Information Systems Sub (Finance) Committee

Date:	**TUESDAY, 21 JANUARY 2014**
Time:	**11.30am**
Venue:	**ALDERMEN'S DINING ROOM - 4TH FLOOR WEST WING**

Members:

Roger Chadwick (Chairman)	Sylvia Moys
Jeremy Mayhew (Deputy Chairman)	Dhruv Patel
	Graham Packham
Randall Anderson	Chris Punter
Nigel Challis	Tom Sleigh
Deputy John Chapman	Graeme Smith
Andrew McMurtrie	Deputy John Tomlinson
Hugh Morris	

Enquiries: Julie Mayer
tel.no.: 020 7332 1410
julie.mayer@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1PM

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 22 October 2013

    For Decision
    (Pages 1 - 4)

4. **PUBLIC SERVICES NETWORK**
    A verbal update from the Chief Technology Officer

    For Discussion

5. **MODERN.GOV**
    A verbal update from the VIP Support Lead

    For Discussion

6. **IS STRATEGY - IMPLEMENTATION UPDATE**
    Report of the Chief Information Officer

    For Information
    (Pages 5 - 24)

    a)   Oracle ERP Project - a presentation from the Programme Lead

    For Discussion

    b)   A Verbal Update from the Chief Information Officer

    For Discussion

7. **IS SOURCING REVIEW - CLOSURE**
    Report of the Chamberlain

    For Information
    (Pages 25 - 30)

    a)   Agilisys - verbal update

    For Discussion

8. **PROJECT PROPOSAL - REPLACEMENT OF LOCAL AREA NETWORK**
    Report of the Chamberlain

    For Decision
    (Pages 31 - 34)

9. **PROJECT PROPOSAL - REPLACEMENT WIFI INFRASTRUCTURE**
    Report of the Chamberlain

    For Decision
    (Pages 35 - 38)

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

    For Information
    (Pages 39 - 46)

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

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

13. **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

14. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
    To agree the non-public minutes of the meeting held on 22 October 2013

    For Decision
    (Pages 47 - 48)

15. **CRITIQUE OF THE CITY OF LONDON'S ICT INFRASTRUCTURE**
    Report of the City Surveyor

    For Decision
    (Pages 49 - 58)

16. **DELIVERY OF FUTURE CITY OF LONDON POLICE IT SERVICE PROVISION**
    Report of the Director of Corporate Services (City of London Police)

    For Decision
    (Pages 59 - 68)

    a) Progress on Partnership - a verbal update from the Chief Information Officer

    For Discussion

17. **MICROSOFT ENTERPRISE AGREEMENT RENEWAL 2014**
    Report of the Chamberlain

    For Information
    (Pages 69 - 74)

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

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

This page is intentionally left blank

INFORMATION SYSTEMS SUB (FINANCE) COMMITTEE

Tuesday, 22 October 2013

Minutes of the meeting of the Information Systems Sub (Finance) Committee held at Guildhall on Tuesday, 22 October 2013 at 11.30am

Present

Members:

Roger Chadwick (Chairman)
Ray Catt (Deputy Chairman)
Randall Anderson
Nigel Challis
Deputy John Chapman
Andrew McMurtrie
Sylvia Moys

Dhruv Patel
Graham Packham
Chris Punter
Tom Sleigh
Graeme Smith
Deputy John Tomlinson

In Attendance

From Agilisys:

Graham Everett
Pearl Roberts
Kay Andrewes

Officers:

Susan Attard	-	Deputy Town Clerk
Chris Bilsland	-	Chamberlain
Chris Anderson	-	Chamberlain's Department
Ellen Murphy	-	Chamberlain's Department
Suzanne Jones	-	Chamberlain's Department
Marcus Denton	-	Oracle R12 Project Manager

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

2. **DECLARATIONS BY MEMBERS 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 non-public summary of the meeting held on 18 June were approved.

4. **PROGRESS REPORT ON KEY PROJECTS**
The Sub Committee received a report of the Chamberlain, which summarised the progress made on current and pipeline projects.

During the discussion the following items were raised:

- Some areas; i.e. Burnham Beeches were not currently able to receive high bandwidth services. IS were working on acceptable alternative solutions.
- Members were asked to note a drafting error on page 5 of the report, on the 2nd line of the table, where the greater/less than symbol was the wrong way round.
- Members asked that the project reference number be added to the table.
- Members could not copy into Pdf Expert to edit restricted documents in modern.gov. Also, reports are currently deleted after 6 months - members asked if this could be extended?

5. **IS DIVISION - SOURCING REVIEW, REORGANISATION & IS STRATEGY PROGRESS REPORT**
The Sub Committee received a report of the Chief Information Officer, which set out the transition period, to December 2013, to integrate the in-house changes with the transition of services to Agilisys.

The Chief Technology Officer updated members on the Police's desktop upgrade. Whilst noting that the Police were not included in the City's Strategic Risk Register, the Chairman asked for reassurance that, if there was a risk, it be reflected on the Police's Strategic Risk Register.

6. **IS MANAGED SERVICE GOVERNANCE SOLUTION**

The Sub Committee received a report of the Chief Information Officer, which sought to agree a governance solution for the Agilisys Managed Service. The Chairman reminded members that there had been a reference panel in the negotiation stages with Agilisys and asked for volunteers to join a similar group, which would enable members to engage with Agilisys on a non-committee basis, approximately 2-3 times a year. All members of the Sub Committee were invited to join and to advise the Town Clerk of their interest.

7. **A PRESENTATION FROM AGILISYS**
The Sub Committee received a presentation from Agilisys; the slides were circulated to members after the meeting.

During the presentation, which was very well received, the following points were raised:

- Agilisys were working with the VIP Team to ensure a seamless transition and improvement in services to both clients and members.

- Agilisys currently provide out of hours cover for critical corporate services. The CIO will be reviewing the need and opportunities for extending this to other service areas, such as VIP customers.

- Agilisys' customer base included Barking and Dagenham; Tower Hamlets; Hammersmith and Fulham; Sutton; Merton; Kingston upon Thames and Haringey. They made 2/3 bids a year and looked to secure 2, in order to keep their client base small and dedicated.

- A member commended Agilisys on their on-line voting registration in Tower Hamlets and asked whether this could be introduced in the City? The Chairman suggested that a visit to some of the other sites would be helpful.

- Telecommunications included internal users and networks but Agilisys would not be acting as a contact centre for residents. However, Agilisys were working closely with the City of London's contact centre. Members noted that networks would be managed on behalf of the City and BT and Virgin would be held to account on performance, if necessary.

- The possibility of linking Agilisys' apprentice scheme to the City's Scheme - members noted that this had been suggested to the Director of Community and Children's Services.

- The use of ITIL, Prince2 and MSP would continue and Agilisys were confident of bringing further project management expertise to the City.

- Emails for logging and closing faults would continue and Agilisys had started to map a service improvement response to inform management/spending decisions. Members noted that a new system, to be introduced in 2014, would provide further improvement.

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 items of urgent business

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.

Item No.	Paragraph(s) in Schedule 12A
11-13	3
14-15	-

11. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
The non-public minutes of the meeting held on 18 June were approved.

12. **PUBLIC SERVICE NETWORK - CURRENT AND FUTURE COMPLIANCE REQUIREMENTS**
The Sub Committee received a report of the Chief Technology Officer.

13. **ORACLE ENTERPRISE RESOURCE PLANNING (ERP) PROJECT - REPLACEMENT / UPGRADE OF CBIS AND MANHATTAN SYSTEMS**
The Sub Committee received a report of the Chief Information Officer.

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

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

The meeting ended at 1.10 pm

Chairman

Contact Officer: Julie Mayer
 tel.no.: 020 7332 1410
julie.mayer@cityoflondon.gov.uk

Board(s):	Date(s):	Item no.
IS Sub Committee	21st January 2014	
Subject: IS Strategy – Implementation Update		Public
Report of: Chief Information Officer		For Information

Summary

Background

The IS strategy seeks to address how we can best exploit the power of technology – both new and existing systems and practices - to achieve the business objectives of the City Corporation.

