



Information Technology Sub (Finance) Committee

Date: TUESDAY, 10 JULY 2018
Time: 1.45 pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Deputy Jamie Ingham Clark (Chairman)
Randall Anderson (Deputy Chairman)
Deputy Keith Bottomley
John Chapman
Tim Levene
Jeremy Mayhew
Deputy Robert Merrett
Sylvia Moys
Alderman Andrew Parmley
James Tumbridge
Rehana Ameer
Hugh Morris

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Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES OF THE PREVIOUS MEETING**
To agree the public minutes and non-public summary of the meeting held on 31 May 2018.

For Decision
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
Joint report of the Town Clerk and Chamberlain.

For Information
(Pages 9 - 10)
5. **WORK PROGRAMME FOR FUTURE MEETINGS**
Joint report of the Town Clerk and Chamberlain.

For Information
(Pages 11 - 12)
6. **INTERACTIVE DIGITAL SESSION - BILLINGSGATE MARKET APP**
Verbal report of the Chamberlain

For Decision
7. **IT TRANSFORMATION PROGRAMME - UPDATE REPORT**
Report of the Chamberlain

For Information
(Pages 13 - 16)
8. **IT DIVISION - IT SERVICE DELIVERY SUMMARY**
Report of the Chamberlain

For Information
(Pages 17 - 22)
9. **CUSTOMER RELATIONSHIP MANAGEMENT PROJECT UPDATE**
Report of the Chamberlain

For Decision
(Pages 23 - 26)

10. **GUILDHALL WORKPLACE UTILISATION PROGRAMME - UPDATE REPORT**

Report of the Town Clerk, Chamberlain and City Surveyor

For Information
(Pages 27 - 30)

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 31 May 2018.

For Decision
(Pages 31 - 36)

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

Joint report of the Town Clerk and Chamberlain.

For Information
(Pages 37 - 38)

16. **CR 16 INFORMATION SECURITY RISK**

Report of the Chamberlain

For Decision
(Pages 39 - 56)

17. **IT TRANSFORMATION PROGRAMME - IT STRATEGY UPDATE REPORT**

Report of the Chamberlain

For Information
(Pages 57 - 94)

18. **PLANNING AND REGULATORY SERVICES CASEWORK MANAGEMENT SYSTEM (PRSCMS) PROJECT - GATEWAY 3/4 OPTIONS APPRAISAL**
Report of the Director of Markets and Consumer Protection and Director of the Built Environment
- For Information**
(Pages 95 - 110)
19. **IT DIVISION RISK UPDATE**
Report of the Chamberlain
- For Information**
(Pages 111 - 128)
20. **NATIONAL POLICING PROGRAMMES - UPDATE REPORT**
Report of the Chamberlain
- For Information**
(Pages 129 - 138)
21. **BRIEFING ON THE IDOX UNIFORM APPLICATION FAILURE JANUARY 2018**
Report of the Chamberlain
- For Information**
(Pages 139 - 142)
22. **WAIVER REPORT - MDRS SYSTEM SUPPORT FOR CITY OF LONDON POLICE - TO FOLLOW**
Report of the Chamberlain
- For Decision**
23. **ACTION TAKEN BETWEEN MEETINGS**
Report of the Town Clerk
- For Decision**
(Pages 143 - 146)
24. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
25. **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

Thursday, 31 May 2018

Minutes of the meeting of the Information Technology Sub (Finance) Committee held at Guildhall, EC2 on Thursday, 31 May 2018 at 1.45 pm

Present

Members:

Deputy Jamie Ingham Clark (Chairman)
Randall Anderson (Deputy Chairman)
Deputy Keith Bottomley
John Chapman
Tim Levene
Jeremy Mayhew
Deputy Robert Merrett
Sylvia Moys
James Tumbridge

Officers:

Paige Upchurch	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Bob Roberts	- Town Clerk's Department
Michael Cogher	- Comptroller
Peter Kane	- Chamberlain's Department
Samantha Kay	- IT Department
Sean Green	- IT Department
Neil Hocking	- IT Department
Andrew Bishop	- IT Department
Mairi Moore	- City of London Police

1. APOLOGIES

There were no apologies.

Chairman's Thanks

The Chairman thanked Hugh Morris and Rehana Ameer for their work on the Committee last year and acknowledged their interest in serving on the Committee for the year ahead. The Chairman thanked Robert Merrett who had stepped down from the Committee and welcomed Alderman Sir Andrew Parmley to the Committee.

The Chairman commented that the IT Sub Committee had achieved a lot in the last year, alongside juggling the work on GDPR, which brought about a Court debate. The Committee Members were thanked for their input and the Chairman added that there were three main IT Risks on the corporate register, and the aim for the year was to reduce this to one.

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 of the meeting held on 26 March 2016 be approved as an accurate record subject to the correction of typographical errors.

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

The Sub-Committee considered a joint report of the Town Clerk and the Chamberlain which provided updates of outstanding actions from previous meetings.

RESOLVED – That the Sub-Committee noted the report.

5. **WORK PROGRAMME FOR FUTURE MEETINGS**

Members received a report of the Town Clerk and the Chamberlain which laid out the key reports to be submitted up until September 2018.

RESOLVED – That Members noted the report.

