Public Document Pack

Information Systems Sub (Finance) Committee

Date: **TUESDAY, 22 OCTOBER 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
Chris Punter
Tom Sleigh
Graeme Smith
Deputy John Tomlinson

Enquiries: **Julie Mayer**
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Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **DECLARATIONS BY MEMBERS 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 18 June 2013

For Decision
(Pages 1 - 4)

4. **PROGRESS REPORT ON KEY PROJECTS**
Report of the Chamberlain

For Information
(Pages 5 - 14)

5. **IS DIVISION - SOURCING REVIEW, REORGANISATION & IS STRATEGY PROGRESS REPORT**
Report of the Chief Information Officer

For Information
(Pages 15 - 26)

6. **IS MANAGED SERVICE GOVERNANCE SOLUTION**
Report of the Chief Information Officer

For Decision
(Pages 27 - 30)

7. **A PRESENTATION FROM AGILISYS**

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.

For Decision

Part 2 - Non-Public Agenda

11. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the non-public minutes of the meeting held on 18 June 2013

For Decision
(Pages 31 - 32)

12. **PUBLIC SERVICE NETWORK - CURRENT AND FUTURE COMPLIANCE REQUIREMENTS**
Report of the Chief Technology Officer

For Information
(Pages 33 - 38)

13. **ORACLE ENTERPRISE RESOURCE PLANNING (ERP) PROJECT - REPLACEMENT / UPGRADE OF CBIS AND MANHATTAN SYSTEMS**
Report of the Chief Information Officer

For Information
(Pages 39 - 42)

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

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

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INFORMATION SYSTEMS SUB (FINANCE) COMMITTEE

Tuesday, 18 June 2013

Minutes of the meeting of the Information Systems Sub (Finance) Committee held at Guildhall, EC2 on Tuesday, 18 June 2013 at 11.30am

Present

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

In attendance:
Chris Punter

Officers:

Susan Attard	-	Deputy Town Clerk
Matthew Pitt	-	Town Clerk's Department
Chris Bilsland	-	Chamberlain
Graham Bell	-	Chief Information Officer
Suzanne Jones	-	Chamberlain's Department

1. **APOLOGIES**
   Apologies were received from Ray Catt and Hugh Morris.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations.

3. **MINUTES OF THE PREVIOUS MEETING**
   The public minutes and summary of the meeting held on 19 February 2013 were approved.

   Matters Arising:

   Members Technology Fund
   In response to a Member's question the Chairman suggested that looking at the introduction of iPads on a cost basis alone was not sufficient and suggested

that it would be better to ask the question, have iPads impacted working practices, as part of a wider review.

4. **IS STRATEGY 2013 - 2018**

The Sub-Committee received a report of the Chamberlain which followed on from the IS Strategy consultation document presented at the February 2013 meeting.

The Chamberlain stressed that the strategy was a living document that would evolve over time. He added that it shifted the departmental focus from backroom facilitators to a customer facing department.

In response to a Member's question on data protection issues, the Chamberlain responded that an organisational refresh was underway and this would also be given to Members.

In response to a Member's question regarding assisting with the digitisation of the London Metropolitan Archives (LMA), the Chief Information Officer, responded that colleagues in his department would be working with the LMA on this project. He added that the team intended to learn from the digitisation project undertaken at the British Library.

In response to a Member's question regarding ORACLE Property Management software, the Chief Information Officer responded that a decision on adoption of the software would be taken in July. The Chamberlain clarified that the new system would be used for investment property management and not rental properties.

RESOLVED – That the strategy be adopted and be subject to review after a period of six months.

5. **WEBSITE - USER FEEDBACK AND STATISTICS**

The Sub-Committee received a presentation of the Deputy Town Clerk providing Members with user feedback and statistics from the 2012 website overhaul.

The Deputy Town Clerk advised that whilst there were still areas that could be improved upon, notably the search function and integration with social media, overall user feedback from the new site had been positive. She added that areas identified for improvement were being worked on as a matter of priority.

It was noted that the website had received a Webby Award as recognition of the improvements.

In response to a Member's query, the Deputy Town Clerk advised that users surveyed for feedback were a mix of staff, residents and business users.

Members raised a number of concerns regarding integration of the website function with other applications search functions, for example the planning system and Modern.gov committee management software. In response, the Chief Information Officer advised that his team would examine marrying the systems into the website's search function.

RECEIVED.

6. **INTERNET PROJECT - WEB LESSONS LEARNED**

The Sub-Committee received a report of the Chamberlain outlining lessons learnt from the website overhaul project.

The Chief Information Officer stated that issues with the project had stemmed from two key areas, the absence of strong project management and inadequate testing; these had added significant risk to the new sites launch. He added that contractors had been brought in to make improvements. He highlighted that the changes made as a result of the lessons learnt on this project would assist in the smooth running of future projects.

