



Appendix 1

City of London Corporation and City of London Police

IT Roadmap - 2020 Vision

Design Principles to Enable Business Collaboration

(Only to be read in conjunction with the CoL or CoLP IT Strategy Documents)
Approved by IT Sub Committee 22.2.2017

Document Details

Version	Modifications	Author	Date
0.1	First draft	Adrian Davey	15/02/2017
0.2			
0.3			
1.0			22/02/17

Approvals

This document requires the following approvals:

Name	Role	Signature	Date	Version
Peter Kane	Chamberlain		15/02/2017	0.2
Sean Green	Director of IT		15/02/2017	0.2
Alistair Sutherland	Assistant Commissioner			0.2
IT Sub Committee	Agree		22/02/2017	1.0

Distribution

This document has been distributed to:

Name	Role	Date of Issue	Version
IT Transformation Steering Group			
IT Steering Group			
IT Management team			

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Introduction and Context

The City of London Corporation (CoL) and the City of London Police (CoLP) have a shared history and common values. While distinct organisations they both service the needs of the City of London. Through their community activities they also have a desire and need to collaborate and share information. Over many years this has led to the organisations becoming increasingly integrated while maintaining their identities.

Integration has its challenges as both organisations have multiple stakeholders both internally and at a national level, from National Police Federations through to local Government bodies. They also have differing requirements, particularly the Police which is a 24x7x365 operation referred to as a "blue light service" and security requirements due to the level of highly sensitive information.

The CoL and CoLP are now at a point where they need to re-evaluate both the demands they have for IT services and how those IT services will be supplied. The current Technology Stacks have reached both the end of their supportable life and end of serviceable life.

This challenge represents an opportunity to deliver a common approach to the Transformation of IT, to support the goal of current and future collaboration recognising a common approach with two distinct programmes.

This paper sets out the design principles that both organisations are following, to develop their respective IT Strategy and enable future collaboration.

In practical terms this is being demonstrated on the ground today with the upgrade of the network, which shares the common principles and approach but being implemented as two complementary programmes.

IT Strategy and Enabling Collaboration

CoLP and CoL are consumers of IT and ultimately their strategy is based upon;

- The services they need to consume
- Market trends
- The transformation required to enable those services

At an infrastructure level both organisations need to consume;

1. A Wide Area Network to deliver bandwidth
2. A Local Area network to route traffic
3. A desk top for the end user
4. Collaboration software to support their organisations

It is these components that are the focus of the shared approach.

These components are the key to collaboration and by sharing common standards it will optimise the opportunities for future collaboration.

In principle the basic business requirements for the 4 components are identical as both organisations are subject to the same market trends and the same needs. At a practical level though they have different business models that require separate programmes.

This comes to the final point on the transformation required to enable these programmes particularly for the Police where early drafts would indicate a significant effort required from the front line Officers to adapt to the change.

Strategy is about shaping the future and has 3 components;

- Diagnosis: analysing the environment or situation, making a diagnosis
- Guiding Policy: setting the Policy framework
- Action Plans: sequencing the tasks and activities

The key point is strategy is not a vision but is the defined action plan based upon the Guiding Policy and the diagnosis of the current issues.

The diagnosis points to similar issues across both organisations at the IT level of technology infrastructure though at the application level the organisations vary considerably due to different demands. At a Policy level the Police are dictated by their security requirements. This is inevitably leading to similarity of requirements but with different programmes.

Given this both organisations are committed to developing a Strategy in partnership that recognises the opportunity for enhanced collaboration, follows the same process and methodology but is aligned to their individual organisation requirements.