6. **INTERACTIVE DIGITAL SESSION - DEMO OF THE SURFACE HUB AND OFFICE.COM AND INTEGRATING DIARIES**

Members were provided with a demonstration of a Microsoft Surface Hub, a large portable touch screen computer. This was provided by Neil Hocking from the VIP team., The following points were made during the demonstration:

- The device allowed the user to use skype for business to host and join meetings, using an interactive screen that allowed content and documents to be uploaded and displayed. Users could upload comments to documents in real time and could use a whiteboard programme to draw on the screen whilst the document was still displayed.
- The device had access to all documents in the user's OneDrive and was capable of creating diagrams, shapes, tables and adding internet searched images to a document or white board quickly and easily.
- The device had two cameras designed for video conferencing.
- In response to a question the it was commented that the Corporation currently only had the device on loan from Microsoft for demonstration purposes, but was looking to get these or similar devices for one

committee room and some of the ground floor meeting rooms. It was added that depending on the business case external sites could potentially request for a device for regular video conferencing.

- In response to another question, Neil Hocking informed Members that the device could only be used by the internal network and was therefore security protected.
- It was commented that the use of these devices promotes collaborative and flexible working and supports the principles of the IT Strategy. the use of new technologies and generated a return on the investment.

RESOLVED – That Members noted the verbal report.

7. IT DIRECTOR SUMMARY

Members received a report of the Chamberlain regarding a departmental summary from the IT Director and the following points were made:

- A Member commented that this report should have provided Members with an update on the CRM Database in relation to the General Data Protection Regulation (GDPR) and it was agreed that this would be included

RESOLVED – That Members noted the report.

8. IT DIVISION RISK UPDATE

Members received a report of the Chamberlain regarding a risk update for the IT Division and the following points were made:

- A Member commented that it was agreed at the last meeting that a risk policy would be provided to the Sub-Committee.
- A Member commented that the fact that the CRM database was not currently GDPR compliant was a significant risk and it should have been included in the report. The Head IT Finance and Business Performance commented that this risk was reported at divisional level rather than corporate level because the clean-up exercise was in place and on-going. Members agreed that they needed fuller detail in future reports, taking a wider view on reporting the IT Division's risks, rather than just reporting the top risks.
- The Chairman requested that future reports include a key, and that the visual aids, namely the arrows, were clear to understand, as different departments used arrows in different ways.

RESOLVED – That Members noted the report and requested the above changes to be made to future reports.

9. **GENERAL DATA PROTECTION REGULATION (GDPR) UPDATE REPORT**

Members considered a report of the Comptroller & City Solicitor regarding an update on GDPR and the following points were made:

- The Comptroller commented that the findings of the Mazars Audit revealed that the Corporation had made good progress with GDPR and there were no red risks.
- Members commented that some policies were overzealous and too risk averse, at the expense of Members convenience. The Comptroller commented that judgement calls had to be made due to the GDPR adoption deadline, and invited Members to speak to the Comptroller outside of the meeting about areas that may have caused undue inconvenience, as they could be reviewed.
- A Member expressed concern that the Corporation may have relied on poor guidance of the Law Society, who had since expressed that their guidance had been incorrect.
- In response to a question, the Comptroller commented that auditing of third party contracts would be dealt with in Phase 2 as there was not capacity to complete this prior to the implementation date. Members commented that a central register of contractors should be created and maintained.
- Members commented that this project had been an enormous task and thanked the Comptroller for taking it seriously and getting the Corporation into the best position it could be in.

RESOLVED – That Members noted 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**

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.

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

The Sub-Committee approved the non-public minutes of the meeting held on 26 March 2018 as an accurate record.

14. OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS

The Committee agreed vary the Agenda and consider item 16 next which included a joint report of the Town Clerk and the Chamberlain which provided non-public updates of outstanding actions from previous meetings.

15. DESIGN, BUILD, SUPPORT AND HOSTING FOR NEW WEBSITE

Members agreed to consider item 11 next. This item included a report of the Communications Director regarding the design, build support and hosting for the new website.

16. CR 16 INFORMATION SECURITY RISK

Members agreed to consider item 17 next. This item included a report of the Chamberlain regarding CR 16 Information Security Risks.

- *John Chapman left the meeting*

17. DRAFT PERSONAL ACCESS DEVICE POLICY

Members considered item 18 next which included a report of the Chamberlain regarding a draft personal device policy.

18. IT TRANSFORMATION PROGRAMME - UPDATE REPORT

Members had agreed to vary the Agenda in order to consider items 10, 19 and 23 together as they were related and therefore item 19 was considered next. This item included a report of the Chamberlain regarding the IT Transformation Programme.

- *Deputy Keith Bottomley left the meeting*

19. CHANGE AND ENGAGEMENT APPROACH

Item 10 was considered next and in public session. This item included a report of the Chamberlain regarding the change and engagement approach to the transformation programme and the following points were made:

- The Head Change and Engagement informed Members that quantitative information could be gathered on the staff use of the new technologies as a dashboard was able to tell, in real time, what technologies were being used and when. Qualitative information was collected by way of staff survey.

There was a positive response to the use of laptops for flexible working, but work was still needed to create a culture shift.

RESOLVED – That Members noted the report.

