



## Information Technology Sub (Finance) Committee

**Date:** FRIDAY, 20 JANUARY 2017  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS - WEST WING, GUILDHALL

**Members:** Deputy Jamie Ingham Clark (Chairman)  
Deputy Roger Chadwick (Deputy Chairman)  
Randall Anderson  
Deputy Doug Barrow  
Nigel Challis  
Deputy John Chapman  
Jeremy Mayhew  
Hugh Morris  
Sylvia Moys  
Graham Packham  
Chris Punter  
Deputy John Tomlinson  
James Tumbridge

**Enquiries:** Fern Aldous  
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Lunch will be served in the Guildhall Club at 1pm  
N.B Part of this meeting may be subject to Audio/Visual 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 25 November 2016.  

**For Decision**  
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**  
Report of the Town Clerk.  

**For Information**  
(Pages 7 - 8)
5. **WORK PROGRAMME FOR FUTURE MEETINGS**  
Joint report of the Town Clerk and Chamberlain.  

**For Information**  
(Pages 9 - 10)
6. **IT MEMBER UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 11 - 16)
7. **IT STRATEGY AND TRANSFORMATION UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 17 - 36)
8. **MICROSOFT LICENSING AND CLOUD PRODUCTIVITY - GATEWAY 1/2**  
Report of the Chamberlain.  

**For Information**  
(Pages 37 - 42)
9. **IT FINANCE UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 43 - 44)
10. **SERVICE PERFORMANCE UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 45 - 54)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

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

**For Decision**

**Part 2 - Non-Public Agenda**

14. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**  
To agree the non-public minutes of the meeting held on 25 November 2016.
- For Decision**  
(Pages 55 - 58)
15. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**  
Report of the Town Clerk.
- For Information**  
(Pages 59 - 60)
16. **RISK UPDATE AND TREND**  
Report of the Chamberlain.
- For Information**  
(Pages 61 - 66)
17. **IT SECURITY AND MANAGEMENT**  
Report of the Chamberlain.
- For Decision**  
(Pages 67 - 86)
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
- 20.

**Part 3 - Confidential Agenda**

20. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the meeting held on 25 November 2016.
- For Decision**
21. **STAFFING UPDATE**  
Report of the Chamberlain.
- For Information**

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## INFORMATION TECHNOLOGY SUB (FINANCE) COMMITTEE

Friday, 25 November 2016

Minutes of the meeting of the Information Technology Sub (Finance) Committee held at Guildhall, EC2 on Friday, 25 November 2016 at 1.45 pm

### Present

#### Members:

Deputy Jamie Ingham Clark (Chairman)  
Randall Anderson  
Deputy Douglas Barrow  
Deputy John Chapman  
Jeremy Mayhew  
Sylvia Moys  
Graham Packham  
Chris Punter  
Deputy John Tomlinson  
James Tumbridge

#### Officers:

Fern Aldous	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Simon Woods	-	Chamberlain's Department
Kevin Mulcahy	-	Chamberlain's Department

#### In attendance:

Sean Grimes	-	Director of IT Services, Agilisys
Graham Everitt	-	Agilisys

#### 1. APOLOGIES

Apologies were received from Deputy Roger Chadwick and Nigel Challis

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

There were no declarations.

#### 3. MINUTES OF THE PREVIOUS MEETING

**RESOLVED:** That the public minutes and non-public summary of the meeting held on 30 September 2016 be approved as an accurate record.

#### 4. OUTSTANDING ACTIONS AND WORK PROGRAMME

The Sub-Committee considered a report of the Town Clerk which provided updates of outstanding actions from previous meetings. The report also provided information of the Sub-Committee's proposed work plan for forthcoming meetings.

A Member asked that the date of completion/progression of the action to set-up IT workshops be amended to reflect the date of the next workshop.

The Chairman confirmed that, in future, the work plan would reflect where updates had been made.

**RESOLVED** – That the report be noted.

**5. IT DIVISION UPDATE**

The Sub-Committee received a report of the Chamberlain providing an update on the recent activity of the IT Division. The Chamberlain advised that the newly developed strategy had been well supported across the organisation and at the IT Steering Group; the strategy would be brought to the February meeting of the Committee for approval.

In response to a query from a Member, the Chamberlain confirmed that the significant issue involving a virtual router which had affected Good Messaging was unlikely to reoccur due to more thorough monitoring now being put in place. The messages sent during the outage had been queued until the issue was resolved and then delivered to the intended recipients.

**RESOLVED** – That the report be noted.

**6. IT SERVICE PERFORMANCE UPDATE**

The Committee received a report of the Chamberlain providing details on recent service performance. A number of the priority one incidents had been caused by a reoccurring outage at Walbrook Wharf, which had now been stabilised. The outage which had affected the City of London Police had been caused by a fault with the provider, Vodafone, which had affected multiple Vodafone users.

In response to a query from a Member it was explained that the “shift left” referred to the desire for the service desk to gain more knowledge so they could resolve more queries at the first point of contact with the user. It was further explained that the cause of the surge in incidents following the holiday period was due, in part, to staff forgetting passwords. The re-set password self-service had only been partly successful in the Corporation (it had seen wider success with the City of London Police). This would be addressed under the managed service desktop transformation programme.

Officers undertook to add narratives to the graphs in future iterations of the report.

**RESOLVED** – That the report be noted.

**7. CONTRACTS UPDATE: MANAGED PRINT AND MICROSOFT LICENSE VOLUME RESELLER CONTRACT**

The Sub-Committee considered a report of the Chamberlain concerning the review of two existing contracts; the managed print service and the Microsoft volume reseller contract.

### Managed Print Service

There was confidence that the short tender process would be manageable, with the City Procurement team closely involved in the process. Members felt that the procurement presented an opportunity to discourage unnecessary printing. It was noted that this would be further addressed by the wider measures outlined in the strategy for departments to be responsible for their IT resources.

### Microsoft Volume Reseller

Members discussed the number of licenses required, and whether this could be reduced with the introduction of Office 365. Officers confirmed that there would be scope to remove licenses for peripheral products, and for there to be expiration on unused licenses, however core product licenses would still be required for almost all staff. The Chairman asked for a report on the matter to be brought to the next meeting of the Committee.

## **8. AGILISYS ORACLE LESSONS LEARNED REPORT**

The Committee received a report of the Chamberlain outlining the lessons learnt from the Oracle upgrade project. Members felt that although the lessons had been outlined, they had yet to be embedded in practice. It was felt that capturing on the risk register the risk from not learning lessons from previous procurement process would be beneficial.

Limited staff development on project management programmes had also contributed to recent difficulties and training was now in place to address this issue.

**RESOLVED** – That the report be noted.

## **9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

## **10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

Members discussed the results of the recent Member survey. The following points were noted:

- Members would need to decide on the approach to the level of the VIP services.
- Simple issues, such as the hardware in the Member's Room needed to be addressed. Officers assured Members that a replacement printer for the Member's Room would be shortly installed, and a simplified photocopier was being investigated.
- A Member felt that the wrong questions were asked on the survey, and the results did not reflect Member sentiment.
- Members were encouraged to gather feedback from the wider Membership.
- Lessons learnt would be developed and circulated.

The Chamberlain undertook to develop the results. Members could still send comments in relation to the survey.

11. **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.

<b>Item No.</b>	<b>Paragraph(s) in Schedule 12A</b>
12-13, 15-17	3
14	7
18	4

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

The Sub-Committee reviewed the non-public minutes of the meeting held on 30 September 2016.

13. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**

The Sub-Committee received a joint report of the Town Clerk and the Chamberlain outlining the actions outstanding since the last meeting of the Committee.

14. **RISK UPDATE AND TRENDS**

The Sub-Committee received a report of the Chamberlain which provided analysis on the IT division's risk register.

15. **CONTRACT EXTENSION PROPOSAL**

The Sub-Committee considered a report of the Chamberlain regarding the managed services contract.

16. **TRANSFORMATION PROGRAMME UPDATE**

The Sub-Committee received a report of the Chamberlain providing Members with an update on four of the priority projects.

17. **IT FINANCE UPDATE**

The Sub-Committee received a report of the Chamberlain regarding the IT Division budget for the current financial year.

18. **IT LEADERSHIP UPDATE**

The Chamberlain updated the Sub-Committee on the IT leadership in a Members only session.

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

There were no non-public questions.



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

There was no other non-public business.

**The meeting ended at 3:25pm**

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Chairman

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## Information Technology Sub-Committee - Outstanding Actions

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress update
1.	7 June 2016, Item 5	<u>IT Division Member Update</u> IT Workshops for Members to be introduced	Simon Woods, Chamberlain's Department	January	Workshops are being held, with the next workshop on "IT Transformation Deep Dive" currently being scheduled.
2.	25 November 2016	<u>IT Service Performance Update</u> Narratives to be added to accompany graphs in future iterations of the report	Fay Sutton, Chamberlain's Department	January (and then ongoing)	Done.
3.	25 November 2016	<u>Microsoft Volume Reseller</u> A report on Microsoft licenses to be bought to the next meeting	Sean Green, Kevin Mulcahy Chamberlain's Department	February	Paper on approach to desktop software to be presented at February meeting.
4.	25 November 2016	<u>Agilisys Oracle Lessons Learnt</u> A item to be added to the risk register capturing the risk associated with not learning lessons from large scale procurement exercises.	Peter Kane, Simon Woods, Chamberlain's Department	January	Done. Risk added to register.
5.	25 November 2016	<u>Member Survey</u> The Chamberlain to develop and analyse the results from the Members survey. Members to send in any additional remarks.	Peter Kane, Simon Woods, Chamberlain's Department	May	More detailed research to be conducted following feedback and proposals brought to the first IT Sub Committee following the election.

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**Information Technology Sub-Committee - Work Programme**

Meeting:	Nov 2016	Jan 2017	Feb 2017	May 2017	July 2017	Sep 2017
<b>Oversee the Risk Management and Risk Assessment of IT Services to ensure that the services provided allow the effective delivery of the Corporation and Police's business operations</b>						
Corporation IT	Risk update & trend	Risk update & trend	Risk update & trend	Risk update & trend	Risk update & trend	Risk update & trend
Police IT	Risk update & trend	Risk update & trend	Risk update & trend	Risk update & trend	Risk update & trend	Risk update & trend
<b>Ensuring appropriateness and effectiveness of IT infrastructure and services for the Corporation and Police</b>						
Corporation	IT Division Update	IT Division Update	IT Division Update	IT Division Update	IT Division Update	IT Division Update
Police	IT Division Update	IT Division Update	IT Division Update	IT Division Update	IT Division Update	IT Division Update
<b>Ensuring that all appropriate actions are taken to assure the security, resilience and sustainability of all IT systems.</b>						
	IT Risk Update	IT Risk Update	IT Risk Update	IT Risk Update	IT Risk Update	IT Risk Update
	IT Division Update	IT Division Update	IT Division Update	IT Division Update	IT Division Update	IT Division Update
	IT Transformation Programme update	<b><i>IT Security Improvements linked to Corp Risk SR16</i></b>		IT Transformation Programme update		
<b>Operating as an intelligent client for all major IT outsourcing arrangements which have been contracted to third parties.</b>						
Agilisys Contract	Contract Extension Proposal			Operating model and contract changes	Contract Extension Update	

Meeting:	Nov 2016	Jan 2017	Feb 2017	May 2017	July 2017	Sep 2017
Other IT Outsourcing?	Managed Print Update  Microsoft licence volume reseller contract	Microsoft licencing model update	Telephony service contract update  Managed print contract update  <i>City Police CCTV contract update</i>			
<b>Overseeing effectiveness and value for money of the IT department.</b>						
	IT Finance Update	IT Finance Update & 2017/18 Budget	IT Finance Update  <i>Network Project Issues Report</i>  <i>Wide Area Network Gateway Report</i>		IT Finance Update	IT Finance Update & early view of 2018/19 Budget
<b>Where appropriate, holding informal workshop meetings to provide an opportunity to give in-depth scrutiny to projects</b>						
Potential Date	December		Feb			
Potential Subject	IT Strategy – IT Division 2020		Transformation Programme – Deep dive into the key projects			

# Agenda Item 6

<b>Committee(s)</b>	<b>Dated:</b>
IT Sub Committee – For Information	20 January 2017
<b>Subject:</b> IT Division – Member Update	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Simon Woods, IT Director	

## Summary

The number of serious, negatively impacting issues has been at a very low level since the last IT Sub Committee. The IT Division has maintained a focus on service availability whilst seeking to progress the transformation programme that will uplift the overall quality of IT services at the Corporation and City Police. Core updates:

- The in-year budget uplift has been approved by all the forums required and is now in-place to meet the commitments the IT Division has in this financial year. The uplift will further enable activities to be progressed to lower the risk associated with the ageing IT infrastructure. Since the approval we have also established an estimate of the additional Capital required to reset the quality of IT services in the longer term. Initial modelling points to a total figure in the order of £8.1 – 8.4m (depending upon the amount that can be capitalised) on top of the requests that have already been approved at committee.
- IT Division has been working with City Procurement to engage a third party consultant to further develop our strategy and target operating model. This work follows on from the development of the high level vision and the IT transformation strategy. We aim to appoint a suitable consultancy organisation by the end of January.
- The next IT Member workshop is currently being set-up. The focus will be a deeper examination of the transformation programme and what the impact will be for all the users of IT services. This engagement will enable Members to understand the entire programme as the Division builds the next phase of project requests that will need to go through Projects Sub Committee.
- I have been supporting the on-boarding of both the new IT Director, Sean Green, and the new Deputy IT Director (Delivery), Matt Gosden. Matt started with the Corporation on Wednesday 4<sup>th</sup> January and Sean has spent two days with me ahead of his official start date of the 16<sup>th</sup> January.
- Activities to prove our ability to maintain the bulk of the IT services should there be an issue at Guildhall are on-going. Within the next few weeks we hope to demonstrate that a major outage linked to connectivity, power, and/or a lack of access to Guildhall would not prevent users from accessing core services.
- The structure of the IT Division is being strengthened so that key support activities such as financial controls, risk management, and audit compliance

are brought together in a new grouping called IT Business Management: the job description for the lead officer role, IT Business Manager, is currently being evaluated .

