Information Systems Sub (Finance) Committee

Date: TUESDAY, 18 JUNE 2013

Time: 11.30am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Roger Chadwick (Chairman)
Ray Catt (Deputy Chairman)
Randall Anderson
Nigel Challis
Deputy John Chapman
Andrew McMurtrie
Hugh Morris
Sylvia Moys
Dhruv Patel
Graham Packham
Graeme Smith
Deputy John Tomlinson

Enquiries: Lorraine Brook
tel. no.: 020 7332 1409
lorraine.brook@cityoflondon.gov.uk

Lunch for Members will be served in the Guildhall Club at the rising of the meeting

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES OF THE PREVIOUS MEETING**
   To agree the public minutes and non-public summary of the meeting held on 19th February 2013.

   For Decision
   (Pages 1 - 4)

4. **IS STRATEGY 2013 - 2018**
   To receive a report of the Chamberlain relative to the Corporation of London's IS Strategy.

   For Decision
   (Pages 5 - 42)

5. **WEBSITE - USER FEEDBACK AND STATISTICS**
   To receive a presentation by Susan Attard, Deputy Town Clerk.

   For Information
   (Pages 43 - 62)

6. **INTERNET PROJECT - WEB LESSONS LEARNED**
   To receive a report of the Chamberlain.

   For Information
   (Pages 63 - 80)

7. **PROGRESS REPORT ON KEY PROJECTS**
   To receive a report of the Chamberlain relative to the latest position on key projects.

   For Information
   (Pages 81 - 92)

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

10.   **EXCLUSION OF THE PUBLIC**
       MOTION - That under Section 100(A) of the Local Government Act 1972, the public
       be excluded from the meeting for the following items on the grounds that they involve
       the likely disclosure of exempt information as defined in Part I of the Schedule 12A of
       the Local Government Act.

Part 2 - Non-Public Agenda

SUMMARY OF MATTERS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED

11.   **TENDER FOR IS MANAGED SERVICES**
       To receive a report of the Chamberlain relative to the tender for IS Managed
       Services.

                                                              For Decision
                                                           (Pages 93 - 120)

12.   **IS DIVISION REORGANISATION - PROGRESS REPORT**
       A report of the Chamberlain relative to the reorganisation of the IS Division.

                                                           For Information
                                                          (Pages 121 - 126)

13.   **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE
       COMMITTEE**

14.   **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND
       WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE
       PUBLIC ARE EXCLUDED**

Part 3 Confidential Agenda

15.   **CONFIDENTIAL MINUTES OF THE LAST MEETING**
       To approve the confidential minutes of the previous meeting held on 19 February
       2013.

This page is intentionally left blank

INFORMATION SYSTEMS SUB (FINANCE) COMMITTEE

Tuesday, 19 February 2013

Minutes of the meeting of the Information Systems Sub (Finance) Committee held at Guildhall, EC2 on Tuesday, 19 February 2013 at 11.30am

Present

Members:
Roger Chadwick (Chairman)
Ray Catt (Deputy Chairman)
Deputy Douglas Barrow
Nigel Challis
John Chapman
Deputy Pauline Halliday
Jeremy Mayhew
Sylvia Moys
John Tomlinson

Officers:

Susan Attard	-	Deputy Town Clerk
Claire Sherer	-	Town Clerk's Department
Chris Bilsland	-	Chamberlain
Graham Bell	-	Chief Information Officer
Liz Constance	-	Chamberlain's Department

Part 1 - Public Agenda

1. **APOLOGIES**
   Apologies were received from Hugh Morris.

2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ANY ITEMS ON THIS AGENDA**
   There were no declarations.

3. **MINUTES OF THE PREVIOUS MEETING**

   RESOLVED: That the minutes of the meeting held on 05 November 2012 be approved as an accurate record.

4. **IS STRATEGY 2013 - 2018**
   The Committee considered a report setting out the developing IS Strategy which had been endorsed by Senior Officers at the IS Strategy Board in January 2013, with further consultation across departments to be completed prior to finalising the strategy by May 2013.

Members broadly endorsed the consultation document at Appendix 4, although they were keen to better understand the essential and aspirational elements along with more detailed projections of what expenditure might be needed for delivering each element within the strategy.

Members noted that the strategy did not take into account better ways of managing and scheduling events across Guildhall, Mansion House and other parts of the City Corporation. It was noted that other Committees had raised this issue over recent months and the Efficiency & Performance Sub (Finance) Committee were monitoring progress.

One Member requested that Officers pay particular attention to recent media reports suggesting that there may be security weaknesses when using 'cloud' computing.

Officers noted a few typos and areas that needed some rewording before final publication.

RECEIVED

5. **PROGRESS REPORT ON KEY PROJECTS**
Members considered a report summarising progress made on the delivery of key IS projects and projects which were considered to be the most critical for the Sub Committee to monitor.

The Deputy Town Clerk informed Members that the workflow issues relating to the City Corporation's website and the 'transactional' upgrade had now been successfully completed but remained at 'amber' due to the delay in delivering the project. Members noted the update but requested that future updates made it clearer how the 'RAG' status and 'direction of travel' were being applied.

The Sub Committee then had a wider discussion about project management issues and the Chief Information Officer assured Members that any historic weaknesses were being addressed. It was agreed that a report would be submitted to the next Sub Committee meeting which identified some of the historic issues and what is now being done to improve the management of IS projects.

RECEIVED

6. **MEMBERS' TECHNOLOGY FUND**
The Sub Committee considered a report proposing that a Members' Technology Fund be created to ensure that sufficient resources are available to provide Members with modern, innovative information technology equipment that will support them in the efficient execution of their duties.

Members endorsed the fund but were keen to receive a cost benefit analysis of the introduction of iPads particularly on whether printing costs had been reduced. The Chamberlain noted that this issue would be reviewed after the Common Council elections taking place on 21 March 2013.

The Chairman referred to earlier discussions of the Sub Committee where Members had been encouraged to opt out of receiving hard copy papers and a number of Members expressed willingness to only receive electronic papers for future meetings.

RESOLVED: That a Members' Technology Fund of £125,000 per annum be created which will be part funded by £55,000 per annum from the IS Division's local risk budget.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.

9. **EXCLUSION OF THE PUBLIC**
RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.	Paragraph(s) in Schedule 12A
11	3
12	3

Part 2 - Non-Public Agenda

10. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
Members considered a report on the IS Review Phase 3 (Sourcing Options) – Outcome of Pre-Qualification Questionnaire Evaluation.

RECEIVED

Part 3 - Confidential Agenda

12. **IS DIVISION**
The Committee considered a confidential report on the IS Division.

RECEIVED

The meeting ended at 12.45pm

Chairman

Contact Officer: Claire Sherer
tel. no.: 020 7332 1971
claire.sherer@cityoflondon.gov.uk

Committee:	Date
IS Sub Committee	18 June 2013
Subject: IS Strategy 2013 - 2018	**Public**
Report of: Chamberlain	**For Information**

Summary

This report follows on from the consultation document presented at the February 2013 committee.

Consultation on the IS Strategy was undertaken alongside gathering views from Department Management teams on the IS re-organisation.

Consultation is now complete and the feedback has been included in the attached IS Strategy document. This document is aimed at an internal City of London Corporation audience. A summary of the main aims and how this will enable delivery of the Corporation's aims and priorities will be prepared for wider publication.

As we implement the IS Reorganisation and the Sourcing Review over the next 6 months, we expect that this strategy will develop further and would therefore recommend that it be reviewed again by the committee at the end of 2013.

- **Recommendations**

That the Strategy is adopted and reviewed in 6 months.

Main report

Introduction

1. This document sets out the City of London Corporation's IS Strategy for the coming 5 years (2013 – 2018). It links to the Corporate and Chamberlain's Business Plans, as well as supporting the goals of the Corporate Transformation Board. It also builds on the IS Review, including the Phase 3 Sourcing Review and the IS Reorganisation.

2. The Strategy sets out the context and drivers for the Corporation, describes our engagement with our customers and the principles under which the IS Department will operate going forward.

Approach

3. The IS Strategy document has been developed in consultation with our customers. Business Relationship Managers worked with departments on the current issues and future needs of the organisation and we have held a number of workshops with the business to help shape the themes.

4. We have listened to feedback from our customers to shape the principles that underpin our strategy and have taken this into consideration in the IS Sourcing Review and the design of our new IS Structure.

Key drivers

5. 'Getting the basics right' forms the initial part of our Strategy ensuring we have a robust infrastructure and accessible and reliable systems with improvement on our current performance and customer satisfaction.

6. Innovation is important to us and was highlighted as such by the IS Sub Committee. We want to make sure that we are making the best use of the technology we have but investing in innovation and research to ensure the City of London Corporation keeps ahead of the game in technology.

7. Departmental priorities and Corporate Transformation Projects are enabled by technology. The technology roadmap sets out the pathway for delivering the enabling technology.

8. Value for money will be a critical driver across everything we do. Supporting departments to make savings and achieve greater efficiencies through better use of our investments.

Conclusion

9. Further consultation reinforced the requirements to get the basics right in order to ensure a stable foundation on which to take forward the innovation and new projects.

10. Departments understood the need to work in partnership with the IS Division to get the right solutions in place, accepting that rationalisation of systems may require compromise.

11. In order to make the best use of current investments in technology there was demand from departments for support and guidance from Business Analysis resource in the IS Division.

12. Members are presented with the IS Strategy that incorporates feedback from further consultation.

Appendices:

Appendix 1 – IS Strategy 2013 - 2018

This page is intentionally left blank

IS Strategy
2013 - 2018

Graham Bell

Document content:

Appendix 1 – Technology Roadmap
Appendix 2 – Current technology architecture
Appendix 3 – New technology architecture

Foreword by the Chamberlain

The past decade has seen a revolution in the use of technology. In particular, the use of the internet has become so transformative so quickly that officers and members cannot undertake their jobs and roles without an excellent understanding of what modern technologies can and cannot do.

The single and most complex issue – to me at least – is working out how we should be using computers and technologies to improve the services we provide. This IS Strategy explains how we intend to do that.

It sets out the work required in order to make best use of the technology we already have and the roadmap for delivering new and emerging technologies.

The strategy provides a current view of the direction of travel over the next five years. However, I expect that over the next five years we will see further changes in technology to influence the direction of our strategy. We have accommodated this likelihood in our new IS Division structure with research and innovation capability. Using this insight we will refresh our strategy regularly so we remain ahead of the game.

Of course we will be transitioning to our new service supplier as we begin the implementation of this strategy and will work in partnership with them to deliver the IS Strategy and any new technologies that may emerge over time.

Executive Summary

The City of London Corporation IS Strategy sets out the priorities and direction of travel for the IS Service and technology over the next 5 years (2013 – 2018).

The strategy is set in the context of a changing financial landscape for both public and private sector. For the City of London, this means increasing pressure to make savings, alongside the desire to keep up with innovation in the fast paced technology industry.

How we use innovative and new technology to deliver services and meet our customer expectations is driven by the changing way technology is used socially. Our strategy takes on board an increasing demand for 'self-service' and a more 'mobile workforce' by aligning with the Corporate Transformation objectives and enabling delivery of this through our transformation projects and programmes. This helps meet the need for more efficiencies in our business. Being efficient impacts not just on our day to day activities, but also on our investment decisions – accordingly this strategy also sets out our portfolio of projects and activities within four core themes: the themes focus on supporting the Corporation to deliver services effectively.

Visitors to the City, Businesses, Customers, Workers and our own staff expect to use a variety of technologies (website, mobile devices, social media and developing technology) and receive the same level of service provided by any commercial and professional City based organisation. This strategy will help meet peoples' expectations that they are dealing with a modern and accessible organisation.

An important role of the IS Division is to enable the organisation to improve business processes, obtain business intelligence and management information as well as supporting departments to make the best use of the technology they have. The Strategy supports this by focusing on the research and delivery of new and innovative technology solutions as well as maintaining an efficient and reliable network and infrastructure, protected from cyber-attack as best we can.

To ensure we can deliver these new technologies and support our customers to make improvements we must first get the basics right. Our programme of work includes getting the underpinning technology and infrastructure in place and supported.   This programme of 'getting the basics right' will ensure that there is a consistent level of service across the Corporation. Over the last 12 months, we have uncovered or experienced a series of problems that have led to unsatisfactory service. We have addressed these through some immediate actions ahead of longer-term fundamental changes to how we provide services to ensure we are on a better footing for the future.

To address these issues and to shape our services for the future we have embarked on major changes to our operating model. The Sourcing review will result in us having a new partner to help us deliver more robust network and infrastructure to bring about the stable and reliable services to build on. We have also redesigned our in-house services to improve our working practices and to give a greater focus to our engagement with services.

Both of these changes are due to be in place towards the end of the summer 2013. As we transition to this new model our customers will start to see improvements and feel the benefits from these.

As we implement these changes alongside the IS Strategy, Members will experience a dedicated service that supports their needs and requirements. We will meet these needs using our knowledge of the organisation and the particular role that Members have. Understanding the challenges Members face with balancing their work within the City of London and their other professional and personal commitments.

Departments will see the barriers they currently face with using technology removed and more stable and consistent levels of service. Staff out in the 'field' delivering services directly or working remotely will have greater access to information and systems. The devices and technology available will help staff deliver services in real time and reduce the need to repeat work back in the office. This in turn has potential to contribute to the Accommodation and Flexible working ambitions of the organisation.

With the basics fixed departments will see more effective management and delivery of projects. Using best practice standards for the way we work across projects and application development. Our engagement function will work closely services to paint a clear picture of requirements and work with them to turn these into efficient and effective ways of working. This proactive and responsive approach will support departments in making improvements and savings.

Working in partnership with services and departments will mean that we are able to support them to deliver services to their customers. Corporately we can make information available that gives the Corporation insight into its customers, our performance and how we shape and deliver services in the future.

The IS Strategy supports a 'One organisation' approach that allows staff across the Corporation to work more closely with our Institutional Departments and partner organisations. This provides access to the same information and facilitates closer collaboration and cooperation.

Included in this document is the technology road map. This sets out our planned 'architecture' and the drive to reduce the number of bespoke applications we have as an organisation. The current architecture is overly complex and prevents us from achieving a more 'joined up' approach to our information management and workflow. By consolidating and rationalising our applications we can improve collaborate across departmental boundaries and reduce the cost of duplication.

The roadmap sets out our intention to work closely with Microsoft and Oracle technologies. It also sets out the requirements to be mindful and work hard to protect our information with a Cyber Security Policy. As new technologies emerge we will make informed evidence based decisions on how these are built into our architecture and the technology roadmap.

With customers at the heart of what we do in our IS Division, this document sets out clear service standards and performance measures. These emphasise our desire to improve customer satisfaction by providing excellent services for "A connected World City with accessible services for City of London customers, businesses and visitors and an agile and flexible workforce supported by technology".

Context

The City of London Corporation provides not only local government services for the financial and commercial heart of Britain, the 'Square Mile' but many other services for the benefit of London. One of our key commitments is to support and promote 'The City' as the world leader in international finance and business services. This IS Strategy and our portfolio of change reflects this priority.

The City of London Corporation combines a mix of ancient traditions and ceremonial functions with the role of a modern and efficient local authority. The City looks after the needs of residents, businesses and over 320,000 people who come to work in the 'Square Mile' every day.

In addition to the usual services provided by a local authority we run our own Police Force and run the nation's criminal court the Old Bailey. We maintain five of the Thames Bridges, run the quarantine station at Heathrow Airport and we are the Port Health Authority for the whole of the Thames tidal estuary. Through our food markets Billingsgate, Spitalfields and Smithfield we supply London and the South East with fresh produce. Our Open Spaces department owns and manages almost 11,000 acres of Open Space in and around London including Hampstead Heath, Epping Forest and Burnham Beeches.

This broad range of responsibilities sets out a series of challenges and opportunities for this IS strategy; to lead the way in Information Systems that meet the needs of all our customers across the diverse range of responsibilities and services offered by the Corporation.

Corporate plan

The City of London Corporate plan (2012 – 2014) sets out three strategic aims:
- To support and promote 'The City' as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the square mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- To provide valued services to London and the nation.

These aims are supported by a set of key policy priorities:

- Supporting and promoting the international and domestic financial and business sector
- Seeking to maintain the quality of our public services whilst reducing our expenditure and improving our efficiency
- Engaging with London and national government on key issues of concern to our communities including police reform, economic crime and changes to the NHS
- Maximising the opportunities and benefits afforded by our role in supporting London communities
- Increasing the impact of the City's cultural and heritage offer on the life of London and the nation

Drivers and aims

- **Customer Focus and Business driven** – a customer centric approach with high standards of customer service.

  We will improve our current performance and customer satisfaction and better align our technology investments with key business needs.. This will be facilitated by improved engagement and decision making, understanding the customer needs and focusing on outcomes. Jointly with the business, we will make informed decisions about what is best for the organisation as a whole and achieve a balance between cost, benefit and risk.

- **Fit for purpose and better working practices** – getting the basics right, having a robust infrastructure and accessible, easy to use and reliable systems.

  We will apply best practice standards, improving our management of risk, prioritisation, planning and deployment of resources. Adopting this approach will also allow us to prioritise our technology investment and better manage our suppliers and contracts to achieve the best value for money and outcomes for the Corporation.

- **Transformation and Innovation** – making best use of the technology we have while also looking forward by investing in innovation and research.