- *At this point of the meeting, as 2 hours had passed, Members agreed to extend the meeting under Standing Order 40*

20. CITY OF LONDON CORPORATION & CITY OF LONDON POLICE IT STRATEGY UPDATE

Members considered item 23 next. This item included a report of the Chamberlain regarding the City of London and City Police IT Strategy.

21. FILE SHARES/ONEDRIVE PERMISSIONS BREACH

Members considered Item 20 next. This included a report of the Chamberlain regarding a file share permissions breach.

22. MEMBERS' SURVEY RESULTS AND ACTION PLAN

Members considered Item 21 next which included a report of the IT Director regarding the Members Survey results and action plan.

23. CITY OF LONDON POLICE IP TELEPHONY UPGRADE

Members considered Item 22 next which included a report of the Chamberlain regarding the City Police IP telephony upgrade.

24. POLICE IT PROJECTS - UPDATE REPORT

Members considered a report of the Head of Police IT which provided an update on Police IT projects.

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

There were no non-public questions.

26. 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 16:01

Chairman

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Information Technology Sub-Committee – Public Outstanding Actions

Item	Meeting Date	Action and target for completion	Officer responsible	To be completed/ Next stage	Progress update
1	26 March 2018	<u>Planning Portal report</u> The IT Director commented on a hardware failure with the planning portal in January and that the hardware needs replacing and to be placed on the same Agilisys platform as other systems. The Chairman requested that the IT Director come back to the Sub-Committee with further report on this issue.	Sean Green	July 2018	The report will provided at the July meeting
2	26 March 2018	<u>Data Protection Policy</u> The Chairman commented that the policy should be reviewed at Member level in order to ensure openness and transparency and a Member commented that the reviews should be Phased by section to ensure that the policy is considered closely.	Michael Cogher	March 2019	This will be added to the Forward Plan for the IT Sub-Committee

3	31 May 2018	<u>CRM Update</u> A Member commented that the IT Director Summary should have provided Members with an update on the CRM Database in relation to the General Data Protection Regulation (GDPR) and it was agreed that this would be included in the Director Summary report at the next meeting.	Sean Green / IT Director	July 2018	This will be covered by an agenda item at the July meeting
4	31 May 2018	<u>IT Division Risk Updates</u> Members agreed that they needed fuller detail in future reports, taking a wider view on reporting the IT Division's risks, rather than just reporting the top risks. The Chairman requested that future reports include a key, and that the visual aids, namely the arrows, were clear to understand, as different departments used arrows in different ways.	Sean Green	July 2018	The recommendations are noted and will be included in the report provided at the July meeting
5	31 May 2018	<u>GDPR Mazars Audit</u> To be shared with the Sub-Committee once it has been drafted	Michael Cogher	July 2018	On the agenda for the September meeting due to delays in receiving the draft report from Mazars

IT Sub-Committee 3 Month Rolling - Forward Plan – Updated July 2018

Report Title	Report Month	Category	Who
Smart City Update and Plans	September 2018	Strategic	AC
Desktop Transformation Closedown Report	September 2018	Strategic	
Application Rationalisation Roadmap	September 2018	Strategic	KM
CRM Events Management Presentation	September 2018	Strategic	SC
Phase II Transformation Gateway	September 2018	Strategic	KM
Post 2020 Strategic IT Outsourcing Plan	September 2018	Strategic	KM
Web Project Update	September 2018	Strategic	BR
GDPR Compliance Update	September 2018	Operational	MC
Information Management Recommendations	September 2018	Operational	SG
From IT to Digital Framework	September 2018	Strategic	SG
Police Telephony and Call Recording	September 2018	Operational	MG
Data Protection Policy Review	November 2018	Strategic	MC
IT Security Future Projects	November 2018	Strategic	GBH
Network Programme Closedown Report	November 2018	Strategic	KM
Change and Engagement Adoption Update	November 2018	Strategic	SC
Unified Communications Proposal	November 2018	Strategic	KM
Digital and Information Management Programme Update	January 2019	Strategic	KM
New Ways of Working Adoption Update	January 2019	Strategic	SC
Police Office 365 Transformation Update	January 2019	Strategic	KM
Transformation Programme Roadmap 2020	January 2019	Strategic	KM
Police Transformation Programme – IT Enabling Dependencies	January 2019	Strategic	KM
IT Transformation Benefits Realisation Update	January 2019	Strategic	KM
Police Technology Horizon Scanning	January 2019	Strategic	AB
Corporation Technology Horizon Scanning	January 2019	Strategic	KM

Contributors

Sean Green – SG

Sam Collins - SC

Matt Gosden – MG

Andrew Bishop - AB

Kevin Mulcahy – KM

Sam Kay – SK

Gary Brailsford-Hart – GBH

Rebecca Kleinknecht – RK

Matt Cox – MC

Dorian Price - DP

Committee(s):	Date(s):
IT Sub Committee - For information	10 th July 2018
Subject: IT Transformation Programme – Update Report	Public
Report of: The Chamberlain	For Information
<p style="text-align: center;">Summary</p> <p>The purpose of this report is to provide Members with a Programme Update in relation to the IT Transformation Programme. The Desktop roll out and Policy framework is now complete and has been transitioned into live service operation. Progress is being made on delivering new WAN circuits with 78 sites now complete, with 10 remaining. Target for completion of the main sites remains July. The cores of the new LAN have now been built and are being tested with the new support service going live at the end of June 2018. Closedown activities for the Desktop Transformation Programme are now being completed.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> Note the status of the IT Transformation Programme. 	