After extensive research and consultation with the IS Sub Committee, Chief Officers, Managers, and all Departments in the early part of 2013 the IS strategy was approved by the IS Sub Committee at the 18th of June 2013 meeting. Since then work has been progressing on both the enabling works (IS Reorganisation and Sourcing Review) and the projects and programmes which will deliver the Strategy.

The Strategy comprises four key Programmes and this report provides a summary of each, setting out the business objectives, the key projects and the progress made in defining and delivering these.

Recommendation

Members are asked to:

- Note the Report and the current position of each Theme.

Main Report

Background

1.   The Corporation's IS Strategy was renewed through a series of consultations in late 2012 through to June 2013. Stakeholders involved in this process included Members, Chief Officers, Managers and staff from a wide range of departments.

2.   The results of these consultations guided the development of the new IS Strategy, which was approved by the IS Sub Committee in June 2013 with a further action to review progress in 6 months.

3.   The Strategy comprised 4 Themes, namely:

      a. Better Working Practices

      b. Building an Effective Corporation

      c. Customer Access and Strategy

      d. Promoting the City

4.   Each theme is at a differing stage of development; some with clear projects defined and in the course of being delivered, others with business objectives defined but more work is required to define, cost and approve the detailed projects. The position of each Theme is detailed in the following sections.

5.   Concurrent with the progress made on the delivery of the IS Strategy a number of enabling works have been undertaken, namely the IS Sourcing Review and the Reorganisation of the IS Department.

6.   The Sourcing review is now complete with Agilisys appointed as our strategic partner in Sept 2013 and with the completion of the Transition Period in Dec 2013 Agilisys are now responsible for all aspects of the provision of our IS Services. Additionally, Agilisys are providing more strategic support to the delivery of the IS Strategy across a number of the Themes.

7.   The IS Reorg is also complete and came into effect in September 2013, however a number of key posts have proved challenging to fill due to a competitive market for quality IS staff. A major step forward has been made with Avril Stokes joining the Corporation on the 6th of January, as our new Assistant Director for Portfolio and Change Management. However, a number of key posts in the CTO area, around vendor management and Enterprise Architecture, remain vacant. After 6 months of unsuccessfully recruiting for these posts, we are currently reviewing the best way forward.

Current Position

8.   A summary of each Theme is given below and the current status in each Theme is set out in Appendix 1 in a series of "one-pager" summary documents.

9.   **Better Working Practices**

a. **Intranet and internal digital strategy: 'One Corporation'**: improve and develop intranet access across the City Corporation in line with 'one Corporation' vision of consistent user experience and system access for all; improve appropriate internal social media to enable knowledge and resource sharing via SharePoint, provide easy access to business tools and intelligence 'dashboards' to support better working practices. Provide clear and accessible policy and guidance to enable staff to securely and productively exploit such tools; develop and recommend 'digital engagement' approach for staff to stay across pace of system development.

Status – Project start and definition approved at IS Strategy Board (ISSB) on the 5th December. Final costs and programme will be subject to further approvals. Project to improve SharePoint performance will start in January.

b. **Mobile and Remote Working**: explore and recommend appropriate devices, their use and deployment to support an 'everything anywhere' approach. Improve user experience, sign-in process, system capability, resilience and access whether working remotely or at a fixed location. Work with internal partners (HR, Communications) in developing clear and accessible policy, guidance and best practice for remote and mobile working.

Status – Project approved at ISSB (5th December). Project to improve remote access experience, and range of services starts in January. Broader implementation plan is currently in development.

10. **Building an Effective Corporation**

a. **System consolidation and rationalisation**: reduce complexity and duplicity across multiple systems carrying similar data (such as flexitime systems) in order to achieve 'one version of the truth' to benefit of staff and customers. Rationalise and consolidate systems to reduce overhead costs of support, maintenance and effort of staff entering similar data from various departments.

Status – Project approved at ISSB (18th November), pending resource allocation to start project.

b. **Oracle ERP and Business Intelligence**: Primarily to improve access and delivery of business intelligence via 'single system' for finance and property information. This mitigates 'immediate' risk associated with out of date systems, consolidates and rationalises business process & reporting for managers, and releases managers to focus on decisions based on 'true' data rather than 'piecemeal' data from various routes. In time, explore linkages of finance and property information to other key business data such as HR, payroll etc. in order to provide a full and financial picture of our workforce. Provide clear and accessible 'dashboards' of relevant data for managers as appropriate to aid operational and workforce planning.

Status – Project approved through Finance Committee (19th November) and Project Sub Committee (5th December). Project starts Monday 13th January 2014.

11. **Customer Access and Strategy**

    a. **Customer Relationship Management (CRM) system:** exploring key areas for data improvement, analysis of priority service lines and cost/benefit analysis around linkages with Joint Development Partnership (JDP)

    Status – Project to develop strategy approved through ISSB (5th December), pending funding approval to confirm start.

    b. **Website and transactions**: explore and develop potential for digital platforms to serve our customers building on the current Contact Strategy and 'Digital First' aspiration of self service, issue reporting at first point of contact etc. Includes further research and workshops into service use, customer profiles, potential and recommendations for appropriate 'channel shift' and business intelligence.

    Status – Project approved through ISSB (18th November), data collection and analysis in progress; timeline developed and regular reviews scheduled. Data review to be completed by 31st January.

12. **Promoting the City**

    a. A separate report has been provided detailing work underway with the Economic Development Chief Officer Group (EDCOG) and the City Surveyor's Dept., to develop a Telecommunication Strategy for ubiquitous high speed wired and wireless connectivity for all City Stakeholders.

    Status – Initial report to be provided to EDCOG for end of January 2014.

Next steps

13. The next steps for each Theme are set out in the summary documents contained in Appendix 1.

Conclusion

14. Following the contract start in September, a period of service transition has been successfully completed, and the full operational service is now managed by Agilisys.

Appendices
- Appendix 1 – Theme "One Pagers"

Background Papers:

Information Systems Sub (Finance) Committee – 18th June 2012
    IS Strategy 2013 - 2018.

IS Strategy Theme – **Better Working Practices**

Programme	Intranet & Digital Engagement (Strategy & Implementation)	**IS Lead**	Graeme Q-P	**Status**	Plan & Build
Background	It is generally perceived that the current Intranet is in need of a range of improvements, to improve access to information. However, the design of the Intranet is still largely static – requiring users to find what they need rather than provide it to them. It therefore does not provide a focal point for users to allow them to access business systems and manage their key activities and is designed around the Corporation rather than the person. Access for the Institutional departments is very limited, and does not encourage a '**One Organisation**' culture. Wider and deeper use of the Intranet, as a corporate tool, would support the delivery of **process efficiencies** in key service areas. Use of **Social Media** internally has involved the use of Yammer on a standalone basis. A Digital Engagement strategy is required to understand how we can develop this area, and provide facilities that would support better working practices within the organisation.				

Project Objectives	1. To deliver strategies for the Intranet and Digital Engagement that;
	     a. Make the Intranet the **focal point** for users by providing easy access to information, tasks, and applications based on role & relevance to user.
	     b. Support **better working practices** through **improved access and search** to policies & guidance, key corporate information & messages, and business information & knowledge.
	     c. Optimises the delivery of **SharePoint** capabilities by enabling access from one place, supporting **Collaboration**, and information exchange across the organisation.
	     d. **Support complimentary projects for Mobile & Remote Working** by optimising the Intranet for access away from a fixed desk.
	 2. To present recommendations for the establishment of guidelines, rules and processes to support the implementation of both strategies.
	 3. To provide proposals for the implementation of both strategies.				

Work Streams

1). Technology
- Review existing capability and identify options for new technology if any gaps exist.
- Understand data and system 'linkages' between key information.

2). Information & Policy
- Review existing capability as a repository of business information and knowledge. Review existing data assets (e.g. telephone directory, news feeds
- Work with internal partners to ensure approach is aligned with corporate and 'people' strategies and refresh/ develop training, policies, guidance in relation to 'digital/platform engagement'

- Develop and recommend an initial 'digital engagement' approach: then evolve into policy/framework, illustrating business benefit to all areas.
- Research 'in flight' and existing 'dashboard' intelligence provision and scope how (and when) this can be aggregated into developed intranet front page (dependent on progress with Business Intelligence project)
- Research other organisations digital engagement/collaboration strategies.

