



Information Systems Sub (Finance) Committee

Date: TUESDAY, 25 MARCH 2014
Time: 11.30am
Venue: COMMITTEE ROOM 1 - 2ND FLOOR WEST WING, GUILDHALL

Members:

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

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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 21 January 2014

For Decision
(Pages 1 - 6)
4. **PROGRESS REPORT ON STRATEGIC PROGRAMMES AND ALL IS PROJECTS**
Report of the Chamberlain

For Information
(Pages 7 - 38)
5. **CTO OVERVIEW OF TECHNICAL CHANGE PROJECTS**
Report of the Chamberlain

For Information
(Pages 39 - 48)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
8. **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

9. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the non-public minutes of the meeting held on 21 January 2014

For Decision
(Pages 49 - 52)

10. **TELECOMMUNICATIONS STRATEGY**

Report of the Chamberlain

For Information
(Pages 53 - 62)

11. **CITY OF LONDON POLICE - A VERBAL UPDATE ON THE MODERNISATION PROGRAMME**

Director of Corporate Services, City of London Police to be heard

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

13. **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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Agenda Item 3

INFORMATION SYSTEMS SUB (FINANCE) COMMITTEE

Tuesday, 21 January 2014

Minutes of the meeting of the Information Systems Sub (Finance) Committee held at Guildhall on Tuesday, 21 January 2014 at 11.30am

Present

Members:

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

In Attendance

Agilisys:

Pearl Roberts
Charles Mindenhall

Officers:

Susan Attard	- Deputy Town Clerk
Chris Bilsland	- Chamberlain
Graham Bell	- Chief Information Officer
Chris Anderson	- Chamberlain's Department
Ellen Murphy	- Chamberlain's Department

1. APOLOGIES

Apologies were received from Nigel Challis, Andrew McMurtrie, Hugh Morris and Deputy John Tomlinson

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

RESOLVED: That the public minutes and non-public summary of the meeting held on 22 October 2013 be approved.

Matters arising

Officers would contact members in order to arrange a visit to other Agilisys sites and circulate dates for the Reference Sub Group meetings.

4. **PUBLIC SERVICES NETWORK**

The Sub Committee received a verbal update from the Chief Technology Officer. Members noted that the Town Clerk had been advised of the re-accreditation status and the current certificate was valid until June 2014. Officers will review whether an extension should be requested. The Chief Technology Officer commended the staff who had supported this work at short notice.

Whilst members felt that the cost to achieve compliance was unfortunate, they were pleased to note that the City was compliant. Officers confirmed that other local authorities were gradually becoming compliant. In response to a question about receiving emails on mobile devices, officers explained that there had been different interpretations of the regulations; a decision would be taken on the City of London's circumstances; i.e. the level of PSN use. The Chief Technology Officer agreed to provide a full breakdown of staff numbers connected, on request.

5. **MODERN.GOV**

The Sub Committee received a verbal update from the VIP Support Lead. Whilst members noted the positive aspects of modern.gov in respect of producing agenda packs, minutes and managing the Committee calendar, they were disappointed about its lack of ability to export documents. Members asked for an urgent update as to when this might be available. The Deputy Town Clerk reminded Members that this facility was in a very early development stage when the City purchased the software and officers had been pushing for its implementation. Officers also advised that, once the new training room was available, they would be able to offer 1-1 support to Members. Members were generally very happy with pdf expert and felt that it would be wasteful to move to an alternate product which required them to set up new filing systems.

6. **IS STRATEGY - IMPLEMENTATION UPDATE**

The Sub Committee received a report of the Chief Information Officer, providing a summary of each of the four key programmes of the IS Strategy. As part of this item, Members also received a presentation and verbal update on the Oracle ERP Project.

- During the discussion, the following matters were raised:
- Officers were looking at virtual private networks and Outlook Anywhere, given the limitations on Citrix.
- Members commended the work to date on the Oracle ERP Project. The Chamberlain chaired this group and reminded Members that its replacement was essential for maintaining the integrity of all City of London financial systems.
- Oracle Business Intelligence's capability to access non-oracle data. Officers would continue to explore the possibilities within Sharepoint Business Intelligence. Whilst noting some limitations on Sharepoint, officers advised that it was particularly effective on team sites.

- The IT employment market was currently experiencing high demand for change professionals. Members encouraged creativity in recruitment and retention packages, to reduce reliance on contractors.

7. IS SOURCING REVIEW - CLOSURE

The Sub Committee received a report of the Chamberlain, which sought to close the above project. As part of this item, Members received a verbal update from Agilisys on how the transition was progressing.

During the discussion, the following matters were raised:

- Members noted that all transferring staff had been inducted. Employee surveys had been conducted, with the outcomes expected at the end of February. A small team were operating at Barking and all staff would be given career development opportunities.
- The new service management tool would be live at the end of January; this would track and monitor all calls to the service desks. FastPass (on-line password re-setting) would soon be live – reducing calls to the IS Service Desk.
- The apprenticeship scheme was being developed with the City and would include a unique offer for digital marketing.
- Members asked for a copy of the slides.

8. PROJECT PROPOSAL - REPLACEMENT OF LOCAL AREA NETWORK

The Sub Committee considered a report of the Chamberlain, which sought to review the design of the City’s LAN infrastructure and proposed a replacement of LAN hardware and software.

RESOLVED, that:

The project be presented to the Corporate Projects Board.

9. PROJECT PROPOSAL - REPLACEMENT WIFI INFRASTRUCTURE

The Sub Committee considered a report of the Chamberlain, which sought to identify the business requirements for a replacement of the corporate WiFi infrastructure.

RESOLVED, that:

The project be presented to the Corporate Projects Board.

10. PROGRESS REPORT ON KEY PROJECTS

The Sub Committee received a report of the Chamberlain, which summarised progress on current projects and pipeline projects. Members asked for the direction of arrows to be corrected on the next report (in the table under paragraph 3) and for the terminology to be consistent.

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

There were no questions.

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

There was no other business.

13. **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.

15 - 17

Paragraph(s) in Schedule 12A

3

14. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

RESOLVED: That the non-public minutes of the meeting held on 22 October 2013 be approved as an accurate record.

15. **CRITIQUE OF THE CITY OF LONDON'S ICT INFRASTRUCTURE**

The Sub Committee considered a report of the City Surveyor, which sought to provide members with an overview of the City's existing wired and wireless ICT infrastructure and its effectiveness in supporting the day-to-day activities of businesses, SMEs, workers, visitors and residents.

16. **DELIVERY OF FUTURE CITY OF LONDON POLICE IT SERVICE PROVISION**

The Sub Committee considered a report of the Director of Corporate Services, City of London Police.

17. **MICROSOFT ENTERPRISE AGREEMENT (EA) RENEWAL 2014**

The Sub Committee received a report of the Chamberlain, which sought to review the Microsoft EA renewal options.

RESOLVED, that:

The project be presented to the Corporate Projects Board

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

There were no non-public questions.

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

There was no other non-public business.

The meeting ended at 1.05pm

Chairman

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Agenda Item 4

Committee: Information Systems Sub Committee	Date(s): 25 th March 2014
Subject: Progress Report on Strategic Programmes and all IS projects.	Public
Report of: Chamberlain	For Information
<u>Summary</u>	
<p>This report is for information as there are no particular risks or issues to report to members. It provides an oversight of project progress, presents the communication approach being used with Chief Officers and at Strategy Board, illustrate the links between the Corporate plan and the Service Reviews currently underway.</p> <p>Project progress is provided in the format of one-page updates against each IS Strategy theme and a key projects dashboard. There are no “red” or “amber” status projects.</p> <p>In order to gain greater insight as to 2014 deliverables within each programme of work and focusing on ‘what does this mean for me’, this report includes a set of slides used to communicate with Chief Officers and Strategy Board level. These slides focus on the output and outcome that will be achieved as a result of the strategic projects, which are aligned to the Service Reviews and support the achievement of the required savings.</p> <p>This report also includes a brand new set of charts, the intention of which is to provide members with the insight as to how the Portfolio & Change team are monitoring resource allocation, the totality of the division’s project portfolio and future objectives as to measure benefit realisation.</p>	
Recommendation	
That the report be received.	

Main Report

Background

Section One - provides development on the IS Strategy and four themes as approved August 2013.

1. Following the IS Strategy update provided to the Sub Committee on 21st January 2014, this report gives Members an **overview** of the **IS strategy and Vision**, which is currently being shared with Chief Officers and other senior stakeholders across the City Corporation. A single diagrammatic view of the four programme themes is shown in Appendix A.
2. This report gives IS Sub Committee members background on the approach the IS Division is taking in conjunction with the Transformation Board, to align the IS Strategy to the Service Reviews and support the achievement of the required savings. The report specifically focuses on describing what the benefits & business change will be as a result of the technology and change projects underway, within the four strategic themes. This is contained in Appendix B.

This communication model is being used at Chief Officer and IS Strategy Board level and will be a feature on the refreshed IS Intranet site due to launch in April. We will now construct a drill-down roadmap for each key project and publish this by the end of May.

