



Information Technology Sub (Finance) Committee

Date: FRIDAY, 25 NOVEMBER 2016
Time: 1.45 pm
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

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Lunch will be served in the Guildhall Club at 1pm
N.B Part of this meeting may be the subject of 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 30 September 2016.

For Decision
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS AND WORK PROGRAMME**
Joint report of the Town Clerk and Chamberlain.

For Information
(Pages 7 - 10)
5. **IT DIVISION UPDATE**
Report of the Chamberlain.

For Information
(Pages 11 - 14)
6. **IT SERVICE PERFORMANCE UPDATE**
Report of the Chamberlain.

For Information
(Pages 15 - 24)
7. **CONTRACTS UPDATE: MANAGED PRINT AND MICROSOFT LICENSE VOLUME RESELLER CONTRACT**
Report of the Chamberlain.

For Information
(Pages 25 - 28)
8. **AGILISYS ORACLE LESSONS LEARNED REPORT**
Report of the Chamberlain.

For Information
(Pages 29 - 38)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **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

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

To agree the non-public minutes of the meeting held on 30 September 2016.

For Decision
(Pages 39 - 42)

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

Joint report of the Town Clerk and Chamberlain.

For Information
(Pages 43 - 48)

14. **RISK UPDATE AND TRENDS**

Report of the Chamberlain.

For Information
(Pages 49 - 54)

15. **CONTRACT EXTENSION PROPOSAL**

Report of the Chamberlain.

For Decision
(Pages 55 - 62)

16. **TRANSFORMATION PROGRAMME UPDATE**

Report of the Chamberlain.

For Information
(Pages 63 - 80)

17. **IT FINANCE UPDATE**

Report of the Chamberlain.

For Information
(Pages 81 - 90)

18. **IT LEADERSHIP UPDATE**

The Chamberlain to be heard.

For Information

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

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

INFORMATION TECHNOLOGY SUB (FINANCE) COMMITTEE

Friday, 30 September 2016

Minutes of the meeting of the Information Technology Sub (Finance) Committee held at Guildhall, EC2 on Friday, 30 September 2016 at 11.30 am

Present

Members:

Deputy Jamie Ingham Clark (Chairman)
Deputy Roger Chadwick (Deputy Chairman)
Randall Anderson
Jeremy Mayhew
Hugh Morris
Sylvia Moys
Graham Packham
Deputy John Tomlinson

Officers:

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

In Attendance:

Eugene O'Driscoll	-	Service Director, Agilisys
Sean Grimes	-	Director of IT Services, Agilisys

1. APOLOGIES

Apologies were received from Deputy John Chapman, Chris Punter, James Tumbridge and Deputy Douglas Barrow.

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 7 June 2016 be approved as an accurate record.

4. OUTSTANDING ACTIONS

The Sub-Committee considered a report of the Town Clerk which provided details of Outstanding Actions from previous meetings. The following points were noted:

- It was confirmed that the text messaging notifications were functioning well. A Member reminded Officers to use personal email addresses as well as corporation addresses when providing information on outages.
- Approximately 50% of responses to the Member IT survey had been returned.
- One IT workshop had so far taken place and Members had sent suggestions for further sessions, details of which would be included in the work programme.

RESOLVED – That the Sub-Committee notes the report.

5. WORK PROGRAMME

The Sub-Committee considered a report of the Town Clerk outlining the proposal for the new strategic work plan.

RESOLVED – That agreement be granted for the revised format of the work programme and the proposed frequency of reporting.

6. UPDATE ON THE DEVELOPMENT OF A NEW IT STRATEGY

The Sub-Committee received a report of the Chamberlain which provided information on the development of the new IT strategy, based around the Terms of Reference agreed at the Finance Committee. Members were supportive of the key objectives, but asked that previous strategies be circulated to the Committee for comparison.

In response to a question from a Member, the Chamberlain confirmed that the focus on “Buy not Build” would be considerate to the need for systems to be compatible and integrated, with a few key platforms being procured to support the overall business function. There was a discussion on the potential merits of custom built products, and the costs associated with them, and it was agreed that the responsibility should be on departments to adapt their working practices to the potential limitations of off the shelf products.

The Chamberlain confirmed that the completed strategy would be brought back to the Sub-Committee for decision, following further consultation with Officer Groups.

RESOLVED – That the Sub-Committee notes the report.

7. IT DIVISION - MEMBER UPDATE

The Sub-Committee considered a report of the Chamberlain which provided Members with an update regarding recent developments in the Information Technology Division. The Chamberlain advised that there were a number of elements to improving the performance of the service; the development of a long term vision, improved risk management, having determined priorities and greater resources.

In response to reports from Members of ongoing issues they had experienced with the service, it was acknowledged that there were many areas that needed improvement. Outages were still occurring but it was confirmed Officers were

now more aware of how to respond to, and resolve issues quickly. Chief Officers were supportive of the need to enhance the skills in the division and were aware of the scale of the challenge.

In response to a query from a Member it was reported that the Solutions Architect role would be replaced with a two year fixed contract position (with a longer term lower grade position to be determined). Short term interim roles would be used to test new roles in the division and ensure their effectiveness. The learning would inform future job descriptions for the permanent roles that would follow.

RESOLVED – That the Sub-Committee notes the report.

8. **UPDATE ON IT SERVICE PERFORMANCE**

The Sub-Committee considered a report of the Chamberlain providing an update on the IT service performance since the last meeting. It was felt that ageing infrastructure and old applications played a significant role in the poor performance figures and it was hoped that issues connected to this would be reduced through the Joint Network Refresh.

Members noted that there had been a recent improvement in change management; with Officers better aware of the implications of changes to the IT infrastructure. There had been no outages as a result of formal changes in the two months prior to the meeting. In response to a query from a Member a representative from Agilisys confirmed that the “Change Manager” sat with Agilisys, and that weekly change management meetings took place.

There was a discussion on the use of focus groups to gather the data on public perception and it was noted that each survey took an hour of Officer’s time to complete.

It was asked that the performance statistics be presented using percentages as well as graphically, and that they include data from a longer time period to allow for trends to be drawn out.

RESOLVED – That the Sub-Committee notes the report.

9. **IT FINANCE UPDATE**

The Sub-Committee considered a report of the Chamberlain seeking support for the proposal to re-baseline the IT Division Budget. The additional funding would contribute to the divisions ability to react with pace to issues as they arose as well as to mitigate any risks.

Members expressed surprise that no revenue costs had been allocated to the Oracle programme, and it was acknowledged that a lesson would be learnt from the assumption that this could be absorbed by the budget.

There was a discussion on how other departments spending impacted on the IT division budget and, the extent to which the division could recharge costs to

those departments. It was agreed that the division needed a better understanding of departmental spending which impacted on the IT budget.

A Member asked for clarification on which committee should be responsible for the revaluation of budgets mid-year, and suggested that a change to the Grand Committees Terms of Reference be made to allow for the Sub-Committee to make proposals to the Resource Allocation committee in such circumstances.

The Sub-Committee felt that any requests for budget changes (including either reviewing the base line or zero based budgeting) should not be proposed until there was a thorough understanding of how the budget came to be in the position it was.

RESOLVED – That the Sub-Committee notes the report.

