

<b>Committee:</b>	<b>Date:</b>
Information Technology Sub Committee	15 December 2015
Finance Committee	15 December 2015
<b>Subject:</b>	<b>Public</b>
Information Technology Division – Quarterly Update	
<b>Report of:</b>	<b>For Information</b>
The Chamberlain	

### Summary

The IT Division continues to operate under significant load and this last quarter has seen a number of major milestones passed in a challenging period for the IT Division.

Since the last update we have completed the Agilisys 2 year review with IT Sub Committee. Whilst acknowledging there are service issues yet to resolve, this review recognised progress made and the opportunity for innovation that will come from the three priority projects currently progressing through Member Governance.

These projects will transform our IT Service by renewing our end user devices, creating a robust and resilient shared network across the Corporation and Police, as well as modernising our telephony and communications systems.

We did have major service incident when power was cut to the Justice Rooms Data Centre on the 23<sup>rd</sup> of November resulting in an outage from 13:00. City Surveyor's reinstated power just after midnight and service was restored by Agilisys in time for the start of the next working day. A further planned downtime is required to complete remedial work on the power supply and a major incident report is being prepared.

The Oracle Steering Group agreed the closure of this project in October, delegating a number of defects and functional reports to overseen by a project board and delivered by the business areas. This work is nearing completion and should be finished in Dec. The Closure Report for the Oracle Projects will be presented to the Committee in January 2015.

The Police Service transition continues at pace and is working towards completion in Jan 2016. Steps have also been taken to mitigate the red risk around the Police IT Service and these changes were in place during October. The IT Service Risk in the Corporation and the Police will be aligned in January and remain at a managed Amber while the 3 Priority Programmes are implemented.

Superfast City is progressing well, with Golden Lane due to go live in January and BT progressing plans for a Fibre to the Cabinet roll out to provide broader coverage. The Wireless concession continues its procurement process to plan and the first set of detailed responses are now being evaluated.

### Recommendation

Members are asked to note this report.

## Main Report

### IT Division and the Agilisys Strategic Partnership

1. The October IT Sub Committee completed a 2-year review of the Strategic Partnership with Agilisys. The review concluded that the relationship with Agilisys remains on a positive footing, with Members noting improvements made over the last year and planned for the coming year, as well as opportunities for a more innovative approach going forward.
2. An innovative approach is at the heart of the three priority programmes, which will transform our IT Service by renewing our end user devices, creating a robust and resilient shared network across the Corporation and Police and modernising our telephony and communications systems.
3. Through these projects, we will provide staff with a consistent user experience across all parts of the organisation, a set of modern IT equipment fit for the role being performed supported by a renewed communications system, which connects every part of the organisation and enables collaboration and joint working. Building on some of the changes we have already made, these projects will put a foundation in place to support different and more flexible ways of working and enable both the Corporation & Police Transformation Programmes.
4. In September, we undertook to complete the design for two of these priority programmes and prepare a suitable approach for the third. Gateway Reports for these have been submitted and will be considered by the IT Sub Committee and Project Sub Committee during Dec / Jan and are briefly described below:
  - **End User Device Renewal GW 4/5** - This report recommends a strategic approach that will significantly improve the end user experience and ensure the Corporation is aligned to Microsoft best practice and future-proof our technology. We propose the replacement of all user devices over the course of 2016 using a role-based approach, as well as fully redesigning our supporting systems.
    - This programme represents much more than an end user device renewal programme, as it:
      - Will address our remaining performance issues
      - Is an end-to-end solution – hardware, software, support and end user productivity
      - Is the implementation of a 21st Century managed desktop environment
      - Represents a significant step forward in the provision of IT services to our end users
      - Will lead to implementation of Microsoft best practice for Corporate IT
      - Is a sustainable and future proof roadmap
      - Is a key readiness criteria for future options including Office 365
      - Enables collaboration and flexible working