3. A detailed background to each programme theme was provided to the IS Sub Committee at the January 2013 meeting in Agenda Item 6. Progress updates for these themes are provided in Appendix C.

Section Two - shares new information with IS Sub Committee members. It is intended to offer insight as to the current totality of the division's project portfolio, the new charts used internally to monitor trends, capacity and resource allocation. Future objectives of the team with regards to benefits realisation

4. To give Members a view of the totality the work done by the IS Division, this report has been expanded to provide high-level statistics of all projects. There are a total of **85 projects** within the IS division. **33 are in flight, 25 are being scoped, 22 are unallocated**, one is closed and four are on hold. These are listed in 'status charts' given in Appendix D, which are being used to monitor trends and capacity. Our view is that the overall number of projects is too high for an organisation this size and there is a critical review underway of the 85 projects within the portfolio, with a view towards rationalising them.
5. These 'status charts' provided in Appendix E, report a quick guide to the Portfolio & Change team's **resource allocation**. It includes actual IS staff days for new projects formally established within the programme of work. Estimates for previously existing projects are not included. The reason for inclusion is to demonstrate the change in trend and the intended focus of resources going forward.
6. It is an objective of the Portfolio & Change Team to review every project business realisation and business case going forward. Whilst this piece of work will take some time, the new report in Appendix F is an exemplar and has been included to share intentions and provide insight into future information we plan to provide to IS Sub Committee members.

Section Three - presents a short progress update along with the RAG status and completion dates via the same dashboard format as used in the 21st January 2014 report

Current Position

7. A current status update for key projects can be found in Appendix G. This **project dashboard** contains a short progress update on the key projects, along with the RAG status and completion dates via a dashboard. The report includes an indication of the direction of RAG travel. The one small amendment breaks the dashboard into 2 distinct areas for ease of interpreting the key delivery phase that initiative is in; 'in scoping', 'in flight'. There are no "red" or "amber" status projects.

The following projects have **closed since the last report** provided in Agenda Item 10 on 21st January 2014 and therefore removed from the dashboard provided:

- Tower Bridge Ticketing system
- Website Phase 3
- Social Care Replacement System
- Wide Area Network upgrade
- IS Sourcing Review

Please note CRM project has been incorporated within the Customer Access to Services Programme.

8. IS governance processes closely match the Corporate Gateway project procedure. An outline of the Stage Gate process has been provided in Appendix H for reference.

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Appendix A – A single diagrammatic view of the four programme themes

Appendix B – Insight into the communication approach IS is taking in conjunction with the Transformation Board

Appendix C – One-page progress updates against each theme

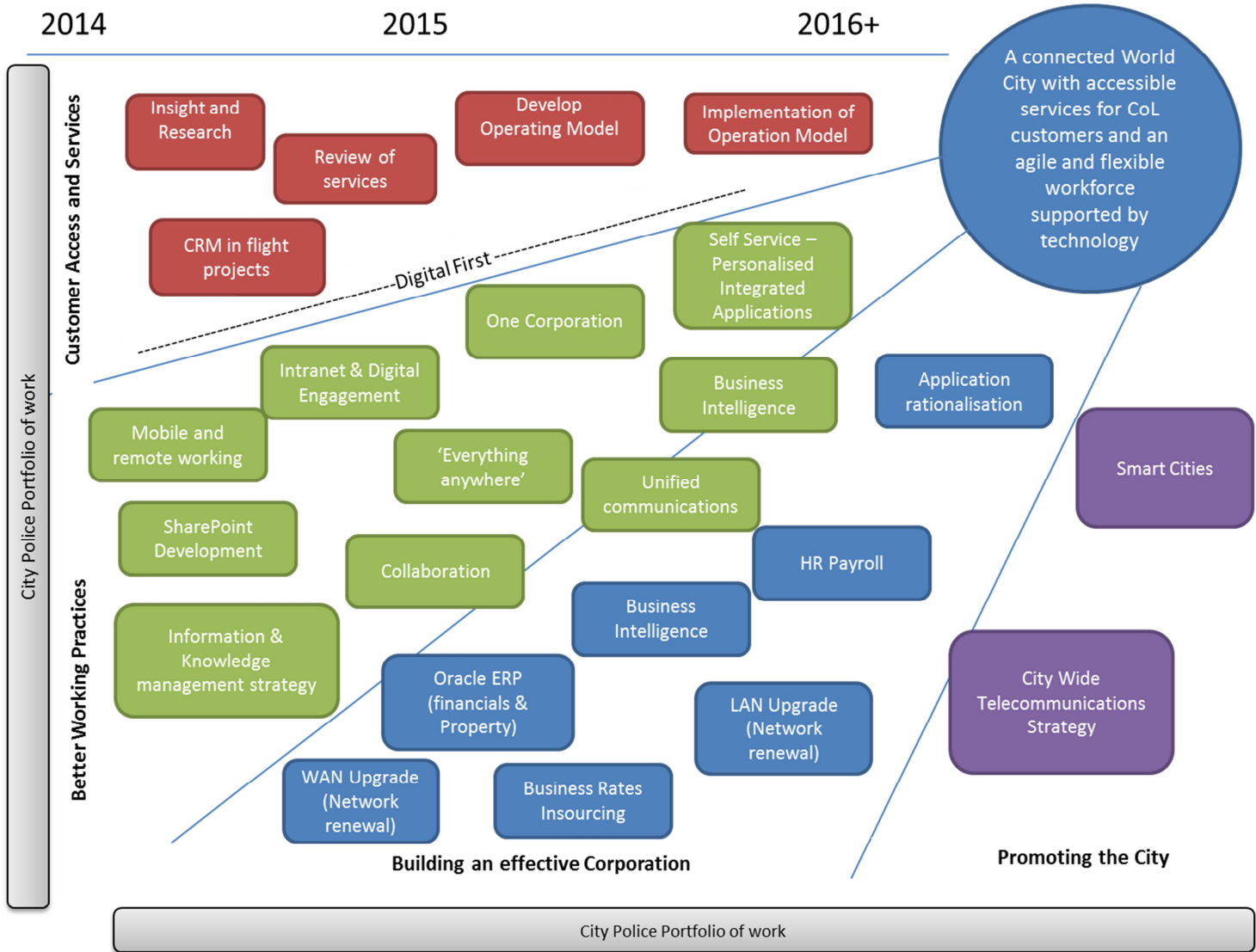
Appendix E – A breakdown of the totality of IS Division projects

Appendix F – Resource allocation trend charts

Appendix G – Key project dashboard update

Appendix H – Stage gate process

Appendix A – A single view of the IS Strategy



Appendix B - Communicating the IS Vision and Strategy

The following slides are currently being used to articulate the vision and strategy in conjunction with the Transformation Board.

Four programme themes within the IS Strategy in terms of organisational objectives and business benefits.

Better Working Practices

Where technology meets culture..

- Access 'anything anywhere'
- Collaborate & share content online
- Find the right information first time online
- Self serve via systems designed for me providing information aimed at me

CoLP: Joint Working Initiatives

Collaborate & Share via SharePoint

Intranet improvement : scope requirements

Remote Working Pilots

Spring 2014: Q1

Summer 2014: Q2

Autumn 2014: Q3

Winter 2014: Q4

Customer Access and Services



Building an Effective Corporation



Promoting the City

- **Connectivity throughout the Square Mile to put City at forefront of business and community opportunity, growth and innovation**
- **Understanding our role in ‘smart cities’**
- **Expand and develop customer ‘digital engagement’ strategy**
- **Service innovation setting the example e.g. city police**

Telecommunications Options Delivery

Develop and improve how we ‘digitally engage’ with customers

Spring
2014:
Q1

Summer
2014:
Q2

Autumn
2014:
Q3

Winter
2014:
Q4

Demonstrate & Share City of London Police Service innovation

Appendix C - Programme Updates

A more detailed update against each theme.

Please note that the 'Better Working Practices' programme has several distinct projects attached and for that purpose each project has been given a one pager to explain progress more fully.