10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

12. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraph(s) in Schedule 12A
13-16	3
17	7

13. NON-PUBLIC MINUTES OF THE PREVIOUS MEETING

RESOLVED – That the non-public minutes of the meeting held on 7 June 2016 be approved as an accurate record.

14. OUTSTANDING ACTIONS - NON-PUBLIC

The Sub-Committee noted a report of the Town Clerk which provided information of the non-public outstanding actions from previous meetings.

15. TRANSFORMATION PROGRAMMES REPORT

The Sub-Committee considered a report of the Chamberlain providing an update on the Transformation Programme.

16. MANAGED SERVICES CONTRACT

The Sub-Committee received a report of the Chamberlain in relation to the Managed Services Contract.

17. IT RISK REPORT

The Sub-Committee considered a report of the Chamberlain providing information on the current level of risk ascribed to the delivery of IT services in the Corporation.

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

There were no non-public questions.

19. 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 13:07

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	Ongoing	A workshop on the IT Division budget was held in November. Members are encouraged to email the IT department for suggestions of topics they would find useful.
2.	30 September 2016, Item 6	<u>Development of the IT Strategy</u> Previous IT Strategies be circulated to the Committee for comparison to the new strategy	Simon Woods, Chamberlain's Department	November	Shared with the pack.
3.	30 September 2016, Item 8	<u>IT Service Performance</u> Performance statistics to be presented using percentages as well as graphically, and to include data from a longer time period to allow for trends to be drawn out.	Fay Sutton, Chamberlain's Department	Ongoing	Additions included in the report at Item 7

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Information Technology Sub-Committee - Work Programme

Meeting:	Nov 2016	Jan 2017	Feb 2017	May 2017	July 2017	Sep 2017
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						
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
Ensuring appropriateness and effectiveness of IT infrastructure and services for the Corporation and Police						
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
Ensuring that all appropriate actions are taken to assure the security, resilience and sustainability of all IT systems.						
	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			IT Transformation Programme update		

Meeting:	Nov 2016	Jan 2017	Feb 2017	May 2017	July 2017	Sep 2017
Operating as an intelligent client for all major IT outsourcing arrangements which have been contracted to third parties.						
Agilisys Contract	Contract Extension Proposal			Operating model and contract changes	Contract Extension Update	
Other IT Outsourcing?	Managed Print Update Microsoft licence volume reseller contract	Microsoft licencing model update City Police CCTV contract update	Telephony service contract update Managed print contract update			
Overseeing effectiveness and value for money of the IT department.						
	IT Finance Update	IT Finance Update & 2017/18 Budget	IT Finance Update		IT Finance Update	IT Finance Update & early view of 2018/19 Budget
Where appropriate, holding informal workshop meetings to provide an opportunity to give in-depth scrutiny to projects						
Potential Date	December		Feb			
Potential Subject	IT Strategy – IT Division 2020		Transformation Programme – Deep dive into the key projects			

Agenda Item 5

Committee(s)	Dated:
IT Sub Committee – For Information	11 November 2016
Subject: IT Division – Member Update	Public
Report of: The Chamberlain	For Information
Report author: Simon Woods, IT Director, IT Division	

Summary

The IT Division has continued to focus on medium and longer term transformation whilst reacting quickly to business interrupting events that have occurred. Core updates:

- The budget uplift paper has been approved by Finance Committee and has been submitted to Policy and Resources Committee. The uplift will enable commitments to be met and activities to be undertaken to lower the level of risk being managed by the Division.
- There have been few disruptive IT service outages but a small number have caused some disruption. Failures of ageing network equipment and one significant outage at the Agilisys data centres were the most disruptive during the period.
- The discussions linked to a potential contract extension with Agilisys have continued and a report will be presented to this Committee.
- The workshop with some Members of the IT Sub Committee in October was very helpful in shaping the final version of the finance update paper.
- The IT Division is shaping a requirement that will draw-in additional support from outside the organisation to support the development of a full strategy and future operating model.
- Improvements to our business continuity position have progressed and further testing is planned to prove that we can continue to function should staff be unable to access Guildhall.
- Issues raised about connectivity at the Old Bailey and Magistrates Court have been investigated and we are confident that no IT issues exist that would deter the Courts Service from using the Old Bailey as its premier court.

Staffing update:

- As some Members already know, I resigned from the organisation in October and will take up a newly created position at the National Citizen Service in January. The Chamberlain is working through leadership options for the Division and will provide a verbal update at this Committee.
- We have recruited a contract PMO Manager, Chris Forth, into the IT Division who is supporting the management of our key projects.

- We are currently in the process of seeking a secondment into a role that will enable us to manage the set-up and commissioning of mobile devices across both the Corporation and Police. We hope to announce the successful candidate soon.

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 been further refined with the support of Members, Chief Officers and the Finance Division of the Corporation. The total figure has moved to £2.8m to cover an additional £100k that was identified as the team reviewed the Police element of the budget in more detail. The paper has been strengthened in terms of the approaches to gaining more control in the future, and by breaking down the request more clearly. The full revised report is shared at this Committee for information.
2. Although there has been no additional work in developing the IT strategy since the last IT Sub Committee, all activities are now assessed against the high level vision we have created. As part of any new initiative there is a review of whether the new system or service is in line with the approach we wish to take in the future. The vision is therefore already helping to shape our approaches to new systems and services.
3. The number of priority 1 and 2 issues has remained low and there have been very few that have had a significant impact on the ability of the Corporation and the Police to do their work. The ageing network infrastructure did cause issues in two locations and for Walbrook Wharf this was particularly disruptive. The site had multiple short outages that caused a significant interruption to the work of the teams. To resolve the situation the failing network hardware was replaced with a loan device. A permanent replacement has been scheduled for installation. The other serious outage was linked to the failure of highly resilient infrastructure in the Agilisys data centres. The equipment did not behave as expected and Agilisys have already ensured there is no further risk of similar failures.
4. The IT Division has continued to engage with Agilisys on the options for contract extension linked to how we adapt to the changing IT market place and extract the maximum benefit from the relationship we have. There is broad agreement on the likely future operating model and Agilisys have endorsed our thinking on the future strategy. The full proposal will be shared at this Committee.

5. Our second workshop with Members focussed on the re-working of the Finance Committee paper linked the IT Division budget uplift. This was prioritised ahead of the planned workshop on the potential managed service contract extension due to the urgency of getting this in the best possible state for Finance Committee and Policy & Resources Committee. The IT Division is very grateful for the input by Members that has made the report clearer for all the forums it will pass through.
6. As well as considering the changing leadership in the IT Division the Chamberlain has requested that we seek additional third party support to verify our strategic approach, and to support the work leading to a full IT Division strategy and coherent future operating model. I will be working with the Commercial Director and his team to finalise a requirement and then we will seek an expert partner who will support us.
7. Business continuity planning has been a significant topic over the past two months and work to investigate what can actually be done in the event of a major incident has highlighted areas for improvement. The approaches that the Corporation had to business continuity some years ago are no longer valid as they were based on a different model of response by the IT Division. At the current time some staff do have the ability to keep working during some of the potential scenarios, but not all. We are planning to carry out further testing soon that will provide more assurance. However, a clearer understanding of the maximum tolerable outage for systems will ultimately be required. This information will enable IT Division to build plans to meet that expectation where there is a gap.
8. The IT Division has been asked to investigate the current state of IT connectivity and services at the Old Bailey and the Magistrates Court. This was initiated following issues with a standalone broadband service. I met with an IT lead from the Courts service and can confirm that they have all they need to manage their operations at both the Old Bailey and the Magistrates Court. We may be able to assist them with some public Wi-Fi provision whilst they deal with an old legacy service that is not supported, but overall they are confident there are no IT limitations to their continuing use of the two locations.