3). People & Process
- Research, define and scope staff platform requirements; e.g. manager profile information (budgetary, people etc.)
- Work with HR/ key internal partners to understand and recommend how and what business intelligence provision fits with future corporate strategies (e.g. culture)
- Develop content approval process
- Establish Super users and security roles
- Update training materials and courses

4). Design & Implementation
- Redesign look and feel of intranet pages, appearance and enhance homepage
- Redesign site map navigation
- Migrate existing content
- Generate new content

Initial Costs	Definition of strategy to be met from existing budgets (use of existing staff resources). Implementation costs to be determined.

Key Milestones		
#1	Intranet Strategy delivered for ISSB review & approval	End of Q1 2014
#2	Intranet Implementation Proposal for sign-off	During Q2 2014
#3	Digital Engagement Strategy delivered for ISSB review & approval	End of Q1 2014
#4	Digital Engagement Implementation proposal for sign-off	During Q2 2014

Dependencies
1. Board and partner agreement of suggested approaches (stakeholder buy-in)
2. SharePoint wider rollout and rebuild (underlying technology platform) – Q1/2 2014
3. Wide Area Network Project (reliable performance for all sites) – end Q1 2014
4. Federated Domains Project (access for whole organisation) – end Q1 2014
5. Business Intelligence Project (access to information) – to be confirmed
6. Document Management & Collaboration project (ability to find and share information) – to be confirmed
7. Move to IaaS Cloud-based infrastructure (core infrastructure) – Q4 2014

Decision

1. The outcome of the Intranet Strategy work should precede any redevelopment & redesign of the current Intranet.

Governance

1. Technology – IS Management
2. Information & Policy – IMGB, other policy groups as identified during project
3. People – ISSB, HR

IS Strategy Theme – **Better Working Practices**

Programme	Remote & Mobile Working	IS Lead	Graeme Q-P	Status	Plan & Build

Background	**Remote Working** to date has focussed on the provision of secure network access, typically for staff working from home on an ad-hoc basis. The technology used to manage this (Citrix) has also been used to provide access to many offices - Open Spaces, Ports, etc. Although Citrix permits a high level of control, it is perceived by many users as awkward and unreliable. The number of concurrent users of Citrix is limited, and as the recent severe storm demonstrated, this restriction prevented users from working from home. Although this sort of event is exceptional, it is clear that a solution is required that provides convenient and easy access and has sufficient capacity to cope with more users working at home. Solutions for **Mobile Working** have tended to be based on a variety of devices, with BlackBerry being the dominant solution. More recently iPads have been issued to Members and senior officers. Access to corporate systems and data via mobile devices is limited to email/calendar and web browsing, which limits the benefits of such devices. Maintaining compliance with security using the existing solutions constrains ease of use (need for passwords and device restrictions) and at the moment restricts access to business applications and data.
Project Objectives	1. To support and enhance **flexible working**, and enable staff to securely access key information away from the desk. This will enable; • An **everything anywhere** approach to access to business applications and data, supporting a range of devices. • An **improved user experience** when signing –in and a better choice of access to email that suits a user's need. • More **effective capability** for events affecting travel to/from main offices. • **Better use of accommodation** through supporting access to systems away from a fixed-desk.

Scope/Work Streams

1). Technology (Remote)
- Replace out-dated infrastructure
- Roll-out remote-friendly versions of MS Outlook
- Roll-out use of secure methods of access to the network that balance risk against ease of access (subject to PSN)

2). Policy (Remote)
- Review and amend existing security and use polices as required by outcomes of technology trials
- Review, amend and gain agreement on existing polices and guidance for flexible working and other related policies.

- Provide appropriate guidance and training materials to support effective use of enhanced technology and access methods.

3). People
- Identify channels to promote awareness and use of tools
- Provide appropriate support and training to promote take-up

Initial Costs	To be determined

Key Milestones

#1	Sign off of Technical Proposal from Agilisys (Remote Working)	Nov 2013
#2	Delivery of new Remote Working solution	March 2014
#3	Capture of Mobile Working requirements	Q1 2014
#4	Sign off Technical Proposal from Agilisys (Mobile Working)	t.b.d
#5	Delivery of new Mobile Working solution	t.b.d

Dependencies

Implementation of Mobile Device Management Tool (device support) - TBC

Mitel and Lync Integration (remote/mobile telephony) – September 2014

Replacement of Corporate Firewalls (security management) – June 2014

Review/Replacement of 2 Factor Authentication (identity management) – July 2014

Upgrade CoL WiFi (connectivity) – September 2014

Compliance with PSN code of connection

Decision

To agree the prioritisation of improved remote working capabilities.
Once these are in place work with business to define and implement initial mobile working solution, focusing on areas of highest need.

Once solutions are in place, actively promote the adoption of flexible working practices throughout the organisation.

Governance

1. Technology - IS project review meetings, ISLOG sub-group
2. Policy – HR (Establishment Committee if required) and reports to ISSB and ISLOG
3. People – HR business partners (supporting adoption in departments) and Training

IS Strategy Theme – **Better Working Practices**

Programme	SharePoint Expansion	IS Lead	Graeme Q-P	Status	Plan & Build
Background	The current internal SharePoint platform is running at a version no longer supported by Microsoft, and cannot be scaled to meet future needs. Users have reported a number of issues with the system including poor reliability and slow performance. There is strong demand for wider deployment of the business facilities that can be provided by SharePoint. Previous attempts at defining a strategy for expanding use and governing use have not resulted in delivery beyond a few 'pilot' solutions.				

Project Objectives	4. To deliver a strategy for the expansion of SharePoint that;
	    a. Enables wider use of **Team Sites** for improved **Collaboration** within the organisation and supports effective use.
	    b. Describes the approach to consolidate delivery of management information dashboards and the delivery of **Business Intelligence** across corporate systems (supporting the ERP project).
	    c. Outlines the approach for case-by-case use of SharePoint where an alternative is available within an existing business system.
	    d. Provides **Document and Records Management** capabilities and **Governance** tools for managing information assets
	    e. Exploit the **Workflow** capabilities within SharePoint to underpin efficient use of the facilities provided.
	    f. Leads to the replacement of existing shared drives.
	 5. To present recommendations for the establishment of Governance guidelines, rules, processes and training, to support the implementation and on-going management of the aims of the strategy.
	 6. To provide proposals for the implementation of the strategy.				

Work Streams

 1. Rebuild & Stabilise
    • Maintain support compatibility and improve performance. Foundations for expansion.
 2. Definition
    • Consult, review and define strategies
 3. Communication
    • Promotion and engagement to support take-up
 4. Implementation

Costs	1. To be confirmed 2 & 3. To be met from existing budgets (use of existing staff resources) 4. To be determined based on the outcome of the strategies.

Key Milestones		
1	Rebuild existing (internal) SharePoint platform	End Feb 2014
2	SharePoint Expansion Strategy delivered for review & approval	Q1/Q2 2014

3	SharePoint Implementation Proposal for sign-off	Q1/Q2 2014
4	SharePoint Governance Strategy delivered for review & approval	Q1/Q2 2014
5	SharePoint Governance Implementation proposal for sign-off	Q1/Q2 2014

Dependencies

8. Board and partner agreement of suggested approaches (stakeholder buy-in)
9. Wide Area Network Project (reliable performance for all sites) – end Q1 2014
10. One Corporation Project (access for whole organisation) – end Q1 2014
11. Business Intelligence Project (access to information) – to be determined
12. Infrastructure Migration (provision of core infrastructure for cost effective use) – Q4 2014

Decisions

1. A rebuild of the existing internal SharePoint platform will require a freeze on any SharePoint related development for approx. 3 months.
2. Before the expansion of facilities to support collaboration and document management it is essential that appropriate governance is in place to ensure efficient use.