Title	Building an Effective Corporation: <i>Oracle ERP</i>	IS Lead	Milan Gudka	Status	In Flight
Background	<p>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.</p> <p>BI is a set of processes and technologies that transform raw data into meaningful and useful information for business purposes.</p>				
Project Objectives	<ul style="list-style-type: none"> • Mitigate risk of existing systems which are out-dated and carry operational risks and inefficiencies – CBIS and Manhattan. • 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. • Ensure there is one version of the truth by standardising reporting and the data behind it. • Let managers manage rather than spending time creating and manipulating reports by implementing a standardised approach to Business Intelligence. • 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. 				
Project Update	<p>The project started on January 13th 2014. The project plan has been base lined and agreed. A project Initiation document (PID) has been drafted and is under review. The project plan will have named owners for tasks from CoL so to avoid ambiguity around who is responsible for tasks, this includes and not limited to training, manuals, testing, design sign-off etc.</p> <p>Design workshops for property and finances have started and are progressing well. Design workshops for reporting are scheduled for mid-March.</p> <p>Project awareness sessions for all staff are planned for February and March. These are open to any individuals at CoL to come and find out what the Oracle ERP project is about.</p>				
Work Streams / Scope					
<ol style="list-style-type: none"> 1) Finance & Property <ul style="list-style-type: none"> ▪ Upgrade of CBIS and replacement of Manhattan to Oracle R12 ▪ Rationalise reporting across financials and property ▪ Outsource the associated managed service 2) Business Intelligence <ul style="list-style-type: none"> ▪ 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 Programme of Work <ul style="list-style-type: none"> ▪ Current Systems and Process review ▪ Integration of HR, Payroll and financials 					
Key Milestones					

#1	BI Dashboard for CHL	28 th April
#2	HR ERP project scope validation and approval	Paper consolidation in August for approval in the Autumn
#3	CBIS upgraded to Oracle R12 and BI reporting	2 nd Dec 2014
#4	Manhattan replaced with Oracle Property Manager and BI reporting	4 th Dec 2014
#5	Business Intelligence and Reporting strategy document	2 nd Dec 2014
Dependency		
None		
Programme Governance Board		
Oracle ERP Steering Group Oracle ERP Project Board		

Programme	Customer Access & Channel Strategy	IS Lead	David Hunt	Status	Scoping
Background	<p>The advancement of new communication mediums (Web, mobile, social media) provides both an opportunity and a challenge. Some customers will actively embrace new technology to try and find 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.</p> <p>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.</p> <p>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</p>				
Project Objectives	<p>To refresh the 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 and technology should develop to enhance the customer, key client and VIP experience.</p> <ol style="list-style-type: none"> 1) Build on previous work to review, ratify and consolidate proposed benefits from the customer strategy, including: <ol style="list-style-type: none"> 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. 2) Consolidate the contact centre functions across the corporation to form a single function to deliver an enhanced service offering to our customers whilst making efficiencies and savings. 3) Provide guidance to the rationalisation of customer applications as part of the overall strategy. <p>The work proposed in the CRM solution (separate one pager) will provide business analysis and technology roadmap to deliver this strategy.</p>				
Scope					
<p>The scope of this programme has been increased to incorporate the wider strategic scope for CoL customer services as well as the technology element.</p> <ol style="list-style-type: none"> 1. Customer Insight and operational As-Is – Carry out a preliminary investigation in consultation with the business to identify and analyse CoL's customers, capture transactional volumes and income generated from services. In parallel we will take a high 					

level view of CoL's current operating model for delivering customer services.

2. Customer Access Strategy – Based on findings from the customer insight and bringing together feedback from services and best practice from other organisations we will create a Customer Access Strategy which will detail how services will meet customer needs and demands through various channels and departments. Additionally the strategy will aim to future proof the approach for expansion across the organisation and partners but also for technology and customer trends.
3. To-Be Customer Services Operating Model – Based on the objectives and vision detailed in the Customer Access Strategy, the operating model will detail the “how” in which services will be structured, managed and measured to deliver quality Customer Service.
4. Benefits Realisation – Taking all the above into account this activity aims to translate what this organisational change will mean in terms of cashable savings and non-cashable business improvement.

By completing the above this will unlock the next stage of creating a business case to identify the best solution and approach to achieve the benefits realisation.

Key Milestones – TBC

1	Review and agree programme approach with Deputy Town Clerk	By 31 st March 2014
2	Establish Customer Access Strategy Board	By 31 st March 2014
3	Phase 1 Programme Plan	By 31 st March 2014
4	Customer Insight	TBC post #3 approval
5	Service Review of current customer service operations	TBC post #3 approval
6	Customer Access Strategy	TBC post #3 approval
7	Customer Services Operating model	TBC post #3 approval
8	Benefits Realisation	TBC post #3 approval

Dependencies

- Star Chamber Service Reviews
- IS and Business resources will be required to support the analysis workshops.

Decision

N/A

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

Programme	Promoting the City	IS Lead	Graham Bell	Status	Scoping
Background	<p>The ambition of this programme is to build on the reputation of the City of London as a leader in Finance and business to become a world class digital destination enabling business opportunity, growth and innovation.</p> <p>Information is critical to ensuring that we have the right insights into the CoL's wide range of customers. Reliable access and communications for offices around the world is essential to allow them to promote the City.</p> <p>Our presence on the Web via our internet pages and the visibility of the CoL through other channels such as Social Media, Mobile Devices and Apps enable us to promote the City to our businesses, visitors, residents and staff.</p> <p>Smart Cities is a developing area, where we will continue to monitor activities in the market and other global cities, taking advantage of these developments as the benefits become clearer.</p>				
Project Objectives	<ol style="list-style-type: none"> 1. To ensure online connectivity throughout the City of London, putting the City at the forefront of business opportunity, growth and innovation. 2. To provide a transformative and affordable service for our consumers, communities and businesses capable of enabling SMEs (for example) to develop, expand and innovate in ways currently unavailable to them. This will be done through extending our links to tech city and where appropriate our neighbouring boroughs. 3. To secure the reputation of the City of London as the prime location for digital business in the UK and as a digital market leader on the global stage. 4. To combine ubiquitous wired connectivity with a similar approach to wireless communications, ensuring reliable WiFi, 3G and 4G are available to the largest density of mobile devices in the UK. This wireless connectivity will also provide an effective route for the City Police and the Corporation to use mobile technology to the greatest possible benefit. 				
Scope					
<p>Work is underway at present to explore the potential business models and commercial opportunities this project may bring for the Corporation in conjunction with a third party supplier.</p>					
Costs					
Key Milestones – TBC					
#1	EDCOG report on telecommunications agreed				February 2014
#2	City of London Police – working through due diligence and operating model				March 2014
#3					
#4					
#5					
Dependencies					
<ul style="list-style-type: none"> • Paper currently being presented to EDCOG – February 2014. 					
Decision					
N/A					

Governance

As agreed during the January 2013 EDCOG Board meeting the exercise of working with a third party supplier to understand market and commercial opportunity in this area constitutes and major project.

In line with this a project board comprising the following is being convened:

- a. Chamberlain
- b. City Surveyor
- c. Director of the Built Environment
- d. Comptroller
- e. Director of Economic Development
- f. Chief Information Officer

This project board will meet in March 2014 (precise date to follow) to agree its terms of reference and review the project scope, progress and forward plan. As agreed this board will report through EDCOG to the Policy & Resources Committee

Progress reports will also be given to the IS Sub Committee and other committees as required.

Programme	Better Working Practices: <i>SharePoint Development</i>	IS Lead	Graeme Quarrington-Page	Status	In flight
Background	<p>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.</p>				
Project Objectives	<ul style="list-style-type: none"> • To deliver a rebuilt and supported SharePoint platform. • To deliver a strategy for the expansion of SharePoint. • 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. • To provide proposals for the implementation of the strategy. 				
Update	<p>SharePoint Rebuild – Work has started on the rebuild of the existing SharePoint platform which, once completed, will provide a consistent, stable and improved user experience, alongside a fully supported and scalable solution key to future development. This work is due to be completed by the end of April and is being undertaken in partnership with our strategic partners Agilisys. Initial meetings have been held with current SharePoint business users across the organisation (Pensions, Building Control and Adult Social Care) with a view to informing them of the changes and how it will improve their user experience.</p> <p>Work on defining the future expansion plans for SharePoint is also underway, currently within a scoping phase which seeks to understand best practice SharePoint management, the business requirements of departments, and to define a set of principles to inform future business decisions for SharePoint. Alongside this more strategic work, opportunities are being sought to work with departments on pilots for some of the underutilised features of SharePoint. This includes developing a pilot team site to manage Conservation Management Plans within City Surveyor's which is due to start in March.</p>				
Scope					
<ol style="list-style-type: none"> 1. Rebuild & Stabilise 2. Definition 3. Communication 4. Implementation 					
Key Milestones – TBC					
#1	Rebuild existing (internal) SharePoint platform	By 30 th April 2014			
#2	SharePoint Expansion Strategy delivered for review & approval	By 30 th April 2014			
#3	SharePoint Implementation Proposal for sign-off	By 31 st May 2014			
#4	SharePoint Governance Strategy delivered for review & approval	By 31 st May 2014			

#5	SharePoint Governance Implementation proposal for sign-off	By 30 th June 2014
Dependencies		
<ul style="list-style-type: none"> • Board and partner agreement of suggested approaches (stakeholder buy-in) • Wide Area Network Project (reliable performance for all sites) – end Q1 2014, on target • One Corporation Project (access for whole organisation) – to be determined • Business Intelligence Project (access to information) – to be determined • Infrastructure Migration (provision of core infrastructure for cost effective use) – Q4 2014 		
Decision		
N/A		
Governance		
<p>Expanded use of SharePoint – IS Strategy Board Governance – Information Management Governance Board, other policy groups as identified during project</p>		

