Consultation document

IS Strategy

Document purpose
This document contains the core parts of the proposed IS Strategy. It is set out to enable Senior Officers and Teams to consider and respond to each section from two perspectives:

- The Corporation as "one" organisation and
- Your specific departments 'strategic' needs

Document content:

Next steps in development
Following consultation with a wide range of stakeholders a full version of the strategy will be produced that includes the feedback from this consultation process.

The drivers and aims for the IS strategy

- **Customer Focus and Business driven** – a customer centric approach with high standards of customer service with improvement on our current performance and customer satisfaction. Better align our technology investments with key business needs that focus on customer centric delivery. Improved Engagement and decision making understanding the customer need, focus on outcome. Supporting services to make informed decisions about what is best for the organisation as a whole and achieving a balance between cost, benefit and risk.

- **Fit for purpose and better working practices** – getting the basics right, having a robust infrastructure and accessible and reliable systems. Best practice standards applied and improvements to; Managing risk, prioritising, planning and deploying our resources, prioritisation of technology investment, better supplier and contract management, mechanisms for on-going engagement and monitoring performance, improvement and outcomes.

- **Transformation and Innovation** – making the best use of the technology we have but investing in innovation and research. Advocating how technology can improve efficiency and deliver positive customer focused outcomes – thinking 'outside the box' to create innovative, leading edge and practical solutions. Driving transformation to support and enable a fleet of foot organisation, able to set direction, design outcomes and deliver the benefits of change across the organisation.

- **Value for money** – across everything we do. Supporting departments to make savings and achieve greater efficiencies through best use of our investments. Re-organise, rationalise, simplify and standardise our systems to ensure sustainability and maximise our existing investment. Efficient and effective business process supported and enabled by technology.

Your feedback - Drivers and Aims

Do these broadly match the needs and ambitions of the organisation?   Yes   No

If "no" – please indicate what else you would like to see in this section of your IT strategy

Do these broadly match the needs and ambitions of your department?   Yes   No

If "no" – please indicate what else you would like to see in this section of your IT strategy

What does success look like?

For the organisation:

For your department:

Core business of your IS function

As technology and customer demands change, so does the role of the IS function. Other specialist organisations are better resourced and set up to provide specialist skills and develop detailed knowledge of emerging technologies to take on the traditional role of support and infrastructure. They can keep up to date with the rapid changes, where new skills and technologies require investment in training and development to move at pace and keep up. Working with these organisations to provide these services is a more sustainable way of ensuring high quality, cost effective services for the organisation.

This approach changes the core business of the IS division – the role will be:

- Manage the delivery of services provided by our suppliers.
- Adding value through understanding our customers and the City of London, ensuring requirements are delivered.
- Exploring new technology and innovation to maintain a leading edge in technology on behalf of the City of London.
- Work with the key stakeholders to drive and enable transformational change within the Corporation.

What does success look like?

For the organisation:

For your department:

Current service issues

We have listened to your concerns and current issues ……..

- One of the main issues that affect our customers is a slow network response; this is the case in a number of sites.
- Wide Area Network (WAN) connectivity has caused problems with slow links and poor response. Even remote sites located within the City such as 1-5 London Wall.
- Wide Area Network sites feel that they receive a slower response time compared to the central departments.
- Remote access is not as effective as our customers would like. Citrix is perceived as cumbersome and not user friendly. We have many reports of it being unreliable, with customers taking several attempts to log on and experiencing significant time lag as they try to work.
- Customers are frustrated that SharePoint tools are available and they are keen to get on a start using it, but are being held back.
- There is an expectation for provision of wifi at all corporate sites for all staff to assist in the adoption of more flexible and mobile working and effective use of existing devices, ie iPads
- Responsiveness has been raised as a key issue. This has been caused by absence of specialist knowledge where it is isolated to a single individual, but also more general routine tasks such as setting up new equipment.
- There is a perception that information security policies are prohibitive. Customers would like more consultation on policies and a better understanding of how corporate policies are joined up.
- Institutional departments being on separate networks find this a barrier to sharing information, including corporate information such as finance but also when collaborating on projects.

What we are doing about these:

Performance issues

The City's existing Wide Area Network (WAN) is now over 3 years old, and was designed & commissioned over 5 years ago. With the end of the existing supplier contract approaching, combined with increasing demands of audio/visual, voice, web streaming and collaboration means we need to replace and upgrade this network. This replacement will provide greater bandwidth and resilience, to provide acceptable performance and handle the increasing use of technology, this new service will be phased in from March 2013.