Staffing updates

9. The Chamberlain has already made some Members aware of my departure from the City in January. I will be leaving to take up a new position as the IT Director of the National Citizen Service, a community interest company set-up by David Cameron during his time as Prime Minister. The organisation has grown rapidly and expects this to continue as it gains its Royal Charter. The Chamberlain has been considering a number of options to ensure that the recent efforts to stabilise IT are maintained as I exit the organisation. The Chamberlain will provide a verbal update on this at the end of today's meeting.
10. We have been successful in recruiting a contract PMO Manager since the last IT Sub Committee. Chris Forth has joined us and brings significant experience from working in PMO roles over many years. Chris will help establish our approaches

to project tracking and prioritisation.

11. We are also seeking to manage a secondment into the team for someone to help manage the provision of mobile devices to staff and Members. Interviews have just taken place and we hope to be able to announce a successful outcome over the coming days.

Appendices

- None

Simon Woods

IT Director, IT Division

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Committee	Dated:
IT Sub Committee	25 November 2016
Subject: IT Division Service Performance	Public
Report of: IT Division	For Information
Report author: Fay Sutton, Head of Engagement and Communication, IT Division Eugene O’Driscoll, Agilisys 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.

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 3rd parties.

Service Desk Satisfaction

2. Table 1 below: shows user satisfaction results for both the COLP and COL IT Service Desks. The table shows the aggregated scores, and the number of responses.

Table 1. User Satisfaction scores

User Satisfaction	Satisfaction Target	Jun Responses	Jun Satisfaction	Jul Responses	Jul Satisfaction	Aug Responses	Aug Satisfaction	Sep Responses	Sep Satisfaction	Oct Responses	Oct Satisfaction
COL	5.7/7	249	5.72	200	6.03	202	6.09	223	5.79	209	5.78
COLP	5.7/7	100	6.19	68	6.19	70	6.62	51	6.5	88	6.67

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

3. Every time a Service Desk call is resolved, the user is sent a survey to assess their satisfaction with the service and resolution provided. It is pleasing to report that satisfaction levels continue to be above the target of 5.7 out of 7 for both Service Desks. It should also be noted that in October, the City of London Police Service Desk achieved its highest satisfaction score of 6.67 out of 7. In order to increase the number of responses, Agilisys in partnership with City of London IT are addressing with customers the importance of completing a survey.
4. Appendix 1 presents satisfaction performance trends over the last 12 months and shows that satisfaction has remained consistently on or above the target of 5.7.
5. Table 2 below: shows first time fix by the Service Desk. Although the first time fix is still at an acceptable level we acknowledge that the first time fix performance has dipped over the last three months. This is due to increased levels of P1 & P2 incidents and an increased level of profile related incidents requiring investigation by 2nd line teams. Plans to improve will include a document shift left to reduce resolution times and Service Desk working closely with Problem Management to proactively identify reoccurring incidents.

Table 2. First Time Fix rates

First Time Fix	May (%)	Jun (%)	Jul (%)	Aug (%)	Sep (%)	Oct (%)
COL	59	63	76	67	61	56
COLP	75	82	84	83	76	69

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. The % for September for CoL was due to a high number of users returning from holiday contacting the Service Desk. In addition the P1 and P2 outages resulted in a higher than normal number of calls to the Service Desk. Currently the abandonment rate for November is running ahead of target at 4%

Table 3. Call Abandonment data

Measure	Target (%)	Total calls Jun *	Performance Jun (%)	Total calls Jul *	Performance Jul (%)	Total calls Aug*	Performance Aug (%)	Total calls Sep*	Performance Sep %	Total calls Oct*	Performance Oct %
CoL	5	134/3530	4	105/2998	3.0	87/2806	3	214/3184	7	153/2907	5
CoLP	5	91/2148	4	115/2553	4.5	73/1890	4	89/2222	4	70/2028	4

* 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:

- a. Appendix 2 – shows the performance of the IT Division to resolve incidents within SLA targets.
- b. Appendix 3 - shows the number of Priority 1 and Priority 2 incidents from June 2016 through to October 2016.
- c. Appendix 4 – shows the Priority 1 incident trends for the last 12 months
- d. Appendix 5 – shows the Priority 2 incident trends for the last 12 months

8. There were in total 18 major incidents (Priority 1) and 12 (Priority 2) incidents during October. It is important to note that **11** of the Priority 1 incidents were connected to one issue at Walbrook Wharf due to an ageing faulty network device. The device has been temporarily replaced with no further outages reported and a new device is planned to be installed on the 21 November.

9. There were two significant outages during October in the Police. These were due to Vodafone issues which resulted in all PSN services being unavailable including external email and then a network outage which impacted Internet access and the PNC system. The Contracts Team are currently working with Vodafone to ensure that support arrangements are in line with business need.

10. Business Applications remained very stable during October with only one application failing, Planning Document Management System, and this was restored very quickly.

11. The IT Division and Agilisys also provided support leading up to and on the day of the Lord Mayor's Show for both the City and City of London Police. IT services were fully operational and no incidents were reported.
12. Significant work has also been undertaken to accommodate the additional 79 staff within Town Clerks. Due to the current ageing infrastructure within the West Wing and current performance issues, further equipment has been ordered to strengthen the network prior to the work planned as part of the Joint Network Refresh Project. This work is due to be completed in early December.

Customer Perception

13. Following comments made at the previous committee, a review is currently being undertaken as to how customer perception is measured.

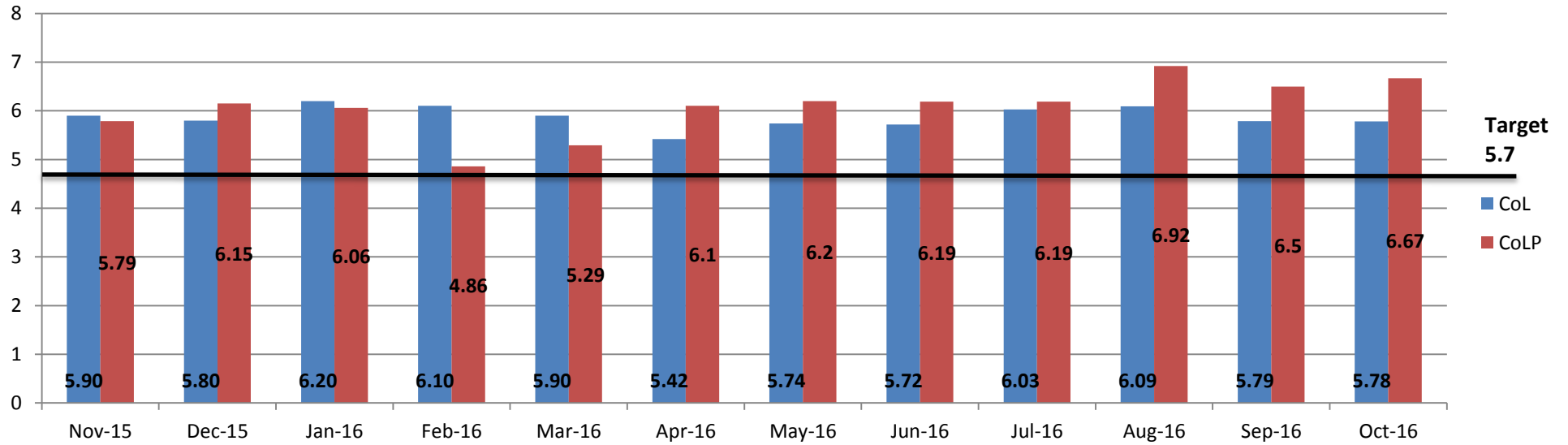
Fay Sutton, Head of Engagement & Communication, IT Division