- The recommended approach will deliver significant benefits for all our stakeholders. It addresses the requirements for flexible working and end user collaboration. It is also a key enabler for us to service the collaboration agenda across the supporting agencies e.g. CoLP and NHS.
  - **Joint Network Refresh Programme GW 4/5** – The JNPR is built on a “wireless first” principle, and will provide a robust, resilient, and secure shared network infrastructure across CoL and CoLP. This innovative design will facilitate shared working and will intelligently manage the access for users to datasets based upon role and location. It will also provide for a guest Wi-Fi solution to support joint working with external partners and hosted events.
  - **Unified Communications GW 2** – A Unified Communications programme is currently under development and this paper proposes a pilot to test functionality available against the requirements of the business. Once scope and priorities are agreed this project will provide new functionality to the organisations that will go further to support flexible working. It will improve the resiliency of our telephony system and continues the approach of separating our operational properties from our IT Infrastructure; this removes a reliance on fixed assets (desktop telephones) to enable agile delivery of desktop and telephony services.
5. A fourth priority project is being developed around the consolidation and rationalisation of our Corporate Systems. This will build on progress already made and the rationalisation of the local applications provided by the End User Device Programme to rationalise the core applications that support the Corporation. Working with the business areas, we will define a roadmap for each system and initiate a number of specific projects to upgrade and consolidate. Further Gateway Reports on this will come to Committee in the 1<sup>st</sup> Quarter of 2016.
  6. We have also reviewed the current arrangements for application support with Agilisys. Together we have investigated the possibility of a wholesale outsourcing of these teams, however in their current form this is not a commercially viable proposal. We are now working on a plan to pass a number of standard functions to Agilisys and consolidating the remaining retained function under a single team and leadership. This will realise a stronger team with better interfaces with both the business and Agilisys. Members will be updated on progress on this for the March IT Sub Committee.
  7. The Agilisys contract is now 2.5 years through a 5-year initial term, with an option to extend for a further 2 years. A replacement service or contract would take c18months to put in place, so a decision on this extension needs to be made in early 2016. We will bring a paper to IT Sub Committee in March 2016 with a recommendation on whether to take up the 2-year extension.
  8. There is a cost pressure in the Agilisys contract around growth in the usage of the utility priced aspects of the service, storage and server resource. This risk of growth was highlighted at the start of the contract and the cost pressure has

been noted in recent Committee Reports. We are seeking to contain the current pressure within the local risk budget this year and will report the progress made in containing these costs to IT Sub Committee in March.

9. We previously reported to Committee that 4 key roles in the IT management team were unfilled, namely the Head of IT, Project Management Office Lead, Contract Manager and Head of Police IT Service. Three of these roles are now filled and the remaining Contract Manager role starts in early January. This new team is already making a very positive change and we are making substantial improvements to our engagement with the Business, our Communications, the delivery of our projects, our Service Management and how we manage our contracts, including Agilisys.
10. We are also working with Agilisys to define a strategic resourcing plan to reduce the IT Divisions requirements for Contractors and most efficiently resource the significant demands of the major programmes both underway and about to be started.

### **Data Centre Power Outage**

11. There was a major interruption to our IT Service on Monday the 23rd of November. Power was cut to our Data Centre in the Justice Rooms from 13:00 on Monday.
12. Our City Surveyor colleagues worked to restore the supply as quickly as possible, however a number of issues meant that this could not be achieved till after midnight. Once power was restored, the IT Division and Agilisys worked overnight to re-establish services for the start of the working day on Tuesday.
13. Further work is required to address some remaining power issues and a planned downtime is being finalised, which will be communicated shortly. A major incident report is being prepared by City Surveyor, IT Division and Contingencies team. This will detail the course of events and the lessons learned.
14. We are in the process of decommissioning the Justice Room Data Centre. The vast majority of our systems are now housed in the Infrastructure as a Service Data Centre (IaaS), which is independent of Guildhall. However a number of critical pieces of infrastructure, mainly around our network and telephony, are still in this room and the power cut meant users in Guildhall could not access the IaaS based systems. The three priority programmes will remove the remaining dependency on this room.

### **Oracle Project Closure**

15. The Oracle Project closure was agreed with Oracle Steering Group. A number of remaining actions were tasked to the Chamberlains Department and the business areas to complete, largely around deployment of developed report functionality and the resolution of a number of remaining defects. This work is progressing well and all major functionality will be deployed over the next

month. Defects have largely been dealt with and will be complete on a similar timescale.

16. A Project Closure report is being prepared and will be presented to the Committee in January. This will also be considered by the Projects Sub (Policy and Resources) Committee. A benefits realisation review will also be taken forward in the early part of 2016.
17. The Oracle service has now bedded in and is running reliably.