Staffing update:

- My last day as IT Director was Thursday 12<sup>th</sup> January.
- Sean Green has started as the new IT Director as of Monday 16<sup>th</sup> January.
- Matt Gosden has started as the new Deputy IT Director (Delivery) as of Wednesday 4<sup>th</sup> January. As well as being a deputy for Sean, Matt replaces Dave Price, a contractor who covered the Head of IT Delivery role within the team.
- Stuart McGowan has joined the IT Division on a contract basis as our new Enterprise Architect.
- Rajiv Rathod, the IT Division Contracts and Supplier Manager, has moved to Chris Bell's new Commercial Team. Rajiv will continue to focus on IT but will have more support from Chris and the team to drive out the maximum value from our IT contracts.

### **Recommendation(s)**

Members are asked to:

- Note the report.

### **Main Report**

#### **Updates**

1. The budget position that was presented at the last IT Sub Committee has now been submitted to all of the governance forums required. The IT Division is confident of now being able to meet all the financial commitments it has in this financial year and is also now able to invest in remediations that will lower the overall risk of the the IT services being provided. Some money has already been spent on the replacement of network infrastructure and other options are currently being considered to improve resilience and/or uplift the performance of the IT services being provided.
2. Within the budget uplift paper the IT Division stated that additional Capital requests would be made in addition to what has already been approved at IT Sub Committee and Projects Sub Committee. The requirements gathering and deeper analysis of the work required has now been pulled together in a financial model and we have our first indication of the level of investment required. The initial figure is currently estimated at £8.1 – 8.4m on top of what has already been agreed at Committee. Detailed Gateway reports will be submitted to both IT Sub Committee and Projects Sub Committee over the coming months to request the funding required.



3. Following the discussions linked to the recent budget uplift and the work completed around the high level vision and transformation strategy, the IT Division has been working with City Procurement to procure consultancy services to both verify our approach and proposed operating model, and to ensure we manage the transition to the new model with minimal risk, and in partnership with our key suppliers. We have used the Nepro framework for the procurement and aim to appoint a suitable partner by the end of January.
4. The next Member workshop is being planned. The focus for the workshop will be a deeper view of the transformation programmes that will lead to a fully refreshed network and new way of deploying and managing desktop computers. Members will gain a greater understanding of the user impact of the large scale investments being made and how the additional requests currently being created link to the end-to-end solution being implemented. The workshop will also help Members support officers as the IT Division engages with the Chairman of Projects Sub to socialise the entire package of activities that will be presented.
5. I have been supporting the on-boarding of both the new IT Director (Sean Green) and new Deputy IT Director (Delivery) (Matt Gosden). Matt started on the 4<sup>th</sup> January and is spending significant time with Dave Price, the contractor who has been covering the Head of IT Delivery role that will be replaced by Matt's new role. Dave will remain with the organisation until the end of January to support Matt getting up to speed. (The updated structure of the Division is provided as Appendix A).
6. Testing to ensure that any power, connectivity, or issues with access to Guildhall do not prevent staff from using their IT systems is on-going. Although some of the testing has identified issues, the work has been extremely valuable in helping us ensure that should the worst happen, we will be ready and able to connect staff to most of the information resources they need. The IT Division will continue to report on the status of this testing and it is hoped that we will be able to report a positive outcome by the time of the February IT Sub Committee.
7. Further changes are being progressed to strengthen the IT Division in terms of increasing resource for important back-office tasks that will help measure and manage the Division as a whole. A new IT Business Management team is being established that will focus on supplier management, financial controls, audit compliance, service performance reporting, and risk management. The job description and person specification for the lead role of the new team has been created and is currently being evaluated. The key aim of creating the new team and roles is to separate these important support activities from front-line teams. Urgent issues tend to take precedence and this has sometimes prevented a focus on these important areas of work in the past.

## **Staffing updates**

8. My last day with the Corporation and City Police as IT Director was Thursday 12th January. I would like to take the opportunity to thank Members for their support during a time when some challenging issues had to be put before Committee. I would especially like to thank the Chairman, Jamie Ingham-Clark for his enthusiastic and positive support over the past 6 months.
9. Sean Green has started as the new IT Director as of Monday 16th January after leaving his role at Tower Hamlets as their IT Director. Sean has experience of working with Agilisys at Tower Hamlets and is looking forward to the new challenge here at the City.
10. Matt Gosden has started as the new Deputy IT Director (Delivery) as of Wednesday 4th January. Matt was most recently Interim CIO at the Department of Energy and Climate Change and has lots of experience of large scale IT transformation programmes. As well as being a deputy for Sean, Matt replaces Dave Price, a contractor who has been successful in strengthening our approach to IT change and service management. Dave will complete his handover by the end of January.
11. Stuart McGowan has joined the IT Division on a contract basis as our new Enterprise Architect and will ensure that the requirements of the Corporation and City Police are matched by the delivery of the transformation programmes.
12. Rajiv Rathod, the IT Division Contracts and Supplier Manager, has moved to Chris Bell's new Commercial Team. The team is being established this year to improve the City's approach to the commercial management of suppliers. Rajiv will continue to focus on IT but will have more support from Chris and the team to drive out the maximum value from our IT contracts.

## **Appendices**

- Appendix A – Current IT Division Structure

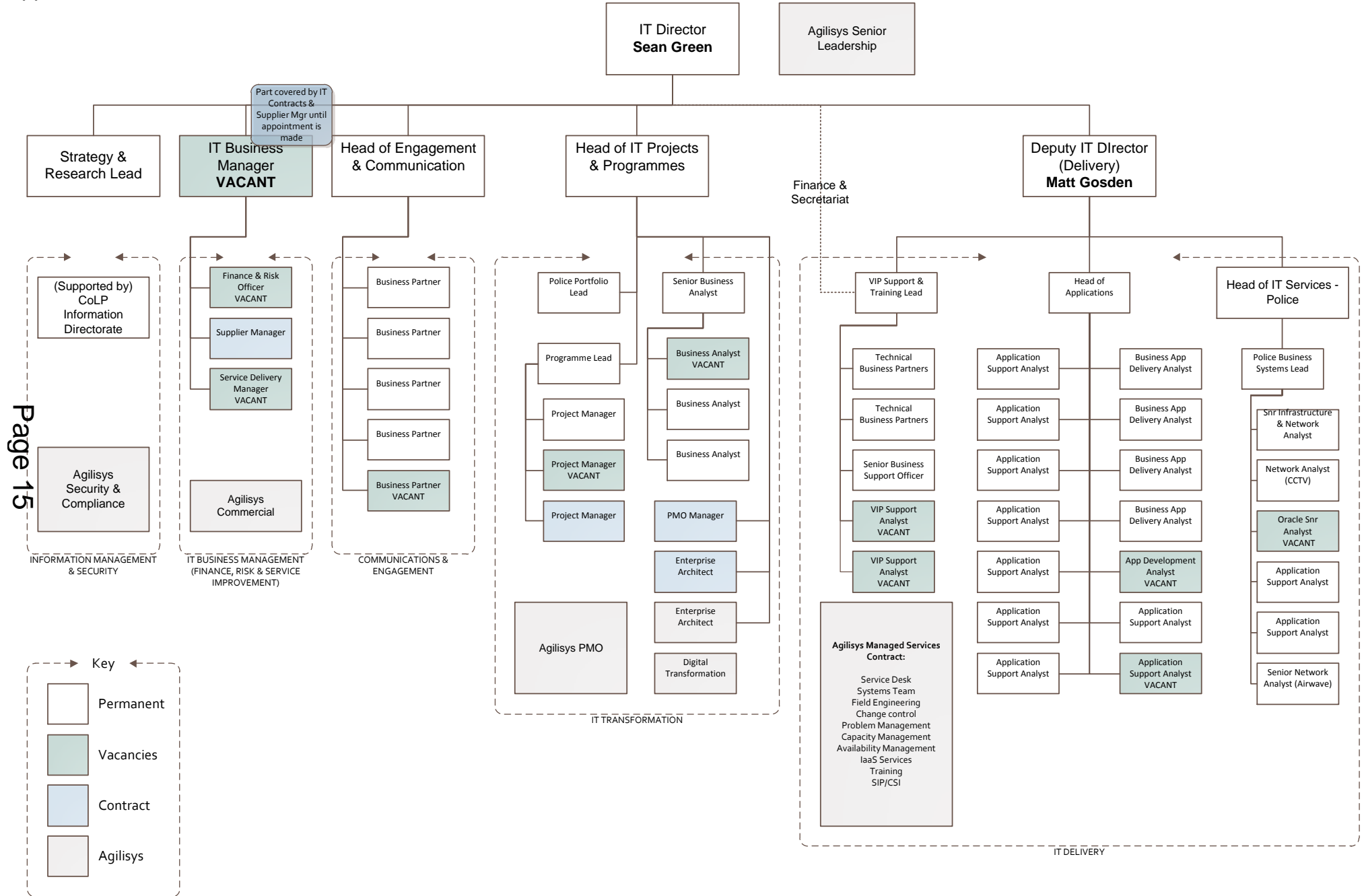
### **Simon Woods**

IT Director, IT Division

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Appendix A



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# Agenda Item 7

<b>Committee(s)</b>	<b>Dated:</b>
IT Sub Committee – For Information	20 January 2017
<b>Subject:</b> IT Division – IT Strategy and Transformation Update	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Simon Woods, IT Director, IT Division	

## Summary

The transformation programme that is focussed on replacing the network and developing a new approach to desktop device provision is proceeding at pace.

- The core policies that define the requirement for the organisation have progressed and over fifty percent have been written. Only a small number will have a major impact on users and any that do will be shared and approval sought in advance.
- The work to develop the designs for the new desktop services are on-track and remain on budget.
- The network replacement works have progressed and site surveys have been completed. The additional budget required for the local area network is now more clearly understood and the gateway papers to progress the wide area network element have been drafted.
- An IT strategy linked back to the initial Vision and supporting the IT Transformation Programme has now been created for the Corporation. It is included with this report as Appendix B.
- A version of the strategy will be created for City Police that is aligned to the Corporation where appropriate but also takes account of the national systems the force needs to engage with, and the specialist nature of their activities.

## Recommendation(s)

Members are asked to:

- Note the report.

## **Main Report**

### **Updates**

1. The current plan is to complete the key components of change in 2017 with end user benefits coming on stream for Corporation staff from June onwards. Effective steering groups for Transformation, Network and Desktop are in place and meeting on a fortnightly basis to track progress and report variances.

### **Policy Framework – Green**

2. Guiding principles (policies) have been defined and these act as the business requirements for the Transformation.
3. Most policies have been completed and a plan is in place to complete all the remaining policies by the end of Q1 2017.
4. Policies that impact staff will be circulated through the IT Steering Group and the new IT Business User Group.

### **Desk Top – Green**

5. A High Level Design has been completed that takes account of the user experience and this will ensure the transformation remains focussed on the end users.
6. Detailed designs for underpinning technology such as Active Directory, Windows 10 and SCCM have been completed.
7. Supporting infrastructure is currently being built.
8. Business change communications is being finalised by the IT Division Head of Engagement & Communications, with some Communications starting in January.
9. Application discovery has been completed and packaging of core applications is under way.

