Board(s):	Date(s):	Item no.
Information Systems Sub Committee	22nd October 2013	

Subject: IS Division - Sourcing Review, Reorganisation & IS Strategy Progress Report	Public
Report of: Chief Information Officer	For Information

Summary

Following the conclusion of the IS Sourcing Review and Reorganisation the implementation of our new operating model began in August. We have now planned for a transition period through to Dec 2013 that integrates the in-house changes with the transition of services to Agilisys.

As this transition progresses to completion our attention turns to the delivery of the IS Strategy and central to this delivery will be our Work Programme.

The Work Programme will form the core of our transition plans and includes existing business as usual projects transferred to Agilisys and projects that we are continuing to deliver in-house. In addition, outputs from our consultation with departments on the IS strategy are now forming a pipeline of new projects (departmental and corporate). Supporting these projects are a range of changes to our underpinning technology, these enabling works will improve service, increase capacity and provide the foundation upon which our Work Programme will be based. The technology roadmap also includes the maintenance of Corporate and Departmental applications, ensuring applications are maintained on supportable versions. Together, all of this work forms the IS Portfolio.

The 'Getting the basics right' principle of the IS Strategy is being worked up for delivery via seven improvement areas that Agilisys are leading on. These are included in the Portfolio as part of the enabling technology solutions and will deliver improvements to the core service provision.

The IS Reorganisation has created a number of vacancies for key personnel and recruitment is progressing steadily to fill these, however we are experiencing some challenges at the more senior roles due to market changes, but are working up alternative solutions to address this.

A programme of skills development has been implemented for existing and new staff, involving formal training and workshops. Staff facing redundancy is continuing to be supported through the redeployment system and have benefitted from additional outplacement support via Penna.

Main Report

1. Background

1.1. At the IS Strategy Board meeting on 5th August, an outline of the Work Programme that underpins the delivery of the IS Strategy was presented. That report provided an outline of the programmes within each theme in our Strategy an updated version is available in annex A.

1.2. Each programme and theme contains a number of projects or work streams. These consist of 'in-flight' projects, where delivery has been on-going during the re-organisation, and 'pipeline' projects where requirements gathered from the business areas are progressing through our corporate gateway process.

1.3. The partnership with Agilisys was signed on 1st September. We have worked with them since then to set out a 4 month transition period to December 2013 that integrates with the implementation of our new in-house operating model.

1.4. The transition includes reviewing, improving and integrating our governance and working practice. These practices will underpin the 'work programme' and will integrate the projects and work streams set out above with 'business as usual' technology development provided by Agilisys.

1.5. This paper sets out the progress and plans for delivery of our Work Programme and the activity being undertaken to drive transition to the new structure and the partnership working with Agilisys.

1.6. Following this paper the IS Division is planning a workshop with IS Strategy Board to consider the scope and priorities of the work programme. A provisional date of 4th November has been scheduled.

2. Work Programme

2.1. The implementation of our new internal structure and the partnership with Agilisys will provide a permanent staff structure, which will build on the improvements already made to our project delivery.

2.2. Our current project work will be subsumed into the Portfolio model set out in the IS Strategy. The work programme incorporates:
- Programmes and projects listed in the IS Portfolio (annex A)
  - Current 'in flight projects'
  - New 'pipeline' business requirements
- Business as usual technology and infrastructure work and projects (transferred to Agilisys)
  - Existing enabling works
  - New work packages
  - Business As Usual activity (including upgrades etc)
- On-going requirement for developing, maintaining and upgrading systems in house

2.3. The illustration in annex B sets out this model, showing the strategic themes, the programmes and the contributing work that is structured around these. This diagram also highlights the link between the projects and the enabling works that provide the technology solutions.

2.4. Work has been undertaken to analyse the dependencies for these projects and requirements on enabling technology solutions. This also starts to identify priority areas within the Agilisys contract and future enabling work to be commissioned.

2.5. We have commissioned solution proposals from Agilisys for three high priority technology enabling works. Agilisys have prepared a plan for delivering options to us during October:

- Delivery of a stable SharePoint environment, scalable for future expansion,
- Technology options achieving a 'One Corporation, approach, federating services and information across institutional departments,
- Technology options to support Ways of working, mobile and remote working.

2.6. A full mapping of current departmental and corporate applications is also underway. This will enable us to plan for decommissioning or

consolidating applications as appropriate and provides the basis for the 'upgrade' and 'technology' roadmap.

3. Governance

3.1. Alongside the development of the work programme, the IS Management team are focused on aligning governance arrangements around the new structure and Agilisys contract.

3.2. A range of processes are being implemented to ensure robust management of the work requests coming through to IS directly as well as via Agilisys.