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Eugene O'Driscoll, Agilisys Service Director

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



Appendix 2 – IT Performance

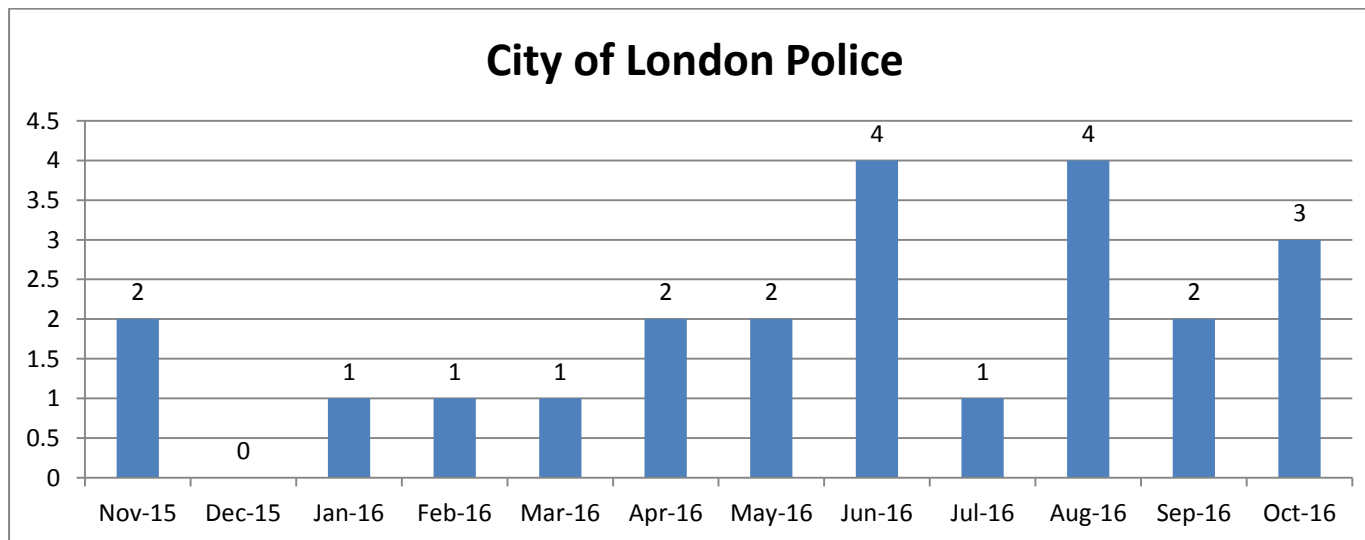
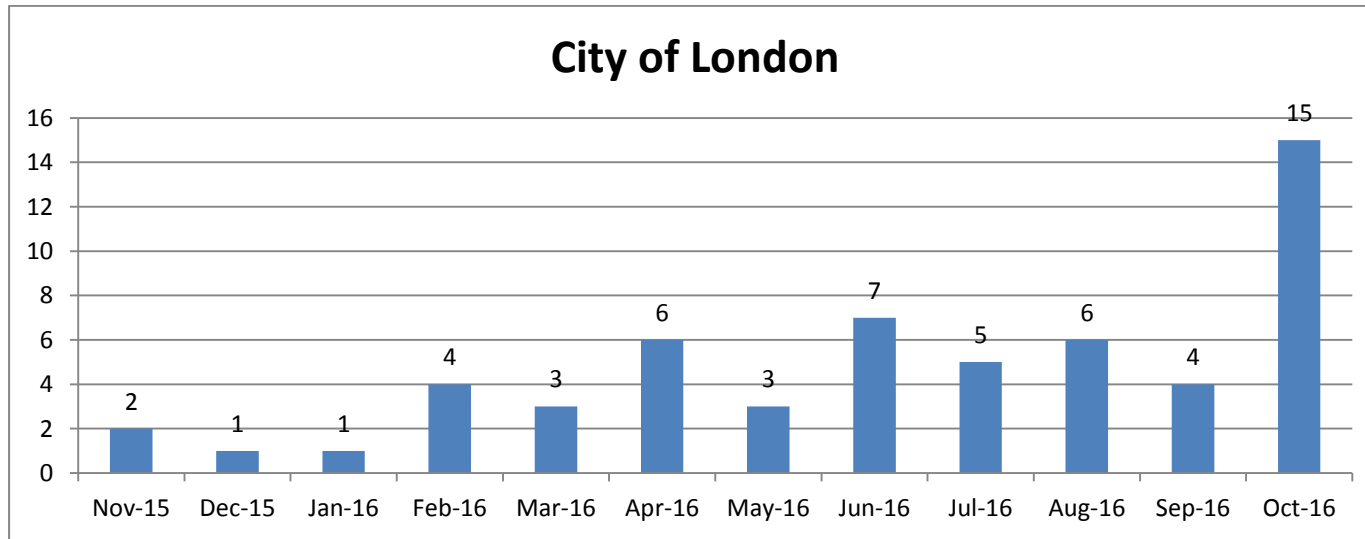
City of London

Measure	Target (%)	Total Jun	Performance Jun (%)	Total Jul	Performance Jul (%)	Total Aug	Performance Aug (%)	Total Sep	Performance Sep %	Total Oct	Performance Oct %
Incident P1	98	7	86	5	60	6	100	4	100	15	100
Incident P2	98	5	60	11	100	3	100	6	66	5	100
Incident P3	98	25	96	24	83	20	95	11	91	21	100
Incident P4	98	1457	99	1504	100	1282	98	1154	94	1608	98
Incident P5	100	1	100	5	100	1	100	3	100	3	100