Governance

1. Expanded use of SharePoint – ISSB
2. Governance – IMGB, other policy groups as identified during project

IS Strategy Theme - **Building an Effective Corporation**

Title	Enterprise Resource Planning (ERP) & Business Intelligence (BI)	IS Lead	Milan Gudka	Status	In flight
Background	ERP is a cross-functional corporate system driven by an integrated suite of software modules that supports the basic internal business processes of a company. ERP gives a company an integrated real-time view of its core business processes such as finance property management, and inventory management, tied together by ERP applications software. Though a single ERP system can meet the holistic needs of an organisation, it is possible and common to run multiple systems joined-up to a single larger ERP system to gain the same benefits. BI is a set of processes and technologies that transform raw data into meaningful and useful information for business purposes. This raw data can be from different sources i.e. different departments and systems and can be presented in a multitude of easy customisable dashboards and reports.				
Project Objectives	1) **Mitigate risk** of existing systems which are out-dated and carry operational risks and inefficiencies – CBIS and Manhattan. 2) **Consolidation/rationalisation**, streamlining of business process for financial management to improve efficiencies, improve customer service and reduce costs of financial management, which will lead to **huge positive business change.** 3) Ensure there is **one version of the truth** by standardising reporting and the data behind it. 4) Let **managers manage** rather than spending time creating and manipulating reports by implementing a **standardised approach** to Business Intelligence. 5) To **enhance the effectiveness of decision making** at the City of London Corporation through the creation of a portal which provides relevant, timely, accurate and comparable information.				

Work Streams / Scope

1) **Finance & Property**
    - Upgrade of CBIS and replacement of Manhattan to Oracle R12
    - Rationalise reporting across financials and property
    - Outsource the associated managed service
2) **Business Intelligence**
    - Reporting portal for finance & property as part of Oracle R12 upgrade
    - Reporting dashboard for Culture Heritage & Libraries (CHL)
    - Corporate review of BI requirements in conjunction with SharePoint strategy
3) **HR**
    - Current Systems and Process review
    - Integration of HR, Payroll and financials

Costs

Key Milestones

#1	BI Dashboard for CHL	Q2 2014
#2	HR ERP project scope validation and approval	Q2 2014

#3	Gateway 2 approval for Corporation wide integrated BI solution	Q2 2014
#4	CBIS upgraded to Oracle R12 and BI reporting	Q4 2014
#5	Manhattan replaced with Oracle Property Manager and BI reporting	Q4 2014

Dependency

Agreed date for SharePoint rebuild as both cannot be done in parallel.

Programme Governance Board

ERP Steering Group & ERP Project Board

IS Strategy Theme - **Building an Effective Corporation**

Title	System Consolidation/Rationalisation	IS Lead	Milan Gudka	Status	Pipeline
Background	There are in excess of 80 bespoke developed applications/systems and over 200 off-the shelf applications being used at the City of London. Some of these have been developed decades ago and some more recently, through individual or departmental requests, without review of what may already be available. This means that there are multiple versions/instances of some applications and some applications do similar things; eg, Flexitime is used for recording holidays and so is iTrent and consolidation often gives different results. There are also different versions of Flexitime as they have been requested my different departments at different times. Also the City of London Police have their own HR system called Origin, whilst iTrent is used elsewhere.				
Project Objectives	1) To ensure there is **single version of the truth**, increase the use of corporate systems (ERP, CRM, SharePoint) to make increased use of system for reporting, single view of customer, etc . 2) **Reduction in the complexity** in using multiple applications to get parts of the jigsaw. 3) Rationalise and/or consolidate identified bespoke systems to remove overhead of support, maintenance and redirect IS resource to focus on delivery of key projects especially in light of the inflight / pipeline projects to implement Corporate systems – not all bespoke applications will be removed. 4) To help **drive efficiencies and remove duplication** and overhead for staff, standardise and simplify the suite of bespoke applications. 5) Establish Policy document with roadmap outlining what the department application suite consists of, working in conjunction with the departments.				

Work Streams / Scope

4) **Review of current systems**
  - Discovery – working with the departments identify how many, their use (transactions, contract end dates, number of transactions, type of customers), and owner of the cost of support

5) **Options Evaluation**
  - Identify applications to be removed and applications that can be consolidated from and to
  - Which applications can use CRM, website (e-forms), Oracle ERP ,Corporate systems
  - Agreement with departments on the plan/roadmap for consolidation of applications, including associated costs

6) **Support Arrangements**
  - Process
  - Options to support Outsource/in-house/mix of services
  - Handover documentation

7) **Policy document**
  - Guidance on applications, use of Corporate systems

▪ Procurement restrictions in place		
Key Milestones		
#1	List of systems identified	Q1 2014
#2	Landscape of systems delivered	Q2 2014
#3	Options Evaluation completed for approval	Q2 2014
#4	Policy Document	Q3 2014
Programme Governance Board		
ISLOG subset		

IS Strategy Theme – **Customer Access and Services**

Programme	Customer Access & Channel Strategy	IS Lead	Mike Fitzpatrick	Status	Pipeline
Background	The advancement of new communication mediums (Web, mobile, social media) provides both an opportunity and a challenge. Some customers will actively embrace new technology trying and finding the solution that best fits with their lifestyle, while others will wish to continue to use the mediums they are used to and comfortable with. The opportunity for the organisation is to benefit from the new ways of working; improved customer engagement, improved service through faster response times, delivering operational efficiencies. The challenge is to develop a roadmap to transition to the new ways of communicating in a way that maintains and improves the customer engagement. This one pager proposes to build on the Contact Strategy work already completed, to provide the direction and intended benefits as a focus for the future planned work; to best serve our varied COL customers.				

Project Objectives	To document a Customer Access and Channel Strategy based on customer insight. To **better understand** our **customers** and how they access COL services and how departments **manage** their **relationships** with **key clients and VIP's**. This will provide direction on how the service provision should develop to **enhance** the **customer, key client and VIP experience**.
	6) Build on previous work to review, ratify and consolidate proposed benefits from the customer strategy, including:
	    a. Deliver a **digital 1st** approach, while maintaining **choice** for the customer.
	    b. Provide opportunities for **self-service** and resolution at the 1st point of contact.
	    c. Provide **high quality services and customer care**.
	    d. Provide a **single view of customer, key clients and VIP's** interactions with different parts of the Corporation.
	    e. Provide **data integration and consolidation** of business information, enabling **clearer reporting** and **support** to business **decision making**.
	7) **Expand** and share **Contact Centre and CRM usage** across COL to deliver an enhanced service offering to our customers whilst making efficiencies and savings.
	8) Provide guidance to the **rationalisation** of **customer applications** as part of the overall strategy.
	The work proposed in the JDP CRM solution (separate one pager) will provide business analysis and technology roadmap to deliver this strategy.				

Scope					

1. Customer Strategy - Develop a better understanding of how customer access COL services through the available channels.
2. Investigate what alternative channels could be used and what potential benefits they would deliver.
3. Review of current related customer Processes and Procedures.
4. Investigate the expansion of CRM and Contact Centre usage for Departments as appropriate. Review priority department's services and customer transactions.
5. Investigate utilisation of Business Intelligence for customer transactions to improve customer insight through the integration of data sources.

Costs	Approach to be agreed	

Key Milestones

#1	Complete Service reviews & collate existing material	6 weeks
#2	Workshops & Customer Clinics complete and material compiled	8 weeks
#3	First draft paper ready for initial review	12 weeks
#4	Final Strategy paper ready for initial stakeholder review	16 weeks
#5	Strategy paper approval	16 weeks

Dependencies

- Output from the JDP CRM evaluation (separate one pager) will provide supporting information to the strategy.
- Business resources will be required to support the analysis workshops.

Decision This will deliver a matrix of information on service use, access channels and customer profiles

To initiate work on 'customer insights' through a cross departmental working group for the City of London. This will be used to shape customer access options and prioritise work on:
- Further CRM development.
- Further web development.
- Customer strategy.

Governance

Proposal is to replace the Web Decision Board with a Customer Access Strategy Board. This new Board will take ownership of the successful implementation of the Customer Access Strategy which will encompass all related themes, including CRM, Web development, and portal.

