering Committee, the WCMS project together with ABC Technology has engaged CoreMedia to review the system architecture at this stage in the project schedule.

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

- Phase-1, which was a fixed-price project, delivered by NCS and CoreMedia Professional Services. This engagement created the current WCMS product used by Unleashed, News Online and Radio National
- Phase-2 with the objective to generalize the Phase-1 solution for all ABC web properties by creating a catalogue of re-usable components and a lightweight, responsive templating framework. This is described as "Model C". It has also now included the "mobile first" solution.

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

1.2. 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.

1.3. WCMS project comments and summary review findings

The project remains 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, the project will be in a stronger position to deliver on the key project objectives, reduce the time and complexity to deploy and allow for a better future upgrade path and product support.

This review was planned as part of the normal project lifecycle and proves to be a valuable and independent assessment of the Technical architecture occurring at time so as to implement the recommendations, making the improvements without adversely impacting on the overall delivery schedule or budget.

- The project agrees with the positive findings.

- The project accepts that the lower than anticipated reuse of the existing WCMS features has created several issues including, missing some aspects of existing functionality, possible additional effort in deployment and longer term issues with upgrades and support.
- The project agrees with the recommendations and is preparing plans to act on the recommendations.

The report divides its findings into 3 areas as summarised below:

- **Positive findings**

The phase 2 templating and web development framework is designed for responsive page display. This together with a flexible grid structure will allow increased variations and more layouts with the product. The data base has remained largely unchanged and therefore will remove any large scale data migration required before deployment.

- **Technical risk**

This necessary rebuild of software development for the Phase-2 objective is a complex undertaking. Building new responsive templates for either News Online or Radio National would be a major implementation on their own. They are now combined with the additional writing of common templates. Additionally the project has embarked on re-developing existing functionality which has already been developed for Phase-1 or functionality which is shipped with the CoreMedia product.

- **Process risk**

Many functions in use today have not been included into the explicit scope descriptions governing the Phase-2 release plans. The business assumed that Phase 2 was re-using the existing base, therefore already has the current features and functions they use and these would continue to exist. The WCMS Project team was re-developing from the requirements gathered and assumed that the business would detail all of the existing features and functions.

The Phase-2 solution seem to be gathered without a full understanding of Phase-1 specifications and the corresponding solution. This creates additional and unnecessary documentation and implementation effort for functionality which has been specified and implemented and could be built upon. A prior gap analysis would be better suited to identify these areas.

1.4. Key Recommendations and actions

The review makes 4 key recommendations that are summarised below:

- Re-introduce the CoreMedia CAE of Phase-1 into the ABC templating architecture whilst retaining the current Freemarker, CSS and JS approach.
- Defer rewriting the current Importer and Syndication Engine to a later phase (Phase-3 or later) and rather focus on rapidly on-boarding tenants into production.
- Defer the changes introduced into the CAE Feeder and the document type model for Renditions to a later phase and focus on improving the identified issues by means with less impact to the software architecture to decrease the amount of change the Phase-2 introduces into production.
- Continue with the deployment and operations improvements in the Foundation track

The actions that the project is currently planning to implement are summarised as:

- Merge the RN and News online existing WCMS features.
- Combine the new features build with the merged code base
- Continue the building of the new feature set as per the current schedule
- Review the gaps between existing features and newly created build
- Ensure gap analysis is undertaken as part of the scoping exercise.
- **Deployment**

In order to transition from WCMS 1 to 2 smoothly, the merge of feature code from WCMS 1 with the new enhancements now built in WCMS 2 will enable News and RN to continue to use existing functionality and transition on the same production build over time to the new templates and responsive page displays

This merge will also mitigate the current loss of functionality in some features and allow maximum leverage of both the WCMS 1 build and the WCMS 2 feature build to date.

ABC WCMS Project

Steering Committee REPORT

7th Feb 2014

DISTRIBUTION

Steering Committee

Product Development Group (PDG)

This document is an addendum to the Jan 2014 steering committee report and provides a progress update on the

1. Release status @ 7/2/14

1.1 Release 6 status

Release 6 UAT will commence next week

Feature	Description	Status	Remaining Work	Comments
12.7 Publish Content	Ability to make content available, and update content, for ABC audiences.	Build 90%	5	Completion of Build dependent on R8 feature - 12.4 Manage Content Workflow.
3.1 Search Form	Simple search form which submits the query to a third-party (Funnelback) search engine.	Test Complete	0	UAT ready
3.3 Search Results	The display of the results of a search query, provided by a third-party (Funnelback) search engine.	Test Complete	0	UAT ready
12.2 Manage Content Access	Ability to manage Coremedia-users' access to content within the repository.	Test Complete	0	UAT ready
1.2.3 Roles	Ability to manage Coremedia-users' access to content within the repository	Test Complete	0	UAT ready
7.3.2 Global Header	The display and configuration and ABC-wide navigation menu (header).	Test Complete	0	UAT ready
7.3.3 Global Footer	The display and configuration and ABC-wide navigation menu (footer).	Test Complete	0	UAT ready
12.1 Editor Search	Ability to manage streamlined publishing workflows.	Test Complete	0	UAT ready
7.7.1 Dynamic Collections	The creation of content lists, automatically-generated based on specified criteria (e.g. published date).	Test Complete	0	UAT ready Some requirements not tech feasible

1.2 Release 7 status

Release 7 build is midway

Feature	Description	Status	Remaining Work	Comments
7.2.1 Templating	The configuration and creation of page layout-management toolset	Dev Complete	3	In Unit test
6.4 Sharing	An ABC-wide page element enabling the sharing of content via email or across third-party social media platforms.	Build 70%	4	In Unit test
7.4.10 Interactive	The display of and reference to non-ABC objects	Build 20%	16	In Unit test
7.5.6 Link List	The display and configuration of content lists, focussing on link object types.	Design	12	Design PDwG endorsed, seeking PDG approval
7.9.2 Interactives	The display of and reference to non-ABC objects.	Dev Complete	3	In Unit test
1.2.1.1 Subjects	The display and creation of Subject objects in the Subject taxonomy.	Build 50%	8	
1.2.1.2 Genres	The display and creation of symbol objects in the Genres taxonomies.	Build 50%	4	
1.1.6 Person document	The display and creation of Person objects.	Build 50%	5	
7.4.9 Person	The display and creation of Person objects	Build 50%	6	
1.2.2.1 Locations	The display and creation of Location objects in the Location taxonomy.	Build 50%	8	
7.1.2 Desktop Views	The display and configuration of content using a layout-management toolset (focusing on non-smartphone devices).	Dev Complete	4	In Unit test
7.1.3 Mobile views	The display and configuration of content using a layout-management toolset (focusing on smartphone devices).	Dev Complete	4	In Unit test
7.5.3 Detailed List	The display and configuration of content lists, using rich-property sets exposed for each listed object.	Dev Complete	4	In Unit test
2.3.1 Analytics	Integration with a third-party (eg: Webtrends) reporting engine, using client-side scripts.	Dev Complete	4	In Unit test
2.3.2 Cookies	Consistent use of client-side cookies for ABC site visitor profiling.	Process	2	