In response to a Member's question, the Chief Information Officer advised that other projects had been affected as a result of the extra resources required to finish the website refresh.

RECEIVED.

7. **PROGRESS REPORT ON KEY PROJECTS**

The Sub-Committee received a report of the Chamberlain summarising the progress made on the delivery of key IS projects which were considered to be most critical for the committee to monitor.

The Chairman requested that a project number be added to the table within the report but welcomed the improvements officers had made to the document in its latest iteration.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

10. **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.

11. **TENDER FOR IS MANAGED SERVICES**
The Sub-Committee approved a report of the Chamberlain.

12. **IS DIVISION REORGANISATION - PROGRESS REPORT**
The Board received a report of the Chamberlain.

RECEIVED.

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

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

15. **CONFIDENTIAL MINUTES OF THE LAST MEETING**
The confidential minutes of the meeting held on 19 February were approved.

The meeting ended at 1.05pm

Chairman

Contact Officer: Matthew Pitt
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Board:	Date(s):	Item no.
Information Systems Sub Committee	22nd October 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. The report 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.

3. 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.

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

5. 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

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

7. Of the active projects, no projects are rated as “red”, 1 project is rated as “amber” and 11 projects are rated as “green”.

8. Of the pipeline projects, no projects are rated as “red” or “amber” and 2 projects are rated as “green”.

Contact:
Graham Bell
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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 3	Plan & Build	White	Green	(green) ↑	David Hunt	Susan Attard	Dec-13	Dec-13	N/A	N/A	N/A	Not specified *	Following completion and closure of web site Phases 1 and 2, the business has highlighted additional requirements to be delivered. Phase 3 will cover part of these requirements and will be managed through the IS governance processes. Developments on City of London Police web site will be included as part of Phase 3.
Social Care Replacement Service	Gateway 7	Green	Green	(green) ↔	Darren Read	Chris Pelham	Apr-13	Sep-13	£174k	£30k	Green	Not specified *	Since the last report, the Social Care Replacement Service went live on 1st August, with excellent feedback from end users. Gateway 7 Outcome report preparation is currently underway for submission to DCCS Grand Committee and subsequently to Projects Sub Committee in Nov 13.

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 successfully went live on 1st August, with a budget underspend of £7,099. A month of intensive support and system monitoring has been undertaken throughout September. Feedback from end users has been extremely positive, and system monitoring has shown a vast improvement in accuracy of client records and system usage. Lessons learnt has been completed and Gateway 7 closure report being produced for submission to DCCS Grand Committee and Projects Sub Committee in Nov 13.													
Committee Management Software (modern.gov)	Closed	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, this project has been closed following acceptance from Susan Attard, Simon Murrells and Lorraine Brook. However, as part of BAU modern.gov.is currently being reviewed by the Chief Technology Officer with Committee Services.
Corporate Disaster Recovery Centre - Relocation (Phase 1)	Closed	Green	Green	(green) ⟺	Ajit Upadhya ya	Chris Anderson	Dec-12	Jun-13	£73k	n/a	Green	Not specified *	The final round of user acceptance testing in July was run successfully and it was agreed that any follow up issues will be addressed as operational issues. Project closure was accepted by IS Projects Board in Aug 13.
Tower Bridge Ticketing and Retail Management	Plan and Build	Amber	Amber	(amber) ⟺	Wanda Serafin	Jamie Bottono	Apr-13	Nov -13	£25k	n/a	Green	Not specified *	The completion date was moved from Jul 13 to Oct 13 as the Project Sponsor, Jamie Bottono, wanted to avoid any adverse impact on visitor numbers during the busy holiday period. There have been further delays with some contractual issues that have now been resolved. Due to these delays, the completion date has been moved into Nov 13.
Managed Print Service	Closed	Green	Green	(green) ⟺	Ajit Upadhya ya	Colin Ashcroft	Jun-12	Jun-13	n/a	n/a	Green	Not specified *	Worked successfully with COL departments and supplier, Konica, for a print service for the organisation that provides the savings agreed with the Finance Committee.

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 closure was accepted by IS Projects Board in Jul 13.
Management Dashboards (Phase 2) - includes dashboards for Energy, Money and SRS.	Energy – Closed Money – Closed SRS – Closed	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 *	The closure of Energy Management Dashboard was reported to the Committee in the Jun 13 report. Since the last report, both the Money and SRS Management Dashboard projects have been closed and accepted by IS Projects Board in July 13.
Network Refresh	Plan & Build	Green	Green	(green)	Andy Goodey	Chris Anderson	Dec 13	Dec 13	£0	n/a	Green	Not specified *	Following transfer of this project to Agilisys a project review is planned. This will confirm the resource required to complete project within agreed timescale and to adjust available resources as required. Progress is being made with site visits and installations. Testing of pilot due to commence shortly. As expected, some sites are throwing up significant although not entirely unexpected challenges. The physical survey at Burnham Beeches identified £136,000 excess charge for civil works. Where such issues arise we will review and seek to identify alternate solutions.
Wide Area Network upgrade	Corporate Gateway 7	Green	Green	(green)	Chris Anderson	Graham Bell	Jan-12	Oct-13	£170k	n/a	Green	Not specified *	Since the last report, the Wide Area Network upgraded as part of this project has been successfully rolled