  We will advocating how technology can improve efficiency and deliver positive customer focused outcomes – thinking 'outside the box' to create innovative, leading edge and practical solutions. We will support and drive transformation, becoming a fleet of foot organisation, able to set direction, design outcomes and deliver the benefits of change across the Corporation.

- **Value for money** – across everything we do.

  We will support departments to make savings and achieve greater efficiencies through best use of our investments. By re-organising, rationalising, simplifying and standardising our systems we will ensure sustainability and maximise our existing investment. Working with the business, we will seek to achieve eefficient and effective business process, supported and enabled by technology.

Strategy themes

In order to support the Corporation in delivering the Corporate plan, the IS programme of work and our transformation portfolio has been aligned around the following four themes:
- o Promoting the City
- o Customer access and services
- o Building an effective corporation
- o Better working practices

Promoting the City

Promoting the City of London as a leader in finance and business as well as a destination for visitors is another of the diverse functions of the Corporation. Information is critical to ensuring that we have the right insights into the CoL's wide range of customers. Reliable access and communications for offices around the world is essential to allow them to promote the City. Our presence on the Web via our internet pages and the visibility of the CoL through other channels such as Social Media, Mobile Devices and Apps enable us to promote the City to our businesses, visitors, residents and staff.

Smart Cities is a developing area, where we will continue to monitor activities in the market and other global cities, taking advantage of these developments as the benefits become clearer.

Customer access and services

The Corporation's unique mix of customers requires information, analysis and reporting to help us understand them and help shape the way we provide services to meet their needs, whether they are businesses, residents, visitors or staff. Adopting this approach can enable departments to provide an enhanced customer experience, making sure services are targeted through the appropriate channels with a focus on 'digital by default' and self-service. While encouraging digital interaction we will continue to provide customers with a choice, maintaining telephone and face to face contact where required.

Building an effective corporation

The IS function has a critical part to play making the Corporation more effective and efficient. From the areas of our service that are invisible to, but underpin, the organisation, through to building systems which join the organisation together and support improved business process and clear reporting.

We must 'keep the lights on', ensuring that systems are robust, resilient and reliable. We must also have appropriate support and disaster recovery, to ensure the effective operation of the Corporation is maintained in the event of a major incident

We will pursue a 'one organisation' approach to the provision of systems, allowing staff in Schools, The Barbican and other Institutional Departments to access information and communications as required. Working with the business areas this will be the glue which will help and encourage closer working in a collaborative and mutually supportive way.

Finally, we will seek to join up our data in different systems and through this provide management information and customer insight. Following the principles of 'one version of

the truth' and 'Everything Anywhere' we will seek to provide a comprehensive set of self service management reports.

Better working practices

There are a range of existing technologies and planned upgrades that will enable better ways of working. The fundamental principles for delivering the outcomes of this Theme are to ensure that business processes are fit for purpose and that the culture of the organisation is one that will embrace the improvements to working practices..

Ways of working is a business driven change project underpinned by corporate principles and facilitated by technology. This technology will be delivered through areas set out in the technical road map, as well as wider use of some of the existing technologies already available. SharePoint will be a critical enabler to this work, supporting Oracle to delive 'Business Intelligence', management information and dashboards. This will facilitate workflow within business processes, as well as collaboration around the customer or projects rather than the traditional organisation structure (as we have with Shared Drives at the moment).

Unified communications and social media will offer additional ways to engage, collaborate, share and communicate. The integration and consolidation of systems will also enable 'real time' access to information and provision of services to those using mobile and remote working practices. The intranet will be a key hub around which these systems are placed, providing a personalised home screen, which pushes management information to staff and allows easy access to all systems and information. 'Single sign on' across all appropriate and capable applications will be a key enabler.

IS Division - Core business

As technology and customer demands change, so does the role of the IS function. As we move forward with the Sourcing Review our role will change from a provider to a commissioner of services, allowing us to devote more time and effort to delivering change to the organisation. Our chosen service provider will be better resourced and set up to provide specialist skills and develop detailed knowledge of emerging technologies, which are essential to fulfil the traditional role of support and infrastructure. We will work with this supplier to provide these services in a more sustainable way, ensuring high quality, cost effective services for the organisation.

Our chosen supplier

The IS Phase 3 Sourcing Review completed a market testing exercise in Aug 2012, launching a tender in Dec 2012 and evaluating the three submitted bids through April and May 2013. A recommendation for the winning bidder will be put to the IS Sub Committee in June 2013, followed by the Court of the Common Council in July 2013 and contract commencement currently planned for Aug 2013.

The appointment of this supplier will be a key enabler for the IS Strategy, throughout the tender process we have sought a supplier who would be able to 'keep the lights on' and improve our services, however we have also sought one which would be able to become a strategic partner in the delivery of change for the Corporation.

As we move into the implementation phase of the Sourcing Review we will be reviewing the IS Strategy and its delivery mechanisms, including, defining the key priorities, budget, resourcing and plans to completion.

How we are organised

The partnership with our chosen supplier and the approach to delivering services changes the core business of the IS division. Going forward the role will be:

- Manage the delivery of services provided by our suppliers.
- Adding value through understanding our customers and the City of London, ensuring requirements are delivered.
- Exploring new technology and innovation to maintain a leading edge in technology on behalf of the City of London.
- Work with the key stakeholders to drive and enable transformational change within the Corporation.

In order to support this approach the IS Division has undertaken a re-organisation of the 'in-house' elements of the structure to reflect IS Core Business.
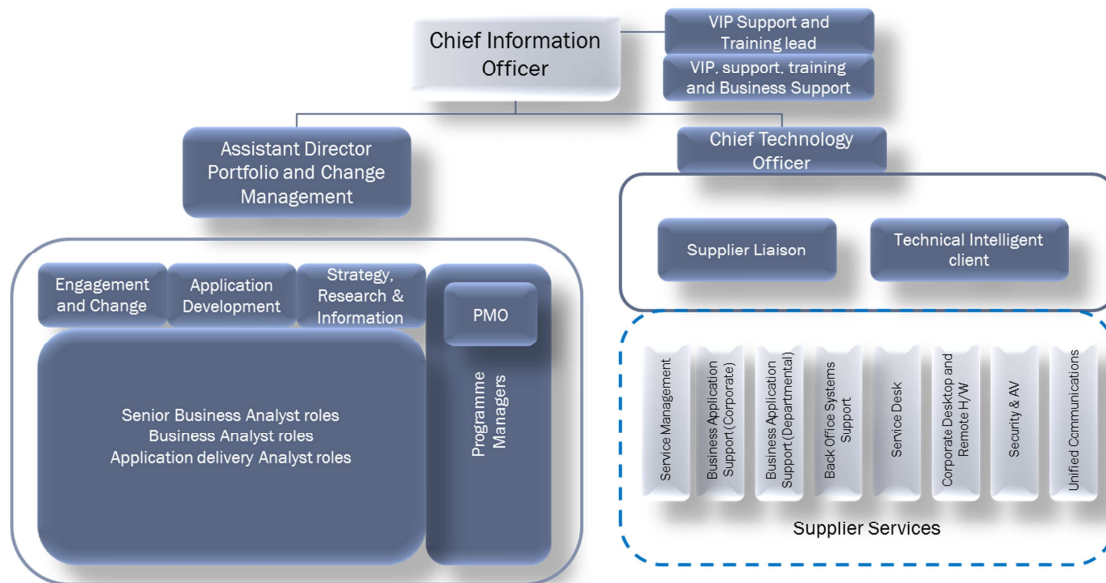
Programme and Project Delivery

The IS structure is a flexible set of resources with a wide range of skills. We aim for best practice processes in each of the professional areas (Change Management, Application Development, Research, Information and Strategy).

The Business Analysts resources have a variety of skills and will support services to redesign and improve their ways of working, support the business in working up technology solutions, project manage your projects and research and test innovative new technologies on behalf of the City of London Corporation.

To lead on the themes and programmes within this strategy we will have a highly skilled programme management function, accountable for delivering a growing number of transformational programmes.

Our application development function works with the business as we implement a rationalisation programme to phase out any out-dated systems and reduce duplication with a view to supporting the reduction of costs and to simplify the organisation of our information.

Customer Engagement

Connecting all of these together will be the *Engagement* function, this will be the role of Senior Business Analysts who, working with our Supplier Liaison and VIP Support & Training teams, will ensure that business needs and those of our customers are built into our programmes of work.

Vendor Management

This will be a new function consists of Supplier Liaison and Technical Intelligent Client roles. These will address the growing need to build strong relationships with our strategic suppliers, as well as ensuring that we retain professional technology leads to work with our engagement team and the departments to form our 'intelligent client' for our suppliers.

VIP Support and Training

This is a more strategic function than our current desktop training and will ensure appropriate provision of training based on our customer needs. A VIP service will support our service

10

desk and our supplier to ensure that there is a good understanding of customer expectations and that high standards of service are delivered.

11

Current service issues - 2013

Through our engagement and consultation, we have listened to your concerns and a summary of these are given below:

- Wide Area Network (WAN) connectivity is a source of frustration and has caused problems. with slow links and poor response times at a number of remote sites. Even sites located within the City can be effected, such as 1-5 London Wall.
- Remote sites outside the Guildhall Complex feel that they receive a slower service and response to problems compared to the central departments.
- Remote access is not as effective as our customers would like. Citrix is perceived as cumbersome and not user friendly. We have many reports of it being unreliable, with customers taking several attempts to log on and experiencing significant time lag as they try to work.
- Customers are frustrated that SharePoint tools are available but have not been rolled out more broadly and they are keen to get on and start using these.
- There is an expectation for provision of wifi at all corporate sites for all staff to assist in the adoption of more flexible and mobile working and effective use of existing devices, ie iPads.
- Responsiveness has been raised as a key issue, with sometimes even simple tasks taking too long to be completed.
- There is a perception that information security policies are prohibitive. Customers would like more consultation on policies and a better understanding of how corporate policies are joined up.
  o Institutional Departments are on separate networks and this is a barrier to sharing information, including corporate information such as finance and when collaborating on projects.

Getting the basics right

The first part of our strategy focuses on getting the basics right. This is our first priority and is being progressed by work already underway and will be accelerated by working in partnership with our Sourcing Review supplier. We understand that without the right foundations further improvement and innovation will be limited.

Tackling the current network & performance issues

The City's existing Wide Area Network (WAN) was designed & commissioned over 5 years ago and is end of life. With the end of the existing supplier contracts approaching, combined with increasing demands of audio/visual, voice, web streaming and collaboration, we need to replace and upgrade this network. This replacement will provide greater bandwidth and resilience, to provide acceptable performance and handle the increasing use of technology; this new service will be phased in from March 2013.

Some key parts of our data storage infrastructure have been working at or close to their capacity, which this has been a contributing factor to some of the service issues encountered during 2012. We are putting in place an interim solution to bolster the capacity of this infrastructure, pending changes that will come through the sourcing review. This equipment is now up and running and we continue to monitor performance.

Page 21

Enabling remote and flexible working

For internal users of Citrix the higher capacity WAN will remove the need to use Citrix and from the second quarter of 2013, we will be implementing direct access to services from most City office's. This will greatly improve the user experience in these offices.

For remote access users with Laptops we will be providing a new Virtual Private Network (VPN) service, which will allow easy access to staff working remotely. This will be bolstered by Outlook Anywhere, which allows users with Corporation Laptops to access emails without the need for a further sign on other than the laptop log in.

For occasional users who only need email we will look to make Outlook Web Access available. Some users are likely to continue using Citrix or an equivalent product and we will work with them to improve their experience.

SharePoint

In the short-term the planned upgrade to our storage infrastructure will provide the initial capacity to enable SharePoint to be more widely used. We are currently working with the organisation to detail how we can use the functionality most effectively to improve ways of working and facilitate projects and collaboration.

WiFi

The WiFi servicing Guildhall complex is planned for replacement, subject to funding. This will support the increased use of and reliance upon WiFi. Where possible, this service will also be provisioned at selected remote sites. To achieve the best value for money we are reviewing service requirements and security. The use of 3G or 4G may be an alternative cost effective and reliable solution for some remote sites.

Improving services now

Autumn 2013 through 2014

Late 2013 – through 2014

Summer – Autumn 2013

Summer 2013

WAN replacement project

Continued roll out of SharePoint for team sites and collaboration

Ongoing development of shared information, Business Intelligence and dashboards

Implementation of 'One Corporation'

Improved WiFi and more stable platforms to suport ways of working
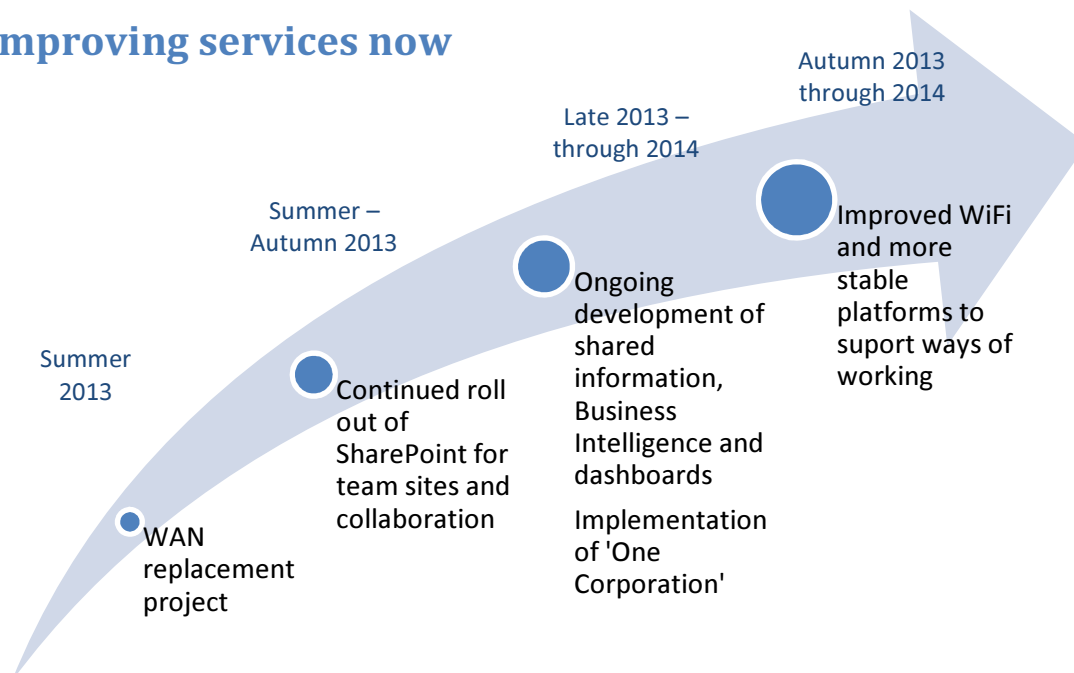
Future requirements by department

The second part of our strategy focuses on future technology to enable the Corporation to achieve its longer term goals. We have been working with departments as they develop their business plans to identify specific future needs. This builds on 'getting the basics right'.

The departmental requirements are set out below.

Department of the Built Environment
o Mobile technology for undertaking surveys in the City and operating in the field with third parties.
o Greater use of social media to respond more quickly to events as they happen.
o Improved use of CRM, to join up services and ensure greater sharing of data.
o Improved graphics and software to assist in dealing with drawings and maps.
o Greater use of GIS for mapping data, integrating with business systems and sharing with customers.
o Broader use of document management, to improve information management, collaboration and consultation with customers through the planning process.

Community and Children's Services
o Improve self-service for customers, to allow staff to focus on more needy customers.
o Sharing of data between multi agencies and provision of integrated services.
o Improved mobile working to reduce duplication of effort and offer services to customers while out in the field.
o Provide more of a 360 degree view of customers to integrate and improve services.

Open Spaces
o Improve connectivity and speed of service to remote sites. .
o Use of an appropriate GIS solution to improve ways of working and customer information.
o Make more transactions available through the web, such as sports booking.
o Improved out of hours services.

Culture, Heritage and Libraries Department
o Increasing use of e-resources, self-service and library management system. Reliable services to staff and public, covering public terminals, wired and WiFi connectivity.
o Extended out of hours support to enable continuity of services to customers
o Social media for communication, engagement and appropriate business use
o Improving and broadening customer access channels, for example by Web and Mobile Apps for transactions.

Department of Markets and Consumer Protection
o Increased mobile and remote working with operatives able to access and update information while out in the field.
o Improve access to information out of hours for their own staff and staff who they contract work to.
o Ports, Markets and Heathrow Reception Centre want technology to enable mobile

	working and improvements to network connectivity for remote sites.
o	Markets would like to investigate how appropriate technology can be used to improve collaboration and communication with their tenants.
o	Improved use of information to create business intelligence and the sharing of information and intelligence acorss other departments.
o	Markets would like to make use of CRM to support customer services, including integration with existing systems.
o	Support from IS to re-engineer processes and ways of working to maximise the use of current systems and enable departmental efficiencies

City Surveyors	
o	Replacement of the property management system, through Oracle.
o	Reliable remote working.
o	QMS (Quality Management system)
o	Development of other SharePoint based solutions such as Team Sites and document management

Mansion House	
o	Mansion House are keen to make use of the CRM,
o	They are also looking at remote and flexible working options, including devices for overseas visits.

Comptroller and City Solicitor	
o	Increased flexible and home working
o	Improved Case management and pursuing the adoption of the Corporate Document Management solution.

