



'The Way We Work'

Managed IT Service - City of London



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1. Introduction

As of 1 August 2013, The City of London agreed with Agilisys a managed service for the provision of its IT services. The organisation took a significant step in doing this and it has been a major change in how we provide IT to the City.

To help the business understand this change the following document has been produced. The document explains:-

- How to access IT support and services
- How to engage with the IS Division
- The critical applications, corporate and public services covered by the managed service
- Service Levels and performance management
- IT purchases
- Infrastructure as a Service
- Defining Business as Usual and Chargeable work
- Projects
- Governance

2. Our Focus

Our focus is on the delivery of consistent and reliable IT service for the City of London, and in doing so support every aspect of its operations. We will aim for our service to be an exemplar for the use technology in a modern organisation.

Going forward we will take a corporate approach to the provision of technology. Making sure that all parts of the organisation receives an appropriate level of service and that all infrastructure, systems and devices fit into an overall strategy.

The organisation has a large number of existing suppliers, providing IT services, support and maintenance. Work is ongoing to manage these more effectively, consolidating contracts, and reducing costs. Some of these contracts will discontinue, replaced by Agilisys, others will become part of our Business as Usual services (BAU).

At its core the managed service will bring consistency of delivery across the organisation and for this to work there must be a clear expectation of what services are offered and how they are accessed. Who does what in the background should not be a concern for the customer. The services provided by 'in-house' resources, technology third parties or the Agilisys managed service should be seamless.

Overall accountability for the delivery across these services sits with the City's Chief Information Officer – Graham Bell.

3. Working with a Managed Service

For the managed service to be successful, it is critically important to implement rigorous processes to support the structured management of service provision (ITIL Processes). For users accessing the service it is essential that they follow these processes.

We will make them as simple as possible and over time performance of the service will improve, during this transition we will need your patience and support to ensure it goes as smoothly as possible.

The table below shows what is provided by Agilisys and what is provided by the IS Division.

Agilisys	IS Division
IS service desk using ITIL (industry standard) processes e.g. response times, issue resolution	Business Partners and our engagement with our diverse business areas
Field Engineers: on-site support for hardware and software issues.	Business/ Corporate Application Support (E.g. Orchard, Uniform, Oracle)
Infrastructure management & Support / Infrastructure as a Service (IAAS)	In-House application development and support (E.g. ARC Ledger, Timesheet Systems)
Desktop Support	Website and CRM Support
Security and Firewall Management	Project Management/ PMO Office
Unified Communications	Business Analysis
Problem Management	Business Engagement
Change Management (ITIL)	Responsibility for our Technology Strategy
Service Delivery Management	Supplier & Contract Management
Training	Information Management and Policy Development

4. Mandatory Transformation projects

When the agreement with Agilisys was signed, seven mandatory transformation projects were agreed. These projects were aimed to make efficiency and financial savings.

- **Infrastructure as a Service (IaaS):** renewing our IT Infrastructure to provide a flexible, scalable and resilient platform, provide on a pay for what you use basis.
- **Service Desk move to Barking:** merging the City of London Service Desk within the Agilisys shared East London facility to deliver the standardisation of best practice processes, knowledge transfer, and skills development.
- **ITIL:** The implementation of the ITIL Service Management Framework to improve customer service.
- **Solarwinds:** the implementation of a reporting tool (Solarwinds) to enable the tracking of availability and capacity of applications, infrastructure and connectivity to reduce system downtimes and failures.
- **Support Works:** Implementation of Service Desk Software (Support Works) to improve reporting and tracking of IT incidents and deliver an on-line knowledge base and CoL branded self-service portal for City of London Police end users.
- **FastPass:** Online Password Reset (Fast Pass) for CoL: Implementation of an on-line self-service password reset software to support users' self-service and improve the efficiency of the Service Desk.
- **IBM EndPoint Management:** The implementation of Endpoint Management to ensure a standardised approach to end user device management improved asset management and licensing tracking.

5. Access to Support

Access to support is through the service desk. Whether this is something dealt with by the IS Division Team or Agilisys or another third party technology supplier – the service desk will 'triage' calls and ensure they are directed to the appropriate team to resolve. This simplifies access to services and means that departments do not need to contact individuals within IT directly.