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
													out across the organisation. Gateway 7 Outcome report has been prepared and has been submitted to Projects Sub Committee and Finance Committee to be held in October 2013.
SharePoint Phase 2 Team sites	Close and review	Green	Green	(green)	Ellen Murphy	Graham Bell	n/a	Oct-13	n/a	n/a	Green	Not specified *	The project for setting up Team Sites for Summit Group and Corporate PMO was approved by IS Projects Board in May 13. These sites were setup in June 13 and are currently being monitored with regards to performance. This project is due for closure in Oct 13

* Not specified during project initiation

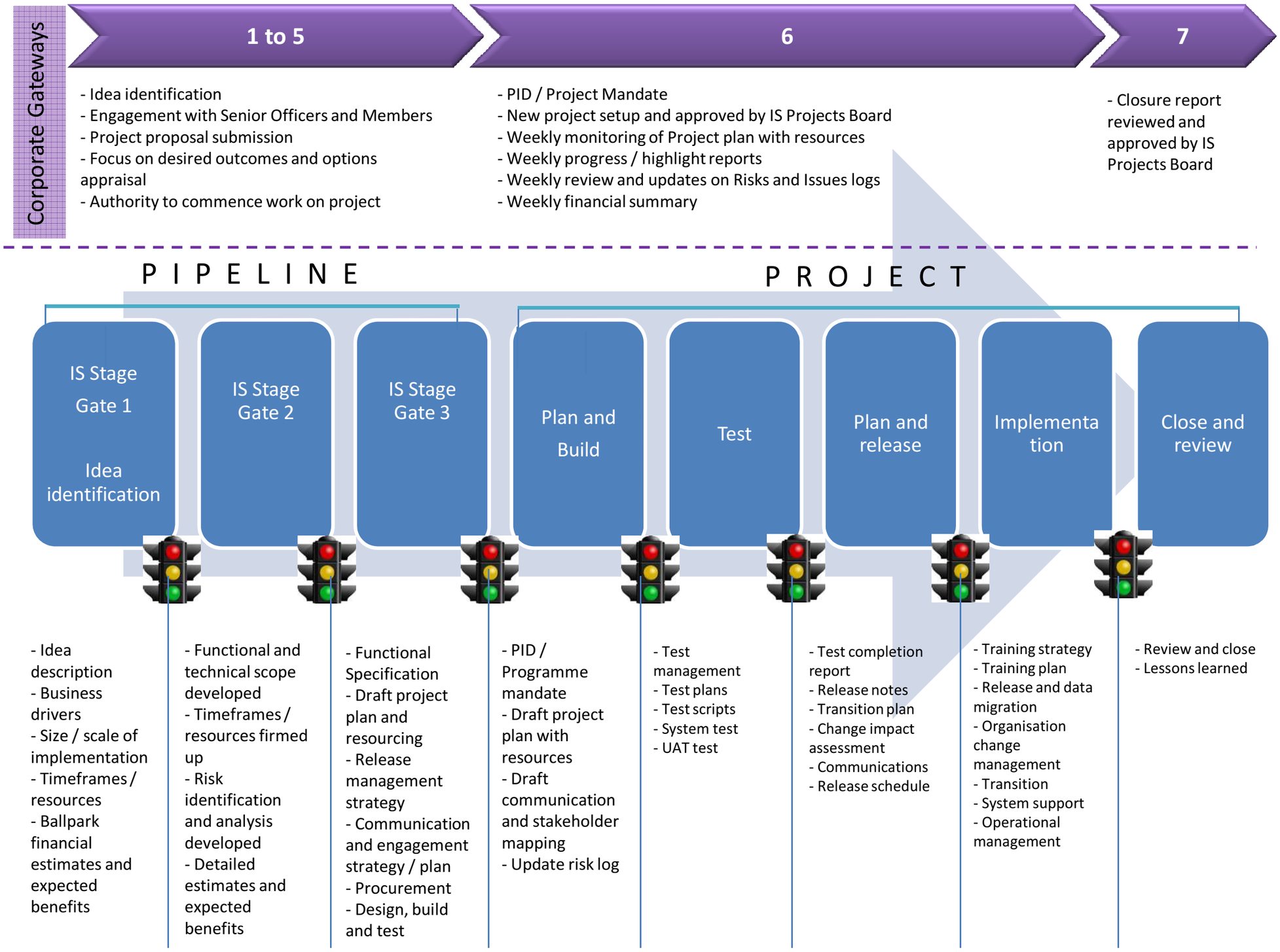
IS Pipeline projects review

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 5	Green	Green	(green) ⇔	Marcus Denton	Chris Bilsland	Oct-13	Dec-13	£1.5m	n/a	Green	Not specified *	A proof of concept was undertaken as pilot in Jul/Aug to establish if Oracle Property Manager has the requisite functionality to replace Manhattan. This pilot successfully concluded that the Oracle Property manager module has the capability to support City's property business. The tender process commenced in early September as planned to select a systems partner to upgrade and implement new modules and tender publishing was on target. Outsourced Managed Service Provider that will be procured simultaneously with the R12 upgrade. Mid Tender review confirmed Tender participants to provide assurance of correct understanding of requirements and confirmed ability to submit in accordance to the tender timescale (tender close 18th October) Tender instructions include a requirement for business case to be developed for a Oracle HR implementation
IS Sourcing Review Phase 3	Transition to live operations	Green	Green	(green) ⇔	Graeme Quarrington-Page	Graham Bell	Aug-13	Aug-13	n/a	n/a	n/a	Budget: 2300 days Actual: 2319 days	Contract signed on 30th August which completed the procurement phase of the programme. Managed Service started on 1st September, with the TUPE transfer of 29 permanent IS staff. Transition programme phase has started, which is expected to run until December 2013.

The contract was finalised during August and was signed by both parties on the 30th August. A total of 29 City staff transferred under TUPE to Agilisys on 1st September. The existing 18 contract staff has been retained, now working for Agilisys.
The programme now moves into Transition, with 7 key improvement projects underway. These are expected to run through to December 2013, although the transfer to cloud-based server and storage will continue into 2014 to ensure changes fit in with planned system upgrades (mainly Oracle R12).

* Not specified during project initiation

Appendix A – IS Stage Gate summary



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Board(s):	Date(s):	Item no.
Information Systems Sub Committee	22nd October 2013	

Subject: IS Division - Sourcing Review, Reorganisation & IS Strategy Progress Report	Public
Report of: Chief Information Officer	**For Information**

Summary

Following the conclusion of the IS Sourcing Review and Reorganisation the implementation of our new operating model began in August. We have now planned for a transition period through to Dec 2013 that integrates the in-house changes with the transition of services to Agilisys.

As this transition progresses to completion our attention turns to the delivery of the IS Strategy and central to this delivery will be our Work Programme.

