

Committee(s)	Dated:
IT Sub Committee – For Information	30 September 2016
Subject: IT Division – Member Update	Public
Report of: The Chamberlain	For Information
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Summary

The IT Division has experienced a period of relative stability during what has been a busy summer period. Core updates:

- There have been continued efforts to re-focus the team around a risk-based approach to the delivery of the IT service.
- Significantly impacting IT service outages have been at a lower level but a small number of note have caused disruption to the organisations we support. The most notable of these was an email related issue with City Police that disrupted it's communications with service users.
- Work to develop a proposal for Members on the potential contract extension with Agilisys has continued.
- Our first workshop with Members took place over the summer and focussed on the options for contract extension. We are grateful for the input from the Chairman, Deputy Chairman and Deputy Morris that was very positive and will help shape our thinking.
- During the summer we have been in discussion with senior staff and HR about the interface between IT and the organisation. Developing a model that improves the trust and ownership of IT across the Corporation will support some of the large scale changes we will need to make over the next 18 months.
- The core transformation projects have progressed since the last committee and the reset of the previously named joint network refresh programme (JNRP) is enabling the Division to ensure that the delivered service provides the end-to-end solution the organisation needs for the future.
- The thinking around the next iteration of the IT strategy has started and a discussion document has been created to describe the core themes at a high level. The key elements of this will be shared with the IT Sub Committee and all feedback welcomed.
- Work over the summer has also confirmed that we have underinvested in our IT service and that we will need to re-baseline the budget to ensure we can manage the level of risk and required change whilst moving the organisation to the new operating model. This is covered fully in a separate report to the IT Sub Committee.

Staffing update:

- The Chamberlain has been considering the future lead role for the Division and is currently in dialogue with HR on the next steps.
- We have re-positioned staff within the IT Division to create clearer accountabilities around project and engagement work.
- Since the last IT Sub Committee our new IT Business Partner, Saba Dadabhoy has joined the Division.
- Additional interim roles are being defined to strengthen the team in key areas such as operational IT management, service delivery management and portfolio management. This will stabilise the team whilst the longer term operating model is being defined and established.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The IT Division continues to focus on a risk-based approach to the delivery of IT services. Stabilising the provision to provide a robust platform for organisational change and improvement is the priority. This is made up of two elements:
 - Continued oversight and scrutiny of the business-as-usual IT services to ensure there are fewer negatively impacting events.
 - A focus on the transformational projects to ensure the future IT service paradigm is a significant improvement on the current service.

Updates

2. The work to embed a risk management regime into the IT Division continues with a significant number of risks now identified. The effort has involved building a method of risk capture that we can migrate into the Corporate “Covalent” system over the coming months. We have worked with the risk lead for the organisation as we have established the new approach. A full report on the current risk position has been created for this meeting and the IT Sub Committee will now receive a regular report on our management of risk to enable them to track progress.
3. The number of priority 1 and 2 issues has remained at similar levels to what we have seen over the past 12 months. However, the focus by the team on ensuring the minimal impact to business processes has meant that the disruptive nature of most events has been kept to a minimum. Communication efforts when faults

have occurred have also been far more proactive.

4. One significant issue that occurred since the last meeting was the loss of an area of the email system in the Police that is used to engage with external contacts. The impact was contained as a result of significant efforts by the Division and the Police Information Directorate. Reassurances have since been sought and given by Agilisys on adherence to standard change control processes.
5. Work on our approach to the potential extension of the managed service contract with Agilisys has been a key focus over the summer. A separate report detailing this activity in more detail has been provided to the IT Sub Committee.
6. Building on our first Member workshop that considered our approach to the possible extension of the managed service partnership, we will be seeking to create further opportunities for Member workshops over the coming months. We have discussed this with the Chairman who is happy to take ideas for future workshops and prioritise the key areas to cover on Members behalf.
7. The IT Division has been discussing the culture and behaviours of the organisation in relation to the impact it has on the delivery of IT services. Discussions have taken place with the Chamberlain, Town Clerk and Director of HR. The initiative came from thinking about what will be required to bring the organisation up to date and how we can ensure that the change required will be supported across the organisation. The core themes of developing trust and receiving consistent support have been accepted and further work will be done to ensure we create the best environment we can, to support positive change. There will be a meeting with HR in October to maintain momentum on this.
8. Following a deep-dive into the core requirements of the joint network refresh programme (JNRP) we have recommended a full reset of the approach being taken as the delivered service would not have provided the end-to-end solution the organisation needs. Work is now focussed on a fuller requirement that aims to deliver a full network refresh, and that will align to all known initiatives that are a dependency upon the new network. We are proposing a new title of “Network Transformation Programme” for the work. When we have a complete view of the requirements we will review the governance in place.
9. The IT Division has been testing some of the core themes for the future direction of IT services over the summer and a draft discussion paper that describes the journey to the IT Division of 2020 is being developed. We will continue to build on this thinking and bring back a version that has had appropriate scrutiny to the next IT Sub Committee for Members to consider. We plan to complete a full revised strategy based on this initial thinking by the end of the financial year.

Staffing updates

10. The Chamberlain has been considering the future lead role for the IT Division and will be working with HR on finalising the approach to be taken.

11. To support an end-to-end approach to the development of new IT services we have recently moved our business analysis section into our PMO (project management office) team. This will enable the larger team to take initiatives at an early stage and track them fully through the full lifecycle of requirements gathering, build, and implementation.
12. Our Enterprise Solutions Architect has decided to leave the Division to take-up a new opportunity. This change has given the IT Division management team the opportunity to review the role and consider how we cover this work in the future. This links to the new relationship between the Police Information Directorate and the Division (as mentioned in 10. above) and to the current work around the potential contract extension and future operating model.
13. Saba Dadabhoy has joined the Division as a new Business Partner since the last meeting and her initial focus will be Markets and Consumer Protection, and Open Spaces. Saba's previous role was at Voluntary Service Overseas (VSO) where she was a Business Analyst in the IT team.
14. To strengthen the team during a significant period of change and in advance of setting the future target operating model, the IT Division will be recruiting some interim resource to help maintain the stability and focus of the business-as-usual service. The initial 3 roles we are focussed on are a project management office (PMO) manager, service delivery manager, and Head of IT Delivery. The Head of IT Delivery position will enable our IT Service Management Consultant to focus on the future target operating model for IT services rather than the support issues he has been drawn into.

Appendices

- None

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