Committee(s)	Dated:
Digital Services Sub-Committee	**24th January 2020**
Subject: IT Division - Change Management Summary	**Public**
Report of: The Chamberlain	**For Information**
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Summary

To paper aims to support the Digital Services Sub Committee's understanding of the effectiveness of the management of changes to the IT environment.

The paper describes three specific areas:

- An overview of the IT Change Management process
- Performance measurements
- Future opportunities

Recommendation(s)

Members are asked to note this report

An overview of the IT Change Management process

1. The ITIL definition of change is "the addition, modification or removal of any authorized, planned, or supported service or service component that could have an effect on IT services"

2. The goal of Change Management is to ensure that standard procedures are used for efficient and prompt handling of all changes, in order to minimise the impact of Change related Incidents on service quality.

3. Change Management can only occur when IT management can recognise when Change has occurred and verify that it is both authorised and has a purpose.

4. The City of London Corporation (CoL) Change Management Policy must be complied with by all users and administrators of IT.

   - All Members of IT, including Facilities, Strategic technology partners and 3rd party suppliers.

- All CoL and CoL sites and Institutional bodies of the Corporation where CoL-owned technology are impacted by the change.

5. The IT Director owns the policy.

6. All IT suppliers, internal teams and 3rd parties are responsible for complying with this policy.

7. Agilisys is responsible for managing the process and co-ordinating any Change Management activities.

Change Approval Board

8. A Change Approval Board is held weekly to review and authorise changes, or more frequently during periods of greater change. The Board is run by the Agilisys Change Manager and always includes representation from technical teams and senior management in Agilisys and the City of London IS team.

9. Review includes confirming that the proposed changes:

- conform to City of London policies
- have been tested
- are risk-assessed
- are resourced
- are communicated to users

Classification of changes

10. Changes fall into one of the following categories:

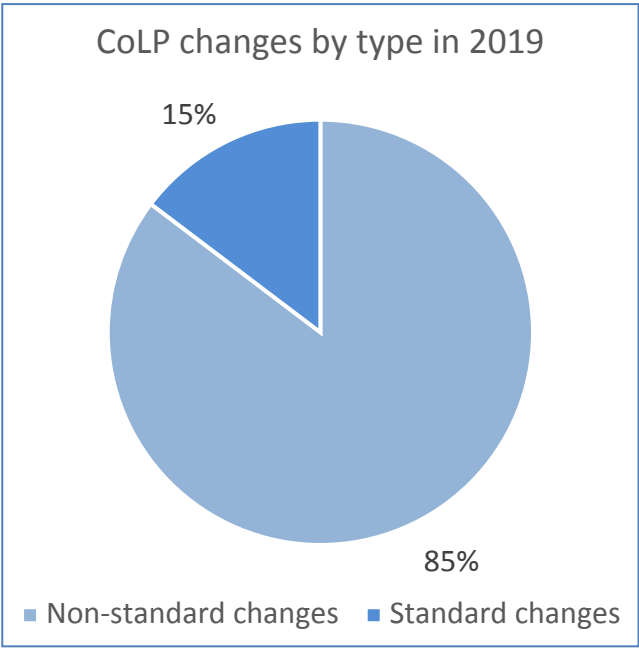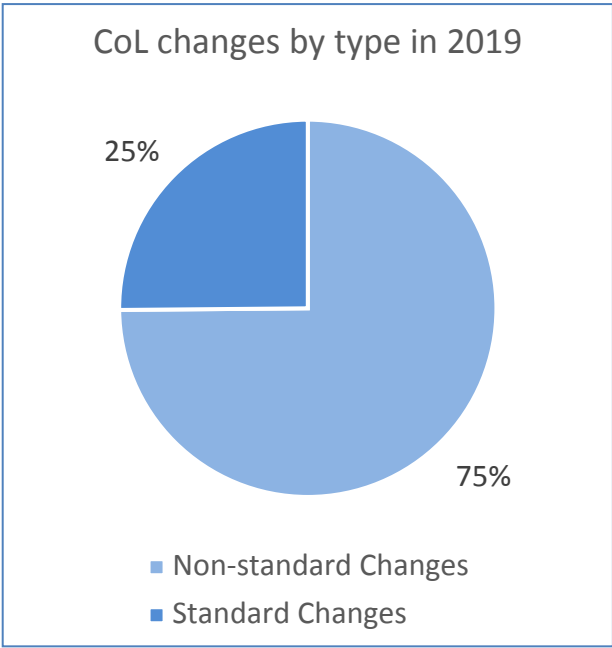| Change Type	Change Example
Standard change	Standard Changes are pre-approved changes that are considered relatively low risk, are performed frequently, and follow a documented (and Change Management approved) process.
Non-Standard Change (Non-Standard Request or RFC)	Addition of new services, software, hardware; installation of enhancements or fixes; configuration Changes to systems; major hardware moves and data migrations. It also includes: • Emergency Changes and Retrospective Changes - including urgent fixes to correct problems. • Retrospective changes – In order to immediately fix a fault, the Change takes place before there is time to hold a CAB meeting (so as minimise interruptions to service).