Programme	Better Working Practices: <i>Intranet & Digital Engagement</i> (Strategy & Implementation)	IS Lead	Graeme Quarrington-Page	Status	Scoping
Background	<p>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.</p> <p>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.</p> <p>This links to the Customer Access Strategy and the use of Social Media externally in the provision of our services. It will also link to a business strategy for our engagement with our customers and the technology required to support this.</p>				
Project Objectives	<ul style="list-style-type: none"> • To deliver strategies for the Intranet and Digital Engagement that; <ul style="list-style-type: none"> ○ Make the Intranet the focal point for users by providing easy access to information, tasks, and applications based on role & relevance to user. ○ Support better working practices through improved access and search to policies & guidance, key corporate information & messages, and business information & knowledge. ○ Optimises the delivery of SharePoint capabilities by enabling access from one place, supporting Collaboration, and information exchange across the organisation. ○ Support complimentary projects for Mobile & Remote Working by optimising the Intranet for access away from a fixed desk. • To present recommendations for the establishment of guidelines, rules and processes to support the implementation of both strategies. • To provide proposals for the implementation of both strategies. 				
Project Update	<ul style="list-style-type: none"> • Intranet Strategy – It has been agreed with Chief Officers at IS Strategy Board that the key themes and business drivers for intranet development (linked to the SharePoint strategy) will be: increased self-service, personalisation of content (based on roles) and increasing provision of business intelligence and collaborative working. • Officers in IS Division have consulted with Public Relations Office on the next phase of intranet development, and the aspirations and resource required to realise these aspirations. Public Relations Office agreed provision of support via Internal Communications Manager and the intranet editors' network regarding future workshop activity, project scoping & phasing and current content evaluation. • The next phase is to appoint a Senior IS Business Analyst to co-ordinate intranet development work, scope the intranet related project within the SharePoint strategy, and to work with PRO and internal communications staff 				

	via workshops and other consultation activities.	
Scope & Workstreams		
1). Technology 2). Information & Policy 3). People & Process 4). Design & Implementation		
Key Milestones – TBC		
#1	Intranet strategy and approval	By 30 th Jun 2014
#2	Intranet Implementation proposal for signoff	In July / Aug 2014
#3	Digital Engagement Strategy delivered for ISSB review & signoff	By 30 th Jun 2014
#4	Digital Engagement Implementation proposal for sign-off	In July / Aug 2014
#5	Project kick-off	Target start date Sept 2014
Dependencies		
<ul style="list-style-type: none"> • Board and partner agreement of suggested approaches (stakeholder buy-in) • SharePoint wider rollout and rebuild (underlying technology platform) – June 2014 • Wide Area Network Project (reliable performance for all sites) – end Q1 2014 • Federated Domains Project (access for whole organisation) – to be confirmed • Business Intelligence Project (access to information) – to be confirmed • Document Management & Collaboration project (ability to find and share information) – to be confirmed • Move to IaaS Cloud-based infrastructure (core infrastructure) – Q4 2014 		
Decision		
N/A		
Governance		
Technology – IS Management Information & Policy – Information Management Governance Board, other policy groups as identified during project People – IS Strategy Board, HR		

Programme	Better Working Practices: <i>Ways of Working</i>	IS Lead	Graeme Quarrington Page	Status	Scoping & In flight
Background	By adopting the right technology solutions we can significantly improve the way the organisation works – through more effective use of accommodation, improving the reliability and usability of remote access, to provide an ‘everything anywhere’ approach to business system use.				
Project Objectives	<p>To support and enhance flexible working, and enable staff to securely access key information away from the desk. This will enable;</p> <ul style="list-style-type: none"> • 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. 				
Update	<ol style="list-style-type: none"> 1. Flexible Working (Scoping) – IS staff are working with City Surveyor’s to provide a proposal for corporate adoption of shared desks/hot-desks. 2. Remote Working (In flight) – Agilisys are implementing the upgrades to the existing Citrix infrastructure and will provide a new means, a Virtual Private Network (VPN) to provide better access to corporate systems. 3. Mobile Working (In flight) – following a user survey, IS are improving communications on existing facilities that are available, and working with departments on a case-by-case basis for extending use of mobile technology. 				
Scope					
<ol style="list-style-type: none"> 1). Technology <ul style="list-style-type: none"> • Replace out-dated infrastructure • Roll-out new systems and services e.g. VPN 2). Policy <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Identify channels to promote awareness and use of tools • Provide appropriate support and training to promote take-up 					
Key Milestones – TBC					
#1	Delivery of new Remote Working solution			By 30 th June 2014	
#2	Capture of Mobile Working requirements			By 30 th April 2014	
#3	Sign off Technical Proposal from Agilisys (Mobile Working)			By 31 st July 2014	
#4	Delivery of new Mobile Working solution			Start in August 2014, rollout duration dependent on solution	
#5					

Dependencies
<ul style="list-style-type: none">• Implementation of Mobile Device Management Tool (device support) – t.b.d.• Mitel and Lync Integration (remote/mobile telephony) – Q3/Q4 2014• Replacement of Corporate Firewalls (security management) – Q4 2014• Review/Replacement of 2 Factor Authentication (identity management) – Q2/Q3 2014• Upgrade CoL WiFi (connectivity) – Q3/Q4 2014• Compliance with PSN code of connection – June 2014
Decision
N/A
Governance
Project Boards for work streams

Appendix D - Portfolio Status Charts/ 85 current IS projects

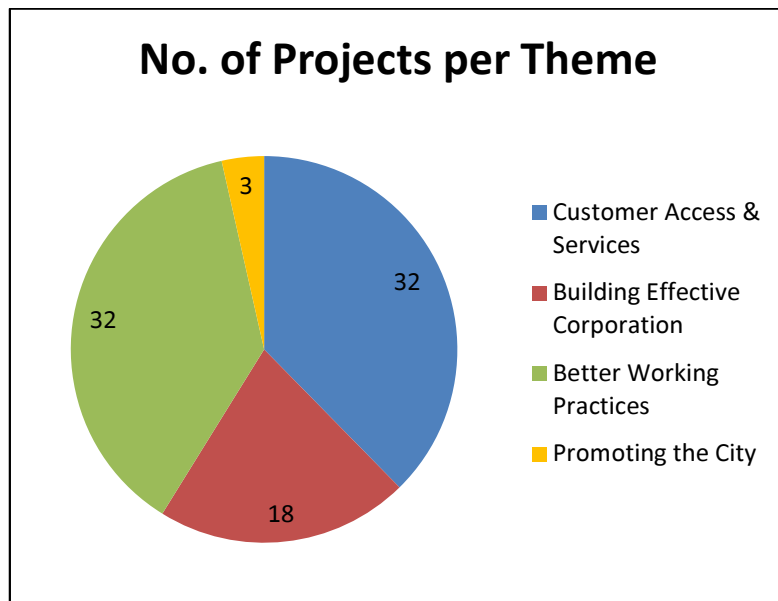
The following charts illustrate the breakdown of individual project status per strategic programme theme and demonstrate the scale of the IS Portfolio in its entirety:

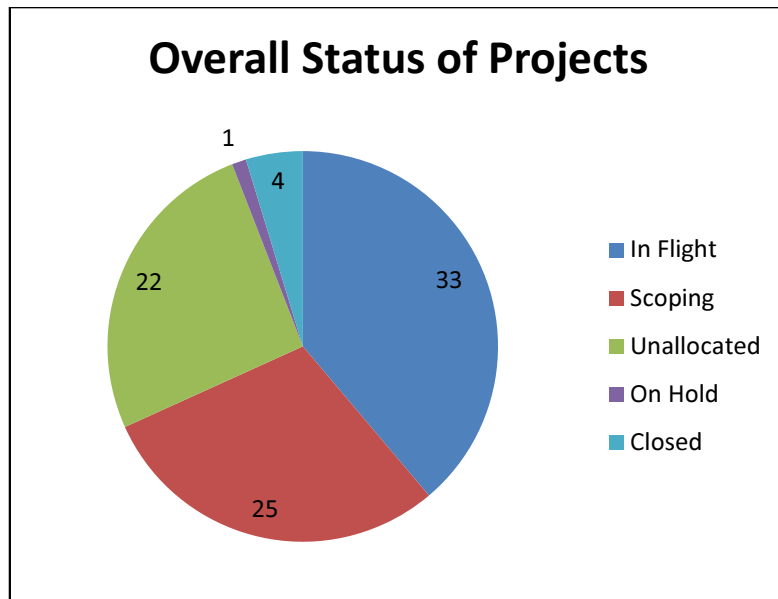
- Customer Service and Access
- Building an Effective Corporation
- Better Working Practices
- Promoting the City of London

There are currently **85 projects** within the IS division. Of these projects, **33 are in flight, 25 are being scoped, 22 are unallocated**, one is closed and four are on hold.

Overall statuses of the key projects are provided in Appendix G.

The charts are being used internally to monitor trends and capacity. The next steps for the team are to understand the 85 projects within the portfolio, priority, benefit and opportunities to reduce.