The Work Programme will form the core of our transition plans and includes existing business as usual projects transferred to Agilisys and projects that we are continuing to deliver in-house. In addition, outputs from our consultation with departments on the IS strategy are now forming a pipeline of new projects (departmental and corporate). Supporting these projects are a range of changes to our underpinning technology, these enabling works will improve service, increase capacity and provide the foundation upon which our Work Programme will be based. The technology roadmap also includes the maintenance of Corporate and Departmental applications, ensuring applications are maintained on supportable versions. Together, all of this work forms the IS Portfolio.

The 'Getting the basics right' principle of the IS Strategy is being worked up for delivery via seven improvement areas that Agilisys are leading on. These are included in the Portfolio as part of the enabling technology solutions and will deliver improvements to the core service provision.

The IS Reorganisation has created a number of vacancies for key personnel and recruitment is progressing steadily to fill these, however we are experiencing some challenges at the more senior roles due to market changes, but are working up alternative solutions to address this.

A programme of skills development has been implemented for existing and new staff, involving formal training and workshops. Staff facing redundancy is continuing to be supported through the redeployment system and have benefitted from additional outplacement support via Penna.

Main Report

1. Background

1.1. At the IS Strategy Board meeting on 5th August, an outline of the Work Programme that underpins the delivery of the IS Strategy was presented. That report provided an outline of the programmes within each theme in our Strategy an updated version is available in annex A.

1.2. Each programme and theme contains a number of projects or work streams. These consist of 'in-flight' projects, where delivery has been on-going during the re-organisation, and 'pipeline' projects where requirements gathered from the business areas are progressing through our corporate gateway process.

1.3. The partnership with Agilisys was signed on 1st September. We have worked with them since then to set out a 4 month transition period to December 2013 that integrates with the implementation of our new in-house operating model.

1.4. The transition includes reviewing, improving and integrating our governance and working practice. These practices will underpin the 'work programme' and will integrate the projects and work streams set out above with 'business as usual' technology development provided by Agilisys.

1.5. This paper sets out the progress and plans for delivery of our Work Programme and the activity being undertaken to drive transition to the new structure and the partnership working with Agilisys.

1.6. Following this paper the IS Division is planning a workshop with IS Strategy Board to consider the scope and priorities of the work programme. A provisional date of 4th November has been scheduled.

2. Work Programme

2.1. The implementation of our new internal structure and the partnership with Agilisys will provide a permanent staff structure, which will build on the improvements already made to our project delivery.