Chamberlain's	
o	Improving provision for flexible and home working.
o	Volunteering for and early adoption of new technology / ways of working. tailoring devices and solutions to suit roles.
o	Process and reporting improvements, with integration of systems to realise both operational efficiencies within the Chamberlains department but also the wider organisdation.

Town Clerk's	
o	Leading department for new ways of working, including working practices, new technology, mobile and home working.
o	Town Clerk's Dept. are driving the strategy and adoption of social media for internal and external communications.
o	The Economic Development Office and Public Relations Office would wish to see improved communications for overseas visits and offices.
o	Both EDO and PRO would wish to make better use of customer information and insight through CRM..
o	HR are looking at document management and other uses for SharePoint to improve ways of working and collaboration.

Remembrancer's
o   Make greater use of social media
o   Develop the use of their event management system
o   Opportunities for CRM.

Institutional Departments
o   All departments would benefit for a 'one organisation' approach, federating our systems such that users have broader access to the Corporations systems.
o   The Barbican - to be complete by BRM's
o   The schools
o   The Police

Delivering the strategy

Work programme

Common areas of development have emerged across departments, including improved mobile working, further use of social media and broader use of CRM. Alongside the 'getting the basics right' activities such as improvements to the reliability of services and network enhancements, these will form the key focus areas of the IS work programme.

The IS Division cannot deliver this work programme alone and in many cases other 'corporate' departments have a role to play in aligning policies and procedures. Equally, time, resource and investment commitments will be required by Services. This partnership will involve developing a full understanding of business requirements and ensuring that the solutions developed comply with the clients 'signed off' requirements, our policies and the overall technology road map. Each initiative will require a business case with an evaluation of options where appropriate.

The list below highlights the main development areas and some of the considerations given to each:

- o New Wide Area Network
    - o New contract awarded to Virgin Media.
    - o Site surveys underway.
    - o Detailed transition plan is in development.
    - o Significant increase in capacity will be delivered, allowing most remote offices to move off Citrix and receive a similar service to staff in Guildhall.
- o Service Reliability & User Support
    - o Additional infrastructure has been commissioned to increase capacity and through this improve the reliability of systems. Having made this change we continue to monitor the situation.
    - o Significant effort has gone into improving the response of our service desk and although the number of calls outstanding is still higher than we would want, this is an improving situation.
    - o Both these areas will be key improvement areas for the Sourcing Review Supplier.
- o Mobile and remote working
    - o Understand the common and service specific requirements of mobile and remote working
    - o Identify best use of what we have
    - o Resolve connectivity issues
    - o Ensure robust information management policies that enable remote and mobile working are implemented
- o Social Media
    - o Fully test the current investments and potential benefits of Social Media such as Yammer
    - o Identify the business requirements and access needs
    - o Implement training and development
- o Customer Service
    - o Understanding CoL customers and our future strategy for service delivery
    - o Identifying services to build into CRM and appropriate channels for delivery
    - o The use of CRM to achieve customer insight and intelligence

- o The use of customer insight to shape customer service
  - ▪ Channel Strategy
  - ▪ Appropriate migration to online services
  - ▪ Use of Mobile Apps
- o Self Service
  - o For external customers – see Customer Strategy and channels above
  - o For internal customers:
    - ▪ Working with Corporate Service areas to identify self-service opportunities
    - ▪ Continue to roll out IS Services online and through self-service channels
- o Ways of working
  - o Identify service requirements to re-engineer processes and review supporting technology
  - o Understand how current utilisation of existing technology can be expanded
  - o Provide self-service, training and support to services to maximise the use of their current technology and corporate technology to improve the way they work
  - o Implementation of new technologies to improve current flexible and mobile working
  - o Align with Accommodation strategy to identify ways that technology and ways of working can enable this strategy
- o Document and Records Management
  - o Work with Departments to understand the policy and subsequent requirements of document and records management for City of London
  - o For document management continue to roll out SharePoint where appropriate
  - o Develop a records management project and full business case to deliver the corporate policy
  - o Prioritise implementation
- o Sharing of data and information
  - o Continue to roll out SharePoint team sites that enable collaboration around a work area, topic or project
  - o Understand how we can ensure all parts of the Corporation and where appropriate our partners can access and share information
  - o Ensure that our security and access policies support information sharing and collaboration but keep our sensitive data secure
  - o Understand the next stage of requirements for 'dashboard' information – the hierarchy of these requirements within the organisation and primary data sources
  - o Map out a project business case to support the business requirements of this

Transformation map

Transformation map

2013 2014 2015+

Customer Access and Services

Better Working Practices

Page 28

Additional Web capabilities and customer access

Engagement and communication via Social Media

Additional mobile access channels

Customer insights and CRM

Multi-agency working

Business Intelligence

Mobile and remote working

Self Service

Mobile and remote working

Unified communications

Intranet enhancements

Application rationalisation

Mobile and remote working

Management Information and dashboards

Everything anywhere

Integration of back office systems (BI)

Everything anywhere

Collaboration

Work styles and devices

Business Intelligence

ERP

Upgrade sharepoint

Use of Social Media

Document and information management

Network renewal

Oracle upgrade

Mobile and remote working

Fit for purpose Information and Security Policy

Infrastructure and capacity

Application consolidation

Web capabilities

A connected World City with accessible services for CoL customers and an agile and flexible workforce supported by technology

Building and effective Corporation

Promoting the City

19

IS Portfolio

Using the development areas identified by departments and the themes in our strategy the following table lists key projects for each theme with the outcomes and capabilities that these will deliver:

Strategy Theme	Key projects	Outcome
Customer Access and services	CRM development	A single view of the customer. Increase volume of transactions and appropriate access to services that support customer choice. Continuity of services available to customers. Joining up service delivery through circles of need, making access intuitive and accessible
	Web development	A single website infrastructure and platform that can be accessed by others – enabling partnership working and value for money
	Business Portal	New business (small to medium size enterprises) have access to information and advice to make it easier for them to establish new businesses in the city
Building an effective corporation	Consolidation and rationalisation of systems	Reduction in cost of support and delivery, enabling a single view of the customer Improving processes and streamlining services
	Enterprise Resource Planning	Integrated systems that provide accessible real time business intelligence across our core corporate service areas
	'One Corporation'	Removing technical, procedure and organisational barriers to closer cooperation and collaboration between the Corporation and the Institutional Departments. Recognising the diverse needs of these departments and providing them with connectivity to access systems and information as required.
Better working practices	Ways of working transformation programme	Agile working, flexibility to work in the field directly with customers. Empowered staff working across department boundaries. The right devices to meet the work style needs of the individual. Flexible and accessible systems and information that enables effective and efficient working anywhere
	Unified communications	Video conferencing, telephone conferencing and access to work colleagues and customers through a unified communication system and accessible through a single number
	SharePoint	Collaboration around the customer or project. Accessible information and business intelligence. Single sign on. Personal portals
	Social Media	Real time access to feedback and connection to our customers 'instant information'. Outward communication and broadcasting as well as transactions. Collaboration with local groups, engagement and consultation. Generation of ideas locally and within communities

20

Technology Roadmap

The technology roadmap (Appendix 1) will ensure that we have firm foundations to deliver the IS Strategy and the transformation portfolio, while adhering to the standards adopted as part of our Enterprise Architecture.

We will seek to rationalise applications across the organisation, simplifying our data structure and enhancing our ability to connect systems and through this supply one version of the truth across multiple systems. This will not limit the ability of departments to deliver their services. Specific requirements such as those in Libraries and Social care will be supported.

Our core strategic solutions will be structured around the following technology:

- Microsoft Active Directory
    - This will provide us with a single user authentication database. All future systems will be expected to interface with this technology. This will enable the implementation of a single sign on solution reducing support and maintenance costs and improving system security for systems that currently have their own less secure solution.
    - We will seek to federate our Active Directory with institutional departments (for example City of London Police and the Barbican Centre). This will enable staff from these departments to access those applications to which they have authorised access, using their individual username and password from their own AD database.

- Microsoft Dynamics
    - Provides a system which will allow us to track interaction with our customers and clients, in addition the information it holds can be used to give these customers a 360' view of their interaction with the corporation.

- Microsoft SharePoint
    - This is a key tool to help us manage and publish information internally and externally. It forms a basis for our external internet site and our internal intranet. Going forward this use will be expanded to provide a personalised intranet site, which will provide a home for business reporting. Use will also be expanded around document management and the support of efficient and streamlined business processes, team site and collaboration

- Oracle r12
    - This system provides the core of our Financial systems and going forward it use will be expanded as appropriate across other Enterprise Resource Planning (ERP) Functions, potentially bringing together Finance, HR and Property information and self-service. Interfaces between the modules is guaranteed by Oracle and Master Data Management (MDM) is achieved (a single version of the truth).

- Departmental Applications
  - The Corporation is likely to continue to require a diverse set of applications to satisfy business needs, however we will seek to wherever possible reduce the number of separate applications, ensuring that we keep these requirements simple and use customisable off the shelf packages, avoiding bespoke developed applications.

- Windows Operating System
  - As our primary desktop operating system we will retain Windows 7, but make use of the functionality of Windows 8 for touch screen devices.

- ArcGIS
  - This will be our main solution for Geographical and Spatial Information.

- Remote access solution
  - We will use a combination of Microsoft Remote Desktop services, Vitrual Private Network access and Microsoft Outlook Web Access (OWA) to support the delivery of mobile and remote working to provide access to systems and information when staff are away from the office.

- Unified Communications and Telephony
  - We will consolidate our telephony and unified communications solutions around Microsoft Lync 2013. This technology provides telephony services via the PC infrastructure; using low cost USB connected headsets and offers additional video conferencing, desktop sharing and collaboration services wherever a user can gain access via the internet. Federation with other organisations and partners using this technology will also be enabled.

Updating to the newest versions of systems will be dependent on its maturity and the benefits that its adoption could provide. In the main we will not be looking to run the latest versions of all operating systems and solutions. Upgrades will be assessed against business benefits and risks prior to being implemented on a case by case basis.

22

Architecture

Our current technology architecture is based around a hub and spoke model, with the Guildhall complex acting as the hub and all other offices connected to this. The weakness with this design is that it is based around a single central location, this introduces a single point of failure. A significant incident in or around this location could disrupt the whole of the City of London Infrastructure. The internal data centre also restricts flexibility in our accommodation estate and limits both our disaster recovery and capacity to provide remote access to systems.
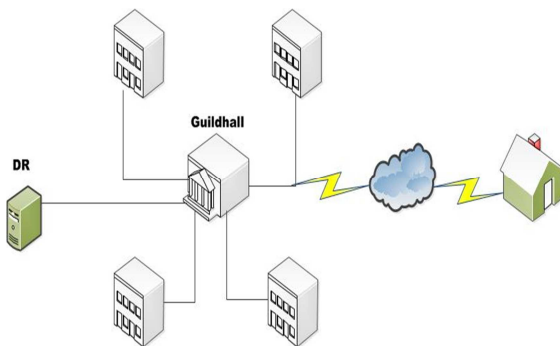
In conjunction with the sourcing review we are replacing our network provider and together these activities provide us with an opportunity to move to a more robust and resilient architecture. This will enable us to disconnect our technology infrastructure from our accommodation, increasing the flexibility in our accommodation estate and potentially freeing up valuable accommodation for alternate use or redevelopment.
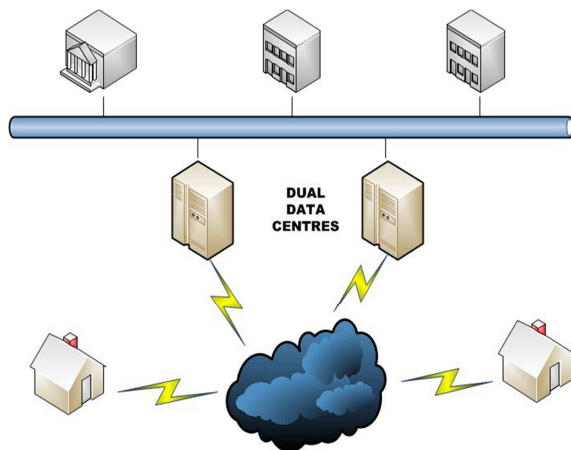
This new model uses the network provider's resilient infrastructure to deliver a backbone to which all our offices connect. Following the sourcing review, our contractor will deliver disaster recovery through multiple data centres, this will provide increased capacity and resilience. As such, the loss of any single office will not affect other offices or those working remotely and the loss of a datacentre would not prevent the continuation of service.

Additionally, the enhanced systems and connectivity will support improved remote access for greater number of staff and provide a platform for broader use of remote and flexible working.

Enterprise Architecture
Enterprise architecture is the logical organisation of business processes and IT infrastructure that reflects the simplification of process, integration of information and standardisation of systems required in order to achieve our target operating model. The operating model is the desired state of business process integration and business process standardisation for delivering services to our customers.

Our current architecture (Appendix 2) has multiple systems and solutions with data held in silos. Multiple bespoke and sometimes customised systems run on multiple hardware and software platforms. Although we have some integration a complete integrated solution to achieve the strategic outcomes would require development of bespoke interfaces, which would be unaffordable with data held across so many systems. This also causes issues for working in partnership; sharing data with our partners is problematic and they have little access to our systems.

Our Enterprise architecture (Appendix 3) will be based upon common system and common platforms. Access to information will be improved and in turn will provide us with the capability to obtain the data and information to make evidence based decisions on real time information. We can work more effectively with partner organisations, sharing information as appropriate via a shared underlying infrastructure platform. Through this reduction in complexity and unified platform, risks are reduced and business continuity and disaster recovery options are improved.

The benefits achieved from adopting an Enterprise Architecture approach include:
- Lower software development, support and maintenance costs achieved by being able to add new modules into the architecture and therefore reuse existing authentication and reporting routines
- Increased interoperability and easier system and network management
- Improved ability to implement a security framework protecting systems and information
- Reduced complexity of IT Infrastructure
- Maximise the return on investment
- Introduce the flexibility to move from in-house to out-sourced or cloud based (on-demand) solutions
- Simplified procurement because the standards of interoperability are readily available and understood
- Store data only once

Cyber-security

As part of building an effective corporation, our architecture design and the systems infrastructure will address how we minimize the risks from connectivity. We will focus on online security as a top priority and we will invest in appropriate cyber-security measures that protect our interests and, where appropriate, we will collaborate with other agencies accepting the fact that the information we have is sometimes skewed. Vendors of online security products have an interest in talking up the threats of cybercrime, while victims of cybercrime often have an interest in remaining silent. It is important therefore that we have a clear picture of the true levels of the risk and needs for investment.

Funding the strategy

The funding model for the strategy separates the areas of spend into three main categories;

1. **Business As Usual**

This are will mainly consist of services to be provided by our suppliers. Through careful and controlled strategy vendor management we aim to maximise the benefit of each £ spent in this area to ensure that 'getting the basics' right areas of the strategy are delivered most efficiently. Through working in partnership with our suppliers we will also look to see how we can make best use of the resources to support the delivery of the transformation and change agenda set out in the remainder of the strategy.

2. **Change**

This area will reflect the Corporation'ss appetite to invest in transformation, innovation and change. It will be shaped by the resource required to deliver change projects either corporately through Transformation or by individual departments.

This pillar will represent the investment required to deliver projects and programmes. This will most likely be a mixed economy model with resources supplied either through IS or department budgets (using existing staff or funding specialist resources as required) or investment made corporately to achieve transformation. The new IS operating model and structure will support this through a core set of skills provided in-house to work on business improvement and requirements definition. Business cases for each project or change programme will be essential to controlling spend in this area and ensuring benefits are achieved through the investments made.

3. **On demand**

The on demand costs will be driven by what the organisation consumes. This strand is built on the principle that the standard set of equipment, infrastructure and software is provided through the business as usual strand. This is defined as a standard offering which will be refreshed and upgraded or improved through the business as usual budget or through a change project. So anything required that is over and above the standard offering will come at an additional cost. In the main this relates to non-standard equipment or services commissioned by departments, but it also includes those variable costs such as on demand printing. This approach ensures that departments only pay for what they are using.

Governance of the Strategy

Governance should not feel overly bureaucratic and should sit well among the existing governance arrangements within the organisation. An effective governance structure will enable us to make timely, evidence based decisions with robust business cases to support technology proposals.

As proposals go through the IS governance and gateway process they will become more refined so that by the time it comes to final sign off all of the key questions have been answered. The structure of our division will provide foundations on which to take forward and achieve strong governance for this strategy.

This model is based on best practice, recommended by Gartner for determining governance as well as sourcing decisions.

Supply side

1. IT Leadership
2. Architecture development
3. Business Enhancement
4. Technology advancement
5. Sourcing Management

Demand side

Driving innovation in the business and aligning strategy

Delivering change to the business

Supplying and supporting infrastructure

Embedded in the business

Internal and external service providers

The three IT macro-processes

The table below sets out the roles and responsibilities of each of the governance groups in this context.