1.3 Release 8 status

Design is nearing completion

Feature	Description	Status	Comments
7.4.1 Text	The display and creation of text-centric, Article objects.	Design Approved	Requirements captured in R1
1.1.4 Video Document	The display and creation of Video clip objects.	Design Approved	Requirements captured in R3
7.4.2 Image	The display and creation of Image objects	Design Approved	Requirements captured in R4
7.4.8 Video	The display and creation of Video clip objects	Design Approved	Requirements captured in R3
13.3 Video Player	A video player for live-streaming and playback of on-demand media.	Design Approved	Requirements captured in R3
5.1 Standard Content Importation	Consistent import mechanism for periodically updated ABC content	Design	At risk, open question around management of legacy links
7.6.1 Image Gallery	The display and creation of Image Galleries.	Design Approved	Requirements captured in R4
12.4 Manage Content Workflows	Ability to manage Coremedia-users' access to content within the repository.	Design Approved	Requirements captured in R6
12.8 Context Aware Presentation	Display and configuration of section-specific visual scaffolding, for use by each Coremedia tenant.	Design Approved	Requirements captured in R5
12.7 Publish Content	Ability to make content available, and update content, for ABC audiences.	Build 90%	Completion of Build dependent on 12.4 Manage Content Workflow.

WCMS Steering Committee

3pm, 26 February 2014

AGENDA

1. Minutes from last meeting
2. Project Update / Presentation
3. Project Report
4. Other Business

Summary of Issues and Recommendations for WCMS Steering Committee



ABC

Australian Broadcasting Corporation

Innovation

WCMS Steering Committee
20th March 2014

Current Project – Model C

Schedule

Key Points

- Innovation commissioned Thoughtworks to undertake a review of the WCMS Schedule, based on the Thoughtworks review and subsequent meetings between Innovation and the Project Team, Innovation does not believe the Schedule is achievable.
- Thoughtworks concerns include; schedule based on many estimates with low levels of confidence and unrealistic effort: duration ratios in some key features (e.g. multi-language support estimated 200 days of effort completed in 20 days).
- Agreed with the wCMS team that this is a risk against the program. Innovation recommend adopting the Thoughtworks proposals as risk mitigation

Recommendations

- Schedule should be revised based on Thoughtworks recommendations

Gap Analysis

Key Points

- Gap analysis between what is being delivered versus what is required for TV, Radio, International etc has not been conducted. We understand it has been conducted for News but we are yet to be given the results of this gap analysis.
- It is critical to project success that we understand what will be delivered to the business within the scope of the project.
- It was highlighted in PDG that doing a gap analysis later in the project runs very large risk of discovering a large gap versus existing products as per News, especially for products like iView.

Recommendations

- Conduct gap analysis immediately for TV, Radio, International etc
- Provide the results of the Gap Analysis for News. Adjust the current schedule to take account for the News gap
- Examine impacts of the Gap Analysis for TV, Radio etc. on the Schedule and revise Schedule as required.

Integration

Key Points

- A Boston Consulting Group (BCG) finding was that there was an issue where “multiple mini projects are underway concurrently” and that “no clear scoping, planning or budgeting for each element is apparent”.
- The proposed integration project splits the WCMS program of work into multiple projects and the integration project currently has no clear scoping, planning or budgeting.
- The current wCMS Schedule as presented has dependencies on the Integration project that is yet to be scoped, planned and budgeted
- Total Cost of delivery cannot be determined until the Integration project is budgeted

Recommendations

- Define scope, budget, timelines, business case and governance for Integration project, including its relationship to the build project ASAP

Architecture

Key Points

- Development continues against an architecture that has not been agreed or approved, or fully documented.
- Architectural decisions have been made with no review or approval.
- In the “Innovation Division Response to wCMS Project Review Memo, July 2013”, we stated that, “the project is developing components without a defined architecture or design (approved or otherwise) ... This represents a large risk that this work will need to either be re-done, or be left and be unusable by the eventual customers of the system”. Based on the Core media review, this now appears to have been realised.

Recommendations

- Provide and present a full architectural plan of what has actually been built, outlining reasons for these decisions and full architectural documentation for any proposed changes (see below in Core Media Review).

New Project – Pivot

Core Media Review

Key Points

- Innovation has now spoken to the Core Media consultant and it is clear that the Project is still working through the advice from the Core Media Review to determine what will be the impact on the project (i.e. how long it will take) and to ascertain exactly what work would need to be done to implement Core Media's recommendations.
- There are currently too many unknowns at this stage for Innovation to be able to give any advice on the recommended approach. Once more technical and impact detail is available (including a proposed architecture), an assessment can be made of the proposal and a new schedule produced.
- It appears (on available information) that there have been some serious execution issues with the project to date and that the project would not be able to continue on the current plan and deliver to the project's goals.

Core Media Review

Recommendations

- On behalf of the business Innovation investigates alternate options i.e. not just the Core Media approach. This is in order to ensure that the ABC has investigated all available options to determine best outcome for the ABC.
- Options to be investigated by Innovation should include discontinuation of the project to instead expand the current News instance as a News and Information instance for the ABC and the redirection of remaining project resources and funding into enhancing the platform of TV (incl iView and Kids) and Radio (incl Triple J) as strategic technical platforms for these products .
- The phase 1 review found that the platform did not deliver on the goals of an enterprise system, Innovation will conduct an independent review of the Core Media findings given that as Core Media are our CMS vendor are not independent

Schedule

Key Points

- The current schedule is no longer valid under the proposed pivot.
- Once a new proposed project plan has been worked up, a new schedule could be created from that.