### **Network – Green** (assuming committee approval for funding revised requirements)

10. An issues paper for Projects Sub is being developed to address the revised funding requirements for the Network transformation.
11. A gateway 4/5 paper has been developed for the Wide Area Network (WAN) Implementation.
12. There has been a detailed review of all unfunded assumptions completed to assure we have a total solution cost.
13. We have produced a fully documented high-level design detailing the end to end solution and outcomes for Local Area Network (LAN), WAN and Wi-Fi.

14. The physical survey of all 90+ sites, communications rooms, power and cabling has been done and identified critical remediation works that are required to enable the implementation of the new LAN and WAN.
15. Further discussions have taken place to improve understanding of requirements for the Ring of Steel and Accommodation Programmes.
16. The WAN tender for Corporation and Police has been completed.
17. We have produced an end to end total cost of ownership model for the new network including revenue implications.
18. Programme governance and assurance frameworks have been established.
19. The programme team has developed the criteria to ensure the Network Transformation Programme will deliver the actual Business benefits required.

### **Cloud Services – Green**

20. A gateway 1 / 2 Paper has been submitted for the development of the cloud services business case and options analysis.
21. The draft business case has also been completed and a Gateway 4/5 paper is being developed.
22. The business case indicates significant savings on infrastructure costs and the solution is cost neutral over 4 years.

### **City Police IT Transformation Strategy**

23. Rhys Lovegrove will be working with key stakeholders in City Police to develop an IT Strategy document for the police that takes the relevant aspects of the Corporation Strategy and adds the specific needs of City Police, including the national systems and services they will need to engage with over the coming years.
24. Rhys will carry out this work in consultation with the IT Strategy work stream of the CoLP IT Review, that has representation from IT Division, Police PMO and Gary Brailsford – Hart. This will ensure that the strategic view and requirements of CoLP are fully incorporated.
25. It will align with the themes set out within the IT Strategy that has been set out for COL, but will focus on the needs of an operational police force.
26. The CoLP IT Strategy will reflect the specific requirements of the CoLP Operational Policing Strategy, enabling key stakeholders to understand how IT will support the policing function. This will incorporate the requirement to work with partners including COL and other blue light services.

27. It will further align with the national strategy for Police IT as set out by the Home Office, including alignment with The Police ICT Company and the Home Office Police Procurement Strategy. This will be in addition to the specific requirements of the nationally mandated IT change programmes for policing such as:
- a. Digital Policing,
  - b. Home Office Bio Metrics,
  - c. National Law Enforcement Data Service,
  - d. Emergency Services Network (ESN).
28. The Strategy will reflect the major change programmes that are underway within CoLP such as Network Transformation, CCCI, Ring of Steel and The Accommodation Strategy.
29. The IT Strategy will also dovetail with the Information Management Strategy for the force, to ensure that all IT solutions reflect the required security standards including the revised information classification standards.
30. At this stage it is expected that although there will be a significant amount of commonality between the Strategies for the Corporation and Police that each organisation will have a separate strategy document. This will be kept under review and could change following more detailed work.

## **Appendices**

- Appendix A – Plan on a page
- Appendix B – City of London Corporation - IT Strategy - 2020 Vision

## **Simon Woods**

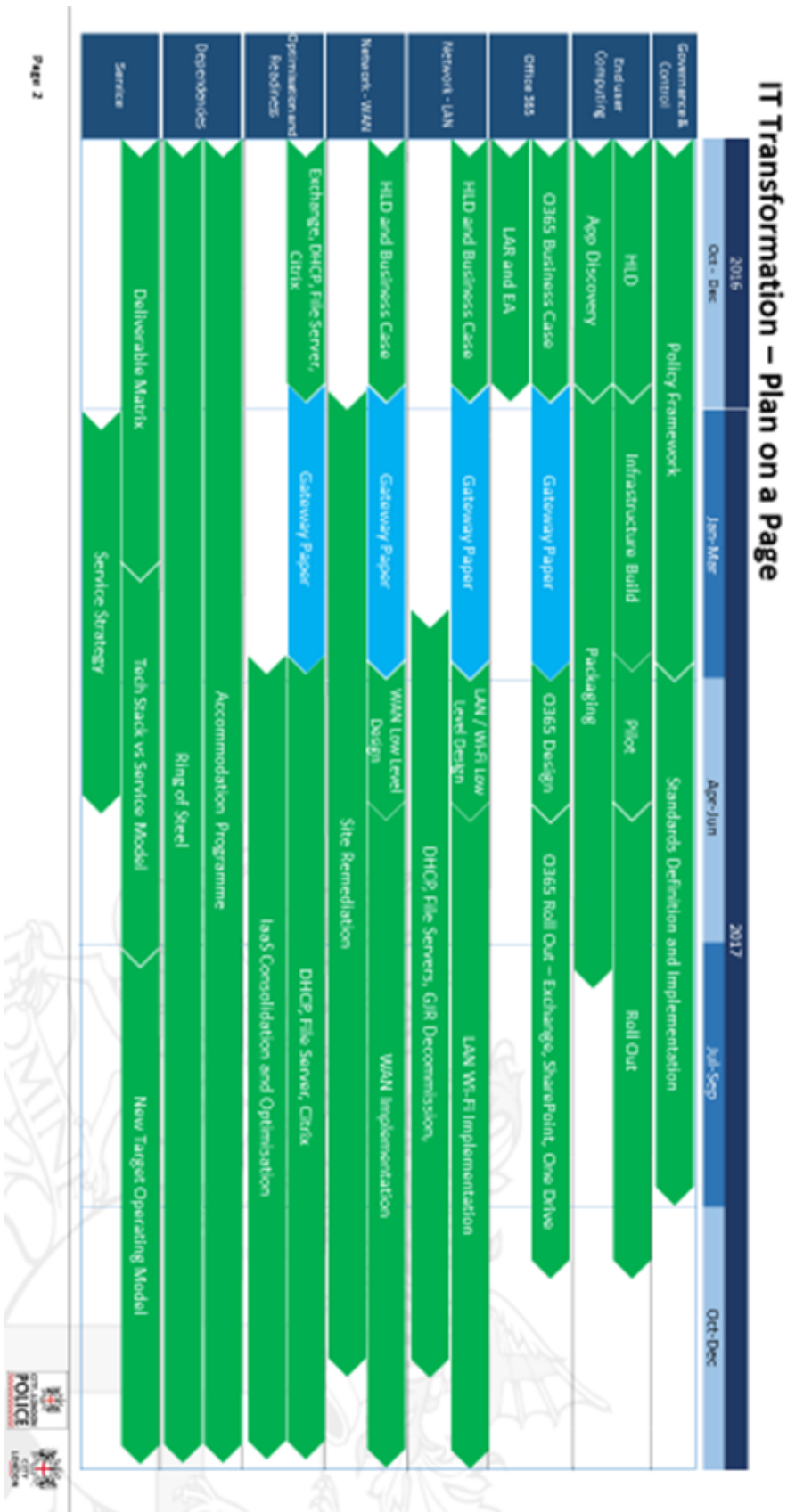
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Appendix A – IT Transformation – Plan on a page





# **City of London Corporation**

## **IT Strategy - 2020 Vision**

**\*\*\*DRAFT\*\*\***

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### **Document Details**

<b>Version</b>	<b>Modifications</b>	<b>Author</b>	<b>Date</b>
0.1	First draft	Adrian Davey	15/11/2016
0.2	Internal review and amendments	Kevin Mulcahy	16/11/2016
0.3	User experience and policy framework added	Adrian Davey	08/12/2016

### **Approvals**

**This document requires the following approvals:**

<b>Name</b>	<b>Role</b>	<b>Signature</b>	<b>Date</b>	<b>Version</b>
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Simon Woods	Director of IT		17/11/2016	0.2
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SRG			05/12/2016	0.2
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IT Sub Committee				

### **Distribution**

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Summit Group		08/12/2016	0.3

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## Introduction and Context

The City of London Corporation and the City of London Police are now at a point where it needs to re-evaluate both the demands it has for its IT services and how those IT services will be supplied. The current Technology stack has reached both the end of its supportable life and serviceable life.

This paper articulates the current problem definition, what we can learn from the past and how we can shape the future with a clearly defined strategy and road map.

CoL is a consumer of IT and ultimately its strategy is based on the services it needs to consume, market trends and the transformation required to enable those services. Strategy is about shaping the future and has 3 components

- Diagnosis: analysing the environment or situation, making a diagnosis
- Guiding Policy: setting the Policy framework
- Action Plans: sequencing the tasks and activities

The key point is strategy is not a vision but is the defined action plan based upon the Guiding Policy and the diagnosis of the current issues.

This document is concerned with the IT strategy and not the Information and Application strategy which is a separate methodology linked to business strategy and business process. Contextually it is focused primarily on CoL except for the network with the CoLP to follow on completion of their requirements definition for the Digital Police Force in 2017.

IT is the enabling services and supporting infrastructure the business consumes and is an enabler to the business strategy. IT though is critical to business success and for the modern Corporation it is essential that the underpinning IT and services are fit for purpose and support the goals of the organisation.

## IT industry developments and Digital Transformation

The IT industry can be defined as a mature industry and future developments are focused on lower costs and simplicity as the last next big thing was the development of the web. ERP solutions are relatively mature and the days of implementing systems and removing 20 account payable staff have gone. Further efficiency and productivity improvements in IT will come from leveraging new delivery mechanisms from cloud based service providers and aligning the service model to new ways of working. The key developments are

- The internet has become increasingly dominant in terms of how services are viewed and accessed
- The Cloud delivery models have reached critical mass and maturity
- Innovation is coming from how services are being delivered and consumed
- IT service models have transformed
- The Corporate IT function is de-skilling as the services move to the cloud
- Services are increasingly agile with a focus on mobility

These trends have coalesced around the Strategic direction of Digital Transformation which seeks to take advantage of these trends to deliver a better outcome for the enterprise. Digital Transformation can be defined as the end-to-end approach to modernising IT and is an effective approach to create and support a viable digital business. It has three key components following the strategic agenda;

- Defining the target state for their IT architectures
- Deciding which elements of the IT landscape (systems, people, and processes) need to change
- Determining the sequence and scope of change

The IT Strategy for the City of London is to follow a Digital Transformation Strategy that addresses the failings and weaknesses of the past while ensuring the organisation is ready for the future. To be successful the three steps need to be addressed systematically. This paper covers the road map for the underpinning services of the network, infrastructure, end user computing and collaboration services. More importantly it addresses how these services will be consumed, supported and the underlying policy frameworks. The major challenge for us in all this change will be how the IT department responds as we move away from building IT to consumers of IT.

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## The Diagnosis and business requirements

### User Perception challenge

To change the IT department needs to be honest with itself on the current challenges and the perception gap between user expectations and the service and services being offered. More importantly we need to be honest with ourselves on the root causes and ensure we are a learning organisations that can work together to enable an enhanced IT offering. With the consumerisation of IT in many cases our users IT is better in a home environment than at work.

Current perception and reality of IT can be summarised as;

- Underperforming systems
- Spinning Donuts
- Slow performance
- Outdated technology
- Poor service
- End user frustration
- Credibility
- High levels of complexity

No one root cause can link these issues but a number of themes have emerged;

- Lack of architectural reference model
- Service and support landscape failing to keep pace with change
- Outdated and complex technology stack
- Built up technology debt
- Undocumented systems
- Poor understanding of the as built environment
- Half delivered projects not fully transitioned into support
- Projects closed down before they had delivered their goals
- Overlapping technologies
- Sub optimal approach to out sourcing

To illustrate the point, we need to ask why does it take 3 days to deploy a new laptop when the industry standard is 45 minutes. Our last upgrade of the desk top environment moved us from Windows XP to Windows 7. This was forced on us by XP going end of life. Our approach was similar to taking a 2001 car into the show room and changing the badge to the 2009 model. The issue was that in the intervening 10 years the underlying architectural, support and delivery model had fundamentally changed. While the badge on the system says Windows 7 we are still managing the solution as though it was XP putting our technology 15 years behind in terms of improvements. The project exhibited all the attributes above and we can take some key lessons forward through our change;

- Upgrades are not about the technology but achieving improvements in business outcomes
- To achieve the outcomes, we must not only upgrade the technology but also the support and service model
- Methodology must be followed including being clear on acceptance criteria

### Technology Stack Review

Following methodology, the starting point for the strategy has been an in-depth analysis of our technology stack in determining root cause of user frustration. The analysis helps us understand the as built environment, the components and impact of change and the sequence of events.