Some key parts of our data storage infrastructure have been working at or close to their capacity, which this has been a contributing factor to some of the service issues encountered during 2012. We are putting in place an interim solution to bolster the capacity of this infrastructure, pending changes that will come through the sourcing review. This equipment will be up and running in early 2013.

Remote and Flexible working

For internal users of Citrix the higher capacity network (WAN) will remove the need to use Citrix and from the second quarter of 2013, we will be implementing direct access to services from most City office's. This will greatly improve the user experience in these offices.

For remote access users with Laptops we will be providing a new Virtual Private Network (VPN) service, which will allow easy access to staff working remotely. For occasional users who only need email we will look to make Outlook Web Access and Outlook Anywhere

available. Some users are likely to continue using Citrix or an equivalent product and we will work with them to improve their experience.

SharePoint
In the short-term the planned upgrade to our storage infrastructure will provide the initial capacity to enable SharePoint to be more widely used. We are currently working with the organisation to detail how we can use the functionality most effectively to improve ways of working.

WiFi
The WiFi servicing Guildhall complex is planned for replacement subject to funding. This will support the increased use of and reliance upon WiFi. Where possible, this service will also be provisioned at selected remote sites. To achieve the best value for money we are reviewing service requirements and security. The use of 3G or 4G may be an alternative cost effective and reliable solution for some remote sites.

Do these actions broadly address the immediate concerns for the organisation?

Yes   No

Are there other organisation wide priorities should we be focusing on?

What does success look like?

For the organisation

For your department

Future requirements by department

We have worked with representatives from your departments to identify future needs that support your business plans. Have we understood your needs?

Department of the Built Environment	*Have we understood your needs?*
o Mobile technology for undertaking surveys in the City and operating in the field with third parties.	o
o Greater use of social media to respond quicker to things happening on the ground.	o
o Improved CRM to join up services and ensure greater sharing of data.	o
o Improved graphic technology to deal with drawing and maps.	o
o Greater use of GIS for mapping data with business systems and sharing with customers via the web.	o
o Document management to improve information management, collaborating and consultation with customers in relation to the planning process.	o

Community and Children's Services	*Have we understood your needs?*
o Improve self-service for customers to allow staff to focus on more needy customers.	o
o share data between multi agencies and provide services together.	o
o increase mobile working to reduce duplication of effort and offer services to customers while out in the field.	o
o provide more of a 360 degree view of customers to join up and improve services.	o

Open Spaces	*Have we understood your needs?*
o Connectivity and speed of service to remote sites is important to this department.	o
o Use of an appropriate GIS solution to improve ways of working and customer information.	o
o More transactions available through the web, such as sports booking.	o
o Improved out of hours services.	o

Culture, Heritage and Libraries Department	Have we understood your needs?
o Increasing use of e-resources so a reliable public network service and public wi-fi are important	o
o Out of hours support to enable continuity of services to customers	o
o Social media for communication and engagement	o
o Improving access channels through Mobile apps for transactions.	o

Department of Markets and Consumer Protection	Have we understood your needs?
o Increased mobile working with operatives able to access and update information while out in the field.	o
o Improve access to information out of hours for their own staff and staff who they contract work to.	o
o Ports and Heathrow Reception Centre also want mobile working and much more reliable remote connections.	o
o Markets would like options for to collaboration and communication with their tenants.	o

City Surveyors	Have we understood your needs?
o Replacement of the property management system, through Oracle.	o
o Reliable remote working,	o
o QMS (Quality Management system)	o
o Development of other SharePoint based solutions such as Team Sites and document management	o

Mansion House	Have we understood your needs?
o Mansion House are keen to make use of the CRM,	o
o They are also looking at remote and flexible working options, including devices for overseas visits.	o

Comptroller and City Solicitor	Have we understood your needs?
o To increase home working	o
o Case management is important and adopting the Corporate Document Management solution.	o

Chamberlain's	Have we understood your needs?
o Focusing on flexible working	o
o Devices / solutions tailored to suit roles.	o
o Volunteering to test and make best use of new and innovative technology	o

Town Clerk's	Have we understood your needs?
o Are a lead department for ways of working	o
o Options for remote working.	o
o Economic Development Office and Public Relations Office are keen on keen remote working options for overseas visits and offices.	o
o The use of use of customer information and insight through our CRM and the increased use of social media are important for PRO.	o
o HR are looking at document management and other uses for SharePoint to improve ways of working and collaboration.	o

Remembrancer's	Have we understood your needs?
o Make greater use of social media	o
o Develop the use of their event management system	o
o Opportunities for CRM.	o

Customer Service - What does success look like?