The Help Desk normal service hours of 08:00 – 18:00 and can be contacted as follows:

By Telephone: 0207 332 1001
 By Email: servicedesk@cityoflondon.gov.uk
 By Support Works: <http://ict>

All incidents reported to the service desk will be allocated a priority level. The resolution times for these priorities are listed below:-

Priority	Description	Resolution/ workaround times
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Priority 1	A Service Failure which: <ul style="list-style-type: none"> • constitutes a loss of the Service which prevents a large group of End Users from working; • has a critical impact on the activities of the Force; • causes significant financial loss and/or disruption to the CoL; or • results in any material loss or corruption of CoL Data. 	2 hours
Priority 2	A Service Failure which: <ul style="list-style-type: none"> • has a major (but not critical) adverse impact on the activities of the Force and no work around is available; or • causes a financial loss and/or disruption to the CoL which is more than trivial but less severe than the significant financial loss described in the definition of a Severity 1 Service Failure. 	4 hours
Priority 3	A Service Failure which: <ul style="list-style-type: none"> • has a major adverse impact on the activities of the CoL which can be reduced to a moderate adverse impact due to the availability of a work around; • has a moderate adverse impact on the activities of the CoL; 	8 hours
Priority 4	A Service Failure which has the potential to have a minor adverse impact on the provision of the Service to End Users.	16 hours
Priority 5	A Service Failure comprising a flaw which is cosmetic and, as such, does not undermine the End User's confidence in the information being displayed.	6 days

Out of Hours Service

As part of the agreement with the City of London, Agilisys provide Out of Hours support for critical services. Agilisys staff are available to respond to major incidents (levels P1 and P2 above) outside of core service hours, seven days a week, including Bank Holidays.

The contact number for logging major incidents outside of core service hours is:

Tel: 020 3103 5301

Calls which are not P1 or P2 will only be logged and dealt with during standard Service Desk opening hours.

Escalations

The City of London IT Service strives to provide an exceptional level of service through the Service Desk. If this level of service is not provided, it is important that our customers are able to escalate their concerns so that corrective actions can be taken. Please see the table below for information on how to do this.

All support issues must first be logged with the Service Desk.

Level 1	Level 2	Level 3
Poonam Chauham IT support Manager poonam.chauhan@agilisys.co.uk Mobile: 07708 928922	Eugene O'Driscoll Service Director Eugene.O'Driscoll@cityoflondon.gov.uk Mobile: 07557 150020	Gary Griffin Head of IT (Interim) Gary.Griffin@cityoflondon.gov.uk Tel: 0207 332 3275

6. Engagement

Every department is assigned a Business Partner and be a single point of contact for new IT projects and opportunities. They will:-

- Understand your business needs and align them with IS strategy and Roadmap.
- Assist with the development of business impact assessments for new opportunities, including financial impact.
- Intervene to address strategic, operational and performance issues.
- Provide the business with information on IT developments and policies.

Your contact can be found on the intranet:-

<http://colnet/Departments/Chamberlains/IS%20Division/Pages/How%20we%20work/Account%20Management/contacts.aspx>

7. Critical Applications/ Corporate and Public Services

Within the agreement with Agilisys the following applications, corporate and public services were identified as critical to business operations and as such any downtime is considered as a Priority 1.

Critical Applications		
Application/Service	Customer	Hours of Operation
EPOS systems at various sites	Culture Heritage & Libraries. Markets & Consumer Protection. Open Spaces	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Frameworki	Community and Children's Services	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
KMX - OIT	Comptrollers	Mon-Fri 08:00 to 18:00
Winscribe	Comptrollers	Mon-Fri 08:00 to 18:00
Ticketing System, credit card transactions and London Pass Terminals	Culture Heritage & Libraries (Tower Bridge).	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Talis	Culture Heritage & Libraries	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Pubnet	Culture Heritage & Libraries	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Content Display System - Composer software	Culture Heritage & Libraries (City Information Centre)	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Gower - Funeral booking system / Wesley Music system	Open Spaces (Cemetery and Crematorium).	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Minisis	Culture Heritage & Libraries	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Hanwell	Culture Heritage & Libraries	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Collage (iBase)	Culture Heritage & Libraries	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Wi-fi	Culture Heritage & Libraries	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
ARC Ledger	Markets & Consumer Protection	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
PHILIS	Markets & Consumer Protection	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00

ArcGIS	Built Environment	Mon - Fri 08: to 18:00
UNIFORM	Built Environment	Mon - Fri 08: to 18:00
HYMS	Built Environment	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Orchard	Community & Children's Services	Mon - Fri 08: to 18:00
M3	Markets & Consumer Protection	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Modern.gov	Town Clerk's	Mon - Fri 08: to 18:00
Artifax	Remembrancer's	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Lord Mayor's Diary	Mansion House	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
Elections	Town Clerk's	Mon - Fri 08: to 18:00 and will be extended at periodic times of live elections by agreement between the parties