## CoL Technology stack - December 2015 (baseline)

USER								
Device Applications	Office 2013	Office 2010	Office 2016	Forefront 2010	Google Apps	Visio 2007	Visio 2010	SCCM 2007
	BitLocker	OCS 2007	Skype Consumer	One Drive	Project 2013	IEM 9.1	Project 2007	Business Apps
	Project 2010	Project 2003	APP V 4.6	Lumension	Visio 2013	Good		
Browsers & Viewers	IE 11	Chrome Browser	Firefox Browser	MS Silverlight	Jave (JRE)	Adobe Reader	Adobe Flash	IE 8
Device Platform	Windows 7 Enterprise	Windows 8.1	Citrix XenApp 6.0	BlackBerry OS 5	Apple IOS	Mac OS	Windows 10	
Device Hardware	Viglen Desktop PCs	HP Laptops	Microsoft Laptops	Lenovo Laptops	Analogue Conf Phone - Polycom	Apple Macs	Blackberry	Chip and Pin
	Basic Nokia Mobile Phone	iPads	ATA's	Windows phones	iphones	Mitel Desk Phone	Netgear	IP Conf Phone Polycom
	Minicom	O2 Pico Cell	Vodafone Pico cell					
SERVICE								
Applications	Oracle r12	Exchange 2010	Business Objects	OCS 2007	iTrent	Capita	Idocs /laser fiche	Orchard Housing
	Microsoft CRM 5.0	Google Apps Platform	Northgate Paris	CAPS Uniform	Civica APP	Civica Flare	GIS	Frameworkl
	ModGOV	SupportWorks	SharePoint 2007	SharePoint 2010	Oracle r11	Oracle OBI Warehouse	Office 365	Good
	Mitel Contact Centre Client	CT Playback						
Application Technology	MS Internet Information Server	Apache Web Server	Oracle JSP	Oracle Forms	Citrix XenApp	MS BizTalk 2010	Engress	APP V
	Oracle OBI	RDS						
Management Tools	Solarwinds Orion	TSM Backup	IBM Endpoint Manager	Mas360 MDM	VMware vCenter	Active Directory 2012	Group Policy	NetApp Snapshot
	Active Directory 2008 R2	Nessus	Good	Agilisys BaaS	Blackberry Enterprise Server 5.x	SCCM	NetBackup	WSUS
	SupportWorks	Office 365	Active Directory 2003	Lan Sweeper	Solarwinds NPM	Solarwinds SAM	Solarwinds Storage Mgr	Backup Exec
	Enterprise Vault	Mitel Enterprise Manager	Nortel Device Manager					
Security & Access	Nokia CheckPoint Firewall	Cisco ASA Firewalls	MS Certificate Services	Juniper Firewalls	RSA 2FA Two-factor Auth	Cisco User VPN	Site VPNs	JetNexus (Loadbalancer)
	Pulse User VPN	Fortinet Firewall	Juniper MAGs	Citrix Gateway				
DATA								
Databases	SQL Server 2000	My SQL	SQL Server 2005	SQL Server 2005 Express	SQL Server 2008	SQL Server 2008R2	SQL 2012	Oracle Database
	Ingres	MS Access	Flat File					
File Service	Windows File Service	Windows File Service 10x WAN Sites	Huddle	OneDrive	Google Drive	Office 365	FTP Service	
INFRASTRUCTURE								
Server Platform	Windows Server 2003	Windows Server 2003 R2	Windows Server 2008	Windows Server 2008 R2	Windows Server 2012	RedHat	SunSolaris	
Server Virtualisation	VMware							
Server Hardware	Hardware Servers	HP Proliant DL Rack Servers	Agilisys IaaS					
Storage	NetApp SAN	Google Drive	HP NAS	OneDrive	HP SAN	IaaS Storage	Local Storage	NAS (Various)
NETWORK								
Network/Telephony Devices	Cisco LAN Switching	Cisco WAN Routing	Aruba Wi-Fi Controllers & APs	Trapeze Wifi Controllers & APs	Mitel VoIP	DataTrack (Call Logger)	Computel (Voice Recorder)	
	Mitel ACD	Nortel Switches/Routers	Juniper LAN Switches	Netgear ADSL Routers	C3 (Voicemail/IVR)			
Network/Telephony Links	6 Degrees (ISP)	LPSN Internet Link	O2 (Public Wifi)	BT Point-to-Point Links	ISDN30 Phone Service	Mobile Phone Network	Closed user Groups	BT Broadband (wires only)
	Virgin Media MPLS	Dark Fibre	LGFL	GCSX	Wi-Fi	The Cloud (Public Wifi)	Galaxy (lib sys)	Internet based SIP (daisy chain)
Data Centre	GJR	Powergate (CoLo for DR)	Hampstead	West Ham Park	Mansion house	Central Criminal House	Heathrow animal reception	London Met Archive
	Welwyn GC	Guildhall						

The components of our infrastructure are heat mapped and coded as follows

- Green – currently fit for purpose though may underperform due to other components
  - Amber – needs attention, approaching end of life
  - Red - either end of life, poorly architected, overlapping and ultimately requiring change
- Coupled with this have been an in depth system analysis on the following components;
- Network and site surveys

- 
- Exchange
  - DHCP
  - Citrix
  - Fileservers
  - Desktop
  - Active directory
  - Infrastructure
  - Applications

The detailed analysis can be viewed separately but result in a number of themes to follow through in our solution design. In principal the critique of the technology stack and its components are;

- Poor understanding of financial model and real Total Cost of Ownership
- No defined Policy framework
- Lack of understanding of the component interdependencies
- Little standardisation and optimisation
- Components implemented as point solution
- Lack of investment in support and maintenance
- Poor transition and handover into support
- Components and the technology stack failing to meet business requirements

## Risk Profile

Given the complexity and current state of the technology stack a number of emerging risks need to be highlighted and mitigated through the transformation. The lack of standardisation and architectural principles imposes unquantified security, business continuity and disaster recovery risks. A key component of the transformation will be to ensure we have effective and manageable risk profiles.

## Design Principles and Business requirements

As we design the solutions we can now define a set of design principles and business requirements that all solutions must conform to;

### Business Requirements

- Enhance the end user experience
- Deliver a platform to enable a more mobile workforce
- Enhance the reliability and functionality of our environment
- Align the user experience to modern ways of working
- Deliver collaboration to provide a connected workforce
- Place the Corporation into best in class for Technology adoption and exploitation
- Provide our users with appropriate the tools to do their jobs
- Align user expectation and user perception

### Design Principles

- Policy led design
- Remove complexity and simplify wherever possible
- Deliver end to end solutions
- Ensure the support model transforms in parallel with the technology
- Adaptable to current and future needs
- Alignment to industry trends
- The Technology Stack will be architected to best practice providing resilience and redundancy at all levels where cost effective and aligned to business requirements
- The Technology Stack will be designed to support CoL requirements for cost effective ICT services
- Cloud solutions wherever possible
- Technology stack platform based around a single vendor where possible
- The technology stack will be maintained at the latest patch and release levels (n-1)
- The technology stack will be monitored and maintained at all times
- Compliant with PSN wherever appropriate
- The technology stack will be fully documented at all times
- Aligned to good industry practice and architectural principles



- Eliminate vendor device proliferation and collapse functionality into minimum number of devices

## The User Experience

The modern and standard upgraded environment is end user focused to deliver their Business needs both seamlessly, securely and with high performance. The user experience in principle does not change as users still use the applications they have always used and still use Microsoft office with Word, Excel and Outlook. The reality is that the upgraded environment is a significant step forward in how the services are delivered and how end users can collaborate and work in the environment. The underlying technology will enable rather than constrain the business. Following completion of both the Network and Desktop Transformation the following benefits will be delivered;

### Performance

- Log on speeds of sub 1 minute from power on
- Big performance and speed improvements
- New end-user hardware both laptops and desktops

### Desktop Experience

- Full Microsoft Office 2016 on all devices
- Ability to Instant Messaging
- Ability to hold a Video and Voice call from your device
- Share your desktop and documents for collaboration
- Personal intuitive intranets
- Full presence service providing visibility of user availability
- Unlimited e-mail storage and no archiving
- Ability to view Project and Visio documents
- Applications deployed on demand directly to the device
- Applications requests via a zero touch portal
- Standardised applications for all teams and departments
- Increased personal document storage

### Connectivity

- Ability to work from any location
- Open your laptop and connect to the Corporation environment from any location with an internet connection with no additional tokens required
- Work online and offline
- High bandwidth connectivity from all Corporate locations
- Laptops connect directly into Corporate WiFi

### Support

- Full remote support
- No need for desk side visits
- Predictive maintenance and monitoring
- Automated patch management

## IT Strategy 2 Year Plan and Policy Framework

The Strategic plan is split into 3 distinct phases

- Planning
- Delivery
- Benefit Realisation

## Strategy and Financial Planning

This Phase is nearing completion with the High Level Designs due by the end of 2016 and final costings for the Gateway Process in January.

Phase 1 Strategy and Financial Planning	
Strategic Context	Operational Deliverables
<ul style="list-style-type: none"> <li>• Corporation wide agreement on the strategic plan and financial model to</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed Strategic Agenda</li> <li>• Agreed Financial Plan</li> </ul>

<ul style="list-style-type: none"> <li>deliver the change</li> <li>Agreement on Corporation Governance</li> </ul>	<ul style="list-style-type: none"> <li>Agreed Organisational Model</li> <li>Commercial and 3rd Party Contractual Framework</li> <li>High Level designs for all solutions</li> </ul>
<b>IT Core Focus</b>	
<b>ORGANISATION</b> <ul style="list-style-type: none"> <li>Alignment to the strategy</li> <li>Clear roles and responsibilities</li> <li>Focus on transformation vs day to day</li> <li>Removing overlaps between internal and external</li> </ul>	<b>POLICY</b> <ul style="list-style-type: none"> <li>Organisational policies mapped</li> <li>Policies defined and linked to business requirements</li> <li>Principles agreed</li> <li>Defined metrics of change</li> </ul>
	<b>FINANCE</b> <ul style="list-style-type: none"> <li>Map and define Corporate Governance</li> <li>Map and define Stakeholders</li> <li>All Gateway Papers Submitted</li> <li>High level designs signed off</li> </ul>

## Phase II 2017 - Delivering the change

<b>Phase 2 Delivering the Change</b>	
<b>Strategic Context</b>	<b>Operational Deliverables</b>
<ul style="list-style-type: none"> <li>Delivering the agreed plan to time quality and cost</li> <li>Supporting the change agenda while keeping the business safe</li> </ul>	<ul style="list-style-type: none"> <li>Desktop, Network WAN and LAN, O365 and Optimisation</li> <li>Maintaining BAU while delivering the change</li> <li>Contract and commercial realignment</li> </ul>
<b>IT Core Focus</b>	
<b>ORGANISATION</b> <ul style="list-style-type: none"> <li>Delivery Focused built around expanded PMO</li> <li>Day to day delivery and customer focus</li> <li>Operational delivery structures with management specialists and overlap with outsourcers removed</li> </ul>	<b>PROCESS</b> <ul style="list-style-type: none"> <li>Defined Standards linked to agreed Policies</li> <li>Budget management</li> <li>Corporate communications</li> <li>Stake holder management</li> </ul>
	<b>BUSINESS AND IT</b> <ul style="list-style-type: none"> <li>Business case management</li> <li>Steering Groups</li> <li>Business requirements</li> <li>Maintaining visibility and the pace of change</li> </ul>

## Phase III 2018 – Benefit Realisation

<b>Phase 3 Benefit Realisation</b>	
<b>Strategic Context</b>	<b>Operational Deliverables</b>
<ul style="list-style-type: none"> <li>Landing the change</li> <li>Benefit realisation</li> <li>Contract tendering</li> </ul>	<ul style="list-style-type: none"> <li>New 5-year plan including CoLP</li> <li>Embedding the change</li> <li>Contract retendering</li> <li>New TOM aligned to Operational context</li> </ul>
<b>IT Core Focus</b>	
<b>ORGANISATION</b> <ul style="list-style-type: none"> <li>New Target Operating Model</li> <li>Redefined service landscape and SLA's</li> <li>New contractual landscape</li> <li>Focus on service orchestration</li> </ul>	<b>PROCESS</b> <ul style="list-style-type: none"> <li>Procurement and tendering</li> <li>Continuous service improvement</li> <li>Demand management and optimisation</li> </ul>
	<b>OPERATIONAL MANAGEMENT</b> <ul style="list-style-type: none"> <li>New structures and governance procedures</li> <li>Commercial and contractual management</li> <li>Financial controls and cost savings</li> </ul>

## Policy Framework

"A policy is a deliberate system of principles to guide decisions and achieve rational outcomes. A policy is a statement of intent, and is implemented as a procedure or protocol."

