

Document Sign-off

Name	Role	Date signed off
	Project Sponsor	Tony Weir
	Project Manager	Maurice Franceschi
	other stakeholders	CIS009 Project Board

Background

The University data network is a key infrastructure component supporting the delivery of teaching, learning, research and business operation for the University's staff and 37,800 full and part time students.

Under investment over the past ten years has resulted in failure to keep pace with necessary technology refresh, therefore creating a large amount of technical debt.

The University, like all other Universities, faces the challenge of the network being increasingly relied on for more services being accessed through more devices. Teaching, learning and research services all fundamentally rely on the network for the creation, distribution and access of content and material. In addition, the network is also a key foundation for operational services.

This project will procure a supplier to deliver the hardware, replace the current network and provide support for deployed network.

Scope

The high level scope of the procurement is as follows:

1. Core Network
2. Distribution
3. Edge Network
4. Wireless Network
5. Internal and Wireless Firewall
6. Management & Monitoring Tools
7. Deployment
8. Support & Maintenance (Opex)

Note that the Procurement Strategy Document provides a comprehensive overview of the project.

Out of Scope

Perimeter Firewall

Datacentres

Objectives and Deliverables and Success Criteria

	Description of the Objective	
	Description of the Deliverables needed to achieve the objective	
Objective 1	Procure a supplier to deliver the hardware, replace the current network and provide support by Q4 2018	Success Criteria
Deliverable D1.1	Agreed Plan for Procurement using Competitive Dialogue	Sign-off by Project Board
Deliverable D1.2	Execution of the Plan to stated dates	Minimal deviation from stated milestones
Deliverable D1.3	Suppliers awarded the contract and T&C's agreed by Q4 2018	Sign-off by Project Board
Objective 2		
Deliverable D2.1		
Deliverable D2.2		
Objective 3		
Deliverable D3.1		
Deliverable D3.2		
Objective 4		
Deliverable D4.1		
Objective 5		
Deliverable D5.1		
Deliverable D5.2		

This table can be used through Business and Technical Analysis, Design, Build, and Testing/UAT as a Traceability Matrix to ensure the project brief project objectives and deliverables are followed through.

Requirements

Requirement	User / Owner	MoSCoW	Associated Objective/Deliverable (Ox/Dx.x)
A range of suppliers/manufacturers offering distinct solutions to participate in the procurement		Should	O1/D.1

A gradual refinement of our understanding of what is possible via Competitive Dialogue	Must	O1/D.2
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A fully informed ITT	Must	O1/D.3
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A successful bid by a supplier which we can be recommended to the project board	Must	O1/D.3
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A final T&C	Must	O1/D.3
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Benefits

A stable and secure data network which is resilient, performant, flexible, scalable and easily managed.

A foundation to support the University's requirements for future expansion and new technology in learning & teaching and research. Delivering greater data capacity for more devices. Support for critical operational services such as telephony and building management.

Governance

Project Board

Role	Name	Division / Group / Team / College / School and Title
Executive / Project Sponsor	Tony Weir	Director, IS IT Infrastructure Division
Senior User (may be the Executive)		
Senior Supplier	Dave Graham	Communications Infrastructure Head of Section
Other board members	Gavin McLachlan	Chief Information Officer and Librarian to the University
	George Sked	Director of Procurement
	Alastair Fenemore	Chief Information Security Officer

Role	Name	Division / Group / Team / College / School and Title
	Lee Hamill	Deputy Director of Finance
	Callum Robertson	Estate Development Manager, Estates
	Calum Muir	Building Services Engineer, Estates
	Fraser Muir	CIO, CAHSS
	Alistair Scobie	Principal Computing Officer, CSE
	Paul Clark	Head of IT, CMVM

Tolerances

The Project Board will be immediately informed and asked for approval if

- the estimation for project budget increases by 10% or more ,
- delivery milestones slip by a month or more,
- if there is a major change in scope

Resources Skills and Cost

Budget

See Procurement Strategy Document.

Priority and Funding

This is a highest category priority project for ISG. Priority 1.

Funding in place.