Name of Board	Chaired By	Frequency	Purpose	Reports to	Authority
Projects Sub	Chairman of Projects Sub		Scrutiny, oversight and challenge for the management of major projects and programmes on behalf of the Policy committee	Policy Committee	Approve capital and supplementary revenue projects over £50k and routine revenue projects over £250k at each stage of the project procedure
IS Sub	Chairman of IS Sub		Reviews the objectives and needs for provision of Information systems services in the City of London	Finance Committee	Approve capital and supplementary revenue projects over £50k and routine revenue projects over £250k at gateways 3-7 of the project procedure.
Summit Group	Town Clerk	Monthly	Focus on key items of strategic importance to the organisation Corporate plans and strategies HR Policies and procedures Strategic reviews Corporate service and financial performance External reviews and assessments	n/a	Authority to approve business cases up to the value of £?
Transformation Board	Deputy Town Clerk	Monthly	Focus on change management and oversee current programme of	Summit group	Authority to approve business cases up to the value of £50k

			strategic reviews		
Efficiency Board	Chamberlain		Delivery of savings and efficiencies from strategic reviews and budget reduction measures	Efficiency and Performance Sub Committee and Finance Committee	Authority to approve business cases up to the value of £50k
IS Strategy Board	Chamberlain		Provide vision, leadership and direction in the development and realisation of the IS strategy, its plans and operational priorities Provide assurance to Summit group that these are aligned to the City's overall objectives and priorities	Summit group IS Sub committee	Authority to approve business cases up to the value of £50k
IS Management Board	CIO	Monthly	Provide leadership and management in the development of the IS strategy To oversee the development and successful delivery of the Corporation's IS Strategy	IS Strategy Board Transformation Board Efficiency Board	Delegated authority within approved corporate project budgets Delegated responsibility within allocated IS budgets
Project Boards	Project Sponsor	Monthly or at each major project decision stage	To oversee the successful delivery of the project business case benefits	IS Management Board	Delegated authority within approved project budgets
Project Teams	Project Manager	Weekly or fortnightly as required by each project	To successfully deliver the projects to the agreed time, budget, scope and quality standards	Project Boards	Delegated authority within approved project budgets
Technical Design Authority	CTO	Monthly	TO lead and develop the technical strategy, policies and standards TO provide advice on technical and design matters to other governance groups	IS Management Board	

Managing suppliers

Strategic vendor management is the discipline that ensures that as an organisation which is buying products and services, we are actively managing our relationships with strategic suppliers. This is about enhancing and strengthening the overall relationship with our suppliers, through a coordinated relationship which delivers an agreed product or service collaboratively and which is consistent with the IS strategy and the priorities of the City of London.

Industry specialists, such as Gartner, advocate that IT organisations should develop proactive Strategic Vendor Management to improve efficiency, effectiveness and control and exert stronger influence on IT suppliers wherever possible.

Constructive engagement with suppliers/vendors in a structured, management approach will deliver numerous benefits to the business, for example:
- Opportunity to aggregate global demand within the Corporation, in order to lower unit costs, and deliver increased value through appropriate commercial agreements.
- Improved communication channels with vendors.
- Elimination of duplication of effort and operations throughout the Corporation.
- Better responsiveness by vendors to the demands of the Corporation.
- Resources of the vendor can be used to inform issues in the Corporation, and joint product strategies developed that correspond to the City's business strategy

The introduction of a Strategic Vendor Management approach will require development of processes, systems, and a structure, with roles specifically designed to undertake the function.

Measuring and managing performance

Service levels and standards

The service levels and standards we use to monitor our day to day performance will reflect the role of the IS division and how we manage our suppliers. Departments will be actively involved in this process through the provision of feedback and through on-going engagement activity.

Through our supplier management we will have a clearly defined service level matrix, against which performance will be monitored and managed. This has been developed in conjunction with our customers and will broadly cover the following:

- o **Working day** – this will address the out of hours requirements and Monday to Friday support across a range of operational services, informed by customer needs.
- o **Incident resolution** – covering response and resolution of incidents.
- o **End to end availability** – the availability of critical and non-critical services.
- o **Service desk** – measuring customer satisfaction as well as responsiveness and effectiveness of the services provided.
- o **Infrastructure** – the performance and effectiveness across disaster recovery, storage and backup processes and procedures.
- o **End user services** – Time taken to undertake and deliver across a range of user services.
- o **Telecoms and Networks** – Availability capacity and performance relating to these areas.
- o **Applications** – Time cost and quality of delivery.
- o **Managed operations** – Day to day maintenance and monitoring tasks.
- o **Service management** – Measures across incidents and service requests.
- o **KPIs** – Key performance indicators for areas of infrastructure and governance.

Each of the functions in our operating model will have a clear set of standards and will use best practice process and procedures:

- o Project and programme management
- o Change and transformation
- o ITIL
- o People Management
- o Asset Management
- o Financial Management
- o Governance

The value we add through understanding our customers, innovation and enabling transformational change within the Corporation will be measured using a set of KPI's in a balanced scorecard – we have used your feedback from consultation on this strategy to develop these.

- o Our customer
- o Our resources
- o Our processes and standards
- o Growth and innovation

Balanced Scorecard

Innovation and Growth

Having up to date systems aligned to trends in technology development and use

Working with our internal customers on technology innovation

IS resources to support departments design, improve and innovate for new ways of working

Increasing access to systems and information to support remote and flexible working

Customer

Working with our internal customers to achieve corporate priorities

User experience is consistent and of a good standard

Focus on our customers' customer

Consistent high standards of customer care provided to departments

Appropriate (value for money) out of hours services are available

Processes and Service Standards

Accessible systems and information

Improved business case development and alignment of proposals to Organisation and IS strategies

Improved business analysis and options development in partnership with customers

More stable platform – less non-operational time

Faster network response time

Improved WiFi access (including access for CoL guests)

Service response standards are delivered

Regular routine maintenance and upgrades have minimal impact on customers

Resources

Working with our internal customers to achieve savings and value for money services

Vendor Management – maximising investments with suppliers and supporting our customers to achieve their outcomes in partnership with technology suppliers

Value for money – quality and standard of services received from suppliers

Monthly monitoring of performance against our key performance indicators will be the responsibility of the IS Management Board. Our engagement function will work with the senior team to ensure monitoring of outcomes, service levels and the on-going development of services.

Appendix 1 – Technology Roadmap

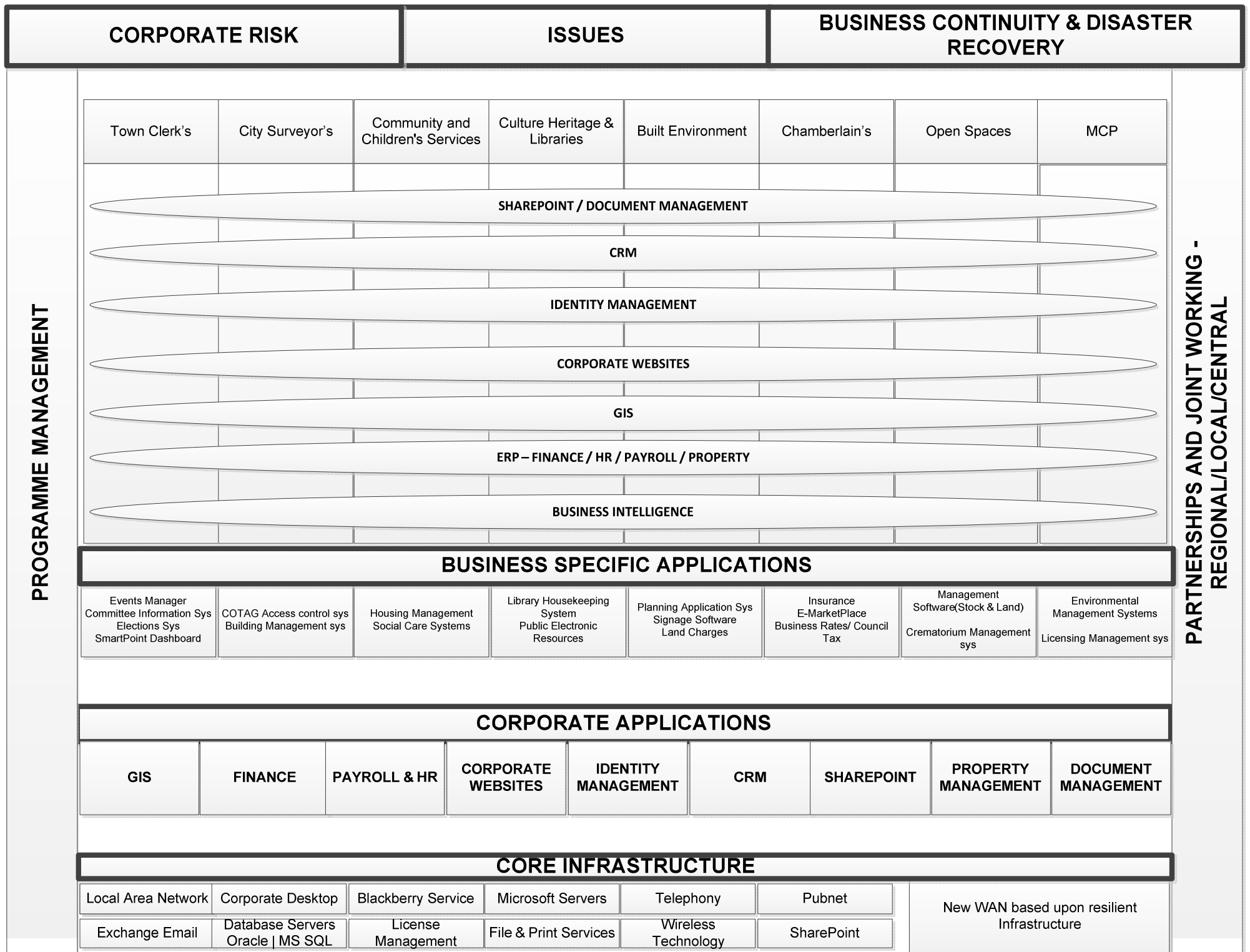| City of London - ISD Division	2012 Q4	2013 Q1	Q2	Q3	Q4	2014 Q1	Q2	Q3	Q4	2015 Q1	Q2	Q3	Q4	Capability
Desktop														
Desktop Operating	Windows XP				Review Windows upgrade plans									Windows 8 Offers improved facilities when using touch screen PCs and Laptops. There is no business case for a total upgrade at this time. Initial implementations on tablet devices only prior to review. XP will be retained where legacy apps cannot be migrated to W7.
		Windows 7												
					Windows 8									
Microsoft Enterprise Agreement (EA)	Enterprise Agreement			Review Options for software licencing when EA expires										Enterprise Agreement expires June 2014 - Options appraisal and licencing review reqired.
Desktop "Office" suite	Microsoft Office 2003													Office 2013 offers improved collaboration and SharePoint integration facilities. Office 365 - Cloud Based - offers improved flexible working access to systems and files.
	Microsoft Office 2010					Review Office Version								
						Microsoft Office 2013								
			Review Office 365 plans	Office 365										
Unified Communications	OCS		Review telephony plans	LYNC 2013										Lync 2013 - Offers improved telephony integration. Officers can work from anywhere with internet access and utilise telephony services via the PC with USB headsets.
		Mitel Telephony / desk phones / switchboard												
SharePoint (SP)														
SharePoint (SP)	SP 2010		Review upgrade plans	SP 2013										SharePoint 2013 provides improved collaboration. Upgrade will require major project and investment.
		EDRMS / Web Site / Intranet / Business Intelligence/ BizTalk/ Multi-View												
Network														
WIFI		WIFI												Review of Corporate WiFi facilities to allign with Mobile working and future BYOD initiatives, public and function access.
			Review of corporate WiFi facilities											
Wide Area Network	Current WAN (Hub and Spoke Architecture)													New WAN architecture improves resilience and enable greater inter-site communications and remote working. Alignment of Accommodation and Flexible working plans with network infrastructure design and facilities.
		New WAN based upon MPLS Architecture												
Corporate Applications														Oracle R12 - Work is underway to evaluate R12 facilities as an Enterprise Resource Planning (ERP) solution which could bring together Financial, Payroll, HR and Property information. Application rationalisation and consolidation in hand with master data management improves system and information integration, aids business intelligence. Business requirements and system capability review progresses with Oracle prior to procurement exercise for system integration support.
Finance	Oracle R11i / CBIS													
Payroll	Payroll / iTrent / Midland SW													
HR	HR / iTrent / Midland SW													
Property Management	Manhattan / Property Management													
ERP Solution for Finance / Payroll / HR / Property Management					Oracle R12 ERP Solution									
CRM	Microsoft Dynamics													Microsoft Dynamics providing CRM facilities and joint development programme with Newham and Havering provides delivers additional facilities and shared costs.
	Joint Development Programme / BI / BizTalk													
	External Digital by Default initiative													
Enabling Mobile Technology														
Mobile Devices	Smart Phones / tablets etc													Blackberry and iPad currently in use as corporate smart phone and tablet solutions. Limited BYOD trial underway. Good Technology provides email and management of Apple iPhones and iPad devices.
	Bring Your Own Device (BYOD)													
	Mobile Device Management Solution (MDM)													
			Security Review - BYOD Review of MDM solution											
Remote Access Solutions														
Virtual Private Network (VPN)	Nortel VPN													Nortel end of Life and being replaced by Juniper solution. Juniper VPN will allow staff working on corporate laptops to access all systems over the internet.
		Juniper VPN												
Remote Desktop Services	Citrix													Review of Remote Access Solutions 2014 - to consider if Microsoft RDS can replace Citrix
	RDS 2008													
		RDS 2013												
Remote Access to Email	OWA 2010													IMGB to review whether 2FA is required when staff access non-sensitive email via Outlook Web Access. Outlook Anywhere simplifies access to emails via internet connected corporate laptops
		Review options: IMGB to review security. Is 2FA nessessary?												
		OA 2010												
SECURITY	RSA Fobs													Secure RSA fobs provide a secure two factor authentication solution (username and password / pin and random number) - Move to London Wide solution reduces cost.
		2FA Review	London IDP											
	Security Framework / Architecture													
Data Centre														
Windows / Sun Servers	On-site data centre and storage													Off-site hosted data centre and storage improves resilience and simplifies file access from any internet connected location. Provided as part of the IS Review and supports a move to utility pricing and "just in time" capacity.
VMWARE														
HP Storage	Move to Off-site hosted data centre and storage													
HP Enterprise Virtual Array														
Departmental Applications														
Council Tax and Business Rates	CTAX / BRATES - Liberata					Liberata contract renewal								
Social Services	Swift													
	CoreLogic													
Planning / Building Control	CAPS Uniform													
	ESRI ArcGIS													
Hosted Applications	Parking Charge Notices (PCN) Civica													
	WorldPay													
	Paybase - BACS transfers													

(vertical watermark text: "New Sourcing Arrangements" / "Transition to")

Appendix 2 – Current technology architecture

Bank Transfers

Remote Access Solutions

Council Tax & Business rates Services

World Pay

BizTalk

WEBSITE

HMRC

Schools

AD	Apps	Infra

SHAREPOINT

EDRM

MICROSOFT ACTIVE DIRECTORY

INTRANET

Read Only

City Of London Police

AD	Apps	Infra

Phoenix License Dashboard

Infra Service Desk

Microsoft Servers

CRM DYNAMICS

Desktop PCs

MicrosoftExchange

Blackberry Service

CBIS

Flexitime

Barbican

AD	Apps	

Payroll/HR

Property Manager

Housing

Libraries System

Animal Booking System

Veterinary System

E-MARKETPLACE

ADI

School Fees

GSMD

AD	Apps	

MS SQL Database

Oracle Database

DEPARTMENTAL APPLICATIONS

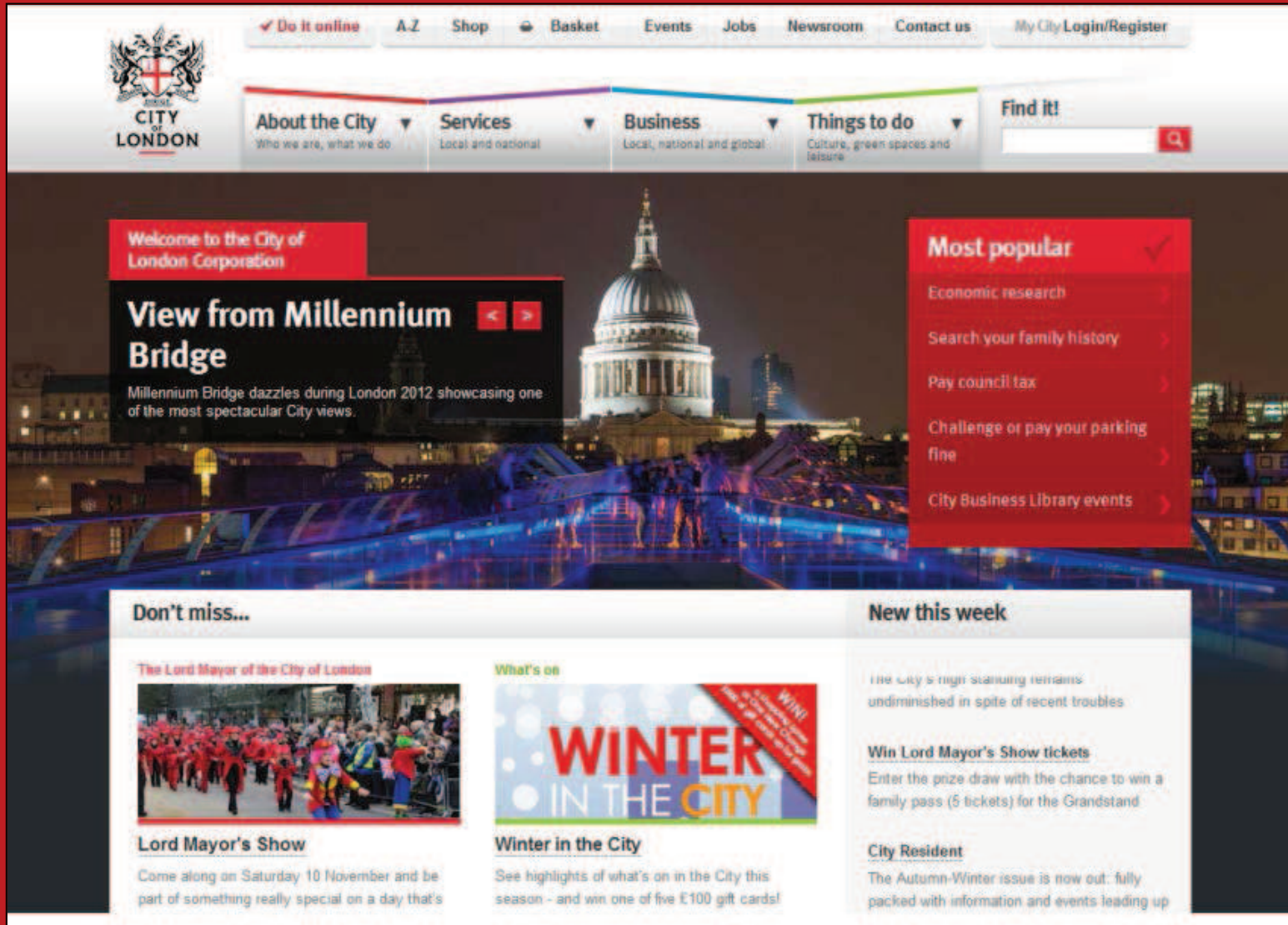|	
Swift	Port Manifesto System
Sports Booking System	Housing Benefits
Weighbridge	Keystone Asset Management
Gamma Ticketing System	Lord Mayors Diary
Consumer Protection	Halarose
Insurance System	SmartPoint
Planning application System	Achieve Forms
Burial Booking System	Gifts
Case Mgmt Comptrollers	Smartboard