- Scoping = a project idea is being explored and documented into a project proposal (including business case)
- Unallocated = an idea has been submitted and an IS resource is yet to be assigned to conduct a scoping exercise
- On hold = the customer is uncertain as to whether they wish to progress with the project

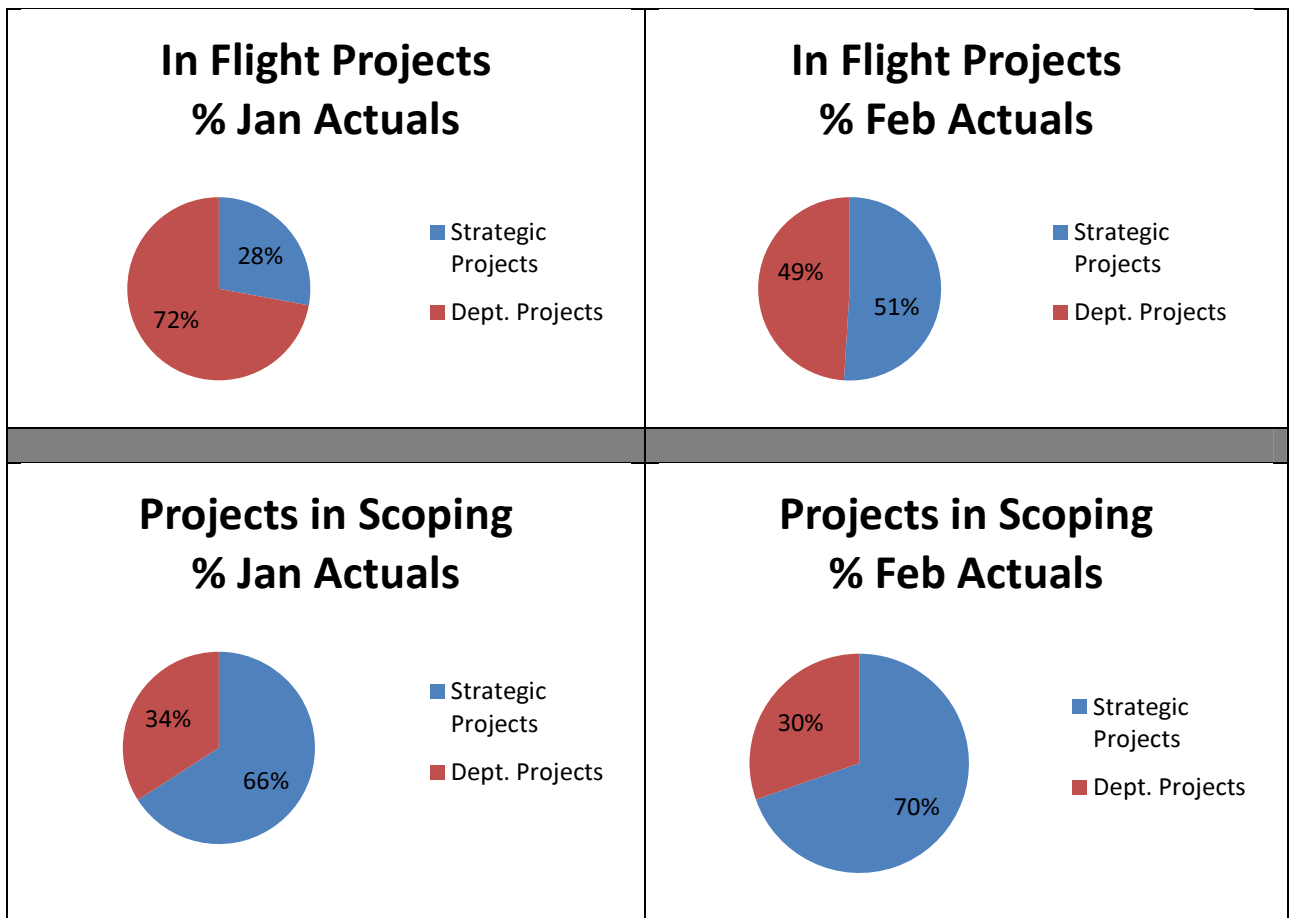
Appendix E - Resource allocation / Portfolio & Change Team

The following charts reveal a **percentage breakdown** of resource allocation against departmental and strategic projects from January 2013 to February 2013.

Departmental = bespoke and an individual request

Strategic = delivering a more corporate-wide solution for the benefit of multiple departments

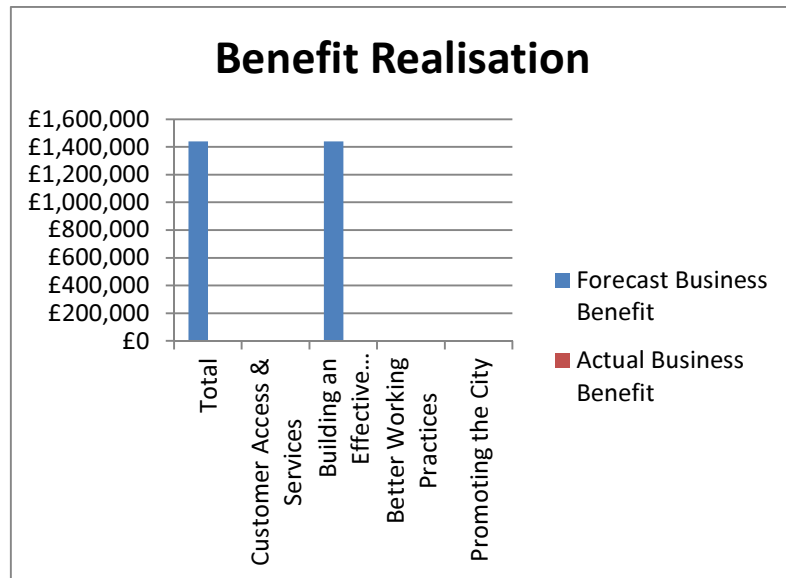
The reason for inclusion is to demonstrate the change in trend and the intention of resource focus going forward. These figures indicate a steady increase in the allocation of resource from departmental low impact projects to strategic deliveries which will deliver greater benefits realisation and ROI.



Appendix F - Benefits Realisation

The following table illustrates benefits realisation against each of strategic programmes. Further ROI work against each project and programme is in development and will be provided in future reports. The purpose of inclusion is to provide IS Sub Committee member's oversight of future objectives and delivery intentions from the team.

At present we are aware of the financial ROI of the Building an Effective Corporation Programme through the Oracle project. This is outlined below.



Appendix G - Project Dashboard: Update on most significant IS projects – both ‘In flight’ and ‘In scope’

The project dashboard has been separated into 2 distinct areas for ease of interpreting the key delivery phase that initiative is in.

- **In flight projects** - proposals have been agreed and projects are underway
- **In scope projects** - further research, stakeholder consultation and business case discussions are underway before defined proposals can be submitted and agreed.

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
- forward arrow means no change.
- Colour of the arrows represents the RAG status the project has moved into in this reporting period.

Please note: with the benefits realisation and business case activity underway, data missing from this and previous committee reports concerning budgets will be updated as and when that project business case is reviewed / created.




Current IS In Flight Projects: i.e. the project proposal has been agreed: 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
Network Refresh 'Network Renewal - Lot 1 (WAN replacement)	Implementation	Green	Green		Andy Goodey	Chris Anderson	Dec-13	Mar-14	£0	n/a	Green	Not specified *	79 Sites have been upgraded/ completed, 7 Planned for March This equates to x percentage
Oracle ERP (R12)	Corporate Gateway 7	Green	Green		Sam Collins	Chris Bilsland	Dec-14	Dec-14	£2.34m	n/a	Green	Not specified *	The project started on January 13th 2014. The project plan has been base lined and agreed. A project Initiation document (PID) has been drafted and is under review. Design workshops for property and finances have started and are progressing well. Design workshops for reporting are scheduled for mid-March. There are drop in sessions planned for February and March for any individuals at CoL to come and find out what the Oracle ERP project is about.

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
Microsoft Enterprise Agreement Page 34	Gateway 6	N/A	Green		Chris Anderson	Graham Bell	June 2014	June 2014	N/A	N/A	N/A	N/A	<p>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.</p> <p>Next milestone to be achieved: No work will be undertaken on this project until June 2014.</p>
SharePoint Expansion Strategy [Part of Better working Practices Programme]	IS Stage Gate 1	N/A	Green		Richard Reilly	Graham Bell	June 2014	June 2014	N/A	£77K	Green		<p>Platform rebuild has commenced Initial work from Yevin contractors has been on the defining business continuity and disaster recovery strategy as per project plan.</p>