2.2. Our current project work will be subsumed into the Portfolio model set out in the IS Strategy. The work programme incorporates:

- Programmes and projects listed in the IS Portfolio (annex A)
  - Current 'in flight projects'
  - New 'pipeline' business requirements
- Business as usual technology and infrastructure work and projects (transferred to Agilisys)
  - Existing enabling works
  - New work packages
  - Business As Usual activity (including upgrades etc)
- On-going requirement for developing, maintaining and upgrading systems in house

2.3. The illustration in annex B sets out this model, showing the strategic themes, the programmes and the contributing work that is structured around these. This diagram also highlights the link between the projects and the enabling works that provide the technology solutions.

2.4. Work has been undertaken to analyse the dependencies for these projects and requirements on enabling technology solutions. This also starts to identify priority areas within the Agilisys contract and future enabling work to be commissioned.

2.5. We have commissioned solution proposals from Agilisys for three high priority technology enabling works. Agilisys have prepared a plan for delivering options to us during October:

- Delivery of a stable SharePoint environment, scalable for future expansion,
- Technology options achieving a 'One Corporation, approach, federating services and information across institutional departments,
- Technology options to support Ways of working, mobile and remote working.

2.6. A full mapping of current departmental and corporate applications is also underway. This will enable us to plan for decommissioning or

consolidating applications as appropriate and provides the basis for the 'upgrade' and 'technology' roadmap.

3. Governance

3.1. Alongside the development of the work programme, the IS Management team are focused on aligning governance arrangements around the new structure and Agilisys contract.

3.2. A range of processes are being implemented to ensure robust management of the work requests coming through to IS directly as well as via Agilisys.

3.3. To advance the work programme and prevent unnecessary hold ups during this transition period we are using an exception process to clear the range of outstanding project requests. This will facilitate their move through our pipeline until we reach a steady state.

3.4. During December we will revert to our standard stage gate process and governance, integrated with Agilisys. Business areas will be supported through this by their Senior Business Analyst and Engagement lead.

3.5. The IS Management team are developing the balanced scorecard. We have identified a draft core set of indicators that will provide a strategic view of our performance.

3.6. Accountability for monitoring and reporting these has been assigned and the team are currently gathering baseline information and linking these strategic indicators to the full range of measures being tracked.

4. Recruitment and Training

4.1. Following the implementation of the new internal structure we have been running our recruitment campaign. We have made a range of successful appointments at the Senior Business Analyst and Business Analyst levels with new staff starting over the next two to three months.

4.2. The more senior posts have proved more challenging to appoint to. We have discovered rapid movement and changes in the market for the roles we are seeking, this includes an increase in the salary scales for these roles. Searches through specialist Consultants / Agencies are proving more successful than searches run internally.

4.3. The Assistant Director post we have had to seek a further market forces supplement to pitch the role at the appropriate level. Other senior roles are being filled slowly and we have the following vacant posts:

- Application Development lead – Following three rounds of recruitment we are now looking at alternative models to recruit to this post
- PMO Manager – second round of recruitment complete with no suitable candidates – alternative options being developed to recruit to this post
- Strategic Vendor Management posts – currently revising job descriptions to target a specialist pool of potential candidates

4.4. As we work through these recruitment issues we are also working with Agilisys to identify how they can supplement our skills and capacity in the short, medium and long term.

4.5. The Management team have implemented a rolling programme of skills development. This has formed the core of induction for internal and external appointments into our new posts, as well as existing staff. The training covers a range of practical methods and skills, as well as information and experience sharing.

4.6. Training and development covers a range of Business Analysis, Engagement, Procurement, Communication and Project Management skills. The training has been received well and is now being developed into an on-going development plan of events and activities.

5. Progress with Agilisys transition

5.1. The contract with Agilisys includes 7 improvement projects, 3 of these ('FirstPass' self-service password reset, IBM End Point Management tool and the move to IaaS/Cloud-based infrastructure) are enablers to the Work Programme as set out above.

5.2. The other 4 focus on the principle of 'getting the basics right' as set out in our IS Strategy. These will improve the reliability and efficiency of supporting our core systems:

- Migrate the Service Desk to the East London Centre of Excellence.
- Implement a new service desk/incident management system.
- Implement 'Solarwinds' to provide a comprehensive monitoring and reporting capability for applications, infrastructure and connectivity.

- Complete integrated adoption of ITIL service management processes.

5.3. The key Service Desk related improvements are aiming to be completed by December 2013. Full transition to the IaaS/Cloud service is due to be completed by autumn 2014.

5.4. The longer term benefits of the partnership are also starting to take shape, in particular Agilisys are now involved in the IT support planning for the insourcing of the City's Business Rates and Council Tax collection services.