Note : This one pager is part of a programme of work on customer access

IS Strategy Theme – **Customer Access and Services**

Programme	Web Phase 4	IS Lead	Mike Fitzpatrick	Status	Pipeline
Background	SOCITM is an organisation who undertakes a national assessment called "Better Connected" across all 433 UK local authority websites. In 2012 COL achieved a 3 out of 4 star score and the mobile accreditation, and set an objective to achieve 4 stars. Achieving a 4 star status aims to enhance the reputation of COL and receive recognition for the investment given to improving our web presence. The original web phase 2 project implemented 28 online transactions using a new online technology (AchieveForms). Web Decision Board now plan to expand this range of online services to provide greater access to services, better customer experience and encourage channel shift to online. Over the past 3 years during the web phase 1,2 & 3 phases there have been a number of enhancements raised by the business and editors that have been put on hold due to IS resource being focused on the delivery of the web project. Web Decision Board would like to action these enhancements to keep editors interested and actively engaged in enhancing the web design and content up-to-date.				
Project Objectives	9) Aiming to achieve 4 star SOCITM in 2014 score with mobile accreditation. 10) Increase customer channel shift to online transactions. 11) Consolidate technology stack and system support for COL web technologies. 12) Further enhance user and customer experience (introduce new features & templates to improve access). 13) Improve editor tools in content management system to improve workflow and features.				

Scope

- Further expand priority online transactions available to residents, businesses and visitors of the city (priorities to be finalised through workshops)
- 80x PRO and Business enhancements to the existing COL website and SharePoint content management system

Costs	Development approach to be agreed.

Key Milestones

#1	Discovery & Scoping period – By end Feb 2014
#2	Estimates for enhancements – To be defined by end of Q1 2014
#3	Scoping and prioritisation of transactions– To be defined by end of Q1 2014
#4	Estimates for transactions– To be defined by end of Q1 2014
#5	Investigation into existing databases on old COL website – To be defined by end of Q1 2014
#6	Web Phase 4 IS Gateway 2 – To be defined by end of Q1 2014
#7	Web Phase 4 PID sign off – To be defined by end of Q1 2014
#8	Monthly user requirements documentation – To be defined by end of Q1 2014

#9	Monthly development / release life cycle

Dependencies

- IaaS cloud (Decommissioning of KCOM).
- Joint Development Partnership investigation for transactions.
- SOCITM recommendations 2014 – to be released March 14. Needs to be assessed and may be change controlled add to scope.
- Appointment of an Ecommerce and transactions lead.

Decision

To make ISSB aware of continued areas for development identified by the Web Decision Board:

- Aim – to ensure work is continued on priority Web development until the initiation of a wider customer access programme.

Governance

Web Decision Board

Susan Attard Chairman, Sue Ireland, Tony Halmos, Warren Strother, David Pearson, Graham Bell, Melissa Richardson, Sorabh Arora, David Hunt, Jill Bailey, Helen Anderson

Business Lead

Melissa Richardson

E-Commerce & Transactions Lead (To be appointed)

Proposal is to replace the Web Decision Board with a Customer Access Strategy Board. This new Board will take ownership of the successful implementation of the Customer Access Strategy which will encompass all related themes, including CRM, Web development, and portal

Note : This one pager is part of a programme of work on customer access

IS Strategy Theme – **Customer Access and Services**

Programme	Joint Development Partnership (JDP) CRM	IS Lead	Mike Fitzpatrick	Status	Pipeline
Background	A Joint Development Partnership (JDP) between Havering, Newham and Waltham Forest Councils was established in 2010 to develop a common technological solution (including CRM, web, customer portal) to enable each borough's Customer Transformation Programmes. This solution has been successfully implemented. Early in 2013, COL signed an MOU with the JDP, where we provided our customer portal code in exchange for enhancements made by the JDP to this code. In addition this MOU gives the City access to MyPlace (online mapping) and the 'Core' elements of the JDP CRM solution. The JDP CRM implementation provides additional functionality over the current COL solution, including a single view of customer, business intelligence and reporting, integrations between CRM, website and back office systems. To deliver our customer transformation strategy and build on the success of "Access to Services", we will need to further develop our CRM and web solution to integrate with services. The proposed work will conduct a cost/benefit analysis of the JDP solution and assess the potential to reduce cost and timeframes over a COL in-house development.				
Project Objectives	14) In conjunction with the strategy development, **analyse priority service lines** to understand their requirements and determine the **benefits** and **costs** of **delivering** the required **business objectives.** 15) **Evaluate** current COL **CRM & Web systems and the JDP Solution** to develop a technology roadmap to deliver these objectives.				

Scope
8) Investigation into the current capacity of the CRM and web portal solution and infrastructure to determine if any additional investment in capacity is required.
9) JDP core and existing COL process analysis to determine the effort required to introduce. JDP core and maintain the same business outcomes of the existing COL CRM & web solutions, plus introduce MyPlace mapping, LLPG and Multivue.
10) Business workshops (gap analysis) with all scoped services, to determine requirements to assess these against the JDP solution, and to quantify benefits impact as part of overall Customer strategy and to support the business case. These services include Parking Permits, Waste, Streets & Highways, Highways charging, City surveyors, Web transaction, Knowledge base, Licencing, EDO, E-Invitations and the Police.

Costs	Technology Roadmap : £tbc Review of Services : £tbc	

	Internal BA resources will be used to run workshops with services. Business resources will also be needed to support the workshops. Anticipated duration 3 months.	
Key Milestones		
#1	Analysis of Core Infrastructure Complete	6 weeks*
#2	Analysis of Priority Services Complete	8 weeks*
#3	Report Provided by JDP	10 weeks*
#4	Business Case Produced and submitted to ISSB	14 weeks*
	*Start date needs to be confirmed	
Decision		

- To initiate work and approve costs for a 'discovery' phase for CRM development. In order to prepare the base technology solution for further CRM and Web development:
  - Aim – to improve the customer experience and reduce potential costs of further CRM development across a range of services.
- In parallel with the discovery work above, continue with the priority departmental CRM developments:
  - Aim – to ensure work is continued on priority CRM development until the initiation of a wider customer access programme.

Governance

Proposal is to replace the Web Decision Board with a Customer Access Strategy Board. This new Board will take ownership of the successful implementation of the Customer Access Strategy which will encompass all related themes, including CRM, Web development, and portal.

Note : This one pager is part of a programme of work on customer access

Committee:		Date:
Information Systems (Finance) Sub Committee		21st Jan 2014
Subject: **IS Sourcing Review – Closure Report**		**Public**
Report of: **The Chamberlain**		**For Information**

Summary

Following the completion of the IS Sourcing Review procurement and the award of the contract to Agilisys Ltd, a 3 month period of service Transition commenced on the 1st of September 2013.This transition was complete on the 2nd of December and the contract has now moved into live operation.

There are also a number of improvement projects underway which will continue through 2014. These will further enhance the provision of our service and support the delivery of the IS Strategy.

This report summarises the work done during the transition period, the improvement projects and closes the IS Sourcing Review.

Recommendation

Members are asked to:

- Note the Report

Main Report

Background

1. The procurement project within the IS Review was completed in September 2013, with the award of the IS Managed Services contract to Agilisys. Their bid detailed a 3 month Transition period from the start date of 1st September through to end of November 2013. This transition period is the final activity to be undertaken by the IS Sourcing Review and its completion marks the closure of this Review.

2. A number of key deliverables are identified in the Transition programme. These include:

   a. Successful transfer of City of London staff to Agilisys.

   b. Agreement on a governance process to manage the strategic partnership with Agilisys.

    c. Ensuring the transfer of key system and organisational knowledge is complete before any short-term contract staff leave.

    d. The plans and outcomes for the 7 Improvement Projects are agreed by the City.

    e. Documents are delivered to the City to cover; a Security Management Plan, Business Continuity & Disaster Recovery Plan, and a Contract Exit Plan.

Current Position

3.   Staff Transfer – A total of 28 permanent staff [1]where transferred successfully under the Transfer of Undertakings for the Protection of Employees (TUPE). No staff resigned as a result of the transfer. A total of 18 contractors (filling vacant posts) where transferred at the start of the contract, with Agilisys managing a phased reduction in this number during the Transition period.

4.   Governance process – A comprehensive series of regular meetings have been agreed. This cover Executive meetings (Members and Chief Officers) Strategic (IS Strategy Board) and a number of Operational groups.

5.   Knowledge Transfer – Agilisys are working to a planned approach to ensure key knowledge is transferred from contract staff and between ex-City employees and Agilisys, to ensure a high level of service continuity.