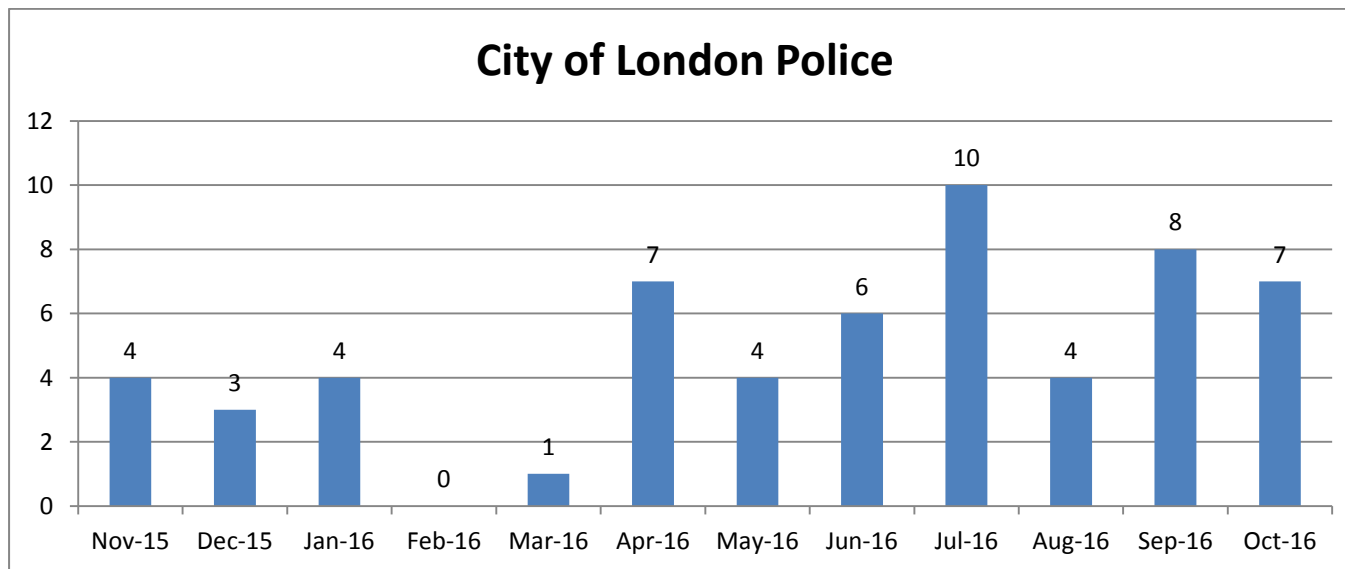
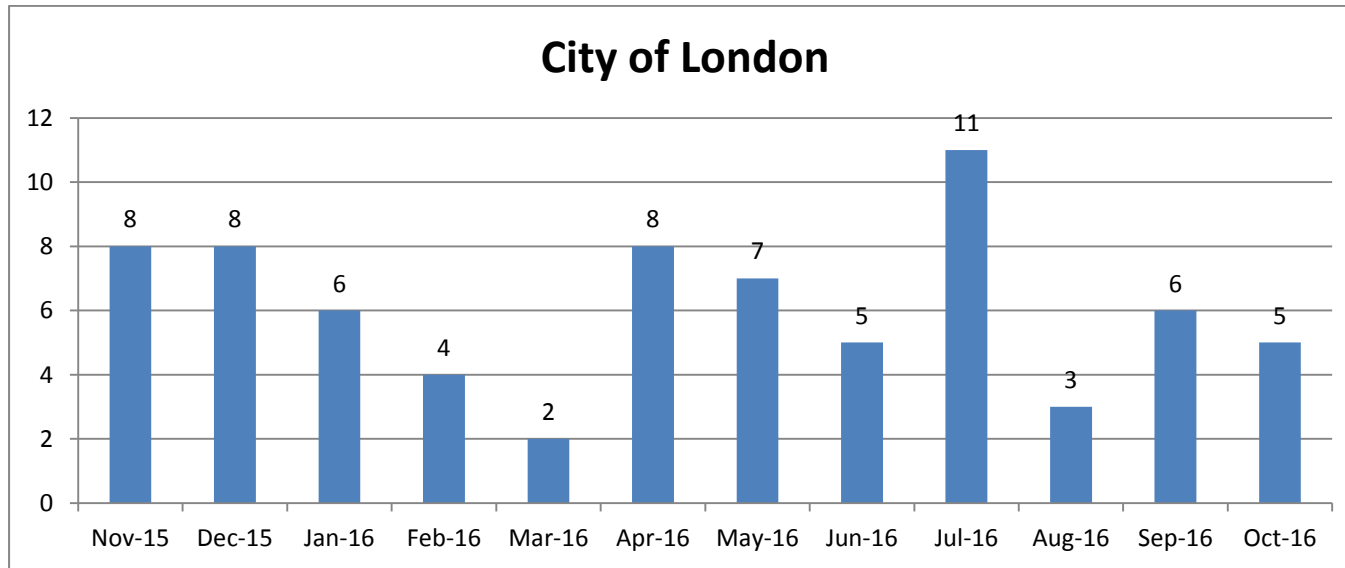
City of London Police

Measure	Target (%)	Total Jun	Performance Jun (%)	Total Jul	Performance Jul (%)	Total Aug	Performance Aug (%)	Total Sep	Performance Sep %	Total Oct	Performance Oct %
Incident P1	98	4	25	1	0	4	50	2	50	3	0
Incident P2	98	6	66	10	70	4	100	8	50	7	57
Incident P3	98	15	87	16	88	8	100	11	76	28	86
Incident P4	98	731	99	777	97	831	97	703	98	644	96
Incident P5	98	11	100	5	100	13	100	8	100	11	100