Corporate Services		
Application/Service	Customer	Hours of Operation
Oracle Financials (CBIS)	All Departments	Mon-Fri 08:00 to 18:00 and extended during specific periods agreed by the parties
Exchange/Outlook	All Departments	24 hours/7 days per week
Internet Access	All Departments	24 hours/7 days per week
SharePoint	All Departments	24 hours/7 days per week
Property Management (Manhattan)	Multiple Departments	Mon-Fri 08:00 to 18:00
SAN & File Shares	All Departments	24 hours/7 days per week
Printing	All Departments	Mon-Fri 08:00 to 18:00 Sat-Sun 09:00 to 17:00
MS Dynamics (CRM)	Multiple Departments	24 hours/7 days per week
iTrent	All Departments	Mon-Fri 08:00 to 18:00
Telephones	All Departments	24 hours/7 days per week

LAN	All Departments	24 hours/7 days per week
WiFi	All Departments	24 hours/7 days per week

Public Services		
Application/Service	Customer	Hours of Operation
CoL Website	All Departments	24/7
Public Libraries	Culture Heritage & Libraries	Mon-Fri 08:00-18:00 Sat & Sun 10:00-16:00 Tue & Thur 08:00 - 19:30
Tower Bridge Exhibition	Culture Heritage & Libraries	Mon-Fri 08:00-18:00 Sat & Sun 10:00-16:00
LMA	Culture Heritage & Libraries	Mon-Fri 08:00-18:00 Sat & Sun 10:00-16:00 Tue, Wed & Thur 08:00 - 19:30
City Information Centre	Culture Heritage & Libraries	Mon-Fri 08:00-18:00 Sat & Sun 10:00-16:00
Contact Centre	Multiple Departments	Mon-Fri 08:00-18:00

8. Service Levels

Critical Performance Indicators

The primary means to manage the performance of Agilisys is through the Service Level Agreement and Service Credit regime. There are 7 Critical Performance Indicators (CPIs) which are the key targets that Agilisys must achieve, see below:-

Critical Performance Indicator	Description	SLA target	Loss of service Tolerance
Priority 1 restore time	Time taken to Restore a Service following a Priority 1 Service Failure.	Service restored within 2 hours (measured during services' operating hours)	Service points accrue after 2 hours if fault lies within scope of Agilisys managed service
Priority 2	Time taken to restore a	Service restored	Service points

restore time	Service following a Priority 2 Service Failure.	within 6 hours (measured during services' operating hours)	accrue after 6 hours if fault lies within scope of Agilisys managed service
Corporate & Critical Service availability	Total availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime. Any significantly degraded service that effectively renders a service unusable, counts as unavailability.	99.0% Time measured for each service according to agreed hours of availability. Target covers average of all services on defined list.	For a typical service with support hours between 8am and 6pm, Monday to Friday. 2.17 hours per month
Data Centre LAN availability	Total Data Centre LAN availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime.	99.95% Measured 24/7.	Excluding permitted maintenance. 4.4 hours per year
Internet Access availability	Total Internet Access availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime. Any significantly degraded service that effectively renders service unusable counts as unavailability.	99.95% Measured 24/7	Excluding permitted maintenance. 4.4 hours per year
Corporate Network	Corporate Network Availability including	99.95%	Excluding permitted

Availability	LAN, WAN, Firewalls, as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime	Measured 24/7	maintenance. 4.4 hours per year
Corporate Telephony Availability	Total Corporate Telephony Availability as measured by the agreed monitoring tools divided by the total number of hours in the calendar month excluding agreed maintenance downtime	99.95% Measured 24/7	Excluding permitted maintenance. 4.4 hours per year

Service Points and Service Credit regime

If Agilisys fail to achieve their performance targets, this will result in the award of Service Points. Performance is measured within a service period – a calendar month, and are accrued across service periods, with thresholds set within a single period for the payments financial penalties (service Credits) and for contractual termination, across a number of service periods.

9. Performance

From an organisational perspective, service is not just about Critical Performance Indicators and other measures are just as important. To assist in taking a rounded view of the service performance a balanced scorecard is published monthly for the City of London and presented by Graham Bell in partnership with Agilisys.

Additionally, as part of the managed service a Contract Monitoring Board is in operation to monitor performance and pick up on any issues which have been escalated or raised with the Business Partners.