PUBNET

- Multiple standalone systems with separate database and information repositories.
- Multiple user authentication routes.
- Duplication Of Services
- Security layer comments

32

Appendix 3 – New technology architecture

CORPORATE RISK	ISSUES	BUSINESS CONTINUITY & DISASTER RECOVERY

PROGRAMME MANAGEMENT (left vertical label)

PARTNERSHIPS AND JOINT WORKING - REGIONAL/LOCAL/CENTRAL (right vertical label)

Town Clerk's	City Surveyor's	Community and Children's Services	Culture Heritage & Libraries	Built Environment	Chamberlain's	Open Spaces	MCP

SHAREPOINT / DOCUMENT MANAGEMENT

CRM

IDENTITY MANAGEMENT

CORPORATE WEBSITES

GIS

ERP – FINANCE / HR / PAYROLL / PROPERTY

BUSINESS INTELLIGENCE

BUSINESS SPECIFIC APPLICATIONS

Events Manager Committee Information Sys Elections Sys SmartPoint Dashboard	COTAG Access control sys Building Management sys	Housing Management Social Care Systems	Library Housekeeping System Public Electronic Resources	Planning Application Sys Signage Software Land Charges	Insurance E-MarketPlace Business Rates/ Council Tax	Management Software(Stock & Land) Crematorium Management sys	Environmental Management Systems Licensing Management sys

CORPORATE APPLICATIONS

GIS	FINANCE	PAYROLL & HR	CORPORATE WEBSITES	IDENTITY MANAGEMENT	CRM	SHAREPOINT	PROPERTY MANAGEMENT	DOCUMENT MANAGEMENT

CORE INFRASTRUCTURE

Local Area Network	Corporate Desktop	Blackberry Service	Microsoft Servers	Telephony	Pubnet	
Exchange Email	Database Servers Oracle	MS SQL	License Management	File & Print Services	Wireless Technology	SharePoint	New WAN based upon resilient Infrastructure

33

Web site – user feedback and statistics

Overview

- There was a soft launch of the City of London's web site on 16 July 2012

- The re-launched site had been through a transformational change. This included a radical re-design, a 50% reduction in pages, new quality assurance processes and the integration of social media

- **Qualitative and quantitative research with existing and new users to the web site took place between July to December 2012**

- **This document contains the headline findings from this research, comparing (where relevant) pre and post launch feedback. It also includes external benchmarking feedback for Socitm.**

Contents

- **User qualitative feedback –** pre/post launch

- **User quantitative feedback –** pre/post launch

- **External benchmarking –** pre/post launch

- **Web statistics methodology –** pre/post launch

- **Web statistics –** pre/post launch

- **Action –** next steps

Page 45

Old fashioned, clunky and dull

I waste a lot of time on this site, there is a lot of duplicate dated content … relevant, plain English content is hard to find

Text is out of date and written for print. It needs to be broken into smaller paragraphs for the web

Content varies from being very basic to overly complicated… very poor use of imagery that doesn't say anything and is not even relevant to text

The design is dull, the navigation is clunky and search just doesn't work

Users qualitative post-launch feedback

Modern, useful, inspirational and relevant

A massive improvement, modern, classy, clean design and easy to use

Content is relevant, informative & up-to-date. Easy to navigate, well done!

Great look and feel! Inspiring imagery, useful content, good to see social media everywhere, the site was a joy to use

It has everything a resident & visitor needs... very comprehensive packed with relevant, useful information and neatly arranged. I loved it. (new user)

Very useful. Needs to be publicised more!. I did not know this site existed.

Q1: The look and feel of the current site is relevant and showcases the City of London's content and services

99% of users disagreed with this statement (43% disagreeing and 56% strongly disagreeing)

1%

43%

56%

- strongly agree
- agree
- disagree
- Strongly disagree

Users quantitative **post-launch** feedback

Q1: The look and feel of the re-launched web site is relevant and showcases the City of London's content and services

98% of users agreed with this statement

(40% strongly agreeing and 58% agreeing)

2%

40%

58%

- strongly agree
- agree
- disagree
- strongly disagree

A key strategic objective for the project

Internal search – I could find the content I was looking for

9% of users could find the content they were looking for

Page 50

Dissatisfaction was partly inked to duplicate and out-of-date content

9%

63%

28%

- strongly agree
- agree
- disagree
- strongly disagree
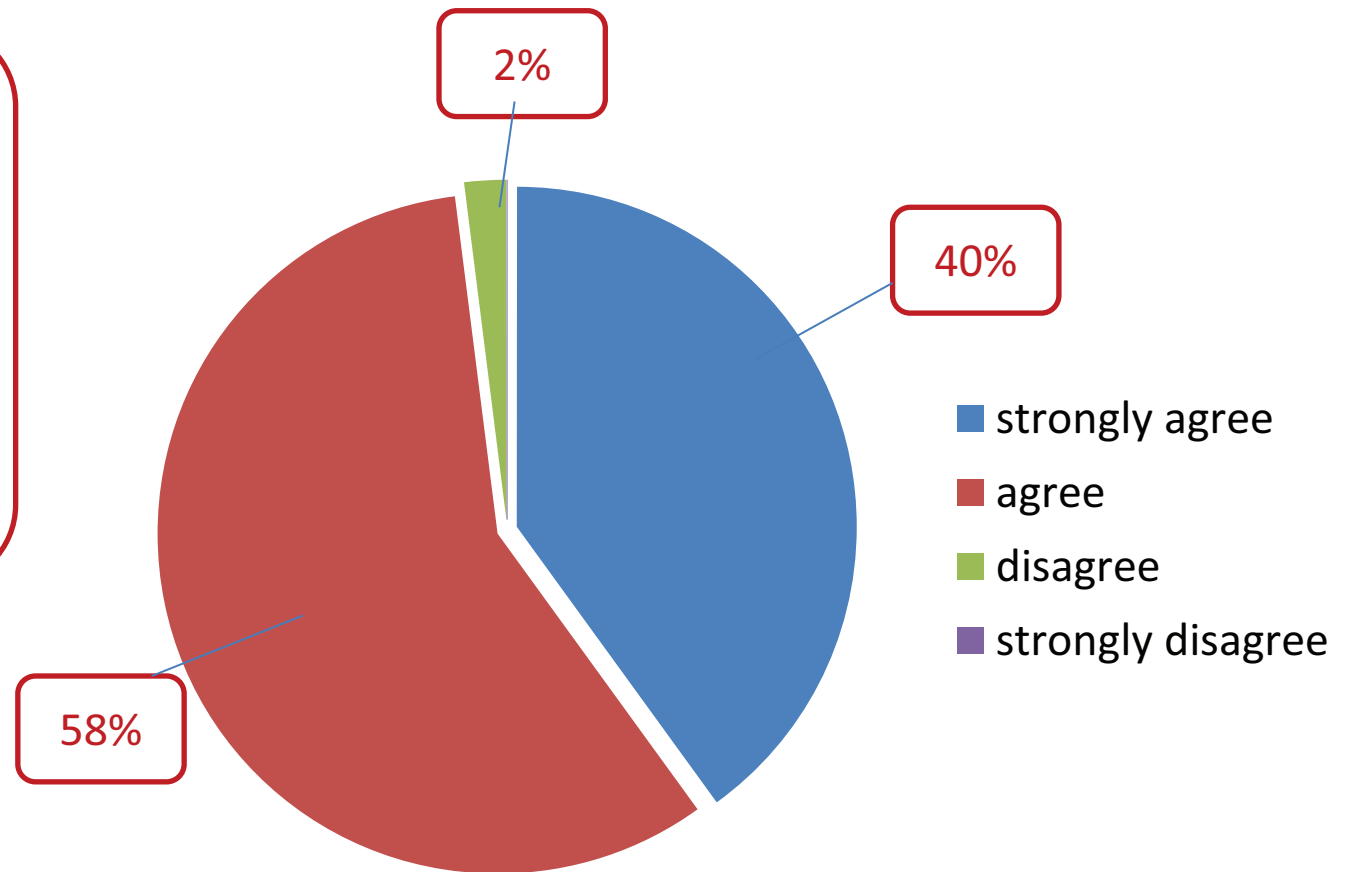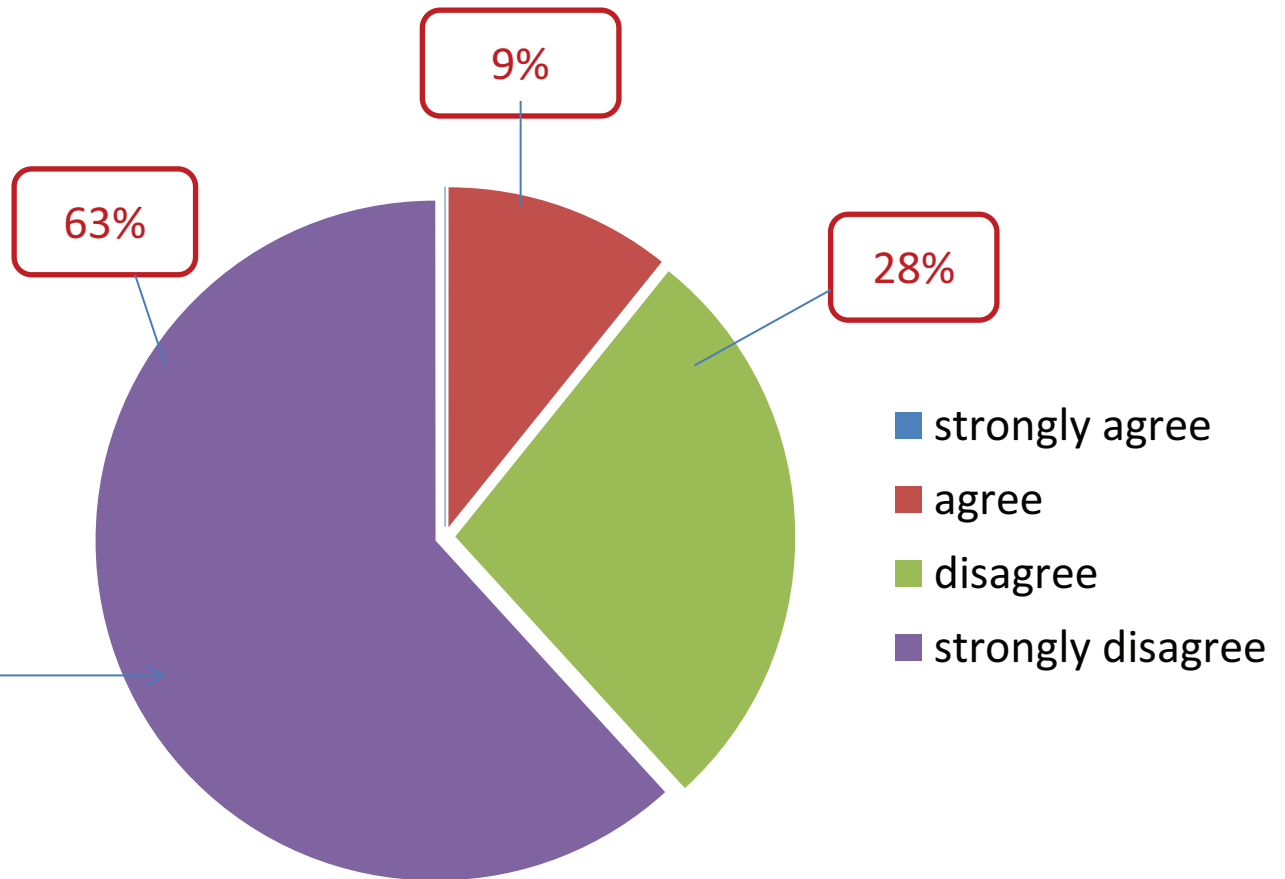
A key strategic objective for the project

Users quantitative **post-launch** feedback

Internal search – I could find the content I was looking for

76% of users could find the content they were looking for

Significant improvement but further enhancements required

- 10.5%
- 13.5%
- 34%
- 42%

- strongly agree
- agree
- disagree
- strongly disagree
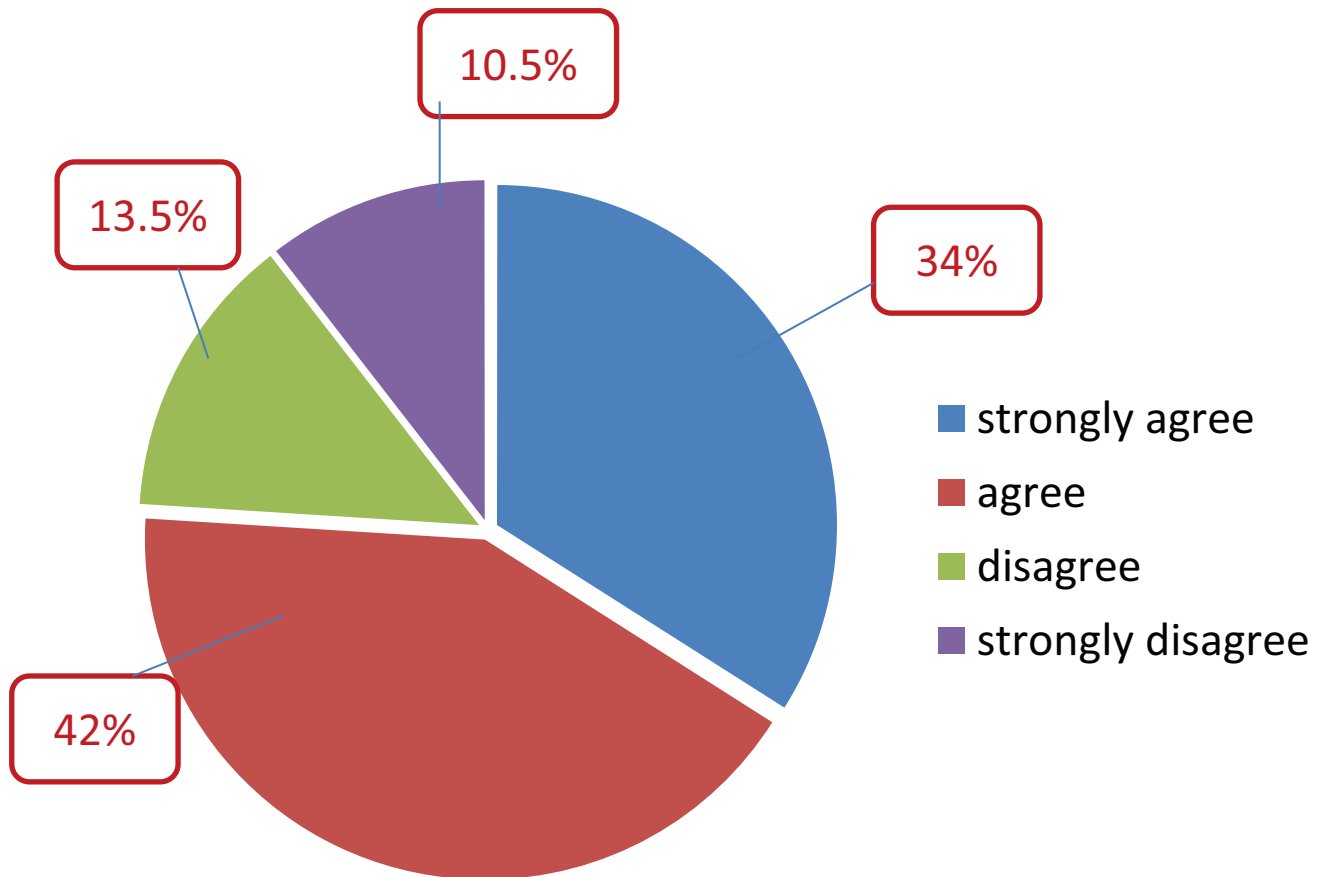
A key strategic objective for the project

External benchmarking

15th annual survey of all local authority websites
474 websites have been examined

A team of reviewers carried out a structured survey with 224 questions for local authority websites, followed by four shorter surveys on specific topics

2011, pre-launch

Star ratings	mobile	improvements

2012, post-launch

Star ratings	mobile	improvements

Only 15% of sites reached Socitm mobile standards

Usability – how can we improve?