To date we have defined 56 policies to support transformation of which 30 are now in draft form at the time of writing. Policy is key as they assist in both subjective and objective decision making. They act as business requirements and ensure all changes comply with standard minimising risk. Sub sections of these Policies will

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need endorsing by the business while others are for note and it will be IT's responsibility to ensure all change complies with the Policy.

A flavour of the policies includes;

- Finance and Investment Policy
- Security Policy
- Data retention Policy
- Environment management Policy
- Starters mover and leaver Policy
- Application Management Policy

## IT Strategy and Components of Change

### The components of change

The IT Strategy is to follow a Digital Transformation agenda, aligned to business requirements and addressing the underlying issues in systems, processes and people with a clearly defined Policy Framework.

Support Model and Service Landscape

- New Policy Framework
- Service strategy
- New support model aligned to the technology stack
- New Target Operating Model

These changes are to support the Refreshed Technology stack including;

- New managed desktop model aligned to industry best practice
- New network
- Move to Office 365
- Unified Communications

This is supported by a programme of readiness and enabling works including

- Closure of redundant data centres (GJR)
- DHCP optimisation
- Citrix re-architecture
- File server re-architecture
- Non-core sites remediation
- Consolidation and optimisation

### Support Model and Service Landscape

The current service landscape is a break fix service based upon a legacy technology stack. As the technology stack transforms the service landscape will need to evolve to a proactive metric driven environment to support consumption based IT.

The move to managed environments and cloud adoption requires different skills and metrics to support the change. As part of the strategy multiple services will move to the cloud supported by a new Service Management Framework based upon C350 defined deliverables and metrics. New skills will be required in demand management, optimisation and consumption based pricing to ensure we deliver on our business case and reduce the Total Cost of Ownership of IT. This requires re-skilling the IT function as we move from technologists to service architects.

Components of our current IT outsourcing service will need to be re-tendered to potentially new providers specialised in these services. With increased remote management and zero touch support models the

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landscape and inevitably the Target Operating Model supported by new roles and responsibilities will also be refreshed.

The new model is now in draft form with service requirements mapped as part of any technology change.

## Managed Desktop

The current desk top is end of life and has failed to keep up with industry changes to support the end user experience. The programme is fully signed off and has the following deliverables;

- Replace life expired hardware for all users
- Implement a fully managed Desktop
- Implement Windows 10, Office 2016, Collaboration (Skype for Business)
- Implement a unified technology stack to enable the benefits
- Implement a mobile solution with Direct Access
- Rationalise the Desktop Application Estate aligned to Policy and Standards
- Implementation of a managed renewal cycle

In this context, a fully Managed Desktop has the following attributes;

- Standard OS build for all users aligned to CoL ICT policy
- Standardised patching and management for all end user devices
- Applications managed and deployed centrally
- No local software installs
- Active Directory designed and maintained to best practice
- Policy driven environment
- Zero touch support and applications on demand

## Network

A new network following the expect to connect goal. The current network comprising of the local and wide area network is end of life and cannot support future collaboration objectives. Consistent and repeatable failures are diminishing our ability to operate. Bandwidth constraints at multiple sites are failing to keep up with user demands. The plan envisages;

- To deliver an upgraded network for both the CoL and CoLP – both LAN and WAN
- To enhance the end user experience and expect to connect
- To improve resilience and redundancy
- To improve security
- Ensure the solution is supportable and maintainable
- To upgrade all EOL equipment
- Support future mobile working practices with a corporate WiFi solution
- To enable future collaboration
- To implement a new support model
- Transition all network attached equipment on to the new network
- To decommission the old network
- Transition into support with new tools, training and support agreements

## Office 365

The current exchange infrastructure and design has multiple flaws impacting the end user experience. Early indications suggest remediation will be uneconomic. With an upgrade pending the optimal TCO model suggest moving Exchange and SharePoint to the cloud. This gives us multiple benefits including

- Optimal TCO
- Reduced incidents

- 
- Enhanced performance
  - Significantly lower IaaS costs
  - Removing the need for future upgrades
  - Lower storage costs and enhanced collaboration with One Drive
  - Mail box sizes up to 50GB per person

## Unified Communications

This will be planned further down the line but represents the next level in user experience and collaboration by moving our telephony service to the cloud. Further work is underway to explore our options when our current telephony solution reaches end of life in 2018.

## Readiness and enabling works

This is a series of projects required as readiness criteria to support the broader delivery and fix a number of underlying performance issues in the environments. These projects include;

- **Closure of redundant data centres (GJR)** – the closure of the GJR is a requirement to simplify the Network Transformation and remove multiple single points of failure. GJR was supposed to be delivered as part of the move to IaaS but got left behind and is one of our key infrastructure risks. Coupled with this we need to clean up miscellaneous pieces of infrastructure across the estate that will no longer be required following Transformation
- **DHCP optimisation** – is the addressing system for all network attached devices. The current ranges are unmanaged leading to addressing conflicts. With the volume of changes this solution needs remediation to support the Transformation.
- **Citrix re-architecture** – the requirements and use cases for the solution will diminish with the implementation of the Managed desktop. This is an opportunity to deliver significant cost savings by rationalising the environment
- **File server re-architecture** – the current solution is one of the critical components leading to poor end user performance. The analysis indicates a need to restructure the data, apply policy and re-architect to provide a fit for purpose business solution that meets end user performance requirements
- **Non-core sites remediation** - prior to the network refresh there is a requirement to perform remediation works across the estate to bring the environments up to standard to pre pare for the new network. This includes removing substandard cabling, cleaning up comms rooms and providing standard racking for the new network equipment.
- **Consolidation and optimisation** – the move to IaaS was a lift and shift leading to high costs being incurred to host our infrastructure. This programme is focused on consolidation and optimisation to significantly reduce our IaaS costs and remove unwanted components. Standard cloud adoption methodology is to transform and then migrate to reduce the impact of consumption based pricing which was by passed in this case.

# IT Strategy and Strategy Road Map

## IT Transformation – Plan on a Page



Page 3



The Strategy Road Map has been designed to

- Minimise business impact
- Reduce the impact of rework and change
- Sequence the changes to deliver maximum user benefit
- Follow good industry practice
- Understand the interdependencies with other programmes such as ring of Steele and Accommodation Programme
- Be clear on readiness criteria and enabling works
- Ensure we are addressing risk

Sequencing the events is key to minimising the Transition costs and delivering the optimal business solution.

## IT Strategy and the future Technology Stack

The IT Strategy will deliver the following simplified Technology Stack post Transformation with further works on applications and mobile solutions.

## CoL Technology stack - Dec 2017 New desktop, network, readiness criteria

USER							
Device Applications	Office 2016	Skype for Business	Visio 2013	Project 2013	Business Apps	BitLocker	Good
	MS AV						
Browsers & Viewers	IE 11	MS Silverlight	Java (JRE)	Adobe Reader	Adobe Flash		
Device Platform	Windows 10	Apple IOS	Mac OS				
Device Hardware	Desktop PCs	Microsoft Laptops		Lenovo Laptops	Analogue Conf Phone - Polycom	Apple Macs	Chip and Pin
	Basic Nokia Mobile Phone	iPads	ATA's	Windows phones	iphones	Mitel Desk Phone	IP Conf Phone Polycom
	Minicom	O2 Pico Cell	Vodafone Pico cell				
SERVICE							
Applications	Oracle r12	O365 Exchange	O365 Sharepoint	Skype for Business	iTrent	Capita	idocs /laser fiche
	Microsoft CRM 5.0	Business Objects	Northgate Paris	CAPS Uniform	Civica APP	Civica Flare	GIS
	ModGOV	SupportWorks		SharePoint 2010	Oracle r11	Oracle OBI Warehouse	Office 365
	Mitel Contact Centre Client	CT Playback					Good
Application Technology	MS Internet Information Server	Apache Web Server	Oracle JSP	Oracle Forms	RDS	MS BizTalk 2010	Engress
	Oracle OBI						
Management Tools	SCCM	MacS360 MDM	Active Directory 2012	Group Policy	WSUS	Lan Sweeper	Mitel Enterprise Manager
	SupportWorks	Nessus	Good	Agilisys BaaS	Blackberry Enterprise Server 5.x		
Security & Access	Nokia CheckPoint Firewall	Cisco ASA Firewalls	MS Certificate Services	Juniper Firewalls	RSA ZFA Two-factor Auth	JetNexus (Loadbalancer)	
	Fortinet Firewall	Juniper MAGS					
DATA							
Databases	SQL 2012	Oracle Database					
	Ingres	MS Access	Flat File				
File Service	Windows File Service	Office 365	Huddle		FTP Service		
INFRASTRUCTURE							
Server Platform	Windows Server 2012	RedHat	SunSolaris				
Server Virtualisation							
Server Hardware	Agilisys IaaS	Azure					
Storage							
NETWORK							
Network/Telephony Devices	Cisco LAN Switching	Cisco WAN Routing	Aruba Wi-Fi Controllers & APs	Wifi Controllers & Aps	Mitel VoIP	DataTrack (Call Logger)	Computer (Voice Recorder)
	Mitel ACD	Switches/Routers	Juniper LAN Switches	C3 (VoiceMail/IVR)			
Network/Telephony Links	6 Degrees (ISP)	LPSN Internet Link	O2 (Public Wifi)	BT WAN	ISDN30 Phone Service	Mobile Phone Network	Closed user Groups
	Internet based SIP (daisy)	Dark Fibre	LGFL	GCSX	Wi-Fi	The Cloud (Public Wifi)	Galaxy (Iib sys)
Data Centre	Welwyn GC	Powergate (CoLo for DR)					

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# Agenda Item 8

<b>Committees:</b>	<b>Dates:</b>
Corporate Projects Board Projects Sub IT Sub Committee	10 January 2017 31 January 2017 20 January 2017
<b>Subject:</b> Gateway 1 & 2 Project Proposal: Microsoft Licencing and Cloud productivity suite	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>

## Recommendations

<b>1. Next steps</b>	<ul style="list-style-type: none"> <li>Determine high level user requirements</li> <li>Produce options appraisal, business case and five year TCO model</li> <li>Prepare gateway 3/4 report setting out recommended way forward.</li> </ul>												
<b>2. Approval track and next Gateway</b>	<p><b>Approval track:</b> 2. Regular</p> <p><b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)</p>												
<b>3. Resource requirements to reach next Gateway</b>	<table border="1"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Business case and options appraisal</td> <td></td> <td>Existing resource</td> <td>No additional funds sought</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Business case and options appraisal		Existing resource	No additional funds sought				
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Business case and options appraisal		Existing resource	No additional funds sought										

## Project Summary

<b>4. Context</b>	<p>Our current Microsoft Licencing agreement needs to be renewed by June 2017 to stay compliant and ensure the Corporation is appropriately licenced for the software it uses. This agreement covers a range of software including Office, Windows, Exchange, SharePoint and Servers. This is coupled with our current core solutions of Exchange and SharePoint now approaching EOL. We need to make some key decisions on how this key infrastructure and software will be provided in</p>
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	the future and what options provide the lowest total cost of ownership while delivering the business requirements.
<b>5. Brief description of project</b>	<p>This proposal recommends that a programme of work is mobilised to explore our licencing and future delivery options. The works will evaluate a number of key options including cloud (Office365 plus alternative providers) and optimal licence regimes (E3, E1 and other plans).</p> <p>The outcome of this project will be a recommendation for future licencing and core productivity software delivery based upon a 5 year Total Cost of Ownership against the options and business needs. This project will deliver recommendations early in 2017 to provide appropriate time to deliver an agreed future licencing model.</p>
<b>6. Consequences if project not approved</b>	<p>Inability to provide modern fit for purpose IT solutions to support the operation of the Corporation, and the collaboration with both public and private partner organisations.</p> <p>The need for a licencing agreement is essential to the effective operation of the corporation, and the delivery key IT transformation programmes ie Desktop Refresh/Managed Desktop.</p> <p>Our entitlement under agreement permit usage of current product set until the end of the current term in June 2017. We are required to maintain a compliant licensing regime.</p>
<b>7. Success criteria</b>	<p>Robust, secure and cost effective IT solutions that meet the needs of the business, our customers and support collaborative working.</p> <p>This will be achieved by;</p> <ul style="list-style-type: none"> <li>• Defining the end to end technology solution</li> <li>• A design meets the IT strategy</li> <li>• Technology solutions that are aligned to industry standards and best practice</li> <li>• Technology aligned to business needs and requirements</li> </ul> <p>The whole approach will be based upon a sound business case</p>
<b>8. Key Benefits</b>	<ul style="list-style-type: none"> <li>• Licensing model that better meets current and future demand.</li> <li>• Greater agility in supplier base.</li> <li>• Improved collaboration and flexible working.</li> <li>• Maintenance of latest software versions.</li> </ul>
<b>9. SMART Objectives</b>	<ul style="list-style-type: none"> <li>• Compliant licensing model in place by end of current agreement. - Director of IT Services</li> <li>• Licence model that better matches consumption and demonstrates value for money. – Director of IT Services</li> </ul>