Design Principles and Business requirements

Both Strategies are based on a set of core business requirements and design principles;

Design Principles

- Policy led design
- Remove complexity and simplify wherever possible
- Deliver end to end solutions
- Ensure the support model transforms in parallel with the technology
- Adaptable to current and future needs
- Alignment to industry trends
- The Technology Stack will be architected to best practice providing resilience and redundancy at all levels where cost effective and aligned to business requirements
- The Technology Stack will be designed to support the requirements for cost effective ICT services
- Cloud solutions wherever possible
- Technology Stack platform based around a single vendor where possible
- The Technology Stack will be maintained at the latest patch and release levels (n-1)
- The Technology Stack will be monitored and maintained at all times
- Compliant with regulatory frameworks (PSN, PSNP etc)
- The Technology Stack will be fully documented at all times
- Aligned to good industry practice and architectural principles
- Eliminate vendor device proliferation and collapse functionality into minimum number of devices

Core Business Requirements

- Enhance the end user experience
- Deliver a platform to enable a more mobile workforce
- Enhance the reliability and functionality of our environment
- Align the user experience to modern ways of working
- Deliver collaboration to provide a connected workforce
- Place CoL and CoLP into best in class for technology adoption and exploitation
- Provide our users with appropriate tools to do their jobs
- Align user expectation and user perception

IT Roadmap and The Enabling Collaboration Principles

To deliver the requirements for future collaboration both Strategies have a core alignment at the technology level for the 4 key components, sharing a common set of design principles. The LAN, WAN (referred to here as the network), desktop and collaboration software have been jointly articulated to share this approach.

Network

The current network comprising of the local and wide area network has reached end of life and cannot support future collaboration objectives. Consistent and repeatable failures are diminishing our ability to operate. Bandwidth constraints at multiple sites are failing to keep up with user demands.

The Transformation Programme envisages;

- To deliver an upgraded network for both the CoL and CoLP – both LAN and WAN
- Utilise a common standard for Network switches
- Utilise a common standard for Wide Area networking utilising the BT MPLS network
- Utilise common design principles and approach
- Support future mobile working practices with a corporate WiFi solution
- To enable future collaboration between CoL and CoLP and other parties
- Utilise a common High Level design

But to implement the network as two separate programmes to;

- Align the programmes to low level business requirements
- Align the network to the respective topologies and configuration requirements
- Ensure Corporation and Police security policies are adhered to and accreditation remains
- Allow for different time lines and approach due to demands of Ring of Steel, JCCR and Accommodation programme

Managed Desktop

The current desk top models in both the Police and Corporation is end of life and has failed to keep up with industry changes to support the end user experience. The Police environment is slightly more advanced based upon Windows 8 while the Corporation has a more urgent need for change. This necessitates two distinct programmes but ultimately utilising the same Technology Stack.

The Transformation Programme envisages;

- Replace life expired hardware for all users
- Implement a fully managed Desktop and mobile device model
- Implement Windows 10, Office 2016, Collaboration (Skype for Business)
- Implement a unified Technology Stack to enable the benefits
- Implement an appropriate VPN solution
- Single standard versions of 3rd party applications deployed to end users
- Implementation of a managed renewal cycle
- Reuse where ever possible the learnings, design documents and approaches developed in the Corporation as the first to market

But to implement a managed desktop as two separate programmes aligned to individual business requirements to;

- Deliver to low level business requirements

- Recognise different demands for mobile and smarter working
- Ensure security compliance remains in place
- Recognise the differences in demands for application compatibility

Collaboration Software

Collaboration software is the broker to enable organisation and cross organisation collaboration at the user and document level. Collaboration can give us the ability to federate services such as calendars and share documents.

Office365 has been selected on the basis of value for money, return on investment, ability to select licenses appropriate to user's roles and alignment to the Technology Stack. The CoLP are in the process of validating the security model of the service offering.

The Transformation Programme envisages,

- Implementing collaboration software for mail, SharePoint and Skype for Business
- Deliver significantly lower IaaS storage and server costs
- Enhanced collaboration
- Separate tenancies for CoL and CoLP to ensure security boundaries are maintained
- Removing the need for future upgrades
- Mail box sizes up to 50GB per person
- Readiness for meeting the needs of current and future collaboration requirements

IT Transformation Road Map

The emerging Transformation Road map shows the Corporation on an earlier trajectory for the managed desktop and collaboration software with the Police requirements under development. The Network Transformation for the WAN and LAN are following the same glide path delivering the stated goals of a joint approach above. The Strategy for the Police is under development to align their requirements to Digital Policing.