Recommendations

- The wCMS steering committee does not approve the current Schedule as it no longer applies in either of the following circumstances
 1. if Model C was continuing as planned as it has not been adjusted for the News gap analysis (or the Gap analysis for other divisions) and is not realistic or
 2. under the new project proposal as the new project proposal is yet to be technically defined and it's impacts are unknown

Alignment to BCG Findings

Key Points

Neither Model A, B or C recommended the use of the News or RN instances as a base.

Original findings state that

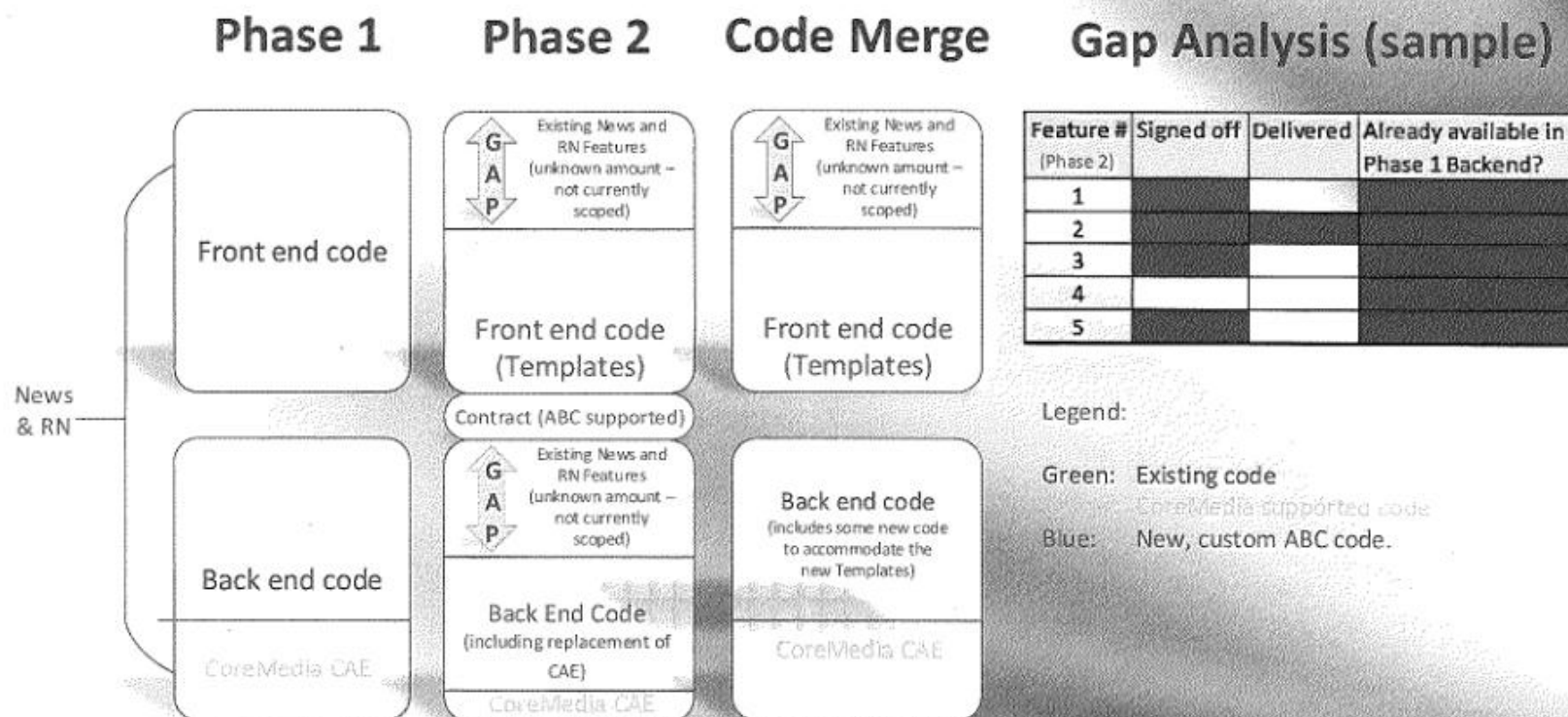
- “WCMS was delivered in different domains with separate page layouts, limiting the ability to share functionality” and
- “as each site (e.g. News Online) was completed, the vendor installed a new instance of Core Media (e.g. for Radio National) to avoid testing the entire system and threatening the delivery timeline.”
- There was an issue where “multiple mini projects are underway concurrently” and that “no clear scoping, planning or budgeting for each element is apparent”.

Recommendations

- Conduct an expert review to compare new Core Media proposal to BCG findings of phase 1.

Overview

WCMS CODE MERGE V1.0



The 'GAP' has appeared as a result of News and RN working off the assumption that Phase 2 was re-using the existing code, therefore already has the currently features and functions they use. The WCMS Project was re-developing from scratch and assumed that News and RN would detail all of the existing features and functions. The WCMS project was informed of the existing Phase 1 requirements and instructed to use that as the basis for developing all requirements around the business needs.



WCMS Steering Committee

Minutes

9am, 20 March 2014

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

Ant Willis, Innovation
Ciaran Foord, Innovation

Apologies:

Opening Remarks

The business plan, schedule and presentation of preliminary Core Media findings were presented to the last Steering Committee meeting and it had been agreed that approval would be sought at this meeting. Since then, Innovation has sent a document outlining their comments and recommendations.

News stated that they are unable to make a decision today and that the dissemination process and timing of information is problematic as it is difficult to identify a clear way forward. TV and Radio concurred. International suggested that more work needs to be done to formalise a Corporate-wide position.

It was agreed that this meeting should proceed to hear the presentations from Innovation and the project team and at minimum determine timeframes and requirements to make a decision on the business plan and schedule going forward.

Overview of Core Media Review – Mark Woodley

The Core Media Review was conducted as a review of the architecture and project program planned and noted in the Board paper. This is part of normal project transparency process.