<b>10. Notable exclusions</b>	The proposal excludes the institutional departments, and the City of London Police who have their own licensing arrangements with Microsoft.
<b>11. Governance arrangements</b>	<b>Spending Committee:</b> Finance Committee <b>Senior Responsible Officer:</b> Director of IT <b>Project Board:</b> Yes

### Prioritisation

<b>12. Link to Strategic Aims</b>	2. To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes
<b>13. Links to existing strategies, programmes and projects</b>	This work reflects the Corporation's IT Strategy and the National Local Government IT Category strategy. It supports and augments the currently approved Managed Desktop Transformation programme and End User Device Programme.
<b>14. Project category</b>	6. Improvements in productivity/efficiency
<b>15. Project priority</b>	A. Essential

### Options Appraisal

<b>16. Overview of options</b>	Renewal Microsoft Enterprise Agreement and transition away from on premise to cloud delivery. Renewal Microsoft Enterprise Agreement (Subscription model) Transition to alternative non-Microsoft product stack.
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### Project Planning

<b>17. Programme and key dates</b>	<b>Overall programme:</b> Phase 1 – Desktop evaluation of options described above, and determine optimal solution; Phase 2 -Assess the Corporation's technical readiness to adopt recommend solution; Phase 3 – Procure software and server licences to align licensing structure; Phase 4 – Remediate infrastructure and transition to new services; Phase 5 – Fully implement recommended solution.
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	<p><b>Key dates:</b></p> <p><b>Other works dates to coordinate:</b></p> <p>The roll-out of the new managed desktop will be co-ordinated with this work package. It is anticipated that this will commence from Q3 2017.</p>
<b>18. Risk implications</b>	<p><b>Overall project risk: Green</b></p> <ul style="list-style-type: none"> <li>• Failure to agree approach prior to expiry of current Microsoft enterprise agreement by June 2017, could lead to loss of ability to use current Microsoft suite.</li> <li>• Sufficient lead time will be required to transition to any other vendor.</li> <li>• Retaining services on premise will result in loss of functionality overtime, as this approach will be sub-optimal as vendors move to the cloud.</li> </ul>
<b>19. Stakeholders and consultees</b>	<p>Consultation and engagement is underway with IT Steering Group, Strategic Resources Group, Summit Group and Members, via the IT Sub Committee.</p> <p>Support will be required from City Procurement and Finance in relation to any funding requirement and procurement activity.</p> <p>Engagement is actively taking place with the current IT managed service provider and any resulting contractual will be enacted.</p>

### Resource Implications

<b>20. Total estimated cost</b>	<b>Likely cost range:</b>	
	2. £250k to £5m	
<b>21. Funding strategy</b>	<p>Choose 1:</p> <p>No funding confirmed</p>	<p>Choose 1:</p> <p>Internal - Funded wholly by City's own resource</p>
	<p>Not known at present will be identified through the business case development phase. It is expected to be less than the existing infrastructure in place.</p>	
<b>22. On-going revenue implications</b>	<p>The ongoing revenue implications will be resultant on the adopted solution. A range of revenue implications are expected to be determined through the development of the business case phase.</p> <p>A move to cloud-based provision has the potential to allow for a reduction in storage and usage costs associated with the managed service IaaS platform.</p>	

<b>23. Investment appraisal</b>	As part of the business case a full five year total cost of ownership model will be developed.  This will demonstrate any return on investment and any on-going reduction in terms of current revenue costs.
<b>24. Procurement strategy/Route to Market</b>	Software licenses and support are highly commoditised items where pricing is generally set at enterprise or government level via organisational agreements, government MoUs or CCS"s frameworks.  The value of the requirement is above the OJEU threshold and will be subject to the UK Public Contract Regulations.  Software licensing agreements applicable to these requirements have been identified as; OJEU (restricted procedure notice), CCS frameworks, G-Cloud frameworks.
<b>25. Legal implications</b>	The Corporation needs to ensure that it remains compliant with all vendor contractual licencing requirements. Failure to do so represents a significant financial and reputation risk.
<b>26. Corporate property implications</b>	The move to cloud based applications removes the reliance on the Corporation to provide and maintain on premise IT infrastructure, ie servers.
<b>27. Traffic implications</b>	None
<b>28. Sustainability and energy implications</b>	Aggregating demand into purpose designed cloud environments should result in reduced local power usage through the adoption of model environmental standards.
<b>29. IS implications</b>	This proposal is in alignment with the IT Strategy.  The business case can be developed through existing skills and resources deployed within the IS Division.  Should it be possible to demonstrate a compelling business case, a specialist implementation partner will be sought through a compliant procurement route.
<b>30. Equality Impact Assessment</b>	An equality impact assessment will be undertaken

### Contact

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<b>Committee(s)</b>	<b>Dated:</b>
IT Sub Committee – For Information	20 January 2017
<b>Subject:</b> IT Division – Finance Update	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Simon Woods, IT Director	

## Summary

The IT Division is now on-target to meet all commitments following the approval to uplift the budget by £2.8M in 2016/17. Over the past few weeks we have been working with Finance Division to set the budget for 2017/18. We have also been working through the impact of the transformation programmes on the IT Division budget and designing clearer roles and responsibilities to strengthen the future management of finance.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Spending update for 2016/17

1. The overall position of the revised budget for IT Division is that we are likely to be close to the new budget set at the end of the financial year. There are some pressures due to recent staff changes and the recruitment of a number of contract roles. However, we believe this is manageable and that the Division will be able to continue to make small tactical improvements to lower risk and improve service quality during the final quarter.
2. The IT Division will continue to work with Finance Division to track spending and ensure we stay within the budget set.

### Budgets for 2017/18

3. The budget increase of £3.7m is proposed for 2017/18. This increase will underpin the delivery of the transformation programme and also allow for growth items such as the costs associated with improving our security infrastructure in the face of increasing cyber security threats. (A paper on the approach to mitigating the cyber security threats is to be presented at the IT Sub Committee).

4. A significant amount of infrastructure being replaced during the transformation programmes has not had maintenance agreements in place for some time due to its age. As new infrastructure is deployed appropriate support agreements will need to be set-up. Some deals may be possible to cover the first year's maintenance agreement from the implementation project capital but if not, additional revenue may be required. The position will be clearer in the next few months as the project team begins the procurement process for the equipment.
5. The biggest risk during 2017/18 remains with the age of some infrastructure and the potential need to spend money on emergency remediation's. The transformation programme should ensure that this is the final year when there is so much uncertainty about the costs of emergency works.

### **Beyond 2018/19**

6. From 2018/19 the impact of the transformation programme will begin to make a significant difference to the financial profile of the IT Division. Although the amount of uncertainty will be reduced, the switch to more commodity services could mean that instead of the need for large-scale capital investments more IT service is paid for from revenue.
7. A switch to a cloud based offering for email will significantly reduce the costs of our current hosting in the IaaS data centres and early indications are that this may save up to £250k per annum.
8. The full costs of the support agreements linked to the new infrastructure in place will be seen in 2018/19. The detail of these costs will be established following the procurement work taking place as part of the transformation programme in 2017/18.

### **Resource**

9. The IT Division leadership team has been reviewing the management of finance, risk and compliance within the team over the past few months. Discussions have taken place with the Chamberlain and Finance Division and a new role has been designed to help strengthen these important areas.
10. The role of IT Business Manager has been created and the job description and person specification are being evaluated. Once agreed the IT business management team will be established and be responsible for holding all budget holders within the Division to account for their areas. This differs from the previous approach where the entire budget was managed directly by the senior leader.

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<b>Committee</b>	<b>Dated:</b>
IT Sub Committee	20 January 2017
<b>Subject:</b> IT Division Service Performance	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Fay Sutton, Change & Engagement Lead Eugene O’Driscoll, Service Director	

## Summary

This report provides Members with an update on the performance of the IT Service for the City of London Corporation and City of London Police.

The current service trend is positive and there has been a marked reduction in serious issues since the last IT Sub Committee.

Although the trend is positive the 3<sup>rd</sup> party consultancy we are procuring in partnership with City Procurement will assist the IT Division in improving the measures we use and ensure we track the most impactful elements of the service.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. This report provides an update in relation to IT performance, Service Desk satisfaction relating to calls, and an overview of incidents. The performance data relates to the whole service whether provided by Agilisys, City of London or 3<sup>rd</sup> parties.

### Service Desk Satisfaction

2. Every time a Service Desk call is resolved, the user is sent a survey to assess their satisfaction with the service and resolution provided. Table 1 below: shows user satisfaction results for both the CoLP and CoL IT Service Desks. Appendix 1 provides a trend analysis for the last 12 months.

- Performance during November and December for both CoL and CoLP has improved since the summer months and survey response numbers have returned to the levels reported earlier in the year. The trend analysis shows that performance has consistently been above the target of 5.7.
- The Agilisys Service Desk Manager has continued to work very closely with IT Business Partners and business representatives to resolve outstanding calls and in particular aged calls. The Service Desk Manager also makes regular visits to the City and spends time with customers discussing any issues and ideas for service improvement. This has been well received by the business and call numbers have been reducing. Numbers have also been reduced due to the perception improvement work undertaken by the Agilisys Service Desk Manger.

**Table 1. User Satisfaction scores**

User Satisfaction	Satisfaction Target	Aug Responses	Aug Satisfaction	Sep Responses	Sep Satisfaction	Oct Responses	Oct Satisfaction	Nov Responses	Nov Satisfaction	Dec Responses	Dec Satisfaction
COL	5.7/7	202	6.1	223	5.8	209	5.8	207	6.2	167	6.0
COLP	5.7/7	70	6.6	51	6.5	88	6.7	125	6.8	65	6.9

*\*Questionnaire target is based on a scale of 1 to 7, with 7 being the most satisfied.*

- Table 2 below: shows first time fix rates by the Service Desk. There has been a significant push to train service desk agents to resolve more jobs at first call and it is pleasing to note the significant improvement in performance. This has been achieved by the Service Desk team working with other support teams to improve the First Time Fix (FTF) calls within SLA and improved customer satisfaction due to quicker turnarounds on calls.

**Table 2. First Time Fix rates**

First Time Fix	Jun (%)	Jul (%)	Aug (%)	Sep (%)	Oct (%)	Nov (%)	Dec (%)
COL	63	76	67	61	56	73	73
COLP	82	84	83	76	69	79	86

*The percentage of calls which were resolved by Service Desk agents at first call.*

6. Table 3 below, shows for both CoL and CoLP the percentage of calls abandoned after 60 seconds. IT performance during November and December has been very stable and this is reflected in the improved abandonment rate performance. Due to the low number of major incidents this has improved the abandoned rate and further incidents have been avoided due to the purchase by the Corporation and replacement by Agilsys of the ageing network equipment in the West Wing and Walbrook Wharf ahead of the Network Transformation project.

**Table 3. Call Abandonment data**

Measure	Target (%)	Total calls Aug*	Performance Aug (%)	Total calls Sep*	Performance Sep %	Total calls Oct*	Performance Oct %	Total calls Nov*	Performance Nov (%)	Total calls Dec*	Performance Dec (%)
CoL	5	87/2806	3	214/3184	7	153/2907	5	125/2637	5	58/1995	3
CoLP	5	73/1890	4	89/2222	4	70/2028	4	52/1914	3	56/1957	3

\* Number of calls (No. calls abandoned/ total No. of calls to Service Desk)

## IT Performance

7. The more detailed service data is included in this document:
- Appendix 1 – COL and COLP Service Desk Satisfaction Trends for the last 12 months
  - Appendix 2 – IT Performance
  - Appendix 3 – Priority 1 Incident Number Trends
  - Appendix 4 – Priority 2 Incident Number Trends
  - Appendix 5 – Priority 1 Incident Percentage Trends
  - Appendix 6 – Priority 2 Incident Percentage Trends
8. Appendix 2 shows the number of incidents reported and the percentage resolved within the SLA targets. As previously stated, November and December have been very stable months. This has been partially helped by a change freeze over the Christmas period. There have been only 4 P1's in the last two months compared to 18 in October alone. Three of the P1's have been as a result of issues with known unstable business applications and one due to hardware failure. There has also been additional proactive monitoring implemented e.g. for GOOD. The Service Desk test connectivity four times a day, with the monitoring team in parallel continuing to monitor the server.