3.3. To advance the work programme and prevent unnecessary hold ups during this transition period we are using an exception process to clear the range of outstanding project requests. This will facilitate their move through our pipeline until we reach a steady state.

3.4. During December we will revert to our standard stage gate process and governance, integrated with Agilisys. Business areas will be supported through this by their Senior Business Analyst and Engagement lead.

3.5. The IS Management team are developing the balanced scorecard. We have identified a draft core set of indicators that will provide a strategic view of our performance.

3.6. Accountability for monitoring and reporting these has been assigned and the team are currently gathering baseline information and linking these strategic indicators to the full range of measures being tracked.

4. Recruitment and Training

4.1. Following the implementation of the new internal structure we have been running our recruitment campaign. We have made a range of successful appointments at the Senior Business Analyst and Business Analyst levels with new staff starting over the next two to three months.

4.2. The more senior posts have proved more challenging to appoint to. We have discovered rapid movement and changes in the market for the roles we are seeking, this includes an increase in the salary scales for these roles. Searches through specialist Consultants / Agencies are proving more successful than searches run internally.

4.3. The Assistant Director post we have had to seek a further market forces supplement to pitch the role at the appropriate level. Other senior roles are being filled slowly and we have the following vacant posts:

- Application Development lead – Following three rounds of recruitment we are now looking at alternative models to recruit to this post
- PMO Manager – second round of recruitment complete with no suitable candidates – alternative options being developed to recruit to this post
- Strategic Vendor Management posts – currently revising job descriptions to target a specialist pool of potential candidates

4.4. As we work through these recruitment issues we are also working with Agilisys to identify how they can supplement our skills and capacity in the short, medium and long term.

4.5. The Management team have implemented a rolling programme of skills development. This has formed the core of induction for internal and external appointments into our new posts, as well as existing staff. The training covers a range of practical methods and skills, as well as information and experience sharing.

4.6. Training and development covers a range of Business Analysis, Engagement, Procurement, Communication and Project Management skills. The training has been received well and is now being developed into an on-going development plan of events and activities.

5. Progress with Agilisys transition

5.1. The contract with Agilisys includes 7 improvement projects, 3 of these ('FirstPass' self-service password reset, IBM End Point Management tool and the move to IaaS/Cloud-based infrastructure) are enablers to the Work Programme as set out above.

5.2. The other 4 focus on the principle of 'getting the basics right' as set out in our IS Strategy. These will improve the reliability and efficiency of supporting our core systems:
- Migrate the Service Desk to the East London Centre of Excellence.
- Implement a new service desk/incident management system.
- Implement 'Solarwinds' to provide a comprehensive monitoring and reporting capability for applications, infrastructure and connectivity.

- Complete integrated adoption of ITIL service management processes.

5.3. The key Service Desk related improvements are aiming to be completed by December 2013. Full transition to the IaaS/Cloud service is due to be completed by autumn 2014.

5.4. The longer term benefits of the partnership are also starting to take shape, in particular Agilisys are now involved in the IT support planning for the insourcing of the City's Business Rates and Council Tax collection services.

6. Communication

6.1. The VIP Support and Training team are actively engaging Members on the changes through the recent Open days and also the Members' Development Steering Group. A series of meetings with Chief Officers is being organised to inform and support as we manage through transition.

6.2. IS Liaison Officer Group (Department representatives) met in September to update them on progress with the changes and to meet with new colleagues from Agilisys.

6.3. The IS Communications plan is now being rolled out to improve information and engagement. The following is a sample of current activity:

- IS visits to all senior management teams scheduling for October/ November.

- Series of site visits with Agilisys and the IS Management team.

- Sessions at the Learning and Development week on training requirements and mobile technology.

- Additional Q&A are being prepared for the intranet alongside a refresh of the information held on our Intranet pages.

7. Conclusion

7.1. During this transition period we are addressing the immediate impact of the organisational changes and the deficiencies that went before. We are putting in place arrangements to resolve immediate backlogs of requests

and bringing in the right skills and the capability to deliver effective change within the organisation.

7.2. We are identifying opportunities for further work in partnership with Agilisys, to support transition and the development of the partnership. This will be key in the delivery of the strategic aims and priorities set out in our strategy.

7.3. As we appoint new staff and manage the remaining vacancies we will need the continuing patience and support from the business.