For the organisation

For your department

Strategy themes

All of the activity undertaken in IS will be delivered around the following four themes:
- o Promoting the City
- o Customer access and services
- o Building an effective corporation
- o Better working practices

Promoting the City

This theme in our IS strategy is based around "Smart Cities" – in short this is about how information and communication technology support and shape urban growth and development. Smart cities develop new ways of managing complexities, increasing efficiency, reducing expenses and improving quality of life.

Smart cities use real time information on traffic patterns, population, parking spaces, water, power and light to improve the economic and environment health of city residents, businesses and visitors.

Emerging technologies will enable us to reshape our urban environments using sensors, wireless networks, web and mobile apps.

This is an exciting area of development nationally and internationally and we would like to develop this theme further and identify some potential projects with colleagues across the organisation.

Does the theme broadly support the desired organisational outcomes and priorities?

Yes   No

If "no" what should be included to ensure the Corporations strategic aims are better reflected in the IS strategy? OR Which parts of the theme need further development?

What does success look like:

Promoting the city

For the organisation   For your department

Customer access and services

The City of London has a unique customer profile. There are a large number of businesses as well as visitors to the city for business and leisure as well as our residents. In addition there are the organisations we work with in London, across the UK and the World. An organisation with this diversity requires systems that enable us to understand and connect with our customers to provide an enhanced customer experience. Customer access to services and information will be delivered through effective channels and 'digital by default'. To support the delivery of services to customers we will support the organisation in understanding demand through customer intelligence. We will aid service delivery through joined up information, processes and workflow.

Does the theme broadly support the desired organisational outcomes and priorities?

Yes   No

If "no" what should be included to ensure the Corporations strategic aims are better reflected in the IS strategy? OR Which parts of the theme need further development?

What does success look like:

Customer Access and Services

For the organisation	For your department

Building an effective corporation

Our role in building an effective corporation is the bit of our service that is invisible to the rest of the organisation. This is about 'keeping the lights on' as well as ensuring that the underpinning technology is there to deliver the outcomes we want. For example the technology that joins up our data in different systems and subsequently provides us with management information and customer insight. It's the requirements that allow us to have 'Everything Anywhere' – the speedy access to systems and information through a secure network from anywhere we might be working. The capacity to store the documents we need and to share with colleagues or with partner organisations in a secure way. This are also ensures that we keep on top of departmental system requirements to deliver core services. Building an effective corporation is all of the activity 'behind the scenes' that helps us to work effectively and flexibly. In the future this will be about commissioning services to support and underpin the organisations transformation and managing the delivery of these contracts through our suppliers. We aim to do this effectively to ensure value for money and a responsive service.

Does the theme broadly support the desired organisational outcomes and priorities?

Yes   No

If "no" what should be included to ensure the Corporations strategic aims are better reflected in the IS strategy? OR Which parts of the theme need further development?

What does success look like:

Building an effective corporation	
For the organisation	For your department

Cyber-security

As part of building an effective corporation, our architecture design and the systems infrastructure will address how we minimize the risks from the dark side of connectivity! We will focus on online security as a top priority and we will invest in appropriate cyber-security measures that protect our interests and, where appropriate, we will collaborate with other agencies accepting the fact that the information we have is sometimes skewed. Vendors of online security products have an interest in talking up the threats of cybercrime, while victims of cybercrime often have an interest in remaining silent. It is important therefore that we have a clear picture of the true levels of the risk and needs for investment.

Are there specific considerations we should be aware of when address the issues of Cyber security?

What does success look like:

For the organisation	For your department

Better working practices

There are a range of existing technologies and planned upgrades that will enable better ways of working. The fundamental principle to delivering the outcomes for this theme is to ensure that business process are fit for purpose and that the culture of the organisation is one that will embrace the improvements to working practices, making use of the capabilities available. Ways of working is a business driven theme underpinned by corporate principles. The capability will be delivered through areas set out in the technical road map as well as wider use of some of the existing technologies already available. SharePoint will be a critical enabler to this work, supporting delivery of 'Business Intelligence' or management information and dashboards, facilitating work flow within a business process as well as collaboration around the customer or projects rather than the traditional organisation structure (as we have with Shared Drives at the moment).