9. The number of P2s has remained constant, but resolution performance has improved with all incidents resolved within SLA times for both CoLP and CoL. The most significant incident was an outage at Golden Lane Housing Estate, over 25 hours, due to a Virgin Media fault.
10. Appendices 3 and 4 provide trend figures for the last twelve months for the number of Priority 1 and Priority 2 incidents. Whilst there has been a significant reduction in incidents in the last two months, the instability of the current network infrastructure cannot guarantee this trend will continue. Performance in October 2016, being examples of one network failure causing 11 Outages. However, the improvements in change management and network monitoring have ensured that preventable incidents/outages have reduced significantly.
11. Appendices 4 and 5 provide trend figures for the last twelve months for the percentage of Priority 1 and Priority 2 incidents resolved within SLA targets. Over the last five months, the resolution performance for City of London has been, bar one month, at 100% for both Priority 1 and Priority 2 incidents. So whilst we are unable to control outages due to ageing kit, faults are being resolved in a timely manner and thus limiting business impact. However, the performance in the Police has not been so consistent, with only half being resolved within SLA targets. This is due to the fact that whilst the SLA target for Agilisys is at 98% the contract agreement that the Police and the Corporation have with other third parties such as Vodafone, Virgin etc is not 98% and therefore they are sometimes missing this target but often meet their contractual SLA.

## **Customer Perception**

12. Consultants are being commissioned to assist with the implementation of new IT strategy and part of their remit will be to look at performance measures to improve the monitoring of performance. Customer perception will be a key measure and they will be tasked to develop an approach that reflects the current feeling of users and not incur significant staff time in analysing or collecting.
13. Agilisys will continue to carry out the 1-1 user perception surveys with the Corporation and Police nominated users. Agilisys will also continue to provide respondents with feedback on the survey results and how they will be used to improve performance.

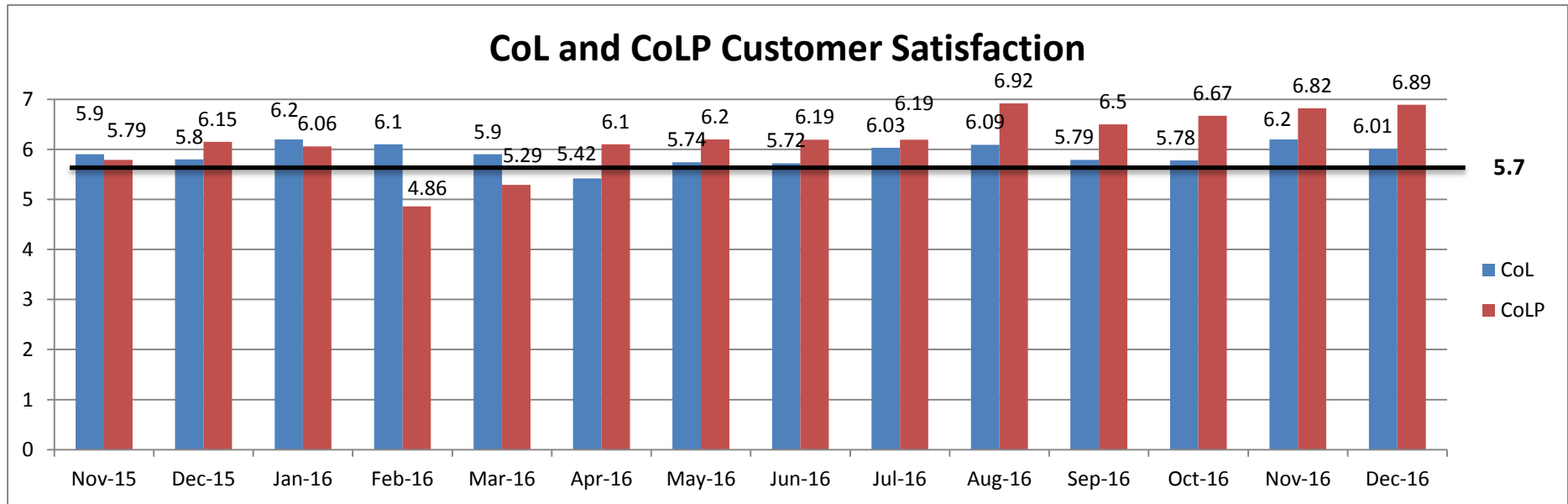
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Appendix 1 – COL and COLP Service Desk Satisfaction Trends for the last 12 months



## Appendix 2 – IT Performance

### City of London

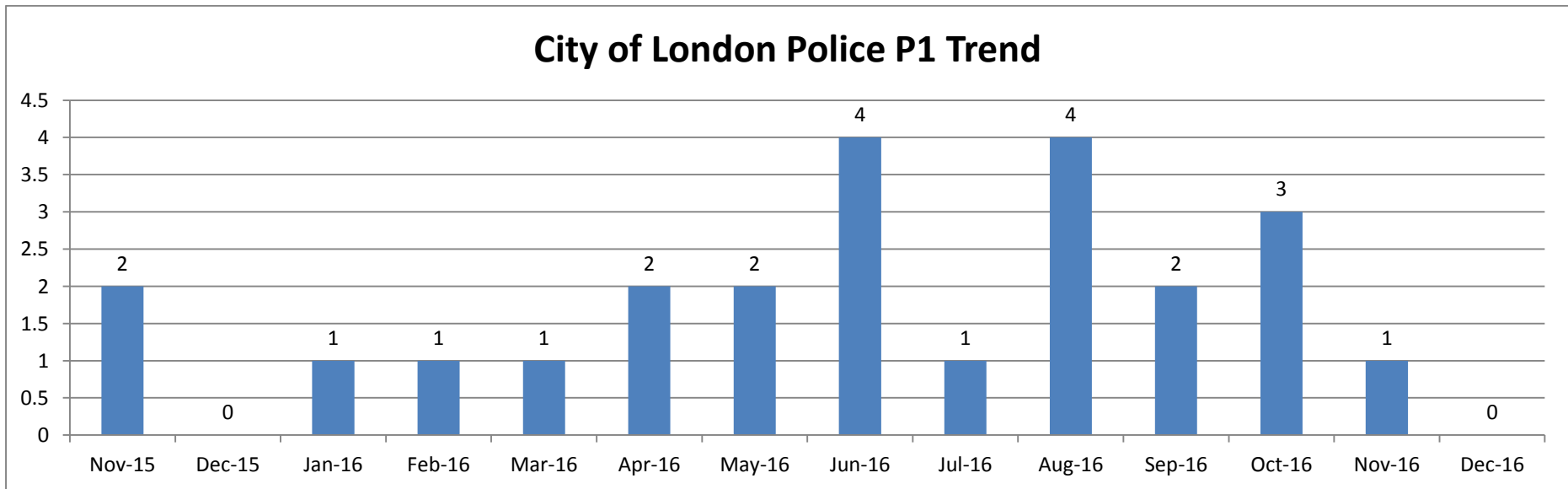
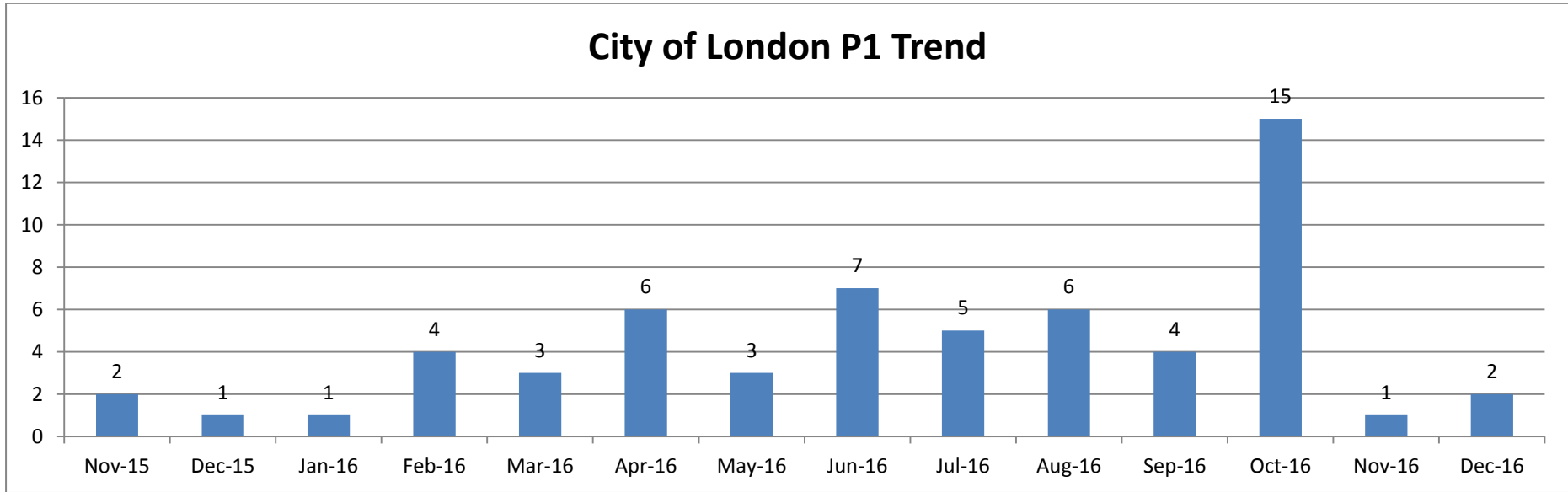
Measure	Target (%)	Total Aug	Performance Aug (%)	Total Sep	Performance Sep %	Total Oct	Performance Oct %	Total Nov	Performance Nov %	Total Dec	Performance Dec %
Incident P1	98	6	100	4	100	15	100	1	100	2	100
Incident P2	98	3	100	6	67	5	100	5	100	3	100
Incident P3	98	20	95	11	91	21	100	8	71	11	100
Incident P4	98	1282	98	1154	94	1608	98	1230	96	923	97
Incident P5	100	1	100	3	100	3	100	4	75	1	100

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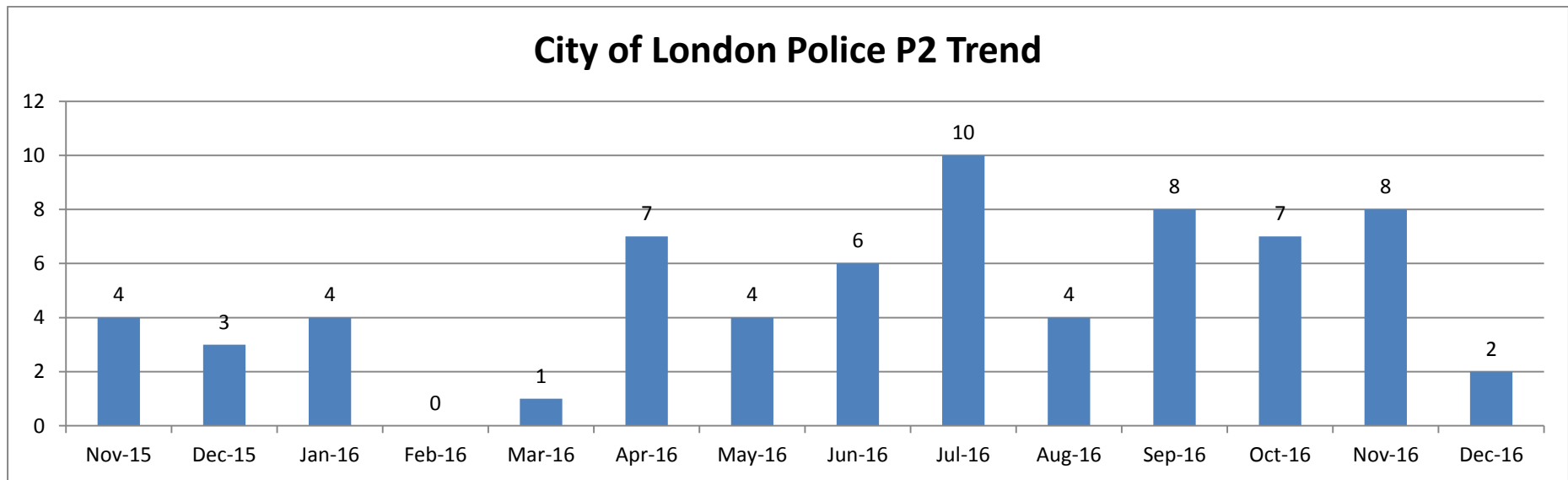
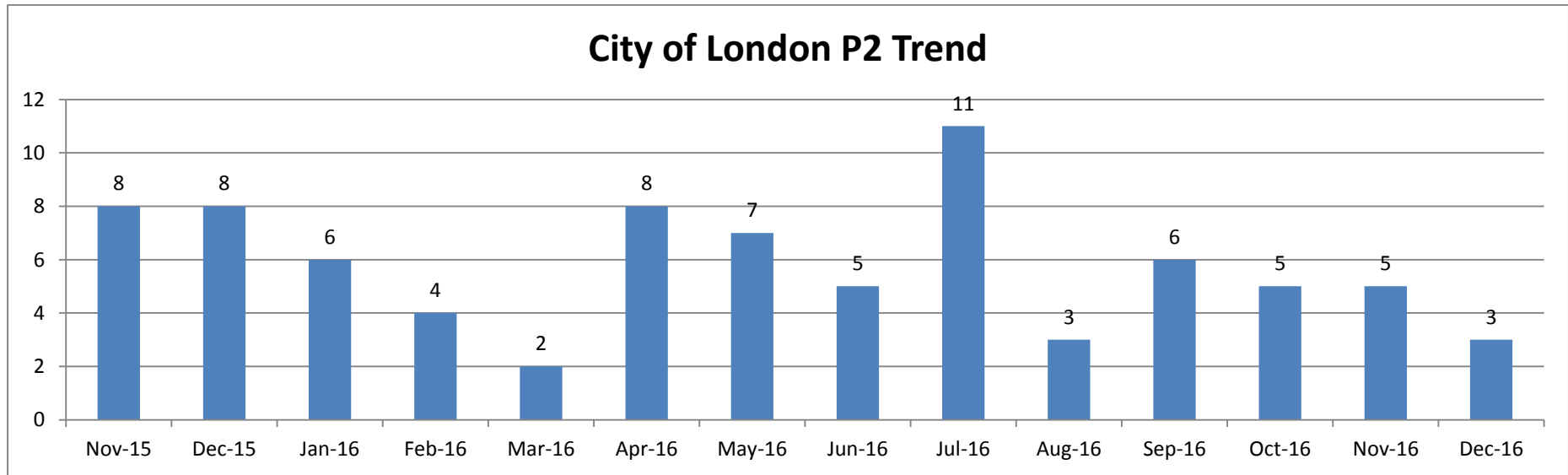
### City of London Police