Main Report

Background

- The Transformation Programme is focused on addressing:
 - The Policies which drive our behaviour
 - The processes which support the services we deliver to the business
 - The Operating model which enables the service delivery
 - The governance which controls our delivery
 - The supporting technology we deliver to the business
- The Desktop Transformation element of the Programme is now complete.
- The Network Programme is proceeding to budget and plan.
- End user device refresh - Complete**

The project has delivered the refresh of the devices within the original scope and budget allocated. Unspent funds of £117,909 remain. IT Division would propose that the unspent sum be used in-year to replace approx. 235 devices that will be over 4 years' old by the end of 2018. An issues report will be prepared for Project sub to seek authority to incur this expenditure against the remaining unspent sum. There will be a further 230 devices that will need to be

replaced during 2019 before all CoL corporate devices have been refreshed since the start of the project in 2016.

5. Policy Framework – Complete

The Policy workstream has now implemented the agreed products in tandem with the operating model. As the deliverables transition is based on a maturity model, there will be significant ongoing effort required, to further mature the services that have recently been implemented. The full benefits of the recent implementation will be further realised, as the service matures and subsequent monthly reporting can be analysed, to identify trends in service.

6. Local Area Network (LAN) / Wi-Fi – Amber

Implementation is continuing with the LAN hardware and supporting service model currently planned to go-live in June. Penetration testing has been completed and the secure Network Operations Centre is established. Knowledge transfer with Agilisys is in-hand and the service transition processes are being tested.

7. Wide Area Network (WAN) – Amber

Of the 88 sites scheduled to have improved network connectivity 78 sites have new BT circuits installed. The remaining sites are in progress but in some cases facing installation challenges (Heritage, Wayleave & access issues).

The project team are targeting the end of July completion although some follow-on works may be required.

8. Fileservers & Citrix - Amber

Test deployments have been completed for 19 of the 25 applications in scope and applications have passed UAT successfully on the test machine.

Citrix farm build is close to completion with seven applications already installed on Citrix application server.

9. GJR Exit - Amber

Voicemail and Call Recording: All services have been migrated to IaaS. The 2003 servers in GJR have been powered down. A decision on the migration of the GIS spatial services is currently pending approval.

10. Corporate & Strategic Implications

This programme is responsible for the delivery of core elements of the IT Strategy, as approved by Members of this Committee in February 2017.

11. Financial Profile

The programme level financial position is set out below. The Programme is on budget.

Category	Approved Budget	Forecast Outturn	Variance	Spend to date	% of Spend	Comments
CoL Office 365	£965,000	£964,281	£719	£964,281	100%	Closedown
CoL Desktop Transformation	£3,096,000	£2,978,091	£117,909	£2,978,091	100%	Closedown, Issues reported drafted for bringing forward hardware provision
CoL and CoLP WAN Transformation	£4,442,000	£4,442,000	£0	£3,172,502	71%	
CoL LAN Transformation	£2,773,453	£2,754,366	£19,087	£1,416,298	51%	
CoLP LAN Transformation	£1,371,612	£1,371,612	£0	£787,703	57%	
Total	£12,648,065	£12,510,350	£137,715	£9,318,875	74%	

Background Papers:

City of London IT Strategy – 2020 Vision.

City of London Corporation & City of London Police IT Roadmap Design Principles.

Kevin Mulcahy

Head of IT Projects & Programmes

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Appendix A – High Level Programme Risks

RAID	Risk Category	Description and mitigation	RAG	Direction
R1	Strategy	The root cause of the challenges facing the City was not technology (though it was end of life) but how the technology was architected, managed and maintained. Progress is now being made on changing the way we manage and maintain which will impact the sustainability of the solutions.	A	↔
R2	Support Model	The support model with Agilisys is now defined and implementation is now complete	G	↑
R3	Target Operating Model	The TOM to be effective needs to be tightly coupled to the IT Strategy 2020, Technology Stack and investment profile. The TOM implementation is now underway. With a target completion date now pushed out until July 2018.	A	↔
R4	People and Behaviours	The current IT Management team is under significant change particularly the CoL officers who have been the key drivers to delivering the Strategy. Additional capacity is being brought in to support service delivery	G	↔
R5	Access delays to premises	The Network team has had site access denied by individual building owners. This is abortive work and may incur additional costs.	A	↑

Rating

RED Urgent action required to reduce rating
AMBER Action required to maintain or reduce rating
GREEN Action required to maintain rating

(This rating is an extract from the City of London Corporate Risk Management Strategy)

↑ Improving position

↔ No change

↓ Worsening

Committee(s)	Dated:
IT Sub-Committee – For Information	21st June 2018
Subject: IT Division – IT Service Delivery Summary	Public
Report of: The Chamberlain	For Information
Report author: Matt Gosden and Eugene O'Driscoll (Agilisys)	

Summary

There was a total of 5 P1 incidents and 7 P2 incidents across City of London Corporation (CoL) and City of London Police (CoLP) in May. The majority of these were resolved within the expected time, though three of the P2 incidents, relating to London Councils and Pubnet took significantly longer to resolve, because of technical challenges and the response times from 3rd parties.