6. Communication

6.1. The VIP Support and Training team are actively engaging Members on the changes through the recent Open days and also the Members' Development Steering Group. A series of meetings with Chief Officers is being organised to inform and support as we manage through transition.

6.2. IS Liaison Officer Group (Department representatives) met in September to update them on progress with the changes and to meet with new colleagues from Agilisys.

6.3. The IS Communications plan is now being rolled out to improve information and engagement. The following is a sample of current activity:

- IS visits to all senior management teams scheduling for October/ November.

- Series of site visits with Agilisys and the IS Management team.

- Sessions at the Learning and Development week on training requirements and mobile technology.

- Additional Q&A are being prepared for the intranet alongside a refresh of the information held on our Intranet pages.

7. Conclusion

7.1. During this transition period we are addressing the immediate impact of the organisational changes and the deficiencies that went before. We are putting in place arrangements to resolve immediate backlogs of requests

and bringing in the right skills and the capability to deliver effective change within the organisation.

7.2. We are identifying opportunities for further work in partnership with Agilisys, to support transition and the development of the partnership. This will be key in the delivery of the strategic aims and priorities set out in our strategy.

7.3. As we appoint new staff and manage the remaining vacancies we will need the continuing patience and support from the business.

Graham Bell
Chief Information Officer
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Annex A – IS Portfolio Summary (updated)

Theme	Customer Access and Services	Theme Lead	Vacancy

Objectives/Aim	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.

Customer Access	Web Development	Business Portal	Departmental Programmes
• Customer Access and Channel Strategy • Expansion of CRM with Departments • Integrations with Department systems • E-Invitations	• SOCITM Top 10 • Search developments • Expansion of transactions and e-Commerce • COL Police website • Microsites • Customer self-service/portal(s)	Business Portal	• Tower Bridge Ticketing & Retail • Online Voter Registration • Recycling online forum • Sports booking system

Programme / Project Manager	David Hunt Joint development partnership	Wanda Serafin Janet Baker	Costs	Customer Access - scoping	£40k tbc
				Web Development	£tbc
				Business Portal	£tbc

Key Milestone	
Tower Bridge Ticketing – contract issue resolution	tbc
Web development board – prioritisation of phase 4	October 2013
Web development board – complete phase 3	Dec 2013
Customer Access – commission scoping work from joint development partnership	Nov 2013

Annex A – continued

Theme	Better Working Practices	Theme Lead	Graeme Quarrington - Page

Objectives/Aim	The fundamental principles for delivering the outcomes of this Theme are to ensure that business practices are fit for purpose and that the culture of the organisation is one that will embrace improvements to these practices. This change will be delivered by both new technology and wider use of existing. 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 working mobile and remotely. 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.

Ways of Working	Collaboration & doc management	Intranet & Social Media	Departmental Programmes
• Flexible ways of working • Mobile working (including strategy) • IS work ways pilot	• SharePoint expansion strategy • Team sites (SharePoint) • Document management replacement systems (Housing, Comptrollers, City Surveyors) • Events Management system • One corporation	• Intranet Strategy • Yammer development • Single phonebook • Social media – internal and external communications	• Highways Management System • Hazardous Waste Replacement System • Review of Tallis system • Art Gallery Collections Software • Pedestrian modelling system • Lord Mayors Diary

Programme and Project Managers	David Hunt	Fay Sutton Janet Baker	Costs	Ways for working	£tbc
				Collaboration &doc mgmt	£tbc
				Intranet and Social media	£tbc

Key Milestone	
IS Work Ways – go live	Nov 2013
Collaboration – technology solution proposal	Nov 2013
Intranet – WDB prioritisation	Oct 2013