6.   Improvement Projects – Agilisys proposed 7 projects as part of their bid, to improve on key areas of the City's technical infrastructure and processes. The projects are;

    I.   Migration to a Cloud-based, Infrastructure as a Service (IaaS) model.

    II.   Moving the IS Service Desk to a shared facility in Barking.

    III.   Implementation of a new Service Desk system – Hornbill.

    IV.   Deployment of an End Point Management system – IEM.

    V.   Deployment of a self-service password reset system – FastPass.

    VI.   Implementation of a 24hr system monitoring system – Solarwinds.

    VII.   Implementation of ITIL Service Management framework.

7.   Successful completion of the Transition phase links to a schedule of payments to Agilisys. This consists of two payments, one at the end of September and a final payment at the completion of Transition. As of the 4th of December the Chief Information Officer has determined that all elements of the Transition have been satisfactorily completed, and the final payment has been approved.

---

[1] The original total of 29 was reduced by 1 due to a member of staff retiring.

Next steps

8.   The contract with Agilisys contains schedules covering Service Level Agreements and sets out the metrics (Critical Performance Indicators) by which their performance will be measured.

9.   These indicators come into effect once certain criteria are met, namely the successful implementation of the following key service improvement projects or at the latest, 9 months from the start of the contract;

  a. Implementation of ITIL framework - August 2014.

  b. Migration to a Cloud-based infrastructure (IaaS) model – June 2014.

  c. Implementation of Solarwinds monitoring system – March 2014

10.   Continual development of the partnership with Agilisys will consider other services currently provided by IS Division for inclusion in the contract. Opportunities for extending the Managed Services contract into to other areas of IT/IS provision within the organisation will also be examined.

Conclusion

11.   Following the contract start in September, a period of service transition has been successfully completed, and the full operational service is now managed by Agilisys.

12.   This concludes the Phase 3 IS Sourcing Review and this report marks the closure of this project.

Appendices

  - Appendix 1 – Agilisys Improvement projects

Background Papers:

Information Systems Sub (Finance) Committee – 2nd October 2012
    IS Review (Sourcing Options) Progress Report

Information Systems Sub (Finance) Committee – 5th November 2012 &
Finance Committee – 6th November 2012
    IS Review Phase 3 (Sourcing Options) – Procurement Path

Information Systems Sub (Finance) Committee – 19th February 2013
IS Review Phase 3 (Sourcing Options) – Outcome of Pre-Qualification Questionnaire Evaluation

Information Systems Sub (Finance) Committee & Finance Committee – 18th June 2013
    Tender for IS Managed Services

Finance Committee – 23rd September 2013
Tender for IS Managed services – Completion of procurement project

Graeme Quarrington-Page
IS Review Programme Manager

T: 020 7332 3991
E: graeme.quarrington-page@cityoflondon.gov.uk

Appendix 1. Agilisys Improvement Projects.

Agilisys have identified seven mandatory transformation projects, included within their service price, by drawing on their experience of delivering similar IT/IS services to other local authorities, providing the toolsets that are essential to achieve the outcomes required by the City:

- Delivery of the City's IS Strategy objectives, with respect to the required outcomes from outsourcing service delivery

- Achieving effective operational delivery of IT/IS services and associated infrastructure

- Building an integrated support model with Agilisys.

A simple overview of each project is provided below.

1. Infrastructure as a Service (IaaS)

The migration to IaaS will provide improved resilience and stability and enable utility computing, allowing for the decommissioning of the Guildhall data centre and replacement of the current Disaster Recovery (DR) data centre in the future.

2. IS Service Desk move

Merging teams with the East London-based Agilisys Service Desk will deliver the standardisation of best practice processes, knowledge transfer, and skills development.

3. Hornbill - Service Management Tool (SMT) implementation

Deployment of the Agilisys SMT will enable ITIL processes to be embedded, improve reporting and deliver an online knowledgebase and a City branded self-service portal for end users. The tool will provide accurate tracking and recording of all Incidents, Problems and Changes across the service, and will provide transparency across all service related transactions so that end users can readily determine the status of any logged call.

4. End-Point Management (IEM)

Implementing Endpoint Management will enable a standardised approach to end-user device management with the City so that pre-packaged applications, patches and fixes do not need to be re-created. The tool also includes improved asset management and licensing tracking.

5. FastPass – Online Password Reset

Implementation of FastPass, integrated into the SMT, will further enhance the user self-service experience and improve the efficiency of the Service Desk.

6. Solarwinds Dashboards

This tool provides a comprehensive monitoring and reporting capability for applications, infrastructure and connectivity.

Agilisys will deploy dedicated instances of the Solarwinds Orion monitoring suite into the City of London. These platforms will be integrated with other systems to provide a single view of the City's service and enabling the tracking of availability and capacity against assets and service information.

7. ITIL Service Management Framework (SMF)

The SMF ensures that ITIL end to end processes are embedded across the whole service delivery function and covers IS teams from the City and other Agilisys partnerships. Agilisys will deploy a specialist ITIL Implementation Consultant to work alongside the local team with the delivery of ITIL. Agilisys will train all staff supporting the City's IS services to ITIL foundation level within the first six months of the partnership.

Committee(s):	Date(s):	Item no.
IS Sub-Committee (for information) Project Sub-Committee	21st January 2014 25th February 2014	
Subject: Project Proposal – Replacement Local Area Network Infrastructure	**Public**	
Report of: Chamberlain	**For Decision**	

Overview

1.	**Spending Committee**	Finance
2.	**Senior Responsible Officer**	Chris Anderson - CTO
3.	**Project Board**	A project manager will be assigned. A project board will be constituted. This project will report to IS Projects Board and IS Strategy Board.
4.	**Context**	The City's Local Area Network (LAN) infrastructure consists of internal cables, fibres, switches and routers and provides connectivity between IT equipment such as desktop PCs, phones and servers. The LAN covers the whole of the Guildhall complex and also provides the core network services which the City's Wide Area Network (connecting the City's 90+ remote sites) and Institutional Departments connect to for access to City IS services. The LAN was designed in 2005 as part of the Guildhall complex accommodation project with the majority of the infrastructure being purchased and commissioned 2006-8. The majority of the structured cabling is to CAT6 standard which is considered more than adequate for current and anticipated future requirements. The LAN hardware (switches, routers) is now at or near end of support life and is in need of replacement.
5.	**Brief description of project**	The project will review the design of the City's LAN infrastructure and propose and commission replacement LAN hardware and software. The project will take into consideration; • Security requirements – specifically those arising from the need to comply with Public Service Network (PSN) requirements • Infrastructure as a Service (IaaS) – the relocation of servers and services covered by the Agilisys contract to remote data centres.

		• Joint working and accommodation sharing with City of London Police. • Quality of Service (QoS) and other interdependent technologies and services. • Interoperability with telephony, BMS, CCTV and other systems.
6.	**Business case**	A resilient, high-capacity LAN is an essential part of the City's IT infrastructure. Without this City staff will be unable to access City IS services. The current LAN infrastructure needs review to meet changing requirements arising from PSN and IaaS. The City Police accommodation review and own LAN refresh project offers both parts of the organisation a significant opportunity to work collaboratively, identify areas of synergy and potentially to implement a single more efficient shared LAN infrastructure.
7.	**Consequences if project not approved**	The City's existing LAN infrastructure is becoming increasingly difficult to support and will over time degrade to the point of being unusable. Potential efficiencies and shared services arising from undertaking this project jointly with City Police as part of their accommodation review and LAN refresh will not be realised.
8.	**Success criteria**	Clear business requirements identified, defined and agreed. Design incorporates PSN, IaaS and other identified considerations. Feasibility of CoL & CoLP shared LAN infrastructure fully reviewed. Existing LAN infrastructure replaced.
9.	**Notable exclusions**	WiFi – covered by separate project. Telephony replacement – although integration of existing telephony service is in-scope. Nb: City Police have telephony within the scope of their LAN refresh project.
10.	**Key options to be considered**	Options will be determined by the outcome of the design phase but will include equipment manufacturer.

Prioritisation

11.	**Link to Strategic Aims**	This project links to all three strategic aims in as much as it enables staff to work efficiently and effectively and underpins services to visitors and guests to Guildhall and selected other City buildings.
12.	**Link to departmental business plan**	The City's ICT Strategy includes provision of robust, supportable, IS services of which the LAN is a key component.