* Not specified during project initiation

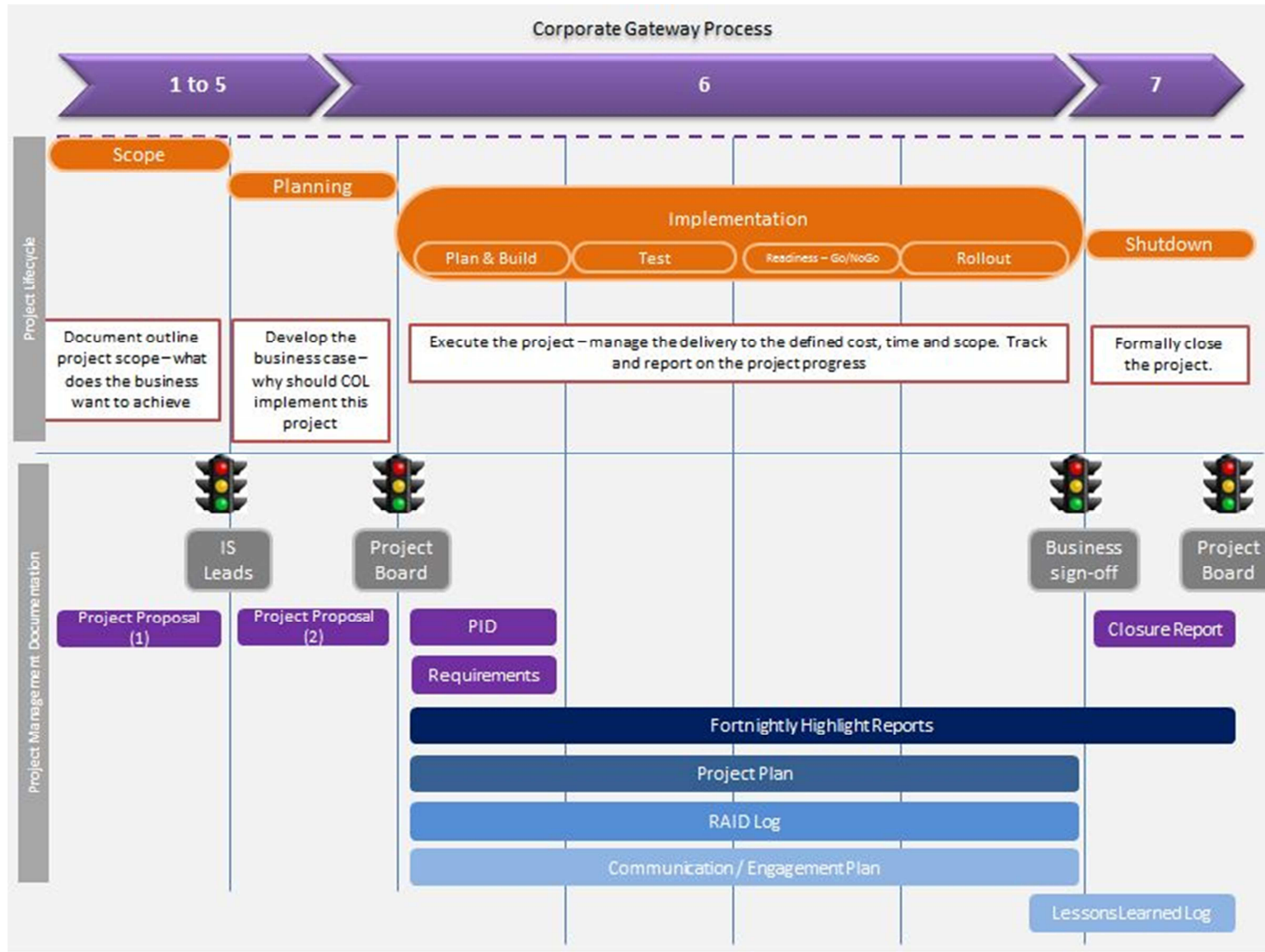
Current Projects being scoped and subject to further agreement and research.

Pipeline 2013-2014	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
Customer Access Services Programme	IS Stage Gate 1	N/A	Green		David Hunt	Graham Bell	April 2014	April 2014	£41K	£0	Green		The Project has been approved and a series of workshops will be run outlining the proposed expectations from the business in Spring 2014.
Flexible Working (including Mobile and Remote) [Part of Better working Practices Programme]	IS Stage Gate 1	White	Green		Graeme Quarrington	Graham Bell	Remote Working – May 14	TBD	N/A	£67K	Green		The project is scrutinising how policy, guidance, technology provision, communication and training will come together to ensure appropriate provision and take-up of flexible working in the City of London in Spring 2014.
Intranet and Digital Engagement Strategies [Part of Better working Practices Programme]	IS Stage Gate 1	White	Green		Richard Reilly	Graham Bell	March 2014	March 2014	N/A	N/A	N/A	N/A	Currently being scoped in partnership with key departments such as Public Relations and other IS projects such as Oracle ERP.

One Corporation <i>[Part of Better working Practices Programme]</i>		White	White		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	The project requires resource allocation.
Microsoft Enterprise Agreement Renewal	Gateway 2	White	Green		TBD	Graham Bell	TBD	TBD	£10K				Renewal of licence is required to support the Microsoft Applications within the business. Not renewing would go against the City Strategy for greater collaboration with the City Police and the adoption of future Microsoft Technologies

* Not specified during project initiation

Appendix H – IS Stage Gate summary



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Board:	Date(s):
Information Systems Sub Committee	25 th March 2014
Subject:	Public
CTO Overview of Technical Change Projects	
Report of:	For Information
Chamberlain	

Summary

This report provides Members with an overview of two of the key infrastructure projects, Wide Area Network (WAN) and Remote Access, and sets these in the context of the overall IS Strategy and Vision.

The Wide Area Network project was approved by Finance Committee in 2013 and sees the City's WAN upgraded from a BT based hub and spoke network to a modern, faster and more effective network, provisioned largely from Virgin Media.

This new network will support faster and more reliable access to systems and information, which will particularly benefit staff in remote offices, allowing them to obtain a similar level of service to those in the Guildhall. In conjunction with Remote Access and the Agilisys Service the new network also improves resilience by removing the current dependence on the Guildhall complex as the hub for IS service provision and increasing access capability at all remote sites. This greatly enhances business continuity and ability for services to continue in the event of a major incident (disaster recovery).

The City's remote access project combines a number of different technologies to improve the ability of staff to work flexibly and access systems and information outside of the Corporation's offices. Staff with corporate laptops will be able to work at home, or any other place with an internet connection, as if they were in the office. Improved access will also be provided for staff to use web based email from non-corporate devices.

Taken together, these projects provide an excellent foundation upon which the IS Strategy is based, providing the ability to work flexibly and 'access everything everywhere'. This will facilitate the implementation of improved working practices, more efficient use of our accommodation and enables the potential savings from those initiatives.

The report also provides a high level vision of joint working with City Police and details some of the work in progress to deliver this vision. It highlights some of the common areas of IS infrastructure such as; Local Area Network (LAN), WiFi, and telecommunications, which are in need of major upgrade or improvement within both organisations, as well as common service areas where there appears to be overlapping requirements and resource.

There are many facets to joint working and these are covered in more detail in the City Police Corporate Service Director's verbal report on CoLP Force IT Modernisation programme.

This report should be read in conjunction with the IS Programme Update which details the latest status for key IS projects including those covered within this report.

Recommendation

That the report be received.

Main Report

1. This report provides Members with an overview of two of the key infrastructure projects, Wide Area Network (WAN) and Remote Access, and aims to set these in the context of how they support delivery of the overall IS strategy and vision.
2. The report details also the work being undertaken by the City IS team with City Police to assist with the Force's IT modernisation programme, to align vision and strategy and to deliver where possible, taking into consideration operational and security requirements, a consolidated, effective and efficient IS service.

Background

3. **Wide Area Network** - The City's Wide Area Network (WAN) has for some years been based on a hub and spoke design, sourced largely on services provisioned from BT. There were a number of issues with this approach including unreliability of some lines, poor performance due in part to running services over the public internet and a lack of resilience to support business continuity and disaster recovery.
4. With Committee approval a project was initiated in 2012 to review business requirements with a view to upgrading the WAN to ensure it is fit for purpose and that the known weaknesses were engineered out as far as possible given financial constraint.
5. A contract was awarded to Virgin Media in April 2013 to complete the design and rollout a WAN based on MPLS¹ technology. MPLS provides several benefits including dedicated, uncontended bandwidth, greater monitoring and reliability and geographic independence through use of the Virgin Media business cloud infrastructure. This latter point means that rather than remaining a hub and spoke topology, each site is capable of direct communication with all other sites. In combination with other projects such as the move to Agilisys Infrastructure-as-a-Service (IaaS) platform this ability fundamentally changes and improves the City's business continuity and disaster recovery capability.

¹ MultiProtocol Label Switching -

6. The WAN upgrade is due for completion in March/April 2014 and the significant improvements it delivers underpin 'Better Working Practice' and 'Building an Effective Corporation', two of the IS strategies key themes.
7. **Remote Access** - The City's remote access has for many years been largely based on Citrix, which provides the City's current remote desktop access to the majority of corporate applications. This service is supplemented by Blackberry and Good which provide limited predominately email and calendar access from corporate and non-corporate mobile devices.
8. Citrix has for many years been a useful solution as it requires relatively little bandwidth to work effectively, a significant consideration to date. However, given the increasing availability of high bandwidth home and mobile services and the layer of complexity Citrix remote desktop adds to the average user, alternative solutions were sought to support the increasing move to flexible/mobile working.
9. The selected solution is a mixed suite of services delivered through common infrastructure. These include;
 - Virtual Private Network (VPN) – This enables corporate laptops to securely connect to the corporate network over public networks. I.e: from home, hotels, remote locations, over 3g, 4g and Wifi.
 - Outlook Web Access (OWA) – secure browser based access from corporate and non-corporate devices to corporate email service.
 - Outlook Anywhere – client based email access using the Microsoft Outlook or similar client software. As data is held locally on the device this is likely suited to corporate devices only.
 - Office Communicator / Lync – Access to corporate presence, instant messaging and video service and the future introduction of softphones.
10. This combination of services, supplemented by Blackberry and Good, greatly increases capability for mobile and flexible working and supports the ability of staff to work independent of location. It also supports enhanced business continuity and disaster recovery capability.²
11. **Joint Working** - Members may be aware that the developing City Police IT Modernisation programme contains three key areas;
 - Development of a strategy and approach in partnership with the City Corporation.
 - A portfolio of projects with an initial focus on getting the basics right in collaboration with the Corporation

² Some restrictions may apply. Data classified as IL3 may be excluded from direct external access. Some countries may be considered to pose a security risk and therefore access may be restricted to UK/Europe only. As traffic is encrypted from the laptop to the City's infrastructure it is anticipated that use of public Wifi will not pose a security issue.

- A new operating model.
12. Whilst at a relatively early stage, to align with CoLP IT modernisation work is underway to define and agree a joint governance model to ensure projects and procurement are actioned collaboratively, thereby ensuring opportunities for rationalisation, joint working and improved efficiency are identified and progressed.
 13. This joint working has already identified common requirements for replacement or upgrades to a number of core areas of infrastructure including;
 - Local Area Network – Both CoL and CoLP networks are due for replacement.
 - WiFi – The existing CoL WiFi service is due for replacement and CoLP have identified a need for greatly enhanced WiFi provision to support mobile and flexible working as part of their accommodation strategy and mobile working project.
 - Telecommunications inc Unified Communications – CoL are looking to implement use of Unified Communications including softphones and CoLP have similar requirements although additional urgency to progress in preparation for accommodation moves.
 - PSN – Whilst CoL are currently compliant all new services will be provisioned with PSN requirements in mind. CoLP will connect to PSN by October 2014 and therefore will need to meet the same minimum, and probably a higher, level of compliance.
 14. In addition, joint working on the Force operating model review, IT strategy and accommodation projects feeds into and enforces the vision for efficiencies through common infrastructure, contracts and support function.

Overview of Wide Area Network upgrade

15. The City's Wide Area Network was until recently largely of a 'hub and spoke'. This means that the City's remote offices and home workers connected back to Guildhall using single connections and relied upon Guildhall to be available in order to access IS services. See figure 1

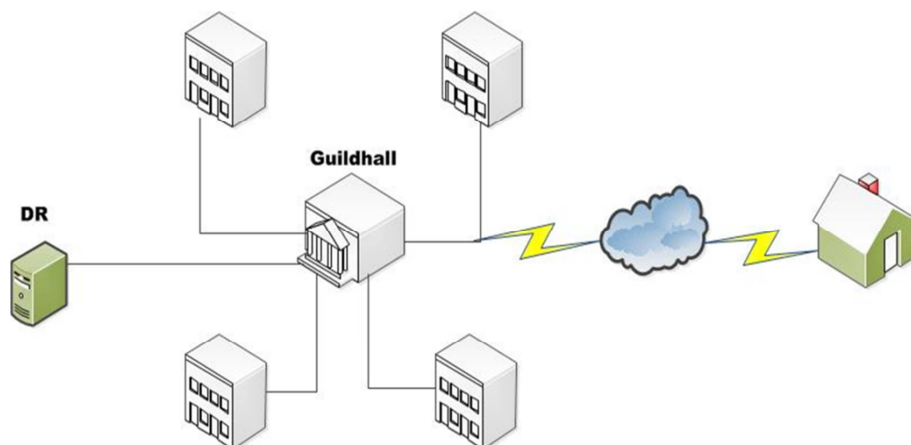


Figure 1

16. Figure 2 is a more detailed representation of figure 1 and shows how the previous WAN infrastructure had several weaknesses.

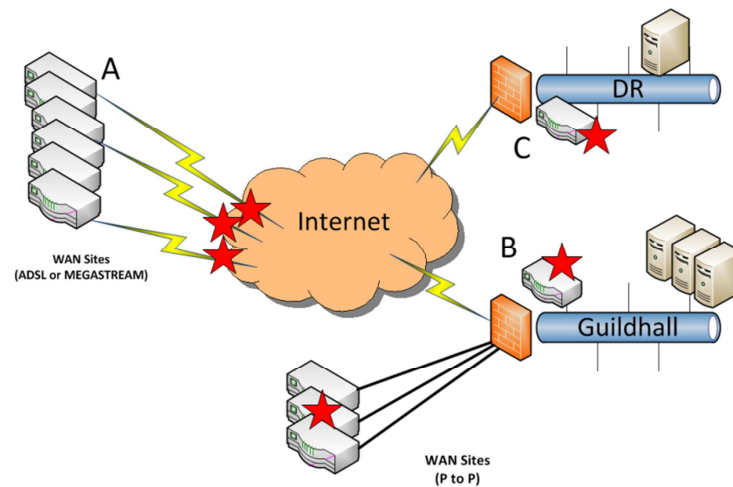


Figure 2

17. Smaller sites “A” used ADSL lines to connect to Guildhall via the internet. These suffered from low capacity, contention and latency meaning that too often users did not receive the quality of service they would reasonably expect.
18. In addition to connecting via the internet, smaller sites connected to equipment “B” & “C”, whilst this provided a level of resilience the equipment was old and no longer serviceable.
19. Larger sites connected directly to Guildhall, whilst these lines were far more reliable and of acceptable capacity they lacked resilience meaning that in the event of a disaster there was no direct connection to the City’s disaster recovery service.
20. Figure 3 shows a high level view of the WAN as is currently being deployed. The City’s many sites large and small connect with each other in a network mesh. This allows all sites to connect directly with each other and with the City’s existing and planned hosted data centres.

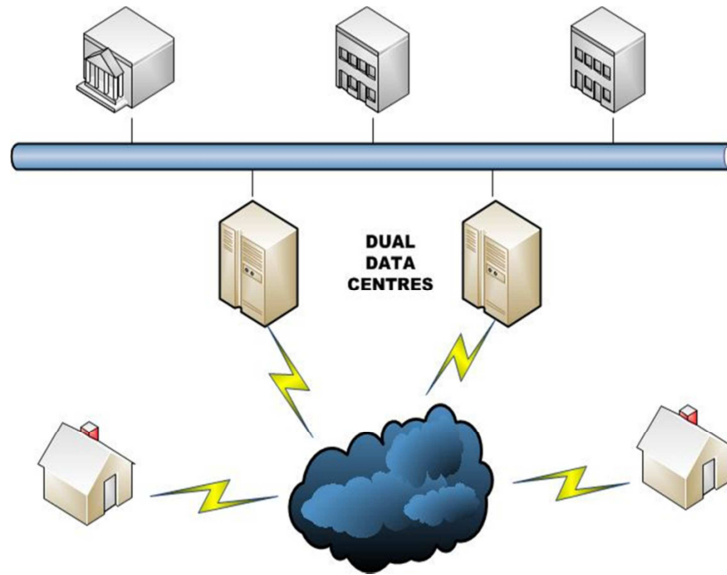


Figure 3

21. Providing a more detailed view, figure 4 shows how the weaknesses in the previous design have been removed. Sites now have communications circuits and services commensurate with their size (concurrent users) and/or operational requirements. Whilst most sites have a single connection the Guildhall complex and data centres have dual links for resilience, these links being sourced from different telecommunications providers. The resilience deployed is designed to meet business requirements.

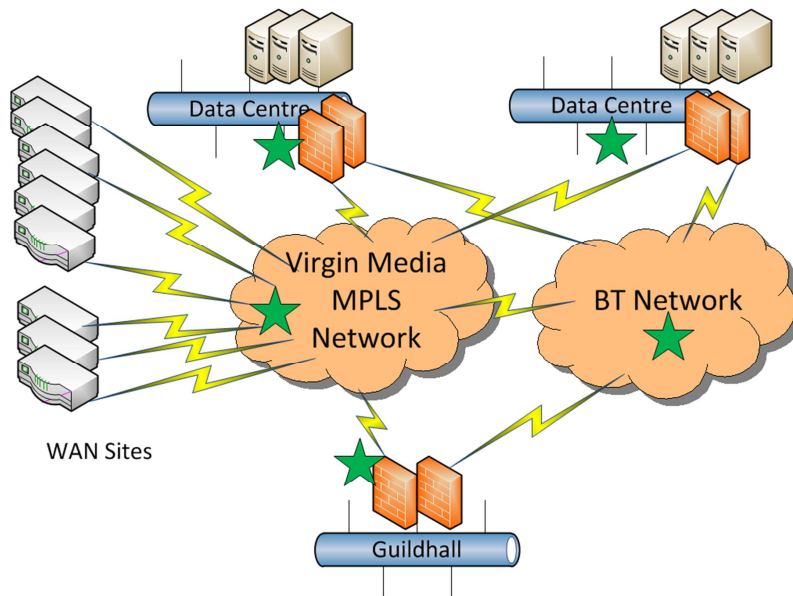


Figure 4

22. To date 62 sites have been migrated with the remaining 23 planned for completion in March/April 2014.
23. Although not covered in detail in this report, figure 4 shows the physical and geographical separation of data centre facilities and office space. This is being

achieved through the Agilisys Infrastructure-as-a-Service (IaaS) project which sees IS services relocated to offsite data centres. As well as the greater efficiency afforded by using a large-scale, purpose built, highly resilient data centre in combination with the WAN upgrade and increased remote access capability this significantly improves the City's business continuity and disaster recovery capability.