The Review has found that the project has not adhered to the core product nor maintained a pure 'model c' approach. The report recommended that the project returns to model C, building stage one and then other parts of the business coming on line.

Core media have not been involved in the actual build but were asked to compare the work of other projects around the world, their work on WCMS phase 1 and propose what they believe is the way forward. It was noted that they have an interest in the project proceeding as it uses their product. It was also noted that they were not asked to review whether it is the correct product.

Their main concern is that the project has not been using the correct CAE (the engine room of the project). The recommendations in their report also relate to the objective of fixing phase 1 work and having a 'multi tenant' environment.

It was noted that Core Media complemented the project on the templates they had produced.

It was noted that the report is quite technical and the covering paper circulated to the Steering Committee explains the main aspects of their report.

Innovation agreed that it is appropriate for Core Media to undertake this review however requested that all of their findings are independently reviewed as they do have a perceived conflict of interest.

The actions from the report include:

- Merge news
- Continuing to build new features as per the outlined schedule
- The gap analysis between requirements gathered and those required (and pre-existing in the old system) needs to be done before the build takes place
- On deployment, merging the old system with the new provides a smooth transition to the new system and uses old features with merged code. The project is currently working out how to do this. The target to complete the merged database by the time Stage 1 is complete (September 2014). This applies to News and Radio National. Radio National can decide whether they want to move at the same time as News (at the end of Stage 1). The code merge will occur regardless, so both templates will be available to Radio National. TV are not in phase 1 therefore there is no impact on TV. There is no indication that there will be a timing impact on the schedule and TV will still be rolled out in stage 3 as planned.

International voiced concern that the onboarding of other parts of the organisation, e.g. languages, is unclear and requested that timing for these be articulated. It was noted that this also applies to iView, Unearthed and the project is working on these timings. It was also noted that the languages are to be addressed in Stage 4.

In the projects discussions with business areas there had been some uncertainty around the schedule – it was noted that it was designed by estimating work required for each and every feature (including how the features exists at the moment and what will be built). This is an eight week period which appears as one line in the schedule, broken down into each component of the feature.

Unearthed, iView and language sets are high level estimates at this stage as the project has not assessed what exists and what needs to be assessed. It was noted and agreed however that the requirements of those features will be able to be addressed by the system.

Innovation's presentation

There is a gap between the project's view and that of Innovation. That gap remains and Innovation do not agree with the views in Mark's presentation.

Innovation's concerns on the discussion are:

- The most important thing to ensure the architecture right and not to repeat the same mistakes for phase 1.
 - Concern that the project commenced without an agreed architecture design and disclosure. This risk has come to pass and the project was started without prior architectural review. Mark's presentation is untested because there is no technical detail or plan for Innovation to independently assess this, e.g. they cannot see if existing features will work or how they will be executed.
 - The plan may be possible however there is no technical information for Innovation to substantiate that.
1. Innovation recommend that the schedule should be revised based on Thoughtworks' (development consultants) recommendations. Innovation engaged Thoughtworks who interviewed many people from project and elsewhere when looking at the schedule.

They found unrealistic level of parallel activities, e.g. 200 days of multilingual support needs should be spread out over a longer time period (it's currently scheduled for 20) and therefore it is unlikely that the target will be met. They are not arguing that it is 200 work effort days but the time elapsed between those days needs to be lengthened. The mitigation for this risk is to adjust the schedule to allow for more time for large pieces of work.

It was noted that Thoughtworks have not reworked the schedule and therefore it is unclear what affect this may have on the schedule.

This is a key difference between the project and Innovation. The project believes Innovation's review is based on very little information, e.g. the project believes the schedule has overestimated the time for unknown features and this time assessment was estimated from developers who have expended days of effort coding similar features in the past. There is contingency in the effort predicted, rather than separately in the schedule, as well as unassigned resources, e.g. the schedule includes 10 staff whereas there are actually 12, and \$1m contingency exists in the budget.

2. The Gap Analysis of what has been delivered vs what is required has not yet been delivered and leaving this analysis to later may mask problems that need to be addressed earlier rather than later. If the gap analysis finds that extra infrastructure and components are required, it may be too late to do this. Innovation recommends this analysis takes place immediately and that the schedule is adjusted according to those findings.

The project agrees the analysis needs to be done but timing is debatable. An early gap analysis does not suit Radio because there are several big projects coming and there is no resourcing capacity at the moment. Radio also noted that doing the analysis too early will

mean that it needs to be done again later. Innovation believes that not doing the analysis now provides a high risk that significant cost and schedule changes will be required.

It was agreed that there is a risk, however the likelihood is unknown and it is a risk that needs to be worn by the project.

The gap analysis is likely to take about a fortnight.

3. Integration: The current integration approach sees the schedule looking to a separate integration project which is yet to be defined, budgeted and have its own schedule. Innovation recommend that this plan is developed as soon as possible so that the project team knows what it needs to deliver.

The project recognises there are a number of systems that need to be integrated however there is no scope or budget to pull together that schedule. There is a plan to employ a project manager however the time that each system needs to be integrated is known and in the schedule. The project agrees that the scope needs to be clear before work begins. This is a separate budget to the WCMS project. Capital Works plans to employ a project manager to further develop the schedule.

Radio noted that it's just as important to note what is not integrated.

The project noted that with the new code merge approach, integration is a lot easier than it was in Phase 1 but it still needs to be mapped regardless of the approach taken.

It was noted that this is a point of agreement between the project and Innovation.

4. Architecture: Innovation believes, as per the Core Media report, that work has been done without the architecture being presented or endorsed. Innovation recommends that the full architecture plan is documented, presented and agreed.

It was noted that the project has developed an architectural plan (AR9) which was discussed with Innovation and the ARG prior to the Core Media review but it was not signed off. Innovation believe that AR9 did not cover issues that the project has worked on, such as the removal of CAE. The main concern is that development is proceeding without the architecture plan being finished.

The project is giving this the highest priority and is presenting architectural plan (AR9) to the ARG next week, which will include the Core Media recommendations. The project team will advise today how much time is required to finalise this. Innovation agreed that with fair time, they will review this with a view to moving forward. Approximately two weeks would be required to work out bandwidth and capacity requirements estimates (this is the high level gap analysis and not the detailed gap analysis discussed above). This fits within the foundation work requirements.