CoL IT and Agilisys are reviewing the critical applications list to ensure that it remains relevant to business needs, and improves targeted responses from 3rd parties, outside of Agilisys, notably in respect of power management and 3rd party application owners.

88% of CoLP users and 96% of CoL users who completed the customer satisfaction survey following contact with the City of London & City of London Police Service Desks, reported a good, or very good, experience. This is against a target of 80%.

CoL initiated an additional new measure of customer satisfaction in June; The Net Promoter Score (NPS) asks users to score the degree to which they would recommend the IT service to their colleagues. Positive feedback (promoters) are offset by negative feedback (detractors) to gain a Net Promoter score, which can be used to measure trends in user satisfaction and the impact of service improvement activities. The first report for the NPS will be available in early July.

Agilisys presented a GDPR-compliance proof of concept software solution to City of London Corporation (CoL) which allows IT to deal with subject access requests and right to be forgotten requests. This is being reviewed by CoL.

Main Report

1. Service levels and exceptions (See Appendix A and B attached)

a) P1 incidents

There were 0 P1 incidents in City of London Police

There were 5 P1 incidents in City of London Corporation

- Internet access was unavailable for 10 minutes because of a power failure
- Telephony was impacted for 1 hour because of a power failure
- An error made in a planned change affected network availability in the North Wing for 1 hour
- Cotag application (this manages ID Card verification) outage for 30 minutes
- M3 (System used by Environmental Services) database sessions were locked for up to 1 hour because of index processes running

b) P2 incidents

There were 3 P2 incidents for City of London Police

- 2 power failures caused outages to the network at Snow Hill and Wood Street stations for a total of 3.5 hours.
- A planned change to move servers within New Street unexpectedly impacted users in New Street and Bishopsgate stations for 1 hour.

There were 4 P2 incidents for City of London

- File shares in London Councils were unavailable due to a corrupted database.
- 3rd party network failures caused two outages of Pubnet in Barbican totalling 24 hours.
- A BT circuit failure caused an outage of Pubnet in LMA for almost 48 hours.

2. Service Improvements

The City of London Service Operating Model transitioned successfully into live service in April and performance is being closely monitored by Corporation IT. Performance in the first two months against many new deliverables has been very good and is driving positive behaviours for continuous service improvement.

Agilisys began providing SharePoint support in City of London Police in June. Initially this will support the existing aged SharePoint installation, and Agilisys has provided a solution proposal to upgrade this to a modern environment in line with City of London Police strategy.

Agilisys will be providing support for Direct Access, and services supporting Niche and Pronto in City of London Police from July.

A proposal to move London Councils to the cloud environment will be presented to London Councils Management on the 20th June. Follow up meetings to consider the approach and next steps have been planned.

Corporation IT approved an improved model from Agilisys for capacity planning which will give a full 6-month forward view of capacity requirements in the cloud.

3. Service Dashboard

Following the contract extension, the IT Division have implemented a richer set of Key Performance Indicators (KPI's). A summary of May 18 performance is detailed in the table below and trends can be seen on page 4.

KPI Measure	May	Target	Comments
Customer Satisfaction	88%	80%	Achieved
Calls answered within 20 seconds	86%	85%	New KPI implemented in May
Application Availability Agilisys	100%	99%	Achieved
Application Availability CoL	99.8%	99.97%	Close to target
First Time Fix	81%	87.5%	Improving 77% April 81% May
Telephony Availability	99.8%	99.5%	Achieved
Internet Availability	100%	99.9%	Achieved
Calls abandoned	2%	2%	Achieved
IAAS Availability	100%	99.9%	Achieved
Network Availability	99.99%	99.50	Achieved
P1 Incident CoL	100%	98%	Achieved
P1 incident Agilisys	100%	98%	Achieved