Performance measurements

11. The Change Approval Board approved an average of 66 changes per month for CoL and 34 for CoLP in 2019.

Changes approved in 2019
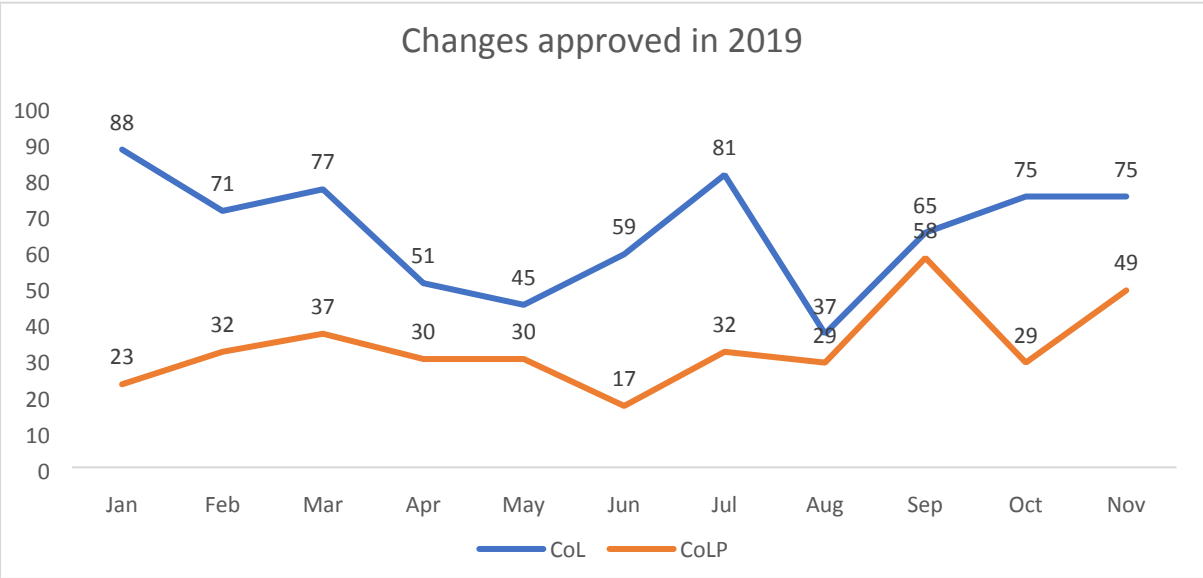
12. Changes may be raised because of planned project work to implement new services, as part of routine maintenance and occasionally to support urgent work to fix service issues.

13. Standard changes are not service-impacting and are often carried out during business hours without awareness in the business. Typically, standard changes are related to existing services and applications and are repeatable and low risk, e.g. data extracts or application template changes.