13.	Links to other existing strategies, programmes and/or projects	The City Police accommodation strategy and IS strategy include upgrades of a similar nature. There is a clear opportunity to work collaboratively and it is intended that the project will include joint scoping, design and procurement.
14.	Within which category does this project fit?	7. a) – Asset enhancement
15.	What is the priority of the project?	A – Essential In particular to identity compatibility and efficiency savings arising from collaboration initiative with City Police.

Financial Implications

16.	Likely capital/ supplementary revenue cost range	£400,000 - £1,000,000
17.	Potential source(s) of funding	Capital –this will be a bid against the £3,000,000 annual provisions for new projects.
18.	On-going revenue requirements and departmental local risk budget(s) affected	To be determined as part of the options appraisal.

Project Planning

19.	Estimated programme and implications	Scoping and design phase – May 2014 Procurement – September 2014 Implementation – December 2014 All dates subject to review and further alignment with City Police accommodation strategy timescales.
20.	Potential risk implications	Medium Risk Replacement of the City's existing LAN service should be technically straight forward. Key risks are; • ensuring business requirements are fully identified and prioritised. • ensuring solution meets requirements and is of sufficient capacity and reliability • ensuring solution meets PSN, legal and other compliance requirements. • ensuring continuity of service throughout the project

21.	Anticipated stakeholders and consultees	City Police. City Surveyor's – BMS system
22.	Equality Impact Assessment	N/A

Recommended Course of Action

23.	Next Steps	Engage with business stakeholders to identify, define and agree business requirements.
		Review and document compliance requirements.
		Undertake further investigative work on solutions available to the City including market testing and indicative quotes.
		Assess options and prepare gateway 3/4 options appraisal report.
24.	Resource requirements to reach next Gateway	Estimate 15 man days from existing internal resources to undertake necessary consultation and investigation.
		An additional budget of £40,000 is required to engage the necessary external network design and security consultants.
25.	Funding source to reach next Gateway	Finance Committee to be requested to allocate £40,000 from its 2013/14 City's cash contingency which has an uncommitted balance of £511,000 .
26.	Standard or Streamlined Approval Track	Streamlined

Contact

Report Author	Chris Anderson
Email Address	Chris.anderson@cityoflondon.gov.uk
Telephone Number	X3275

Committee(s):		Date(s):	Item no.
IS Sub-Committee (for information) Project Sub-Committee		21st January 2014 25th February 2014	
Subject: Project Proposal – Replacement Wifi Infrastructure		**Public**	
Report of: Chamberlain		**For Decision**	

<u>**Overview**</u>

1.	**Spending Committee**	Finance
2.	**Senior Responsible Officer**	Chris Anderson - CTO
3.	**Project Board**	A project manager will be assigned. There will be a stakeholder group to ensure business needs are identified and delivered. This project will report to IS Projects Board and IS Strategy Board.
4.	**Context**	The City's existing WiFi infrastructure was installed in 2007-8. The WiFi service covers the majority of the Guildhall complex and a number of the City's remote sites. The service currently provides access to City IS services for City employees, Internet access for Members and a Guest/function service to cater for ad-hoc visitors to Guildhall spaces including the Libraries and large functions in areas such as the Great Hall. The hardware and software is now considered end of life and is in need of replacement. The existing arrangement whereby City staff access the City network directly through the WiFi, and the sharing of a single WiFi infrastructure for both staff and public use will cease to be PSN compliant when the new security criteria come into force in October 2014.
5.	**Brief description of project**	The project will identify the business requirements for a corporate WiFi service. Considerations will include the different user profiles (Staff, Members, Guests, Visitors) and use types including special needs (such as high-demand during events). The current service is maintained and supported internally (since 1st September by Agilisys). Option considerations will include a continuation of a locally installed and managed service and the use of an externally provided fully managed service. The project will take into consideration the need for legal compliance and the requirements of the City's remote sites.

6.	**Business case**	A resilient, high-capacity WiFi service is now considered an essential part of the City's IT infrastructure.
		The WiFi service underpins current and increasing use of mobile technology and working practices for City staff* and is considered an essential service for events and visitors to Guildhall and other City buildings.
		* - Extending a reliable WiFi service to City remote sites will support the wider adoption of flexible and mobile working.
7.	**Consequences if project not approved**	The City's existing WiFi service is becoming increasingly difficult to support and will over time degrade to the point of being unusable.
		The City's move to increasing use of mobile (laptop, tablet) devices will fail without a ubiquitous and resilient WiFi service.
		Some more recent devices such as iPads struggle to connect to the existing service and this problem will not be resolved without a technology refresh.
		The current service will become non-compliant with the latest (August 2013) PSN criteria when these come into force in October 2014.
8.	**Success criteria**	Clear business requirements identified, defined and agreed.
		Existing WiFi service replaced.
		Post installation survey evidences good signal strength in agreed areas.
		WiFi service complies with PSN and legal requirements.
9.	**Notable exclusions**	Project covers WiFi only and does not include 3g, 4g or other services.
10.	**Key options to be considered**	City owned service managed by Agilisys
		External 3rd party managed service.

Prioritisation

11.	**Link to Strategic Aims**	This project links to all three strategic aims in as much as it enables staff to work more efficiently and effectively and provides a service to visitors and guests to Guildhall and selected other City buildings.
12.	**Link to departmental business plan**	The City's ICT Strategy includes the greater adoption of mobile/flexible working which requires the greater use of laptops and other mobile devices. These depend upon a ubiquitous and reliable WiFi infrastructure.
13.	**Links to other existing strategies, programmes and/or projects**	Work will take into consideration existing Barbican service and requirements of the City Police under their accommodation programme and IS Strategy.

14.	Within which category does this project fit?	7. a) – Asset enhancement
15.	What is the priority of the project?	A – Essential

Financial Implications

16.	Likely capital/ supplementary revenue cost range	£80,000 - £150,000
17.	Potential source(s) of funding	Capital –this will be a bid against the £3,000,000 annual provisions for new projects.
18.	On-going revenue requirements and departmental local risk budget(s) affected	An additional on-going annual revenue requirement estimated at up to £40,000 may be required depending upon the option selected.

Project Planning

19.	Estimated programme and implications	Technical evaluation – March 2014 Procurement and implementation – July 2014.
20.	Potential risk implications	Low Risk Replacement of the City's existing WiFi service should be technically straight forward. Key risks are; • ensuring business requirements are fully identified and prioritised. • ensuring solution meets requirements and is of sufficient capacity and reliability • ensuring solution meets PSN, legal and other compliance requirements.
21.	Anticipated stakeholders and consultees	All business areas but especially; Remembrancer's – Events hosting Culture, Heritage & Libraries – Public access Open Spaces/ Department for Built Environment - City Information Ctr and various reception areas. Barbican – who currently use The Cloud as a public WiFi service provider. City Police – who will have increasing need for WiFi service as part of the adoption of more flexible working practices.

22.	Equality Impact Assessment	N/A

Recommended Course of Action

23.	Next Steps	Engage with business stakeholders to identify, define and agree business requirements.
		Review and document compliance requirements.
		Undertake further investigative work on solutions available to the City including market testing and indicative quotes.
		Assess options and prepare gateway 3/4 options appraisal report.
24.	Resource requirements to reach next Gateway	Estimated at 20 man days to undertake necessary consultation and investigation.
25.	Funding source to reach next Gateway	Will be met from existing Chamberlain's IS Division local risk budget.
26.	Standard or Streamlined Approval Track	Streamlined

Contact

Report Author	Chris Anderson
Email Address	Chris.anderson@cityoflondon.gov.uk
Telephone Number	X3275

Board:	Date(s):	Item no.
Information Systems Sub Committee	21st January 2014	

Subject:	Public
Progress Report on Key Projects	

Report of:	For Information
Chamberlain	

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 8 key projects in IS Division which includes 8 live projects and 0 projects in the pipeline.

7.   Of the active projects there are:

-   0 Red projects

-   0 Amber projects

-   8 Green projects

8.   Of the pipeline projects, no projects are rated as red, one project is amber and 5 projects are yet to be rated, marked as white.