Graham Bell
Chief Information Officer
020 7332 1050
Graham.bell@cityoflondon.gov.uk

Annex A – IS Portfolio Summary (updated)

Theme	Customer Access and Services	Theme Lead	Vacancy

Objectives/Aim	The Corporation's unique mix of customers requires information, analysis and reporting to help us understand them and help shape the way we provide services to meet their needs, whether they are businesses, residents, visitors or staff. Adopting this approach can enable departments to provide an enhanced customer experience, making sure services are targeted through the appropriate channels with a focus on 'digital by default' and self-service. While encouraging digital interaction we will continue to provide customers with a choice, maintaining telephone and face to face contact where required.

Customer Access	Web Development	Business Portal	Departmental Programmes
• Customer Access and Channel Strategy • Expansion of CRM with Departments • Integrations with Department systems • E-Invitations	• SOCITM Top 10 • Search developments • Expansion of transactions and e-Commerce • COL Police website • Microsites • Customer self-service/portal(s)	Business Portal	• Tower Bridge Ticketing & Retail • Online Voter Registration • Recycling online forum • Sports booking system

Programme / Project Manager	David Hunt Joint development partnership	Wanda Serafin Janet Baker	Costs	Customer Access - scoping	£40k tbc
				Web Development	£tbc
				Business Portal	£tbc

Key Milestone	
Tower Bridge Ticketing – contract issue resolution	tbc
Web development board – prioritisation of phase 4	October 2013
Web development board – complete phase 3	Dec 2013
Customer Access – commission scoping work from joint development partnership	Nov 2013

Annex A – continued

Theme	Better Working Practices	Theme Lead	Graeme Quarrington - Page

Objectives/Aim	The fundamental principles for delivering the outcomes of this Theme are to ensure that business practices are fit for purpose and that the culture of the organisation is one that will embrace improvements to these practices. This change will be delivered by both new technology and wider use of existing. 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 working mobile and remotely. 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 easy access to all systems and information. 'Single sign on' across all appropriate and capable applications will be a key enabler.

Ways of Working	Collaboration & doc management	Intranet & Social Media	Departmental Programmes
• Flexible ways of working • Mobile working (including strategy) • IS work ways pilot	• SharePoint expansion strategy • Team sites (SharePoint) • Document management replacement systems (Housing, Comptrollers, City Surveyors) • Events Management system • One corporation	• Intranet Strategy • Yammer development • Single phonebook • Social media – internal and external communications	• Highways Management System • Hazardous Waste Replacement System • Review of Tallis system • Art Gallery Collections Software • Pedestrian modelling system • Lord Mayors Diary

Programme and Project Managers	David Hunt	Fay Sutton Janet Baker	Costs	Ways for working	£tbc
				Collaboration &doc mgmt	£tbc
				Intranet and Social media	£tbc

Key Milestone	
IS Work Ways – go live	Nov 2013
Collaboration – technology solution proposal	Nov 2013
Intranet – WDB prioritisation	Oct 2013

Annex A – continued

Theme	Building an effective corporation	Theme Lead	Vacancy

| Objectives/Aim | We must 'keep the lights on', ensuring that systems are robust, resilient and reliable. We must also have appropriate support and disaster recovery, to ensure the effective operation of the Corporation is maintained in the event of a major incident. |
| | We will pursue a 'one organisation' approach to the provision of systems, allowing staff in Institutional Departments to access information and communications as required. We will join up our data in different systems and through this provide management information and customer insight. We will seek to provide a comprehensive set of self service management reports. |

Enterprise Resource Planning	Information Architecture	Technology change	Departmental Programmes
• Oracle Release 12 • Manhattan replacements • Business Intelligence • HR System	• Architecture design • Data Warehousing • Integration • System consolidation/rationalisation	• Network renewal • Remote Access • Sourcing review implementation	• Housing Benefits systems • CCTV upgrades • Police programme

Programme / Project	Marcus Denton Agilisys	Chris Anderson	Costs	Enterprise Resource Planning	£1.9m +
				Information Architecture	£tbc
				Technology change	£tbc

Key Milestone	
Oracle – Procurement contract award	December 2013
Oracle – Go Live – Release 12	Q4 - 2014
Sourcing Review – Implementation (transition)	December 2013
Technology Changes – WAN migration	Dec 2013

Annex B – Model showing all elements of the IS Work Programme

Promoting the City	Better Working Practices	Building an Effective Corporation	Customer Access and Services
Scoping work Programmes tbc	Ways of working Collaboration and document management Intranet and Social Media	Enterprise Resource planning Information Architecture Technology Change	Customer Access Web Development Business Portal

In flight projects

In flight projects

In flight projects

In flight projects

Pipeline projects

Pipeline projects

Pipeline projects

Pipeline projects

Sample of Enabling works

Lync

VPN

IaaS Cloud

Mitel

SharePoint rebuild

LAN

Network Refresh

PSN

Upgrade timetable