Measure	Target (%)	Total Aug	Performance Aug (%)	Total Sep	Performance Sep %	Total Oct	Performance Oct %	Total Nov	Performance Nov %	Total Dec	Performance Dec %
Incident P1	98	4	50	2	50	3	0	1	100	0	100
Incident P2	98	4	100	8	50	7	57	8	100	2	100
Incident P3	98	8	100	11	76	28	86	57	91	26	92
Incident P4	98	831	97	703	98	644	96	783	98	885	99
Incident P5	98	13	100	8	100	11	100	11	100	13	100

### Appendix 3 – Priority 1 Incident Number Trends

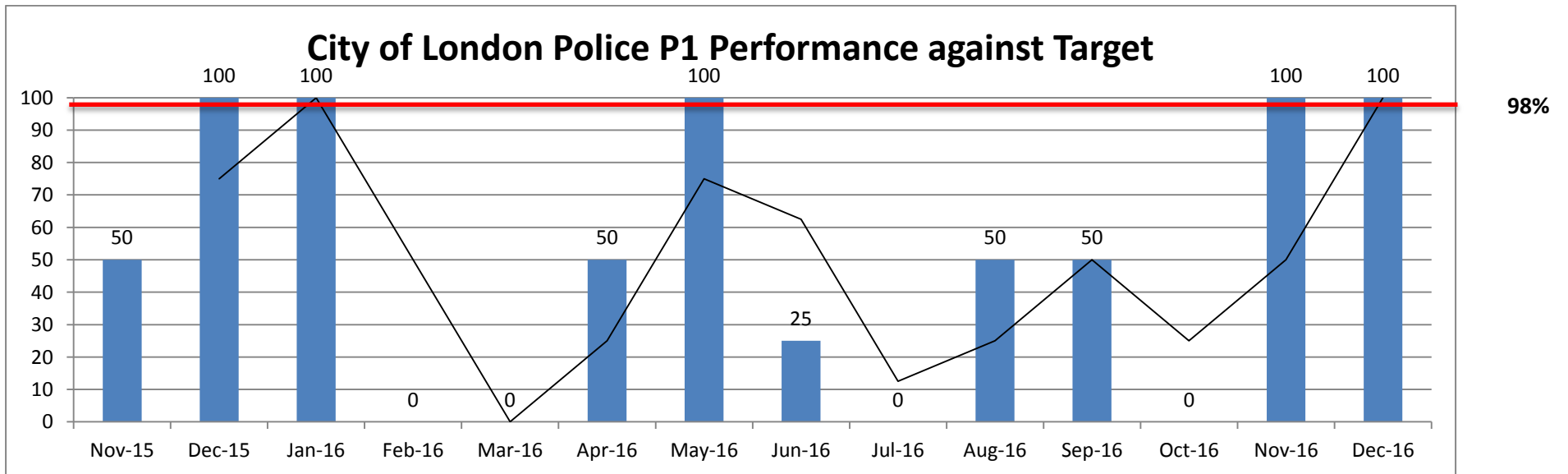
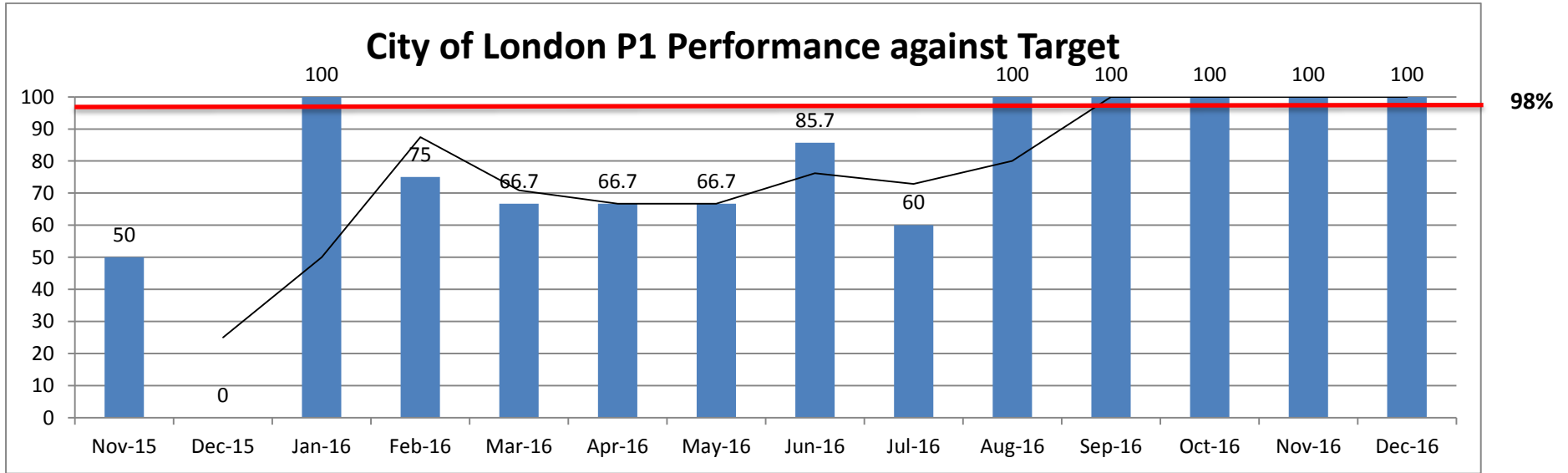


## Appendix 4 – Priority 2 Incident Number Trends

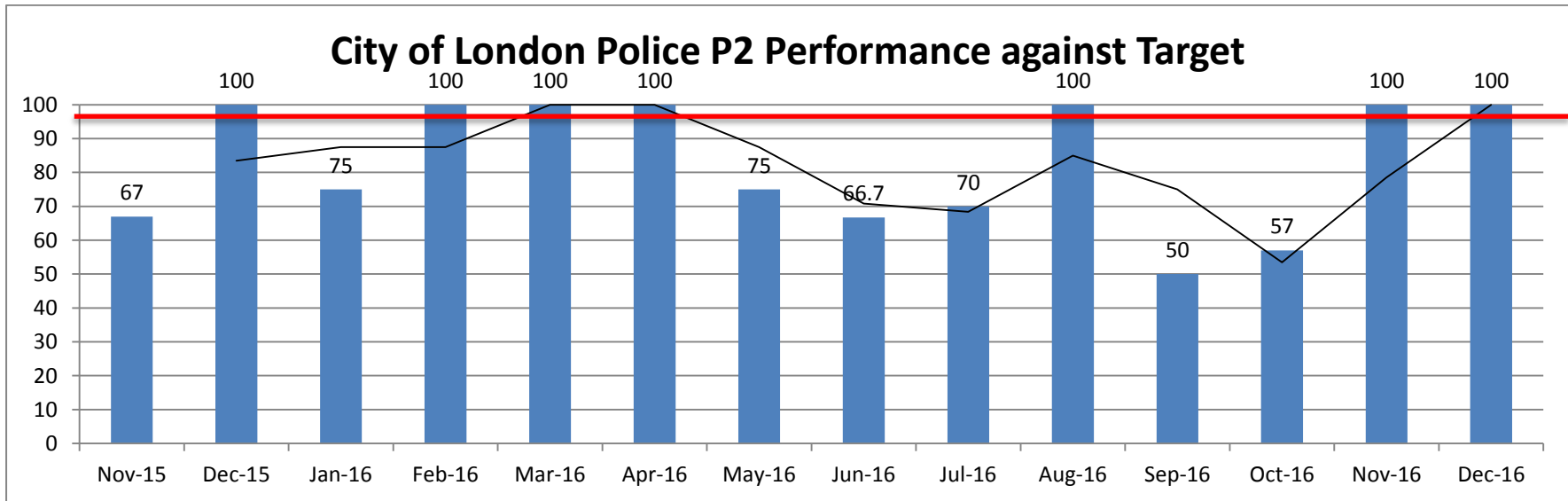
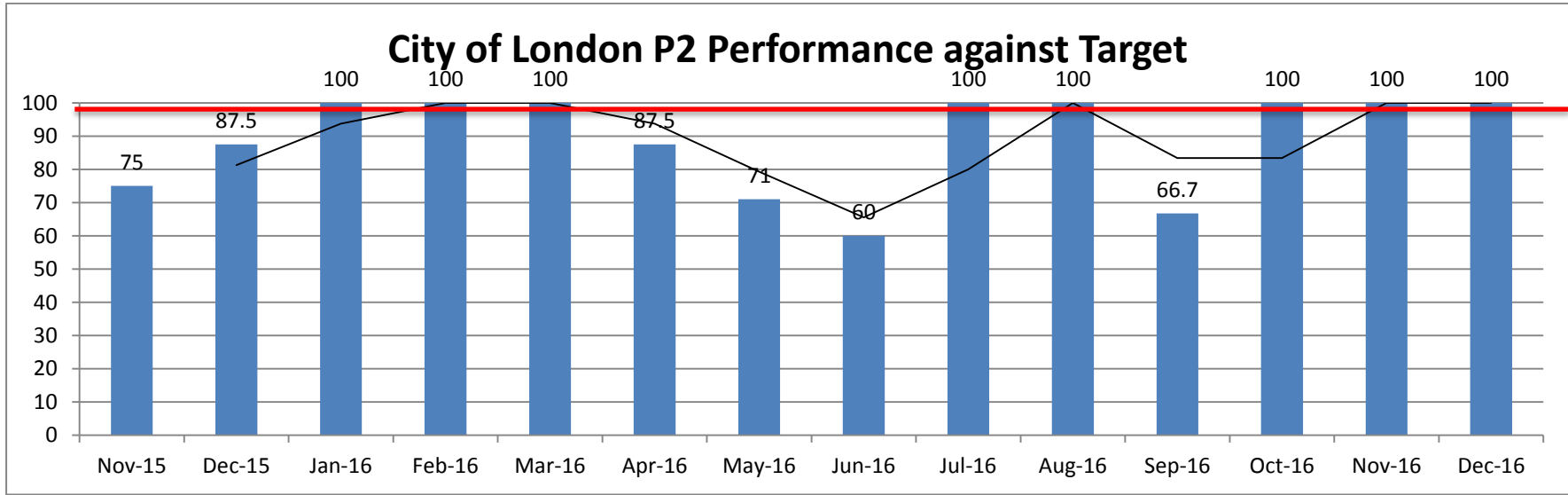




## Appendix 5 – Priority 1 Incident Percentage Trends



**Appendix 6 – Priority 2 Incident Percentage Trends**



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