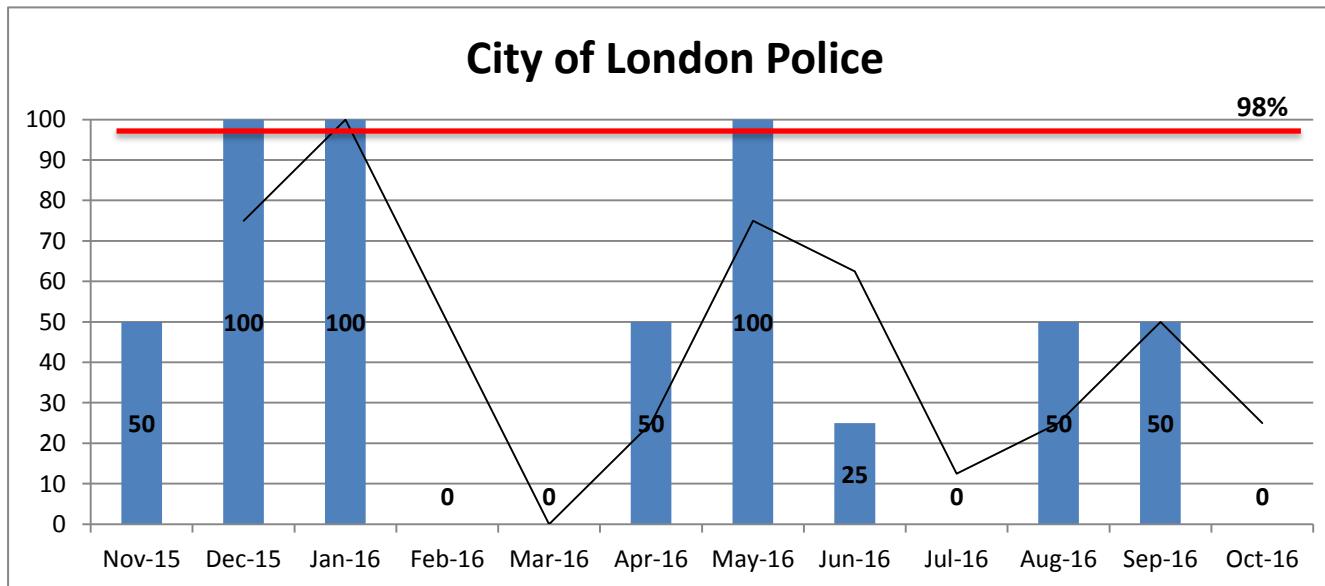
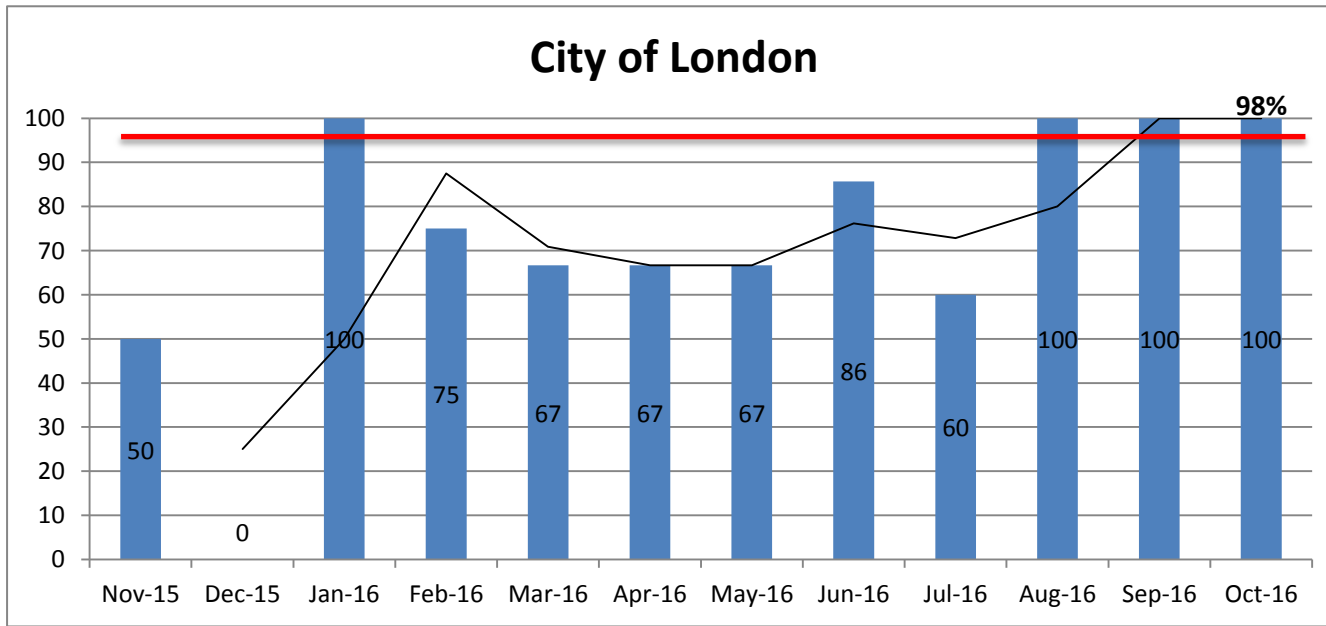
Appendix 3 – Priority 1 Incident Number Trends



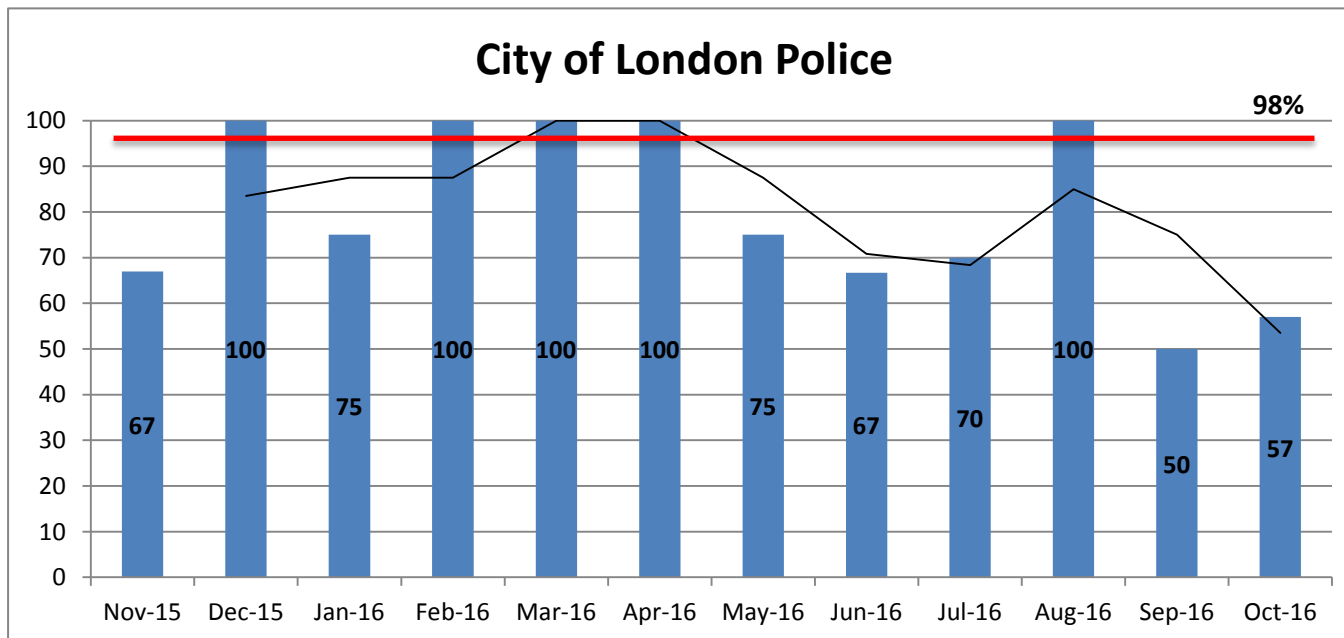
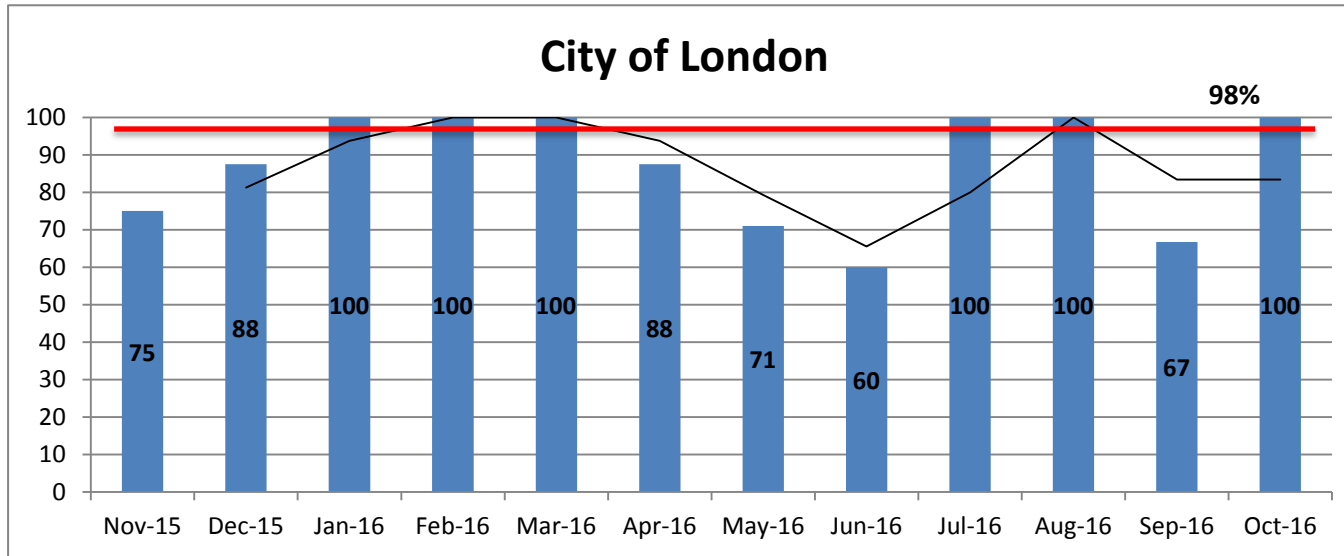
Appendix 4 – Priority 2 Incident Number Trends