Appendices

Figure 1: Dashboard

Appendix A: Trend graph for customer satisfaction

Appendix B: Trend graphs for P1 and P2 incidents

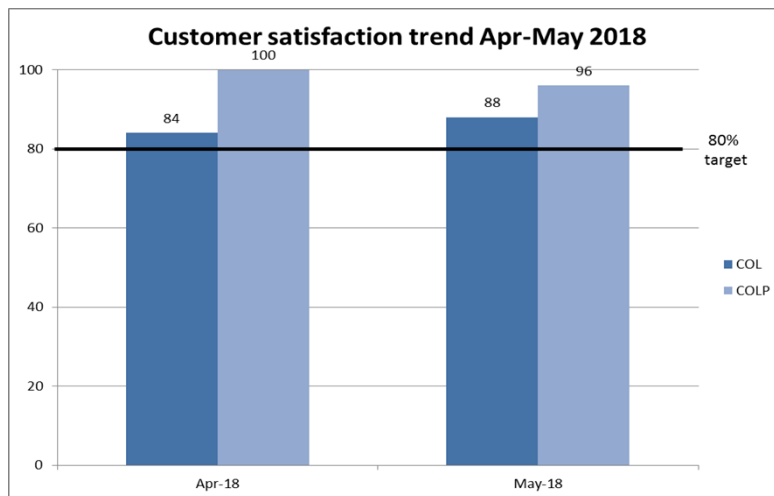
Figure 1 – Dashboard Gauges

Performance Dashboard

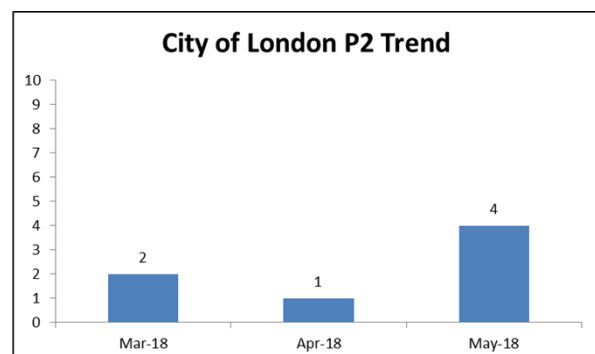
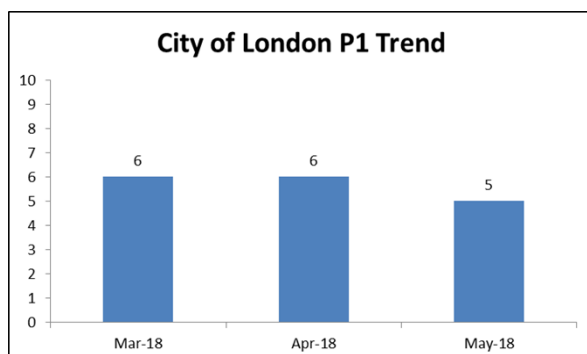
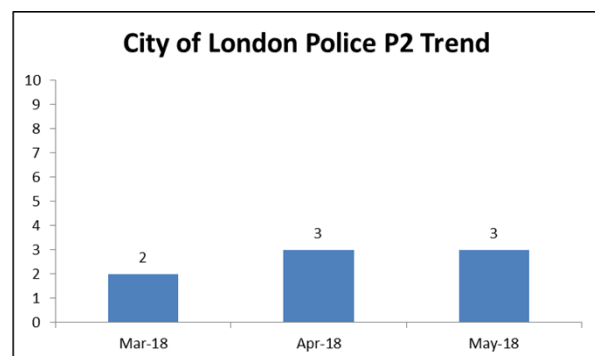
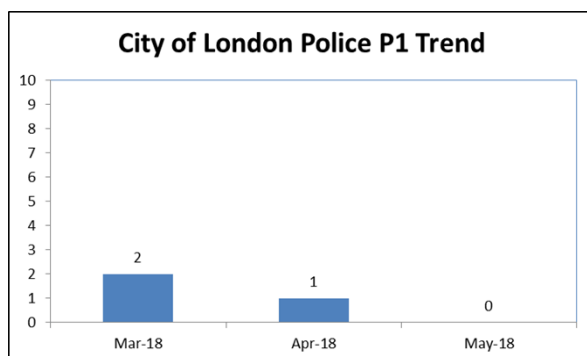


Appendix A: Trend graph for customer satisfaction

New measurement and targets from April: Part of the new Service Operating Model.



Appendix B: Trend graphs for P1 and P2 incidents



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Committee(s)	Dated:
IT Sub-Committee – For Information	10 th July 2018
Subject: Customer Relationship Management Project Update	Public
Report of: The Chamberlain	For Information
Report author: Sam Collins, Head of Change and Engagement	

Summary

This report sets out progress to date and future timescales for the implementation of City Services and City Dynamics. City Services has experienced some delays due to technical integration issues but is now due to go live for the Contact Centre by the end of July 2018, ahead of the move to the Joint Contact and Control Centre. City Dynamics is on course to go live with Strategic Engagement in July 2018, subject to the cleansing and migration of data. Events Management configuration is progressing well using an Agile approach and is due to go live in September 2018. By this date, all non-compliant data held in CRM 2011 will have been deleted, with a fully cleansed data set migrated to the new City Dynamics platform.

Recommendation(s)

Members are asked to:

- *Note the report.*

Main Report

1.0 Background

1. In June 2017, Summit agreed that the IT Division take Strategic Ownership of the Corporate CRM Solution, which went out of mainstream technical support on 12th July 2016. Summit approved a hybrid approach to the replacement of CRM, which distinguished between the traditional 'local authority' elements of the organisation and the more unique elements of Stakeholder and Events Management.
2. The approach specified a 'CRM Lite' model (City Services) for transactional interactions through the Contact Centre and online, including payments, applications, requests and bookings. For the 'purer' CRM elements such as relationship and events management, the approach recommended Microsoft

Dynamics 365 (City Dynamics), given the in-house skills and the alignment with the broader IT Strategy direction towards Microsoft Office 365.

3. In July 2017 a Gateway 1-4 Paper was approved at Projects Sub Committee for the initiation of a project to replace CRM 2011. The Committee approved a budget of £238,500 for the implementation of both CRM solutions.