Six usability criteria		Action
• navigation for top tasks	✔	
• search	X	Being scoped
A to Z	X	Taxonomy under review
Location	X	Work started with maps
• Accessibility	✔	
• Resilience (performance, site errors etc)	X	Timing of review (October – December)

14 Top Tasks - how can we improve?

Customer journeys (Socitm)
Top tasks

1   **Dispose of an old bed**

2   **Find out opening times for council tip**

3   **Reserve a library book** ✔

4   Apply for a council job

5   **Find opening times for local swimming pool**

6   **Find out about free nursery places** ✔

7   Object to a planning application

8   **Find out how to apply for housing** ✔

9   **Apply for older person's bus pass**

10 **Pay parking fine** ✔

11 **Find out about getting help at home**

12 Report pothole

13 **Find help in starting new business** ✔

14 Find out about my councillor

Summary

- **Five top tasks were fine** ✔

- Five top tasks are not appropriate for the CoL site

Four tasks need to be reviewed
- Find out about my councillor
- Report a pothole (transaction)
- Apply for a council job
- Object to a planning application

Our objective for 2013 is to achieve eight of the 14 tasks (five are not relevant)

4 star sites include

Name	Top tasks	Usability	Overall rating
Haringey	10/14	6/6	3
Southwark	8/14	5/6	3
Merton	8/14	4/6	3
CoL	5/14	2/6	2

Deliver eight of the 14 tasks
(only nine of the 14 tasks are relevant for us)

Deliver five of the six usability criteria

Achieve an overall rating of 3

Web stats

Methodology for measuring traffic

Criteria	Pre-launch	Post launch
• No of pages	3,600	1,800
• % of out of date content	50%	0%
• External referrals	8,779 (May, pre-launch)	4,145 (July post-launch)
• Stats package	Neilson	Google
• **Customer satisfaction**	Low	**High**
• PDFs	Counted in stats	Not counted
• Internal traffic	Counted in stats	**Not counted**
• User journeys (goals)	**N/A**	Top 20 under review
• External audit of how the site is tagged	N/A	Work being mapped out

Web stats post launch (Aug 2012/May 2013)

Monthly unique users and visits

Olympics
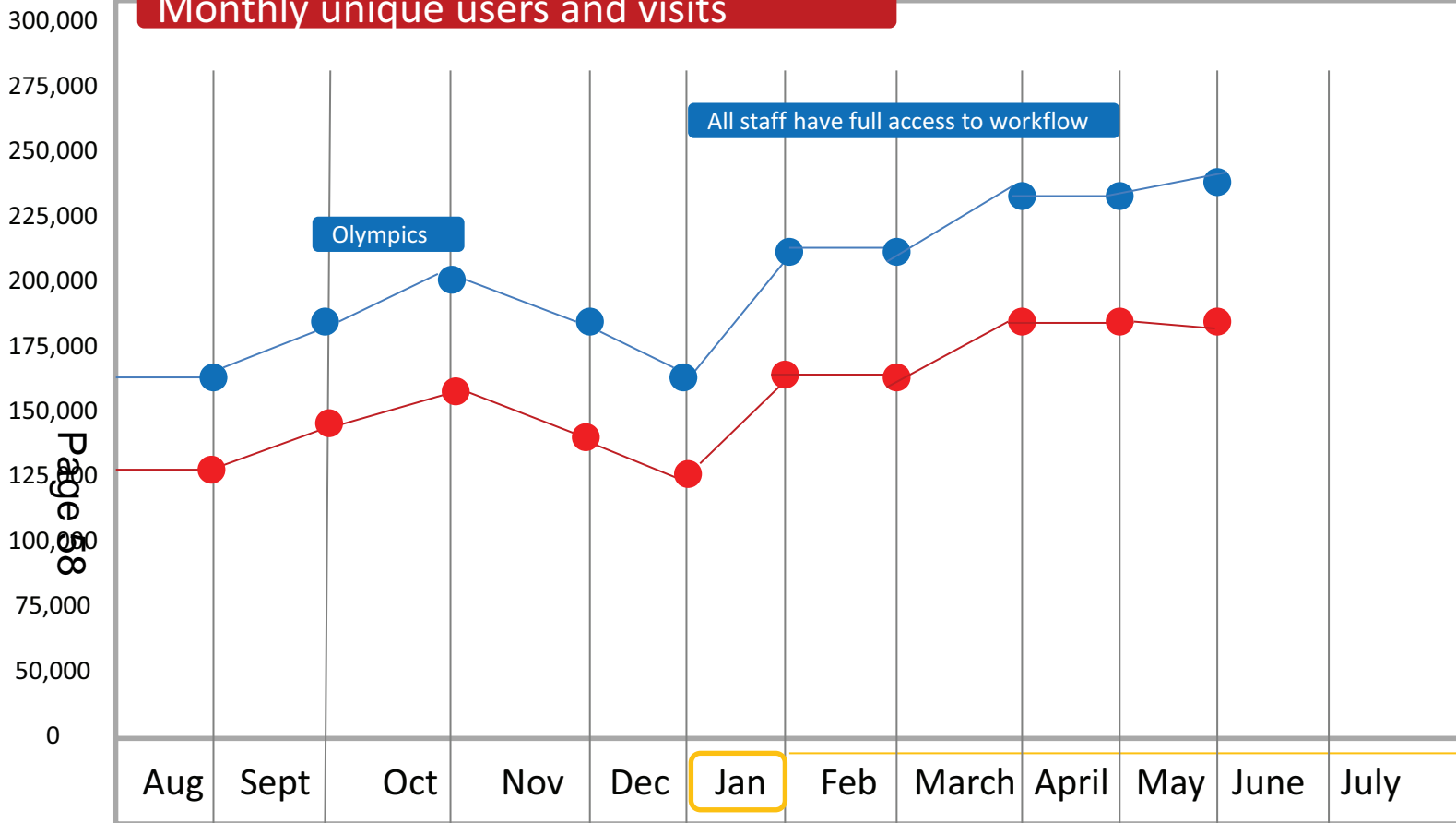
All staff have full access to workflow

**March/
April 2013**
Highest
post-launch
launch traffic

Workflow
January
2013
The first full
month all
staff had
access to
the
workflow

Aug | Sept | Oct | Nov | Dec | Jan | Feb | March | April | May | June | July

Monthly stats

		Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July
Post launch	Unique users	127,354	152,742	164,400	138, 710	129,917	173,138	169,416	183,834	180,138	178,342		
Post launch	Visits	162,021	195,827	212,932	204,441	163,097	219,895	216,049	231,936	230,895	229,579		

Web site stats pre and post launch

Monthly unique users and visits

Pre-launch – 10 years to build traffic

Post-launch nine months to build traffic

2011/12 Prelaunch Visits

2012/13 Post launch Visits

2011/12 Pre launch Unique users

2012/13 Post launch Unique users
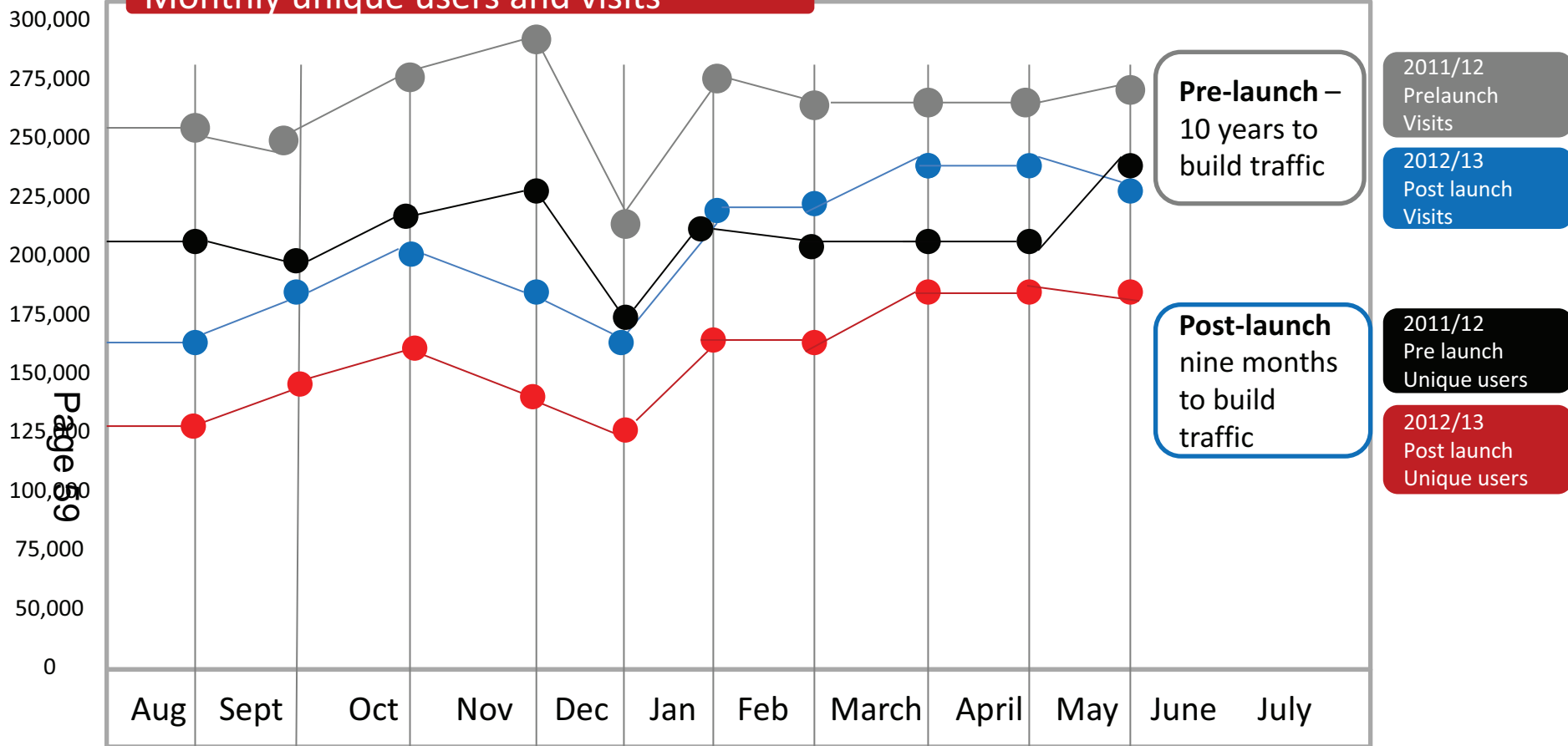
Month on month comparison unique users (UU) and visits												
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July
2011/12 Pre-launch (UU)	205,533	198,601	221,568	231,265	174,028	216,895	206,830	213,852	213,852	228,134		
2012/13 Post launch (UU)	127,354	152,742	164,400	138, 710	129,917	173,138	169,416	183,834	180,138	178,342		
2011/12 Pre-launch Visits	253,750	248,560	277,843	290,269	215,244	276,069	264,221	269,050	269,050	279,582		
2012/13 Post launch Visits	162,021	195,827	212,932	204,441	163,097	219,895	216,049	231,936	230,895	229, 579		

Page 69

Action – technical/content priorities linked to strategic and external user need

10 priority areas	Strategic need	Delivery
• **Search – implement recommendations**	CoL users, Socitm 4*	Web Dev
• **A-Z – scope and implement recommendations**	CoL users, Socitm 4*	Web Dev
• **Transactions**	CoL users, Socitm 4*	Web Dev
• **Events – implement recommendations**	CoL users, Socitm 4*	Web Dev
• **Location based services – develop**	CoL users, Socitm 4*	Richard Steel/content
• **Top 20 CoL user journeys – review/develop**	CoL users, Socitm (9), business/reputation	Content/Web Dev
• **Accessibility – implement Site Morse/Shaw Trust**	CoL, users, Socitm 4*	Web Dev/content
• **Social media – extend to Place Pages**	Col users, Socitm 4*	Web Dev
• **Mobile – strategy/Socitm recommendations**	CoL users, Socitm 4*	PRO/Web Dev/WDB
• **Site wide traffic tagging audit – web and mobile**	CoL, Socitm 4*	External/Web Dev

Page 60

Technical and content tasks

Action – priorities for internal staff and QA

- **Engagement with middle managers so staff are supported, encouraged, recognised and rewarded for the (extra) work they do on the website**.

- Promotion of the website to all staff, not just the editors

- Extra resources for IS – bottleneck of development work can dissipate editorial enthusiasm

- Web stats highlighting how pages have been improved could be featured on the intranet and used to encourage staff

- Use of internal resources (Contact Centre) to provide mystery shopping to improve user experience

Page 61

Delivering QA – retaining content standards

Committee:	Date:
Information Systems Sub Committee	18 June 2013

Subject: Internet Project – Web Lessons Learned	Public
Report of: Chamberlain	**For Information**

Summary

The City of London Corporation's new website launched in July 2012, later than the planned launch date of June 2012, but still in time to meet the Olympic deadline that had been set.

With the site approaching its first anniversary, the Deputy Town Clerk commissioned a 'lessons learned exercise' to provide insight into Phase 1 of the Project and review deliverables against the project objectives.

There were eight objectives for the re-launched site based on business and user needs. These were to:
- have a user driven content strategy,
- offer significant improvement to navigation,
- offer significant improvement to search,
- have a world class, 'slick' design,
- credit the breadth and depth of our offer,
- establish a robust technology platform for the future,
- assist in change management – cultural change/up-skilling staff,
- launch before the Olympics.

The re-launched site meets these objectives and marks a transformational change, which includes a radical re-design and a comprehensive content audit and analysis, resulting in a 50% reduction in pages that were either obsolete or duplicate. New quality assurance processes for content and publishing, including individual content ownership for each page were put in place. The site also grouped content into clusters based on user feedback, integrated social media, optimised content for mobile devices and delivered a new and improved set of online transactions.

This Lessons Learned report is grouped into three key areas: user and industry feedback; best practice transferable models; and high risk areas/issues, listing the causes of these and the action being taken to address them.

User and industry feedback

a. Users

Pre and post launch qualitative and quantitative user feedback (customer satisfaction) has been used to benchmark the new site against the previous one and the project objectives. Overall feedback to the design, content and navigation has been positive.

Pre-launch users described the site as 'old fashioned, clunky and dull', post-launch this changed to 'modern, useful, inspirational and relevant'.

Pre-launch 1% of users felt the design showcased the content and range of services we offered, post-launch this changed to 98% of users.

Pre-launch 9% of users could find the content they were searching for, post-launch this changed to 76%.

Although this is a considerable improvement further enhancements are required to meet the user expectations around search.

b. Industry

Global and national industry feedback has also been positive. The new site received an Official Honouree distinction for design from the Webby Awards in May 2013 (global digital awards run by the International Academy of Digital Arts & Sciences) for the category of 'Government'. Entries came from 60 different countries and the City of London was the only site short-listed in this category from the UK.

Nationally the site has been awarded three stars and an 'm '(mobile) rating by SOCITM (the national association for government ICT professionals). This was an increase from last year when the site was awarded two stars. In addition, the City of London Corporation is one of only four London boroughs to get the mobile rating.

Best practice models

The project successfully introduced a range of industry standard publishing systems and processes to drive quality standards. These included an in-depth content audit and analysis, devolved content ownership, a two-step approval process, tagging and classification of content.

The project also successfully established cross department working and project wide interactive communication that involved staff in the decision making process. The 'Show and Tell' content and design communication events enabled staff to have 'their voice heard' and influence decisions.

High risk/issues/areas

The main issues arising from the project can be traced back to the quality and robustness of our project management, a conclusion supported by a broader review of projects that has identified similar failings across the portfolio of IS enabled change

projects.

Immediate steps have been taken to address these issues and ensure efficient delivery of projects. The previous IS Project and Programmes function has been replaced by temporary contracting resource, while the IS Reorganisation (due to complete in July) will deliver a permanent solution using a new Programme Management Office.

Other key areas identified include:

- Contract management
- Testing, deployment and training
- Technical skills
- Project specification

Conclusions

The conclusions section of this report compares project delivery against the project objectives (appendix 1). Based on these and user feedback the project has delivered seven of the eight identified objectives and a plan is in place to address the remaining objective by improving the search function.

The key reasons for the issues around the delivery of this project have been identified and temporary resources have been put in place to improve the areas of concern. A permanent fix is in hand through a reorganisation in the IS Department which will address the identified areas.

Recommendations
The Information Systems Sub Committee and Projects Sub Committee are asked to receive this report.