Innovation and the Project team agreed that this will be sufficient to sign off on the

architectural plan.

It was agreed that if AR9 demonstrates that what is described by the business plan and schedule can be signed off, the Steering Committee can sign off on these documents, as long as the gap analysis does not highlight a need for new hardware and that there is an unknown but small risk that more servers are required so this will be scaled at current known load for servers + 20%.

It was agreed that Radio's concerns around API access to the CMS will be considered in the architecture.

5. Core Media Review

Separate to the above recommendations, Innovation has concerns that there are too many unknowns as to the affects of development continuing in light of the architecture not being signed off.

Innovation suggests that there may be better options to the Core Media product and that other alternatives should be considered. That is, the original project proposed to the Board should be stopped and a different approach considered and presented to the Board. This is because the project is already 9 months in and the work resulting from the Core Media review may take many more months to rectify.

Innovation would like to work up other options, which could include discontinuing the project, using Core Media in another way, using another product, using multiple CMSs etc. This would mean News stays where they are and all other areas are reconsidered.

News, Radio, TV, the project team and COO asked why this option was being recommended given that the conversation up until this point in the meeting had been focussed on moving forward through the issues raised in all the points above.

The COO stated that this would cause impairment of the Corporation's current assets, as well as a requirement to go to the Board requesting approval to stop the project and take a different approach.

News stated that they do not have the resources to restart the project. Both News and Radio stated that they have not heard similar concerns or indications of a 'burning platform' from their teams.

International stated that they could see no justification of a burning platform, that there are risks and accepted Mark's explanation of them in terms of risks to be managed. International suggested getting the architecture agreed, rather than abandon all.

Innovation believes that the stage we are at now is an opportune time to reconsider.

The project noted that this would involve revisiting the original principles, including an API layer to the content store.

Innovation believe that the risks they have presented above would require several months to bring the project back in line with model c and therefore now may be an opportune time to reconsider the entire project.

TV noted that this presented two conflicting opinions on the way forward and it is difficult to trust the information presented and to make decisions.

6. Schedule

Innovation believe that with the work coming out of Core Media's recommendations, plus integration work, the schedule needs to be revisited with the known work required.

The project believes that the recommendations from Core Media to merge the code and to continue with the scheduled feature builds with more detailed work, is an important task but will not cause major change to the schedule (Core Media agrees with this). The schedule needs to be modified according to whatever the gap analysis recommends.

Innovation stated that they were informed that this will be months more work however the project team stated that there is 38 people working on this, not 3, which contracts the elapsed time required.

International had to leave the meeting but stated that their team had not voiced any recommendations that the project be abandoned at this stage.

It was agreed that the schedule will be reconsidered by the Steering Committee once the AR9 plan and high level gap analysis is complete.

It was agreed that AR9 be completed, high level GAP analysis would be undertaken, the schedule would be revisited and within two weeks from today that information be circulated, reviewed and to returned to the Steering Committee for decision.

Ciaran and Ant left the meeting at this stage and the Steering Committee held an 'in camera' discussion.

WCMS Project



ABC WCMS Project

Steering Committee REPORT

Apr 2014

DISTRIBUTION

Steering Committee
Product Development Group (PDG)

WCMS Project



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1. EXECUTIVE SUMMARY

1.1 Progress this month

CORE Build

CORE Build has now completed, however UAT for R8 & R9 Features will need to be postponed until successful completion of the Feature Integration workstream. This will take place during Stage 1 - News and Information.

CORE Integration to new merged code base

With the completion of the CORE and approval of the revised High Level Design, work has now commenced on integrating the CORE with the merged code base. This work will require several releases to deliver the base system, from which the Stage 1 features can then be developed upon.

Stage 1 – News & Info features

Stage 1 feature build work is currently being rescheduled due to dependencies on merged bases system work.

The Stage 1 features will be re-estimated in May, based on the Integration learning's and a revised Stage 1 schedule supplied for review. The working assumption is that all Stage 1 features can be completed in time so that the overall project schedule is maintained.

Changes to requirements gathering process

1) PDG voting

On the advice of the Steering Committee, the project team will now request PDG signoff as a block, rather than one division at a time. PDG will approve (or not) requirements on a majority rules basis.

2) Additional design and GAP analysis

Requirement gathering is being updated to include Gap analysis and the process strengthened to create a smoother work flow. This entails some changes, including the use of a more structured requirements document and a set of design artefacts that will include the UX design.

WCMS Project



1.2 Key activities next month

- R12 requirements gathering
- Stage 1 & Integration activities to be re-sized and scheduled
- Commence development of R10 (S1-1) & R11 (S1-2).
- Rollout of revised requirements gathering process
- Performance testing of last scheduled NG3 release (14.06)

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	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	

WCMS Project



2. Product Support (BAU)

NG3 (14.05)

14.05 was deployed on April 16th, on schedule.

The Disaster Recovery (DR) environment update/deployment will be completed in early May.

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.

Rural

At the request of the BAU stakeholders, the Rural work has been delayed to allow for additional NG3 development (14.06). Functional testing has started for deployment in May. Then data migration can commence, to complete in 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	Complete
NG3 – Extension – 14.06	Jun 4	Jun 4	Testing
Rural migration (phase 2)	Jun - TBC	Jan 2014	UAT
Deployment of merged code base	TBC	TBC	Planning

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
Risk	Delays in the production of News Gathering requirements could delay NG3 releases	Kym ML	<ul style="list-style-type: none"> NG3 project manager advised of WCMS release timelines and dependencies

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

CORE Feature Integration to new merged code base

With the completion of the CORE and approval of the revised High Level Design, work has now commenced on integrating the CORE Features with the merged code base. This work will require several releases, before work can start on the Stage 1 features build.

Stage 1 features

- Stage 1 feature build work is currently being rescheduled due to dependencies on merged bases system work.
- The Stage 1 features will be re-estimated in May, based on the Integration learning's and a revised Stage 1 schedule supplied for review. The working assumption is that all Stage 1 features can be completed in time so that the overall project schedule is maintained.
- R10 & R11
Are progress as key activities in preparing the merged core to enable build features to progress.
- R12
Requirements gathering for R12 will commence in May.