Project Team

Role	Name	Division / Group / Team / College / School and Title
Project Manager	Maurice Franceschi	ITI, ITI Portfolio Manager
Senior Supplier	David Graham	ITI, Section Head CIS
Technical Lead	Sam Wilson	ITI, Network Development & Support Officer
Security Technical Advisor	Kerry Milestone	ITI, Service manager (Network Specialist)
Authentication Technical Advisor	Graeme Wood	ITI, Section Head Enterprise
Business Analyst (Market Knowledge)	Simon Robinson, Nick Harrison	PTS Consultant
Procurement Advisor	Jennifer Paterson	Procurement Manager

Role	Name	Division / Group / Team / College / School and Title
Legal Advisor	Sabrina Jenquin	Solicitor
Subject Matter Experts		
Security	Alistair Fenemore	CISO
Colleges	TBC	TBC
Sustainability and Community Benefits	Michelle Brown	Head of SRS Programmes
Consultancy on large scale network procurement	TBC	External advisor (university) / Consultant

Quality of Project and Deliverables / Key Project Milestones

The project quality is assured by following the procurement and legal advice and guidance.

Milestone	Sign-Off means	Date of Milestone	Who signs-off (Accountability)
Start of Project	Project can begin, is in line with Programme and Portfolio priority, has resource	28/4/17	Sponsor, Programme Manager
End of Planning	Project Brief, Plan, Estimated Budget, Risks, Communication Plan - all approved. Project has resource approved by section head for the estimated effort. Project has funding for effort for other costs.	8/9/17	Project Board
Issue ESPD	European Single Procurement Document (ESPD) published	14/9/17	
Issue ITPD	Invitation to Participate in Dialogue (ITPD) published	30/10/17	
Competitive Dialogue	rounds of dialogue		
Issue ITT	Invitation To Tender (ITT) / Call For Final Tenders (CFT)	8/6/18	Project Board
Award to Supplier	Procurement has been conducted fairly and award made according to procurement and legal rules and advice	16/8/2018	Project Board
Security QA	Satisfies security	part of procurement	Section Head

		criteria	
EqlA	If Appropriate n Equality Impact Assessment completed, validated by equality office and deposited on eqia website	part of procurement criteria	PM / Service Owner / Equality Officer
PIA	If Appropriate Privacy Impact Assessment	part of procurement criteria	PM / Service Owner / CISO
Contract T&C agreed	Deployment project can proceed	26/10/18	Project Board
Closure	Project can close	7/11/18	Sponsor, PM

Assumptions

We assume that the budget will be sufficient to cover the procurement scope.

We assume that our appetite for risk is low although innovation and new technology will be welcome.

Constraints

The budget is fixed.

UoE Estate is not a greenfield site. Network must be able to deliver service to all existing locations during transition and to function alongside the existing network.

Risks

Due to the sensitivity of the information, this project will share its documentation, risks and issues on Sharepoint. The current risks are listed in the CIS010 Project Logs. The project website will only be used for high level milestones and project brief and high level project progress reports.

The project team members are few and committed to other projects and ongoing support work - so constraint on availability and also any unexpected absence could cause significant delay.

Issues

Due to the sensitivity of the information, this project will share its documentation, risks and issues on Sharepoint.

Previous Lessons Learned

Important that what is Out of Scope is understood and agreed at the project start - project board has this responsibility. Procurement and Legal will be bringing lessons learned from previous Competitive Dialogue to this project.

Dependencies

No current dependencies on other projects, but given the timeframe for the procurement, if any project implements changes to the network then this might inform the ongoing CD rounds and refinement of the eventual ITT.

Version Control

Project Documentation will adopt the following convention

- Documentation in development will be version 0.x or 1.x
- Documentation submitted for Approval will be version 2.x
- Documentation signed-off as complete will be version 3.0
- And changes to the document will be change managed and result in version 3.x

Communication

No communication plan as yet drawn up to engage with the wider community. The project board will be asked for advice and direction on the extent, timing and type of communication that is needed.

Run / Grow / Transform

This is a Growth project with potential to Transform.

Alignment with Strategic Vision

IS Strategic Vision the main elements of the vision that this projects contibutes to are highlighted in bold.

Student Experience	Commentary
Student experience and the unique Edinburgh offer	X
Online and distance learning leaders	X
Library national and international leadership	X
Research and Innovation	
Research IT and Data Sciences	X
Innovation	X

Collaborative leadership and social responsibility	X
Service Excellence	
Process improvement, efficiency, quality and best practice	X
Long-term IS strategic planning and linked professional services	X
Information Security	X

University's Strategic Vision for 2025 the main elements of the vision that this projects contributes to are highlighted in bold.