Unified communications and social media will offer additional ways to engage, collaborate, share and communicate. The integration and consolidation of systems will also enable 'real time' access to information and provision of services to those using mobile and remote working practice.

The intranet will be a key hub around which these systems are placed, providing a personalised home screen which pushes management information to staff and allows a customised approach.

Does the theme broadly support the desired organisational outcomes and priorities?

Yes   No

If "no" what should be included to ensure the Corporations strategic aims are better reflected in the IS strategy? OR Which parts of the theme need further development?

What does success look like:

Better working practices

For the organisation	For your department

Delivering the strategy

Projects

This table lists just the key projects from each theme:

Strategy Theme	Key projects	Outcome
Customer Access and services	CRM development	A single view of the customer. Increase volume of transactions and appropriate access to services that support customer choice Continuity of services available to customers Joining up service delivery through circles of need, making access intuitive and accessible
	Web development	A single website infrastructure and platform that can be accessed by others – enabling partnership working and value for money
	Business Portal	New business (small to medium size enterprises) have access to information and advice to make it easier for them to establish new businesses in the city
Building an effective corporation	Consolidation and rationalisation of systems	Reduction in cost of support and delivery, enabling a single view of the customer Improving processes and streamlining services
	Enterprise Resource Planning	Integrated systems that provide accessible real time business intelligence across our core corporate service areas
Better working practices	Ways of working transformation programme	Agile working, flexibility to work in the field directly with customers Empowered staff working across department boundaries The right devices to meet the work style needs of the individual Flexible and accessible systems and information that enables effective and efficient working anywhere
	Unified communications	Video conferencing, telephone conferencing and access to work, colleagues and customers through a unified communication system and accessible through a single number
	SharePoint	Collaboration around the customer or project Accessible information and business intelligence Single sign on Personal portals
	Social Media	Real time access to feedback and connection to our customers 'instant information' Outward communication and broadcasting as well as transactions Collaboration with local groups, engagement and consultation Generation of ideas locally and within communities

Your Feedback - key strategic projects

Does the range of projects listed cover the main strategic priorities for the organisation?

If "no" What areas are missing?

Yes   No

What does success look like?

For the organisation:

For your department:

Technology Roadmap

Please see attached document setting out the roadmap.

The technology roadmap will ensure that we have firm foundations to deliver the IS Strategy and the transformation portfolio while adhering to the standards adopted as part of our Enterprise Architecture. We will rationalise the number of applications across the organisation. This will not limit the ability of departments to deliver their services, specific requirements such as those in Libraries and Social care will be supported. Consolidation of our applications and data will lead to a single true version and improved information.

Our core strategic solutions will be structured around the following technology:

- Microsoft Active Directory
  - This will provide us with a single user authentication database. All future systems will be expected to interface with this technology. This will enable the implementation of a single sign on solution reducing support and maintenance costs and improving system security for systems that currently have their own less secure solution.
  - We will seek to federate our Active Directory with institutional departments (for example City of London Police and the Barbican Centre). This will enable staff from these departments to access those applications to which they have authorised access, using their individual username and password from their own AD database.

- Microsoft Dynamics
  - Provides a system which will allow us to track interaction with our customers and clients, in addition the information it holds can be used to give these customers a 360' view of their interaction with the corporation.

- Microsoft SharePoint
  - This is a key tool to help us manage and publish information internally and externally. It forms a basis for our external internet site and our internal intranet. Going forward this use will be expanded to provide a personalised intranet site, which will provide a home for business reporting. Use will also be expanded around document management and the support of efficient and streamlined business processes, team site and collaboration

- Oracle r12
  - This system provides the core of our Financial systems and going forward it use will be expanded as appropriate across other Enterprise Resource Planning (ERP) Functions, potentially bringing together Finance, HR and Property information and self-service. Interfaces between the modules is guaranteed and Master Data Management (MDM) is achieved (a single version of the truth).

- Departmental Applications
  - The Corporation is likely to continue to require a diverse set of applications to satisfy business needs, however we will seek to wherever possible reduce the

number of separate applications, ensure that we keep these requirements simple and use customisable off the shelf packages, not bespoke developed applications.

- Windows Operating System
  - o As our primary desktop operating system we will retain Windows 7, but make use of the functionality of Windows 8 for touch screen devices.

- ArcGIS
  - o This will be our main solution for Geographical and Spatial Information.

- Remote access solution
  - o We will use a combination of Microsoft Remote Desktop services, Vitrual Private Network access and Microsoft Outlook Web Access (OWA) to support the delivery of mobile and remote working to provide access to systems and information when staff are away from the office.