2.0 City Services

4. The tender for City Services was advertised in September 2017, with supplier demonstrations and evaluation undertaken in early October 2017. The Gateway 5 Paper granted approval to start work in October 2017 and the City Services contract was awarded to Firmstep in November 2017.
5. The implementation of City Services commenced in January 2018 and is progressing. The key dependency for the project remains the movement of the Contact Centre, into the Joint Contact and Control Room (JCCR), which is scheduled for August 2018. The system is on course to go live with the 'Service module' towards the end of July, which will facilitate the move of the Contact Centre.
6. The decision has already been taken that no Contact Centre customer data from CRM 2011 will be migrated to City Services, and customers will be asked to sign up for a new account and give express consent to hold their data – in line with GDPR. The only data that will be retained, will be transaction data, which must be held for 6 years.

3.0 City Dynamics

3.1 Strategic Engagement

7. An initial proof of concept exercise with an external supplier commenced in September 2017. The intention was to better understand the Events Management requirements ahead of the Strategic Engagement implementation. This ensured that a holistic view was taken on the system configuration – to ensure that the two separate applications would 'dovetail'. On 30th October the Events Management Proof of Concept was finalised and agreed by representatives from across the Events Teams.
8. Development of the Strategic Engagement solution commenced in November 2017. An early demonstration of the embryonic Strategic Engagement solution was provided on 4th December 2017, with a second demonstration provided on 18th December 2017. Further detailed walkthroughs were held with key individuals in early January 2018, where additional requirements were highlighted.
9. The Strategic Engagement configuration has included both the provision of the Dynamics 365 platform, as well as the Strategic Engagement application itself. As such, this work will lay the foundation for all future City Dynamics applications.

Development work has been delayed due to complications in configuration and emerging requirements around data migration and GDPR. There is now clarity on how GDPR compliance can be built into City Dynamics, and data cleansing is progressing.

10. System testing for the Strategic Engagement solution commenced at the end of April 2018, and initial user testing took place in May 2018. Additional GDPR requirements and outstanding development tasks have extended the development time for the system, however user training and go live are now scheduled for July 2018. The Comptroller and City Solicitor's department have been engaged in the specification and development of the new system to ensure GDPR compliance. A demonstration of the final solution was provided on 2nd July.

3.2 Events Management

11. Configuration of the Events Management solution began in June with a view to delivering a 'minimum viable product' in July 2018. There is a quiet period for CoL Events in August, therefore it is intended that all user testing and training will take place in this month. Additional functionality such as electronic invitations, online registrations, and barcode scanning for guest check ins will be delivered over September and October.
12. To ensure that the tight deadline is met, an Agile delivery method is being used. This will mean that 'must have' requirements will be configured first, with other 'could have' elements subject to time and budget. This carries a risk that these will be deferred to a later stage of the project, however this approach will ensure that the timescales are met, and that the Corporation is ready to go live with new Events Management solution in September 2018.

3.3 City Correspondence and City Occupier Database

13. City Correspondence (formerly Mansion House Correspondence) and the City Occupier Database (annual survey of businesses within the square mile) have been redeveloped in house and will be moved from CRM 2011 to the new City Dynamics platform.

4.0 CRM 2011 – Decommission

14. With the approaching GDPR legislation, the decommissioning of the infrastructure remains secondary to the cleansing and deletion of data that is deemed non-compliant. With the launch of City Services in June 2018 all Contact Centre data (except transactions) will be deleted at this time. Events Management in City Dynamics is due to be live in September 2018, therefore non-compliant Events data held in CRM 2011 will be deleted at this time – allowing for a brief period of 'dual running'.
15. There are some remaining elements such as the Corporation's Online Shop which will remain dependent upon the CRM infrastructure until later in the year. As such,

it is likely that the CRM 2011 infrastructure will remain in place until the end of 2018
– however there will be no non-compliant data held in the system at this time.

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Committees	Dated:
Establishment Committee – For Information	9 th July 2018
Information Technology Sub (Finance) Committee – For Information	10 th July 2018
Subject: Guildhall Workplace Utilisation Programme – Update Report	Public
Report of: The Town Clerk, Chamberlain and City Surveyor	For Information
Report author: Dorian Price, City Surveyor's department	

Summary

This report provides an update on the Accommodation and Ways of Working programme that has been reviewed and rebranded – Project Martini – to support a clear vision for the target operating model for the use of Guildhall office space.

Project Martini progress is being driven by the organisation's needs when considering new ways of working, including working in a more agile, collaborative and flexible way; and will consider three areas – People, Process and Technology & Infrastructure.

Recommendations

Members are asked;

- To note the report and the progress being made.