14. Non-standard changes are reviewed for potential business impact and are normally carried out in the evening or at weekends. Typically, non-standard changes include the introduction of new technology, upgrade or significant modifications to existing services, and carry a higher risk or impact.

CoL changes by type in 2019

25%

75%

- Non-standard Changes
- Standard Changes

CoLP changes by type in 2019

15%

85%

- Non-standard changes
- Standard changes

Measuring success

15. A change is regarded as a success if it completed without unexpected impact on business users. 100% of Standard Changes were successful in 2019.

16. A change is regarded as a failure if it failed to complete or completed but with an unexpected impact on business users.

17. Changes may be rejected by the Change Approval Board if they do not meet all the criteria to proceed or they may be cancelled if circumstances change.

Month	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
Industry Standard Success Rate	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
% Success Rate (CoL)	96%	94%	96%	94%	97%	88%	95%	90%	92%	97%	100%
% Success Rate (CoLP)	100%	100%	93%	100%	97%	83%	100%	97%	87%	100%	100%

Change success rates in 2019

100.00%
80.00%
60.00%
40.00%
20.00%
0.00%

Jan-19 Feb-19 Mar-19 Apr-19 May-19 Jun-19 Jul-19 Aug-19 Sep-19 Oct-19 Nov-19

- % Success Rate (CoL)
- % Success Rate (CoLP)
- Industry Standard Success Rate
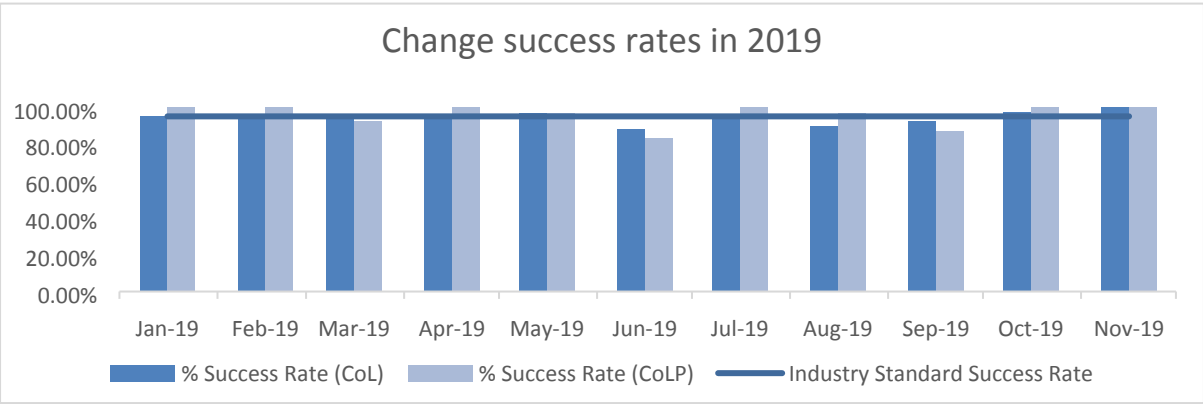
Risks

18. Pre-change testing is always carried out in the IT service, but because there is a wide range of end user equipment and application configurations, this cannot be guaranteed to identify all issues.

19. The current service management tool has limited capability to predict the impact of change on other systems.

20. It is not possible to always avoid impact on business users. Business toleration of some disruption or service unavailability is necessary.

Future opportunities

21. A larger test group of users, selected to maximise the number of use cases, is being prepared by the IS division and will improve confidence that the impact of planned changes is well understood.

22. The IS division is working with business users to improve the quality of User Acceptance Testing will provide assurance that there is consistent and auditable testing which informs decisions to release changes to larger groups of users.

23. Agilisys will be implementing a new service management tool which will dynamically capture the relationships between systems and provide valuable input into change decision-making.

24. The new service management tool will assist with making available the decisions of the Change Approval Board and provide a forward schedule of changes.

25. The service management team reviews the overall change profile to seek opportunities to increase the percentage of low-risk standard changes.

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