- Unified Communications and Telephony
  - o We will consolidate our telephony and unified communications solutions around Microsoft Lync. This technology provides telephony services via the PC infrastructure, using low cost USB connected headsets and offers additional video conferencing, desktop sharing and collaboration services where ever a user can gain access via the internet. Federation with other organisations and partners using this technology will also be enabled.

Updating to the newest versions of systems will be dependent on its maturity and the benefits that its adoption could provide. In the main we will not be looking to run the latest versions of all operating systems and solutions. Upgrades will be assessed against business benefits and risks prior to being implemented on a case by case basis.

Your feedback – Technology Roadmap

Do you agree with the principles that inform the development of technology and the roadmap?

Yes   No

If "no" – please identify your concerns, including the impact on organisation and departmental outcomes:

What does success look like?

For the organisation:

For your department:

Architecture

Our current technology architecture is based around a hub and spoke model, with the Guildhall complex acting as the hub and all other offices connected to this. The weakness with this design is that it is based around a single central location which introduces a single point of failure. A significant incident in or around this location could disrupt the whole of the City of London Infrastructure. The internal data centre also restricts flexibility in our accommodation estate and limits both our disaster recovery and capacity to provide remote access to systems.
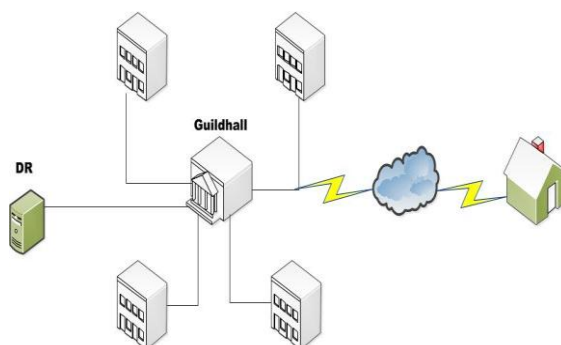
In conjunction with the sourcing review we will look to replace our network provider and together these activities provide us with an opportunity to move to a more robust and resilient architecture. This will enable us to disconnect our technology infrastructure from our accommodation, increasing the flexibility in our accommodation estate and potentially freeing up valuable accommodation for alternate use or redevelopment.
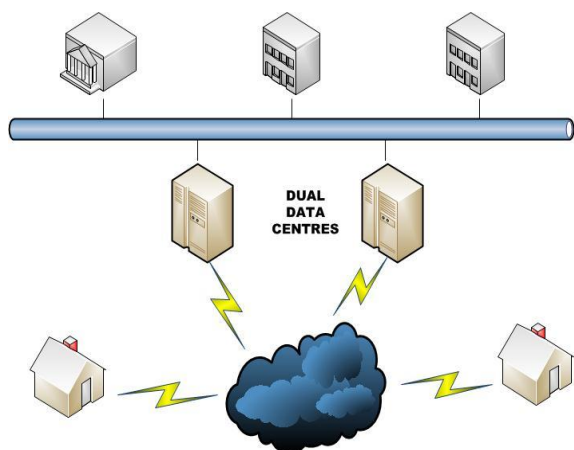
This new model uses the network provider's resilient infrastructure to deliver a backbone to which all our offices connect. Following the sourcing review, our contractor will deliver disaster recovery through multiple data centres, this will provide increased capacity and resilience. As such, the loss of any single office will not affect other offices or those working remotely and the loss of a datacentre would not prevent the continuation of service.

Additionally, the improved systems and connectivity will support improved remote access for greater number of staff and provide a platform for improved remote and flexible working.

Enterprise Architecture
Enterprise architecture is the logical organisation of business processes and IT infrastructure that reflects the simplification of process, integration of information and standardisation of systems required in order to achieve our target operating model. The operating model is the desired state of business process integration and business process standardisation for delivering services to our customers.

Our current architecture (see attached) has multiple systems and solutions with data held in silos. Multiple bespoke and sometimes customised systems run on multiple hardware and software platforms. Although we have some integration a complete integrated solution to achieve the strategic outcomes would require development of bespoke interfaces, which would be unaffordable with data held across so many systems. This also causes issues for working in partnership; sharing data with our partners is problematic and they have little access to our systems.