3.2 Key activities next month

- The scheduling of the Stage 1 NEWS & INFORMATION Features build will be reviewed to confirm sequencing and reported back to the PDG.
- R12 requirements gathering to commence

3.3 Key Milestones @ 25/4/14

3.3.1 Code Merge

The merge of Radio National & NEWS Online web application has progressed & has been handed over to test & priorities are subject to NG3 testing.

3.3.2 Feature Integration

This workstream will retrofit the Phase 2 CORE features to the merged code base.

3.3.3 Stage 1

The features reported below represent those being worked on as release 10 and 11.

As per the outcome of the change to scoping to include GAP analysis, the delivery schedule is being modified to account for the inclusion of the “News Gaps” and their dependencies on the CORE and merged Integration work. This will be reviewed by the PDG following analysis of the Integration activities.

3.3.3.1 Release 10 (S1-1) & Release 11 (S1-2) status

Key building blocks need to be put in place, on the merged code base & will be delivered through May & June (in the R10 & R11 Build slots).

Feature	Description
1.1.2 Text (News & Information) document	Defines the standard 'article' document structure for describing text based works.
12.1 Editor Search	Ability for an editor to search for content across the repository.
12.34 Related Content	Standard rendering of a list of related content
12.9 Default Presentation of content	Ability to present all content in a defined way
2.1.3 Legacy URLs	Allows the WCMS to redirect a request for a legacy/Wallace URL to the CoreMedia URL
3.1 Search Form	Simple search form which will post a search request to Funnelback
3.3 Search Results	A list of WCMS content matching search criteria returned from Funnelback
7.1.2 Desktop views	The ability to create layouts for desktop websites
7.2.1 Templating	A flexible, logicless (i.e. devoid of business logic) templating system to allow divisional development teams greater access for any required custom template development
7.3.1 Page Layout	A flexible layout system for building various page layout configurations
7.3.2 Global Header	Common ABC global header (navigation)
7.3.3 Global Footer	Common ABC global footer (navigation)
7.3.4 Site Header	Site specific branding
7.3.5 Site Navigation	Primary navigation module for a site containing links to sections of the site and other resources.
7.3.6 Site Footer	Contains site specific links, sitemaps etc to appear on all pages of a site.
7.4.1 Text (News & Information)	A primarily text document that can have multimedia attachments and embedded content.
7.7.1 Dynamic collections	Ability to use dynamic lists based on specific content metadata criteria (eg. genre, broadcast date)
7.9.5 Embedded content	Standard rendering of embeddable components (e.g. embeddable video, audio, fact boxes)
Template backport phase-2 generic	port all former phase-2 templates to new webapp, using CM framework. Untested until full feature regression occurs.
13.2 Content Tools	Analysis and ability to re-size the font size

3.3.3.2 Release 12 (S1-3) status

Stage 1- 3 Requirements gathering & Design work is currently scheduled to commence in May. The Features in R12 (S1-3) are as follows:

Feature	Description
1.1.1 Base Document Model	Defines the base document types (content types) and properties used in the WCMS.
7.9.4 Teasers	Renders teaser documents of various view types
1.1.9 Teaser document	Defines the document structure for describing documents outlining a standalone teaser, which may have various view types
12.6 Manage Text Content	Ability to manage text content and associated data
12.7 Publish Content	Ability to make content available and update content for our audience through manual and scheduled processes.
12.8 Context Aware Presentation	Ability to display content in different ways depending on the context it is viewed in
2.1.2 Vanity URLs	A short URL that redirects to another page within the WCMS, particularly for use in marketing or on air mentions.
7.9.1 Maps	Renders a placed Map based on co-ordinates or using a specific map URL
1.1.7 Map document	Defines the document structure for describing documents outlining a map of location/s. Map detail page is backed by lat/long properties, not a separate db type.
12.28 Maps Detail View	A view of a stand-alone Map content item
1.2.1 Taxonomies	Defines the general model for structuring taxonomies (classifications of terms) and vocabularies
1.2.2 Places	Defines the general model for structuring location based information
1.2.2.1 Locations	Defines the structure for describing single point locations
1.2.2.2 Regions	Defines the structure for describing bounded areas such as broadcast regions or electorates.
6.1 Comments	Integration with the ABC's standard comment engine, TMB
12.22 Featured Comments	Standard interface to accept and feature comments from Comment solution (TMB)
12.43 Tickers	Ability to render tickers within a site page or across site pages.
3.2 Advanced Search Form	Advanced search form which will post a search request to Funnelback. Use existing funnelback form, no development inside WCMS.
7.5.1 Pagination	Provides standard functionality for lists of content to be paginated across multiple pages
7.8.1 Various	Generally defined by the modules that are required.

WCMS Project



3.3.4 Foundation

Work on the WCMS Architecture Recommendations (AR) continues.

Key activity areas are:

- Monitoring (AR02)
Performance monitoring framework has been completed.
Performance analysis and baselining has begun on TEST environments, in preparation for testing and release of the merged code base.
- Non-Production environments
Work is progressing with the installation testing of TEST 1 scheduled for May 7th.
TEST 2 & 3 are scheduled for the following week
- Enhanced Deployment process
Working with Core Media on a proof-of-concept.
Not a critical path activity

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)	May 2014	POC (Delayed)
Monitoring System implementation (AR2)	Jul 2014	progressing
WCMS architecture/application Build complete (AR1,3,10,11)	Jul 2014	progressing

WCMS Project



3.4 Resources

WCMS team

There have been 2 resignations during this month (UX and Java Dev)

Backfill requirements to be assessed once Feature Integration analysis has completed

Divisional Representatives

Innovation commenced recruiting in November 2013.

Discussions continue with TV to identify a suitable candidate.