From a department’s perspective, performance can be measured in terms of response times and resolution of issues. Engagement Packs are developed each month for all departments providing statistics on resolutions to incidents and service requests.

10. IT Purchases

All IT purchases must be made via the IT Service Desk to ensure compatibility with the City of London Infrastructure. Any non-standard purchases should be discussed with your business partner before purchase. Details of your business partner contact can be found in Section 9.

Any purchases made outside these arrangements will not be supported or allowed access to the City's network.

The IS Division also work closely with City Procurement to assist with any IT tendering exercises and provide support when selecting new software and hardware.

11. Infrastructure as a Service (IaaS)

One of the mandatory transformation projects was to move data and infrastructure from the Guildhall Justice Rooms to the Agilisys Data centres. This has introduced a 'Pay as you go' approach which if managed effectively will reduce costs for storage and servers.

Storage

Provision for day to day storage is included in the managed service charges. To ensure these costs are managed going forward, reports will be developed to allow departments to manage their storage and undertake necessary housekeeping.

All new projects will be reviewed to identify the effects on storage levels. Any significant increases in storage may incur additional costs to departments.

Servers

The majority of the City's servers are now located within the Agilisys data centres. The costs for maintaining the current estate of servers is contained within the current managed service charges. Any new projects which require additional servers to be setup may incur additional charges.

12. Business As Usual (BAU) v Chargeable work

Within the Agilisys contract, Business As usual activities are included within the annual Agilisys managed service charge. Work which is not considered as BAU is chargeable. The table below provides more details about what is BAU and what is chargeable.

Description	Business as Usual (BAU) Work	Chargeable work
Scope	<p>Work relates to an existing piece of software or hardware covered by the Core Services, or relates to a Standard Work Request.</p> <p>"Standard Work Request" means a request from an End User for information, advice, standard changes or for access to an IT service; for example to provide standard IT Services for a new End User. Such requests are usually handled by a Service Desk, and do not require a Change Request to be submitted.</p>	<p>Work is the introduction of a new piece of software or hardware covered by the Core Services, which is not covered by a Standard Work Request.</p>
Complexity	<p>Work is forecast to take less than 5 days to complete.</p>	<p>Work is forecast to take 5 or more days to complete.</p>
Resources	<p>Work can be delivered, in full, by staff providing the Core Services to the Authority (staffing skills determined by Schedule 2.1 (Services Description) and the Contract Solution.</p>	<p>Work will require resourcing of specialists (including project managers) from other parts of the Contractor not otherwise providing Core Services (or externally to the Contractor, such as third party providers to support a major upgrade).</p>
	<p>Sufficient forewarning (15 Working Days or more) has been provided to enable the Contractor to timetable activity into work plans for the Core Services (time elapsed between definition of work package / solution proposals being approved and work starting).</p>	<p>Insufficient forewarning (less than 15 Working Days) has been provided to enable the Contractor to timetable activity into work plans for the Core Services.</p>
Risk	<p>Work can be undertaken without implementing back up or disaster recovery arrangements additional to those provided in accordance with the BCDR Plans for "business as usual" Core Services.</p>	<p>Work requires back up or disaster recovery arrangements additional to those provided in accordance with the BCDR Plans for "business as usual" Core Services.</p>

	Work is not of sufficient priority or financial / reputational / operational risk to require dedicated project management.	Work is of sufficient priority or financial / reputational / operational risk to require dedicated project management.
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For the chargeable work, there is an agreed 'Rate Card' within the Agilisys contract for resources and we will discuss this with the client as part of the project definition setup.

13. Projects

All new projects must be discussed with your Business Partner. A business case will need to be developed to ensure the project aligns with Departmental Business Plans and the Corporate Roadmap. In cases where the project is cross cutting or Strategic, the project will be reviewed by the Corporate Programme Delivery Unit (CPDU) and submitted to Summit Group for approval. All projects will have to be funded appropriately including ongoing revenue costs.

Further details about the CPDU can be found on the intranet:-

<http://colnet/Departments/Town%20Clerks/Corporate%20Programme%20Delivery%20Unit/Pages/Default.aspx>

14. Governance

Our contract with Agilisys includes a Governance structure which manages our operational activities and reports upwards to both the Corporation and Agilisys Leadership and our Members.

The contract also benefits from the Executive Oversight from the Chamberlain, Deputy Town Clerk, Assistant Commissioner and the Agilisys Chief Executive. Through this we ensure the partnership is working as it should be and meeting its operational and strategic targets. The diagram below summarises this Governance Structure and its three levels.