Appendix 4 – Priority 1 Incident Percentage Trends



Appendix 4 – Priority 2 Incident Percentage Trends



Committee(s)	Dated:
IT Sub Committee – For Information	14 November 2016
Subject: IT Division – IT Contracts Update	Public
Report of: The Chamberlain	For Information
Report author: Rajiv Rathod, IT Contracts & Supplier Manager	

Summary

The IT Division have been reviewing two existing large contracts: the Managed Print Service and our Microsoft Volume Reseller.

Managed Print Service

- The Managed Print Service contract that provides all of our multi-function printing devices is currently provided by Konica Minolta and expires on the 31st August 2017.
- Significant effort has been undertaken to collate the requirements the Corporation, City Police and institutional departments have for printing devices.
- Working closely with City Procurement, the IT Division will be going out to market to award a new Managed Print Service contract in April 2017.

Microsoft Volume Reseller

- In 2014 the City of London Police and the City of London Corporation signed agreements for similar but separate contracts for a Microsoft reseller. Both contracts were signed with Phoenix Software following a procurement process completed in partnership with City Procurement.
- The contracts expire in 2017 and the IT Division therefore issued one tender for both agreements this September.
- The services that will eventually be procured through the volume license reseller are desktop products such as Office, Visio, and Project, and licences to access server based systems such as email and databases.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Managed Print Service

1. The current arrangement we have for the provision of printing devices across the Corporation, Police and institutional departments comes to an end (after a six month extension) on 31st August 2017.
2. The Procurement Steering Group were written to in June to nominate stakeholders to participate in a working group so that representatives from across the organisation could be involved. The aim of the working group is to capture the print requirements from the diverse groups we have across the Corporation, Police and institutional departments.
3. As well as participating in meetings of the working group , the IT Division has met separately with key departments, and increased engagement with the Procurement Steering Group. This has improved the quality and completeness of the requirements that will be taken forward.
4. The approach taken for the new contract has been developed by the working group and was ratified by City Procurement and other stakeholders at the IT Category Board on the 7th November.
5. The approach includes the change from paying rental and usage in arrears to a model focused on consumption so that the Corporation only pays for its actual usage. This is expected to provide a significant saving against the current arrangement and further details of the savings will be provided to Members at a future meeting..
6. The contract initially be a like for like replacement, with the capability to rationalise printers and therefore further reduce costs. A requirement has been set for the supplier to help develop a print strategy with the Corporation, which would require internal approval before any change. For example, a reduction in the total number of devices.
7. A central government Crown Commercial Service framework will be used for the procurement. When this framework is live, a customer pack including terms and conditions will be provided by the end of November, from which the financial clauses will be reviewed by the Finance Team.
8. On approval of the Crown Commercial framework, the IT Division will go out to market for a 5+1+1 year contract in December with a contract award expected in April 2017 following appropriate committee approvals.

Microsoft Volume Reseller

9. In January 2014 the City of London Police signed agreements for the supply and support of Microsoft licences. In June 2014 the City of London Corporation signed agreements for a similar contract. Both contracts were signed with

Phoenix Software.

10. The contracts expire January 2017 and June 2017 respectively, and the IT Division issued one tender for both agreements this September. As Microsoft only sell through 3rd parties, the tender was for a certified Microsoft Volume reseller, similar to the current arrangement.
11. The services included are desktop products such as Office, Visio, and Project, licences to access server based systems such as Exchange (our email service), and licences and support for server operating systems such as Windows Server.
12. After a competitive bidding process, Phoenix Software scored the highest and won the tender, meaning they will continue to provide Microsoft licences to the organisation for a further three years and support us through the adoption of more cloud services.
13. Microsoft has announced that pricing may increase by up to 22% from the start of 2017. Although IT division will attempt to take advantage of any preferential price we are unlikely to know the full licensing requirement before the increase takes effect. The IT Division will continue to work with Phoenix to identify new licences that may be required during the contract term so that the price of these potential requirements are fixed before the end of the calendar year

Appendices

- None

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Committee(s)	Dated:
IT Sub Committee – For Information	15 November 2016
Subject: Agilisys Oracle Lessons Learned Report	Public
Report of: The Chamberlain	For Information
Report author: Simon Woods, IT Director	

Summary

The Oracle upgrade project at the City of London was challenging. During the closure phase of the works Members requested more information about the lessons learned from the project and the report in Appendix A has been provided by Agilisys in response to that request. The report highlights key areas that should be considered for any future initiatives of a similar type.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Core Objectives of the Oracle Programme

1. Upgrade from Oracle e-Business release 11.5.10 to release 12.1.3 of the Oracle e-Business suite of software (referred to as "Oracle e-Business R12"). This includes:
 - a. General Ledger;
 - b. Accounts Payable;
 - c. Accounts Receivable;
 - d. Cash Management;
 - e. Project Accounting – Foundation, Billing & Costing functionality only;
 - f. Internet Procurement;
 - g. Purchasing;
 - h. Inventory (sufficient to use Purchasing only); and
 - i. HR (sufficient to use Purchasing and Accounts Payable)

2. Implementation of additional Oracle data warehouse and software modules – OPN & OBIA.
 - a. Advanced Collections
 - b. Oracle Property Manager ("OPN") (in place of the application currently referred to by the Authority as "Manhattan"); and
 - c. Oracle Business Intelligence Application ("OBIA")
3. Business change across the Corporation
 - a. The adoption of standardised and consistent business processes, based on 'standard, best practice' configuration inherent within the Oracle Software.
4. Manhattan Decommission
 - a. Removing the application support costs and support risks currently in place.

Summary of Lessons Learned

5. The full Agilisys report can be seen in Appendix A. The section below contains a summary view of the key lessons learned contained within the report.
6. Contractual:
 - a. Need to clearly define roles, responsibilities and ownership at the start of future programmes.
 - b. Clear articulation of the risks is required (delivery assurance, quality, programme management ,accountability etc) associated with adjustments / resourcing / management of key programmes.
 - c. At project start up ensure that licence management and ownership is clearly defined.
7. Business Requirements and Functionality
 - a. Clear and shared objectives between both project and business stakeholders at all levels of the organisation need to be defined.
 - b. Deeper engagement and involvement of business stakeholders in all stages of future programmes - from early planning, through procurement and product selection to delivery.
8. Governance and Project Management
 - a. Full engagement with the governance process from day to day operational governance through to Steering Group.

