

Committee:	Date:
Summit & Chief Officer Group IS Sub Committee	14 th & 26 th May 2015 9 th June 2015
Subject:	Public
Joint Operational Review – Progress Update	
Report of:	For Information
Chief Information Officer	

Summary

The Joint Operational Review has been underway since late April to address serious issues effecting both IT Services and the Oracle project. This review covers a root and branch analysis across the areas of Governance, People (Resource & Capability) and technology. This exercise has mobilised significant additional resource to review service performance, stability of the new Oracle System and how we work more effectively with Agilisys.

Work to date has comprised:

- Engagement with staff, management teams and Chief Officers to discuss and assess the scope and extent of issues.
- Collation of feedback from recently conducted user survey's, including Chamberlain's Staff Survey and the SOCITM User Survey.
- Review of the Corporation technology, including end user devices (PC's & Laptops) and the new Infrastructure as a Service Platform
- Review of incidents over the last 12 months.
- Review of the Oracle service and the support processes surrounding this.
- Build on work already underway to better align Governance, Processes and technology.

Findings & Actions

The Review has assessed the cause of the issues experienced and has highlighted common themes and consistent causes. The emergent findings and their associated actions are detailed in the table below.

Technology

Findings	Actions
During the early part of 2015 there were performance issues, which largely effected the opening of MS Office and network files at sites remote to Guildhall.	These issues were related to the migration to the Infrastructure as a Service Platform (IAAS) and were resolved once migration was complete.
During March and early April there were more general performance issues with IAAS, these worsened during late March and early April	Resolved by a configuration change from the 7 th April.
There are underlying and historical issues with the configuration of end user devices and supporting infrastructure, manifesting as poor performance across a number of systems and applications.	A Service Improvement Plan for desktop and systems performance is currently being implemented and is expected to be complete by the 22 nd May.

Although the core Oracle platform is stable, the reporting tool (OBI) is less so. Further work is required to ensure this application and the process which updates OBI's data are stable.	A Service Improvement Plan has been enacted for Oracle, improving backup and recovery times for the OBI tool. Further work is required to improve the robustness and speed of the update process and a third party review started on 12 th May to assess this.
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People

Findings	Actions
At times the support provided to users has fallen short of the contract requirements and the user expectations.	A Service Improvement Plan is underway for the Agilisys Service Desk and Field Engineering Teams, for which the initial actions are due to complete by the 15 th of May. More issues in this area are currently being investigated and we anticipate further remedial actions will be required.
Technical Resources need to be strengthened and aligned between Agilisys & the Corporation.	A more active contribution from Agilisys has been agreed in principle and discussions are underway agree the detail of further support to the Technical Design /Architecture Roles for both the Corporation and the Police.
To ensure a clear chain of responsibility exists for the provision of services, a number of responsibilities across the contract need to be clarified.	Move forward with plans to pass responsibility for application support to Agilisys. We will also review opportunities for Agilisys to contribute further to programme delivery and business engagement.
Front facing services and areas which operate out of hours are seeking higher levels of service than currently provided.	The contract contains provision for elevated service levels and we will review these and their costs with the relevant departments.

Governance

Findings	Actions
The commissioning of projects with Agilisys has been ineffective and requires greater oversight and governance.	Technical Design Authority has recently been established to ensure effective commissioning and monitoring of projects. We will monitor the performance of this Board over the next 6 months.
Engagement planning and communication with Directorates needs critical focus and improvement.	Business Partners will receive more active support from both the CIO and the Agilisys Leadership. A joint engagement plan will be developed,

	including Directorate specific Service Improvement Plans.
IT Steering Group to oversee implementation and prioritise	1 st meeting aiming to be held during Jun and is currently being scheduled.

Linked Capital Programmes

In addition to the actions above there are two capital programmes in development which the review has highlighted as being essential to a consistent user experience, these are:

- **End User Device Renewal** - Consolidation of budget and responsibility for the refresh of end user devices, departments currently purchase these and the frequency of renewal is inconsistent. For example, the review has highlighted that some 60% of these devices are over 4 years old. This programme has been outlined at both Summit Group (Jan) and IS Sub (Mar) and further proposals will be brought forward in the early summer.
- **Joint Network Refresh Programme** – A joint renewal of local area network infrastructure for both the Corporation and the Police. This network infrastructure is end of life and its replacement will provide a more consistent secure and flexible network, which will support closer working with the Police. This programme is in the design phase and a Gateway 3 Report is due to go to IS Sub and Project Sub Committees in June.

Both programmes will require significant additional funding and the development of detailed business cases to move forward.

Conclusions & Next Steps

The Joint Operational Review has identified key areas of improvement and immediate actions are underway. These are making a difference for users, however issues remain and further iterative cycles of “fix and review” will be required to ensure all users are receiving an effective service.

Plans to achieve medium and long-term actions are being developed, alongside the on-going Capital Programmes and we would propose to return to Summit and Chief Officer Group in June to report further on this work as well as the results of the immediate actions.

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