Background

The previous City of London website launched in 2002 and was pioneering and market-leading at that time. However, over the 10 years of its life, there has been significant design, navigation, content and technical developments and the site was looking 'clunky, old fashioned and dull'. It was also very slow and time consuming for users to find what they were looking for and particular areas of concern included:

- the disjointed user experience,
- unreliable search,
- clunky out-dated workflow,
- the volume of out of date, obsolete, duplicate content,
- the confusing navigation,
- the dull design that failed to show case the breadth and depth of our offer,
- the complicated, confusing transactions process,
- the lack of staff engagement and ownership of content.

The City of London Corporation's new website was designed to address these issues and a project was set up to deliver this before the London 2012 Olympics. This 'critical deadline' was achieved with the new website being delivered in July 2012, against an original project plan of June 2012. However, the project suffered from a number of significant technical, project management and reporting issues. These put the delivery of the project at risk and made it an exceptionally difficult exercise for all involved.

The Deputy Town Clerk commissioned a detailed lessons learned exercise to highlight best practice achieved by the project and examine the issues and the delivery of the project. The scope and purpose of the exercise was to:
- consult with the various members of the Website Decision Board and other key stakeholders, to gauge their views on what went right and wrong with this project,
- add this feedback to the results of a review of the project delivery,
- ensure that lessons learned contributed to a broader review of the delivery of 'change projects' and the IS Sourcing Review.

<u>**Main Report**</u>

1.   Summary of user feedback

A core requirement for the site was to deliver a user-driven content strategy. At the start of the project limited user feedback existed so a key task that was successfully delivered was to create a user research and implementation plan. Qualitative and quantitative user research has been used extensively throughout the project to inform key content (e.g. the site map, cluster titles, user journeys) and design decisions (navigation, wire frames etc). The research included pre-and post-launch user feedback to benchmark customer satisfaction with the site.

1a. User findings (benchmarking customer satisfaction)

Pre-launch users described the site as 'old fashioned, clunky and dull'; post-launch this changed to 'modern, useful, inspirational and relevant'.

Pre-launch 1% of users felt the design showcased the content and range of services we offered; post-launch this changed to 98% of users.

Pre-launch 9% of users could find the content they were searching for; post-launch this changed to 76%.

Although this is a considerable improvement further enhancements are required to meet user expectations for search.

1b. Global and national industry recognition

The City of London's new website received an Official Honouree distinction for design from the Webby Awards in May 2013 (global digital awards run by the International Academy of Digital Arts & Sciences) for the category of 'Government'. Entries came from 60 different countries and the City of London was the only site short-listed in the Government category from the UK.

Nationally the site has been awarded three stars and an 'm '(mobile) rating by SOCITM (the national association for government ICT professionals). This was an increase from last year when the site was awarded two stars. In addition, the City of London Corporation is one of only four London boroughs to get a mobile rating.

2.   Summary of best practice models

The project successfully introduced a range of industry standard publishing systems and processes to drive quality standards. It also successfully established cross department working and project wide interactive communication that actively engaged staff in the decision making process. The 'Show and Tell' content and design communication events enabled staff to have 'their voice heard' and influence decisions.

Post-launch feedback sessions took place (Sept–Dec 2012) with staff across the organisation involved in the web project. The sessions were well attended (76% of staff, 160 people, involved in the project participated). The following provides a summary of the best practice models (with quotes from staff) introduced by the delivery of the project.

2a. Cascading content ownership
"Although this seemed daunting at first it was important to do as staff now have more responsibility and ownership. This provided more control and staff engagement"

2b. Content audit and analysis
"It provided an opportunity to review all existing content and really think about what our customers want". *"We were made to review, up-date and consolidate content, which is a good thing"*

2c. The cluster publishing structure
"The clusters worked". *"The clusters successfully encouraged inter department co-operation"*. *"The structure was able to handle issues despite all the technical difficulties"*. *"The Cluster Composer is a very helpful and useful role"*

2d. Communications/staff engagement
"People were involved from the very early stages for design and content, the Show and Tell events were really helpful"

2e. Up-skilling staff across the organisation
The digital content and publishing skills level of staff (200+) across the organisation has been significantly increased. Tailored, modular courses at different levels have been developed based on staff needs. Training has included social media, writing for the web, search engine optimisation, accessibility, photoshop and publishing using the new workflow.
"the tailored modular training courses have been really well thought through and helpful" the drop in workshops were extremely useful during the content migration period" to up-skill staff across the organisation.

3. Summary of high risk/major issues

Project Structure, Management & Reporting
- Working with technical partners proved more difficult culturally than was envisaged, despite best efforts on both sides.
- Project Management across the City Corporation and Infusion has not been strong enough to ensure smooth delivery of this project. Stronger discipline on both sides would also have helped delivery.
- The outcome based approach to specification has probably saved time and money, however the ability for technical challenge from within the City Corporation was lacking.

- The Website Decision Board sought and received assurances on the practicalities of delivery at the start of the project. However, this would have benefitted from a stronger internal technical support and challenge to simplify the work where possible.
- The timeliness, clarity and integrity/accuracy of information provided to the Board was not of sufficient quality to allow it to monitor the position of the project effectively.
- There was an underestimation of the budget, timelines and complexity of the project, both internally and externally.
- Roles and responsibilities across the internal and external technical team were not clear for the Board - despite having spent a great deal of effort at the start designing how the reporting lines would work.

Financial Management
- The original contract for the development of the new site was set up as a fixed price and Fortune Cookie (design) and Infusion (technical solution) have been held to their budget costs.
- The internal spend on the project has been significantly over the original estimate: 1,500 days against an estimate of 815 days. This reflects a number of areas identified by the Lessons Learned exercise, including time taken to up-skill staff, the resolution of technical problems and revisions of scope.
- In addition, further external spend of £32,832 has been incurred to assist in the resolution of the problems, largely with Microsoft and Infusion. This cost was covered from local IS risk budgets.
- A detailed breakdown of these costs is contained in Appendix B of this document.

Content workflow development and implementation
- The content workflow is an essential component of the site that allows Staff to add and update their own content.
- During the development phase a number of technical problems led to a delay in the completion of this workflow.
- This had a knock-on effect on the migrating of the content. The workflow delays condensed the time available by 50% and required additional PRO staff effort to create and approve the content in time for 'go live' of the site.
- Once live, the workflow has also suffered from serious performance issues, which has required considerable time and effort to resolve, combined with great inconvenience for staff managing the content. At launch, in order to provide a stable publishing experience, only one person could use the workflow at a time to publish content. January 2013 was the first full month all staff had access to the workflow.
- The cause of this slow performance was identified in November and related to an issue with database performance caused by misconfigured Anti Virus Software. In this case, the AV Software would scan database files, preventing

their use by SharePoint and slowing performance of the database. This type of issue should have been identified much more quickly.

Search

Search was identified by the Members and the City Corporation as a whole as a critical area and although this has been developed by the supplier to the specification, there are a number of areas of concern highlighted by users.

To some degree the implementation of a new search function takes time to bed in and be tuned to return the desired results. However, although this is the cause of some of the issues, work is required to further improve search to the satisfaction of the Members and the business.

Work to address search issues is currently being agreed with the Website Decision Board.

Conclusions

What was successful?
- The project was set up with clear objectives and an understanding of the product and what we wanted from it.

- Seven of the eight project objectives have been delivered and a plan is in place to deliver the outstanding enhancements to the search function.

- The re-launched site, focused on audience needs, has received positive feedback from users and global and national recognition from industry.

- Models for best practice have been established and embedded within the organisation e.g. systems and standards for creating and publishing quality content.

- Staff across the organisation have been involved and engaged in the project e.g. contributing to the decision making process.

- The digital content and publishing skills level of staff across the organisation has significantly increased.

Issues arising/what needs to be improved?
- The organisation recognised that it did not have the skills in-house to do this project and procured external experts to lead on our behalf.

- Despite the project being set up with clear roles and accountability a number of these roles where not performed to an acceptable standard, which hindered effective governance and decision-making

- Project management was weak, lacking project controls and effective planning, budgeting and resource across Infusion and the City Corporation.

- Ineffective project management led to a failure to report issues and risks which led to the inability of the Board to perform its roles.

- Ineffective management of staff capacity and poor resource allocation across the range of projects and activities in IS resulted in staff having multiple commitments and unclear priorities.

- Ineffective 'team' make up (i.e. lack of technical skills and management skills on the project team) led to delays in the delivery or required increased capacity to meet needs. Business-led projects need to have a strong, skilled technical expert offering advice, challenge and assurance.

- Ineffective technical 'partnering' and provider management, resulted in a lack of clarity over roles and responsibilities. Too much trust and responsibility was placed onto the technical supplier without having the in-house skills to challenge and manage them effectively

- On this and other projects, there has been a lack communication and engagement for technology delivery, leading to changes being delivered in an unstructured way and challenges being experienced in the management of business stakeholders through these changes.
- Technical testing and deployment has not had sufficient rigour applied, which has led to avoidable problems and delays, including the Anti-Virus configuration which caused the workflow performance issue.

Overall Conclusions

Despite all the 'behind the scenes' technical and project management difficulties universal feedback to the re-launched site has been very positive.

1. The project review in IS and the detailed lessons learned activity from the internet project commissioned by the Deputy Town Clerk have highlighted a range of models of best practice and endemic issues across the project management activity in IS

2. Remedial action has already been taken to address remaining technical and project issues within the Internet project and to build improved practices for the subsequent phases of this work.

3. Action is also being taken to correct and improve the issues highlighted in skills, capacity and process across remaining projects.

4. Work is also underway to develop a prioritised 'pipeline' of new/proposed work across business as usual and projects.

5. With increasing demand from services and the transformation agenda, additional capacity will be brought in to support the delivery of IS Portfolio projects, defining the 'pipeline' work and the development of the IS Programme Management Office.

6. These tactical changes and improvements will run in parallel to the more strategic improvements to be delivered through the IS Reorganisation and the Sourcing Review. Both of which will begin their implementation from July 2013.

Appendix and tables

Appendix A - delivery against project objectives

Project Objectives	Delivery
User driven content	Extensive consultation and feedback has taken place with users throughout the project. The post-launch feedback has been very positive with users describing the content on the site as 'modern, useful, inspirational and relevant'.
Significant improvement to navigation	User and industry feedback to navigation has been positive. Nationally the site has been awarded three stars by SOCITM (the national association for all ICT professionals) and successfully passed their navigation standards.
Significant improvement to search	Although considerable improvements have been made to search further enhancements are required to meet user expectations.
World Class design 'slick' web site	The site has received global recognition for the standard of web design receiving an Official Honouree distinction for design from the Webby Awards in May 2013
Credit for the breadth and depth of our offer	Post-launch user feedback, 98% of users felt the re-launched site show cased the breadth and depth of the corporation's offer
Robust technology platform for the future	The site is now based on Microsoft SharePoint technology and hosted at a third party facility and taken together these provide a reasonable degree of robustness. There are still a number of inconsistencies in the platform, which are a legacy of the project issues and can particularly impact changes, these are being identified and removed.

Going forward the Sourcing Review contractor will take on the provision of the Internet site and this will provide further improvements in the robustness of the solution. |
| Change management – up-skilling staff | The project successfully introduced a range of industry standard publishing systems and processes to drive quality standards.

The digital content and publishing skills level of staff (200+) across the organisation has been significantly increased. Tailored, modular courses at different levels have been developed based on staff needs. Training has included social media, writing for the web, search engine optimisation, accessibility, photoshop and publishing using the new workflow. |

Launch before the Olympics	The site was launched on the 16 July, which was later than the original launch date in June but before the Olympics in August .

Table 1: - Actions Complete, Underway and Planned.

The following table details the actions underway to address the issues highlighted by the Lessons Learned Exercise.

Improvement areas	Work completed and underway	Planned actions
Project Management and reporting (This lies at the heart of issues affecting the project) - Clear governance and lines of accountability need to be implemented - Reporting that provides a clear picture of the status of a project across planning, budget, resources, risks and issues - Effective prioritisation and problem solving - Professional standards of project management adhered to - Engagement and communications plans need to be developed and implemented	Changes to the IS PMO to increase its priority and standing within IS including - The current IS reorganisation will put a senior post in that reports directly into the CIO. This is currently being temporarily covered through Interim arrangements. - Recruitment of interim resources including Programme Manager (Warren Strother) and PMO Manager (Sorabh Arora) to implement improvement programme - The new structure reflects these positions with the introduction of a PMO function that will continue the work on standards and best practice in programme management. - The new structure also includes 4 senior posts of Programme Lead. They will be accountable for a set projects and programmes and ensure standards are adhered to, including effective programme governance. IS Governance strategy been signed off and has been implemented including the	A review of the outcomes of the improvements undertaken will be evaluated and reported. IS will work with the Corporate PMO to include all IS projects in Project Vision.

	development of IS stage gates that are integrated with the corporate gateways	
	Updating all project documentation to ensure it meets Prince 2 best practice and fits with the COL Corporate Programme Office standards. Project managers to develop skills to use this approach and apply the documentation and approach for each project current and new project.	
	Establishment of new reporting for Committees, Boards and stakeholder groups to meet requirements of clearer communication.	
	Engagement and Communication Plans are now being put in place for all projects in IS	
	Web project recruited an external contractor with appropriate skills and experience to manage the web project	
	Consolidation and rationalisation of current projects within IS	
Contract Management - Stronger contract and supplier management	For the web project, robust contract management has been undertaken with the third party supplier, Infusion to deliver project objectives.	A review of current projects that include a procurement stage or a third party supplier

- Appropriate contracts established to deliver projects		Contract management skills to be developed as appropriate within IS The new structure includes roles specifically dedicated to the management of supplier performance and working with CLPS to ensure effective contracts are put in place for IS projects as well as operational delivery.
Testing, Deployment, Training - Implement formal testing scripts and procedures to ensure the business and technical signoff are obtained before go lives - Implement formal procedures to ensure the availability of all systems and these should be ITIL based as best practice. - Ensure that training is focussed on both business and users	A new managed deployment approach has been agreed and signed off by the Website Decision Board. This includes additional time for testing (including full testing before go live), improved load testing and additional time for training and deployments. This approach also means that there is no downtime for customers when website changes are made. The new structure will allow for additional testing resource to be allocated to projects. The sourcing review supplier will also work with us to ensure that the environments are updated and stable.	Formal deployment and testing policies and procedures developed and agreed Change control processes that include robust testing applied to business as usual IS activity
Technical skills - Ensuring that projects have the required skills and level of resources to deliver objectives	Developing a resource management process within IS. The new structure has introduced a professional lead dimension to the new Application Development lead role. This will include managing professional and	Sourcing review and implementation - Provide a single supplier with responsibility across all systems

- Making sure the business has the required skills to meet current and future technical requirements	technical skills development in IS more actively. In addition we will work with our suppliers to build in capacity for niche or specialist skills as required.	Establishment of a training programme for IS staff including individual development plans Resource planning, management and prioritisation across IS for all BAU and project activities
Specifications - Should be technically and functionally challenged to ensure business requirements can be delivered	Developing the skills and processes within the methodology to ensure there is a robust specification. The new structure combines a range of skills and functions that work directly with our customers to identify business requirements and turn these into technical specifications. The Development Lead role includes responsibility for providing assurance that a full range of scenarios have been considered in the technical specification.	

Appendix B Financial Summary

Internet : Technical Delivery - Project Costs

PHASE 1				
Supplier	Area	Budget	Total Forecast spend	Variance
Fortune cookie	Design	£255,000	£255,000	£0
Infusion	Development	£506,000	£506,000	£0
SCC Change (2.25%)	Framework cost	£17,123	£17,123	£0
CRM Software licences	Licence	£40,000	£40,000	£0
Sub Total		**£818,123**	**£818,123**	**£0**
Unbudgeted Costs				
Infusion	Additional development cost, agreed by Board in March 2012	£0	£14,000	£14,000
Infusion	Additional Project Management, agreed by the Board in March 2012	£0	£5,600	£5,600
Infusion	Fault fixing and Support	£0	£4,200	£4,200
Microsoft	Fault fixing	£0	£8,232	£8,232
Bramble	Fault fixing	£0	£800	£800
TOTALS		**£818,123**	**£850,955**	**£32,832**
Contingency	**Managed by the Board**	**£50,000**		

IS Development team	Area	Budget	Total Forecast	Variance
IS Internal resources	Development Days	815	1500	685

Note

1) The PRO incurred a cost of £36,000 to contract external resources to assist with web content creation and approvals due to the delay of the workflow
2) £19,500 has been spent during the course of the project on load testing by Commissum, this was not included in part of the original project budget and has been covered by IS budget.
3) As part of the broader changes to the IS Project Management Office a number of contractors have been employed to improve the delivery of this and other projects. The costs attributable to the internet project for these resources are £46,750. This cost is covered within the IS budget.
4) The £32,832 unbudgeted costs were funded from local IS risk budgets.

Board:	Date:
Information Systems Sub Committee	18th June 2013
Subject: Progress Report on Key Projects	**Public**
Report of: Chamberlain	**For Information**

Summary

This report summarises the progress made on current projects and pipeline projects. It provides a summary of the progress made on the delivery of key IS projects which were considered to be the most critical for the IS Strategy Board to monitor.

Recommendation

That the report be received.

Main Report

Background

1. This report provides a short progress update on the most significant projects, along with the RAG status and completion dates. The report also includes an indication of the direction of travel of RAG status and information on staff hours to complete projects.

2. IS have undertaken a lessons learned activity on the Website project, in response to a request from the Deputy Town Clerk. Actions from this have been built into reporting for projects and programmes across current and new IS projects going forward.