## **IT Risks**

18. The IT Service has two Corporate risks, one related to IT Service Provision and the other related to Information Security. The position across each is summarised below.
19. The IT Service Provision risk covers both Police and Corporation and is currently red, specifically in relation to the position of the Police IT Estate. This risk has been partially mitigated by the implementation of back up storage and spare network equipment. However, in discussion with Police leadership, the risk remains in a red position due to the continued risk of an interruption of service.
20. This risk will be further mitigated with the completion of the Police migration to the Infrastructure as a Service in Dec / Jan; it will then move to a managed amber position. From this point on, the Police and Corporation risk will be aligned and will move to a green position once the Joint Network Refresh Programme has renewed the network infrastructure. This work is due for completion in Dec 2016.
21. The Information Security Risk is specific to the Corporation and is currently in an amber position. However a number of significant steps have been taken to strengthen our information security position during 2015, including:
  - Staff across the Corporation have been through Anti-Fraud and Data Protection training
  - We have conducted a series of IT Health Checks and gained PSN accreditation
  - We work closely with the Police to benefit from their well-developed and rigorous approach to information security
  - Renewed Information Management and Governance Strategy and Policies have been published on the Intranet and will be finalised in early 2016
  - Cyber Security & Risk Management development workshop for Members is planned for February 2016
22. This risk will move to a green position once the actions are complete and the business areas have defined system owner and data retention policies for systems that contain sensitive information. This work will progress in 2016.

23. Both risks will be subject to frequent review and will progressively improve as we move through 2016. We will report our risk position at the next IT Sub Committee and provide Quarterly Updates.

### **City of London Police**

24. The Police IT service continues to improve as Agilisys complete the implementation of their mandatory projects. The majority of these projects are now complete, as per the original plan.
25. The largest of these is the migration to Infrastructure as a Service, which moves Police IT Systems into a secure off site data centre and a new infrastructure. The first migrations onto this platform have been successfully completed and the rest of the systems will complete their moves during Dec and Jan.
26. As noted above the Police IT service operates under a red risk until this work is complete. It will move to amber at completion and to green once the network infrastructure has been renewed, which is covered by the Joint Network Refresh Programme.
27. We are also supporting the Police on a number of their change programmes, including:
  - Accommodation Project
  - New National Fraud System Implementation
  - Mobile working Project
  - Various telephone and networking upgrades
  - Crime, Case, Custody & Intelligence (CCCI) replacement.
  - Ring of Steel replacement
  - Airwave Replacement

### **Superfast City Programme**

28. The Superfast City Programme aims to engage and incentivise telecommunications providers to invest in providing affordable, superfast broadband services to the Square Mile and to increase the coverage and capacity of mobile coverage in the City. The Programme has been running since November 2014, when it was approved by the Policy & Resources Committee.
29. On the wired work stream, BT are now working through a plans to implement 16 new cabinets in 2015/16 and a further 7 cabinets in 2016/17. The first of these will go live in early 2016 and over the course of the next 2 years this roll out will make a significant difference to connectivity for SME's and residents in the City.
30. Golden Lane has now had the Fibre to the basement equipment installed and BT have stated these will go live in January. BT have also requested access to the Towers in the Barbican to survey them for potential addition to this service.

31. On the wireless work stream, our competitive dialogue process has received the first detailed vendor responses and we are now moving into the evaluation of these. The plan remains on track to award the Concession from May/June 2016.

## **Conclusions**

32. The IT Department continues to deal with a challenging workload. For the Police, the key challenge is to meet the demands of their ambitious change programme and for the Corporation, aspects of our IT Service still need to improve and we need to strengthen our service resilience.
33. However, good progress has been made on a number of major activities: improvement in service performance, the closure of Oracle Project and the Gateway Reports for the 3 Priority Programmes.
34. Our IT resourcing is also now in a much more stable state. The new management team is becoming more effective and making tangible improvements to our engagement and project and service delivery. We are also working closely with Agilisys to reduce our requirement for contractors, moving to a more stable model of long-term resource supplementing our permanent staff.
35. Our partnership with Agilisys remains positive. With the service improvements and projects planned, we anticipate a much improved service capable of supporting the ambitious goals of both the Corporation and the Police to be in place through 2016.

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