Our Enterprise architecture (see attached) will be based upon common system and common platforms. Access to information will be improved and in turn will provide us with the capability to obtain the data and information to make evidence based decisions on real time information. We can work more effectively with partner organisations sharing information as appropriate via a shared underlying infrastructure platform. Through this reduction in complexity and unified platform, risks are reduced and business continuity and disaster recovery options are improved.

The benefits achieved from adopting an Enterprise Architecture approach include:
- Lower software development, support and maintenance costs achieved by being able to add new modules into the architecture and therefore reuse existing authentication and reporting routines
- Increased interoperability and easier system and network management
- Improved ability to implement a security framework protecting systems and information
- Reduced complexity of IT Infrastructure
- Maximise the return on investment
- Introduce the flexibility to move from in-house to out-sourced or cloud based (on-demand) solutions
- Simplified procurement because the standards of interoperability are readily available and understood
- Store data only once

Do you have any comments on these principles or the move away from the hub and spoke model of architecture?

Do you have any comments on the Enterprise Architecture approach or the suggested benefits?

Funding the strategy

The current funding model does not allow the flexibility to move funds and resources to meet customer demand. We aim to provide a value for money service through a new model of funding, which will be key to the delivery of the Strategy. This three pillar model breaks down spend into broad categories:

Business as usual - this delivers the base technology and services provided by suppliers to support it. This underpinning technology provides the services and infrastructure on which we can build our to be Enterprise Architecture. We will aim to reduce this base cost over time, in line with our consolidation, simplification and smarter use of technology.

Our current budget in this area is a 70% mix of staff and 30% contract – this will change significantly with the completion of the sourcing review.

Change – this area will reflect the organisations appetite to invest in change and innovation. It will be shaped by the resource required to:

   o   Develop, manage and monitor strategy and performance.
   o   Research and explore new technology opportunities.
   o   Deliver capability and facilitate change and the realisation of benefits from projects and programmes.
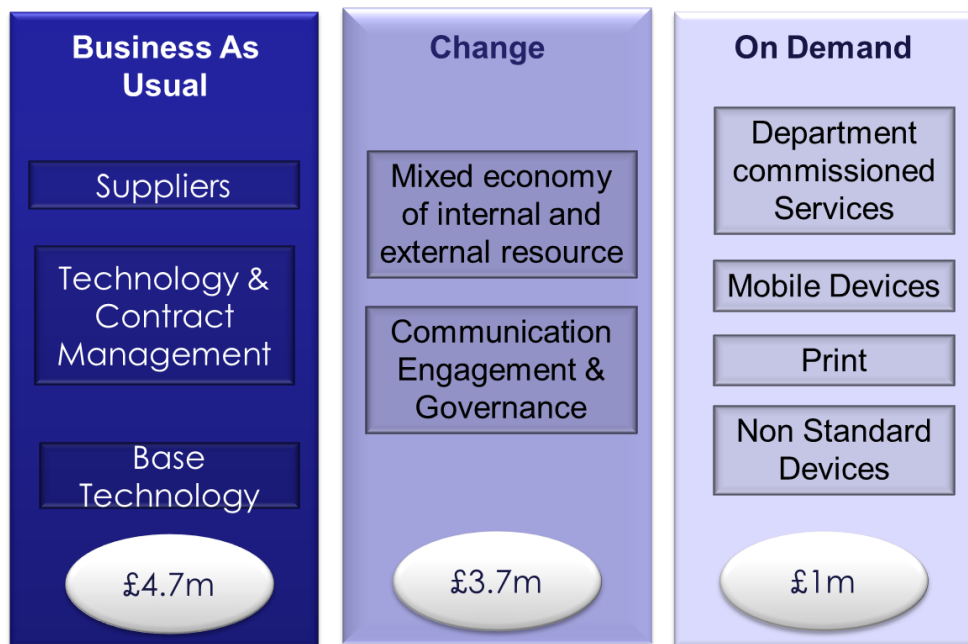
This pillar will represent the investment required to deliver projects and programmes of change across the organisation. A mixed economy will be essential to this area retaining flexibility, with a core resource and a flexible budget to buy in specialist skills and resources to undertake specific areas of work. This mixed model will enable a more fleet of foot response and delivery of projects, with a core set of skills provided in house and buying in specialist skills to meet rapidly changing requirements. It will essential to ensure appropriate funding in this area from across the organisation to ensure effective delivery of well-defined outcomes.

Our project and programme management and governance demands that ideas and solutions are well thought through before they are set up as projects. An evidence based decision making process with an environment that takes considered risks will enable a higher return and a truly innovative programme of change. This involves detailed analysis of investment, the requirements and a clear identification of benefits to form a business case on which to base decisions.