Main Report

Background

1. In support of the City's Corporation Property Asset Management Strategy and Operational Property Review, the Accommodation and Ways of Working programme was formally initiated in September 2016. In early 2017, it became clear that this project was failing to gain momentum as a result of dependencies on other transformation projects and a lack of clarity around the rationale for change and target operating model. The decision was taken to pause the delivery of the project to tackle these issues.
2. There have been developments within each of the three workstreams; IT Transformation, HR Transformation and Operational Property Review, that

support the rationale for taking this forward and enable optimal use of the Guildhall office space:

Current Position

3. High level strategic planning is currently being undertaken to help make decisions relating to the future of Guildhall complex properties west wing, north wing, 65/65a Basinghall Street and 20/21 Aldermanbury. A new Masterplan, to be agreed by Members, will then support all future decisions on the various projects supporting the Masterplan.
4. City Surveyor officers, and when recruited, the Workplace Manager will continue to manage with a number of tactical space related issues in the interim period, and develop the Project Martini workplace vision of People, Process and Technical and Infrastructure, working closely with colleagues from HR and IT.
5. An overarching aim of Project Martini is to support cultural change through enhanced collaborative working and a working environment that accommodates the need and aspirations of the differing generations of our current and future employees. The project will consider both the needs of employees and the organisation when making decisions to change the existing ways of working.
6. The majority of the improvements to space utilisation will be made by better use of the current desk allocation, moving away from the culture of “owned” desks, adding more docking stations, implementing a clear desk and locker approach and introduction of a new telephony system to support agile working around the complex.
7. The main progress highlights to note are;
 - a. Target to empty Walbrook Wharf Offices by end of 2018, save for Coroners Court and Occupational Health.
 - b. Plan to implement clear desk policy by making corporate Access to Information Network (AIN) Representatives, consisting of departmental colleagues, responsible for the clear desk policy implementation and cultural change.
 - c. Workplace Manager recruitment campaign commenced, May 2018.
 - d. North Wing and West Wing met 2017/18 the space target of 8sq.m per FTE
 - e. A Workplace Management Project meeting took place April 2018, between City Surveyors, HR and IT and discussed the principal components of People, Process, Technical and Infrastructure.
 - f. Work has commenced with DBE to develop space design to absorb the DBE team from Walbrook Wharf into Guildhall.
 - g. Work has commenced with EDO and CBT to identify a space design template to absorb new team members to these departments and align with the Corporate Project Martini deliverables.
 - h. The IT Transformation programme has delivered an “evergreen” core technology platform that has mobility and flexible working features enabled by design. Windows 10, Skype for Business, Office365, and SharePoint

online has been deployed to 2,600 corporation users, 70% of whom now operate from a laptop device. In addition, 900 users have access to the core platform from a managed mobile device. New WAN and LAN services, including an upgraded corporate wireless LAN have provided further capacity, resilience and capability across the Corporation's operational estate. This investment is now able to be leveraged to support new work styles and drive better utilisation of the estate. For business users this has realised the following operational benefits;

- i. Remote management – remote fixes, first time fix on the desk and quick replacement of equipment eg laptop computer.
 - ii. Standard profiles – security control and new starter management
 - iii. Zero touch support – patch and maintenance, on line requests
 - iv. Enhanced resilience – stable platforms
- i. Work is ongoing to support departments collaborate across organisational boundaries, though the wider adoption of the Microsoft Office365 suite. This will include the need for further investment to equip workspaces to support collaboration, voice and video conferencing facilities.
 - j. Further phases of work currently being defined include a shift away from traditional “fixed” telephony, (which constrains workers to a specific location) to a Unified Communications platform that enables single number reach regardless of the location of the individual. Be they in a corporation office, working remotely off-site, or working from a partner agency.
 - k. HR are planning to introduce a Service Manual for agile working which includes a range of tools and techniques as to how the City Corporation can work in a more agile, collaborative and flexible way.
 - l. The new performance management process introduced as part of the new appraisal process is anchored in enhanced coaching conversations. More frequent ‘check-ins’ and quality conversations between managers and employees can also enhance working practice and lead to changes in how people work.

Financial Implications

- 8. In order to support the delivery of space efficiency, we need to ensure that any trials/proof of concept are in line with the Project Martini deliverables and costs are coordinated centrally through the project.
- 9. Project costs of £68,775 have been previously spent (from an approved budget of £165,000) on the Accommodation and Ways of Working programme for consultancy costs and workplace design options.
- 10. Outline workspace options, together with costs will be presented in the next Gateway 3/4 report, due Autumn 2018.

Corporate and Strategic Implications

- 11. The new Ways of Working will support the delivery of the following key outcomes in the Corporate Plan:
 - a. People enjoy good health and wellbeing.

- b. People have equal opportunities to enrich their lives and reach their full potential.
- c. We are a global hub for innovation in financial and professional services, commerce and culture.
- d. We are digitally and physically well-connected and responsive.

12. In addition, the Commitments within the Plan identify that we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. This means as individuals, we must be open to unlocking the full potential of our many assets, which includes our space, employees and technology. Trying new things and learning as we go is also key and can be addressed by looking at the way we work and how we can achieve more by working differently.
13. A workstream has also been identified in the Asset Management Service Based Review to develop an integrated business case for the provision of modernised flexible workspace that supports future ways of working. This will include the non-financial benefits of Project Martini eg Wellbeing, increased collaboration and flexibility in the workplace.

Conclusion

14. Progress continues to be made against the Project Martini deliverables and once the Workplace Manager is successfully recruited, additional traction and progress will be generated to the overall project.
15. In the meantime, the Agile Working Group will continue to meet and focus on the principle components of Project Martini; People, Process and Technology & Infrastructure. It is not about doing things in the old way with some new technologies and redesigned offices – it is about new ways of working using new tools, new processes, and new approaches to management and teamwork. This requires different types of behaviours and different expectations about how work is done to support a shifting culture.

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