Committee	Dated:
Audit and Risk Management	31 08 2016
Subject: Deep Dive: CR19 IT Service Provision	**Public**
Report of: Chamberlain	**For Information**
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Summary

Significant change over the past four years has sometimes made it difficult to maintain a focus on the significant risks associated with an ageing, complex IT infrastructure.

There is now a new drive to focus on risk and resiliency to ensure that the organisation experiences fewer interruptions to service.

Recent actions taken by the IT Division include:

- Implementation of a more detailed risk management process for the IT Division that links to the corporate risk management system (Covalent). (Plans are being worked up to integrate fully with Covalent by the end of the calendar year).
- Increased oversight and scrutiny of change to reduce the risk of organisational impact.
- The setting of an expectation for staff across the Division that business impact from works being progressed with excessive risk is no longer acceptable.
- Reviewed key programmes of work to ensure they will properly address service instability issues. (One major programme is being reset as a result).

Recommendation

Members are asked to note the report.

Main Report

Background

1. The significant restructure of roles and responsibilities in 2013, the migration to a complex partial outsource partnership with Agilisys, and the on-boarding of City Police into the arrangements with Agilisys have at times diverted attention away from the underlying risks associated with an ageing complex infrastructure.

2. Some attempts have been made to address specific risks during this time but work has not progressed as quickly as we would like due to a focus on immediate, business-as-usual pressures, the costs of change, and the discovered complexity of the work required.

3. Changes within the IT Division during 2016 have provided an opportunity to reset the focus of the Division with much more emphasis on risk. This re-focussing of the Division has been actively supported by the new Chairman of the IT Sub Committee and we will be developing our approach further with his support.

Current Position

4. A new cycle of risk identification and review has been established that is aligned to the corporate approach. The IT Division will be looking to migrate fully to the corporate risk system (Covalent) by the end of the year to further strengthen the approach being taken.

5. The IT Division recruited an IT Service Management consultant during 2016 and their key focus has been the oversight and scrutiny of the change management processes being followed by the technical teams. Although there have been business impacting issues, the number and impact has reduced. The learning from this work will feed into the future target operating model currently being developed by the IT Division.

6. The change to a risk focussed approach to the delivery of IT services is a key factor in the current discussions about the future relationship we will have with our managed service partner, Agilisys. We are seeking to ensure that the proposed model for the future will improve our ability to maintain a more resilient service. The proposal for the future partnership is going to IT Sub Committee in November 2016.

7. One of the key projects that will improve our overall resilience is the replacement of our existing network infrastructure (joint network refresh programme or JNRP). The project is currently being reset to ensure that it delivers an end-to-end solution that is robust and performs to the true needs of the organisation. Work to clarify the full requirement is underway and will include a full inventory of the equipment to be replaced and a review of the environments where it is located. (Environmental issues have caused a number of stability issues in the past).

Risk mitigation

8. Work to support business continuity in the event of a major incident that prevents staff access to Guildhall is nearing completion. Although the physical work was completed some time ago it has been problematic to set-up a credible test of the functionality that doesn't impact the organisation. When invoked the new infrastructure will enable most staff to work from other City locations or remotely with laptops if required to do so. The team is currently planning for the test at the end of September.

9. As part of a wider exercise to prioritise the projects we have on our portfolio we have taken account of the risk mitigation that the works provide. Work that lowers risk is now prioritised wherever possible.

10. Close collaboration between the IT Division and the team leading the Police accommodation work is enabling us to stabilise some of the more fragile environments that host IT services for the Police. Although much of the IT infrastructure has now been migrated to the data centres managed by Agilisys, some remains and it will be migrated to environments that are fit-for-purpose as accommodation works progress.

Communications strategy

11. The migration of the more detailed IT risk process to the corporate covalent system by the end of 2016 will improve visibility of the risks we are managing. When complete the risk lead for the organisation will be able to report on the current status as and when required.

12. The process for managing risk has been shared with the IT Steering Group that is chaired by the Chamberlain and attended by Chief Officers and the Commissioner. We will be updating this forum with the detail of the more significant risks as part of the meeting cycle.

13. Whenever a very serious risk is identified we declare it quickly to senior staff so that we can prioritise our response to the issue according to organisational impact.

14. Major failures that do occur are recorded in major incident reports (MIRs) and the learning from these is fed back into the risk process where required.

Corporate & Strategic Implications

15. The management and mitigation of risk in IT is critical as the implications of failures from not doing so can be significant and widespread. We engage regularly with the Business Continuity lead for the organisation to ensure that the current level of resiliency is understood and plan to create better definitions of the current picture so that departments can plan even more effectively.

16. We have improved our engagement with facilities colleagues during 2016 and this will continue over the coming months. By working together we will ensure that the related services that IT depends upon (power, cooling and accommodation) are at the required standard to maintain the continuity of the IT service.

Conclusion

17. The re-focusing of IT Division to improve risk mitigation is having a positive impact. The processes we have set-up will be strengthened further and we will be adopting the corporate covalent system fully this year.

18. Although they will take a significant amount of time, essential infrastructure works around our network and the environments where our IT resides will further lower the risks associated with the provision of IT services.

Appendices
- Appendix 1 – Risk and Progress Summary for CR19: IT Service Provision

Background Papers - None

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