On demand- The on demand costs will be driven by what the organisation consumes. This strand is built on the principle that the standard set of equipment, infrastructure and software is provided through the business as usual strand. This is defined as a standard offering which will be refreshed and upgraded or improved through the business as usual budget or through a change project. So anything required that is over and above the standard offering will come at an additional cost. In the main this relates to non-standard equipment or services commissioned by departments, but it also includes those variable costs such as on demand printing. This approach ensures that departments only pay for what they are using.

Funding delivery of the strategic outcomes
The diagram below illustrates the model based on the current IS budget and some estimates of other spend areas. A review of current IS and departmental budgets is required in order to ensure appropriate allocation of budgets in departments and IS to fund the strategy. A robust approach to investment in change projects will also be required to ensure cost and benefit analysis as well as return on investment is established before projects and programmes are started.

Business As Usual	Change	On Demand
Suppliers	Mixed economy of internal and external resource	Department commissioned Services
Technology & Contract Management	Communication Engagement & Governance	Mobile Devices
		Print
Base Technology		Non Standard Devices
£4.7m	£3.7m	£1m

Your feedback - funding model

Do you agree with the principles set out in this funding model?

Yes   No

If "no" please share your thoughts on funding the delivery of the strategy.

Please consider which areas of funding are lower or higher priority for your department:-

	High	Medium	Low
Getting the basics right (includes Business As Usual)			
Supporting departmental business plans			
Delivery of key projects and programmes			
Delivery of the Technology roadmap			
Architecture			
On demand services			

Resources for delivery of the strategy

To deliver the strategy the IS function must have the right skills, best practice processes and robust governance in place to ensure:

Thorough and on-going engagement,

- Research and innovation,
- Policy and performance management,
- Project, programme and change capacity and
- Effective vendor management capability.

A reorganisation of the IS Division is proposed to develop and create these skills in the organisation.

Governance of the Strategy

Name of Board	Chaired By	Frequency	Purpose	Reports to	Authority
Projects Sub	Chairman of Projects Sub		Scrutiny, oversight and challenge for the management of major projects and programmes on behalf of the Policy committee	Policy Committee	Approve capital and supplementary revenue projects over £50k and routine revenue projects over £250k at each stage of the project procedure
IS Sub	Chairman of IS Sub		Reviews the objectives and needs for provision of Information systems services in the City of London	Finance Committee	Approve capital and supplementary revenue projects over £50k and routine revenue projects over £250k at gateways 3-7 of the project procedure.
Summit Group	Town Clerk	Monthly	Focus on key items of strategic importance to the organisation Corporate plans and strategies HR Policies and procedures Strategic reviews Corporate service and financial performance External reviews and assessments	n/a	Authority to approve business cases up to the value of £?
Transformation Board	Deputy Town Clerk	Monthly	Focus on change management and oversee current programme of strategic reviews	Summit group	Authority to approve business cases up to the value of £?
Efficiency Board	Chamberlain		Delivery of savings and efficiencies from strategic reviews and budget reduction measures	Efficiency and Performance Sub Committee and Finance Committee	Authority to approve business cases up to the value of £?

IS Strategy Board	Chamberlain		Provide vision, leadership and direction in the development and realisation of the IS strategy, its plans and operational priorities Provide assurance to Summit group that these are aligned to the City's overall objectives and priorities	Summit group IS Sub committee	Authority to approve business cases up to the value of £?
IS Management Board	CIO	Monthly	Provide leadership and management in the development of the IS strategy To oversee the development and successful delivery of the Corporation's IS Strategy	IS Strategy Board Transformation Board Efficiency Board	Delegated authority within approved corporate project budgets Delegated responsibility within allocated IS budgets
Project Boards	Project Sponsor	Monthly or at each major project decision stage	To oversee the successful delivery of the project business case benefits	IS Management Board	Delegated authority within approved project budgets
Project Teams	Project Manager	Weekly or fortnightly as required by each project	To successfully deliver the projects to the agreed time, budget, scope and quality standards	Project Boards	Delegated authority within approved project budgets
Technical Design Authority	CTO	Monthly	TO lead and develop the technical strategy, policies and standards TO provide advice on technical and design matters to other governance groups	IS Management Board	

Are you content that the governance of the IS Strategy as set out here will be effective?

If "no" please state your concerns and recommendations….