9.   The following projects have been closed since the last report and removed from the dashboard:

-   Committee Management Software (modern.gov)

-   Corporate Disaster Recovery Centre – Relocation (Phase 1)

-   Managed Print Service

-   Management Dashboards (Phase 2) - includes Energy, Money and SRS

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 3	Plan & Build	Green	Green	(green)	David Hunt	Susan Attard	Dec-13	Dec-13	N/A	N/A	N/A	Not specified *	**30th December deployment** ▪ Social media ▪ Twitter feed and Youtube link added to templates ▪ Social media link added to page footer ▪ Re-designed twitter webpart ▪ Twitter "share this" tool improved ▪ Created Facebook webpart ▪ Events filters ▪ Events search ▪ Improve events listing page results filters **30th January end of 1 month monitoring period** Web Phase 3 Project Close
Social Care Replacement Service	Gateway 7	Green	Green	(green)	Darren Read	Chris Pelham	Apr-13	Sep-13	£174k	£30k	Green	Not specified *	Outcome report has been submitted for Project Sub Committee approval January 2014.

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
Tower Bridge Ticketing and Retail Management	Review and Close	Amber	Green	(green) ⬆	Wanda Serafin	Jamie Bottono	Apr-13	Nov-13	£25k	n/a	Green	Not specified *	System went live 12 November. A few remaining items to be completed • Website amendments, penetration testing and go live (online bookings) • Ticket bar code upgrade • Monument till/PC connection Follow up review held with supplier on 12/12/2013 to agree project completion plan.
Network Refresh 'Network Renewal - Lot 1 (WAN replacement)	Plan & Build	Green	Green	(green) ⬌	Andy Goodey	Chris Anderson	Dec-13	Mar-14	£0	n/a	Green	Not specified *	30 WAN sites completed. 11 planned for December Weekly meetings held with Virgin Media to maintain pressure on them to deliver installations quickly. Additional admin resource assigned to assist with internal/external comms and project control. Completion date has move to Mar 2014 which has been agreed
Wide Area Network upgrade	Closed	Green	Green	(green) ⬌	Chris Anderson	Graham Bell	Jan-12	Oct-13	£170k	n/a	Green	Not specified *	Gateway 7 Outcome report has been accepted and this project is now closed.
SharePoint Phase 2 Team sites	Closed	Green	Green	(green) ⬌	Ellen Murphy	Graham Bell	n/a	Oct-13	n/a	n/a	Green	Not specified *	The outcomes from this project will be fed into the SharePoint Governance and Strategy work planned for 2014.
Oracle ERP (R12)	Corporate Gateway 6	Green	Green	(green) ⬌	Milan Gudka	Chris Bilsland	Oct-13	Dec-14	£2.34m	n/a	Green	Not specified *	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

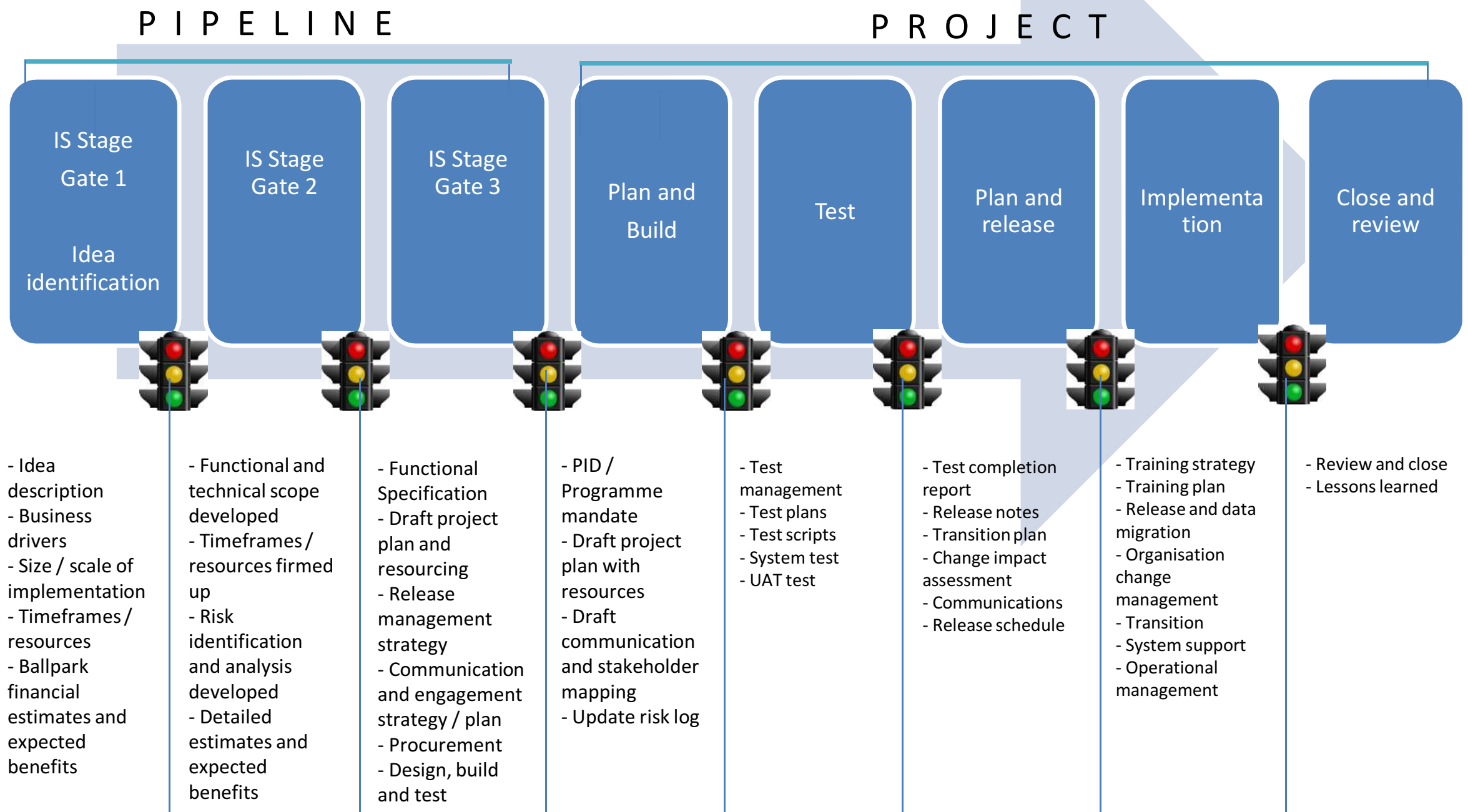| Projects 2012 - 13	IS Stage / Gateway	Previous period RAG status	Current period RAG status	Direction of Travel	Project Manager	Project Sponsor	Planned completion date	Current completion date	Original Capital budget	Original Revenue budget	Budget RAG status	IS Staff days (Budget / Actual)	Notes
													simultaneously with the R12 upgrade. Tender award has been issued and project will commence January 2014.
IS Sourcing Review Phase 3	Review and Close	Green	Green	(green) ⬌	Graeme Quarrington-Page	Graham Bell	Aug-13	Aug-13	n/a	n/a	n/a	Budget: 2300 days Actual: 2319 days	Closure report submitted for this committee meeting.

* 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
Microsoft Enterprise Agreement	Gateway 4	N/A	Amber		Chris Anderson	Graham Bell	TBD	June 2014	TBD	TBD	TBD	TBD	The final regular payment for the Enterprise Agreement was made in June 2013. However, the project will remain open until the Enterprise Agreement expires in June 2014 at which time a final payment will be made for any additional Microsoft licences that the City has used above stated contract. The project will then close in June 2014. Next milestone to be achieved: No work will be undertaken on this project until June 2014.
SharePoint Expansion Strategy	IS Stage Gate 1	White	White	N/A	David Hunt	TBD	TBD	TBD	TBD	TBD	TBD	TBD	New project which will progress following review through the ISSB
CRM Development	TBD	White	White		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	New project which will progress following review through the ISSB
Flexible Working (including Mobile and Remote)	TBD	White	White		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	New project which will progress following review through the ISSB
Intranet and Digital Engagement Strategies	TBD	White	White		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	New project which will progress following review through the ISSB
One Corporation	TBD	White	White		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	New project which will progress following review through the ISSB

* Not specified during project initiation

Appendix A – IS Stage Gate summary

Corporate Gateways

| 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

P I P E L I N E   P R O J E C T

| 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 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 14

Document is Restricted

This page is intentionally left blank

Agenda Item 15

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank