



Information Systems Sub (Finance) Committee

Date: WEDNESDAY, 11 MARCH 2015
Time: 12.00 pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Roger Chadwick (Chairman)
Jeremy Mayhew (Deputy Chairman)
Randall Anderson
Nigel Challis
Alderman Peter Estlin
Jamie Ingham Clark
Hugh Morris
Sylvia Moys
Graham Packham
Dhruv Patel
Chris Punter
Deputy John Tomlinson

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Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio or video recording

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 9th December 2014

For Decision
(Pages 1 - 4)
4. **HEAD OF IT REPORT - TECHNOLOGY ROADMAP**
Report of the Chamberlain

For Decision
(Pages 5 - 14)
5. **AGILISYS MANAGED SERVICE - FINANCIAL REPORT**
Report of the Chamberlain

For Information
(Pages 15 - 20)
6. **SUPERFAST CITY PROGRAMME UPDATE**
Report of the Chamberlain

For Information
(Pages 21 - 24)
7. **THE WAY WE WORK DOCUMENT AND FLIER**
Report of the Chamberlain

For Decision
(Pages 25 - 46)
8. **CONTRACT PERFORMANCE REPORT**
Report of the Chamberlain

For Information
(Pages 47 - 50)
9. **PROGRESS REPORT ON STRATEGIC PROGRAMMES AND ALL IS PROJECTS.**
Report of the Chamberlain

For Information
(Pages 51 - 58)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.
12. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

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

For Decision
(Pages 59 - 62)
14. **ACTION AND KNOW FRAUD PROJECT**
Report of the Commissioner of the City of London Police

For Information
(Pages 63 - 68)
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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INFORMATION SYSTEMS SUB (FINANCE) COMMITTEE

Tuesday, 9 December 2014

Minutes of the meeting of the Information Systems Sub (Finance) Committee held at the Guildhall EC2 at 11.30 am

Present

Members:

| | |
|---------------------------------|-----------------------|
| Jeremy Mayhew (Deputy Chairman) | Sylvia Moys |
| Randall Anderson | Graham Packham |
| Nigel Challis | Dhruv Patel |
| Hugh Morris | Deputy John Tomlinson |

Officers:

| | |
|--------------|--------------------------|
| Saimah Tahir | Town Clerk's Department |
| Susan Attard | Deputy Town Clerk |
| Peter Kane | Chamberlain's Department |
| Gary Griffin | Chamberlain's Department |
| Simon Purser | Chamberlain's Department |

1. APOLOGIES

Apologies were received from Roger Chadwick, Jamie Ingham Clark, Alderman Peter Estlin and Chris Punter.

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

Jeremy Mayhew declared a non-pecuniary interest under item 6.

3. MINUTES OF THE PREVIOUS MEETINGS

RESOLVED: That the public minutes and non-public summary of the meetings held on the 23rd September and 21st October 2014 be approved as an accurate record subject to typographical corrections.

4. HEAD OF IT UPDATE

The Sub-Committee received a report of the Chamberlain which provided Members with an update on the Managed IS Service Contract, Capacity Management and the Public Service Network (PSN) accreditation with the Police.

Managed Service Contract

Members noted that there was a slight increase in Priority 1 and Priority 2 issues. The Information System department and Agilisys had been working together to rectify the problem with escalating service issues.

Capacity Management Storage

Members noted that the City of London Corporation had to reduce the storage they used by 18% over the duration of the contract with Agilisys. Training would be provided to help users determine which files needed to be kept and thereby reduce storage space.

Members questioned whether online storage options would be a good alternative to Agilisys's storage options and asked Officers to prepare a proposals and options report on capacity Management Storage.

Public Service Network (PSN)

Members were informed that, in line with Public Service Network requirements, Agilisys would be conducting a Health Check for systems across the City of London Corporation. This would highlight the areas that needed to be addressed to ensure accreditation.

Members requested that future reports contained more detail that was relevant to the Sub-Committee.

RESOLVED – That the report be noted.

5. **CHIEF INFORMATION OFFICER UPDATE**

This item was deferred.

6. **PROGRESS REPORT ON STRATEGIC PROGRAMMES AND ALL IS PROJECTS**

The Sub-Committee received a report of the Chamberlain which provided an update on the IS Project Portfolio and the key issues and risks.

The Application Development Lead informed Members that the entire portfolio had decreased from 59 to 52 projects. Oracle, E-Invitations and Infrastructure as a Service (IaaS) remained red rated with Information Technology Infrastructure Library (ITIL) being rated as amber.

Members questioned whether the Sub-Committee would have an overview on the National Fraud Initiative Bureau system due to their combined expertise on IS matters. Officers explained that that this was already under the jurisdiction of the Police Committee and overseen by the Chief Officers' Summit Committee.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was no other business.

9. **EXCLUSION OF THE PUBLIC**

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

Item No.
9-15

Paragraph(s) in Schedule 12A
3

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

RESOLVED: That the non-public minutes of the meetings held on 23rd September and 21st October 2014 be approved as an accurate record.

11. **ACTIONS FROM INFORMATION SYSTEMS SUB COMMITTEE**

The Sub-Committee received a report of the Chamberlain regarding actions arising from Information System Sub list.

RESOLVED – That the report be noted.

12. **INFORMATION SYSTEMS - QUARTERLY UPDATE**

The Sub-Committee received a report of the Chamberlain regarding the state of the Information System Division.

RESOLVED – That the report be noted.

13. **INFORMATION SYSTEM RISK REGISTER**

A report of the Chamberlain updating Members on the risks included in the Information System Risk Register.

RESOLVED – That the report be noted.

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

There were no non-public questions.

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

There was no urgent items.

The meeting closed at 12.55 pm

Chairman

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| | |
|----------------------------------------|-----------------------------|
| Board: | Date: |
| Information Systems Sub Committee | 11 th March 2015 |
| Subject: | Public |
| Head of IT Report - Technology Roadmap | |
| Report of: | For Decision |
| Chief Information Officer | |

Summary

This report provides Members with the technology roadmap and an update on progress on some of the key activities within this roadmap, including the PSN and PSNp accreditation, Joint Network Refresh Programme, Unified Communications and the Centralisation of IT Device spend. It also seeks approval for the approach taken and notes our intention to return with a design and a costing / business case in Q3 of 2015.

Technology Roadmap

The Technology Roadmap is a development of our IS Strategy and sets out our direction of travel across a broad spectrum of technology areas. The version attached to this report is work in progress and represents a transition from the efforts of the last three years, which included:

- IS Sourcing Review;
- Managed Service Implementation;
- Reorganising the IS Function;
- Defining and setting up major change projects such as the Oracle Programme and the Telecommunications Strategy.

Future areas of focus include:

- integrating and implementing the Police IT Managed Service;
- jointly renewing network & Telephony infrastructure and implementing a Unified Communications Strategy;
- improved device management;
- contract consolidation and further savings;
- implementing the Superfast City Programme.

Joint Network Refresh programme

Both for the Police and the Corporation our network and telephony infrastructure is at or past end of life. This project seeks to renew this infrastructure and implement a joint network to facilitate closer working between the Police & the Corporation.

Unified Communications

As part of the telephony replacement work is now underway to design a replacement system, which will enable full use Unified Communications Functionality (see Paragraph 15 for a definition). This will provide a reduction in cost / cost avoidance and support changes to working practices.

Centralisation of IT device spend

In the last 3 years the organisation has spent nearly £500,000 on new PCs, laptops and monitors. These have been purchased under a single contract, however spend is within the control of the relevant department and the frequency of renewal is dependent on the department's budget. There is therefore an inconsistent spend across the organisation, leading to additional costs and a variable user experience.

This report is proposing to centralise the budget for purchasing new devices and implement an organisation wide refresh.

Public Service Network and Public Service Network Police

The PSN IT health check is complete. Eight vulnerabilities have been identified including 1 critical risk pertaining to Microsoft, 1 high risk around an unsupported web server and 6 others classified as medium risk.

The PSNp IT health check has also been conducted on the Police network. Six critical to high risk issues have been identified.

We are now working with the accreditors to resolve the remaining issues and gain accreditation during the 2nd Quarter of 2015 in both areas.

IS Strategy

The 2013 – 2018 IS Strategy was agreed with Committee in mid 2013. Two years into this period, and in light of significant changes (e.g. Service Based Reviews and integration with the Police), this Strategy will be reviewed and reported back to IS Sub in Q3 of 2015.

Recommendations

Members are asked to:

- Review the Technology Roadmap;
- Endorse the approach being taken across the main project areas, in particular the Joint Network Refresh Programme;
- Note the intention to return with detailed design, costing and business cases in Q3 2015;
- Note the intention to review the IS Strategy and report back to IS Sub in Q3 of 2015.

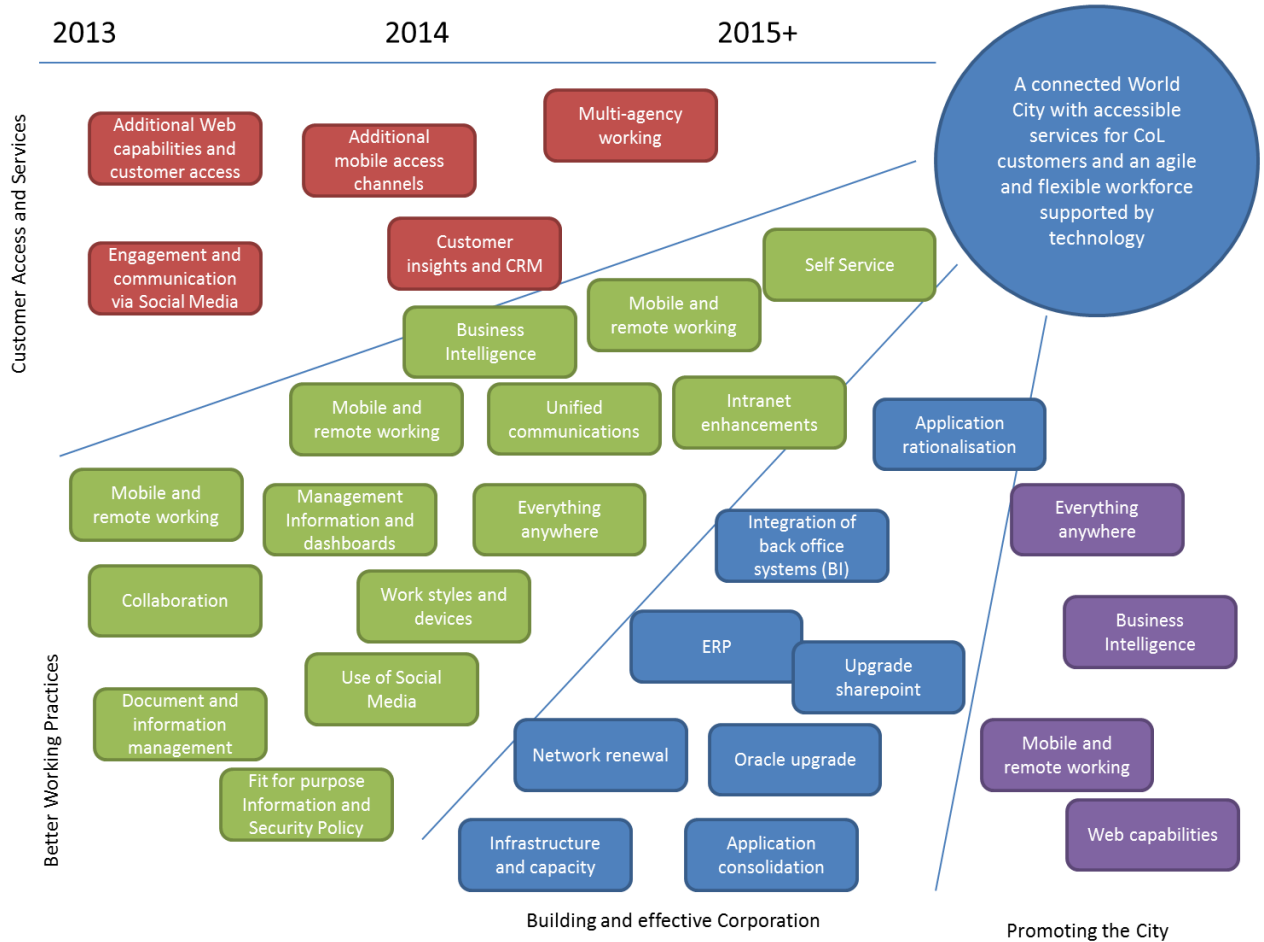
Main Report

IS Division Technology Roadmap

1. The Technology Roadmap is contained in Appendix 1 and sets out our direction of travel across a broad spectrum of technology areas. The version attached to this report is a work in progress and represents a transition of past and future priorities.
2. Efforts of the last three years include:
 - Procuring and implementing a managed service for the provision of core technology service and a strategic partner for the support and delivery of change in the organisation;
 - A major reorganisation of the IS Division to refresh and renew the management, change the structure and better shape the group to support the Corporation;
 - Working with the Police to review the IT provision to the Force and begin the implementation of the conclusions of this review, including the setup of an integrated IT function and an extension to the Agilisys Managed Service;
 - Setting up and implementing major change projects, including a new Wide Area Network (WAN, between buildings) for the Corporation and the Oracle Enterprise Resource Planning (ERP) Programme;
 - Develop the Telecommunications Strategy to improve wired and wireless connectivity for all stakeholders in the City;
3. Future Priorities include:
 - Working with Agilisys to implement the 8 mandatory transformation projects, which will transition the Police onto the Managed Service, greatly improving reliability and resiliency of their IT Services;
 - Supporting an ambitious change programme within the Force, from the Accommodation Programme through to major upgrades and consolidations across all major Police Systems;
 - Jointly renewing our network & Telephony and implementing a Unified Communications Strategy to replace existing ageing telephony systems and support flexible working;
 - Improving our device management, providing a consistent user experience across all parts of the Corporation;
 - Pursuing further contract consolidation and savings across both the Corporation and the Police;
 - Implementing our Superfast City Programme, turning the Telecommunications Strategy into a series of tangible improvements to both Wired and Wireless Communications.

- This work sits within the IS Strategy, primarily within the Better Working Practices and Building and Effective Corporation Themes, as illustrated by the attached Transformation Map, taken from the IS Strategy agreed by IS Sub in 2013.

Transformation Map



Joint Network Refresh Programme

- The Police Local area network (LAN, within buildings), WAN, Corporation LAN and Wi-Fi across both organisations were last fully refreshed in 2006. They are slow by modern standards, are approaching end of life and are struggling to deliver the performance required.
- WAN circuits between CoLP main buildings are frequently overloaded and are often the cause of the slow response experienced by users. As both organisations introduce new applications and existing ones are updated this pressure will only increase.
- The CoLP network operates at a minimum IL3 security standard with some areas at IL4. Inter-building main data circuits are encrypted for IL4 level security data. The Wi-Fi infrastructure is lacking some security features. Much of the current network equipment is not capable of supporting IP Telephony (VoIP).
- The current Corporation and Police Wi-Fi service is old, difficult to maintain and no longer fit to meet business requirements. In order to meet the varied and changing requirements, increased demand and new devices and technologies the Wi-Fi service is in need of a complete refresh.

9. The Joint Network Refresh Programme (JNRP) is currently being set up and comprises a redesign and renewal of the Police WAN and LAN and the Corporation LAN to support the strategic requirements of both Police and Corporation. There are a range of individual projects both inflight and planned, which are now being managed as a single Programme, these include:

Inflight

- **IP Telephony and Voice Recorder Upgrade**, which is a tactical project to upgrade key elements of the Police telephony and voice recorder at significant risk of failure. This is currently progressing through implementation and funded from Police Capital budget.
- **PSN** is a Corp project to renew PSN Compliance. Progressing and is funded from Corporation revenue budget
- **PSNP** is a Police project to gain CoCo Compliance, implement to new PSN lines and transition from CJX to PSN services. Progressing and currently funded from CoLP Revenue budget.
- **Three Police infrastructure remediation projects** (PEN Test Remediation, Network Remediation and IAMM) addressing issues identified during 1st IT Health Check (ITHC). These projects are funded from the Police Revenue budget.

Planned

- **Open Mediated Wi-Fi (OMW)** – Working in partnership with Telefónica UK Ltd to provide uniform Wi-Fi access to visitors at key Corp and Police sites. This will also enable colleagues (Corp and Police) to use the Wi-Fi to access key applications and systems in their respective networks.
 - **Police wide area network renewal**, following the same principles as the new Corporation WAN to upgrade connectivity between Police Buildings.
 - **Renewal of LAN infrastructure** across both Corporation and Police, tied into the Police Accommodation programme and making greater use of Wi-Fi as a default communications channel, rather than fixed cabling to desks.
 - **Energy Management** of devices and infrastructure across the estate to reduce energy consumption and improve the Corporation environmental position.
 - **Network Intelligence Strategy** Corporation and Police Network Access Control (NAC), Public Key Infrastructure, Security Information, Event Management and Single Sign On to reduce cost, increase security and improve user experience.
10. Approaching these projects under a single JNRP will facilitate efficient management, improved governance and increased control of scope and budget by the programme board and governing bodies within both organisations.
11. The programme will seek to complete replacement of the telephony and data network across both organisations. This will be achieved in collaboration with the Police

Accommodation Programme and the Corporations developing review of operating properties.

12. At all stages, where possible, the programme will seek to provide a joint data and telephony network design. Data and telephony network equipment will be replaced with the latest designs, a pervasive, uniform Wi-Fi infrastructure will be installed. As a cost reduction solution the programme will investigate a Wi-Fi only solution i.e. no cabling, for green field sites or sites that will be refurbished by the Accommodation programme. Where cabling must be retained, it will be progressively replaced with the highest appropriate specification to accommodate future business requirements.
13. Further design and approvals are being developed and we will return in Q2/3 of 2015 to progress these through both Police and Corporation Governance.

Unified Communications (UC)

14. The current telephony system is VoIP, which is based on desk phones plugged into the same network as PCs and laptops. The infrastructure required to support this in both Police and Corporation is nearing end of life and will be increasingly expensive to maintain and renew. The system does not support flexible working and can only be extended by placing additional handsets in users homes, which is inefficient and expensive.
15. We are currently developing a functional and business case for Unified Communications, which will deliver integration of real-time enterprise, communications, such as instant messaging (chat), presence information, voice, mobility features (including extension mobility and single number reach), audio, web & video conferencing, fixed-mobile convergence.
16. There are also a number of other services which can be delivered as part of this suite of tools, including support for call centres, call routing via Interactive Voice Response (IVR), the requirements for which will be discussed with the Business.
17. This will be a joint project between the Corporation and the Police and will deliver savings through technology change, as well as being cheaper to support as well as making savings from support and maintenance. There will also be savings by not having to pay for conferencing services.
18. It will also deliver resilience by moving telephony onto virtualised servers software and allowing access to the telephony through any network connection. The concept of disaster recovery is largely removed as the solution will be highly resilient and highly available.
19. Flexible working is also supported by allowing telephony to be delivered through a software based phone, which could sit on any device, including a laptop, tablet or mobile phone. In conjunction with the JNRP this will mean that City staff and Police Officers can work in Police/Corporation buildings and take their Unified Comms functionality with them.
20. The City is currently using Office Communicator OCS 2007R2. This allows limited UC functionality, including showing presence, allowing instant messaging, internal telephone and video calls. This does show the potential of a UC product.

21. UC also allows closer connections to other organisations, allowing functionality to be shared.
22. Work is now underway to develop a full functional and business case for taking this project forward in conjunction with the JNRP.

Centralisation of IT device spend

23. In the last 3 years the organisation has spent nearly £500,000 on buying new PCs, laptops and monitors. Although purchased through a central, single contract this has been done under the control of the relevant departments. This means that some departments have relatively new IT equipment, while many others relying on out of date devices.
24. This approach means that the user experience across the corporation is variable with users on older devices suffering poorer performance, more failures and service desk calls.
25. There are around 2,500 devices in the Corporation, with around 200 laptops. There are nearly 1,000 devices more than 4 years old, over 100 of which are more than 7 years old. Best practice recommends that a device is replaced on a max 4 year cycle as beyond this period the performance issues and cost of repairs mean continued maintenance is not financially viable.
26. The current spend averages out to £160,000 per annum. This equates to around 300 laptops / PCs, with the remaining budget being spent on monitors and peripherals such as USB docks. This is not sufficient to renew all devices within 4 years. It is therefore likely further funding will be required to implement this strategy.
27. This report is proposing to centralise the budget for purchasing new devices and implement an organisation wide refresh. This would be take an average of spend over the last three years out of service budgets and put it into a central pot. This would then be used to fund a refresh of devices, oldest first.
28. Current estimates indicate this approach would need to be supplemented by an additional budget of £340,000 per annum. If budgets were not centralised, additional funding of £500,000 per annum would be required.
29. An annual spend of £500,000 equates to around 800 devices plus monitors, USB docking stations and the installation of devices in batches larger than 5. This means the devices are refreshed every 3 - 4 years.
30. Going forward the strong preference would be to purchase laptops, which are now not significantly more expensive than PC's and are the most flexible device. By replacing a desktop with a laptop that member of staff can then work from a number of different locations and can work from home as required.
31. Modern devices are much more power efficient, laptops in particular have very efficient processors and low power consumption. Later devices will also support power saving technologies such as sleep on LAN. Therefore, replacing older devices will result in a reduction of power consumption for the Corporation.

32. IS are looking to procure the same devices for the Corporation and the Police to streamline the procurement process and speed up deployment times. The principle of a central budget for devices is also now part of the Police approach.
33. Approval is sought for the approach being taken and to proceed with the development of a detailed business for a centralised and structured replacement programme.

Public Service Network (PSN) and Public Service Network Police (PSNp)

34. The PSN accreditor has been kept up to date with progress to date. City IS commissioned a full health check of the network in December and this was carried out in January. The report identified 8 vulnerability groups, the majority of which are in the medium risk category. There is one critical risk around Microsoft patching.
35. A remediation plan will cover how these issues will be dealt with and by when. This plan will be sent to the PSN accreditor who will then give their findings.
36. The report did not highlight an issue with the Citrix access gateways used for some remote access, as reported to the last IS Sub. However, as they are a risk we have a plan to decommission these and replace them with Managed Access Gateways (MAGs) provided by Juniper. The MAGS are already in place and a process has begun to move staff from the CAGs onto the MAGs, this will complete on. 1 June 2015
37. There is an issue with MacOS devices using the MAGs. We have 20 Mac users, one of which is a Member. This is being dealt with via a separate process. No user will be left without access, the issue with MacOS will have a solution.
38. The PSNp is working to a timeline of the first weeks in August, but all of the remedial work needs to have been carried out and accreditation received. The intention is to send out the application for Code of connection compliance in April 2015.

Conclusions

39. This report sets out a series of activities which sit under the IS Strategy, Building an Effective Corporation and Better Working Practices Themes and lay out a roadmap for technology in the Corporation and the Police.
40. Members are asked to agree the principles and approach set out in this Report and receive further detailed proposals during Q2 & 3 of 2015.
41. Two years into the 2013-2018 IS Strategy, we will also return to members in Q3 of 2015 with a review of the IS Strategy, in light of the Service Based Reviews, incorporation of the Police and the Corporations revised approach to delivering Corporate Change.

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Appendix 1 – Technology Roadmap

Chamberlains - IS Division Roadmap

| Programme / Project Last updated 1st March 2015 | 2015 | | | | | | | | | | | | 2016 | RAG |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|
| | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | |
| Coropration & Police Managed Service | | | | | | | | | | | | | | |
| City of London Managed Service – Seven Mandatory Projects incl ITIL & IAAS | Transformation - Seven Mandatory Projects. As of Feb 15 ITIL and IAAS remain to be completed | | | | | | | | | | | | | |
| City of London Police Managed Service – Eight Mandatory Projects, incl ITIL & IAAS | Transition, Transformation - Eight Mandatory Transformation Projects | | | | | | | | | | | | | |
| Network & Telephony | | | | | | | | | | | | | | |
| Police Accommodation Programme - Renewal of networks within Police Building to facilitate flexible working & consolidation of accommodation. | GYE and Bernard Morgan House Complete, Wood Street, Other buildings as defined by Programme, New Street Start | | | | | | | | | | | | | |
| Joint Network Renewal Projects - Renewal of networks within Corporation & Police Buildings. | Further Design, definition and business case development, Approvals, Implementation | | | | | | | | | | | | | |
| >> PSN Accreditation – CoL mandatory programme. | Remediate, Compliance, IT Health Check | | | | | | | | | | | | | |
| >> PSN(P) Accreditation – CoLP mandatory programme. | IT Health Check (CoLP), Remediate, Compliance, Connectivity Installed | | | | | | | | | | | | | |
| Unified Communications Strategy - Includes CoL & CoLP telephony, agile, flexible and mobile working strategy. Reduction in costs, better security and end user experience. Enabling support of different worker styles. | Gap Analysis, Design, definition & development, Approvals, Implementation | | | | | | | | | | | | | |
| Devices & Printing | | | | | | | | | | | | | | |
| Centralised Purchase of PC / Laptop - Structured renewal programme funded corporaelt and focusing on Laptops as the default device | Design, definition & development, Approvals, Implementation | | | | | | | | | | | | | |
| Print Contract Renewal | Develop Approach & Strategy For Print Contract Renewal | | | | | | | | | | | | | |
| Mobile Device Strategy – CoL & CoLP, Consolidate to 1 or 2 operating systems. Align with CoL Flexible Working and CoLP Agile Working. Reduction in cost, Increased security and improved user experience. Cental IT Budget. Joint single procurement | Discuss with vendors, Proof of Concept, Checkpoint, Set up and sign up to new mobile contract, Migration to new contract | | | | | | | | | | | | | |
| Mircosoft | | | | | | | | | | | | | | |
| Enterprise Agreement - Review Options | Review Options | | | | | | | | | | | | | |
| Internet Browser Update – CoL, Mandatory upgrade to IE 10/11 required. | Pilot started, User Acceptance Testing, Technical Go-Live | | | | | | | | | | | | | |
| >> Windows 8.1 & 10 - CoL and CoL. Existing requirement for touch screen tablet devices. | Proof of Concept, User Acceptance Testing, Windows 10 Investigations & Proof of Concept | | | | | | | | | | | | | |
| SharePoint Team Sites - CoL, To allow departments to share non-sensitive information externally and internally. | Go-Live, Implementation | | | | | | | | | | | | | |
| Windows 2003 Server Migration – Server 2003 End of Life, July 2015. CoL and CoLP mandatory upgrade due to security risk. | Remediation plan, Checkpoint, 75% complete, Complete | | | | | | | | | | | | | |
| Windows 7 Rollout (Desktop Refresh) - CoLP mandatory programme due to support and security. | Complete | | | | | | | | | | | | | |
| Savings & Consolidations | | | | | | | | | | | | | | |
| Application Audit - CoL & CoLP joint project. Creation of Application Catalogue. Identify sharing and rationalisation. | Review, CoLP Complete, CoL Application Audit | | | | | | | | | | | | | |
| Contract & Application Rationalisation - CoL & CoLP Dependent on Application Audit leading to potential reduction in costs. | Review, Planning & Implementation | | | | | | | | | | | | | |
| Key Projects | | | | | | | | | | | | | | |
| Know Fraud - Procurement of a new Know Fraud system. | Tender evaluation, Contract award | | | | | | | | | | | | | |
| Business Continuity IT Planning - To look at what technology needs to be in place to be able to support the businesses BC plans. What can we do, what can't we do. | Review current provision, Review with Contingency Planning, Draft IT Contingency Plan produced | | | | | | | | | | | | | |
| Ring of Steel – Mandatory security CoLP programme | ANPR Upgraded, Preferred supplier recommendation, Video Management System | | | | | | | | | | | | | |
| Information Lifecycle Management - Creation of Agilisys Service Catalogue for CoL & CoLP. List of available services available from Agilisys as part of service delivery. | Review, Complete | | | | | | | | | | | | | |
| GJR Exit - Agilisys to provide details of remaining services and devices following completion of IaaS. Will fo part of the Joint Network Refresh Programme | Gap Analysis, Checkpoint, Review | | | | | | | | | | | | | |
| Service Catalogue - Creation of Agilisys Service Catalogue for CoL & CoLP. List of available services available from Agilisys as part of service delivery. | Checkpoint, Review, Complete | | | | | | | | | | | | | |
| ITIL Continual Service Improvement - CoL & Agilisys. Align and realign IT services to changing business needs by identifying and implementing improvements to the IT services that support the business processes. | Checkpoint, Checkpoint | | | | | | | | | | | | | |
| Policy, Process Document & Review - CoL & CoLP. | Gap Analysis, Checkpoint | | | | | | | | | | | | | |

Partnership Working
 Project is in a critical state, guaranteed that the project will go, or has, gone beyond agreed tolerances (financial, benefits, timescales, quality)
 Project is slipping, project has slipped or will about to slip into agreed tolerances
 Project is on track

Project Closed
 Project is in a controlled state
 Positive direction of travel
 Negative direction of travel

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Agenda Item 5

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| Committee: | Date(s): |
| Information Systems Sub Committee | 11 th March 2015 |
| Subject: Agilisys Managed Service – Financial Report | Public |
| Report of: Chamberlain | For Information |
| <u>Summary</u> | |
| <p>This report provides Members with an update on of the financial performance of the Corporation’s managed IS service contract with Agilisys Ltd.</p> <p>The overall position is good, with costs remaining within budget. However, the potential for increases in data storage volumes and numbers of servers is a significant risk, and we are working with our partner to mitigate this.</p> <p>As we have completed our migration to the Infrastructure as a Service (IaaS) platform our server and data usage has been greater than originally estimated. We are now working with Agilisys to obtain the detailed reporting required to understand where this increase lies and the mitigation required to reduce it.</p> <p>As part of good practice going forward, we are reviewing our information management policies and server usage. For the IS Division this will focus on managing our servers efficiently and for the business we will focus on data management, to ensure departments are provided with clear guidance on how they should manage their data assets. Actions underway include:</p> <ul style="list-style-type: none">• Reviewing use of the W: drive and storage of personal data.• Consideration for regular deletion/clear-down of all data held in the W: drive File Transfer folders.• Review of data usage across department network drives.• Shutting down of test and development servers which are not in use.• Implementation of technology solutions to better manage data. <p>Members should note that any growth in utility pricing was excluded from the IS Budget at the start of the managed service, on the understanding any increase in usage and therefore spend would be agreed with Committee.</p> <p>Recommendation</p> <p>That the report be received.</p> | |

Main Report

1. Introduction

1.1 This report provides Members with an update on the financial performance of the managed IS service contract with Agilisys Ltd. The report describes spend against budget over these main areas:

- Business as Usual service – the day-to-day operational service, including fixed-price and variable price services.
- Projects – projects that formed part of the transition to the managed service, including Mandatory, Transition, and Integration projects.

1.2 Invoices are received on a monthly basis, charging in arrears for the previous calendar month. The level of charge for variable price services are estimated one quarter in advance, based on the volume of actual use in the last month of the previous quarter. A reconciliation process at the end of each quarter allows for adjustments for over or under charging during the year, maintaining greater accuracy in budget forecasts.

2. Business as Usual (Core contract)

Fixed price services

2.1 The following services operate on a fixed-price basis.

- Voice and Data network and telecoms support
- Support for the Business Rates and Council Tax system
- Support for the Oracle R12 system

2.2 The charges for fixed-priced services are subject to increase through indexation. The method for calculating indexation is detailed in the contract, and is reviewed in preparation for the anniversary of the start of the contract each September. The key indices are: rate of inflation as per the Retail Price Index (RPI), and the Local Government Pay Award.

2.3 For this contract year (September 2014 to August 2015) the level of indexation has been calculated as 1.6%, this is within the indexation applied to the IS Budget.

Variable price services

2.4 The services identified below have a cost based on volume of use, and are subject to indexation.

- End User Support & Service Desk – based on number of staff with network accounts
- Storage – total volume of data storage allocated for applications and documents
- Servers – number of server computers (virtual and physical) in active operation

2.5 Agilisys provided a billing schedule at the start of the contract using estimated volumes to base their bid cost for the Tender. The original and revised figures for all variable price services are shown in Table 1 below.

Table 1: Summary of Cost Variations for variable price service charges

| Month | Original Cost (Estimated August 2013) | Actual Cost | Difference |
|----------------|--------------------------------------------------|--------------------|-------------------|
| September 2014 | £202,740 | £164,766 | -£37,974 |
| October 2014 | £203,320 | £178,176 | -£25,144 |
| November 2014 | £203,320 | £185,577 | -£17,743 |
| December 2014 | £203,320 | £202,030 | -£1,290 |
| January 2015 | £203,320 | £226,508 | £23,188 |
| February 2015 | £203,320 | £228,369 | £25,049 |

2.6 The reasons for the cost variations are:

- The number of staff network accounts has been revised down from 3300 to 3205 following the removal of staff accounts now allocated to Agilisys, the removal of resource accounts (network accounts not attributed to staff) from the total, and an overall reduction in the number of network accounts.
- An initial reduction in the volume of storage charged, due to the delay in migrating systems to the IaaS service, where the original estimate for storage was based on a larger number of systems migrating by September 2014. However, from January 2015, with good progress on the IaaS migrations, the total volume has exceeded the estimates provided at the start of the contract. This is due to more storage space being allocated to applications and document storage. Refer to Table 2 below, for a summary of storage volumes and costs.
- A variation in the number of servers – this follows a similar pattern to storage, with IaaS migration delays reducing the charges for September to January. Beyond February 2015, server numbers are projected to exceed the original estimate. There are two main reasons for this increase: the number of servers used for the website has not reduced as expected, due to IS resources being allocated to higher priority projects, and under the model for charging for servers, all non-production servers (those used for test and training copies of the production system) will incur a charge. This situation was known in advance, and IS have planned a process to deactivate all non-production servers, with activation on request and only when use of these servers is required. This should reduce the number of servers to more closely match the original estimate.

Table 2 - Core Service data storage volumes

| Month | Estimated Volume (Tb) (Aug 2013) | Actual Volume charged (Tb) | Estimated Cost (August 2013) | Actual Cost |
|----------------|-------------------------------------|----------------------------|---------------------------------|-------------|
| September 2014 | 111 | 65 | £41,702 | £24,904 |
| October 2014 | 111 | 76 | £41,702 | £28,979 |
| November 2014 | 111 | 86 | £41,702 | £32,958 |
| December 2014 | 111 | 97 | £41,702 | £36,927 |
| January 2015 | 111 | 133 | £41,702 | £50,791 |
| February 2015 | 111 | 133 | £41,702 | £50,791 |

3. Projects (Core contract)

- 3.1 The 7 Mandatory Improvement projects were all fixed-price projects., with a total cost of £592k. There are two projects still running (ITIL and laaS) both will be charged at the original fixed rate despite suffering from delays. Indexation does not apply to these projects.
- 3.2 Transition and Integration covers the transfer from an in-house supported service to a managed service. These elements were identified separately as part of the financial model provided by Agilisys as part of their Bid. The total charges have not changed from the original bid, and are not subject to indexation.
- 3.3 The charges for Infrastructure Capital investments are for the procurement of servers and other infrastructure by Agilisys, which are required to sustain the laaS project. The original estimate provided in the Bid was £316,973 which is spread across the 5 years of the contract, as shown in Table 3 below. Indexation has been applied to the original charges from service year 2 onwards.

Table 3: Infrastructure Capital Investment costs

| Service Year | Planned Charge | Actual Charge |
|---------------------------|-----------------|-------------------------|
| (1) Sept 2013 to Aug 2014 | £105,075 | £0 (confirmed) |
| (2) Sept 2014 to Aug 2015 | £86,627 | £7,700 (to date) |
| (3) Sept 2015 to Aug 2016 | £59,411 | Not yet known |
| (4) Sept 2016 to Aug 2017 | £39,482 | Not yet known |
| (5) Sept 2017 to Aug 2018 | £34,913 | Not yet known |
| Totals | £325,508 | £7,700 (to date) |

3.4 Agilisys have confirmed that the sum of £105,075 due in the first year will not be billed. From the £86,627 due by August 2015, only £7,700 has been billed to date, and Agilisys estimate that only a further £28,000 will be spent in this service year. This should mean an underspend of approximately £50,000. So far Agilisys have been able to accommodate the infrastructure required for the IaaS project within their existing estate. Spend in the remaining years of the contract will be managed closely but will vary based on demands as yet undefined.

4. Police

4.1 The managed service contract with Agilisys started in December 2014. The initial three months of this contract are proceeding to plan with no variance from the planned budgets.

Business as Usual

4.2 The Police costs follow the same format as for the core City of London contract, with both fixed and variable price services. Indexation is applied in the same manner. The total cost of the BAU service for the Police as identified in the Bid is £8,587,679

Mandatory, Transition and Integration

4.3 Agilisys are following the same methodology as that used for the core, City of London managed service, with the same 7 Mandatory Improvement projects, plus an additional, significant project unique to the Police for addressing the Security and Core Assurance Mechanisms.

5 Overall Financial performance

5.1 The overall cost of the contract remains broadly within budget. Indexation for the second year of the contract is below the inflation uplift applied to the IS Division's budget. Increases in use for storage and servers remains a concern, but this is being closely monitored.

6 Opportunities for cost reduction

6.1 The decision to move to a variable price model for some services enables reductions in consumption to lead to reduced costs. To achieve savings requires effective management of use in the 3 areas below:

- **End Users** – sufficient management exists to match changes in the number of staff employed, who have a network account, to the charge per user. Key to this is effective management of the starters and leavers process.
- **Servers** – To maximise cost effectiveness, IS will reduce the number of servers by deactivating test servers when not in use.
- **Data storage** – This area represents both the greatest risk due to ever increasing volumes of data storage, and the one area that can be most effectively managed with changes to information management policy and practice. It is proposed that....
 - Review of W: drive used for shared storage, consider the deletion of files in File Transfer folders (approx. 1Tb of data alone)
 - Issue guidance to delete personal photographs stored on the network
 - Review and adopt appropriate file retention policies.
 - Use of technology, including de-duplication, tiered storage and archiving.

7 Next steps

- 7.1 It is essential that the contract with Agilisys is managed effectively, in order to ensure a cost-effective service is maintained. The IS Division is strengthening the existing, interim contract management function for both the core service and the Police.
- 7.2 Agilisys will provide monthly reports for all variable price services, which will be scrutinised by IS staff. This will feed into Quarterly financial review meetings to ensure tight management of the contract finances.
- 7.3 We will work with both technology and Information Governance Policies to ensure the volume of data and server infrastructure is managed efficiently.
- 7.4 Going forward we will report on this position as a standing agenda item to the IS Sub Committee.

8 Conclusion

- 8.1 The overall financial position for the Agilisys managed service contract is on target and risks are being managed. Strengthened management and frequent reporting will ensure this managed position is maintained.

Contact:

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Agenda Item 6

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Committee | Date: |
| IS Sub Committee | 11 th March 2015 |
| Subject: Superfast City Programme Update | Public |
| Report of: Graham Bell, Chief Information Officer | For Information |
| Summary | |
| <p>The Superfast City Programme (previously known as the Telecommunications Strategy) is in place to assess market effectiveness in delivery of high-speed fibre broadband across the City that would be available at an affordable price for residents and small businesses (SMEs) and increase the depth and breadth of wireless voice and data coverage within the Square Mile. It aims to achieve a comprehensive solution for ubiquitous connectivity and encourage providers to meet this requirement on their own initiative.</p> <p>Both the wired and wireless workstreams are progressing well. On wired there is a positive engagement continuing with BT around extensions of pilots to further sites, as well as broader market engagement. On the wireless workstream Mott McDonald have been appointed to construct the wholesale concession procurement and this work is progressing to plan, with a vendor open day in March, working towards awarding a contract from Sept 2015.</p> <p>The attached highlight report provides an update on programme progress to date and next steps.</p> | |
| Recommendation(s) | |
| Members are asked to: | |
| <ul style="list-style-type: none">• Note the report and the progress made• Discuss any areas of concern | |

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| | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------|
| Project Title: | | Superfast City Programme | | | |
| RAG | Green | Sponsor | Graham Bell | Programme Manager | Neil Ford |
| Status Update | | <p>The Telecommunications Programme is now rebranded as ' Superfast City Programme' (SCP) to note the move from a strategic to implementation phase. The existing programme team has been strengthened to drive the programme. Good progress is being made across wired and wireless programme workstreams and further activities are planned, including engagement with the market, businesses and residents to drive broader availability of broadband and improve take up in the BT Pilot areas. On the wireless workstream the wholesale concession procurement will commence with a vendor open day in mid-March, with a view to completing the procurement in Sept 2015.</p> | | | |
| Key Achievement last month | | | | | |
| Wired <ul style="list-style-type: none"> • BT Pilot completed and trial underway at Middlesex St Estate and 65 London Wall trialling fibre to the basement infrastructure – a global first. • Publicity drive with residents and ratepayers via leaflets, posters, online content and residential & tenant meetings to encourage SMEs and residents to take up the offer of affordable superfast broadband through contact with their ISP (internet service provider.) • 45 new applications for City Voucher Scheme (CVS) since December, bringing total since launch to 265 – this is only open to businesses. • BT pilot 14 new orders at Middlesex Street, 2 at London Wall | | | Wireless <ul style="list-style-type: none"> • Engaged Mott McDonald as procurement partner • Vendor Open Day planned for Tuesday 17 March • Identification of street furniture and CCTV information for Vendor Open Day • Panel identified for the Open Day • PIN (Procurement Invitation Notice) for Vendor Open Day now live • The Corporation will participate in a major international Conference (Wireless Broadband Alliance) hosted in the City in May 2015. | | |

| Next Milestones | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Wired <ul style="list-style-type: none"> Review of BT pilot progress at Middlesex Street and 65 London Wall scheduled for 4 March with BT representatives. Further meetings scheduled with BT to discuss future activity and opportunity/new sites Meeting with consultancies to drive forward demand modelling and broader supplier engagement are on-going and a verbal update will be given to the Committee. | | Wireless <ul style="list-style-type: none"> Preparation of material, logistics and speakers for Vendor Open Day - Tuesday 17th March Following Open Day, invitation to participate in dialogue (ITPD) with suppliers in a bid to shortlist contenders – five working days to do this Publishing of the PQQ (Pre-Qualification Questionnaire) to shortlist suppliers on Wednesday 25 March 2015. Comprehensive research and intelligence for shortlisted suppliers. e.g. street furniture, CCTV locations and building assets Continue engagement with departments in CoLC and CoLP to discuss impact of wireless concession e.g. street furniture, CCTV etc. Further publicity to drive interest and adoption among residents and SMEs. Explore with BT and other relevant partners any further potential technologies that could facilitate superfast broadband previously unexplored e.g. Fibre to remote node. | |
| Key Risks & Issues | | | |
| Risk/ Issue | Description | Mitigating action | Target Resolution Date |
| Risk 1 | Availability of internal resource to support the programme throughout its lifecycle. | Publishing project plans, engaging chief officers and senior managers to ensure early visibility regarding programme requirements and strategic/operational buy-in. | 13 October 2015. |

| | | | |
|---------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Issue 1 | On the wired workstream there has been a poor market response to our market engagement and demand modelling request for quote. | <p>We have subdivided this work into the market engagement and demand modelling and are now approach consultants who have skills in each area to potentially take forward two separate appointments</p> <p>We will also revisit survey information from SMEs, plan further engagement to drive interest in SMEs expressing demand.</p> | March 2015 |
| Issue 2 | Open Day clash with Senior Leadership Forum (also scheduled for Tuesday 17 March) | Early approach for key stakeholder attendance regarding timeslots. | End February 2015 |

| | |
|----------------------------------------------------------|---------------------|
| Committee(s) | Dated: |
| IS Sub Committee – For decision | 11 March 2015 |
| Subject: ‘The Way We Work’ document and flier | Public |
| Report of: Graham Bell, Chief Information Officer | For Decision |

NOT FOR PUBLICATION

Summary

As of 1 August 2013, The City of London agreed with Agilisys a managed service for the provision of its IT services. The organisation took a significant step in doing this and it has been a major change in how we provide IT to the City. To help departments understand these changes and how to access IT Services, two documents have been produced.

- Appendix 1 – ‘The Way We Work’ document for departments to understand how to access IT services, what is included within the Agilisys contract, performance management and arrangements for projects.
- Appendix 2: ‘The Way We Work’ flier for users to provide a quick guide to IT services.

Recommendation(s)

Members are asked to approve the attached documents.

Main Report

Appendices

- Appendix 1 – ‘The Way We Work’ Document
- Appendix 2 – ‘The Way We Work’ Flier

Graham Bell

Chief Information Officer

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'The Way We Work'

Managed IT Service - City of London



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1. Introduction

As of 1 August 2013, The City of London agreed with Agilisys a managed service for the provision of its IT services. The organisation took a significant step in doing this and it has been a major change in how we provide IT to the City.

To help the business understand this change the following document has been produced. The document explains:-

- How to access IT support and services
- How to engage with the IS Division
- The critical applications, corporate and public services covered by the managed service
- Service Levels and performance management
- IT purchases
- Infrastructure as a Service
- Defining Business as Usual and Chargeable work
- Projects
- Governance

2. Our Focus

Our focus is on the delivery of consistent and reliable IT service for the City of London, and in doing so support every aspect of its operations. We will aim for our service to be an exemplar for the use technology in a modern organisation.

Going forward we will take a corporate approach to the provision of technology. Making sure that all parts of the organisation receives an appropriate level of service and that all infrastructure, systems and devices fit into an overall strategy.

The organisation has a large number of existing suppliers, providing IT services, support and maintenance. Work is ongoing to manage these more effectively, consolidating contracts, and reducing costs. Some of these contracts will discontinue, replaced by Agilisys, others will become part of our Business as Usual services (BAU).

At its core the managed service will bring consistency of delivery across the organisation and for this to work there must be a clear expectation of what services are offered and how they are accessed. Who does what in the background should not be a concern for the customer. The services provided by 'in-house' resources, technology third parties or the Agilisys managed service should be seamless.

Overall accountability for the delivery across these services sits with the City's Chief Information Officer – Graham Bell.

3. Working with a Managed Service

For the managed service to be successful, it is critically important to implement rigorous processes to support the structured management of service provision (ITIL Processes). For users accessing the service it is essential that they follow these processes.

We will make them as simple as possible and over time performance of the service will improve, during this transition we will need your patience and support to ensure it goes as smoothly as possible.

The table below shows what is provided by Agilisys and what is provided by the IS Division.

| Agilisys | IS Division |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| IS service desk using ITIL (industry standard) processes e.g. response times, issue resolution | Business Partners and our engagement with our diverse business areas |
| Field Engineers: on-site support for hardware and software issues. | Business/ Corporate Application Support (E.g. Orchard, Uniform, Oracle) |
| Infrastructure management & Support / Infrastructure as a Service (IAAS) | In-House application development and support (E.g. ARC Ledger, Timesheet Systems) |
| Desktop Support | Website and CRM Support |
| Security and Firewall Management | Project Management/ PMO Office |
| Unified Communications | Business Analysis |
| Problem Management | Business Engagement |
| Change Management (ITIL) | Responsibility for our Technology Strategy |
| Service Delivery Management | Supplier & Contract Management |
| Training | Information Management and Policy Development |

4. Mandatory Transformation projects

When the agreement with Agilisys was signed, seven mandatory transformation projects were agreed. These projects were aimed to make efficiency and financial savings.

- **Infrastructure as a Service (IaaS):** renewing our IT Infrastructure to provide a flexible, scalable and resilient platform, provide on a pay for what you use basis.
- **Service Desk move to Barking:** merging the City of London Service Desk within the Agilisys shared East London facility to deliver the standardisation of best practice processes, knowledge transfer, and skills development.
- **ITIL:** The implementation of the ITIL Service Management Framework to improve customer service.
- **Solarwinds:** the implementation of a reporting tool (Solarwinds) to enable the tracking of availability and capacity of applications, infrastructure and connectivity to reduce system downtimes and failures.
- **Support Works:** Implementation of Service Desk Software (Support Works) to improve reporting and tracking of IT incidents and deliver an on-line knowledge base and CoL branded self-service portal for City of London Police end users.
- **FastPass:** Online Password Reset (Fast Pass) for CoL: Implementation of an on-line self-service password reset software to support users' self-service and improve the efficiency of the Service Desk.
- **IBM EndPoint Management:** The implementation of Endpoint Management to ensure a standardised approach to end user device management improved asset management and licensing tracking.

5. Access to Support

Access to support is through the service desk. Whether this is something dealt with by the IS Division Team or Agilisys or another third party technology supplier – the service desk will 'triage' calls and ensure they are directed to the appropriate team to resolve. This simplifies access to services and means that departments do not need to contact individuals within IT directly.

The Help Desk normal service hours of 08:00 – 18:00 and can be contacted as follows:

By Telephone: [0207 332 1001](tel:02073321001)
 By Email: servicedesk@cityoflondon.gov.uk
 By Support Works: <http://ict>

All incidents reported to the service desk will be allocated a priority level. The resolution times for these priorities are listed below:-

| Priority | Description | Resolution/ workaround times |
|----------|-------------|------------------------------|
|----------|-------------|------------------------------|

| | | |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Priority 1 | A Service Failure which: <ul style="list-style-type: none"> • constitutes a loss of the Service which prevents a large group of End Users from working; • has a critical impact on the activities of the Force; • causes significant financial loss and/or disruption to the CoL; or • results in any material loss or corruption of CoL Data. | 2 hours |
| Priority 2 | A Service Failure which: <ul style="list-style-type: none"> • has a major (but not critical) adverse impact on the activities of the Force and no work around is available; or • causes a financial loss and/or disruption to the CoL which is more than trivial but less severe than the significant financial loss described in the definition of a Severity 1 Service Failure. | 4 hours |
| Priority 3 | A Service Failure which: <ul style="list-style-type: none"> • has a major adverse impact on the activities of the CoL which can be reduced to a moderate adverse impact due to the availability of a work around; • has a moderate adverse impact on the activities of the CoL; | 8 hours |
| Priority 4 | A Service Failure which has the potential to have a minor adverse impact on the provision of the Service to End Users. | 16 hours |
| Priority 5 | A Service Failure comprising a flaw which is cosmetic and, as such, does not undermine the End User's confidence in the information being displayed. | 6 days |

Out of Hours Service

As part of the agreement with the City of London, Agilisys provide Out of Hours support for critical services. Agilisys staff are available to respond to major incidents (levels P1 and P2 above) outside of core service hours, seven days a week, including Bank Holidays.

The contact number for logging major incidents outside of core service hours is:

Tel: 020 3103 5301

Calls which are not P1 or P2 will only be logged and dealt with during standard Service Desk opening hours.

Escalations

The City of London IT Service strives to provide an exceptional level of service through the Service Desk. If this level of service is not provided, it is important that our customers are able to escalate their concerns so that corrective actions can be taken. Please see the table below for information on how to do this.

All support issues must first be logged with the Service Desk.

| Level 1 | Level 2 | Level 3 |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Poonam Chauham IT support Manager poonam.chauhan@agilisys.co.uk Mobile: 07708 928922 | Eugene O'Driscoll Service Director Eugene.O'Driscoll@cityoflondon.gov.uk Mobile: 07557 150020 | Gary Griffin Head of IT (Interim) Gary.Griffin@cityoflondon.gov.uk Tel: 0207 332 3275 |

6. Engagement

Every department is assigned a Business Partner and be a single point of contact for new IT projects and opportunities. They will:-

- Understand your business needs and align them with IS strategy and Roadmap.
- Assist with the development of business impact assessments for new opportunities, including financial impact.
- Intervene to address strategic, operational and performance issues.
- Provide the business with information on IT developments and policies.

Your contact can be found on the intranet:-

<http://colnet/Departments/Chamberlains/IS%20Division/Pages/How%20we%20work/Account%20Management/contacts.aspx>

7. Critical Applications/ Corporate and Public Services

Within the agreement with Agilisys the following applications, corporate and public services were identified as critical to business operations and as such any downtime is considered as a Priority 1.

| Critical Applications | | |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------|
| Application/Service | Customer | Hours of Operation |
| EPOS systems at various sites | Culture Heritage & Libraries. Markets & Consumer Protection. Open Spaces | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Frameworki | Community and Children's Services | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| KMX - OIT | Comptrollers | Mon-Fri 08:00 to 18:00 |
| Winscribe | Comptrollers | Mon-Fri 08:00 to 18:00 |
| Ticketing System, credit card transactions and London Pass Terminals | Culture Heritage & Libraries (Tower Bridge). | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Talis | Culture Heritage & Libraries | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Pubnet | Culture Heritage & Libraries | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Content Display System - Composer software | Culture Heritage & Libraries (City Information Centre) | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Gower - Funeral booking system / Wesley Music system | Open Spaces (Cemetery and Crematorium). | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Minisis | Culture Heritage & Libraries | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Hanwell | Culture Heritage & Libraries | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Collage (iBase) | Culture Heritage & Libraries | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Wi-fi | Culture Heritage & Libraries | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| ARC Ledger | Markets & Consumer Protection | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| PHILIS | Markets & Consumer Protection | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |

| | | |
|--------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| ArcGIS | Built Environment | Mon - Fri 08: to 18:00 |
| UNIFORM | Built Environment | Mon - Fri 08: to 18:00 |
| HYMS | Built Environment | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Orchard | Community & Children's Services | Mon - Fri 08: to 18:00 |
| M3 | Markets & Consumer Protection | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Modern.gov | Town Clerk's | Mon - Fri 08: to 18:00 |
| Artifax | Remembrancer's | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Lord Mayor's Diary | Mansion House | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| Elections | Town Clerk's | Mon - Fri 08: to 18:00 and will be extended at periodic times of live elections by agreement between the parties |

| Corporate Services | | |
|---------------------------------|----------------------|-----------------------------------------------------------------------------------------|
| Application/Service | Customer | Hours of Operation |
| Oracle Financials (CBIS) | All Departments | Mon-Fri 08:00 to 18:00 and extended during specific periods agreed by the parties |
| Exchange/Outlook | All Departments | 24 hours/7 days per week |
| Internet Access | All Departments | 24 hours/7 days per week |
| SharePoint | All Departments | 24 hours/7 days per week |
| Property Management (Manhattan) | Multiple Departments | Mon-Fri 08:00 to 18:00 |
| SAN & File Shares | All Departments | 24 hours/7 days per week |
| Printing | All Departments | Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00 |
| MS Dynamics (CRM) | Multiple Departments | 24 hours/7 days per week |
| iTrent | All Departments | Mon-Fri 08:00 to 18:00 |
| Telephones | All Departments | 24 hours/7 days per week |

| | | |
|------|-----------------|--------------------------|
| LAN | All Departments | 24 hours/7 days per week |
| WiFi | All Departments | 24 hours/7 days per week |

| Public Services | | |
|-------------------------|------------------------------|-------------------------------------------------------------------------------|
| Application/Service | Customer | Hours of Operation |
| CoL Website | All Departments | 24/7 |
| Public Libraries | Culture Heritage & Libraries | Mon-Fri 08:00-18:00 Sat & Sun 10:00-16:00 Tue & Thur 08:00 - 19:30 |
| Tower Bridge Exhibition | Culture Heritage & Libraries | Mon-Fri 08:00-18:00 Sat & Sun 10:00-16:00 |
| LMA | Culture Heritage & Libraries | Mon-Fri 08:00-18:00 Sat & Sun 10:00-16:00 Tue, Wed & Thur 08:00 - 19:30 |
| City Information Centre | Culture Heritage & Libraries | Mon-Fri 08:00-18:00 Sat & Sun 10:00-16:00 |
| Contact Centre | Multiple Departments | Mon-Fri 08:00-18:00 |

8. Service Levels

Critical Performance Indicators

The primary means to manage the performance of Agilisys is through the Service Level Agreement and Service Credit regime. There are 7 Critical Performance Indicators (CPIs) which are the key targets that Agilisys must achieve, see below:-

| Critical Performance Indicator | Description | SLA target | Loss of service Tolerance |
|--------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Priority 1 restore time | Time taken to Restore a Service following a Priority 1 Service Failure. | Service restored within 2 hours (measured during services' operating hours) | Service points accrue after 2 hours if fault lies within scope of Agilisys managed service |
| Priority 2 | Time taken to restore a | Service restored | Service points |

| | | | |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| restore time | Service following a Priority 2 Service Failure. | within 6 hours (measured during services' operating hours) | accrue after 6 hours if fault lies within scope of Agilisys managed service |
| Corporate & Critical Service availability | Total availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime. Any significantly degraded service that effectively renders a service unusable, counts as unavailability. | 99.0% Time measured for each service according to agreed hours of availability. Target covers average of all services on defined list. | For a typical service with support hours between 8am and 6pm, Monday to Friday. 2.17 hours per month |
| Data Centre LAN availability | Total Data Centre LAN availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime. | 99.95% Measured 24/7. | Excluding permitted maintenance. 4.4 hours per year |
| Internet Access availability | Total Internet Access availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime. Any significantly degraded service that effectively renders service unusable counts as unavailability. | 99.95% Measured 24/7 | Excluding permitted maintenance. 4.4 hours per year |
| Corporate Network | Corporate Network Availability including | 99.95% | Excluding permitted |

| | | | |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------------------|
| Availability | LAN, WAN, Firewalls, as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime | Measured 24/7 | maintenance. 4.4 hours per year |
| Corporate Telephony Availability | Total Corporate Telephony Availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime | 99.95% Measured 24/7 | Excluding permitted maintenance. 4.4 hours per year |

Service Points and Service Credit regime

If Agilisys fail to achieve their performance targets, this will result in the award of Service Points. Performance is measured within a service period – a calendar month, and are accrued across service periods, with thresholds set within a single period for the payments financial penalties (service Credits) and for contractual termination, across a number of service periods.

9. Performance

From an organisational perspective, service is not just about Critical Performance Indicators and other measures are just as important. To assist in taking a rounded view of the service performance a balanced scorecard is published monthly for the City of London and presented by Graham Bell in partnership with Agilisys.

Additionally, as part of the managed service a Contract Monitoring Board is in operation to monitor performance and pick up on any issues which have been escalated or raised with the Business Partners.

From a department’s perspective, performance can be measured in terms of response times and resolution of issues. Engagement Packs are developed each month for all departments providing statistics on resolutions to incidents and service requests.

10. IT Purchases

All IT purchases must be made via the IT Service Desk to ensure compatibility with the City of London Infrastructure. Any non-standard purchases should be discussed with your business partner before purchase. Details of your business partner contact can be found in Section 9.

Any purchases made outside these arrangements will not be supported or allowed access to the City's network.

The IS Division also work closely with City Procurement to assist with any IT tendering exercises and provide support when selecting new software and hardware.

11. Infrastructure as a Service (IaaS)

One of the mandatory transformation projects was to move data and infrastructure from the Guildhall Justice Rooms to the Agilisys Data centres. This has introduced a 'Pay as you go' approach which if managed effectively will reduce costs for storage and servers.

Storage

Provision for day to day storage is included in the managed service charges. To ensure these costs are managed going forward, reports will be developed to allow departments to manage their storage and undertake necessary housekeeping.

All new projects will be reviewed to identify the effects on storage levels. Any significant increases in storage may incur additional costs to departments.

Servers

The majority of the City's servers are now located within the Agilisys data centres. The costs for maintaining the current estate of servers is contained within the current managed service charges. Any new projects which require additional servers to be setup may incur additional charges.

12. Business As Usual (BAU) v Chargeable work

Within the Agilisys contract, Business As usual activities are included within the annual Agilisys managed service charge. Work which is not considered as BAU is chargeable. The table below provides more details about what is BAU and what is chargeable.

| Description | Business as Usual (BAU) Work | Chargeable work |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope | <p>Work relates to an existing piece of software or hardware covered by the Core Services, or relates to a Standard Work Request.</p> <p>"Standard Work Request" means a request from an End User for information, advice, standard changes or for access to an IT service; for example to provide standard IT Services for a new End User. Such requests are usually handled by a Service Desk, and do not require a Change Request to be submitted.</p> | <p>Work is the introduction of a new piece of software or hardware covered by the Core Services, which is not covered by a Standard Work Request.</p> |
| Complexity | <p>Work is forecast to take less than 5 days to complete.</p> | <p>Work is forecast to take 5 or more days to complete.</p> |
| Resources | <p>Work can be delivered, in full, by staff providing the Core Services to the Authority (staffing skills determined by Schedule 2.1 (Services Description) and the Contract Solution.</p> | <p>Work will require resourcing of specialists (including project managers) from other parts of the Contractor not otherwise providing Core Services (or externally to the Contractor, such as third party providers to support a major upgrade).</p> |
| | <p>Sufficient forewarning (15 Working Days or more) has been provided to enable the Contractor to timetable activity into work plans for the Core Services (time elapsed between definition of work package / solution proposals being approved and work starting).</p> | <p>Insufficient forewarning (less than 15 Working Days) has been provided to enable the Contractor to timetable activity into work plans for the Core Services.</p> |
| Risk | <p>Work can be undertaken without implementing back up or disaster recovery arrangements additional to those provided in accordance with the BCDR Plans for "business as usual" Core Services.</p> | <p>Work requires back up or disaster recovery arrangements additional to those provided in accordance with the BCDR Plans for "business as usual" Core Services.</p> |

| | | |
|--|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| | Work is not of sufficient priority or financial / reputational / operational risk to require dedicated project management. | Work is of sufficient priority or financial / reputational / operational risk to require dedicated project management. |
|--|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|

For the chargeable work, there is an agreed 'Rate Card' within the Agilisys contract for resources and we will discuss this with the client as part of the project definition setup.

13. Projects

All new projects must be discussed with your Business Partner. A business case will need to be developed to ensure the project aligns with Departmental Business Plans and the Corporate Roadmap. In cases where the project is cross cutting or Strategic, the project will be reviewed by the Corporate Programme Delivery Unit (CPDU) and submitted to Summit Group for approval. All projects will have to be funded appropriately including ongoing revenue costs.

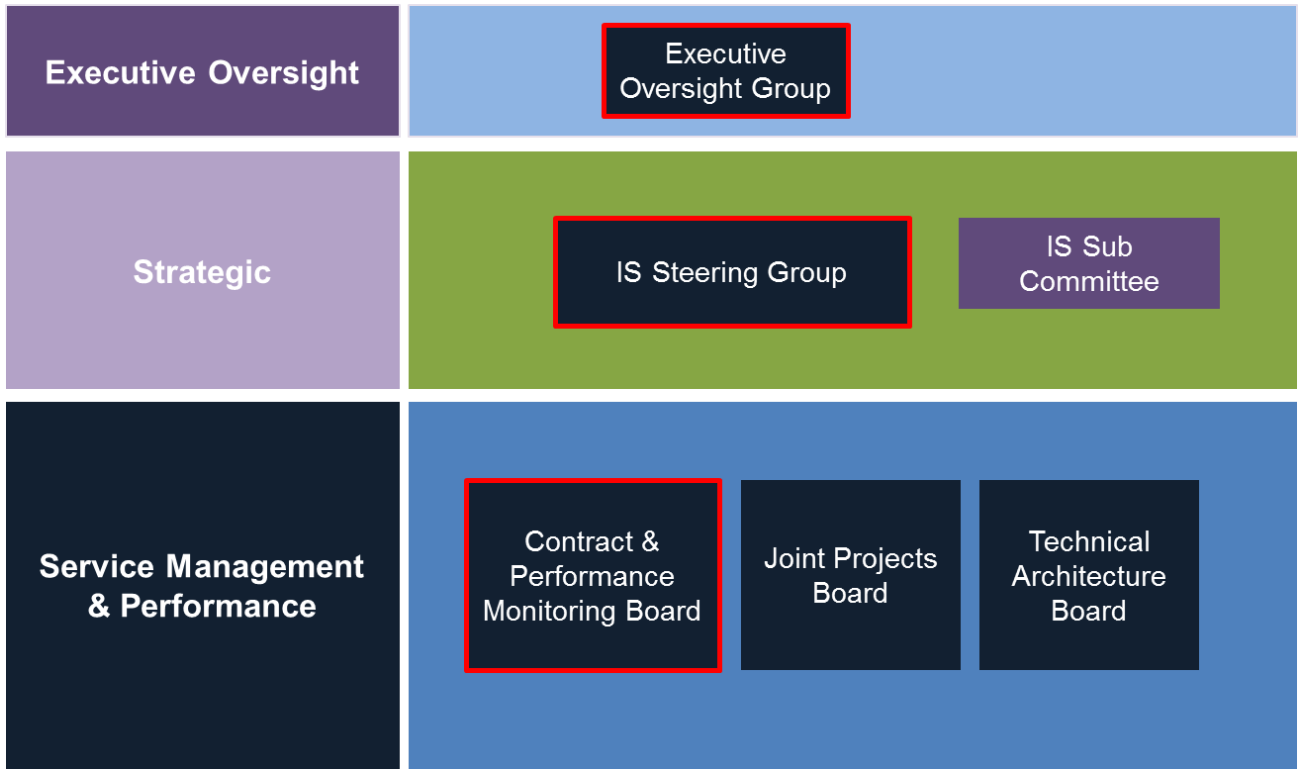
Further details about the CPDU can be found on the intranet:-

<http://colnet/Departments/Town%20Clerks/Corporate%20Programme%20Delivery%20Unit/Pages/Default.aspx>

14. Governance

Our contract with Agilisys includes a Governance structure which manages our operational activities and reports upwards to both the Corporation and Agilisys Leadership and our Members.

The contract also benefits from the Executive Oversight from the Chamberlain, Deputy Town Clerk, Assistant Commissioner and the Agilisys Chief Executive. Through this we ensure the partnership is working as it should be and meeting its operational and strategic targets. The diagram below summarises this Governance Structure and its three levels.



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For more information

A booklet outlining more detail regarding service developments, prioritisation, timescales, and technology transformation projects is available.

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For further information contact:
Fay Sutton,
Change & Engagement Lead

fay.sutton@cityoflondon.gov.uk
Telephone: 0207 332 3640

New Projects

The IS team are here to help you get the most from technology to improve and modernise your service.

All new projects must be discussed with your Business Partner. A business case will need to be developed to ensure the your project aligns with departmental business plans and the wider corporate roadmap.

In cases where the project is works across or involves different departments or business areas or has a potential corporate, strategic impact, the project will be reviewed by the Corporate Programme Delivery Unit (CPDU) and submitted to Summit Group for approval.

All projects will have to be funded appropriately including ongoing revenue costs.

IS : The Way We Work

Quick Guide

This is your handy guide to accessing IS services, who to contact and where to go for further support and guidance.



What we offer

Working With Us

Business Partnering: Working with you

We can...

- **Resolve** your IT issues through the IS servicedesk
- Offer product, service and training information via the self service **Customer Portal**
- Assist you in achieving your business plans through modern effective technology and project support
- Protect your IT assets via Industry standard security accreditation (ISO27001)
- Assist you in **managing your information and data effectively**
- Work effectively in the office or remotely

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Contact:

 **0207 332 1001**

 **helpdesk@cityoflondon.gov.uk**

 **http://ict**

8am-6pm, Monday- Friday

Contact the helpdesk if you

- Have Issues with your PC, laptop, telephony, mobile device or application;
- Need to request a new account or system access;
- Track progress on a current call

You will be emailed a **call ref number**

What happens next

Each call is allocated a **priority rating**

- Critical systems are allocated priority 1 (or P1) **resolved in 2 hours**
- Priority 2 resolution in **2 - 4 hours**
- Priority 3 resolution in **8 hours**
- Priority 4 resolution **16 hours.**

Critical Systems allocated as Priority 1 are dealt with 24/7, 7 days a week.

More about priority ratings on Colnet

Out of office support for these incidents only is

020 3103 5301

Every department is allocated a Business Partner, skilled in change management and how technology can help you improve your service. They can work with you on your technology projects to assist you in meeting your business objectives. They are your **single point of contact** for your department and can help you with:

- Developing new projects
- Points of escalation
- Updates on how planned IS changes affect you and what you have to do
- Review IS service levels
- Recommend upgrades and improvements to your systems and applications
- Assist with purchasing new technology

Your account manager can be found on the intranet at:

colnet/departments/chamberlains/IS

Agenda Item 8

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Board: | Date(s): |
| Information Systems Sub Committee | 11 th March 2015 |
| Subject: Contract Performance Report | Public |
| Report of: Chamberlain | For Information |
| <u>Summary</u> | |
| <p>This report provides an update on the performance of the managed service contract with Agilisys Ltd.</p> <p>Performance against the range of key performance indicators for the Business as Usual service is good and improving.</p> <p>Although there are concerns with the continued delays to the completion of the laaS project, the impact of the delay is being closely managed by IS Division and Agilisys.</p> <p>The Chamberlain's Staff Survey, highlighted a number of issues with service and these are being address. In addition, we will participate in the SOCITM survey during March 2015. Further reports on the results of these surveys and our actions to address any remaining issues will be given to the next IS Sub Committee.</p> <p>Recommendation: That this report is received</p> | |

Main Report

1. This report provides an overview of achievement against the key performance indicators that form the basis for the IS Managed Services contract with Agilisys Ltd. A copy of the balanced scorecard for January is included in Appendix A.

Business as Usual service performance

2. Since the last IS Sub Committee report there has been a reduction in the number of priority 1 and 2 incidents. This was as a result of emphasis being made on problem management, root cause analysis and prevention, rather than just resolution. Arguably more important than the actual number of priority 1 and 2 incidents, is the achievement against the targets for resolving them. On this aspect there has been a more consistent level of achievement with 100% of targets being achieved in 4 of the last 5 months.
3. This approach fits into the ITIL mandatory transformation programme specifically around problem and event management processes.
4. There has been a marked decrease in the number of aged (more than 10 days old) service requests, fallen from 211 in December to 65 in January. Service requests will include; creating new user accounts, ordering and installing new PCs and laptops, and creating new folders on shared network drives. However, the overall target for fulfilment of service requests is not achieving its target, and is currently being reviewed by the IS contract management function.
5. Abandoned calls to the Service Desk, has fallen below the target of less than 5% of calls in January, but is currently set to achieve the target in February. Further analysis shows that it is only at extreme peaks of activity, which generally occur with priority 1 calls affecting a wide number of users, that the target is not achieved.
6. Agilisys have brought in extra resource to manage the service desk processes, producing qualitative and quantitative improvements. This can be demonstrated in the trend analysis data for calls across key categories.
7. Another indicator that demonstrates improvement is the first time fix rate for calls to the Service Desk. This target does not cover every call to the Service Desk, but measures a selection of key services. The target of 80% was exceeded in January, which achieved 98%.
8. Service availability for all critical systems remains high, with targets being exceeded in most months.

Mandatory project performance

9. There are a number of concerns around the completion of one of the mandatory transformation projects, IaaS, which is the implementation of a hosted infrastructure for the City's systems and implementing a more resilient solution, taking account of business continuity and disaster recovery.
10. This should have completed in November 2014, but issues with some of the more complex applications and file shares meant the plan was revised to complete in mid-February. Due to interaction with the Oracle project this completion has now been delayed to May 2015.
11. 75% of the systems have migrated to IaaS and the majority of our critical systems are included in this total, this greatly reduces our risk of a major incident and enhances our business continuity arrangements.
12. Insight lunches have been arranged with Corporation departments to communicate this improvements and assist departments to amend their business continuity plans in response to

the IaaS changes and the implementation of improved remote access tools, VPN and Outlook Web Access.

Customer Surveys

13. The Chamberlains staff survey was conducted in late 2015 and highlighted a number of areas for improvement in the IS Service.
14. While the improved performance of the service highlighted in this report is a significant step forward, we recognise there is further work required to cover all the areas highlighted by the Staff Survey.
15. Additionally, we are participating in the SOCITM Survey during March 2015, which surveys our clients and compares the IS Department performance against other organisations.
16. For the next IS Sub Committee we will bring a report covering the results of these surveys, our action to address any remaining issues and progress made.

Conclusion

17. The overall level of performance by Agilisys against the service levels contained in the contract remains good. Where there are concerns over performance, these are being reviewed and addressed by the contract management function within IS Division.
18. Customer surveys have provided useful insight and we continue to work through the issues raised by these.

Contact:

Graeme Quarrington Page

Graeme.Quarrington-Page@cityoflondon.gov.uk

| <u>Service Level Agreement Delivery</u> | | | | | <u>Service & Volume of Change</u> | | | | |
|-----------------------------------------|--------|----------|--------|----------|---------------------------------------|----------------------------------|---------------------------------------------------------------|-------|---|
| | Actual | Target 1 | Actual | Target 2 | Trend | Actual | Target | Trend | |
| Incidents | | | | | | Service Desk | | | |
| %P1 fixed within SLA | 100✓ | 98.00 | 100 | 99.50 | ↕ | %Calls abandoned after 60 secs | 5.9* | 5.00 | ↓ |
| %P2 fixed within SLA | 100✓ | 98.00 | 100 | 99.00 | ↔ | % First Time Fix | 98✓ | 80.00 | ↓ |
| %P3 fixed within SLA | 76* | 98.00 | | | ↓ | Service Requests Response | | | |
| | Actual | Target | Trend | | | % Requests Fixed within SLA | 79.16* | 90 | ↓ |
| Service Availability | | | | | | Volume | | | |
| % Application Availability | 99.99✓ | 99.00 | ↔ | | | Service Request Volumes | 1609 | N/A | ↑ |
| % Telephony Availability | 99.97✓ | 99.50 | ↑ | | | Incident Volumes | 718 | N/A | ↑ |
| % Datacentre LAN Availability | 99.99✓ | 99.90 | ↑ | | | Self-Service Volumes | 221 | N/A | ↑ |
| % Corporate Network Availability | 99.85✓ | 99.50 | ↑ | | | People and Behaviours | | | |
| Usage | | | | | | Actual | Target | Trend | |
| Satisfaction | | | | | | | | | |
| % User Satisfaction | 80.57* | 85.00 | ↓ | | | Training | | | |
| Number of Complaints | 2 | N/A | ↑ | | | IT Training Courses Delivered | 10 | N/A | ↑ |
| | | | | | | Users Trained | 59 | N/A | ↕ |
| | | | | | | % Customer Satisfaction | 100 | N/A | ↔ |
| Usage | | | | | | Key: | | | |
| Number of Users | 3265 | N/A | ↓ | | | Green Font ✓ | SLA target achieved | | |
| Number of Mobile Devices | 1148 | N/A | ↑ | | | Red Font * | SLA target not achieved | | |
| Number of Desktop / Laptops | 3390 | N/A | ↔ | | | ↑ | Value in 'Actual' column has increased since last month | | |
| | | | | | | ↓ | Value in 'Actual' column has decreased since last month | | |
| | | | | | | ↔ | Value in 'Actual' column has remained static since last month | | |

| | | |
|---------------------------------------------------------------------------------|-----------------------------|------------------------|
| Board: | Date(s): | Item no. |
| Information Systems Sub Committee | 11 th March 2015 | |
| Subject: Progress Report on Strategic Programmes and all IS projects. | | Public |
| Report of: Chamberlain | | For Information |

Summary

1. This report provides an update on the IS Project Portfolio. It highlights key issues and risks and includes mitigating actions to manage the risks and issues in amber and red projects to ensure they progress in a controlled state and drive projects back to green status.
2. At present two projects are in red status, Oracle and Infrastructure as a Service (IaaS). Three projects are in amber status, Information Technology Infrastructure Library (ITIL), CRM Integration Works Manager, and Wide Area Network (WAN). A summary of the position of these Red and Amber projects is given below:

- a. **Oracle (Red)** – As of the 24th of February the Go live Process commenced, with the new system due to be given back to users on the morning of the 4th of March. As of the 26th of Feb this work is progressing well. When the new system goes live there will be one remaining critical service issue where no work around currently exists. However, the effected functionality is not required till Mid May and we are working with PWC and Oracle to resolve this issue in good time for this deadline. A further verbal update on progress will be given to the Sub Committee.
- b. **Infrastructure as a Service (IaaS) (Red)** – The project has changed from Amber status to Red status as there are several issues which have impacted the completion date, namely:
 - i. Spatial special case has been delayed due to performance issues on the new infrastructure. We are currently working with Agilisys to resolve these issues.
 - ii. File shares have been re-programmed to avoid conflict with the Oracle programme.
 - iii. The Libraries Talus system is due for replacement in the latter part of 2015 and the Project Board in agreement with the client has agreed to remove this system from the IaaS scope.

Taking account of these issues the re-planned project is now due for completion in late May 2015. It will remain at red status until such time as the Spatial issues have been resolved and the migration of the remaining complex systems are complete. Currently 74% (233) of all servers have been migrated and this represents a significant reduction in risk, with the vast majority of critical services now housed in the resilient data centres.

- c. **Information Technology Infrastructure Library (ITIL) (Amber)** – The Project is continuing with phase 2, the delivery of nine processes. The project is at Amber status as there has been a delay in the deployment

of the Service Asset Management Module. This is due to the identification of differences in access permissions and configuration between the test and live instances of Supportworks. The differences were investigated thoroughly and the migration rescheduled. The programme team do not envisage that this will impact the overall project timescales.

- d. **Wide Area Network (WAN)** – The project is at Amber status as there is one site remaining, which has a dependency on Cross Rail and access provision. The remaining site will be handled under BAU activity once this dependency is resolved. The WAN project will be closed as soon as practicable.
- e. **Integration between Works Manager and CRM** – The project is designed to deliver an interface between CRM and Amey, our waste management supplier's system, Works Manager. The interface will reduce errors in data entry and save time and effort associated with double data entry. The project is at Amber status due to some outstanding issues around the functional specification between the two systems. The Engagement Lead has informed the relevant Stakeholders of the risks affecting overall timescales and is continuing to escalate with the supplier. Once the queries have been resolved the functional specification can be signed off and project resource on both sides allocated.

- 3. The entire IS Portfolio has decreased from 52 projects to 37, 23 are in flight, 4 are being scoped, 1 is on hold, 1 is unallocated, 8 new opportunities are being processed.

Recommendation

The report is received.

Main Report

Background

1. This report follows on from the update presented at the last IS Sub Committee on 9 December 2015. It presents a current view of project progress, highlighting projects in amber and red status and mitigating actions.
2. A one-page summary providing a status update against all the IS Strategic themes can be found in Appendix A. In summary the RAG status against each theme is as follows:-
 - a. Building an Effective Corporation (Oracle) = Red
 - b. Promoting the City = Green
 - c. Better Working Practices = Green
3. In the previous IS Sub Committee 9 December 2014, the IS Division reported a list of 52 projects. Since then, this list has decreased to 37. Out of the 37 projects, 23 are in flight, 4 are in scoping phase, 1 is on hold, 1 is unallocated and we have 8 new opportunities. Appendix B provides further insight into the resource breakdown (City of London internal staff vs Agilisys) and projects closed since the last reporting period.
4. Appendix C presents a short progress update on key projects, along with RAG status and completion dates. This report also includes the direction of RAG travel.

Contact:

Graham Bell

Chief Information Officer

graham.bell@cityoflondon.gov.uk

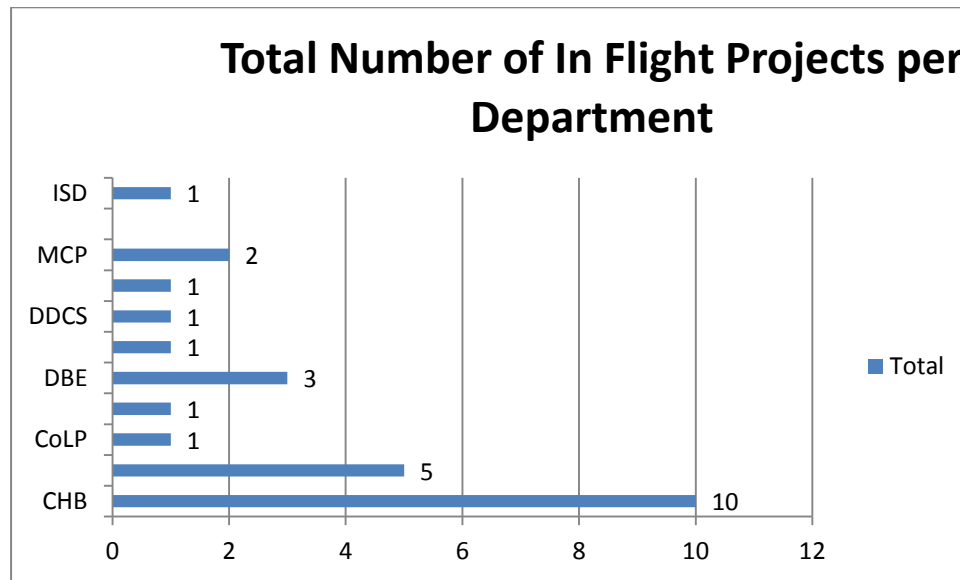
1. Appendix A – Programme Updates

The following provides progress against objectives for the three key programmes as outlined in the IS Strategy.

| Theme | RAG | Status Update | Next Steps |
|----------------------------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Building an Effective Corporation (Oracle) | RED | <p>The programme is continuing to progress and remains at a controlled Red status as agreed by the Steering Group and Board. Good progress has been made on defect resolution and a number of assurance sessions have been completed with process owners and subject matter experts.</p> <p>The programme manager will be focusing on planning activities for Post Go Live for March to May with PwC, ensuring alignment to the business timetable and minimal impact on BAU activities.</p> <p>The new system will Go Live with one remaining critical service issue where no work around currently exists but this is not on the immediate critical path.</p> | <ul style="list-style-type: none"> • Close early the February Financials (24th February) • Push to close down all open purchase orders (24th February) • Transition to Go Live 3rd March 8am • The one remaining critical service's functionality is not required till Mid May • Working with PWC and Oracle to resolve this issue in good time for this deadline. |
| Promoting of City – Superfast City Programme | Green | <p>Programme name changed to Superfast City Programme (SCP) to mark the move from the strategic to implementation phase. A programme team has been assigned.</p> <p>Pilot completed Trial underway at Middlesex St Estate and 65 London Wall. Effective collaboration between The City and Openreach has resulted in the 1st UK implementation of this ground-breaking advancement in SFB (Superfast Broadband) access. The team is receiving positive feedback from residents and SMEs and will attend the Middlesex Residents' meeting and 65 London Wall tenant meeting to promote availability of the new superfast broadband solution.</p> <p>Mott MacDonald appointed to assist with procurement of a partner (concessionaire) within the mobile industry to improve the provision of mobile coverage within the City. Open Day planned for 17th March to promote Wholesale Concession with suppliers.</p> | <ul style="list-style-type: none"> • To review the trial outputs |
| Better Working Practices | Green | <p>Whilst the overall strategic direction is awaiting feedback from the service review submission, individual departmental project requests are being progressed. Significant progress to note is the rollout of Outlook Web Access across the organisation.</p> | <ul style="list-style-type: none"> • Gain approval from the Corporate Projects Board to investigate and implement a solution that will provide unified communication solution that reduces support costs and increase access to flexible working through video conferencing. |

2. Appendix B – Portfolio breakdown

The Portfolio and Change Team are reporting 37 projects, 14 in house IS Resource, 9 are being delivered by Agilisys, 4 are in scoping, 1 remains unallocated, 1 is on hold and there are 8 new opportunities being investigated.



- **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

Four projects have closed since the last report:-

- **Business Rates and Council Tax Insourcing (Chamberlains)** – to insource services from Liberata to the City of London Corporation.
- **Information Governance (Chamberlains)** – a full suite of up to date policies fit for the digital age to enable compliance with information governance legislation. This was moved into Business as Usual Activity.
- **Pensions System (Chamberlains)** – to ensure continued support for the pensions system.
- **Tower Bridge External Website (Culture, Heritage and Libraries)** – To support the opening of their new glass walkway and improved Website.

Appendix C - Project Dashboard: Update on most significant In flight IS projects

- **In flight projects** - proposals and funding have been agreed, projects are underway

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.

Current IS In Flight Projects: i.e. the project proposal has been agreed: status report

| Projects | IS Stage / Gateway | Previous period RAG status | Current period RAG status | Direction of Travel | Project Manager | Project Sponsor | Planned completion date | Current completion date | Original Capital budget | Original Revenue budget | Budget RAG status | IS Staff days (Budget / Actual) | Notes |
|--------------------------------------------------------------------------------------|---------------------|----------------------------|---------------------------|---------------------|-------------------------|-----------------|-------------------------|-------------------------|-------------------------|-------------------------------|-------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Oracle ERP (R12) | Corporate Gateway 6 | Amber | Red | ↑ | Carl Collins-McCarthy | Peter Kane | Go Live - Mar-15 | Go Live - Mar-15 | £2.34m | | Red | 4629 Actual Days | The project is at a controlled red status, and is progressing through Go Live. |
| Network Refresh 'Network Renewal - Lot 1 (WAN replacement) | Implementation | Amber | Amber | → | Andy Goodey | Gary Griffin | Dec-13 | July-15 | | Part of the Agilisys contract | Green | 250 Days Budget 245 Days Actual | One site is remaining which require permission from Crossrail, scheduled for completion mid 2015 |
| SharePoint Expansion Strategy <i>[Part of Better working Practices Programme]</i> | Implementation | Green | Green | → | Richard Reilly | Fay Sutton | June 2014 | April 2015 | | £77K | Green | 80 Days Budget 73 Days Actual | The programme is currently Green work is continuing on the roll out of team sites and is on target to complete within budget |
| Infrastructure as a Service (IaaS) | Implementation | Red | Red | → | Agilisys, Greg Robinson | Gary Griffin | November 2014 | Feb 2015 | | Part of the Agilisys contract | Red | 490 Actual Days | The project is at Red status as the contingency period is being used for special cases. |

| Projects | 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 |
|------------------------------------------------------|--------------------|----------------------------|---------------------------|---------------------|----------------------|-----------------|-------------------------|-------------------------|---------------------------------|-------------------------------|-------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Information Technology Infrastructure Library (ITIL) | Implementation | Green | Green | → | Agilisys, Rob Colley | Graham Bell | December 2014 | April 2015 | | Part of the Agilisys contract | Green | 110 Days Budget 110 Days Actual | Project is at Amber status due to the delay in the rollout of one module. It is on target to complete to agreed timescales |
| System Rationalisation | Implementation | Green | Green | → | Janet Baker | Graham Bell | March 2015 | Sept 2015 | | No budget | Green | 252 Days budget 48 Days Actual | The project is progressing however due to no budget or resources the time for completion is taking longer than expected. |
| Libraries Programme | Implementation | Green | Green | → | Conal Brennan | Sara Pink | March 2015 | June 2015 | Report currently being produced | £59K (Grant Funding) | Green | Budget days being calculated 41 Days actual plus Agilisys time | The WiFi installation was successful The programme cannot progress any further until capital funding is secured. |

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

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