Yes   No

Managing suppliers

Strategic vendor management is the discipline that ensures that as an organisation who is buying products and services, we are actively managing our relationships with strategic suppliers. This is about enhancing and strengthening the overall relationship with our suppliers, through a coordinated relationship which delivers an agreed product or service collaboratively and which is consistent with the IS strategy and the priorities of the City of London.

Industry specialists, such as Gartner, advocate that IT organisations should develop proactive Strategic Vendor Management to improve efficiency, effectiveness and control and exert stronger influence on IT suppliers wherever possible.

Constructive engagement with suppliers/vendors in a structured, management approach will deliver numerous benefits to the business, for example:
- Opportunity to aggregate global demand within the Corporation, in order to lower unit costs, and deliver increased value through appropriate commercial agreements.
- Improved communication channels with vendors.
- Elimination of duplication of effort and operations throughout the Corporation.
- Better responsiveness by vendors to the demands of the Corporation.
- Resources of the vendor can be used to inform issues in the Corporation, and joint product strategies developed that correspond to the City's business strategy

The introduction of a Strategic Vendor Management approach will require development of the processes, systems, and a structure, with roles specifically designed to undertake the function.

Do you feel that this approach will achieve the desired outcomes?   Yes   No

If "no" please state your concerns and recommendations….

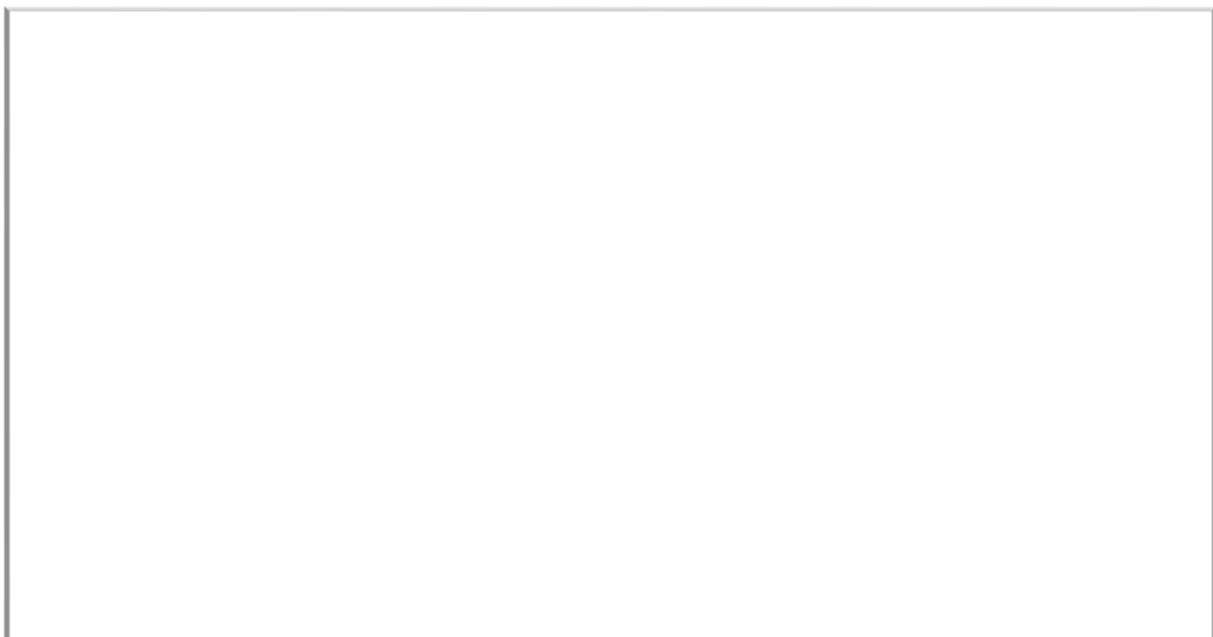## Measuring and managing performance

The comments made throughout this consultation from the sections "what success looks like" will be used as the basis to develop a balanced scorecard of Key performance indicators:
- Our customer
- Our resources
- Our processes and standards
- Growth and innovation

Monthly monitoring of performance against our key performance indicators will be the responsibility of the IS Management Board. Our engagement function will work with the senior team to ensure monitoring of outcomes, service levels and the on-going development of services.

Additional comments

Are there any additional comments that you would like to add that have not been covered elsewhere in the consultation?

Thank you for your comments and ideas.
Once this stage in the consultation process has concluded, comments will be fed into the full strategy document. Further Engagement will be undertaken as part of implementation.