Annex A – continued

Theme	Building an effective corporation	Theme Lead	Vacancy

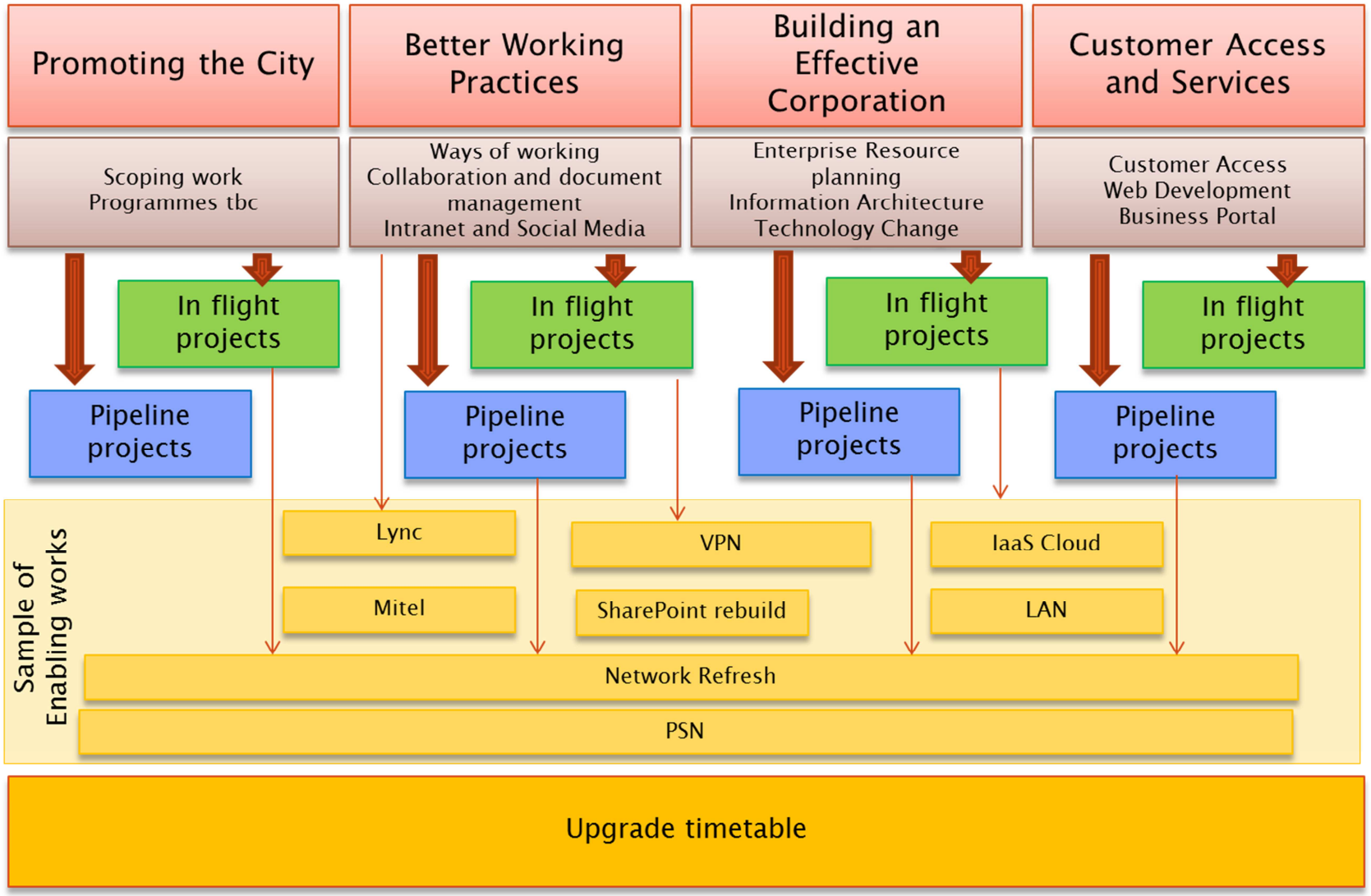
Objectives/Aim	We must 'keep the lights on', ensuring that systems are robust, resilient and reliable. We must also have appropriate support and disaster recovery, to ensure the effective operation of the Corporation is maintained in the event of a major incident. We will pursue a 'one organisation' approach to the provision of systems, allowing staff in Institutional Departments to access information and communications as required. We will join up our data in different systems and through this provide management information and customer insight. We will seek to provide a comprehensive set of self service management reports.

Enterprise Resource Planning	Information Architecture	Technology change	Departmental Programmes
• Oracle Release 12 • Manhattan replacements • Business Intelligence • HR System	• Architecture design • Data Warehousing • Integration • System consolidation/rationalisation	• Network renewal • Remote Access • Sourcing review implementation	• Housing Benefits systems • CCTV upgrades • Police programme

Programme / Project	Marcus Denton Agilisys	Chris Anderson	Costs	Enterprise Resource Planning	£1.9m +
				Information Architecture	£tbc
				Technology change	£tbc

Key Milestone	
Oracle – Procurement contract award	December2013
Oracle – Go Live – Release 12	Q4 - 2014
Sourcing Review – Implementation (transition)	December 2013
Technology Changes – WAN migration	Dec 2013

Annex B – Model showing all elements of the IS Work Programme



Committee(s):	Date(s):	Item no.
Information Systems Sub Committee	22nd October 2013	

Subject: IS Managed Service Governance Solution	PUBLIC
Report of: Chief Information Officer	For Decision

Summary

To support its changing technology management environment and resources, IS Division is preparing to establish an outsourcing governance structure to foster effective technology partner relations, control risks and achieve the planned savings and value from their outsourced contract with Agilisys Limited. The objective is to introduce a scalable governance solution ready for the Managed Service, utilising IS Division's strong managerial and technological capabilities, but also understanding the further development of robust contract management and supplier performance oversight.

The Strategic Vendor Management Team (SVMT) are developing a governance model in conjunction with Agilisys that adapts standard industry processes for the Corporate environment. This approach calls for developing and structuring a joint outsourcing governance solution utilizing both internal and external capabilities and strengths.