Vision Themes	Commentary
A unique Edinburgh offer for all of our students	
• all of our undergraduates developed as student/researchers with clear, supported pathways through to Masters and PhD	
• all our students offered the opportunity to draw from deep expertise outside their core discipline	
• a highly satisfied student body with a strong sense of community.	
Strong and vibrant communities within and beyond the University – making the most of our unique offer of world-leading thinking and learning within one of the world's most attractive cities	X
A larger, more international, staff who feel valued and supported in a University that is a great and collegial place to work, develop and progress	
More postgraduate students – underpinned by the best support in the sector to ensure we attract the brightest and best regardless of ability to pay	X
A strong culture of philanthropic support focussed especially on our students and on outstanding research capabilities.	X
Many more students benefiting from the Edinburgh experience (largely or entirely) in their own country – supported by deep international partnerships and world- leading online distance learning	X
Sustained world leading reputation for the breadth, depth and interdisciplinarity of our research supported by strong growth in research	

funding and strong international partnerships – drawing from well-established and less well developed sources	
An estate that matches expectations, responds flexibly to changing student and staff needs, and showcases the University	X
A deeper and earlier collaboration with industry, the public sector and the third sector – in terms of research; knowledge exchange; and in giving our students the best possible set of skills for their future	

Digital Transformation	Commentary
Describe how the changes this project delivers will contribute to the digital transformation of the Service	the upgraded network will be an enabler for growth and transformation across the university

IS Change Programme - How will this project's Deliverables and Benefits promote the Themes

IS Change Programme Theme	How the project deliverables and benefits contribute to change
Project Management	
Working Together	X
Standards and Technical Leadership	X
Staff Learning and Development	
Service Based Culture	
Equality and Diversity	
Partnerships and Philanthropy	X
Flexible Resourcing	X
Communication and Branding	

Service Excellence - Information and Security

Security will be an important element of the procurement assessment and award.

Service Excellence - Process Improvement, efficiency, quality and best practice (Social Responsibility and Sustainability)

TBC

Digital Transformation

n/a

IS Change Programme - How will the execution of this project promote the Themes

IS Change Programme Theme	How the project process will contribute to change
Project Management	
Working Together	This project will require collaboration and communication across the university's communities.
Standards and Technical Leadership	
Staff Learning and Development	
Service Based Culture	
Equality and Diversity	Procurement criteria will seek to promote equality and diversity goals.
Partnerships and Philanthropy	Procurement criteria will seek to promote partnerships.
Flexible Resourcing	TBC

Communication and Branding	
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Project Sponsor - Project Responsibilities

The sign-off milestones are associated with specific responsibilities of the Sponsor role .

Start of project - Explicitly Included in the Initiation Milestones Sign-Off

1. Negotiates and confirms funding for the project
2. Ensures the project is in line with organisational strategy and priorities
3. Chairs the project board, appoints its members and ensures they are effective
4. Advises the project manager of protocols, political risks, issues and sensitivities
5. Makes the project visible within the organisation

End of Planning - Explicitly Included in the Planning Milestone Sign-Off

1. Works with the project manager to develop the Project Brief
2. Ensures a realistic project plan is produced
3. Sets tolerance levels for escalation to themselves and to the project board
4. Ensures that project team have representation and engagement from users and suppliers
5. Helps identify Stakeholders
6. Approves Communication Plan
7. Agrees on frequency of meetings with Project Manager
8. Agrees of frequency of meetings with Project Team
9. Agrees on milestones and who signs-off

Execution - ongoing

1. Provides strategic direction and guidance to the project manager as directed by the Board
2. Approves changes to plans, priorities, deliverables, schedule
3. Encourages stakeholder involvement and maintains their ongoing commitment
4. Chief risk taker
5. Makes go/no-go decisions
6. Communicates change in organisational structure, priorities, business benefits or funding
7. Helps the project manager in conflict resolution
8. Helps resolve inter project boundary issues
9. Gains agreement among stakeholders when differences of opinion occur
10. Assists the project by exerting organisational authority and the ability to influence

Delivery - Explicitly Included in the Delivery Sign-Off

1. Ensures that Service is ready for change

Closure - Explicitly Included in the Closure Milestone Sign-Off

1. Helps with publicity for the change delivered
2. Ensure that benefits will be managed, measured and realised post-project
3. Evaluates the project's success upon completion

Source URL: <https://www.projects.ed.ac.uk/project/cis009/iti-project-brief-template-v-2>