3.5 Key Risks/Issues

No.	Risk Description	Rating	Assigned	Mitigation Strategy
Risk 129	The requirements for some Features are yet to be approved. Risk: Schedule as features will be delayed	12	Scott Makin	- Project Manager to Review issues with the Business to work towards endorsement - Escalate if unable to resolve to PDG
Risk 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 Risk: Compliance drives cost into the project due to additional, unplanned work	12	Innovation	- Innovation to source consulting support - Project to provide Impacts / options to Governance for consideration

Note: Risk register reviewed monthly with PDwG team

WCMS Project



4. Financial Performance

WCMS FINANCIAL SUMMARY AS AT APRIL 2014

Product Support - Ongoing	APRIL, 2014			JUL to APR 2014			FY 13/14			Total Product Support		
<i>Figures in '000s</i>	Actuals	Bud	Var	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries	68	81	13	684	813	129	943	976	33	4,925	4,683	(242)
Hardware	0	13	13	0	130	130	143	156	13	300	399	99
Software	0	78	78	22	775	753	834	930	96	2,776	3,296	520
Other	3	27	24	22	266	244	93	319	226	716	1,048	332
Total	71	199	128	728	1,984	1,256	2,013	2,381	368	8,717	9,426	709

Product Build - Project	APRIL, 2014			JUL to APR 2014			FY 13/14			Total Product Build		
<i>Figures in '000s</i>	Actuals	Bud	Var	Actuals	Bud	Var	Forecast	Bud	Var	Forecast	Bud	Var
Salaries ¹	337	327	(10)	3,374	3,340	(34)	3,859	4,008	149	8,206	8,761	555
Hardware	112	59	(53)	296	583	287	689	700	11	689	700	11
Software	0	12	12	15	121	106	106	145	39	237	220	(17)
Other (incl Redundancies)	103	60	(43)	648	604	(44)	808	725	(83)	1,294	900	(394)
Phase II ²	0	0	0	0	0	0	0	0	0	270	270	0
Sub-Total	552	458	(94)	4,333	4,648	315	5,462	5,578	116	10,696	10,851	155
Contingency ³	13	0	(13)	287	0	(287)	278	0	(278)	281	1,010	729
Total Build inc Contingency	565	458	(107)	4,620	4,648	28	5,740	5,578	(162)	10,977	11,861	884

Notes

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

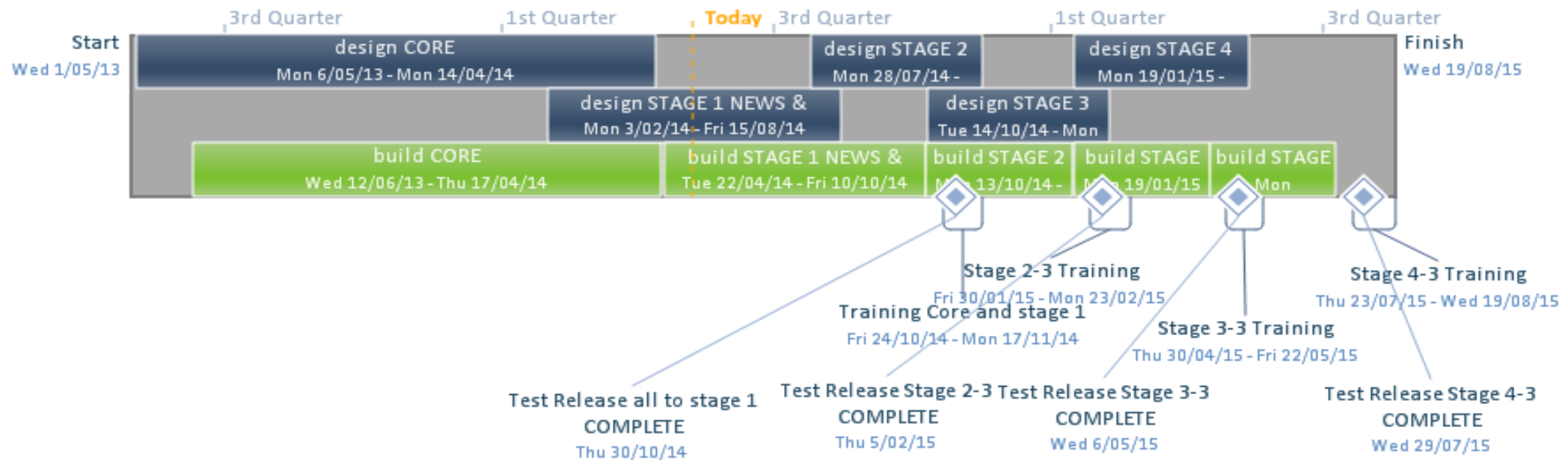
WCMS Project



5. APPENDIX

5.1 Project Plan

Below is a summary of the WCMS Project plan, as per the Feb 2014 Business Case.



WCMS Project



5.2 Detailed financials

Please refer additional financial document (PDF).

Innovation

WCMS Project

**Innovation Update for Special Steering
Committee Meeting – 4th April, 2014**

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Introduction

The following update is provided to give an overview to the Business of Innovation's understanding of Project status from the perspective of Future Product Owner.

Since the previous WCMS Steering Committee, work has been conducted by the project to present a high level architectural design (HLD) to the Architecture Review Group (ARG).

This document outlines the various responses given by divisions both at and after the ARG meeting, particularly outlining the qualifications given when providing endorsement to the HLD. These qualifications, in conjunction with Innovation's own comments provide background to Innovation's decision not to endorse the HLD at this stage.

The document also provides an update on Innovation's previous issues and recommendations as presented at the WCMS Steering Committee meeting on the 20th March, 2014 (see attached document). These updates take into account the work completed over the last 2 weeks.



WCMS_SteeringSummary_Innov_18Marc

Architectural Review

A new WCMS architecture was presented last week.

It was unclear at the time of the ARG meeting whether the basis of endorsement by each divisional representative should consider 'whole of ABC' requirements, or whether they only needed to be concerned with whether their particular divisional requirements were met.

It was subsequently clarified that each division only needed to endorse based on whether their particular divisional requirements were met.

High Level Design: Endorsements and Qualifications

Endorsement of the HLD has been given by most divisions but subject to the following qualifications:

Radio

Status: Endorsed.

Qualification:

With many caveats. Doesn't reflect Radio's anticipated requirements, including triple j. Can only endorse based on historical scope i.e. for 'News & Information'. Requires more details. Radio shares concerns expressed by Innovation & TV.

(quote from Graham Hill's email to Cathryn Lak after the ARG)

TV

Status: Unclear.

Qualification:

There have been several ARG meetings in the past week to review the high level design (HLD) technical architecture for the WCMS.