3. The report now refers to the IS Stage for each project as per the agreed IS governance processes. These stages are shown in the IS Stage Gate summary in Appendix A. Separate reports have been developed for active and pipeline projects.

4. IS governance processes closely match the Corporate Gateway project procedure, as highlighted in Appendix A. Projects will follow the IS governance processes as per the following guidelines:

Capital and Supplementary Revenue projects **< £50k**
Routine Revenue projects **< £250k**
Routine Revenue projects **< £250k**

Corporate Gateway project procedure will be followed for all other projects.

5. The report now splits project budget into Capital and Revenue along with a Budget RAG status.

6. The report includes estimated and actual IS Staff days for new projects that has been formally established within the work programme. Estimates for previously existing projects are not included.

Current Position

7. There are currently 14 key projects in IS Division which includes 12 live projects and 2 projects in the pipeline.

8. Of the active projects, no projects are rated as "red", 3 projects are rated as "amber" and 9 projects are rated as "green".

9. Of the pipeline projects, no projects are rated as "red" or "amber" and 2 projects are rated as "green".

Contact:
Graham Bell
graham.bell@cityoflondon.gov.uk

RAG Status Definitions

RAG Categorisation	Project Status
Red	The Project Will not be completed within the agreed budget, timetable or specification and a decision will be required on how to proceed
Amber	The project is in danger of not being completed within the agreed budget, timetable or specification but action is being taken to ensure that the project will be delivered within agreed limits
Green	The project will be delivered on budget, time and to the agreed specification

Direction of Travel:

The Direction of travel indicator compares current information with the last report. Up arrow is improvement, down arrow is deterioration and horizontal arrow means no change.
Colour of the arrows represents the RAG status the project has moved into in this reporting period.

Current IS Projects – status report

Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
City of London web site Phase 1	Close and review	Amber	Amber	(amber) ⬌	David Hunt	Susan Attard	Jun-12	Jul -13	£818k	n/a	Amber	Estimate: 815 days Actual: 1500 days	RAG status remains on Amber: due to a previous delays on the project.
City of London web site Phase 2	Close and review	Amber	Amber	(amber) ⬌	David Hunt	Susan Attard	Dec-12	Jul-13	See budget above (Phase 1 & 2 have the same budget)	n/a	Amber	Estimate: 561 Actual: 950	RAG status remains Amber due delays to project progress.

- Since the last report, the project has successfully completed the Transactions Go live, which went live on 16 May. The Go live was implemented using a Deployment approach which meant that the website was available to residents throughout the process.
- Over the last few months the project had been working toward the go live of transactions on the website in April with closure of the project planned in May. However, there were issues that arose that pushed the 'go live' back to the middle of May, with a project closure approximately 4 weeks later. These issues arose at a very late stage in the project and are due to shortcomings of both

Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes

- project management and the management of the internal development team in the IS Division.
- Actual Internal IS Staff days are significantly higher than original estimates, this is due to issues around the management of the projects, the development team and the supplier. Going forward improvements to these areas are being addressed through the IS Reorganisation and the IS Sourcing Review. Further information on these issues and the activities underway to resolve them is available in the Internet Lessons Learned Report.
- The project is currently monitoring the performance of the transactions and will implement some final changes. Based on successful and reliable performance of the website during the monitoring period it is anticipated that Phase 1 and 2 will close in July.

Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
Social Care Replacement Service	Plan and Build	Amber	Green	(green) ⬆	Patricia Williams	Chris Pelham	Apr-13	Sep-13	£174k	£30k	Green	Not specified *	Since the last report, PID and Project plan have been signed off by the Board, hence the RAG status has been changed to Green. Project Board agreed that no interface development is required for use of SharePoint, which led to budget saving for the project.

Excellent progress has continued on this project. The first phase of User Acceptance Testing has taken place and was successful. Changes were identified and communicated with software supplier and have been updated in the system. These changes have been applied and are currently being re-tested along with the financial configuration. The Finance integration and Reporting requirements have been signed off and work is progressing on completing this work.

Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
Committee Management Software (modern.gov)	Close and review	Green	Green	(green) ⬌	Sorabh Arora	Simon Murrells	May-12	Jun-13	£30k to £50k	n/a	Green	Budget: 35 (0.2 FTE)	Since the last report, the last 2 outstanding issues – login process freezing and calendar synch have been resolved. Project handover meeting has been scheduled for 29th May to agree terms of transfer of back office support to IS Business application support team for business as usual operations. Draft closure report has been prepared and is pending confirmation from Lorraine Brook for final closure by 6th Jun 2013.

Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
Corporate Disaster Recovery Centre - Relocation (Phase 1)	Implementation	Amber	Green	(green) ⬆	Ajit Upadhyaya	Chris Anderson	Dec-12	Jun-13	£73k	n/a	Green	Not specified *	The completion date has moved to end of Jun 13 from the earlier date of March 13 due to delays from Virgin Media to provide stable data circuits. In turn, the technical test at LMA had to be re-scheduled to 8th to 10th May 13. The RAG status has changed from Amber to Green because since the last report, dates for DR technical tests were successfully carried out from 8th to 10th May. Following these tests, the dates for UAT were agreed as well.
DR Infrastructure technical (IS only) test to verify the DR invoke service was successfully carried out at LMA on 8th – 10th May. The LMA public area (PCs, printers, Wi-Fi) was configured to be used for Business Continuity purpose. All expected IS services were tested and majority found to be working as expected. A review has been conducted to identify and resolve technical issues in preparation for limited end user test that is scheduled to take place between 5th - 7th June, which will potentially be carried out by the support team.													
Mobile Telephony Migration	CLOSED	Amber	Green	(green) ⬆	Ajit Upadhyaya	Chris Anderson	Mar-12	Apr-13	n/a	n/a	Green	Not specified *	The closure report was approved by ISPB on 25th April. The project successfully migrated 1000 users as part of the project. The migration of the final 200 users will be managed as business as usual by the Service Desk, as the migrations will not happen until the individual contracts expire.
Tower Bridge Ticketing and Retail Management	Plan and Build	Red	Amber	(amber) ⬆	Keith Harvey	Jamie Bottono	Apr-13	Jul-13	£25k	n/a	Green	Not specified *	IS Stage Gate 1 report has been approved by ISPB on 25th April 2013. RAG status is maintained as Amber from previous period as the PID and plans have not yet been signed off. PID is awaiting sign-off by end of May and is currently in production along with legal contract and service support agreements.

Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
This project's budget has reduced from estimated £110k to £25k as confirmed by the supplier, Gamma. This is based on the decision to upgrade the existing solution to meet the business's requirements. This project has moved from Project Vision to internal IS Division governance processes due to the value of the project. A hosted service for online sales will be implemented giving both Tower Bridge and the Monument the ability to offer a full range of ticket options. The technical solution meets the CoL security requirements.													
Managed Print Service	Implementation	Amber	Green	(green) ⬆	Ajit Upadhyaya	Colin Ashcroft	Jun-12	Jun-13	n/a	n/a	Green	Not specified *	Rollouts of MFDs & Follow Me print service to Barbican Centre is near completion as planned. CLS MFD rollout has been completed up to the extent required at this stage. Further rollout is planned for summer vacation along with Follow Me Print service. CoLP has successfully trialled the Follow Me print service, and is now at planning stage for implementation of >100 MFD devices to 5 sites commencing 12th June. This will be implemented as part of BAU activities following project closure by 1st Jun. This project is ready for closure and further implementations will be carried out as BAU.
Management Dashboards (Phase 2) - includes dashboards for Energy, Money and SRS.	Energy – Closed Money – Close & Review SRS – Implementation	Green	Green	(green) ↔	Mahesh Gobindram	Peter Lisley	Energy – 14/03/13 Money – 27/03/13 SRS – 14/05/13	Energy – 02/05/13 Money – 30/05/13 SRS – 06/06/13	£112k	n/a	Green	Not specified *	Energy Dashboard closure report accepted by the IS Management Team on 02/05/13. Project Closed. Finance Leadership Group has agreed to release Money dashboard to Chief Officers and all users on 04/06/13. A Project closure report has been prepared for submission to IS Management meeting on 30th May. SRS Dashboard UAT complete, feedback currently being incorporated into Development. Project on track to be ready for closure by 1st week of Jun.

Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
													Completion dates have moved due to enhancements that were scoped and included in the delivery plans.
Network & Telephony Procurement (PP2P)	Plan & Build	Green	Green	(green) ⬌	Ajit Upadhya ya	Chris Anderso n	Dec 13	Dec 13	£0	n/a	Green	Not specified *	This project has been approved by the Finance Committee since the last report hence it has transitioned from pipeline to a live project. Financial Committee approved recommendation to procure WAN services (Lot1) via Virgin Media and network/telecoms maintenance (Lot2) via BT. Network / telephone maintenance (Lot 2) contract has been signed off with BT and has now been transitioned to BAU operations. Fixed line and call charges (Lot 3) procurement has been deferred till a solution has been finalised with Daisy. The current contract runs till Nov 13.
Wide Area Network upgrade	Corporate Gateway 6	Green	Green	(green) ⬌	Chris Anderson	Graham Bell	Jan-12	Jan-14	£170k	n/a	Green	Not specified *	ADSL2 issues have now settled and a rolling programme of upgrades has been implemented where necessary. WAN has been far more stable. Juniper VPN is now in pilot with initial sites rolling out. **Next milestone to be achieved:** Complete pilot of Juniper VPN gateways and commence migration of live sites. (includes Ashtead)
SharePoint Phase 2 Team sites	Plan and Build	White	Green	(green) ⬆	Ellen Murphy	Graham Bell	n/a	Jun-13	n/a	n/a	n/a	Not specified *	IS Stage Gate 2 report for this work has been approved by IS Projects Board on 23rd May.

Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
													The project will implement SharePoint Team sites for Summit Group and Corporate Programme Office along with team site guidance and template for future team sites. It will also include training programme for team sites and definition of a BAU process for setting up future team sites.

* Not specified during project initiation

IS Pipeline projects review

Pipeline 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
Oracle ERP (R12)	Corporate Gateway 4	Green	Green	(green)	Marcus Denton	Chris Bilsland	Oct-13	May-13	£60k	n/a	Green	Not specified	The gateway 4 (detailed Options Appraisal) has been received and approved by Finance Committee (21st May) and Project Sub Committee (16th May) subject to the following conditions 1) project savings will be equal to the project cost and 2) the pilot demonstrates that OPN is satisfactory (purpose of the pilot). Gateway 4c will be received by Project Sub-Committee on 4 July. It will be caveated to the outcome of the pilot (expected 1st week of August). The Oracle ERP (Enterprise Resource Planning) project team has gained approval for the Gateway 4 report from the Finance and Project Sub-Committees. Based on this formal agreement, it is planned to combine the Manhattan replacement and Release 12 upgrade for CBIS projects in Project Vision.
IS Sourcing Review Phase 3	Bids received	Green	Green	(green)	Graeme Quarrington-Page	Graham Bell	Aug-13	Aug-13	n/a	n/a	n/a	Budget: 2300 days Actual: 1794 days	Bid evaluation process complete. Paper recommending winning bidder presented to the June IS Sub Committee.

All 3 bids received before deadline of 19th April.

Scoring of each bid by a team of evaluators from IS and departments performed during April and May.

Each vendor has presented on 3 topics to 3 different groups –

- Technology & Projects (ISLOG members and senior IS staff)
- Business Value (Chief Officers & Chairman of Finance)
- TUPE – all IS staff in scope of outsourcing

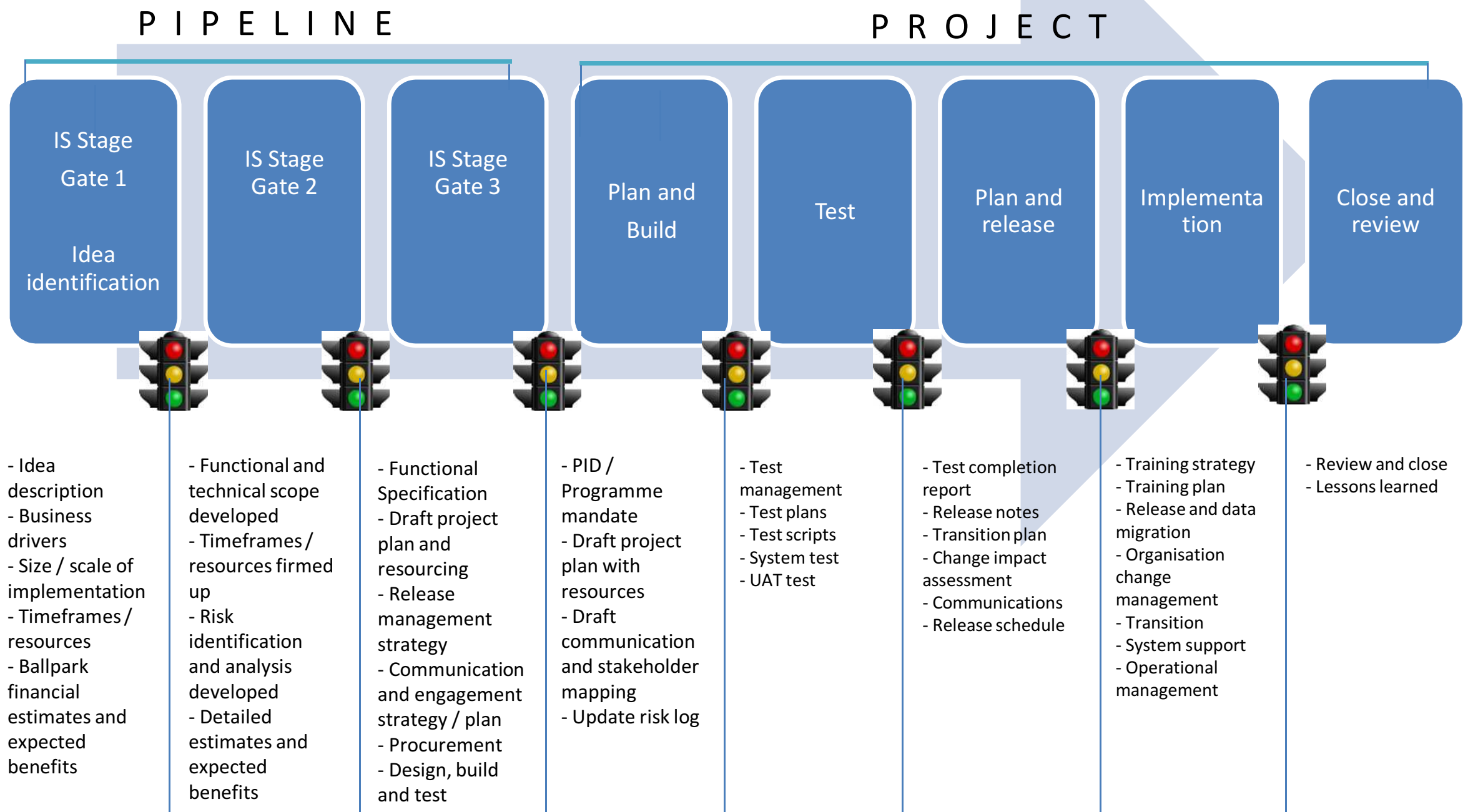A small team undertook visits to reference sites for each vendor. The CoL team interviewed business staff, supplier management staff, and staff who were part of a TUPE process.

The presentations and site visits have provided feedback to the bid moderation process.

Final preparations underway to enable the selected bidder to be announced in the week commencing 20th May.

* Not specified during project initiation

Appendix A – IS Stage Gate summary

1 to 5	6	7

1 to 5
- Idea identification
- Engagement with Senior Officers and Members
- Project proposal submission
- Focus on desired outcomes and options appraisal
- Authority to commence work on project

6
- PID / Project Mandate
- New project setup and approved by IS Projects Board
- Weekly monitoring of Project plan with resources
- Weekly progress / highlight reports
- Weekly review and updates on Risks and Issues logs
- Weekly financial summary

7
- Closure report reviewed and approved by IS Projects Board

PIPELINE   PROJECT

IS Stage Gate 1 — Idea identification	IS Stage Gate 2	IS Stage Gate 3	Plan and Build	Test	Plan and release	Implementation	Close and review

IS Stage Gate 1 – Idea identification
- Idea description
- Business drivers
- Size / scale of implementation
- Timeframes / resources
- Ballpark financial estimates and expected benefits

IS Stage Gate 2
- Functional and technical scope developed
- Timeframes / resources firmed up
- Risk identification and analysis developed
- Detailed estimates and expected benefits

IS Stage Gate 3
- Functional Specification
- Draft project plan and resourcing
- Release management strategy
- Communication and engagement strategy / plan
- Procurement
- Design, build and test

Plan and Build
- PID / Programme mandate
- Draft project plan with resources
- Draft communication and stakeholder mapping
- Update risk log

Test
- Test management
- Test plans
- Test scripts
- System test
- UAT test

Plan and release
- Test completion report
- Release notes
- Transition plan
- Change impact assessment
- Communications
- Release schedule

Implementation
- Training strategy
- Training plan
- Release and data migration
- Organisation change management
- Transition
- System support
- Operational management

Close and review
- Review and close
- Lessons learned

This page is intentionally left blank

Agenda Item 11

Document is Restricted

This page is intentionally left blank

Agenda Item 12

Document is Restricted

This page is intentionally left blank