Remote Access

24. For many years the City has used Citrix to support home, mobile and 3rd party workers who require remote access to IS services including applications. This has been supplemented by use of Blackberry and Good for those who required mobile access to email. Citrix has some benefits, notably where low bandwidth is an issue, where the endpoint is unmanaged or where the applications and access need to be tightly controlled as is the case for 3rd party access.
25. For many City staff however Citrix adds a layer of complexity which, given the increasing availability of higher bandwidth services, is best avoided. Figure 5 shows how the City's remote access capability is increasing as a result of the remote access project.

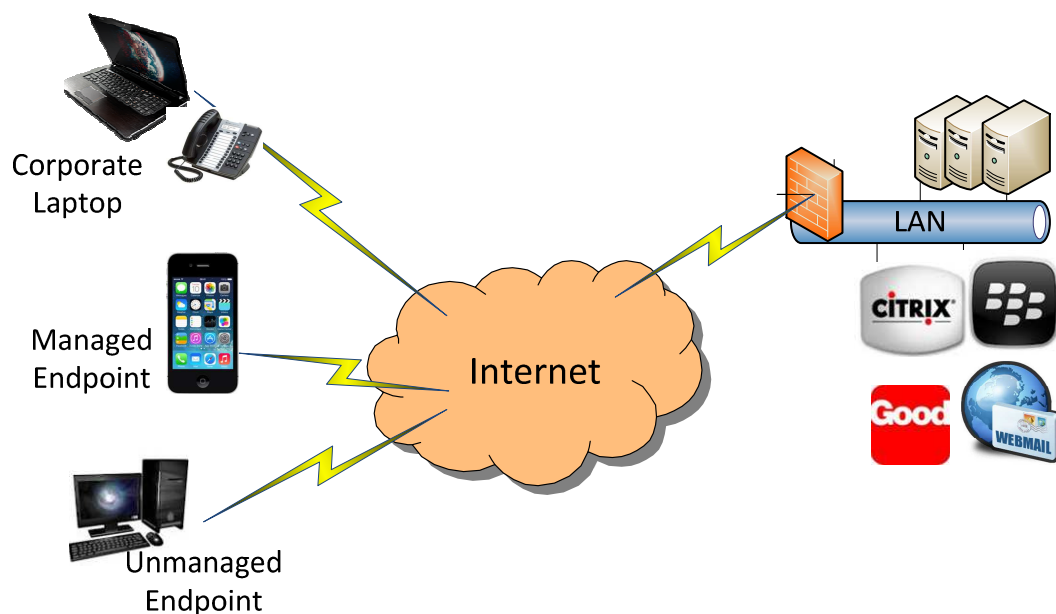


Figure 5

26. For those provided with a corporate laptop, which should become increasing common as flexible working is adopted, the City's virtual private network (VPN) solution will be the de facto remote access solution. The VPN allows staff to connect to the corporate network whilst outside of the organisation thereby gaining access to all data and applications regardless of location³. In situations where internet access is intermittent or unavailable the laptop will continue to provide limited functionality until such time as a connection is re-established.

³ Some restrictions may apply. Data classified as IL3 may be excluded from direct external access. Some countries may be considered to pose a security risk and therefore access may be restricted to UK/Europe only. As traffic is encrypted from the laptop to the City's infrastructure it is anticipated that use of public Wifi will not pose a security issue.

27. In addition to the VPN the City will enable access to corporate email through Webmail. Most people will be familiar with this type of email service as it is commonly used to access Google mail, Hotmail and most other internet based mail services. Access will likely be available from any supported browser.
28. Good and Blackberry will continue to provide email services to mobile devices and Citrix, or another virtual desktop service, will be used to support 3rd parties and access to applications from non-managed devices.

Business Continuity and Disaster Recovery

29. In combination the improvements to the City wide area network and remote access services have a significant impact on the City's BC&DR capability. There is increased ability for staff to work from multiple locations and increased capacity for flexible workers, enabling the City to better accommodate disrupters such as adverse travel and weather conditions. The result is less reliance on London Metropolitan Archives as the City's main DR recovery suite although it, or other buildings as needs dictate, will still provide a command and control / operations response centre function.
30. As covered in paragraph 24, the combination of WAN, remote access and IaaS results in a significant improvement to resilience.

Joint Working with City Police

31. As part of the City Police IT modernisation programme work is underway to identify and progress opportunities for collaboration and shared services between City Police and City Corporation. It is still relatively early days and whilst there is a high-level vision of what a shared service might look like much work is required to understand the technical, security and governance implications.

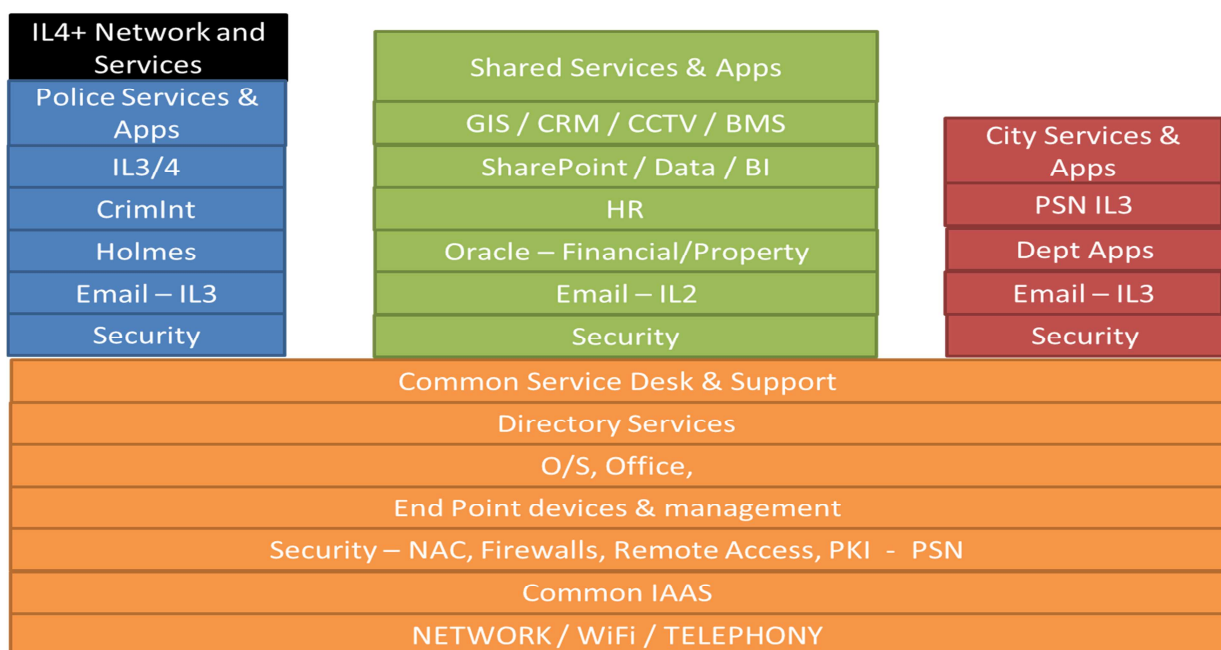


Figure 6

32. Figure 6 aims to visualise the shared service, with three towers of applications/services (City Police specific -left, City Corporation specific – right and shared services - centre) built upon a foundation of common network, telecommunications, infrastructure and support services.
33. Security of systems and data and assurance of the operational requirements of the City Police will be key factors in determining the extent to which common services can be implemented.
34. The timing of this opportunity is highly significant as it aligns work required by both parts of the organisation to;
 - replace and upgrade a number of key areas of core infrastructure; LAN, WAN, WiFi, Telecommunications
 - Implement CoLP accommodation strategy
 - Develop and adopt mobile, flexible working practices
 - Drive greater efficiency in both the adoption and delivery of IT and the business transformation efficiencies which are reliant upon it.
35. Gateway 2 reports have been approved by Project Sub-Committee for LAN and WiFi upgrades and these will proceed as joint projects with the aim of submitting consolidated gateway 3-5 reports.
36. The option to increase the current scope of these projects to include the adoption of Unified Communications and to consolidate all upgrades into a single project is being reviewed, the intention being that this would give Members a clearer, consolidated view of improvements to the City and City Police infrastructure improvements.

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Agenda Item 9

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Agenda Item 10

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

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