The project has asked Television to endorse the high level design. Our technical representatives were unable to do so because the scope of the architecture was unclear as of last week. The document states that:

"At the time of writing of this document, there was not enough information available to the project team to make a decision about websites such as IVIEW or JJJ and other large, complex systems. In relation to scope and inclusion."

For clarity I'd like to summarise Television's position on the HLD:

- From Television's perspective, the HLD as reviewed lacks major components required for our iview and kids online services. These include a rich read/write content API with configurable feeds, personalisation, login and session management, integrations to transcode systems, UGC etc to name just a few. Whether or not these systems can be delivered in the WCMS will need further investigation.*
- However if we can assume that the HLD is not intended to cover iview and kids online services in scope then Television does not object to endorsing the HLD with the assumption that the design aims to deliver more standard website publishing requirements. For TV this would include the TV gateway, program websites and (pending analysis) portions of the kids online services.*

- *Television will engage with the project to thoroughly investigate the use of WCMS for all it's services. If they are not able to be delivered in the WCMS Television will need to seek other options to content manage parts of it's offering such as kids online services.*

(quote from Arul Baskaran on behalf of the TVMP ARG member in an email to Cathryn Lak after the ARG)

News

Status: Endorsed.

Qualifications: No qualifications

Commercial

Status: Endorsed.

Qualifications:

Commercial can now endorse the HLD on the basis that the document outlines the design direction for News & Information sites.

It is understood that the document represents a basis to develop more detailed designs and allows for scope clarifications.

I do want to make some comments though to be taken on board for future refinement:

- *Could you update the target state diagram to include the "Content API" component – this is an important component of the design and should be identified in the diagram?*
- *Could you clarify the scope of the "Content API": whether write access can and will be provided?*

(quote from Thomas Dielmann's email to Cathryn Lak after the ARG)

International

Status: Endorsed.

Qualifications:

With caveats that this is a very HLD and will require more details.

(quoted from ARG briefing note)

Innovation

Status: Not endorsed.

Qualifications:

Our feedback should read that we do not endorse the high level solution design at this stage as

1. *the scope for the design is unclear. We suggest that the gap analysis previously proposed is undertaken and then the HLSD updated to reflect the findings of the gap analysis.*

2. *We are also keen to see a schedule that details the effort and scope of the new detailed design phase of the project,*

(quoted from Ciaran Forde's email to Donna Robinson requesting a change to the minutes)

Innovation's comments based on divisional qualifications

The HLD is consistent with a system providing the functionality for News and Information type sites. As such, it could be validated as a High Level Architecture for a system which could deliver News and Information based sites, but it couldn't as yet be validated as aligning to the Product Vision and Design Principles, both because of the lack of detailed design and the uncertainty around scope.

Update to Innovation's previous issues and recommendations for WCMS Steering Committee

Schedule and Scope

There have been some revisions to the schedule. However these revisions do not incorporate Innovation's concerns. These revisions raise further concerns.

While the HLD design document mentions a detailed design phase, this is currently not scheduled within the project and so it is unclear when this work will be undertaken and what impact it will have on the project schedule.

The schedule has included some of the works related to architectural remediation in the WCMS project (Consolidate News and Radio National, View Dispatcher) and others into the Integration Project (News and Radio National RESS support, Backport Phase 2).

Previously, the project stated that;

The project believes that the recommendations from Core Media to merge the code and to continue with the scheduled feature builds with more detailed work, is an important task but will not cause major change to the schedule (Core Media agrees with this). The schedule needs to be modified according to whatever the gap analysis recommends.

(Steering Committee minutes 20th March, 2014)

According to the current schedule, without the additional funding for the Integration Project, the architectural remediation work could not be completed. It is also unclear why this WCMS project remediation work would be considered integration.

Gap Analysis

A commitment was made at the previous steering committee meeting to conduct a high level gap analysis;

It was agreed that AR9 be completed, high level GAP analysis would be undertaken, the schedule would be revisited and within two weeks from today that information be circulated, reviewed and to returned to the Steering Committee for decision.

(Steering Committee minutes 20th March, 2014)

This high level gap analysis has yet to be completed to help define the high level scope of the project. It is still unclear (illustrated by the qualifications from a number of divisions) what will and will not be delivered by the project in terms of capabilities of the system – even at a high level.

This high level gap analysis has not been included in the schedule.

Detailed gap analysis has been included in the schedule for News, TV and Radio, yet there is no contingency for the work required to rectify any of the gaps identified.

The project has communicated that gaps will be delivered by the project within the current time and cost of the project. Without knowing what the gaps are, it is unclear how there can be any confidence around this, and as such it represents a risk to delivery.

Integration

There was a general point of agreement between the project and Innovation that the scope, budget, timelines, business case and governance for the Integration Project be defined ASAP.

There has been no update on this.

The Business case states that the following are in scope;

- Standardised interface to share data between WCMS and Wallace, supporting 'As Is' capabilities
- Mandatory interface integration, leveraging existing IT Architecture.

These are both integration tasks and are in scope of the original WCMS project. This would indicate that these are being de-scoped from the original project as defined by the business case and moved to a separate project (the Integration Project).

Either the business case should be updated to remove these from scope, or a change request will be required to remove these from scope following business case sign off and moved into the Integration project.

The WCMS Master Schedule includes the following as part of the Integration Project;

- News and Radio National RESS support
- Backport Phase 2

Integrations are generally understood to be integrations of the WCMS to external systems (and vice versa) e.g. Wallace, Webster, iNews, RadioMusicAPI, existing iNet services.

It remains unclear whether the project's proposed architectural remediation work represents a change of direction for the existing project (and should therefore remain wholly within the original project), or are considered outside of the scope of the original project and require separate funding (via the Integration Project).

Architecture

Work has been conducted on a high level architecture, however many questions still exist around what this architecture is attempting to provide in terms of the future capabilities of the system (i.e. scope). This can be seen by the number of qualifications provided by the divisions in their endorsement of the HLD.

Until it is clear what the extent of the design should be (i.e. what existing ABC digital properties should be served from the WCMS), it is not possible to answer whether the outlined architecture will adequately deliver.

The Project continues to develop against the existing architecture to the one proposed for approval. Given this, the project is still exposed to the issue it is currently trying to solve i.e. that what is being developed now has a likelihood of being both unfit for purpose and may not align to the new architecture.