- b. Appropriately empowered and experienced business project team members with the ability to challenge both Agilisys/PwC and COLC business.
- c. Application of more structured and disciplined reporting against project plan, timescales, costs; strengthen project management controls.
- d. Robust application of Change Control Procedures.
- e. Improved communication between COLC IS and the business.

9. Resources and Skills

- a. Project planning to properly reflect resource profiles (roles, level/seniority, type, experience) is required for complex IT and business change projects.

Appendices

- Appendix A – Agilisys Lessons Learned Report

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Appendix A

Oracle Programme

Lessons Learned

November 2016

Author: Darrell Ungerer / Eugene O'Driscoll
Version: 0.2

1 Programme Objectives

<p>Upgrade from Oracle e-Business release 11.5.10 to release 12.1.3 of the Oracle e-Business suite of software (referred to as "Oracle e-Business R12")</p>	<p>General Ledger; Accounts Payable; Accounts Receivable; Cash Management; Project Accounting – Foundation, Billing & Costing functionality only; Internet Procurement; Purchasing; Inventory (sufficient to use Purchasing only); and HR (sufficient to use Purchasing and Accounts Payable)</p>
<p>Implementation of additional Oracle data warehouse and software modules – OPN & OBIA</p>	<p>Advanced Collections Oracle Property Manager ("OPN") (in place of the application currently referred to by the Authority as "Manhattan"); and Oracle Business Intelligence Application ("OBIA").</p>
<p>Business change across the Corporation</p>	<p>The adoption of standardised and consistent business processes, based on 'standard, best practice' configuration inherent within the Oracle Software</p>
<p>Manhattan Decommission</p>	<p>Removing the application support costs and support risks currently in place;</p>

Lessons Learned

Contractual arrangements

- The City of London Corporation (COLC) Invitation to Tender ("ITT") was made available to potential suppliers (including Agilisys) in 2013
- Following the evaluation of potential suppliers' (including Agilisys) responses to the ITT, COLC decided it had complied with its obligations in relation to obtaining best value for its supply chain and selected Agilisys as 'prime contractor'
- COLC agreed that Agilisys' sub-contractor, Mokum Change Management Ltd (subsequently PwC) was responsible for the upgrade to Oracle Software R12, and implementation of the Oracle Software
- Agilisys was responsible for providing the technical structure and architecture for the hosting and support (including development, configuration, implementation and testing) of the Oracle Software and ongoing DBA support
- COLC was responsible for all business change activities
- The clarity and understanding of Agilisys' role became unclear during the programme. Agilisys programme assurance & programme oversight costs were removed at COLC's request placing Agilisys in a 'thin client' role. COLC project resources engaged with PwC directly outside the established project governance. This caused some ambiguity with respect to roles and responsibilities and to some extent unnecessary escalations
- COLC contracted with Agilisys but did not want Agilisys to resource and manage the overall project delivery; as the project progressed Agilisys were held accountable as prime for the overall project delivery without having the ability to influence the strategic direction and delivery of the programme
- COLC had a lack of clarity on Oracle licence ownership.

Lessons learned:

- Need to clearly define roles, responsibilities and ownership at the start of future programmes
- Clear articulation of the risks is required (delivery assurance, quality, programme management ,accountability etc) associated with adjustments / resourcing / management of key programmes
- At project start up ensure that licence management and ownership is clearly defined.

Business Requirements vs Functionality

- Whilst COLC had undertaken pre-tender planning activities/proof of concept work, it became apparent there was a mismatch between business expectations and Oracle functionality e.g. Manhattan
- At the outset COLC identified a desire to reduce customised business processes with the intention of implementing the standard best practice configuration of the Oracle Software. The iterative design process failed to achieve this with a significant number of CEMLI's (Customisation, Extension, Modification, Localization, and Interfaces) incorporated into the solution design by COLC.

Lessons Learned:

- Clear and shared objectives between both project and business stakeholders at all levels of the organisation need to be defined
- Deeper engagement and involvement of business stakeholders in all stages of future programmes - from early planning, through procurement and product selection to delivery.

Governance & Project Management

- Business sponsorship and ownership through governance arrangements was slow to get off the ground; it improved significantly when senior business stakeholders championed each of the core business areas
- Governance processes were not always adhered to, for example – key meetings direct with PwC with no Agilisys representation; inconsistencies in applying the agreed escalation process.

Lessons Learned:

- Full engagement with the governance process from day to day operational governance through to Steering Group
- Appropriately empowered and experienced business project team members with the ability to challenge both Agilisys/PwC and COLC business
- Application of more structured and disciplined reporting against project plan, timescales, costs; strengthen project management controls
- Robust application of Change Control Procedures
- Improved communication between COLC IS and the business.

Suitably resourced & skilled team

- Agilisys and COLC programme management saw several changes of personnel
- PwC project management did not challenge the business sufficiently and accommodated multiple deviations from plan
- COLC project management was weak in early stages; COLC subsequently invested in contract resource (Programme Lead, Change Lead, and Test Manager) and seconded CPDU senior resource to support the programme. COLC project business representatives were not always empowered / sufficiently experienced.

Lessons Learned:

- Project planning to properly reflect resource profiles (roles, level/seniority, type, experience) is required for complex IT and business change projects

Business ability to accept and absorb change

- Engagement, sponsorship and communication by senior operational management across the various departments was slow to get off the ground until departmental heads took over responsibility for delivery of specific work streams
- Operational business representatives assigned to the project were reluctant to change known and customised processes
- There was significant resistance from COLC departments to accepting new ways of working and to implement the change necessary to deploy the agreed solution, resulting in challenges from the business and constant comparisons to “how we used to do things”.

Service Stability & Service Assurance

Post Go-Live COLC experienced a number of service issues in relation to the OBI and ETL interfaces.

Agilisys conducted a review covering:

- Root cause analysis of recent R12 upgrade and IaaS performance issues
- Production control of the Oracle R12 and peripheral tools
- Completion of outstanding project tasks to provide a fit for purpose and supportable suite of Oracle services

Key findings implemented through a Service Improvement Plan:

- Monitoring of System Resources, scripts and jobs - Improvements were made to the monitoring of system resources, processes and jobs. These improvements include daily checks, automated checks and clarity on responsibilities and support processes
- Project Handover and knowledge transfer completed
- Release & Change Management - Production transitions are now managed via change management and CAB.
- Support role responsibilities. - Improved understanding of the responsibilities of the COLC and Agilisys support teams was required. Agilisys has recommended a Oracle Business Intelligence role be filled by either Agilisys or COLC. As a result of not having this role COLC had to utilise the PwC enhancement budget for BAU support for ETL processing.
- OBI infrastructure improvements. - Storage capacity and improved backup regimes implemented to provide additional responsiveness and to address issues identified
- A dedicated Agilisys Oracle DBA is in place.

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