As part of the service transition activities with Agilisys, we are in the process of agreeing a structure (see attached diagram) that incorporates all four governance disciplines:-

- Performance Management of services and projects
- Financial Management (invoice management, service credits, financial analysis and planning, contract pricing adjustments)
- Relationship Management, i.e. maintaining an effective partnership, capacity/capability planning
- Contract Management

The structure enables a joint approach to strategic guidance and escalation paths as defined in the Contract. The SVMT are currently in consultation with Agilisys and IS Senior Management via a discussion paper to define detailed terms of reference linked exclusively to the purpose and scope of the governance boards. We plan to conclude this consultation by 26 October 2013 and achieve Senior Management Team approval for the new structure by 1 December 2013. Implementation of the model will commence immediately thereafter.

For further information please contact : -

Chris Anderson
Chief Technology Officer
IS Division
020 7332 3275

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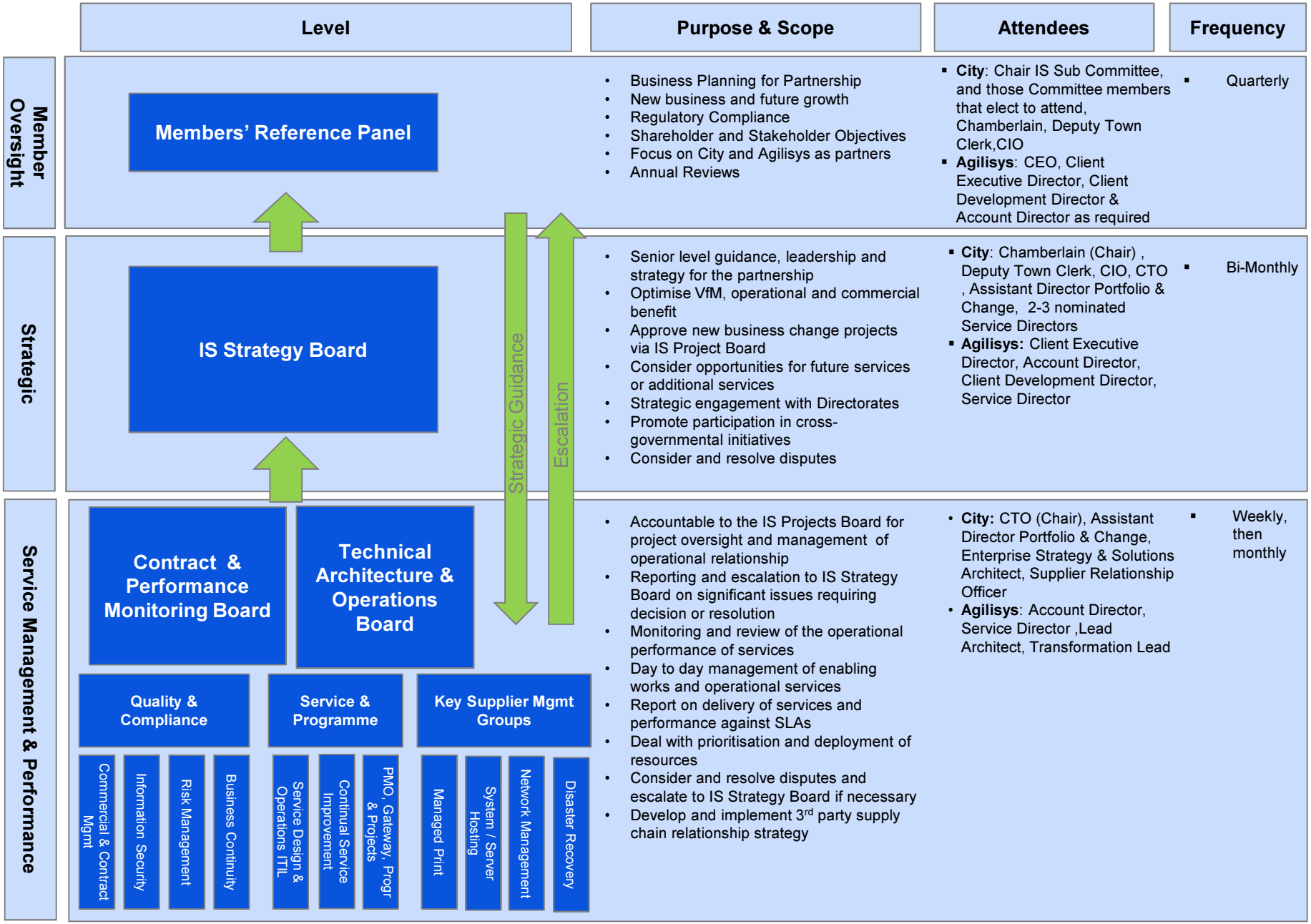
Governance Structure Diagram for IS Managed Service Contract (under discussion)



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